

Restructuring Effective Date (“RED”) FAQs – These FAQs will be updated periodically.

These FAQs relate to the holdco facilities commitments (the “**Holdco Facilities Commitments**”) that will be issued to the unsecured creditors of the NMC Group DOCA Companies (the “**Unsecured Creditors**”) that implemented deeds of company arrangement (the “**DOCAs**”) approved on 21 September 2021 (certain of which were amended and restated on 27 October 2021). For queries relating to the restructuring of the NMC group generally, the DOCAs and the Holdco Facilities Commitments, please refer to the information available on the NMC stakeholder website here: <https://nmc.ae/investorrelations/stakeholderinformation>.

Capitalised terms used but not defined in these FAQs have the meaning given to them in the revised Joint Administrators' proposals dated 9 August 2021 (the “**Revised Administrators' Proposals**”), which are available for download at <https://nmc.ae/investorrelations/stakeholderinformation>.

Q: What has happened to the NMC group of companies?

A: Due to being subject to a number of significant frauds and other corporate wrongdoings, the NMC Group does not have funds to repay all of its creditors in full. As a result, the key operating companies of the NMC Group entered into administration and undertook a legal process called a deed of company arrangement. The purpose of this was to implement a financial restructuring of the NMC Group. The implementation of the restructuring has now successfully completed.

As a result of the restructuring, materially all of the business and assets of the NMC Group have been transferred to a new group ultimately owned by the unsecured creditors of the previous NMC Group (“**Holdco**”) and the key operating businesses have exited administration (other than NMC Healthcare LTD (in administration)) and are able to continue to trade as part of the new group. The new group has a new debt facility issued by Holdco totalling USD 2,250,000,000 which all of the Admitted Group Creditors of the NMC Group have been allocated a portion of (the “**Holdco Facilities**”).

For more detail please refer to the press release which can be found on the NMC stakeholder website: <https://nmc.ae/investorrelations/stakeholderinformation>.

Q: What are the Holdco Facilities Commitments that I have received?

A: The Holdco Facilities Commitments evidence the portion of the Holdco Facilities held by each of the Admitted Group Creditors (such Admitted Group Creditors being, the “**Holdco Financiers**”)

Holdco Financiers will receive interest or, if holding Islamic commitments, income on their Holdco Facilities Commitments and will receive a return from a sale of, or other exit in relation to, the NMC business in accordance with the terms of the Holdco Facilities Documents, that are available on the NMC stakeholder website.

Q: Where do I find out what my EPM Entitlements are?

A: If you have met the Initial Distribution Requirements as set out in the DOCAs, including completing an Admitted Group Creditor Letter, your EPM Entitlements will be available to view on the Portal (<http://www.ips-docs.com/>).

You will need to log in to this Portal using the same log in information as you have used previously when logging in to vote on the DOCAs. You should have received a reminder of your log in information but if you are having issues accessing the Portal, please contact INS_NMCADGM@alvarezandmarsal.com.

You are able to print the page displayed on the Portal showing your entitlements but will not receive any documents relating directly to the Holdco Facilities. However, the full suite

of executed Holdco Facilities documents will be made available on the NMC stakeholder website.

Q: How have my EPM Entitlement been calculated / why have I not received the full value of my claim in Holdco Facilities Commitments?

A: An entity priority model (“**EPM**”) has been developed to allocate Holdco Facilities Commitments between the various Unsecured Creditors. The EPM calculates the value attributable to each Group DOCA Company that will be available for distribution to the individual Unsecured Creditors of each Group DOCA Company based on each Unsecured Creditors' claim against the Group DOCA Companies. In summary, the EPM:

- identifies each Group DOCA Company's value that is capable of distribution to Unsecured Creditors in various scenarios, and the legal rights, ranking and characteristics of each of the claims related to it; and
- applies each Unsecured Creditor's claims against each Group DOCA Company in order to model estimated recoveries due to those creditors under each of the scenarios.

Q: Why has my EPM Entitlement changed from previous versions I received?

A: A creditors EPM Entitlement is based on the EPM which includes a number of assumptions and value projections to arrive at the distribution amounts. It also reflects latest balance sheet positions of each entity. Creditors may have been informed of their provisional EPM Entitlements in March/April 2021. Further detail was also included in the Revised Administrators Proposal posted on the NMC website in September 2021. Since that date, some of the inputs have changed causing minor variances to the allocations for some creditors. We are unable to provide any bridging of positions to individual creditors.

