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Azul

Individual and Consolidated Financial Statements
2025
Azul Linhas Aéreas Brasileiras S.A.



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Management Comments

We closed 2025 with another year of solid financial and operational performance, with a number of all-time records. These results highlight the positive outcome of our Chapter 11 restructuring, concluded in less than nine months as announced in our recent Material Fact dated February 20, 2026. This milestone was only possible because we entered the process already supported by Restructuring Support Agreements with key stakeholders, including existing bondholders, our largest lessor AerCap, and our strategic partners.

Through this comprehensive restructuring effort, we positioned Azul for long-term sustainable growth and significantly increased our resilience. With the support of our main stakeholders, including aircraft lessors, bondholders, and our strategic partners, Azul considerably strengthened its balance sheet, emerging with a net leverage ratio below 2.5x, mainly driven by the reduction of approximately R$6.7 billion in loans and financing and a reduction of more than R$9.8 billion in aircraft lease liabilities versus 2024.

More importantly, during this complete restructuring, we were able to reduce our annual interest payments by 50% and our recurring lease payments by more than 30%, positioning us for sustainable cash flow generation and a continued deleveraging process.

We also increased our liquidity through the successful issuance of US$1.375 billion in Senior Notes – which was over 7x subscribed – and through equity commitments of US$850 million, providing a solid liquidity position upon emergence with an additional US$100 million to fund upon regulatory approval.

Turning to our 2025 results, we reported another year of strong performance, reflecting disciplined execution of our business plan. Total revenue reached an all-time record, supported by healthy demand, effective pricing actions, and solid contributions from our beyond-the-metal business units.

EBITDA expanded to an all-time record of R$6.7 billion in the year, with a margin of 30.4%, confirming once again our industry-leading profitability.

Our business units Azul Fidelidade, Azul Cargo, and Azul Viagens once again delivered outstanding performances and remain key drivers of diversification and incremental profitability. Each unit continued to grow double digits year-over-year, contributing meaningfully to our total revenue and EBITDA.

With the restructuring successfully completed, we enter 2026 better prepared than ever. With our improved balance sheet, disciplined capacity growth, and unique network – 80% of our routes have no direct competition – Azul has a meaningful ability to react to macroeconomic challenges such as the recent increase in fuel prices. We are diligently pursuing a number of actions to mitigate this increase and ensure Azul is the long-term winner in the region.

Our hubs are the most corporate-oriented in Brazil, our business units deliver the strongest premium spend in the market, and our entire fleet is covered under power-by-the-hour agreements, providing predictability in engine maintenance costs. With one of the lowest future aircraft commitments in the region and a world-class balance sheet, Azul is exposed to lower financial and operational risk than peers, who face significantly higher challenges with a higher committed growth, which hinder passing through operational cost increases, higher international exposure, and materially larger upcoming debt obligations.

We are extremely confident about the new Azul prospects. I would like to thank our customers, crew members, partners, creditors, and investors for their trust and support throughout this important phase, and we look forward to implementing our plan to deliver results which will create long-term value for all stakeholders.

John Rodgerson

Independent auditor's report on the individual and consolidated financial statements

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To the Management, Directors, and Shareholders of
Azul Linhas Aéreas Brasileiras S.A.
Barueri – SP

Opinion

We have audited the accompanying individual and consolidated financial statements of Azul Linhas Aéreas Brasileiras S.A. (the Company), identified as parent and consolidated, respectively, which comprise the statement of financial position as of December 31, 2025 and the respective statements of income, of comprehensive income, of changes in equity and of cash flows for the year then ended, and the corresponding explanatory notes, including material accounting policies and other explanatory information.

In our opinion, the financial statements referred to above present fairly, in all material respects, the individual and consolidated financial position of Azul Linhas Aéreas Brasileiras S.A. as of December 31, 2025, its individual and consolidated financial performance and individual and consolidated cash flows for the year then ended, in accordance with accounting practices adopted in Brazil and international accounting standards (IFRS Accounting Standards) issued by the International Accounting Standards Board (IASB).

Basis for opinion

We conducted our audit in accordance with Brazilian and International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the "Auditor's responsibilities for the audit of the individual and consolidated financial statements" section of our report. We are independent of the Company and its subsidiaries in accordance with the relevant ethical requirements set forth in the Code of Ethics for Professional Accountants and the professional standards issued by the Federal Accounting Council, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our judgment, were of most significance in our audit in the current year. These matters were addressed in the context of our audit of the individual and consolidated financial statements taken as a whole and in forming our opinion on such individual and consolidated financial statements and, therefore, we do not provide a separate opinion on these matters.

Revenue from passenger transport (including breakage) (Explanatory Note No. 33)

Reason why the matter was considered a key audit matter

The Company recognizes passenger transportation revenue when the related service is actually rendered. Tickets sold but not yet flown are recorded under "Air traffic liability, services to be executed and loyalty program," net of the estimated breakage of unused tickets. This process is highly dependent on information technology systems and involves significant and complex management assumptions and judgments, such as expectations regarding ticket expiration and patterns of unused tickets, which increase the risk of material misstatement in revenue recognition. Given the materiality of the amounts involved and the level of judgment required in measuring breakage, we determined that this matter required significant attention in our audit and, consequently, it was again considered a key audit matter

How the matter was addressed in the audit of the financial statements

Our audit procedures included, among others:

- We obtained an understanding of the automated IT internal controls used by management for recording and monitoring passenger transportation revenue, as well as the system parameters applied to estimate revenue arising from the expiration of unused tickets (breakage);
- We performed analytical audit procedures using an automated audit tool (Audit Data Analytics – ADA) to identify patterns, significant variances, and potential inconsistencies in passenger transportation revenue;
- On a sample basis of selected flights, we performed boarding observations to verify passenger embarkation and the corresponding revenue recording in the Company's systems;
- We performed substantive tests, also on a sample basis, to verify whether revenue transactions were adequately supported by evidence and properly recognized;
- We challenged the assumptions used by management to calculate breakage, with the support of our internal actuarial specialists, assessing the reasonableness of the model adopted, the historical data utilized, and the consistency of the assumptions applied by management;
- We evaluated whether the disclosures presented in the notes to the financial statements were clear, complete, and consistent with the information obtained during the audit and with the representations provided by management.

Based on the evidence obtained and the audit procedures performed, we consider that Management's procedures for the recognition of transportation revenue, services to be executed, and the loyalty program (including breakage), as well as the related note disclosures, are appropriate in the context of the Company's individual and consolidated financial statements taken as a whole.

Going Concern Assessment (Explanatory Notes Nos. 2 and 39)

Reason why the matter was considered a key audit matter

The individual and consolidated financial statements were prepared using the going concern assumption, based on management's assessment that the Company will continue to operate for the foreseeable future, and for at least twelve months from the financial statement date. This assessment considers that management has no intention to liquidate the Company or cease its operations and that it has plans and actions in place capable of supporting its continued operations.

The Company incurred a loss of R$ 664,572 thousand for the year ended December 31, 2025 (individual e consolidated), as of that same date it had a negative shareholders' equity of R$ 29,217,347 thousand (individual e consolidated), as well as an excess of current liabilities over current assets amounting to R$ 12,436,860 thousand (individual) and R$ 23,021,837 thousand (consolidated). As disclosed in the accompanying notes, management has implemented and continues to pursue actions and plans aimed at restoring its capital structure, improving liquidity, and sustaining its operations. The going concern assessment involves the use of assumptions and cash flow projections that require significant and subjective management judgment, particularly with respect to cash generation capacity, macroeconomic assumptions, timing of funding initiatives, and the execution of plans contemplated in ongoing renegotiations with creditors, among other actions which form part of the ongoing restructuring plan. Accordingly, due to the level of judgment involved, combined with the materiality of the balances and the financial indicators observed, this matter was again considered one of the key audit matters for our current-year audit.

How the matter was addressed in the audit of the financial statements

Our audit procedures included, among others:

- We evaluated the ability of the Company and its subsidiaries to continue their operations for the foreseeable future, based on the information and evidence provided by management;
- We reviewed the methodology and assumptions used by management in the going concern assessment for the twelve-month period from the financial statement date (individual and consolidated), as well as the related cash flow projections, including the assessment of relevant subsequent events up to the date of issuance of the individual and consolidated financial statements;
- With the support of our internal corporate finance specialists, we assessed the assumptions used in cash flow projections, considering realized results and the consistency of projections and performance observed in prior periods;
- We analyzed ongoing restructuring activities, cost-reduction initiatives, and the expected profitability over the twelve-month horizon in order to support the Company's ability to continue operating;

- We reviewed the debt renegotiation schedule and the feasibility of future financing sources when available; and
- We evaluated whether the disclosures in the notes to the financial statements were adequate, consistent, and complete in relation to the information and representations obtained during the audit.

Based on the audit procedures performed and the evidence obtained, we consider reasonable the judgments exercised and the assumptions adopted by the Company's Management in assessing the going concern assumption, as well as the related disclosures, in the context of the individual and consolidated financial statements taken as a whole.

Other matters

Statements of value added

The individual and consolidated statements of value added (DVA) for the year ended December 31, 2025, prepared under the responsibility of the Company's management and presented as supplemental information for IFRS purposes, have been subject to auditing procedures which were performed together with the audit of the Company's financial statements. In forming our opinion, we evaluated if these statements are reconciled to the financial statements and accounting records, as applicable, and if their form and content are in accordance with the criteria defined in NBC TG 09 – Statement of Value Added. In our opinion, these statements of value added were appropriately prepared, in all material respects, according to the criteria defined in said technical pronouncement and are consistent in relation to the individual and consolidated financial statements taken as a whole.

Other information accompanying the individual and consolidated financial statements and auditor's report thereon

The Company's Management is responsible for this other information that is included in the Management Report.

Our opinion on the individual and consolidated financial statements does not cover the Management Report and we do not express any form of assurance conclusion thereon.

In connection with our audit of the individual and consolidated financial statements, our responsibility is to read the Management Report and, in doing so, consider whether this report is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise, appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement in the Management Report, we are required to report this fact. We have nothing to report in this regard.

Responsibilities of Management and those charged with governance for the individual and consolidated financial statements

Management is responsible for the preparation and fair presentation of the individual and consolidated financial statements in accordance with accounting practices adopted in Brazil and International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) (currently denominated IFRS Accounting Standards), and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the individual and consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the financial statements, unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with the Company's and its subsidiaries' governance are responsible for overseeing the individual and consolidated financial reporting process.

Auditor's responsibility for the audit of the individual and consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the individual and consolidated financial statements, taken as a whole, are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Brazilian and International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Brazilian and International Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the individual and consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve override of internal control, collusion, forgery, intentional omissions or misrepresentations;

- Obtain an understanding of internal control relevant to the audit to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's and its subsidiaries' internal controls;

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the individual and consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern;

- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the individual and consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation; and

- Obtain sufficient and appropriate audit evidence regarding the financial statements of the entities or business activities within the group to express an opinion on the individual and consolidated financial statements. We are responsible for the direction, supervision, and performance of the group audit and, consequently, for the audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we may have identified during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements, including those regarding independence, and communicate to them all relationships and other matters that may reasonably be thought to bear on our independence and, where applicable, related safeguards.

From the matters communicated with those charged with governance, we determined those matters that were of most significance in the audit of the financial statements for the current year and are, therefore, the key audit matters. We describe these matters in our audit report, unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Campinas, April 30, 2026

Grant Thornton Auditores Independentes Ltda.
CRC 2SP-028.281/O-4 F SP

Élica Daniela da Silva Martins
Accountant CRC 1SP-223.766/O-0

Azul Linhas Aéreas Brasileiras S.A.

Statements of financial position
December 31, 2025 and 2024
(In thousands of Brazilian reais – R$)

		Parent company		Consolidated	
Assets	**Note**	**December 31, 2025**	**December 31, 2024**	**December 31, 2025**	**December 31, 2024**
Current					
Cash and cash equivalents	6	700,010	1,188,236	988,448	1,207,947
Short-term investments	7	26,286	71,898	26,286	71,898
Accounts receivable	8	2,224,764	1,612,851	2,722,742	1,775,374
Inventories	9	958,527	930,079	972,532	943,578
Deposits	10	497,768	328,115	502,084	328,876
Taxes recoverable	11	206,073	202,012	208,017	203,651
Advances to suppliers	12	320,868	158,283	371,537	274,282
Related parties	28	155,436	5,569	55,447	5,291
Other assets	13	475,423	817,068	500,850	847,695
Total current assets		5,565,155	5,314,111	6,347,943	5,658,592
Non-current					
Long-term investments	7	-	1,040,454	-	1,040,454
Accounts receivable	8	1,081	-	29,452	-
Deposits	10	2,352,545	3,050,341	2,377,432	3,063,684
Taxes recoverable	11	46,509	36,136	46,509	36,136
Related parties	28	802,271	443,151	1,650,235	1,083,007
Other assets	13	447,479	363,919	447,479	411,701
Investments	15	688,618	722,310	-	-
Property and equipment	16	1,850,804	1,994,915	2,772,299	3,034,554
Right-of-use assets	17	10,105,186	11,371,037	10,125,024	11,470,679
Intangible assets	18	519,400	555,424	755,006	778,619
Total non-current assets		16,813,893	19,577,687	18,203,436	20,918,834
Total assets		22,379,048	24,891,798	24,551,379	26,577,426

The accompanying notes are an integral part of these individual and consolidated financial statements.

Azul Linhas Aéreas Brasileiras S.A.

