MOODY'S
INVESTORS SERVICE

CREDIT OPINION
17 June 2020

Update

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RATINGS

Fleury S.A.

Domicile	Sao Paulo, Brazil
Long Term Rating	Ba2
Type	LT Corporate Family Ratings - Dom Curr
Outlook	Stable

Please see the ratings section at the end of this report for more information. The ratings and outlook shown reflect information as of the publication date.

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Fleury S.A.

Update to credit analysis

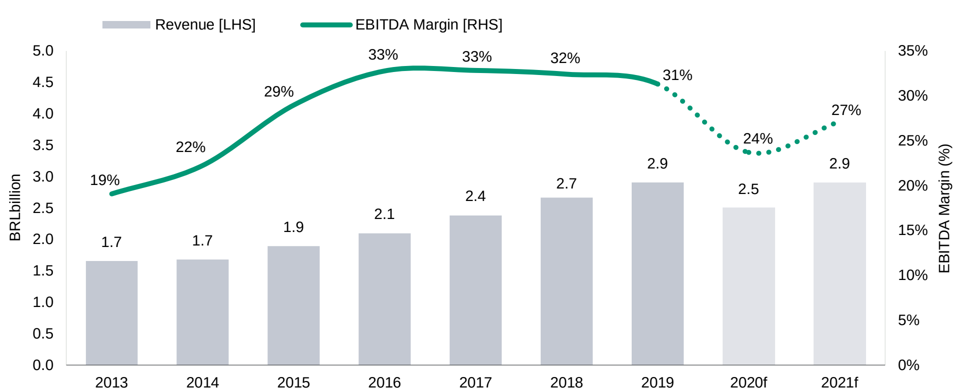
Summary

Fleury S.A.'s (Fleury) Ba2/Aa2.br ratings are supported by the company's strong and well-recognized brands, solid market position in Brazil and focus on the more resilient higher-income population group, and the positive long-term prospects of the Brazilian healthcare industry. The ratings also incorporate Fleury's improved diversification in terms of branding, consumer profile and geographic footprint, stemming from its acquisitive growth strategy, and our expectation of adequate credit metrics and liquidity, even after considering its aggressive M&A-based growth strategy.

The ratings are constrained by the Government of Brazil's (Ba2 stable) rating and the company's small size compared with that of its global peers, as well as the fragmented nature of the industry, which provides room for M&A activity. Furthermore, there are risks related to Fleury's expansion plans, which entail both organic growth and acquisitions, and large dividend distributions, although we expect the company to match its capital spending and shareholders' distributions with its cash generation to preserve its creditworthiness. In March and April, the company reinforced its liquidity to face the uncertainty because of the coronavirus impact. With social distancing measures, the customer traffic in Fleury laboratories will decrease, leading to lower cost dilution and margin pressure, with a significant decline in revenue and EBITDA in the near term.

Exhibit 1

Fleury's revenue and EBITDA margin will decrease as a result of lower customer flow in its laboratories because of the coronavirus outbreak
In BRL billion, otherwise stated



All figures and ratios calculated using Moody's estimates and standard adjustments. Moody's forecasts (f) or projections (proj.) are Moody's opinion and do not represent the view of the issuer.
Sources: Moody's Financial Metrics™ (historical) and Moody's Investors Service (forecast)

Credit strengths

» Strong and well-recognized brands in the local market

» Favorable long-term fundamentals for the healthcare industry in Brazil

» Adequate credit metrics and liquidity, despite its aggressive growth strategy

» Disciplined and successful acquisitions

Credit challenges

» Ratings constrained by Brazil's sovereign rating

» Relatively small size compared with that of its global peers

» Highly fragmented industry, which increases the likelihood of further M&A activity

Rating outlook

The stable outlook on Fleury's ratings reflects our expectations that its credit metrics will remain around the current levels over the next 12-18 months and the company will prudently manage its growth strategy and dividend distributions to preserve liquidity.

Factors that could lead to an upgrade

An upgrade of Fleury's ratings would depend on an upgrade of Brazil's sovereign rating. Positive pressure on the ratings would also require Fleury to continue its organic growth while pursuing its expansion strategy and to maintain stable profitability, leverage and liquidity even during tougher macroeconomic conditions.

Factors that could lead to a downgrade

The ratings could be downgraded if Fleury fails to grow organically or to maintain its EBITDA margin around the current level. The ratings could also come under pressure if the company's:

» leverage ratio remains above 3.5x

» free cash flow remains negative on a consistent basis

» liquidity deteriorates

A downgrade of Brazil's sovereign rating could also strain Fleury's ratings.

Key indicators

Exhibit 2
Fleury S.A.

