

Vendor Q&A

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Q: What has NMC announced?

A: Certain NMC companies have filed for administration in the Abu Dhabi Global Market (“ADGM”). The administrations relate only to certain operations in the UAE. The administrations are the next planned step in NMC’s efforts to restructure its debt following the discovery of substantial fraud within the Group and to get additional money into the business.

Our primary objectives remain the same: to ensure continuity of patient care, stability of employees and vendors, and financial security for NMC’s operating companies.

The full list of companies that have been placed into administration in the ADGM can be found at <https://NMC.ae/investor-relations>.

Q: What is administration?

A: Administration is an ADGM process where the control of a company passes to a licensed professional, in this case individuals from Alvarez & Marsal.

Administration is a rescue procedure that provides a process for the Company to emerge as a healthier business, as it allows businesses to continue operating as usual (as is the case here), whilst also allowing for a financial rescue.

This is why the Administrators and NMC management believe that the administrations are a positive and necessary step and will assist in returning NMC to long term success. You can find more information about this in the All Lenders presentation made publicly available at <https://NMC.ae/investor-relations>.

Q: When did the administration occur?

A: The court order was handed down on 27 September 2020 in the ADGM.

Q: Why are the UAE operations entering administration?

A: Administration is a process available in ADGM which, we firmly believe, will enable NMC to emerge as a healthier business. Administration can be used as a means to allow NMC to continue to operate as usual and provide protection from creditor action, whilst also allowing for the development of the best path for an orderly restructuring of NMC’s debt.

It will also enable NMC to get money into the business quickly for go-forward operating expenses.

Using an Abu Dhabi process will also result in greater local recognition than a foreign procedure.

Q: I’ve seen media reports saying that NMC is going out of business, is this true?

A: We are not going out of business. A Company that is in administration can continue to trade as normal, and that is exactly what we will do. NMC is a strong business operationally and this process will enable us to address the debt we have been burdened with following the fraudulent activity

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uncovered earlier this year. This process will allow us the opportunity to emerge as a healthier, stronger business.

Q: Why is this being done now?

A: This is the next necessary step in NMC's financial restructuring plan to address its debt, much of which it is believed has been created by fraudulent activity. We believe this action to be in the best interests of NMC's employees, vendors, and patients. It will support us as we position ourselves for future viability and success.

We want to be clear that our top priorities are to help provide the highest quality patient care, stability of employees and vendors and financial security for NMC's operating companies, and we recognize this has been an extremely difficult period. Thank you for your ongoing cooperation.

Q: I think of insolvency as a bad thing or the last alternative for a company. How is this different?

A: Whilst administrations are governed by insolvency legislation, they are designed to give companies a path to rescue. This particular part of the law allows businesses to continue to trade and can protect companies while they are restructuring or resolving their debt issues. This is what we are doing at NMC. We are not dissolving or liquidating the core business. We will continue to operate as we are currently.

Q: What is different about these administrations compared to the other administrative procedures that NMC has ongoing?

A: NMC Health Plc is in a UK administration process. These additional administrations are in respect of certain UAE NMC entities. Those entities entering administration in the ADGM is the next step in NMC's efforts to address its debt. Filing in the Abu Dhabi Global Market will allow for local protection from creditor action, while NMC is restructuring its debt.

Q: Is this an indication that the current financial restructuring is not going to plan?

A: No. The administrations should be seen as the planned next step in NMC's financial restructuring plan. This is an indication that we are taking control of and addressing our debt in a way that ensures the continued viability of NMC.

Our priorities remain to provide the highest quality patient care and services, bring stability for employees and vendors, and financial security for NMC's operating companies.

Q: What will happen to NMC's customers and patients?

A: There will be no change to how we treat customers and patients. Please be assured, our number one priority remains the health, safety, and welfare of our patients. We will continue to uphold NMC's standards of care, as we have been to date. We recognize NMC's position in this current COVID-19 crisis is essential and we do not expect any disruption in day to day operations.

Q: Why does NMC need to restructure its finances?

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A: NMC has and continues to be a strong company operationally and will remain so throughout this process. However, alleged illegal actions taken by certain individuals has led to some financial distress of the Company. As soon as those actions were discovered, NMC immediately worked to stabilize the operations to protect our patients and employees. We are now working on a plan to address the impact of the purported fraudulent debt and outline viable recovery options. The administration process will aid us in these efforts.

Q: Does the Company have the money to continue operations, such as paying employees and vendors?

A: Yes - employees and ongoing vendors will be paid. Our lenders continue to have faith in our business and have shown that faith by extending additional financing to NMC and their administrators. We are using this process to address and restructure our debt in a way that will help NMC remain a strong business.

Q: How can I get my questions answered?

A: We have developed resources to ensure you can stay up to date on NMC's administration information. To learn more about the administration, please visit <https://NMC.ae/investor-relations>. We have also created a dedicated email address to give you direct access to our team. You can direct your questions to supplierquestions@nmc.ae. Please understand we may receive a lot of emails, and we will look to answer them all as soon as we can. Your patience in this regard is appreciated.

In addition, your normal NMC contact hasn't changed, so please continue to communicate with them in the usual way.

Q: Will vendors continue to be paid in administration?

A: In respect of periods after the date of the administrations, the Joint Administrators intend to continue to pay vendors in the ordinary course of business. However an authorized purchase order in line with improved procurement practice will be required before any goods or services are supplied.

Vendors with a purchase order approved by the administrators or their representatives in relation to post-appointment goods and services will be paid. If you have not received communication from the administrators detailing what constitutes an approved purchase order please contact supplierquestions@nmc.ae.

Q: Why should vendors continue to do business with NMC?

A: The Administrators intend to continue to pay our vendors for goods and services in the ordinary course of business moving forward, subject to the new purchase order process as referenced above. NMC can continue operating in the ordinary course of business in administration, and the administrators are bound to pay any debts incurred, provided they were provided in accordance with a valid purchase order.

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This process is intended to make the relevant companies better and stronger business partners in the long-term future. We value our ongoing relationship with you and our focus remains on delivering high quality healthcare always, but especially in this time of COVID-19.

Q: When will vendors be paid past due amounts?

A: Administrators cannot pay for vendor debts incurred in the pre-appointment period (being before 27 September 2020). These amounts represent a claim in the relevant Administration estate.

If vendors have any queries regarding past amounts due they are able to contact supplierquestions@nmc.ae.

Q: Can vendors take back goods?

A: The administrations create a legal moratorium that prohibits any attempt to take back goods from the company, without the express permission from the administrators or the Court. Therefore, it is illegal to take back goods from a company that is in administration. You should consult with an attorney before attempting to do so.

Q: How can vendors be sure this doesn't mean NMC is going out of business?

A: NMC is a strong business which has been impacted by fraudulent activity. Administration allows us to receive additional funding to continue operations while we restructure. We are optimistic that we will successfully emerge from our restructuring as a stronger business partner. NMC also has support from our largest lender, ADCB.

Contact Information

Vendors can reach out to supplierquestions@nmc.ae any time of the day.

NMC Investor Relations: <https://nmc.ae/investor-relations>

PR Agencies Contact Information:

nmchealthgroup@headlandconsultancy.com

nmchealthcare@hanovercomms.com

The affairs, business and property of these certain companies within the NMC Group are being managed by the Joint Administrators: Richard Fleming and Ben Cairns, who act for and on behalf of the companies without personal liability.