Statements of financial position
December 31, 2025 and 2024
(In thousands of Brazilian reais – R$)

Liabilities	Note	Parent company		Consolidated	
		December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Loans and financing					
Loans and financing	19	2,371,320	1,063,847	13,783,259	2,207,199
Leases	20	3,336,110	4,895,012	3,353,501	5,072,903
Accounts payable	21	3,077,479	3,929,610	3,920,214	4,074,551
Derivative financial instruments	22	-	65,375	-	65,375
Airport taxes and fees	23	899,284	584,005	899,605	584,739
Air traffic liability and loyalty program	24	5,193,142	5,384,829	6,240,689	6,326,057
Salaries and benefits	25	523,312	497,363	531,421	505,978
Taxes payable	26	140,082	122,130	142,911	124,034
Provisions	27	374,141	670,161	374,141	670,721
Related parties	28	1,965,921	4,967,922	-	1,307,351
Other liabilities	29	121,224	268,904	124,039	268,935
Total current liabilities		18,002,015	22,449,158	29,369,780	21,207,843
Non-current					
Loans and financing	19	383,206	534,249	9,276,345	12,774,218
Leases	20	9,167,744	12,320,774	9,357,562	13,622,779
Accounts payable	21	946,852	546,067	948,543	1,054,980
Airport taxes and fees	23	711,032	792,680	711,032	792,680
Taxes payable	26	192,326	197,764	192,326	197,764
Provisions	27	1,369,790	3,474,098	1,375,316	3,486,369
Related parties	28	12,844,647	10,198,374	1,530,964	1,570,407
Provision for loss on investment	15	6,971,925	2,508,253	-	-
Other liabilities	29	1,006,858	808,732	1,006,858	808,737
Total non-current liabilities		33,594,380	31,380,991	24,398,946	34,307,934
Equity	30				
Issued capital		5,114,435	4,798,563	5,114,435	4,798,563
Capital reserve		354,739	284,021	354,739	284,021
Other comprehensive income		4,903	5,917	4,903	5,917
Accumulated losses		(34,691,424)	(34,026,852)	(34,691,424)	(34,026,852)
		(29,217,347)	(28,938,351)	(29,217,347)	(28,938,351)
Total liabilities and equity		22,379,048	24,891,798	24,551,379	26,577,426

The accompanying notes are an integral part of these individual and consolidated financial statements.

Azul Linhas Aéreas Brasileiras S.A.

Statements of operations

Years ended December 31, 2025 and 2024

(In thousands of Brazilian reais – R$, except basic and diluted loss per share)

		Parent company		Consolidated	
		Years ended			
Description	Note	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Passenger revenue		19,807,635	17,862,562	19,997,726	18,123,135
Other revenues		1,441,902	1,231,456	1,642,667	1,403,073
Net revenue	33	21,249,537	19,094,018	21,640,393	19,526,208
Cost of services	34	(15,378,488)	(14,107,607)	(15,625,598)	(14,310,434)
Gross profit		5,871,049	4,986,411	6,014,795	5,215,774
Selling expenses		(871,656)	(882,668)	(962,078)	(934,145)
Administrative expenses		(637,351)	(469,906)	(664,501)	(496,053)
Other income (expenses), net		756,793	(323,033)	18,722	(324,459)
		(752,214)	(1,675,607)	(1,607,857)	(1,754,657)
Equity	15	(4,550,683)	(1,946,304)	-	-
		-	-	-	-
Operating profit		568,152	1,364,500	4,406,938	3,461,117
					-
Financial income		218,028	223,513	237,704	246,487
Financial expenses		(5,142,645)	(3,490,976)	(9,524,245)	(4,947,147)
Derivative financial instruments, net		(20,023)	(119,306)	(20,023)	(119,306)
Foreign currency exchange, net		3,711,916	(6,832,076)	4,235,054	(7,494,802)
Financial result	35	(1,232,724)	(10,218,845)	(5,071,510)	(12,314,768)
Loss before IR and CSLL		(664,572)	(8,854,345)	(664,572)	(8,853,651)
Current income tax and social contribution	14	-	-	-	(694)
Loss for the year		(664,572)	(8,854,345)	(664,572)	(8,854,345)
Basic loss per common share – R$	31	(0.13)	(1.85)	(0.13)	(1.85)
Diluted loss per common share – R$	31	(0.13)	(1.85)	(0.13)	(1.85)

The accompanying notes are an integral part of these individual and consolidated financial statements.

Azul Linhas Aéreas Brasileiras S.A.

Statements of comprehensive (loss) income

Years ended December 31, 2025 and 2024

(In thousands of Brazilian reais – R$)

	Parent company and Consolidated	
	year ended	
Description	December 31, 2025	December 31, 2024
Loss for the year	(664,572)	(8,854,345)
Other comprehensive income to be reclassified		
Post-employment benefit	(1,014)	2,811
Total comprehensive income	(665,586)	(8,851,534)

The accompanying notes are an integral part of these individual and consolidated financial statements

Azul Linhas Aéreas Brasileiras S.A.

Statements of changes in equity
Years ended December 31, 2025 and 2024
(In thousands of Brazilian reais – R$)

Description	Note	Issued capital	Capital reserve	Other comprehensive income	Accumulated losses	Total
31, 2023		4,798,563	239,889	3,106	(25,172,507)	(20,130,949)
ear		-	-	-	(8,854,345)	(8,854,345)
ent benefit	27	-	-	2,811	-	2,811
hensive income		-	-	2,811	(8,854,345)	(8,851,534)
ayment [(a)]	32	-	44,132	-	-	44,132
31, 2024		4,798,563	284,021	5,917	(34,026,852)	(28,938,351)
eriod		-	-	-	(664,572)	(664,572)
ent benefit	27	-	-	(1,014)	-	(1,014)
hensive income		-	-	(1,014)	(664,572)	(665,586)
se	30	315,872	-	-	-	315,872
ayment [(a)]	32	-	70,718	-	-	70,718
31, 2025		5,114,435	354,739	4,903	(34,691,424)	(29,217,347)

(a) Refers to the receipt from the exercise of stock options and the vesting of share-based compensation plans (Stock Option Plan and RSUs), net of income tax related to the transfer of RSU

The accompanying notes are an integral part of these individual and consolidated financial statements.

Azul Linhas Aéreas Brasileiras S.A.

Statements of cash flows

Years ended December 31, 2025 and 2024

(In thousands of Brazilian reais – R$)

	Parent company		Consolidated	
	year ended			
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Cash flows from operating activities				
Loss for the period	(664,572)	(8,854,345)	(664,572)	(8,854,345)
Result reconciliation items				
Depreciation and amortization	2,978,669	2,523,865	3,013,375	2,563,982
Gain (loss) from impairment	-	(143,790)	-	(143,790)
Derivative financial instruments, net	20,023	119,306	20,023	119,306
Share-based payment	70,752	43,457	70,779	43,455
Foreign currency exchange, net	(3,718,873)	6,671,698	(4,218,062)	7,342,347
Financial result	5,050,343	3,278,873	8,981,615	4,701,671
Breakage – GUC – Chapter 11	(1,724,867)	-	(1,724,867)	-
Renegotiations – Chapter 11	(179,249)	-	(179,249)	-
Tax transaction	-	(252,757)	-	(252,757)
Provisions, net	720,994	(156,327)	1,033,846	(149,781)
Recovery of expenses and write-offs of assets and liabilities	-	(947,054)	(393,278)	(947,054)
Result from modification of lease and provision	(2,895,570)	(221,391)	(2,830,356)	(221,391)
Result in the write-off of property and equipment, right of use and intangible assets	344,919	141,426	198,190	143,417
Result of sale and sale and leaseback	(60,270)	-	(60,270)	-
Equity	4,550,683	1,946,304	-	-
Reconciled result	4,492,982	4,149,265	3,247,174	4,345,060
Changes in operating assets and liabilities				
Accounts receivable	(658,248)	(247,211)	(1,041,736)	(300,917)
Inventories	(60,531)	(159,928)	(61,037)	(159,409)
Deposits	(607,212)	(453,288)	(411,010)	(455,116)
Taxes recoverable	1,147	(25,386)	(122)	(24,968)
Derivative financial instruments, net	(46,822)	(101,767)	(46,822)	(101,767)
Other assets	(448,301)	(507,901)	(385,498)	(575,515)
Accounts payable	(1,494,805)	630,461	(803,153)	859,425
Airport taxes and fees	120,643	80,370	129,590	79,824
Air traffic liability and loyalty program	(98,197)	1,037,862	8,122	1,409,877
Salaries and benefits	349,343	128,270	244,444	128,429
Taxes payable	12,405	77,322	(11,946)	77,913
Provisions	(597,636)	(420,754)	(606,584)	(423,083)
Other liabilities	(194,474)	50,744	94,507	50,679
Total changes in operating assets and liabilities	(3,722,688)	88,794	(2,891,245)	565,372
Interest paid				
Loans and financing	(104,684)	(151,503)	(517,224)	(1,006,673)
Leases	(404,094)	(504,416)	(412,511)	(506,258)
Others	(244,859)	(346,771)	(379,103)	(462,695)
	(753,637)	(1,002,690)	(1,308,838)	(1,975,626)
Net cash provided (used) by operating activities	16,657	3,235,369	(952,909)	2,934,806
Cash flows from investing activities				
Short-term investments	(22,115)	(101,219)	(22,115)	(101,219)
Payment for acquisition of subsidiary	-	-	(5,924)	-
Cash received on sale of property and equipment	7,270	-	7,270	-
Sale and leaseback	195,300	29,346	195,300	29,346
Acquisition of property and equipment	(198,415)	(392,651)	(198,415)	(681,329)
Acquisition of capitalized maintenance	(361,141)	(576,373)	(361,141)	(577,517)
Acquisition of intangible assets	(186,271)	(228,223)	(188,355)	(234,936)
Net cash used by investing activities	(565,372)	(1,269,120)	(573,380)	(1,565,655)
Cash flows from financing activities				
Loans and financing				
Proceeds	-	1,367,068	7,423,172	2,959,990
Repayment	(903,253)	(1,053,504)	(2,277,964)	(1,473,166)
Costs	-	(87,166)	(390,166)	(100,457)
Reverse factoring	-	(496,286)	-	(496,286)
Leases	(3,036,112)	(2,781,431)	(3,054,270)	(2,803,166)
Related parties	4,083,703	1,532,416	(283,246)	(153,845)
Capital increase	(53,317)	(804,480)	-	-
Net cash provided (used) by financing activities	91,021	(2,323,383)	1,417,526	(2,066,930)
Exchange rate changes on cash and cash equivalents	(30,532)	11,368	(110,736)	11,199
Increase (decrease) in cash and cash equivalents	(488,226)	(345,766)	(219,499)	(686,580)
Cash and cash equivalents at the beginning of the year	1,188,236	1,534,002	1,207,947	1,894,527
Cash and cash equivalents at the end of the year	700,010	1,188,236	988,448	1,207,947

The accompanying notes are an integral part of these individual and consolidated financial statements.

Azul Linhas Aéreas Brasileiras S.A.

Statements of value added

Years ended December 31, 2025 and 2024

(In thousands of Brazilian reais – R$)

Description	Note	Parent company		Consolidated	
		year ended			
		December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Gross sales revenue					
Passenger revenue	33	19,810,872	17,865,112	20,000,963	18,125,685
Other revenues	33	1,575,336	1,325,650	1,782,911	1,506,303
Expected loss with accounts receivable	8	6,686	155	4,909	(490)
		21,392,894	19,190,917	21,788,783	19,631,498
Inputs acquired from third parties					
Aircraft fuel		(5,688,512)	(5,553,075)	(5,710,291)	(5,583,503)
Materials, energy, third-party services and others		(4,371,866)	(4,914,666)	(5,321,763)	(5,042,841)
Insurances		(83,820)	(71,427)	(84,308)	(72,323)
	34	(10,144,198)	(10,539,168)	(11,116,362)	(10,698,667)
Gross value added		11,248,696	8,651,749	10,672,421	8,932,831
Retentions					
Depreciation and amortization	34	(2,978,669)	(2,523,865)	(3,013,375)	(2,563,982)
Impairment	34	-	143,790	-	143,790
Net value added		8,270,027	6,271,674	7,659,046	6,512,639
Value added received in transfers					
Equity	15	(4,550,683)	(1,946,304)	-	-
Financial income	35	218,028	223,513	237,704	246,487
Other revenues		-	870	-	870
		(4,332,655)	(1,721,921)	237,704	247,357
Value added to be distributed		3,937,372	4,549,753	7,896,750	6,759,996
Distribution of value added:					
Personnel [(a)]	34				
Salaries and wages		1,796,359	1,732,533	1,835,107	1,771,523
Benefits		399,111	382,804	436,483	402,586
F.G.T.S.		163,567	155,071	167,180	158,408
		2,359,037	2,270,408	2,438,770	2,332,517
Taxes, fees and contributions					
Federal [(b)]		272,234	370,694	283,844	388,581
State		57,159	51,012	57,272	52,033
Municipal		4,904	4,726	11,587	11,895
		334,297	426,432	352,703	452,509
Third party capital					
Financial expenses	35	5,142,645	3,490,976	9,524,245	4,947,147
Derivative financial instruments, net	35	20,023	119,306	20,023	119,306
Foreign currency exchange, net	35	(3,711,916)	6,832,076	(4,235,054)	7,494,802
Rent expense	34	457,858	264,900	460,635	268,060
		1,908,610	10,707,258	5,769,849	12,829,315
Own capital					
Loss for the year		(664,572)	(8,854,345)	(664,572)	(8,854,345)

(a) Does not include INSS in the amount of R$215,125 in the Parent Company and R$224,851 in the Consolidated statements, as it is included under federal taxes.