USD Millions	Dec-15	Dec-16	Dec-17	Dec-18	Dec-19	LTM (Mar-20)	Moody's Forward View Next 12-18 Months
Revenue	$578	$604	$746	$734	$738	$713	$500 - $650
EBITA Margin %	20%	24%	25%	24%	22%	21%	13% - 20%
Debt / EBITDA	2.6x	1.8x	1.9x	2.1x	2.7x	2.9x	3.5x - 4.5x
EBITA / Interest Expense	2.4x	3.4x	5.6x	5.7x	4.3x	4.0x	1.8x -3.0x
RCF / Net Debt	57%	31%	71%	46%	26%	23%	10% - 25%

All figures and ratios are calculated using Moody's estimates and standard adjustments. Moody's Forecasts (f) or Projections (proj.) are Moody's opinion and do not represent the views of the issuer. Periods are Financial Year-End unless indicated. LTM = Last 12 months.
Source: Moody's Financial Metrics™

Profile

Founded in 1926, Fleury S.A. (Fleury) is a major provider of high-quality diagnostic medicines in Brazil, through its patient service centers and B2B (operations in hospitals and reference laboratories), representing 84% and 16%, respectively, of gross revenue in the 12 months ended March 2020. The group has a diversified portfolio of brands that caters to different social classes in eight Brazilian states and the Federal District. During the same period, Fleury posted revenue of BRL2.9 billion (around $713 million) and an adjusted EBITDA margin of 29.7%.

Detailed credit considerations

Coronavirus outbreak will drive operating profit down

The rapid and widening spread of the coronavirus outbreak, the deteriorating global economic outlook, falling oil prices and asset price declines are creating a severe and extensive credit shock across many sectors, regions and markets. The combined credit effects of these developments are unprecedented. We expect a sharp economic contraction in the first half of 2020, followed by a gradual resumption of growth in the second half as social distancing measures begin to lift and a stronger pickup in activity in early 2021. Overall, we expect Brazil's GDP to contract 5.2% in 2020, followed by 3.3% annual growth in 2021. We regard the coronavirus outbreak as a social risk under our environmental, social and governance (ESG) framework, given the substantial implications for public health and safety.

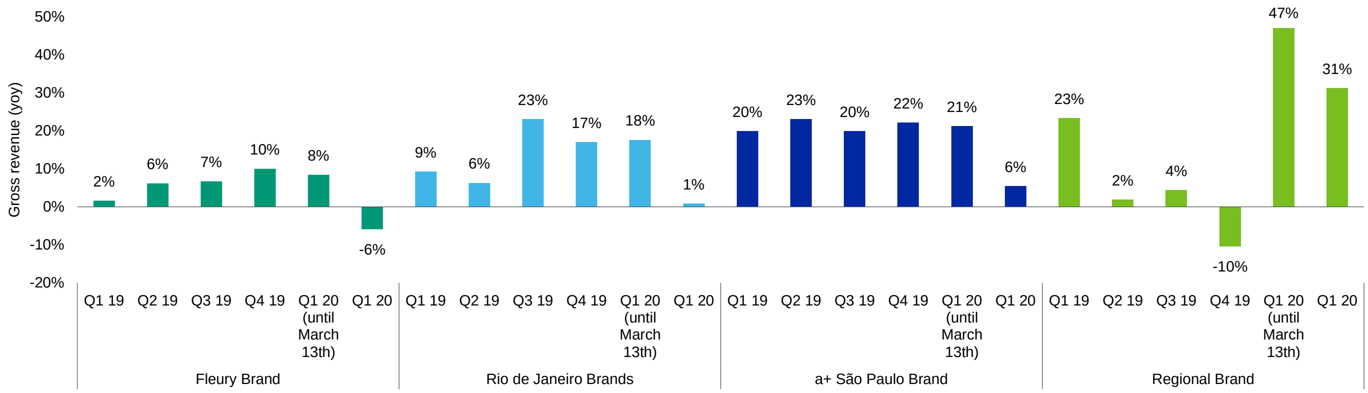
There will be a substantial drop in demand for Fleury, with social distancing measures leading to a delay in or suspension of tests and procedures, which started in mid-March. Because of fixed costs, the drop in volumes will result in a margin compression. We expect a drop in gross margin to 24% in 2020 from 30.6% in 2019 and in EBITDA to BRL590 million from BRL910 million during the same period. Fleury has taken various measures to mitigate the negative impacts from the outbreak, including an increase in remote work, temporary reduction in wages for most of its employees and adjustments in the service offering in general. The company has temporarily closed or reduced the hours of some patient service centers, while intensifying the offer of digital and client's services at home. In this period, Fleury launched the telemedicine platform, Cuidar Mais, and the drive-through for clinical analysis — being on of the exams, the serology for COVID-19, that has already reached 600 exams per day. The first signs of the impact of the outbreak were already observed in the Q1 2020 results. Until March 13, gross revenue coming from the patient service center increased 16.3% year over year. However, when the last two weeks of March were included, revenue growth for the quarter was only 1.1%. The major impact will be observed in Q2 2020.

