

Fleury S.A.
Publicly Held Company
NIRE 35.300.197.534
CNPJ/MF nº 60.840.055/0001-31

**MINUTES OF THE BOARD OF DIRECTOR'S MEETING
HELD ON MAY 27th, 2021**

1. Date, time and place: Held at 02:00 p.m. on May 27th, 2020, at Fleury S.A. ("Company") headquarters, located in the City and State of São Paulo, at Avenida General Valdomiro de Lima, no. 508, Jabaquara.

2. Attendance: (i) Mr. Marcio Pinheiro Mendes; (ii) Mr. Fernando Lopes Alberto; (iii) Mr. Rui Monteiro de Barros Maciel; (iv) Mr. Luiz Carlos Trabuço Cappi; (v) Mr. Samuel Monteiro dos Santos Junior; (vi) Mrs. Andréa Cristina de Lima Rolim; (vii) Mr. João Roberto Gonçalves Teixeira; (viii) Ms. Rachel Ribeiro Horta; and (ix) Mr. Raul Calfat. The Director Mr. Ivan Luiz Gontijo Junior did not attend this meeting. Due to the presence of the majority of the members of the Board of Directors and in view of the prior written agreement of the absent Director, the call was waived, pursuant to art. 15, § 1 of the Company's Bylaws.

3. Chair: The meeting was chaired by Mr. Marcio Pinheiro Mendes and Mrs. Andrea Marçon Bocabello was the secretary.

4. Agenda: The members of the Company's Board of Directors met to examine, discuss and resolve on:

- (i) the merger of the Investment Committee with the Audit, Risks and Integrity Committee, changing the name of the Advisory Committees of the Company's Board of Directors; and
- (ii) the election of new members for the Audit, Finance, Risks and Integrity, Culture and People and Transformation Committees.

5. Resolutions: The members of the Board of Directors, by unanimous vote and without any restrictions, decided:

5.1. To approve the merger of the Investment Committee with the Audit, Risks and Integrity Committee and, consequently, the name of the new Advisory Committee for the Company's Board of Directors, which will now have the following new name:

- The Audit, Risks and Integrity Committee will be renamed the Audit, Finance, Risks and Integrity Committee;

5.2. To approve the election of new members for the Audit, Finance, Risks and Integrity, Culture and People and Transformation Committees, all with a mandate until the first meeting of the Company's Board of Directors that occurs after the Company's Annual Shareholders' Meeting of the 2023 fiscal year, namely, Mr/Mrs: (1) João Roberto Gonçalves Teixeira, as member and coordinator of the Audit, Finance, Risks and Integrity Committee, (2) Andréa Cristina de Lima Rolim, as member and coordinator of the Committee of Culture and People, (3) Rachel Ribeiro Horta as a member of the Transformation Committee and (4) Raul Calfat, as a member of the Transformation Committee.

5.2.1. Due to the above resolutions, the permanent advisory committees of the Company's Board of Directors will have the following new names and composition:

- **ESG Committee:** Marcio Mendes (coordinator), Cristiane Correa, Glaucomar Peticov and Jéssica Silva Rios;
- **Audit, Finance, Risks and Integrity Committee:** João Roberto Gonçalves Teixeira (coordinator), Marcio Pinheiro Mendes and Expert Consultants: Luiz Carlos Vaini and Marcelo Santos Dall'Occo;
- **Culture and People Committee:** Andréa Cristina de Lima Rolim (coordinator) and Valdirene Soares Secato and Rui Monteiro de Barros Maciel;
- **Transformation Committee:** Fernando Lopes Alberto (coordinator), Rachel Ribeiro Horta, Mauricio Minas and Raul Calfat.

5.3 To authorize the Company's management to perform all acts and sign all the instruments related to the resolutions taken above.

6. Closing: There being nothing more to be discussed and there being no other manifestation, the present meeting was closed, from which these minutes were drawn up, which, having been read and approved, were signed by all those present. Signatures: Presiding Board: Mr. Marcio Pinheiro Mendes, Chairman; Andrea Marçon Bocabello, Secretary. Board members: Marcio Pinheiro Mendes; Fernando Lopes Alberto; Rui Monteiro de Barros Maciel; Luiz Carlos Trabuco Cappi; Samuel Monteiro dos Santos Junior; Andréa Cristina de Lima Rolim; João Roberto Gonçalves Teixeira; Rachel Ribeiro Horta; and Raul Calfat.

As per the original, drawn up in the official book.

São Paulo, May 27th, 2021.

Marcio Pinheiro Mendes
Chairman

Andrea Marçon Bocabello

Secretary