(b) In 2024, it includes deferred income tax and social contribution recorded at the Parent Company

The accompanying notes are an integral part of these individual and consolidated financial statements.

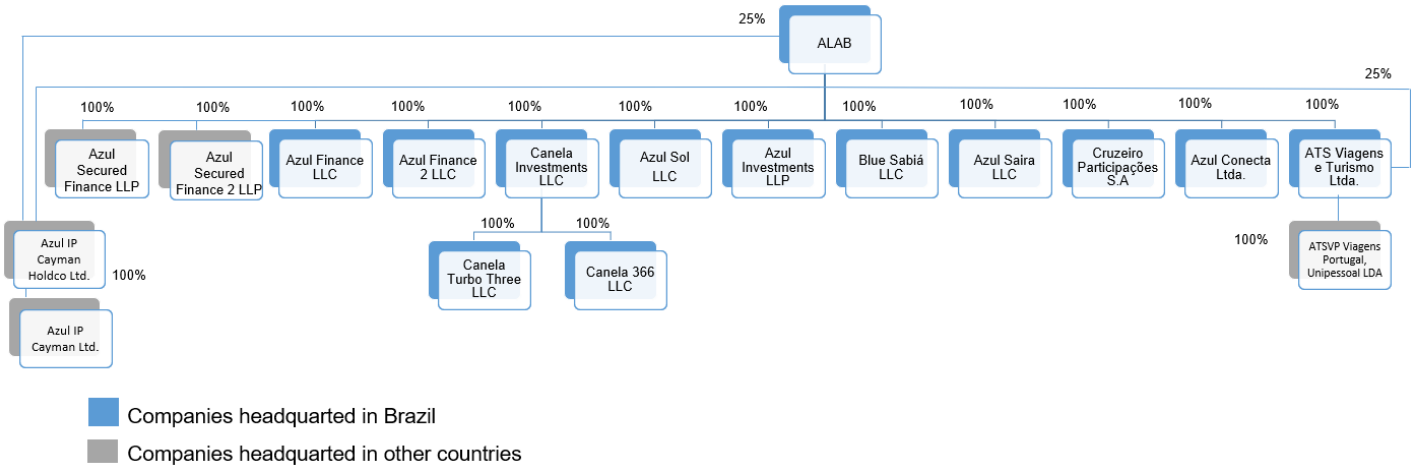
1. OPERATIONS

Azul Linhas Aéreas Brasileiras S.A. (“ALAB”), together with its subsidiaries (the “Company”), is a joint-stock corporation governed by its by laws and by Brazilian Corporate Law (Law No. 6,404/76). ALAB was incorporated on January 4, 2008, and its primary corporate purpose is the operation of scheduled and nonscheduled air transportation services for passengers, cargo, or mail, passenger charter services, the provision of aircraft, engine, parts, and components maintenance and hangar services, the acquisition and leasing of aircraft, the development of loyalty programs, the development of related activities, and equity participation in other companies, since the commencement of its operations on December 15, 2008.

ALAB is controlled by Azul S.A. has its registered office at Avenida Marcos Penteado de Ulhôa Rodrigues, No. 939, 9th floor, in the city of Barueri, State of São Paulo, Brazil.

1.1 Organizational structure

The Company's organizational structure as of December 31, 2025, is as follows:



The table below lists the operational activities in which the Azul subsidiaries are engaged, as well as the changes in ownership that occurred in the period, when applicable.

Company	Type of investment	Main activity	State	Country	% equity interest December 31, 2025	% equity interest December 31, 2024
Azul IP Cayman Holdco Ltd. (Azul Cayman Holdco)	Direct	Holding of equity interests in other companies	George Town	Cayman Islands	25%	25%
Azul IP Cayman Ltd. (Azul Cayman)	Indirect	Intellectual property owner	George Town	Cayman Islands	100%	100%
Azul Conecta Ltda. (Conecta)	Direct	Airline operations	São Paulo	Brazil	100%	100%
ATS Viagens e Turismo Ltda. (Azul Viagens)	Direct	Travel packages	São Paulo	Brazil	100%	100%
ATSVP Viagens Portugal, Unipessoal LDA (Azul Viagens Portugal)	Indirect	Travel packages	Lisbon	Portugal	100%	100%
Azul IP Cayman Holdco Ltd. (Azul Cayman Holdco)	Indirect	Equity holding	George Town	Cayman Islands	25%	25%
Cruzeiro Participações S.A (Cruzeiro)	Direct	Equity holding	São Paulo	Brazil	100%	100%
Azul Investments LLP (Azul Investments)	Direct	Funding	Delaware	USA	100%	100%
Azul SOL LLC (Azul SOL)	Direct	Aircraft financing	Delaware	USA	100%	100%
Azul Finance LLC (Azul Finance)	Direct	Aircraft financing	Delaware	USA	100%	100%
Azul Finance 2 LLC (Azul Finance 2)	Direct	Aircraft financing	Delaware	USA	100%	100%
Blue Sabiá LLC (Blue Sabiá)	Direct	Aircraft financing	Delaware	USA	100%	100%
Canela Investments LLC (Canela)	Direct	Aircraft financing	Delaware	USA	100%	100%
Canela Turbo Three LLC (Canela Turbo)	Indirect	Aircraft financing	Delaware	USA	100%	100%
Canela 336 LLC (Canela 336)	Indirect	Aircraft financing	Delaware	USA	100%	100%
Azul Saira LLC (Azul Saira)	Direct	Aircraft financing	Delaware	USA	100%	100%
Azul Secured Finance LLP (Azul Secured)	Indirect	Funding	Delaware	USA	100%	100%
Azul Secured Finance LLP (Azul Secured 2)	Indirect	Funding	Delaware	USA	100%	100%

1.2 Seasonality

The Company's operating revenues depend substantially on the general volume of passenger and cargo traffic, which is subject to seasonal changes. The passenger revenues are generally higher during the summer and winter holidays. Considering the distribution of fixed costs, this seasonality tends to cause variations in operating results between periods of the fiscal year.

2. GOING CONCERN

2.1 Management Statement

The Company's consolidated financial statements were prepared based on the going concern assumption going to consider that the Company will maintain its operations in the normal course of business and will be able to meet its obligations as they become due.

Management assessed the Company's ability to continue as a going concern considering a minimum horizon of 12 months from the authorization date for the issuance of these financial statements, including subsequent events occurring up to that date.

In carrying out this assessment, the following were considered:

- The business plan approved by the Board of Directors;
- The implementation of financial restructuring measures throughout 2025;
- The judicial confirmation of the Reorganization Plan in December 2025;
- The completion of the reorganization process in February 2026; and
- The updated projections of cash flow and liquidity position.

Based on these analyses, even with the negative working capital, Management concluded that there are no relevant material uncertainties that may raise significant doubt about the Company's ability to continue operating in the foreseeable future, and therefore the use of the going concern assumption is appropriate.

Financial Restructuring and Chapter 11 Process

Context and Start of the Process

During the first quarter of 2025, the Company implemented measures aimed at improving its liquidity and reducing leverage, including renegotiations with financial creditors, lessors, and suppliers, as well as a public offering of shares and the partial restructuring of debt instruments.

On May 28, 2025, the Company initiated a voluntary financial reorganization process under *Chapter 11 of the U.S. Bankruptcy Code*, with the objective of:

- Significantly reducing its indebtedness;
- Adjusting lease agreements;
- Strengthening its liquidity;
- Restructuring its capital structure and governance.

During the process, the Company entered into an agreement related to the General Unsecured Claims ("GUC"), which correspond to unsecured, non-priority claims represented by the Official Committee of Unsecured Creditors ("UCC"), and the following terms were defined in the Plan:

- creditors with claims exceeding US$12.5 million may choose to receive a portion of a total of US$20 million in cash or participate in the "Fundo GUC", which provides subscription warrants of up to 5.5% of the Company's share capital, subject to the Company's market value, in addition to additional payments tied to future financial performance and coverage of certain administrative expenses;

- creditors with claims below US$12.5 million will receive a portion of a total of US$3.0 million; and

- specific negotiations were established with strategic suppliers.

The process also received support from key creditors, lessors, and strategic investors. Debtor-in-Possession (DIP) financing was obtained, intended for refinancing certain obligations and strengthening liquidity during the reorganization period.

Throughout the process, the Company maintained its operations in the normal course of business.

Plan Confirmation

On December 12, 2025, the competent court approved the Reorganization Plan ("Plan"), representing an important and binding milestone in the process.

The Plan included, among other aspects:

- Conversion of the 1L and 2L debts into equity;
- Implementation of a debt capitalization public offering;
- Public offering by new capital;
- Implementation of a Management Incentive Plan;
- Conversion of preferred shares into common shares;
- Restructuring of corporate governance; and
- Transition to a broadly dispersed shareholder structure with no controlling shareholder.

On December, 2025, the Company recognized in its accounting the effects arising from the extinguishment and modification of financial obligations, renegotiations of lease agreements, and other contractual changes already completed. On February 20, 2026, the Company completed its formal exit from the Chapter 11 process, following the verification of the conditions set forth in the Plan, as disclosed in Note 39.

2.2 Non-binding Memorandum of Understanding

In September 2025, the Company, in continuity with the material fact disclosed on January 15, 2025, announced the termination of commercial discussions with the parent company of Gol Linhas Aéreas Inteligentes S.A. ("Gol"), which were formalized in the Non-Binding Memorandum of Understanding ("MoU"), outlining the terms and conditions of a potential business combination between Azul and Gol. As of December 31, 2025, there is no obligation or contingents' liabilities related to this transaction.

2.3 Net working capital and capital structure

As of December 31, 2025, the Company's working capital and equity position are as shown below:

iption	December 31, 2025	December 31, 2024	Variation
Net working capital	(23,021,837)	(15,549,251)	(7,472,586)
Equity	(29,217,347)	(28,938,351)	(278,996)

The variation in the net working capital balance is mainly due to the raising of financing in the form of DIP to settle other debts. This financing is part of the Company's restructuring plan.

The change in the balance of shareholders' equity is mainly due to the Company's results for the period, amounting to R$664,572.

3. BASIS OF PREPARATION AND PRESENTATION OF THE INDIVIDUAL AND CONSOLIDATED FINANCIAL STATEMENTS

The Company's individual and consolidated financial statements have been prepared in accordance with accounting practices adopted in Brazil and the International Financial Reporting Standards ("IFRS") issued by the International Accounting Standards Board ("IASB"). The accounting practices adopted in Brazil comprise those included in Brazilian corporate law and the pronouncements, guidelines, and technical interpretations issued by the Brazilian Accounting Pronouncements Committee ("CPC") and approved by the Federal Accounting Council ("CFC") and the Brazilian Securities and Exchange Commission ("CVM").

The Company's individual and consolidated financial statements have been prepared using the Brazilian real ("R$") as the functional and presentation currency. All amounts are presented in thousands, except when otherwise indicated.

The Company primarily operates through its aircraft and other assets that support flight operations, which together comprise its cash-generating unit (CGU) and its sole reportable segment: air transportation.

The preparation of the Company's individual and consolidated financial statements requires Management to exercise judgment, apply estimates, and adopt assumptions that affect the reported amounts of assets, liabilities, revenue, and expenses. However, the uncertainty associated with these judgments, estimates, and assumptions may result in outcomes that require significant adjustments to the carrying amounts of assets, liabilities, revenue, and expenses in future reporting periods.

The consolidated financial statements have been prepared based on the historical cost, except for the significant items below:

Fair value:

- Long-term investments – TAP Bond; and
- Derivative financial instruments.

Other:

- Investments measured under the equity method.

3.1 Approval and authorization for issue of the individual and consolidated financial statements

The approval and authorization for the issuance of these separate and consolidated financial statements took place at the meeting of the Executive Board held on April 30, 2026.

4. MATERIAL ACCOUNTING POLICIES AND PRACTICES

The material accounting policies and practices adopted by the Company are described in each corresponding note, except those that refer to more than one note, described below. The accounting policies have been consistently applied for the comparative years presented and for the Company's individual and consolidated financial statements.

4.1 Consolidation

The consolidated financial statements include information about the Company in which it held direct or indirect control. Control of an entity is achieved when the Company is exposed, or has rights, to variable returns in such subsidiaries and has the power to influence the investee's operating and financial decisions.

The financial statements of the subsidiaries have been prepared using the same accounting policies as the Company.

All assets, liabilities, equity, income and expenses related to transactions between related parties are eliminated in full in the consolidation process.

4.2 Impairment

The Company performs an annual review for impairment indicators to assess events or changes in economic, technological, or operating conditions that may indicate that an asset is impaired.

The recoverable amount of an asset or cash-generating unit is the higher of its fair value, less costs to sell and its value in use. When the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, an impairment loss is recognized by reducing the carrying amount.

The previously recognized impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount. The reversal is limited, so that the carrying amount of the asset does not exceed its recoverable amount, nor does it exceed the carrying amount previously determined, net of depreciation or amortization.

In estimating the asset's value in use, the estimated future cash flows are discounted to present value using a pre-tax discount rate that reflects the weighted average cost of capital.