Since beginning of the COVID-19 pandemic Fleury has provided testing services to hospitals with a standard RT-PCR test. But in May Fleury announced a new test which shows the P&D capacity of the company and will help to increase volumes. According to Fleury, before the introduction of the new tests Fleury was providing ~4,000 tests a day and will increase this amount to ~5,500 tests. Also according to Fleury the new tests are faster processing, present lower cost and the possibility of being transported at room temperature.

Exhibit 3

The first signs of the negative impact were already observed in Q1 2020

Fleury's patient service centers' gross revenue growth



Includes the effect of acquisitions.

Sources: Fleury S.A. and Moody's Investors Service

Strong and well-recognized brands in the local market

Fleury operates three main business lines — patient service units, diagnostics operations in hospitals and reference laboratories — under 14 brands in the major metropolitan regions of Brazil, providing premium and intermediary-level services, mainly to customers in classes A and B (highest income classes in Brazil).

The patient service units, which generate around 84% of total gross revenue, operate through 253 units across eight Brazilian states and the Federal District. The brands Fleury, Clínica Felippe Mattoso and Weinmann Labs have leading positions in the A social class in the states of São Paulo, Rio de Janeiro and Rio Grande do Sul, some of the most economically robust regions of the country, thereby benefiting from the resilience of the consumption patterns of the higher-income population group, which confers defensive characteristics to Fleury's business model and allows for adequate operating performance even during low economic cycles. This factor was particularly important during the economic recession in Brazil, when weak macroeconomic conditions led to a marked increase in unemployment rates and, consequently, to a reduction in the total number of health plan beneficiaries.

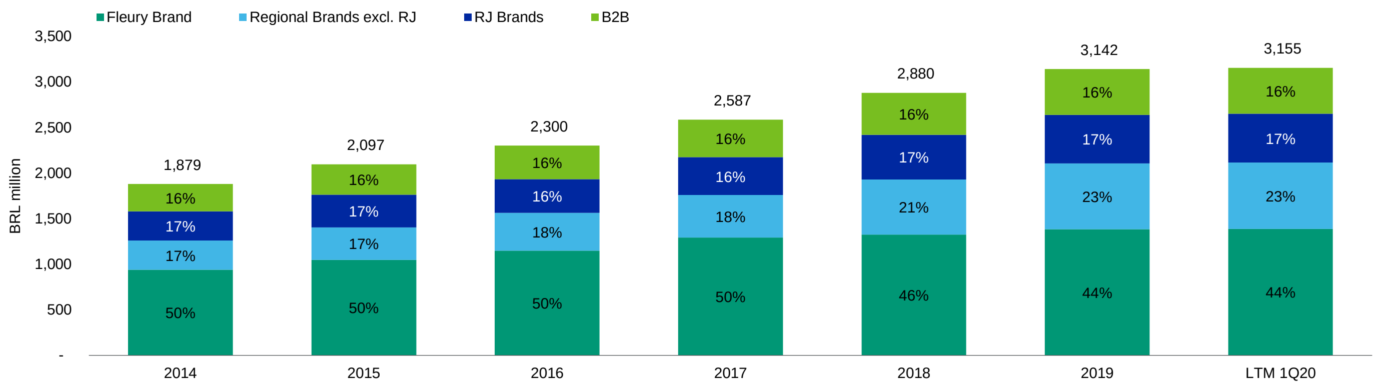
In additional to the brands positioned as premium, over the years, the company started to expand its portfolio of brands with a strategy to assist intermediary-level health plans and increase its presence nationwide. This led to, for example, the launch of the national brand a+ in 2011, which was a result of the consolidation of brands previously acquired. As a result of the strategies adopted by the company for growth through organic expansion and acquisitions, Grupo Fleury's gross revenue rose constantly over the last few years, with brands other than Fleury gaining a higher share of the overall portfolio.

Recently, Fleury launched a 100% digital laboratory, Campana até Você, which is considered a new segment in the company's portfolio because it operates for customers who currently do not have access to Fleury and a+ in São Paulo. With a market estimated at 2.6 million lives, the online-to-offline initiative will allow the client to schedule and monitor its results through the application, while the collection analysis is carried out at the client's preferred location.