Q: When will I receive my Holdco Facility Commitments?

A: Provided that you complete the Initial Distribution Requirements, the Holdco Facility Commitments will be transferred to you on or about the Restructuring Effective Date. If you fail to complete the Initial Distribution Requirements or are deemed to be a Holdback Creditor, your Holdco Facility Commitments will be paid into a Holding Period Trust until you complete the Subsequent Distribution Requirements and/or cease to be a Holdback Creditor.

Q: Will I receive any cash upon completion of the Restructuring?

A: If a creditor meets the Initial Distribution Requirements, they will receive Holdco Facility Commitments which constitute debt obligations. In the future, you may also receive the net proceeds from any litigation brought by LTD against the parties that committed the frauds and other wrongdoings against the NMC Group. The reasons that no cash will be distributed initially under the Restructuring are set out in the Revised Administrators’ Proposals available on the NMC stakeholder website.

Q: How can I sell my Holdco facility commitments?

A: The Holdco Facility documents include the terms on which the Holdco Facility Commitments can be transferred. These allow for the Holdco Facility Commitments to be transferred in the same way as commitments in a typical commercial term loan facility. If your holdings of Holdco Facilities Commitments amount to less than USD 1,000,000 in total, you will need to transfer your entire holdings, otherwise you are entitled to transfer part of your holdings in minimum amounts of USD 1,000,000.

Any transfers of your Holdco Facilities Commitments should be arranged on a standard commercial basis and in accordance with the terms of the Holdco Facility documents. Once

a transfer of Holdco Facilities Commitments completed, please notify the Deed Administrators at INS_NMCADGM@alvarezandmarsal.com.

Q: When will Interest / Income on the Holdco Facility Commitments be paid?

A: Interest and Income will be paid to holders of Holdco Facilities Commitments annually to the bank account specified by them in their Admitted Group Creditor Letter. This will be in the form of cash interest and payment in kind (PIK) interest.

Q: I am a supplier of the NMC Group, has anything changed with my ongoing supplies to the Group?

A: Suppliers will continue to be paid for goods and services in the ordinary course of business. Any changes will be communicated to suppliers through their normal communication channels. If you have any queries, please contact your usual NMC contact.

Q: What happens to my claim against NMC Health Plc?

A: NMC Health Plc ("Plc") is in Administration in the UK and creditor claims into Plc will not be compromised by the DOCA. The Administrators of Plc will advise creditors of any action they need to take in respect of their claims in due course.

Q: I am owed money from the NMC Group but have not received any Holdco Facilities Commitments. How can I be paid?

A: If you did not submit a proof of debt prior to the deadline or you submitted a claim but it was rejected by the Joint Administrators and you did not appeal this decision within the required 12 day notice period, you are not entitled to receive any Holdco Facilities Commitments.

If you did submit a claim into the Administrations prior to the deadline and this claim was accepted but you have not met the Initial Distribution Requirements, you will not receive your Holdco Facility Commitments until you have completed the Subsequent Distribution Requirements. If you are a Holdback Creditor (ie your claim is a Holdback Claim under the terms of the DOCAs), you will not receive your Holdco Facility Commitments until you are no longer a Holdback Creditor under the terms of the DOCAs.

Q: When will my Holdco Facilities Commitments be repaid by the NMC Group?

A: The Holdco Facilities have a maturity date of five years from the Restructuring Effective Date (25 March 2022) subject to two 12 month extension options (that may be exercised by Holdco provided that the required consent is received from the Holdco Financiers). The Holdco Facilities may be paid at an earlier date in the event of an Exit event (i.e. IPO or sale of the NMC Group)

Q: What are my rights as a Holdco Financier?

A: Your rights and obligations as a Holdco Financier are included in the Holdco Facility documents on the NMC stakeholder website.

Q: Who should I contact with further queries?

A: Should you have any further queries, please contact the Joint Administrators' team via email to INS_NMCADGM@alvarezandmarsal.com

Please note that this document is provided for informational purposes only and does not constitute any form of legal or other advice to any recipient. Creditors should review all

documents made available to them in respect to the Holdco Facilities Commitments and the Restructuring and take their own legal advice where appropriate.