4.3 Value Added Statement ("VAS")

The Value Added Statement (VAS) is intended to present the wealth generated by the Company and its distribution during a given year. It is presented in accordance with Brazilian corporate legislation as an integral part of the Company's individual financial statements and as supplementary information to the consolidated financial statements, as it is not a statement required under IFRS standards. The VAS is prepared based on information obtained from the accounting records, in accordance with the provisions of CPC 09 – Value Added Statement.

4.4 Accounting standards, changes and interpretations

During the year ended December 31, 2025, the IFRS and or CPC issued and amended its accounting standards on various matters, some of which are applicable to the preparation of these financial statements.

4.4.1 Changes new standards and relevant accounting interpretations effective from 2025

The following accounting standards and interpretations described below became effective as of January 1, 2025.

Norm	Charge
CPC 02 – equivalent to IAS 21	Effect of exchange rate changes and the possible lack of convertibility between currencies
CPC 18 – equivalent to IAS 28	Application of the equity method for the measurement of investments in subsidiaries
ICPC 09	Review for alignment of wording and reference, mainly with CPC 18 and international standards (IAS 28) consolidating rules for equity
OCPC 10	Recognition and measurement of carbon credits (tCO2e), emission allowances and decarbonization credits (CBIO)

4.4.2 Changes, new standards and relevant accounting interpretations effective from 2026

The following accounting standards will become effective in the coming years, and the Company is assessing their impact on the individual and consolidated financial statements.

Norm	Charge
CPC 48 – equivalent to IFRS 9	Review of the rules for classification and measurement of financial assets with non-linear variable flows.
CPC 51 – equivalent to IFRS 18	It replaces CPC 26 (R1) (IAS 1) and brings changes in the presentation and disclosure of the Financial Statements
IFRS 19	Disclosure of subsidiaries without public accountability.
CPC 03 and CPC 40 – equivalent to IAS 7 and IFRS 7	Increases transparency on liquidity risk and maturities of financial instruments and loans and financing

4.5 Main accounting estimates

As disclosed in note 3, Management performs judgments that have a significant effect on the amounts recognized in the consolidated financial statements, namely:

Description	Note
Provision for losses on financial investments	7
Provision for deposit Loss	10
Provision for fixed asset losses	16
Provision for intangible losses	18
Suppliers - Breakage - GUC (General Unsecured Claims)	21
Transportation, services to be performed and loyalty program – Breakage	24
Provision for return of aircraft and engines	27.1.1
Provision for tax, civil and labor risks	27.1.2

The Company continually reviews the assumptions used in its accounting estimates. The effect of revisions on accounting estimates is recognized in the financial statements in the period in which such revisions are made.

4.6 Foreign currency transactions

Foreign currency transactions are recorded at the exchange rate at the transaction date. Monetary assets and liabilities denominated in foreign currency are determined based on the exchange rate in effect on the balance sheet date, and any difference resulting from currency conversion is recorded under the heading “Foreign currency exchange, net” in the statements of operation.

The exchange rates to Brazilian reais are as follows:

	Final rate			Average rate		
	year ended					
Description	December 31, 2025	December 31, 2024	Variation %	December 31, 2025	December 31, 2024	Variation %
U.S. dollar	5.5024	6.1923	(11.1%)	5.5855	5.8369	(4.3%)
Euro	6.4692	6.4363	0,5%	6.3095	6.2275	1.3%

5. SEGMENT INFORMATION

The Company considers that it has a single reportable segment: air transport. This segment corresponds to 98.3% (98.7% as of December 31, 2024) of the Company's revenues. The Company's activities have functional relationship, making them inseparable from other revenues and reflects the way Management analyzes financial information to make decisions. The main decision makers are the Company’s executive directors.

The Company segregates revenues as shown below:

	Consolidated			
Revenue	December 31, 2024	%	31.12.24	%
Air transport	21,282,948	98.3%	19,278,094	98.7%
Other revenues	357,445	1.7%	248,114	1.3%
Total	21,640,393	100.0%	19,526,208	100.0%

6. CASH AND CASH EQUIVALENTS

6.1 Accounting policies

Include cash balances, bank deposits and short-term investments with immediate liquidity, which are readily convertible into a known amount of cash with an insignificant risk of change in value and that are not pledged as collateral for other transactions.

6.2 Breakdown of cash and cash equivalents

Description	Parent company		Consolidated	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Cash and bank deposits	178,259	157,483	192,865	165,991
Cash equivalents:	-	-	-	-
Bank Deposit Certificate – CDB	3,625	698,979	3,625	698,979
Repurchase agreements	267,724	283,212	333,223	294,415
Automatic Application - *DIP* [(a)]	4,954	-	213,287	-
Time Deposit [(a)]	245,448	48,554	245,448	48,554
Other	-	8	-	8
	700,010	1,188,236	988,448	1,207,947

(a) Investments in U.S. dollar.

7. SHORT AND LONG-TERM INVESTMENTS

7.1 Accounting policies

In the presentation and measurement of the financial investments, the Company considers the provisions of CPC 48 - Financial Instruments, equivalent to IFRS 9, which determines that financial assets should be initially measured at fair value less costs directly attributable to their acquisition. In turn, the subsequent measurement is divided into two categories:

7.1.1 Amortized cost

Long-term investments are measured at amortized cost when all the following conditions are met:

- The Company plans to hold the financial assets to collect cash flows set forth in contract;
- Contractual cash flows represent solely payments of principal and interest (“SPPI”); and
- The Company did not opt for the fair value methodology to eliminate measurement inconsistencies or an “accounting mismatch”.

7.1.2 Fair value

- Through comprehensive income: short and long-term investments shall be measured at fair value through comprehensive income when both of the following conditions are met:
  (i) the Company plans to hold the financial asset to collect cash flows set forth in contract and sell the asset; and
  (ii) contractual cash flows represent SPPI.

- Through profit or loss: it is a residual category, in other words, the Company does not plan to hold the financial asset to collect cash flows set forth in contract and/or sell the asset, it shall be measured at fair value through profit or loss.

7.2 TAP Bond

On March 14, 2016, the Company acquired Series A convertible debt issued by TAP ("Bond TAP") in the amount of €90 million. The Bond TAP has a maturity of 10 years from its issuance date, bearing annual interest of 3.75% until September 20, 2016, and 7.5% in subsequent years, payable at maturity or upon early redemption of the bonds, whichever occurs first.

Considering the circumstances currently observed, Management review the fair value of the related financial investment, as of December 31, 2025. The negative variation resulting from this remeasurement was recognized in the statements of operations for the year.

The measurement reflects Management's best estimate as of the current date and does not represent a waiver of rights or any change in the Company's legal position with respect to its contractual rights.

The Company will continue to monitor the legal developments and will prospectively revise the fair value measurement.

7.3 Breakdown of short and long-term investments

Description	Weighted average rate p.a.	Maturity	Parent company and Consolidated	
			December 31, 2025	December 31, 2024
Bond TAP	-	-	-	1,004,505
Exclusive investment funds	14,2%	jun/26	26,286	107,847
			26,286	1,112,352
Current			26,286	71,898
Non-current			-	1,040,454

The following presents the movements of the losses of short-term investments:

Description	Parent company and Consolidated
	December 31, 2025
Balances at the beginning of the year	-
Addition	(117,684)
Balances at the end of the year	(117,684)

As of December 31, 2025, the short-term investments were assessed and the Company concluded, for one of the investments, classified as "Investment Funds", that the recoverable amount was lower than the carrying amount and therefore recognized an impairment loss in the Statements of Operations.

8. ACCOUNTS RECEIVABLE

8.1 Accounting policies

Are measured based on the invoiced amount, net of the provision for losses, and approximate the fair value given their short-term nature.

Considering the requirements of CPC 48 - Financial Instruments, equivalent to IFRS 9, the provision for losses on accounts receivable are measured by applying the simplified approach, through the use of historical data, projecting the expected loss over the life of the contract, by segmenting the receivables portfolio into groups that have the same pattern of collection and according to the respective maturities. Additionally, for certain cases, the Company carries out individual analyses to assess the risks of collecting the receivables to recognize an additional provision, if necessary.

8.2 Breakdown of accounts receivable

	Parent company		Consolidated	
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Local currency				
Credit card companies	1,459,663	557,212	1,957,920	720,938
Cargo and travel agencies	302,846	228,053	311,706	234,036
Loyalty program partners	146,035	37,497	146,035	37,497
Others	66,026	48,148	89,675	43,602
Total local currency	1,974,570	870,910	2,505,336	1,036,073
Foreign currency				
Reimbursement receivable for contractual guarantees	104,901	324,838	104,901	324,838
Clearinghouse	46,060	52,203	46,060	52,203
Credit card companies	18,104	19,659	18,104	19,659
Reimbursement receivable for maintenance reserves	7,057	101,487	7,057	101,487
Others	93,551	268,838	93,551	268,838
Total foreign currency	269,673	767,025	269,673	767,025
Total	2,244,243	1,637,935	2,775,009	1,803,098
Allowance for losses	(18,398)	(25,084)	(22,815)	(27,724)
Total net	2,225,845	1,612,851	2,752,194	1,775,374
Current	2,224,764	1,612,851	2,722,742	1,775,374
Non-current	1,081	-	29,452	-

The Company renegotiated several lease agreements directly with the counterparties as part of the Chapter 11 process. Following the formal approval of the Plan, and based on the best expectations and information available, credits were offset against amounts payable to those same lessors, totaling R$1,345.

In Brazil, credit card receivables are not exposed to credit risk of the cardholder. The balances can easily be converted into cash, when necessary, through advance payment with credit card companies.

During the year ended December 31, 2025, the Company anticipated the receipt of R$9,980,348 (R$11,398,429 on December 31, 2024) in accounts receivable from credit card administrators, without right of return, with an average cost of 1.3% p.m. on the anticipated amount, resulting in R$327,897 of interest (R$327,771 on December 31, 2024).

The breakdown of accounts receivable by maturity, net of provision for loss:

Overdue balances exceeding 90 days mainly consist of amounts owed by aircraft manufacturers that are included in a Chapter 11 restructuring process. The Company is engaged in negotiations with these manufacturers and, based on the progress of the discussions and the established business relationship, continues to expect the recovery of the recorded amounts.

	Parent company		Consolidated	
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Not past due				
Up to 90 days	1,311,683	618,665	1,333,233	682,785
91 to 180 days	427,693	333,762	642,072	380,194
181 to 360 days	249,816	124,060	507,918	173,221
Over 360 days	1,081	1,036	29,452	-
	1,990,273	1,077,523	2,512,675	1,236,200
Past due				
Up to 90 days	99,611	307,415	103,562	311,261
91 to 180 days	21,238	141,969	21,668	142,521
181 to 360 days	38,467	88,277	39,775	88,986
Over 360 days	94,652	22,751	97,329	24,130
	253,968	560,412	262,334	566,898
Allowance for losses	(18,396)	(25,084)	(22,815)	(27,724)
Total	2,225,845	1,612,851	2,752,194	1,775,374

As of March 20, 2026, of the total amount due, R$108,614 has been received.

The movement of provision for loss is presented below:

	Parent company		Consolidated	
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Balances at the beginning of the year	(25,084)	(25,239)	(27,724)	(27,234)
Additions	(18,279)	(24,642)	(22,424)	(27,643)
Reversal	19,138	24,475	21,504	26,051
Write-off of uncollectible amounts	5,829	322	5,829	1,102
Balances at the end of the year	(18,396)	(25,084)	(22,815)	(27,724)

9. INVENTORIES

9.1 Accounting policies

Mainly comprise parts and maintenance materials. Inventories are measured at average acquisition cost plus expenses such as non-recoverable taxes, customs expenses, and transportation expenses. Expenses with freight transfers between operational bases are not capitalized. Provisions for obsolescence are recognized for items not expected to be used or sold.

9.2 Breakdown of inventories

	Parent company		Consolidated	
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Maintenance materials and parts	986,876	953,202	1,000,881	966,701
Flight attendance, uniforms and others	25,288	30,430	25,288	30,430
Provision for losses	(53,637)	(53,553)	(53,637)	(53,553)
Total net	958,527	930,079	972,532	943,578

The movement of the provision for losses is presented below:

	Parent company and Consolidated	
Description	December 31, 2025	December 31, 2024
Balances at the beginning of the year	(53,553)	(47,658)
Additions	(84)	(5,895)
Balances at the end of the year	(53,637)	(53,553)

10. DEPOSITS

10.1 Accounting policies

10.1.1 Security deposits

They are represented by amounts deposited by the Company, primarily with aircraft and engine lessors, as collateral for the fulfillment of lease agreements. Security deposits are non-interest-bearing and are refundable upon termination of the contracts. Judicial deposits are also classified within this group.

10.1.2 Maintenance reserves

Certain master lease agreements provide for the payment of aircraft and engine maintenance reserves made to be held as collateral for the performance of major maintenance activities, and therefore reimbursable upon completion of the maintenance event in an amount not to exceed the lesser of:

- the amount of the maintenance reserve held by the lessor associated with the specific maintenance event; or
- the costs related to the specific maintenance event.

Substantially all payments made as maintenance reserves are calculated based on a usage measure, such as flight hours or cycles.

As of the date of these individual and consolidated financial statements, the Company assessed whether maintenance reserves will be recovered through reimbursement of future maintenance expenditures on leased assets. Amounts identified as non-recoverable are recognized in the statements of operations for the year.

Maintenance reserves related to aircraft and engines are classified as current or non-current based on the expected timing of their recovery.