Exhibit 4

Fleury's revenue contribution from regional brands has been increasing over the last years

Gross revenue breakdown



Sources: Fleury S.A. and Moody's Investors Service

Unlike the US and other markets, the choice of a healthcare provider in Brazil is usually determined by the patient, and procedures are performed outside of hospitals and medical consultations. In our view, Fleury's successful branding strategy, which is illustrated by the wide recognition of the Fleury brand by patients and physicians, provides a competitive advantage to the company during a patient's decision-making process. The company's wide coverage and integrated solutions for physicians also contribute to its strong market position in Brazil.

With a contribution of 16% of total gross revenue, diagnostic operations in hospitals have a presence in 30 renowned medical centers and hospital operations, focusing on clinical analysis, while reference laboratories, which contributed 1% of total gross revenue, provide high-complexity tests for more than 600 laboratories across Brazil.

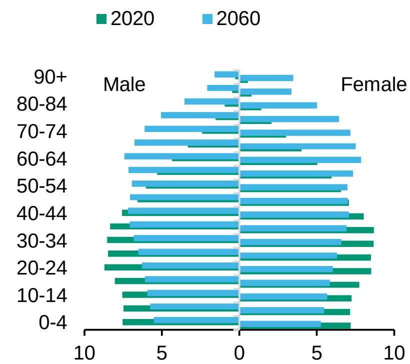
Long-term fundamentals for Brazil's healthcare industry remain favorable

The long-term prospects for the Brazilian healthcare industry remain favorable, but the sector is not immune to the challenges related to the economic recession that the country will undergo this year, with the expectation of rising unemployment rates and a reduced number of health plan beneficiaries.

The increase in the average income level, importance of health spending for Brazilians and still-low healthcare insurance penetration rates are long-term drivers of growth in private health spending. Health spending tends to be relatively resilient to economic cycles. In Q1 2020, the number of beneficiaries increased marginally, but will decrease along with the coronavirus crisis. Grupo Fleury's brands have proved to be relatively resilient, given the high-quality services, brand recognition and the company's focus on higher-income customers, which will continue to temper the impact of high unemployment rates in Brazil on the company's operating performance and could lead to some market share gain.

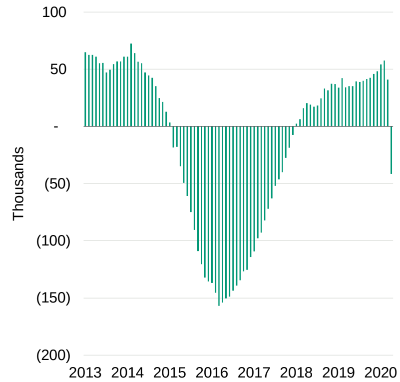
In the long term, the aging population will support an increased demand for healthcare services in Brazil. According to the Brazilian Institute of Geography and Statistics (IBGE), the proportion of Brazilians aged 60 years or older should reach 32% by 2060 (or 73.5 million inhabitants) from 14% in 2020E. Also, the private health plan segment is still underpenetrated in the country, especially compared with that in developed countries. We estimated that as of December 2019, only about 24% of the Brazilian population had a health plan contracted, while in developed economies, the penetration rate was higher - for instance, 95% in France and 60% in United States. It is noteworthy that the individual penetration rate is higher than Brazil's average in more developed states, such as São Paulo (41%) and Rio de Janeiro (33%), where Fleury has a particularly strong presence.

Exhibit 5
Aging population supports long-term fundamentals ...
Habitants, in million



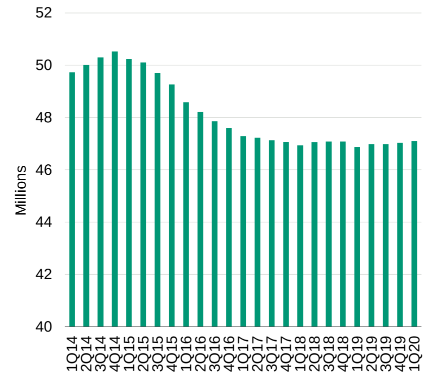
IBGE estimates.
Source: IBGE

Exhibit 6
... but the reduction in formal jobs will constrain health plan additions, ...
Brazil's net addition formal jobs



In thousands, the 12-month trailing average.
Source: CAGED

Exhibit 7
... as well as the sector's growth in the short term
Number of health plan beneficiaries in Brazil



Source: National Health Agency

Highly fragmented industry increases the likelihood of further M&A activity

The private healthcare sector in Brazil is highly fragmented and has no dominant company, with the four largest companies holding only 25% of the sector's market share in terms of revenue. The largest companies in Brazil are DASA (BRL 3.9 million), Fleury (BRL 2.9 billion), Hermes Pardini (BRL1.5 billion) and Alliar (BRL1.2 billion). There are currently more than 16,000 diagnostic medicine providers in the country. In such a fragmented industry, larger companies, such as Fleury, are in an advantageous position and have broader bargaining powers when dealing with health insurance providers and hospitals. Negotiations with health insurance providers are usually made once a year and include the price adjustment to be implemented by the healthcare service providers.

