

**AZUL S.A.**

PUBLICLY-HELD COMPANY

CNPJ/MF No. 09.305.994/0001-29

NIRE 35.300.361.130 – CVM 24112

**CALL NOTICE**

**EXTRAORDINARY GENERAL MEETING OF SHAREHOLDERS**

**TO BE HELD ON MARCH 25, 2026**

The shareholders of Azul S.A. ("Company") are hereby called, pursuant to Article 124 of Brazilian Law No. 6,404, of December 15, 1976 ("Brazilian Corporation Law"), to attend the Extraordinary General Meeting ("EGM") to be held, on first call, on March 25, 2026, at 11:00 a.m., exclusively online, through the electronic system of the digital platform Ten Meetings ("Digital Platform"), which shall be deemed held at the Company's headquarters, located at Avenida Marcos Penteados de Ulhôa Rodrigues, No. 939, 8<sup>th</sup> floor, Edifício Jatobá, Condomínio Castelo Branco Office Park, Tamboré, ZIP Code 06460-040, in the City of Barueri, State of São Paulo, to resolve on the following matters on the agenda:

**(1)** approval of the reverse share split of all of the Company's issued and outstanding common shares, at a ratio of one hundred and fifty thousand (150,000) shares to form one (1) share (*reverse split ratio*), with no change to the Company's share capital amount ("Reverse Split"); and

**(2)** if the Reverse Split is approved, the amendment to the *caput* of Article 5 of the Company's Bylaws to reflect the number of shares after the Reverse Split, as well as the restatement of the Company's Bylaws.

The quorum required for the opening of the EGM shall be two-thirds (2/3) of the voting shares issued by the Company. If the statutory quorum is not reached, the Company shall publish a new Call Notice announcing the date of the EGM to be held on second call to resolve on the relevant matters for which the quorum was not achieved. The EGM held on second call shall be installed with the presence of any number of shareholders.

Pursuant to the Company's Bylaws and Article 129 of Brazilian Law No. 6,404, of December 15, 1976 (the "Brazilian Corporations Law"), the matters included in the agenda shall be approved by the affirmative vote of shareholders representing the majority of the common shares of the Company present at the EGM.

**GENERAL INSTRUCTIONS**

Pursuant to Article 126 of the Brazilian Corporations Law, shareholders holding book-entry shares maintained by Itaú Corretora de Valores S.A. ("Itaú") or by B3's Central Depository may participate in the EGM: **(i)** in person or through their legal representatives; or **(ii)** through duly

appointed attorneys-in-fact, in each case, digitally. Powers of attorney must be granted in accordance with Article 126 of the Brazilian Corporations Law. Guidelines on the required documentation for each case are summarized below and detailed in the Management Proposal for the EGM.

## **ATTENDANCE**

Shareholders (or their representatives or attorneys-in-fact) must register on the Digital Platform through the link <https://assembleia.ten.com.br/621895176> by **March 23, 2026**, providing the following mandatory information and documents (as applicable): **(i) if an individual**: original identification document with photo (e.g., RG, RNE, CNH, or officially recognized professional class cards), or original identification document with photo of the attorney-in-fact and the respective power of attorney, if applicable; **(ii) if a legal entity**: certified copy of the latest consolidated bylaws or articles of association and corporate documentation granting powers of representation (minutes of election of directors and/or power of attorney), along with identification document with photo of the legal representatives; and **(iii) if an investment fund**: certified copy of the latest consolidated fund regulations and the bylaws or articles of association of its administrator or manager, along with corporate documentation granting powers of representation (minutes of election of directors and/or power of attorney), and identification document with photo of the legal representatives.

In addition, shareholders must present updated proof of ownership of the registered shares with no par value issued by the Company, as provided by Itaú and/or a custody institution.

## **REMOTE VOTING BALLOT**

The Company will make available a remote voting system for the EGM, pursuant to Article 121, Sole Paragraph, of the Brazilian Corporations Law and CVM Resolution 81/22, allowing shareholders to vote remotely by **(i)** submitting the remote voting ballot (“Ballot”) directly to the Company through the Digital Platform; **(ii)** in the case of shares held in B3’s Central Depository: *(ii.a)* sending voting instructions directly to B3’s Central Depository, in accordance with its procedures and required documentation; or *(ii.b)* submitting voting instructions to the custody institutions, which will forward the votes to B3’s Central Depository, subject to the procedures and documentation required by the respective custody institution; or **(iii)** in the case of shares held with Itaú, submitting voting instructions directly to Itaú, in accordance with its procedures and required documentation. Detailed guidelines for exercising voting rights through the Ballot are available in the Management Proposal for the EGM.

The Management Proposal, containing all information necessary for a better understanding of the matters to be resolved at the EGM and the procedures for participation, is available at the Company’s headquarters, on its investor relations website (<https://ri.voeazul.com.br/en/>), as well as on the websites of the CVM ([https://www.gov.br/cvm/en?set\\_language=en](https://www.gov.br/cvm/en?set_language=en)), B3 ([https://www.b3.com.br/en\\_us/](https://www.b3.com.br/en_us/)), and the U.S. Securities and Exchange Commission – SEC

(<https://www.sec.gov/>), pursuant to Article 124, Paragraph 6, and Article 135, Paragraph 3, of the Brazilian Corporations Law and Article 7 of CVM Resolution 81.

Barueri/SP, March 4, 2026.

**David Gary Neeleman**  
Chairman of the Board of Directors