10.2 Breakdown of deposits

	Parent company		Consolidated	
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Security deposits	778,194	674,693	807,397	687,932
Maintenance reserves	2,797,710	2,941,851	2,797,710	2,942,716
Total	3,575,904	3,616,544	3,605,107	3,630,648
Provision for loss	(725,591)	(238,088)	(725,591)	(238,088)
Total net	2,850,313	3,378,456	2,879,516	3,392,560
Current	497,768	328,115	502,084	328,876
Non-current	2,352,545	3,050,341	2,377,432	3,063,684

The movement of security deposits and maintenance reserves is as follows:

	Parent company		
Description	Security deposits	Maintenance reserves	Total
At December 31, 2023	401,133	1,874,690	2,275,823
Additions	219,230	396,805	616,035
Returns	(47,876)	(183,923)	(231,799)
Provision movement	-	113,149	113,149
Use by the lessor	-	(41,042)	(41,042)
Foreign currency exchange	102,206	544,084	646,290
At December 31, 2024	674,693	2,703,763	3,378,456
Additions [(a)]	998,922	1,670,979	2,669,901
Returns	(185,656)	(398,330)	(583,986)
Provision movement	-	(507,063)	(507,063)
Use by the lessor	-	(218,009)	(218,009)
GUC	(631,760)	(876,294)	(1,508,054)
Foreign currency exchange	(78,005)	(302,927)	(380,932)
At December 31, 2025	778,194	2,072,119	2,850,313

(a) In 2025, the Company recognized the execution of letters of credit used for security deposits and maintenance reserves in the amounts of R$607,597 and R$1,268,263, respectively. The execution of these letters of credit resulted in the recognition of an obligation with the issuing financial institution; therefore, these amounts were recorded as an increase in the line item “Loans and borrowings.”

Description	Consolidated		
	Security deposits	Maintenance reserves	Total
At December 31, 2023	410,665	1,874,958	2,285,623
Additions	220,582	397,277	617,859
Returns	(48,133)	(183,923)	(232,056)
Provision movement	-	113,149	113,149
Use by the lessor	-	(41,042)	(41,042)
Foreign currency exchange	104,818	544,209	649,027
At December 31, 2024	687,932	2,704,628	3,392,560
Additions [(a)]	1,019,465	1,670,227	2,689,692
Returns	(187,740)	(398,330)	(586,070)
Provision movement	-	(507,063)	(507,063)
Use by the lessor	-	(218,009)	(218,009)
GUC	(631,760)	(876,294)	(1,508,054)
Foreign currency exchange	(80,500)	(303,040)	(383,540)
At December 31, 2025	807,397	2,072,119	2,879,516

(a) In 2025, the Company recognized the drawdown of letters of credit used for security deposits and maintenance reserves in the amounts of R$607,597 and R$1,268,263, respectively. The drawdown of these letters of credit resulted in the recognition of an obligation to the issuing financial institution, and therefore the amounts were recorded as an increase in the "Loans and financing".

The Company renegotiated several lease agreements directly with the counterparties as part of the Chapter 11 process. Following the formal approval of the Plan, and based on the best expectations and information available, credits were offset against amounts payable to those same lessors, totaling R$1,508,054.

The movement of the provision for loss is as follows:

Description	Parent company and Consolidated	
	December 31, 2025	December 31, 2024
Balances at the beginning of the year	(238,088)	(278,352)
Movements		
Additions	(1,122,244)	(74,324)
Reversals	538,145	149,873
Use by the lessor	77,036	37,600
	(507,063)	113,149
Foreign currency exchange	19,560	(72,885)
Balances at the end of the year	(725,591)	(238,088)

The increase in the provision for loss reflects the new set of conditions agreed with lessors and Management's best judgment regarding future maintenance obligations.

11. TAXES RECOVERABLE

11.1 Accounting policies

They represent rights to be realized (tax credits) arising from various federal and state taxes, calculated in accordance with applicable legislation and intended to be offset against future liabilities.

The Company continually reviews the realizability of these assets. When necessary, provisions are made to ensure that these assets are accounted for at their realizable value.

11.2 Breakdown of taxes recoverable

	Parent company		Consolidated	
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
PIS and COFINS	81,855	76,396	81,906	76,420
ICMS	68,036	51,908	68,707	53,018
Taxes withheld	108,856	113,966	109,906	114,443
Allowance for losses	(10,767)	(4,972)	(10,767)	(4,972)
Others	4,602	850	4,774	878
	252,582	238,148	254,526	239,787
Current	206,073	202,012	208,017	203,651
Non-current	46,509	36,136	46,509	36,136

The movement of the provision for loss is presented below:

	Parent company and Consolidated	
Description	December 31, 2025	December 31, 2024
Balances at the beginning of the year	(4,972)	(3,875)
Additions	(12,372)	(1,097)
Reversal	6,577	-
Balances at the end of the period	(10,767)	(4,972)

12. ADVANCE TO SUPPLIERS

12.1 Accounting policies

Represent the recognition of payments made for goods or services to be delivered in the future. Such amounts are presented net of provision for loss.

12.2 Breakdown of advances to suppliers

	Parent company		Consolidated	
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Local currency	101,540	84,751	152,476	138,352
Foreign currency	268,229	138,551	271,997	205,203
Provision for losses	(48,901)	(65,019)	(52,936)	(69,273)
	320,868	158,283	371,537	274,282

The movement of the provision for loss is presented below:

	Parent company		Consolidated	
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Balances at the beginning of the year	(65,019)	(25,471)	(69,273)	(28,676)
Additions	(9,925)	(43,468)	(13,013)	(46,559)
Reversal	26,043	3,920	29,350	5,962
Balances at the end of the year	(48,901)	(65,019)	(52,936)	(69,273)

13. OTHER ASSETS

13.1 Accounting policies

Recorded at their cost and presented at their carrying amount, net of any provision for loss when applicable. These amounts are classified as current or non-current according to their expected realization.

13.2 Composition of other assets

	Parent company		Consolidated	
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Insurances	127,583	94,975	127,867	95,326
Maintenance	522,091	724,668	523,068	737,297
Commissions	80,921	112,471	103,831	126,942
Credits with suppliers	57,519	66,976	58,586	66,976
Others	134,788	181,897	134,977	232,855
Total [(a)]	922,902	1,180,987	948,329	1,259,396
Current	475,423	817,068	500,850	847,695
Non-current	447,479	363,919	447,479	411,701

(a) The reduction refers mainly to the renegotiation of contracts with maintenance suppliers and the allocation of fundraising costs to "Loans and financing."

The Company renegotiated several lease agreements directly with the counterparties as part of the Chapter 11 process. As a result of the formal approval of the Plan, and based on the best expectations and information available, credits recognized in 2025 were offset against amounts payable to those same lessors, totaling R$330,144.

14. INCOME TAX AND CONTRIBUTION

14.1 Accounting policies

14.1.1 Current taxes

In Brazil, current taxes comprise corporate income tax ("IRPJ") and social contribution on net income ("CSLL"), which are calculated monthly based on taxable profit, after offsetting tax losses and negative basis social contribution, limited to 30% of real profit. A rate of 15% plus an additional 10% for IRPJ and 9% for CSLL applies to this base.

The result from foreign subsidiaries is subject to taxation in accordance with the rates and legislation in force. In Brazil such income is taxed in accordance with Law No. 12,973/14, in which it provides that the direct or indirect parent company of a foreign subsidiary must include such subsidiary's results when calculating the taxable profit (*lucro real* – Brazilian tax regime) real profit for the period.

14.1.2 Deferred taxes

Deferred taxes represent credits and liabilities related to tax losses for Corporate Income Tax (IRPJ) and negative tax bases for Social Contribution on Net Income (CSLL), as well as temporary differences between the tax basis and the accounting basis. Deferred tax assets and liabilities are classified as non-current. When the Company's internal studies indicate that the future use of these credits is not probable, such amounts are written off in the income statement for the period.

Projections of future taxable profits related to tax loss carryforwards and negative social contribution tax bases are prepared based on the business plans and are reviewed and approved annually by the Board of Directors.

14.1.3 Uncertainty over income tax treatments

On January 1, 2019, the accounting standard ICPC 22 – Uncertainty over Income Tax Treatments, equivalent to IFRIC 23, became effective, addressing the application of recognition and measurement requirements when there is uncertainty over income tax treatments.

The Company analyzes the relevant tax decisions of higher courts and whether they conflict in any way with the positions adopted. For known uncertain tax positions, when necessary, the Company establishes a provision based on the legal opinions issued by its legal advisors. The Company evaluates continuously the positions taken in which there are uncertainties about the tax treatment adopted.

14.2 Breakdown of deferred taxes

	Parent company			Consolidated		
Description	December 31, 2024	Result	December 31, 2025	December 31, 2024	Result	December 31, 2025
Deffered liabilities						
Breakage	(294,419)	(31,787)	(326,206)	(294,419)	(31,787)	(326,206)
Foreign currency exchange	-	(3,725,884)	(3,725,884)	-	(3,725,884)	(3,725,884)
Leases	(3,866,152)	430,389	(3,435,763)	(3,866,152)	423,644	(3,442,508)
Others	(2,013)	345	(1,668)	(2,013)	345	(1,668)
Total	(4,162,584)	(3,326,937)	(7,489,521)	(4,162,584)	(3,333,682)	(7,496,266)
Deffered assets						
Financial instruments	22,228	(22,228)	-	22,228	(22,228)	-
Foreign currency exchange	-	2,527,596	2,527,596	-	2,527,596	2,527,596
Leases	5,853,368	(1,602,057)	4,251,311	5,853,368	(1,531,606)	4,321,762
Provisions	1,766,062	(839,985)	926,077	1,766,062	(835,234)	930,828
Allowance for losses	6,631,299	1,324,498	7,955,797	6,689,966	1,367,551	8,057,517
Other	2,190	400,981	403,171	2,190	400,982	403,172
	14,275,147	1,788,805	16,063,952	14,333,814	1,907,061	16,240,875
Deferred tax asset reducer	(10,112,563)	1,538,132	(8,574,431)	(10,171,230)	1,426,621	(8,744,609)
Total	4,162,584	3,326,937	7,489,521	4,162,584	3,333,682	7,496,266
Total income tax and deferred social contribution	-	-	-	-	-	-

14.3 Reconciliation of the effective income tax rate

	Years ended			
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Profit loss before IR and CSLL	(664,572)	(8,854,345)	(664,572)	(8,853,651)
Combined nominal tax rate	34%	34%	34%	34%
Taxes calculated at nominal rates	225,954	3,010,477	225,954	3,010,241
Adjustments to determine the effective rate				
Equity	(1,547,232)	(661,743)	-	-
Deferred taxes	1,459,704	(1,994,470)	(87,897)	(2,674,796)
Permanent differences	(138,426)	(354,264)	(138,036)	(355,248)
Others	-	-	(21)	19,109
	-	-	-	(694)
Current income tax and social contribution	-	-	-	(694)
	-	-	-	(694)
Effective tax rate	0.0%	0.0%	0.0%	0.0%

The Company has tax losses that are available indefinitely for offset against 30% of future taxable profits on which deferred income tax and social contribution assets have not been created, at the moment as it is not likely that future taxable profits will be available for the Company to use them, as below:

	Parent company		Consolidated	
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Tax losses and negative bases	23,399,403	19,503,820	23,698,580	19,676,371

	Parent company		Consolidated	
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Tax loss (25%)	5,849,851	4,875,955	5,924,645	4,919,093
Negative social contribution base (9%)	2,105,946	1,755,344	2,132,872	1,770,873
Total	7,955,797	6,631,299	8,057,517	6,689,966

15. INVESTMENTS

15.1 Accounting policies

In the individual financial statements, investments represent the Company's equity interest in subsidiaries. Investments are initially stated at cost and subsequently adjusted using the equity method. The Company does not have equity interests in companies over which it does not hold the control.

15.2 Movement of the investments

Description	December 31, 2024	Equity	AFAC	Capital increase	December 31, 2025
Conecta	194,844	(1,074)	5,732	-	199,502
Azul Viagens	288,704	(110,118)	-	-	178,586
Azul Secured	(2,006,802)	(4,341,033)	-	-	(6,347,835)
Azul Secured 2	(61,659)	(118,401)	-	-	(180,060)
Azul Investments	(439,793)	(4,238)	-	-	(444,031)
Azul Finance	123,742	(9,870)	-	47,587	161,459
Azul Finance 2	111,849	35,511	-	-	147,360
Canela	3,172	(1,460)	-	-	1,712
	(1,785,943)	(4,550,683)	5,732	47,587	(6,283,307)
Investment	722,310				688,618
Provision for loss with investment	(2,508,253)				(6,971,925)

16. PROPERTY AND EQUIPMENT

16.1 Accounting policies

The assets included in property and equipment are recorded at acquisition cost.

Depreciation is calculated according to the estimated economic useful life of each asset using the straight-line method. The estimates and depreciation methods are reviewed annually, and the effects of any changes are accounted for prospectively.

When there are indications of assets recorded with values that exceed their recovery values, the Company shall estimate the recoverable of the asset.

An item of property and equipment is derecognized upon its disposal or when no future economic benefits are expected from the use of the asset. Any gains or losses arising on the sale or derecognition of an item are determined by the difference between the amount received on the sale and the carrying amount of the asset and are recognized in Statements of Operations.

The Company receives credit from manufacturers when purchasing certain aircraft and engines, which can be used to pay for maintenance services. These credits are recorded as a reduction in the acquisition cost of aircraft and related engines.