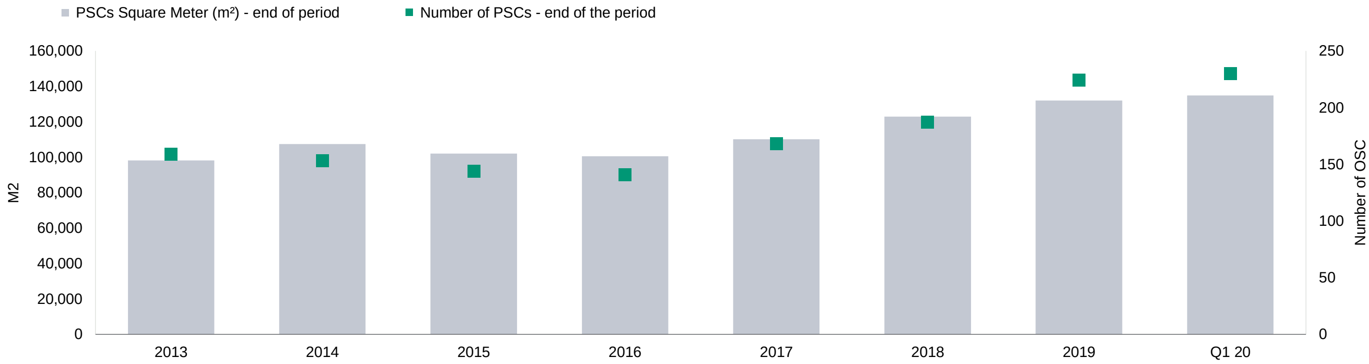
Also, under the current scenario, we expect further industry consolidation, especially involving larger and capitalized companies, such as Fleury. However, the assigned ratings incorporate our expectation that Fleury would conduct any future acquisition in a prudent manner to preserve its creditworthiness.

Disciplined and successful acquisitions and organic growth have mitigated execution and integration risks

Since late 2016, the company has resumed its expansion plan through both organic expansion and acquisitions, which have required higher investments and resulted in some cost pressure, since the units have their own ramp-up stages. Until Q1 2020, 54 patient centers were opened, which was 74% of the lower range of the initial projection to open 73-90 units by 2021, focused mainly on its regional brands (including the a+ brand) and on fast sites — smaller units that offer simpler procedures, require lower investments and usually have higher margins than larger units. In addition to the organic growth, acquisition has been key to Fleury's growth strategy over the years, and although M&A activity can entail integration challenges, Fleury has so far managed its acquisitions well.

Exhibit 8

Fleury's patient service center growth, backed by its expansion plan announced in late 2016



Sources: Fleury S.A. and Moody's Investors Service

Originally, the Fleury group targeted the social class A in the state of São Paulo. Through all its acquisitions, the company managed to diversify its revenue, in terms of both customer base and geographic footprint, besides leveraging the relationships with other health insurance providers and hospitals. Currently, Grupo Fleury is present with its patient service units in eight Brazilian states and the Federal District, covering mainly social classes A and B. Despite the acquisitions, the company's growth has been mainly driven organically, with most of the group's revenue growth coming from its existing operations — with the exception of the Labs D'Or deal, a BRL1.2 billion acquisition announced in 2011. Fleury will continue to look at strategic acquisitions.

In addition to the acquisitions of diagnostic brands, Fleury also acquired Santécorp, whose operations are centralized in health management services, for BRL15.5 million in December 2018. Recently, Fleury launched an integrated healthcare management solution on the platform model through Santécorp, in which users have access to telemedicine and chatbot clinics and services. Such a platform is aligned with the company's goal of intensifying its digital transformation to be better positioned for potential changes in the healthcare industry and the new low-contact economy as a result of the coronavirus outbreak.

