

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

**MINUTE OF THE BOARD OF DIRECTOR'S MEETING
HELD ON JULY 23RD, 2021**

1. Date, time and place: Held at 08:00 a.m. on July 23rd, 2021, at the Company's headquarters located in the City and State of São Paulo, at Avenue General Valdomiro de Lima, no. 508, Jabaquara.

2. Attendance: All members of the Company's Board of Directors were present, via conference call, pursuant to Article 15, Paragraph 3 of the Company's Bylaws: Messrs. (i) Marcio Pinheiro Mendes; (ii) Fernando Lopes Alberto; (iii) Rui Monteiro de Barros Maciel; (iv) Luiz Carlos Trabuco Cappi; (v) Samuel Monteiro dos Santos Junior; (vi) Ivan Luiz Gontijo Junior (vii) Andréa Cristina de Lima Rolim; (viii) João Roberto Gonçalves Teixeira; (ix) Rachel Ribeiro Horta; (x) Raul Calfat. Due to the presence of all members of the Board of Directors, the call was waived, pursuant to article 15, paragraph 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 record the resignation of the Company's Chief Financial and Investor Relations Officer and elect his replacement.

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

5.1 Once the meeting had started, the members of the Company's Board of Directors registered the resignation presented by Mr. Fernando Augusto Rodrigues Leão Filho, Brazilian, married, engineer, bearer of Identity Card M6-052.053, enrolled with the CPF/ME under No. 030.811.516 -35, resident and domiciled in the City of Santana de Parnaíba in the State of São Paulo, Alameda Cores da Mara, 1973/104B, Tamboré, CEP: 06543-003, in the position of Executive Director of Finance and Investor Relations of the Company, the which he has held since April 26, 2017 and for which he was re-elected at the Board of Directors' Meetings held on May 31, 2019 and May 27, 2021, according to the resignation term received by the Company on this date, with effect from of July 31, 2021.

5.1.1 The Board members thanked Mr. Fernando Leão for his dedication and services rendered to the Company during the period in which he was part of the Company's management.

5.2 To elect, in replacement of Mr. Fernando Leão, qualified above, Mr. José Antonio de Almeida Filippo, Brazilian, engineer, married, bearer of identity card number 56772997 SSP/SP,

enrolled with the CPF/ME under number 750.801.417 -00, resident and domiciled at Avenida José Galante, 224/61, Vila Suzana, São Paulo, SP, for the position of Executive Director of Finance and Investor Relations of the Company. Mr. José Filippo will have a mandate that coincides with the mandate of the other acting Officers and will start his activities at the Company as of August 1, 2021.

5.2.1 The Director hereby elected provided the members of the Board of Directors with information, for all purposes, that he is not impeded by special law, as well as he is not involved in any crimes provided for by law that prevent him from performing commercial activities or managing a company, and that he was also not sentenced to the penalty that prohibits, even temporarily, access to public office, nor for bankruptcy crime, malfeasance, bribery, concussion, embezzlement, against the popular economy, against the national financial system, against the rules defense of competition and consumer relations, public faith or property. The Director hereby elected will take office, in his office in due course, by signing the term of office, pursuant to article 149 of the Corporations Law (Law No. 6.404/1976) and the declaration of clearance pursuant to CVM Instruction No. 367/ 2002, opportunity in which he will sign the aforementioned declaration.

5.3 Finally, the composition of the Company's Executive Board was ratified, which will be composed, as of August 1, 2021, by Messrs. (a) Jeane Tsutsui – Chief Executive Officer; (b) Claudio Almeida Prado – Officer without Specific Designation; (c) Edgar Gil Rizzatti – Director without Specific Designation; and (d) José Antonio de Almeida Filippo – Chief Financial and Investor Relations Officer, all with term of office until the first meeting of the Board of Directors after the Annual General Meeting of 2023.

6. Closing: There being no further matter to discuss and there being no other manifestation, the present meeting was adjourned, these minutes were drawn up, which, after being read and approved, were signed by all those present. Signatures: Presiding Board: Mr. Marcio Mendes, Chairman; Andrea Marçon Bocabello, Secretary. Advisors: Marcio Pinheiro Mendes; Fernando Lopes Alberto; Rui Monteiro de Barros Maciel; Luiz Carlos Trabuco Cappi; Samuel Monteiro dos Santos Junior; Ivan Luiz Gontijo Junior Andréa Cristina de Lima Rolim; João Roberto Gonçalves Teixeira; Rachel Ribeiro Horta; Raul Calfat.

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

São Paulo, July 23rd, 2021.

Márcio Pinheiro Mendes
Chairman

Andrea Marçon Bocabello
Secretary