16.1.1 Sales and leaseback transactions

First, sale and leaseback transactions are analyzed within the scope of CPC 47 – Revenue from Contracts with Customers, equivalent to IFRS 15 – Revenue from Contracts with Customers, in order to verify whether the performance obligation has been satisfied, and therefore to account for the sale of the asset. If this requirement is not met, it is accounted for as a financing transaction with the asset pledged as collateral.

If the requirements related to the performance obligation set out are met, the Company measures a right-of-use asset arising from the sale and leaseback transaction in proportion to the carrying amount of the asset related to the right of use retained by the Company. Accordingly, only the gains or losses related to the rights transferred to the buyer-lessor are recognized.

During the year ended December 31, 2025, the Company carried out sale-and-leaseback transactions and engine sales, in which revenue, net of selling costs, amounted to a gain of R$60,270 (R$91,613 as of December 31, 2024), recognized under “Other costs of services rendered.

16.1.2 Advance payments for acquisition of aircraft

Prepayments for the acquisition of aircraft during the manufacturing phase are recorded in property and equipment and are recognized when such amounts are paid.

16.2 Breakdown of property and equipment

		Parent company				
Description	Weighted average rate (p.a.)	December 31, 2024	Acquisitions	Write-offs	Transfers [b]	December 31, 2025
Cost						
Maintenance materials and parts [a]		2,226,832	293,621	(81,808)	-	2,438,645
Non-aeronautical equipment [a]		101,057	3,018	(129)	-	103,946
Aircraft, engines and simulators		228,223	169,239	(256,754)	-	140,708
Improvements		654,562	80,036	(95,952)	6,358	645,004
Maintenance		88,737	-	(55,755)	-	32,982
Others		27,720	585	(2)	-	28,303
Construction in progress		59,312	7,014	(10,448)	-	55,878
Advance payments for acquisition of aircraft		40,280	2,142	(40,283)	-	2,139
		3,426,723	555,655	(541,131)	6,358	3,447,605
Depreciation						
Maintenance materials and parts [a]	9%	(967,910)	(206,190)	8,416	-	(1,165,684)
Non-aeronautical equipment [a]	11%	(61,286)	(10,835)	120	-	(72,001)
Aircraft, engines and simulators	5%	(121,502)	(11,177)	70,832	-	(61,847)
Improvements	10%	(233,341)	(64,518)	46,349	-	(251,510)
Maintenance	10%	(26,031)	(8,972)	13,025	-	(21,978)
Others	7%	(21,738)	(2,045)	2	-	(23,781)
		(1,431,808)	(303,737)	138,744	-	(1,596,801)
Total property and equipment, net		1,994,915	251,918	(402,387)	6,358	1,850,804

(a) The balances relate to the “Maintenance materials and parts” and “Equipment” line items disclosed as of December 31, 2024.
(b) The balances of transfer are between “Inventories”, Right-of-use assets” and “Other assets" groups.

		Parent company				
Description	Weighted average rate (p.a.)	December 31, 2023	Acquisitions	Write-offs	Transfers [a]	December 31, 2024
Cost						
Maintenance materials and parts		2,027,571	329,925	(191,534)	(43,138)	2,122,824
Equipment		188,993	20,378	(5,124)	818	205,065
Aircraft, engines and simulators		445,488	316,014	(533,279)	-	228,223
Improvements		553,755	59,784	(24,445)	65,468	654,562
Maintenance		47,596	75,692	(34,551)	-	88,737
Other		28,532	2,794	(3,606)	-	27,720
Construction in progress		93,319	61,266	(63,592)	(31,681)	59,312
Advance payments for acquisition of aircraft		-	40,280	-	-	40,280
		3,385,254	906,133	(856,131)	(8,533)	3,426,723
Depreciation						
Maintenance materials and parts	8%	(779,819)	(163,438)	53,109	-	(890,148)
Equipment	13%	(119,231)	(24,502)	4,685	-	(139,048)
Aircraft, engines and simulators	5%	(164,162)	(21,424)	64,084	-	(121,502)
Improvements	12%	(188,900)	(68,193)	23,752	-	(233,341)
Maintenance	25%	(19,616)	(12,101)	5,686	-	(26,031)
Others	9%	(22,900)	(2,435)	3,597	-	(21,738)
		(1,294,628)	(292,093)	154,913	-	(1,431,808)
Property and equipment		2,090,626	614,040	(701,218)	(8,533)	1,994,915
Impairment		(143,790)	-	143,790	-	-
Total property and equipment, net		1,946,836	614,040	(557,428)	(8,533)	1,994,915

(a) The transfer balances are between the “Right-of-use assets” groups.

		Consolidated				
Description	Weighted average rate (p.a.)	December 31, 2024	Acquisitions	Write-offs	Transfers [b]	December 31, 2025
Cost						
Maintenance materials and parts [a]		2,237,723	298,601	(83,982)	-	2,452,342
Non-aeronautical equipment [a]		108,152	3,084	(4,040)	-	107,196
Aircraft, engines and simulators		384,282	170,126	(256,176)	3,502	301,734
Improvements		660,624	80,132	(96,709)	6,358	650,405
Maintenance		85,157	-	(52,175)	-	32,982
Others		28,502	585	(2)	-	29,085
Construction in progress		59,314	10,924	(14,029)	(3,502)	52,707
Advance payments for acquisition of aircraft		1,036,374	105,279	(256,465)	-	885,188
		4,600,128	668,731	(763,578)	6,358	4,511,639
Depreciation						
Maintenance materials and parts [a]	9%	(974,169)	(207,376)	13,306	-	(1,168,239)
Non-aeronautical equipment [a]	10%	(63,287)	(11,210)	614	-	(73,883)
Aircraft, engines and simulators	6%	(246,405)	(23,073)	70,424	-	(199,054)
Improvements	10%	(233,508)	(65,280)	46,864	-	(251,924)
Maintenance	11%	(26,031)	(8,972)	13,025	-	(21,978)
Others	7%	(22,174)	(2,090)	2	-	(24,262)
		(1,565,574)	(318,001)	144,235	-	(1,739,340)
Total property and equipment, net		3,034,554	350,730	(619,343)	6,358	2,772,299

(a) These balances relate to the line items “Parts and materials for maintenance” and “Equipment” disclosed as of December 31, 2024.
(b) The transfer balances are between the “Inventories” and “Other assets” groups.

		Consolidated				
Description	Weighted average rate (p.a.)	December 31, 2023	Acquisitions	Write-offs	Transfers [a]	December 31, 2024
Cost						
Parts and materials for maintenance		2,036,144	332,469	(191,944)	(43,654)	2,133,015
Equipment		195,810	21,356	(5,124)	818	212,860
Aircraft, engines and simulators		593,953	323,056	(533,279)	552	384,282
Improvements		555,412	59,848	(24,445)	69,809	660,624
Maintenance[a]		44,016	75,692	(34,551)	-	85,157
Other		29,231	2,877	(3,606)	-	28,502
Construction in progress		96,095	64,822	(65,582)	(36,021)	59,314
Anticipations for aircraft acquisition		298,040	738,334	-	-	1,036,374
		3,848,701	1,618,454	(858,531)	(8,496)	4,600,128
Depreciation						
Parts and materials for maintenance	8%	(785,204)	(164,285)	53,518	-	(895,971)
Equipment	13%	(120,860)	(25,310)	4,685	-	(141,485)
Aircraft, engines and simulators	7%	(271,104)	(39,385)	64,084	-	(246,405)
Improvements	12%	(188,987)	(68,273)	23,752	-	(233,508)
Maintenance	27%	(19,616)	(12,101)	5,686	-	(26,031)
Other	8%	(23,289)	(2,482)	3,597	-	(22,174)
		(1,409,060)	(311,836)	155,322	-	(1,565,574)
Property and equipment		2,439,641	1,306,618	(703,209)	(8,496)	3,034,554
Impairment		(143,790)	-	143,790	-	-
Total property and equipment, net		2,295,851	1,306,618	(559,419)	(8,496)	3,034,554

(a) The transfer balances are between the “Right-of-use” and “Intangible” groups.

17. RIGHT-OF-USE ASSETS

17.1 Accounting policies

CPC 06 (R2) – Leases, equivalent to IFRS 16, establishes the principles for the recognition, measurement, presentation and disclosure of leasing transactions and requires lessees at the start date of the contract to recognize a lease liability to make payments and an asset representing the right to use the underlying asset during the lease term (“Right of Use – ROU”). Lessees must separately recognize interest expenses on the lease liability and the depreciation expense of the right-of-use asset in the statements of operations.

Lessees are also required to reassess the lease liability in the event of certain events, for example, change in the lease term, or a change in future lease payment flows as a result of a change in an index or rate used to determine such payments. In general, the lessee must recognize the remeasurement amount of the lease liability as an adjustment to the right-of-use asset.

Considering the dollar-denominated environment in which the Company raises funds, in determining the discount, the Company used as a basis the funding rates for loans and financing in foreign currency on the start and/or modification dates of the lease agreements.

17.1.1 Componentization of aircraft

At the receipt and initial recognition of right-of-use assets, the Company allocates the total cost of the aircraft between five major components: airframe, auxiliary power unit ("APU") or propeller landing gear and two engines. The useful life of each component is limited to the final term of the contract/and or the estimated useful life of the asset component, the smaller one of those.

17.1.2 Capitalization of heavy maintenance events

Heavy maintenance events that extend the useful life of the assets are capitalized.
Subsequently, they are depreciated over the period of use, over the shorter of the estimated timing of the next maintenance event and the remaining lease term. Repairs and other routine maintenance are recognized in profit or loss when incurred.

17.1.3 Provision for return of aircraft and engines

The maintenance events to be performed for the return of the assets to lessors are recognized as a provision at present value, increasing the value of the asset as a balancing item to an obligation, if they can be reasonably estimated. Assets are depreciated on a straight-line basis over the lease contract term, while liabilities are updated by interest rates and exchange effects.

17.2 Breakdown of right-of-use assets

		Parent company					
Description	Weighted average rate (p.a.)	December 31, 2024	Acquisitions	Write-offs	Modifications	Transfers [(a)]	December 31, 2025
Cost							
Aircraft, engines and simulators		16,731,252	1,634,904	(865,503)	(686,954)	-	16,813,699
Maintenance		2,178,896	1,069,595	(353,081)	(86,016)	156,729	2,966,123
Restoration		2,143,661	450,509	(155,419)	(1,527,229)	-	911,522
Others		336,306	15,922	(1,452)	20,272	-	371,048
		21,390,115	3,170,930	(1,375,455)	(2,279,927)	156,729	21,062,392
Depreciation							
Aircraft, engines and simulators	9%	(8,121,495)	(1,529,126)	677,254	-	-	(8,973,367)
Maintenance	22%	(883,821)	(487,586)	135,790	5,410	-	(1,230,207)
Restoration	18%	(879,097)	(388,528)	155,419	551,443	-	(560,763)
Others	17%	(134,665)	(58,672)	468	-	-	(192,869)
		(10,019,078)	(2,463,912)	968,931	556,853	-	(10,957,206)
Right-of-use assets, net		11,371,037	707,018	(406,524)	(1,723,074)	156,729	10,105,186

(a) The transfer balances are among the "Inventories," "Other assets," and "Property, plant and equipment" groups.

		Parent company					
Description	Weighted average rate (p.a.)	December 31, 2023	Acquisitions	Write-offs	Modifications	Transfers [a]	December 31, 2024
Cost							
Aircraft, engines and simulators		14,154,686	2,701,036	(439,430)	248,712	66,248	16,731,252
Maintenance		1,552,036	744,988	(105,738)	(12,390)	-	2,178,896
Restoration		1,694,601	713,649	(56,491)	(208,098)	-	2,143,661
Other		310,748	64,138	(40,407)	1,827	-	336,306
		17,712,071	4,223,811	(642,066)	30,051	66,248	21,390,115
Depreciation							
Aircraft, engines and simulators	8%	(7,391,251)	(1,169,674)	439,430	-	-	(8,121,495)
Maintenance	23%	(616,379)	(362,563)	95,121	-	-	(883,821)
Restoration	26%	(700,778)	(444,458)	54,633	211,506	-	(879,097)
Other	19%	(108,444)	(58,074)	31,853	-	-	(134,665)
		(8,816,852)	(2,034,769)	621,037	211,506	-	(10,019,078)
Right-of-use assets, net		8,895,219	2,189,042	(21,029)	241,557	66,248	11,371,037

(a) The transfer balances are among the “Aircraft sublease,” “Inventories,” “Other assets,” and “Property, plant and equipment” groups.

		Consolidated					
Description	Weighted average rate (p.a.)	December 31, 2023	Acquisitions	Write-offs	Modifications	Transfers [a]	December 31, 2025
Cost							
Aircraft, engines and simulators		16,856,505	1,634,904	(879,183)	(740,610)	-	16,871,616
Maintenance		2,178,896	1,069,595	(353,081)	(86,016)	156,729	2,966,123
Restoration		2,148,670	450,509	(156,566)	(1,531,091)	-	911,522
Others		350,925	15,922	(1,452)	20,362	-	385,757
		21,534,996	3,170,930	(1,390,282)	(2,337,355)	156,729	21,135,018
Depreciation							
Aircraft, engines and simulators	9%	(8,163,584)	(1,543,402)	683,500	-	-	(9,023,486)
Maintenance	22%	(883,821)	(487,586)	135,790	5,410	-	(1,230,207)
Restoration	18%	(880,533)	(389,013)	155,852	552,931	-	(560,763)
Others	17%	(136,379)	(59,627)	468	-	-	(195,538)
		(10,064,317)	(2,479,628)	975,610	558,341	-	(11,009,994)
Right-of-use assets, net		11,470,679	691,302	(414,672)	(1,779,014)	156,729	10,125,024

(a) The balances of the transfers are between the groups ”Inventories”, “Other assets” and “Property and equipment”.