From 2013 through September 2017, the company did not announce any acquisition and focused on business integration and cost efficiencies to recover profitability. In September 2017, Fleury acquired Serdil, an image diagnostics company in Porto Alegre, for BRL30 million. Since then, the company has acquired another five diagnostic brands: (1) IRN, an image diagnostics company with operations in the City of Natal, Rio Grande do Norte, for BRL91 million in March 2018; (2) the Lafe brand, a support service with clinical analysis through 32 patient service centers, in Rio de Janeiro, for BRL170 million in December 2018; (3) Grupo Diagmax, which offers diagnostic imaging and clinical analysis tests through six patient service centers in the metropolitan region of Recife, state of Pernambuco, for BRL111.9 million in September 2019; (4) Centro de Patologia Clinica (CPC), a traditional company in the clinical analysis segment, with seven patient service centers in the metropolitan region of Natal, state of Rio Grande do Norte, for BRL12 million in October 2019; and (5) Inlab, a provider of clinical analysis tests through 21 patient service centers and a central lab in the metropolitan region of São Luís, state of Maranhão, for BRL90 million in November 2019.

Adequate credit metrics and cash generation should return to normal levels after the coronavirus impact in 2020

The company's operating performance and credit metrics will deteriorate in 2020 because of the coronavirus outbreak, which is mainly causing a sharp decrease in revenue and compression in margins because of its high fixed costs. We expect Fleury's Moody's-adjusted EBITDA margin to decline to around 24% in 2020, after returning to the normal levels recorded before the outbreak.

Fleury's business model has proved resilient over the years, and the company has built a buffer under its credit metrics to weather the potential volatility in its operations, without compromising on its credit quality. In November 2019, Fleury issued BRL500 million in debentures to support liability management, including the payment of a debenture, totaling around BRL170 million, due in February 2020, which helps explain the higher gross leverage of 2.7x as of year-end 2019, compared with 2.1x in 2018. In light of the uncertain scenario as a result of the coronavirus outbreak, the company raised BRL150 million in March 2020 and another BRL400 million in April 2020 in bank lines, with an average term of around two years, to enhance its liquidity in case of need. With higher gross debt and lower EBITDA, we expect leverage to increase significantly to 4.5x-5.0x in 2020, which should decline gradually with the recovery in EBITDA.

Relatively small size compared with that of global peers

Although acquisitions have increased Fleury's size, the company remains relatively small compared with its global peers, with net revenue of BRL2.9 billion in the 12 months ended March 2020. In our view, larger companies generally have greater resilience to changes in demand and have wider geographic diversification. They are also often better able to realize economies of scale and benefit from a broader access to potential customers and capital markets, if needed. Nevertheless, Fleury's ratings incorporate its position as one of the largest providers of diagnostic medicines in Brazil.

Ratings are constrained by Brazil's sovereign rating

Fleury generates 100% of its revenue in the local market, and although it operates in a resilient segment, some of its main growth drivers are the creation of formal jobs and additions to health plans, which we expect to improve gradually in the medium term. In our view, Fleury's operating performance is highly exposed to Brazil's domestic fundamentals.

ESG considerations

Fleury is a publicly owned company listed on the São Paulo Stock Exchange, B3 S.A. - Brasil, Bolsa, Balcao (B3, Ba1 stable). Currently, 59.5% of its shares are in free float, and the company is part of B3's Novo Mercado, the listing segment with the highest standards of corporate governance in Brazil. Fleury's largest shareholders are the partner doctors with direct and indirect stakes, which together corresponds to 20.4%. Bradesco Seguros S.A. (Bradseg) is Fleury's second-largest shareholder, with 20.1% of total shares.

The company's board of directors has 10 members, of which four are nominated by the partner doctors, three are nominated by Bradseg and three are independent members. The company is ruled by a shareholders' agreement signed between Integritas and Bradseg, valid through 2030. Additionally, the company has a fiscal board and four board advisory committees — audit, risk management and compliance; finance and projects; strategy; and compensation, nomination and organization development. In our opinion, the implementation of formal financial policies regarding a leverage target and minimum liquidity would be positive for Fleury's corporate governance practices. Currently, the company targets reported net debt/EBITDA below 1.5x.

With regard to social considerations, the healthcare sector tends to be extremely sensitive to demographic and societal trends. In Brazil, the long-term prospects for the industry are favorable in light of the aging population, despite a still-low number of health plan beneficiaries. At the same time, we have been observing changes in the industry to adapt to the new technological reality and digital transformation, which have accelerated amid the coronavirus pandemic. Over the last few years, Fleury has been investing in digital transformation and decided to intensify this process after the coronavirus outbreak began in the country. Among several initiatives, Fleury launched an integrated healthcare management solution through Santécorp and the telemedicine platform with electronic medical records and access to Grupo Fleury's exam base. In addition, the coronavirus outbreak, which is considered a social risk, given the substantial implications for public heath and safety, has prompted Fleury to adapt its business to a more convenient and less physical world, for example, offering services in customers' homes and projects that allow employees to continue to work from home even after the end of the outbreak.

