**AZUL S.A.**

Publicly-held company

CNPJ/MF nº 09.305.994/0001-29

NIRE 35.300.361.130

**MINUTES OF THE BOARD OF DIRECTORS MEETING**
**HELD ON MAY 14, 2025**

**1.** **Date, Time and Place:** Held on May 14, 2025, at 07:00 a..m., exclusively digitally, with votes cast electronically, which were filed at the headquarters of Azul SA (" Company "), located at Avenida Marcos Penteado de Ulhôa Rodrigues, nº 939, 8th floor, Jatobá Building, Condomínio Castelo Branco Office Park, Tamboré, CEP 06460-040, in the city of Barueri, State of São Paulo.

**2.** **Call Notice and Attendance:** The sending of a call notice was waived, pursuant to article 17, paragraph 2 of the Company's Bylaws, in view of the remote participation of all members of the Board of Directors.

**3.** **Chair:** David Gary Neeleman – President; Edson Massuda Sugimoto – Secretary.

**4.** **Agenda:** Discuss and deliberate on the following matters:

**(a)** The Company's individual and consolidated quarterly financial statements of the Company ("ITRs"), relating to the first quarter of the fiscal year 2025, together with the independent auditors' report, as approved by the Statutory Audit Committee;

**(b)** The change of the member of the Company's Environmental, Social & Governance Committee ("ESG Committee") who will occupy the position of Coordinator; and

**(c)** The change of the independent observer of the Board of Directors.

**5.** **<u>Resolutions</u>:** After the meeting was held and the matters on the agenda were discussed, the members of the Company's Board of Directors decided, by unanimous vote and without any reservations, as follows:

**(a)** Approve the Company's individual and consolidated ITRs for the first quarter of fiscal year 2025, ended on May 31, 2025, as well as the report issued by Grant Thornton Auditores Independente for said period, in accordance with the favorable opinion of the Company's Statutory Audit Committee issued on this date;

**(b)** Approve the change, considering the resolutions approved by this Board of Directors, at a meeting held on May 2, 2025, of the Coordinator of the Company's **ESG Committee ,** <u>from</u> Mr. **Gilberto de Almeida Peralta** , Brazilian, married, engineer, holder of identity card RG No. 43.612.183 IFP/RJ, registered with the CPF/MF under No. 446.658.817-15, <u>to</u> Mrs. **Renata Faber Rocha Ribeiro** , Brazilian, married, business administrator, holder of identity card RG No. 29.810.675-9 SSP/SP, with passport No. FX882333, registered with the CPF/MF under No. 215.671.488-67, both with business address in the city of Barueri, State of São Paulo, at Avenida Marcos Penteado de Ulhôa Rodrigues, nº 939, 8th floor, Jatobá Building, Castelo Branco Office Park Condominium, Tamboré, CEP 06460-040. Thus, the composition of the ESG Committee, with 4 (four) members and a unified term of 2 (two) years, starting from May 2, 2025, is now:

<u>Independent Member and Coordinator</u>: Mrs. **Renata Faber Rocha Ribeiro** , Brazilian, married, business administrator, holder of identity card RG no. 29.810.675-9 SSP/SP, with passport no. FX882333, registered with the CPF/MF under no. 215.671.488-67, with business address in the city of Barueri, State of São Paulo, at Avenida Marcos Penteado de Ulhôa Rodrigues, no. 939, 8th floor, Jatobá Building, Castelo Branco Office Park Condominium, Tamboré, CEP 06460-040

<u>Independent Member:</u> Mr. **Gilberto de Almeida Peralta** , Brazilian, married, engineer, holder of identity card RG nº 43.612.183 IFP/RJ, registered with the CPF/MF under nº 446.658.817-15, with business address in the municipality of Barueri, State of São Paulo, at Avenida Marcos Penteado de Ulhôa Rodrigues, nº 939, 8th floor, Jatobá Building, Castelo Branco Office Park Condominium, Tamboré, CEP 06460-040;

<u>Independent Member:</u> Mrs. **Daniella Marques Consentino** , Brazilian, married, administrator, holder of identity card RG no. 10805322-4 DETRAN/RJ, registered with the CPF/MF under no. 085.503.657-50, with business address in the city of Barueri, State of São Paulo, at Avenida Marcos Penteado de

Ulhôa Rodrigues, no. 939, 8th floor, Jatobá Building, Castelo Branco Office Park Condominium, Tamboré, CEP 06460-040; and

Independent Member: Mr. **James Jason Grant** , American, married, administrator, holder of passport number 544372630, with business address in the city of Barueri, State of São Paulo, at Avenida Marcos Penteado de Ulhôa Rodrigues, No. 939, 8th floor, Jatobá Building, Castelo Branco Office Park Condominium, Tamboré, CEP 06460-040; and

**(c)** Approve the change of the independent observer of the Board of Directors, appointed on May 2, 2025, pursuant to article 17, §4º of the Company's Bylaws, from Mr. Ricardo Vaze Pinto, Brazilian, married, lawyer, registered with the OAB/MG under no. 73,786 and registered with the CPF/MF under no. 973.873.396-00, with business address in the City of Vitória, State of Espírito Santo, at Rua José Alexandre Buaiz, 300, 18th floor, Ed. Work Center, Enseada do Suá CEP 29050-545, to Mr. Renan Chieppe , Brazilian, married, business administrator, holder of identity card RG no. 484.790 SSP/ES, registered with the CPF/MF under no. 674.438.187-34 , with business address at the Company's headquarters.

The Company's Board of Officers is hereby authorized to take all measures and perform any and all acts necessary to implement the resolutions approved herein, with the Board of Directors ratifying the acts already performed by the Board of Officers in this regard.

**6. Minutes Preparation and Reading:** There being no further business to discuss, the meeting was adjourned for the time necessary to prepare these minutes, which were read, approved and signed by all present when the session was reopened. Presiding Board: David Gary Neeleman – Chairman; and Edson Massuda Sugimoto – Secretary. Members of the Board of Directors present: David Gary Neeleman, Sérgio Eraldo de Salles Pinto, Daniella Marques Consentino, José Mario Caprioli dos Santos, Gilberto de Almeida Peralta, Patrick Wayne Quayle, Renata Faber Rocha Ribeiro, James Jason Grant and Jonathan Seth Zinman.

*These minutes are a faithful copy of the original, drawn up in a specific book.*

Barueri, May 14, 2025.

___________________________________

**Edson Massuda Sugimoto**

Secretary