		Consolidated					
Description	Weighted average rate (p.a.)	December 31, 2023	Acquisitions	Write-offs	Modifications	Transfers [a]	December 31, 2024
Cost							
Aircraft, engines and simulators		14,279,939	2,701,036	(439,430)	248,712	66,248	16,856,505
Maintenance		1,552,036	744,988	(105,738)	(12,390)	-	2,178,896
Restorations		1,699,610	713,649	(56,491)	(208,098)	-	2,148,670
Other		324,650	64,138	(40,407)	2,544	-	350,925
		17,856,235	4,223,811	(642,066)	30,768	66,248	21,534,996
Depreciation							
Aircraft, engines and simulators	8%	(7,417,554)	(1,185,460)	439,430	-	-	(8,163,584)
Maintenance	23%	(616,379)	(362,563)	95,121	-	-	(883,821)
Restorations	26%	(701,501)	(445,171)	54,633	211,506	-	(880,533)
Other	18%	(109,243)	(58,989)	31,853	-	-	(136,379)
		(8,844,677)	(2,052,183)	621,037	211,506	-	(10,064,317)
Right-of-use assets, net		9,011,558	2,171,628	(21,029)	242,274	66,248	11,470,679

(a) Transfer balances are between the groups “Sublease aircraft”, “Inventories”, “Other assets” and “Property and equipment”.

18. INTANGIBLE ASSETS

18.1 Accounting policies

18.1.1 Finite useful life

Intangible assets acquired are measured at cost at the time of their initial recognition. After initial recognition, intangible assets with finite useful lives, generally software, are stated at cost, less accumulated amortization, and accumulated impairment losses, where applicable. Intangible assets generated internally, excluding development costs, are not capitalized and the expense is reflected in the Statements of Operations for the year when it was incurred.

18.1.2 Indefinite useful life

18.1.2.1 Goodwill

This category includes amounts related to goodwill arising from the business combinations of IntelAzul (TRIP Linhas Aéreas S.A.) and Conecta (Two Taxi Aéreo Ltda.). Goodwill is tested annually by comparing it carrying amount with its value in use. Management exercises judgment and establishes assumptions to assess the impact of macroeconomic and operational changes in order to estimate future cash flows and measure the recoverable amount of the assets.

18.1.2.2 Rights of operations in airports (slots)

In the business combinations of IntelAzul (TRIP Linhas Aéreas S.A.) and Conecta, slots were acquired and recognized at their fair values at the acquisition date and are not amortized and is tested annually for impairment. The estimated useful life of these rights was considered indefinite due to several factors and considerations, including regulatory requirements and operating authorizations in Brazil, as well as the limited availability of operating rights at the most important airports in terms of air traffic volume. The carrying amount of the slots is tested annually by comparing the carrying amount with the value in use.

18.2 Breakdown of intangible assets

	Parent company				
Description	Weighted average rate (p.a.)	December 31, 2024	Acquisitions	Write-offs	December 31, 2025
Cost					
Slots		54,705	-	-	54,705
Software		861,690	186,271	(107,707)	940,254
		916,395	186,271	(107,707)	994,959
Amortization					
Software	31%	(360,971)	(221,628)	107,040	(475,559)
		(360,971)	(221,628)	107,040	(475,559)
Total intangible assets, net		555,424	(35,357)	(667)	519,400

		Parent company			
Description	Weighted average rate (p.a.)	December 31, 2023	Acquisitions	Write-offs	December 31, 2024
Cost					
Slots		54,705	-	-	54,705
Software		747,104	292,990	(178,404)	861,690
		801,809	292,990	(178,404)	916,395
Amortization					
Software	29%	(338,082)	(198,532)	175,643	(360,971)
		(338,082)	(198,532)	175,643	(360,971)
Total intangible assets, net		463,727	94,458	(2,761)	555,424

		Consolidated			
Description	Weighted average rate (p.a.)	December 31, 2024	Acquisitions	Write-offs	December 31, 2025
Cost					
Goodwill		147,915	-	-	147,915
Slots		99,056	-	-	99,056
Software		898,449	203,459	(107,740)	994,168
		1,145,420	203,459	(107,740)	1,241,139
Amortization					
Software	30%	(366,801)	(226,372)	107,040	(486,133)
		(366,801)	(226,372)	107,040	(486,133)
Total intangible assets, net		778,619	(22,913)	(700)	755,006

		Consolidated				
Description	Weighted average rate (p.a.)	December 31, 2023	Acquisitions	Write-offs	Transfers [(a)]	December 31, 2024
Cost						
Goodwill		147,915	-	-	-	147,915
Slots		99,056	-	-	-	99,056
Software		776,295	300,595	(178,404)	(37)	898,449
		1,023,266	300,595	(178,404)	(37)	1,145,420
Amortization						
Software	28%	(341,013)	(201,431)	175,643	-	(366,801)
		(341,013)	(201,431)	175,643	-	(366,801)
Total intangible assets, net		682,253	99,164	(2,761)	(37)	778,619

(a) The transfer balances are “Property and equipment”.

18.3 Impairment of intangible assets without a finite useful life

As of December 31, 2025, the Company performed annual impairment tests of the carrying amount using discounted cash flow of the cash-generating unit (CGU).

The assumptions used in the impairment tests are consistent with the Company's operating plans and internal projections, prepared for a five-year period. After this period, a perpetual growth rate is assumed for the operating projections. The discounted cash flow that determined the value in use of the cash-generating unit was prepared in accordance with the Company's business plan.

The following assumptions were considered:

- Fleet and capacity: plan for operational fleet, utilization and capacity of aircraft in each route;
- Passenger revenue: revenue per available seat kilometer;
- Operating costs: specific performance indicators by cost line, as well as macroeconomic assumptions; and
- Investment needs: aligned with the Company's business plan.

The macroeconomic assumptions commonly adopted include the Gross Domestic Product ("GDP") and projections of the US dollar, both obtained from the Focus Report issued by the Central Bank of Brazil, in addition to future kerosene barrel prices and interest rates, obtained from specific.

The result of the test demonstrated that the estimated recoverable value is greater than the carrying value allocated to the cash generating unit and, therefore, no adjusted to be recognized during the year ended December 31, 2025, even considering the percentages presented in the sensitivity test.

	Parent company		Consolidated	
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Book value	12,475,390	13,921,376	13,652,329	15,283,852
Value in use	22,785,391	28,320,408	22,785,391	28,320,408
Discount rate	12.9%	12.4%	12.9%	12.4%
Perpetual growth rate	4.3%	4.8%	4.3%	4.8%
Sensitivity test				
10% variation				
Value in use	20,506,852	25,488,367	20,506,852	25,488,367
Change in value in use	(2,278,539)	(2,832,041)	(2,278,539)	(2,832,041)
25% variation				
Value in use	17,089,043	21,240,306	17,089,043	21,240,306
Change in value in use	(5,696,348)	(7,080,102)	(5,696,348)	(7,080,102)

19. LOANS AND FINANCING

19.1 Accounting policies

Initially recognized at fair value, less any directly attributable transaction costs. After initial recognition, these financial liabilities are measured at amortized cost using the effective interest method.

19.2 Movement of loans and financing

				Parent company									
Description	Average nominal rate p.a.	Effective rate p.a.	Maturity	December 31, 2024	Funding (–) costs	Transfers [c]	Payment of principal	Payment of interest	Interest incurred	Foreign currency exchange	Modifica-tions [a]	Amortized cost	December 31, 2025
In foreign currency - US$													
Aircraft, engines and others	4.7%	4.7%	Jun-25	165,756	-	-	(101,323)	(8,885)	7,517	(21,394)	(29,985)	478	12,164
Executed letters of credit [b]				-	1,291,133	102,757	-	-	-	(17,784)	-	-	1,376,106
				165,756	1,291,133	102,757	(101,323)	(8,885)	7,517	(39,178)	(29,985)	478	1,388,270
In local currency - R$													
Debentures [a]	CDI + 4.0%	18.8%	Feb-31	841,858	-	-	(210,379)	(104,684)	134,564	-	(9,635)	6,749	658,473
Executed derivatives [b]	-	-	-	-	-	38,576	(335)	-	-	-	-	-	38,241
Executed letters of credit [b]	-	-	-	-	704,757	-	(35,215)	-	-	-	-	-	669,542
Other	-	-	-	590,482	-	-	(556,000)	(34,953)	264	-	-	207	-
				1,432,340	704,757	38,576	(801,929)	(139,637)	134,828	-	(9,635)	6,956	1,366,256
Total in R$				1,598,096	1,995,890	141,333	(903,252)	(148,522)	142,345	(39,178)	(39,620)	7,434	2,754,526
Current				1,063,847									2,371,320
Non-current				534,249									383,206

(a) Due to the restructuring, R$542,438 was recognized in the statement of profit or loss, under the caption “Restructuring of loans and financings.” The amount refers to R$396,779 related to the capitalization of fees, R$155,294 mainly related to costs incurred in the original financing, and the reversal of R$9,635 of interest and fees.
(b) At the disclosure date, the interest rates and maturities are under negotiation.
(c) The balances of the transfers are between the captions “Loans and financings” and “Derivative financial instruments.

				Parent company								
Description	Average nominal rate p.a.	Effective rate p.a.	Maturity	December 31, 2023	Funding (–) costs	Payment of principal	Payment of interest	Interest incurred	Foreign currency exchange	Effects of restructuring	Amortized cost	December 31, 2024
In foreign currency - US$												
Aircraft, engines and others	4,9%	5,9%	Mar-29	284,279	-	(163,646)	(11,328)	9,961	45,547	-	943	165,756
				284,279	-	(163,646)	(11,328)	9,961	45,547	-	943	165,756
In local currency - R$												
Working capital	CDI +1,6%	20%	Jan-25	27,491	982,796	(477,191)	(9,811)	44,118	-	-	23,079	590,482
Debentures	CDI +5,0%	15,2%	Dec-28	919,072	297,107	(387,676)	(122,648)	108,269	-	18,173	9,561	841,858
Aircraft and engines	Selic + 5,5%	10,0%	May-25	12,771	-	(7,039)	(7,173)	1,362	-	-	79	-
	6,5%	6,5%	Mar-27	17,948	-	(17,951)	(543)	546	-	-	-	-
				977,282	1,279,903	(889,857)	(140,175)	154,295	-	18,173	32,719	1,432,340
Total in R$				1,261,561	1,279,903	(1,053,503)	(151,503)	164,256	45,547	18,173	33,662	1,598,096
Current				683,802								1,063,847
Non-current				577,759								534,249

				Consolidated										
Description	Average nominal rate p.a.	Effective rate p.a.	Maturity	December 31, 2024	Funding (–) costs	Transfers [c]	Debt into equity conversion	Payment of principal	Interest payment	Interest incurred	Foreign currency exchange	Modifica-tions [a]	Amortized cost	December 31, 2025
In foreign currency - US$														
Senior notes – 2026	7,3%	7,8%	Jun-26	196,241	-	-	-	-	-	12,815	(22,119)	-	648	187,585
Senior notes – 2028	11,9%	13,3%	Aug-28	6,196,281	-	-	-	-	(555)	56,727	(307,514)	(5,929,442)	3,762	19,259
Senior notes – 2029	11,5%	11,5%	May-29	1,533,659	-	-	-	-	(815)	15,635	(75,894)	(1,443,339)	-	29,246
Senior notes – 2030	10,9%	10,9%	May-30	3,649,185	-	-	-	-	(5,096)	46,605	(188,650)	(3,309,622)	-	192,422
Senior notes 1L – 2028 [a]	11,9%	11,9%	Aug-28	-	396,779	-	-	(177,843)	(182,960)	639,724	(411,731)	6,084,736	-	6,348,705
Senior notes 2L – 2029	11,5%	11,5%	May-29	-	26,854	-	(489,310)	(40,281)	(48,685)	104,196	(62,713)	1,443,339	-	933,400
Senior notes 2L – 2030	10,9%	10,9%	May-30	-	58,290	-	(1,123,740)	(87,443)	(105,702)	226,289	(143,940)	3,309,622	-	2,133,376
Bridge notes	-	-	-	976,968	-	-	-	(928,148)	(29,027)	11,087	(47,925)	-	17,045	-
New bridge notes	-	-	-	-	555,314	-	-	(620,453)	(29,534)	29,534	(9,837)	-	74,976	-
DIP	15,0%	23,1% [b]	Feb-26	-	9,390,624	-	-	-	(588,089)	589,039	(95,266)	-	298,553	9,594,861
Superpriority notes	-	-	-	-	2,806,143	-	-	(2,953,837)	(854,456)	856,189	(169,228)	-	315,189	-
Aircraft, engines and others	Sofr 1M + 4,6%	8,5%	May-26	729,110	-	-	-	-	(45,768)	43,311	(80,289)	-	-	646,364
	Sofr 3M + 2,6%	10,0%	Dec-27	116,145	284,671	-	-	(137,561)	(42,879)	17,131	(22,620)	-	5,111	219,998
	-	-	Jun-30	-	103,136	(102,757)	-	-	(840)	834	(373)	-	-	-
Aircraft, engines and others	4,7%	4,7%	Jun-25	145,822	-	-	-	(101,323)	10,908	7,626	(21,500)	(29,985)	478	12,026
Executed letters of credit [d]				-	1,291,133	102,757	-	-	-	-	(17,784)	-	-	1,376,106
				13,543,411	14,912,944	-	(1,613,050)	(5,046,889)	(1,923,498)	2,656,742	(1,677,383)	125,309	715,762	21,693,348
In local currency - R$														
Debentures [a]	CDI + 4,0%		fev/31	841,858	-	-	-	(210,379)	(104,684)	134,564	-	(9,635)	6,749	658,473
Executed derivatives [d]	-	-	-	-	-	38,576	-	(335)	-	-	-	-	-	38,241
Executed letters of credit [d]	-	-	-	-	704,757	-	-	(35,215)	-	-	-	-	-	669,542
Other	-	-	-	596,148	-	-	-	(561,593)	(35,125)	363	-	-	207	-
				1,438,006	704,757	38,576	-	(807,522)	(139,809)	134,927	-	(9,635)	6,956	1,366,256
Total in R$				14,981,417	15,617,701	38,576	(1,613,050)	(5,854,411)	(2,063,307)	2,791,669	(1,677,383)	115,674	722,718	23,059,604
Circulating				2,207,199										13,783,259
Non-current				12,774,218										9,276,345

(a) As a result of the restructuring, R$542,438 was recognized in the statement of income under the line item “Restructuring of loans and borrowings.” This amount relates to R$396,779 from the capitalization of fees, R$155,294 mainly related to original financing costs, and the reversal of R$9,635 of interest and fees.
(b) The effective interest rate of 23.1% per year is due to the very short maturity and transaction costs.
(c) The transfer balances are between the line items “Loans and borrowings” and “Derivative financial instruments.”
(d) As of the disclosure date, the interest rates and maturities are under negotiation.