Fleury is also exposed to reputation and litigation risks, which may arise from, for example, waste management, data privacy issues and examination performance. The company compiles vast amounts of private personal information and the potential for theft or the misuse of patient data may impair its reputation, as well as subject it to regulatory penalties or litigation. Currently, the company has established processes and guidelines to mitigate those risks. Another consideration is the importance of and reliance on highly skilled personnel to ensure the quality and differentiation of Fleury's services and innovations, given the limited supply of and competition for qualified personnel in the sector. Currently, around 50% of Fleury's costs are related to personnel.

Liquidity analysis

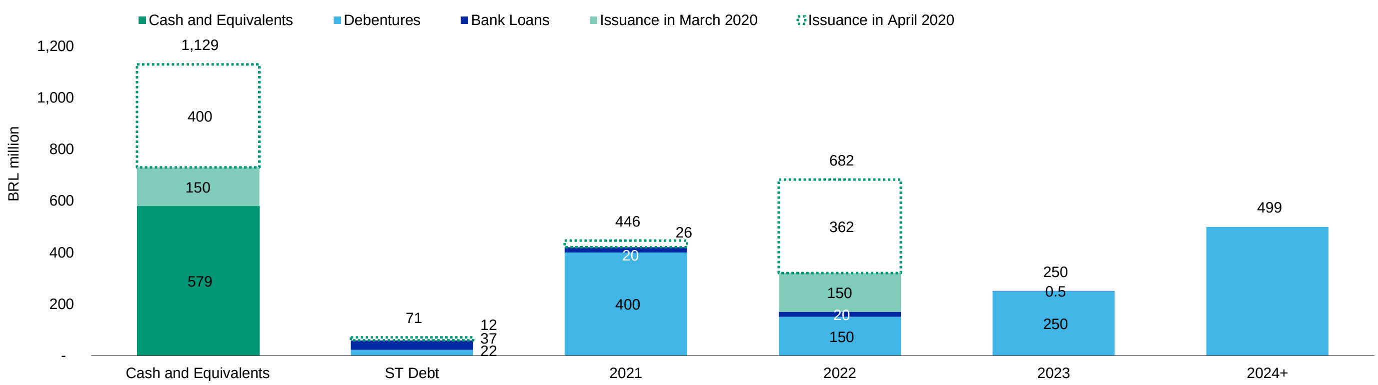
Fleury's liquidity is strong, and its debt maturities are manageable. As of March 2020, the company's cash position of BRL729 million was sufficient to cover its reported short-term debt in the next two years. In March and April 2020, because of the coronavirus outbreak, Fleury raised an additional BRL550 million in bank lines to reinforce its cash position. Another measure taken by the company to preserve cash was to postpone dividend payments, totaling around BRL198 million, to December 2020 from April 2020.

Fleury has a good buffer under financial covenants applicable to its debentures (68% of total debt, considering the new issuance in April 2020), setting a target of maximum reported net leverage of 3.0x (1.1x as of the 12 months ended March 2020, reported) and minimum reported net interest coverage of 1.5x (6.1x as of year-end 2018, reported).

Exhibit 9

Fleury's pro forma debt amortization schedule

As of March 2020



Pro forma considers the issuance of BRL400 million in April 2020.

Sources: Fleury S.A. and Moody's Investors Service

Methodology and scorecard

Fleury's scorecard-indicated outcome under our Business and Consumer Service Industry rating methodology maps to Ba1, one notch above the assigned ratings. The scorecard reflects the company's good profitability and debt protection metrics, while the assigned ratings are primarily constrained by Brazil's sovereign rating. Prospectively, our 12-18-month forward view maps to a Ba3 scorecard-indicated outcome, reflecting the likely deterioration in Fleury's credit metrics because of the coronavirus outbreak.

Exhibit 10

Rating factors

Fleury S.A.

Business and Consumer Service Industry Scorecard [1][2]	Current LTM 3/31/2020		Moody's 12-18 Month Forward View As of 6/4/2020 [3]	
Factor 1 : Scale (20%)	**Measure**	**Score**	**Measure**	**Score**
a) Revenue (USD Billion)	$0.7	B	$0.5 - $0.7	B
Factor 2 : Business Profile (20%)				
a) Demand Characteristics	Baa	Baa	Baa	Baa
b) Competitive Profile	Ba	Ba	Ba	Ba
Factor 3 : Profitability (10%)				
a) EBITA Margin	20.8%	Baa	13% - 20%	Ba
Factor 4 : Leverage and Coverage (40%)				
a) Debt / EBITDA	2.9x	Baa	3.5x - 4.5x	Ba
b) EBITA / Interest	4.0x	Ba	1.8x - 3x	B
c) RCF / Net Debt	22.6%	Ba	10% - 25%	Ba
Factor 5 : Financial Policy (10%)				
a) Financial Policy	Ba	Ba	Ba	Ba
Rating:				
a) Scorecard-Indicated Outcome		Ba1		Ba3
b) Actual Rating Assigned		Ba2		

[1] All ratios are based on 'Adjusted' financial data and incorporate Moody's Global Standard Adjustments for Non-Financial Corporations.
[2] As of 3/31/2020(L).
[3] This represents Moody's forward view, not the view of the issuer, and unless noted in the text, does not incorporate significant acquisitions and divestitures.
Source: Moody's Financial Metrics™

Appendix

Exhibit 11

Peer comparison

Fleury S.A.

	Fleury S.A. Ba2 Stable			MEDNAX, Inc. B1 Negative			PRA Health Sciences, Inc. Ba3 Stable			Charles River Laboratories I Ba2 Stable		
(in USD millions)	FYE Dec-18	FYE Dec-19	LTM Mar-20	FYE Dec-18	FYE Dec-19	LTM Mar-20	FYE Dec-18	FYE Dec-19	LTM Mar-20	FYE Dec-18	FYE Dec-19	LTM Mar-20
Revenue	$734	$738	$713	$3,455	$3,514	$3,508	$2,872	$3,066	$3,128	$2,266	$2,621	$2,724
EBITDA	$238	$231	$211	$564	$523	$482	$469	$523	$515	$546	$617	$648
Total Debt	$458	$619	$490	$2,119	$1,841	$2,207	$1,349	$1,525	$1,563	$1,927	$2,187	$2,689
Cash & Cash Equiv.	$209	$200	$141	$25	$113	$312	$144	$236	$151	$195	$238	$372
EBITA Margin	23.6%	22.4%	20.8%	14.5%	13.3%	12.2%	14.0%	14.5%	13.8%	18.8%	18.5%	18.8%
EBITA / Int. Exp.	5.7x	4.3x	4.0x	5.2x	3.8x	3.5x	5.7x	7.3x	6.9x	5.7x	6.9x	6.7x
Debt / EBITDA	2.1x	2.7x	2.9x	3.8x	3.5x	4.6x	2.9x	2.9x	3.0x	3.5x	3.5x	4.2x
RCF / Net Debt	46.4%	26.5%	22.6%	19.1%	16.0%	12.9%	32.4%	32.3%	29.8%	25.4%	25.6%	22.8%
FCF / Debt	-0.2%	-0.6%	0.9%	12.2%	17.1%	9.8%	20.3%	11.8%	12.6%	17.1%	15.4%	14.2%

All figures and ratios are calculated using Moody's estimates and standard adjustments. FYE = Financial year-end. LTM = Last 12 months. RUR* = Ratings under review, where UPG = for upgrade and DNG = for downgrade.
Source: Moody's Financial Metrics™

Exhibit 12

Moody's-adjusted debt breakdown

Fleury S.A.

(in USD Millions)	FYE Dec-15	FYE Dec-16	FYE Dec-17	FYE Dec-18	FYE Dec-19	LTM Ending Mar-20
As Reported Debt	**250.2**	**255.6**	**320.2**	**326.6**	**591.5**	**457.6**
Operating Leases	95.6	99.5	114.4	112.0	0.0	0.0
Non-Standard Adjustments	15.8	17.6	16.8	19.3	27.1	32.6
Moody's-Adjusted Debt	**361.6**	**372.7**	**451.5**	**458.0**	**618.5**	**490.3**

All figures are calculated using Moody's estimates and standard adjustments.
Source: Moody's Financial Metrics™

Exhibit 13

Moody's-adjusted EBITDA breakdown

Fleury S.A.

(in USD Millions)	FYE Dec-15	FYE Dec-16	FYE Dec-17	FYE Dec-18	FYE Dec-19	LTM Ending Mar-20
As Reported EBITDA	**131.6**	**164.8**	**205.8**	**199.6**	**227.7**	**209.0**
Operating Leases	33.3	31.1	36.9	35.1	0.0	0.0
Unusual	2.5	2.1	2.4	3.2	3.4	2.5
Moody's-Adjusted EBITDA	**167.4**	**198.0**	**245.1**	**237.9**	**231.1**	**211.4**

All figures are calculated using Moody's estimates and standard adjustments.
Source: Moody's Financial Metrics™

Ratings

Exhibit 14

Category	Moody's Rating
FLEURY S.A.	
Outlook	Stable
Corporate Family Rating -Dom Curr	Ba2
Senior Unsecured -Dom Curr	Ba2
NSR Corporate Family Rating	Aa2.br
NSR Senior Unsecured	Aa2.br

Source: Moody's Investors Service

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