				Consolidated								
Description	Average nominal rate p.a.	Effective rate p.a.	Maturity	December 31, 2023	Funding (–) costs	Payment of principal	Payment of interest	Interest incurred	Foreign currency exchange	Effects of restructuring	Amortized cost	December 31, 2024
In foreign currency - US$												
Senior notes – 2024	5,9%	6,3%	Oct-24	332,099	-	(397,696)	(12,017)	17,121	59,679	-	814	-
Senior notes – 2026	7,3%	7,8%	Jun-26	152,572	-	-	(13,299)	12,998	43,322	-	648	196,241
Senior notes – 2028	11,9%	13,3%	Aug-28	3,922,731	905,219	-	(620,516)	633,483	1,325,488	(7,502)	37,378	6,196,281
Senior notes – 2029	11,5%	11,5%	May-29	1,165,545	41,476	-	(148,653)	149,819	325,472	-	-	1,533,659
Senior notes – 2030	10,9%	10,9%	May-30	2,777,513	93,517	-	(335,174)	337,752	775,577	-	-	3,649,185
Bridge notes – 2025	Sofr Index + 8,3% a 10,7%	37,8% [b]	Jan-25	-	856,502	-	-	18,726	65,215	-	36,525	976,968
Aircraft, engines and others	Sofr 1M +4,6%	9,8%	May-26	79,086	545,797	-	(36,214)	40,895	99,546	-	-	729,110
	Sofr 3M + 2,6%	11,3%	Jun-27	-	104,892	-	(1,819)	2,616	10,021	-	435	116,145
	4,9%	5,9%	Mar-29	284,279	-	(183,580)	(11,328)	9,961	45,547	-	943	145,822
				8,713,825	2,547,403	(581,276)	(1,179,020)	1,223,371	2,749,867	(7,502)	76,743	13,543,411
In local currency - R$												
Working capital [a]	CDI +1,6%	20,0%	Jan-25	29,648	982,796	(477,191)	(9,811)	44,118	-	-	23,079	592,639
Debentures	CDI +5,0%	15,2%	Dec-28	919,072	297,107	(387,676)	(122,648)	108,269	-	18,173	9,561	841,858
Aircraft and engines	Selic + 5,5%	10,0%	May-25	12,771	-	(7,039)	(7,173)	1,362	-	-	79	-
	6,5%	6,5%	Mar-27	23,596	-	(19,984)	(936)	833	-	-	-	3,509
				985,087	1,279,903	(891,890)	(140,568)	154,582	-	18,173	32,719	1,438,006
Total in R$				9,698,912	3,827,306	(1,473,166)	(1,319,588)	1,377,953	2,749,867	10,671	109,462	14,981,417
Current				1,100,051								2,207,199
Non-current				8,598,861								12,774,218

(a) The effective interest rate of 37.8% per year is due to the very short maturity and transaction costs.

19.3 Schedule of amortization of debt

	Parent company		Consolited	
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
2025	-	1,063,848	-	2,207,199
2026	2,371,320	252,383	13,783,259	1,211,585
2027	92,207	141,432	187,397	160,172
2028	92,206	138,164	5,880,851	6,267,806
2029	92,173	2,269	970,121	1,520,407
After 2029	106,620	-	2,237,976	3,614,248
	2,754,526	1,598,096	23,059,604	14,981,417
Current	2,371,320	1,063,847	13,783,259	2,207,199
Non-current	383,206	534,249	9,276,345	12,774,218

19.4 Restructuring

19.4.1 Senior Notes

During the first quarter of 2025, in exchange for the substantial balance of Senior Notes 2028, 2029 and 2030 – ("Existing Notes"), the subsidiary Azul Secured issued Senior Notes 1L – 2028 and Senior Notes 2L – 2029 and 2030 with the following conditions:

- Senior Notes 1L – 2028: R$6,180,810 (equivalent to US$1,048,839) in principal amount, on a first-lien basis, due in 2028, remuneration of 11.9% p.a. and incorporation into the principal of fees in the amount of R$396,779;

- Senior notes 2L – 2029: R$1,443,339 (equivalent to US$238,015) in principal amount, on a second-lien basis, maturing in 2029, remuneration of 11.5% p.a. and incorporation of interest into the principal of R$26,854; and

- Senior notes 2L – 2030: R$3,309,622 (equivalent to US$546,620) in principal amount, on a second-lien basis, maturing in 2030, remuneration of 10.9% p.a. and incorporation of interest into the principal of R$58,290.

The Senior Notes 1L – 2028 are guaranteed on a first lien basis after the payments of the super-priority Notes, but before the payments of the Senior Notes 2L – 2029 and 2030, in addition to other debts and other obligations, as per priorities established in an agreement between creditors. The guarantee package consists of the fiduciary assignment of the flow of receivables of Azul Viagens, the loyalty program and the fiduciary sale of the intellectual property of the loyalty program.

In addition, the Company has executed supplemental indentures to amend the terms of the Existing Notes in accordance with its solicitation of consents to substantially eliminate all restrictive covenants, events of default and collateral.

In accordance with CPC 48 – Financial Instruments equivalent to IFRS 9, the Company concluded that the renegotiation falls within the scope of debt extinguishment. Therefore, the proportional amounts previously recorded were extinguished and a new debt was recorded. For this reason, any costs or fees incurred were recognized in the Statements of Operations.

In the second quarter of 2025, the Company converted R$1,613,050 of the principal amount of the Senior notes 2L – 2029 and 2030 into 450,572,669 preferred shares, with an issuance price of R$3.58 per share and a fair value of R$1.95 per share, and recognized a gain of R$734,433 in the Statements of Operations under the line item “Debt into equity conversion”.

19.4.2 Debentures

In September 2025, the Company renegotiated the terms of its non-convertible debentures, resulting in the extension of the maturity date to February 2031, the change in the amortization frequency of principal and interest to monthly payments starting in March 2026 and September 2025, respectively, and the adjustment of the remuneration rate to CDI + 3% per annum as from September 2025.

In accordance with CPC 48 – Financial Instruments equivalent to IFRS 9, the Company concluded that the renegotiation falls within the scope of debt extinguishment. Consequently, the previously recorded proportional amounts were derecognized, and a new liability was recognized. For this reason, costs or fees incurred were recognized in the statements of operations.

19.5 Relevant Funding

19.5.1 Superpriority notes

During the first quarter of 2025, the subsidiary Azul Secured issued superpriority notes in a private placement, in the principal amount of R$3,093,825 (equivalent to US$525,000), with costs of R$315,190, interest equivalent to SOFR Index + 8.3% p.a. (if paid in cash) or + 10.7% p.a. (if capitalized), quarterly interest payments, the first in February 2025, and due in January 2030.

Additionally, interest in the amount of R$27,508 was incorporated into the principal. In July 2025, the balance was settled.

19.5.2 New bridge notes

In April 2025, the subsidiary Azul Secured 2 obtained additional financing of R$610,208 (equivalent to US$107,656) from its existing debt holders, with costs of R$74,976, interest at 13.5% per annum, monthly interest amortization, and maturity in October 2025.

Additionally, interest in the amount of R$20,082 was incorporated into the principal. In July 2025, the balance was settled.

19.5.3 Debtor in possession – DIP

In May 2025, the subsidiary Azul Secured the right to a DIP financing facility of approximately US$1.6 billion, made available in accordance with court authorization. The Company obtained access to R$9,080,656, net of funding costs of R$412,881, resulting in R$8,667,775 (equivalent to US$1.6 billion), bearing interest at 15.0% per annum and maturing in February 2026.

Additionally, interest in the amount of R$722,849 was capitalized into the principal.

In July 2025, using the funds from the DIP facility, the Company made payments on the Superpriority Notes and New Bridge Notes transactions, mentioned above.

19.5.4 Letters of Credit

During 2025, the Company recognized the amount of R$1,995,890 related to the execution of letters of credit that were used for security deposits, maintenance reserves and other.

19.6 Covenants

The Company continues to measure the restrictive covenants of some of its loan and financing contracts according to the original conditions, while awaiting future agreements that may be reached with its creditors under the scope of Chapter 11, as shown below.

Although the Chapter 11 process may have triggered the non-fulfillment of certain obligations, counterparties are prevented from taking any action as a result of alleged defaults. Therefore, the related debt remains classified in these financial statements according to the originally established contractual schedule.

Covenant related to:	Frequency of measurement	Indicators needed to a measurement	Reached
9th and 10th issue	Annual	(i) adjusted debt service coverage ratio (ICSD) equal to or greater than 1.2; (ii) financial leverage less than or equal to 6.5 in 2023; 5.0 in 2024 and 2025; and 4.5 from 2026.	Waiver
Aircraft, engines and others	Quarterly	(i) The total cash balance on the last day of the quarter is not less than R$1 billion.	Reached
	Annual	(ii) Leverage: equal to or less than 5.50, with the referred Index being obtained by net debt / EBITDA on the last day of the year.	Not achieved
Senior notes 1L, 2L	Quarterly	(i) Immediate Liquidity exceeding R$350 million on March 31, 2025; (ii) Immediate Liquidity exceeding R$500 million as of June 30, 2025.	Reached
DIP	Biweekly	Liquidity in excess of US$90 million every fortnight, starting from June 13, 2025.	Reached

20. LEASES

20.1 Accounting policies

Lease liabilities are recognized, measured, presented and disclosed in accordance with CPC 06 (R2) – Leases, equivalent to IFRS 16, with a corresponding recognition of the right-of-use asset. The other accounting practices adopted by the Company related to lease transactions are presented in Note 17.

20.2 Breakdown of Leases

Description	Parent company		Consolidated	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Leases	12,503,854	17,215,786	12,532,206	17,338,698
Leases - *Notes*	-	-	178,857	1,356,984
	12,503,854	17,215,786	12,711,063	18,695,682
Current liabilities	3,336,110	4,895,012	3,353,501	5,072,903
Non-current assets	9,167,744	12,320,774	9,357,562	13,622,779

20.3 Restructuring

20.3.1 Extrajudicial

During the first quarter of 2025, the Company made significant progress in restructuring its obligations to lessors, which included:

- Elimination of share issuance obligations in exchange for 93,697,586 new preferred shares in a single issuance;
- Partial exchange of the Notes 2030 for new unsecured notes due in 2032 and an option for the Company to incorporate interest into principal (“PIK”); and
- Definitive and binding agreements, with deferrals of balances, extensions of terms and changes in amounts.

20.3.2 Judicial

The Company renegotiated several lease agreements directly with the counterparties as part of the Chapter 11 process. Following the formal approval of the Plan, and based on the best expectations and information available, there was recognized a reduction in the amount of R$3,497,529.

20.4 Leases

Parent company												
Description	Average remaining term	Weighted average rate p.a.	December 31, 2024	Additions	Modifications	Payments	Interest incurred	Transfers [a]	Write-offs	GUC	Foreign currency exchange	December 31, 2025
Lease without purchase option:												
Aircraft, engines and simulators	8.1	18.6%	16,311,385	1,586,734	27,536	(3,542,682)	2,347,916	(155,586)	(211,004)	(2,896,289)	(1,875,744)	11,592,266
Others	5.2	16.9%	264,168	15,922	20,273	(95,733)	27,369	-	(969)	-	(16,748)	214,282
Lease with purchase option:												
Aircraft, engines and simulators	5.0	16.1%	640,233	122,902	84,084	(125,296)	74,647	-	-	-	(99,264)	697,306
Total			17,215,786	1,725,558	131,893	(3,763,711)	2,449,932	(155,586)	(211,973)	(2,896,289)	(1,991,756)	12,503,854
Current			4,895,012									3,336,110
Non-current			12,320,774									9,167,744

(a) The balances of the transfers are between the 'Accounts payable' classifications.

Parent company											
Description	Average remaining term	Weighted average rate p.a.	December 31, 2023	Additions	Modificações	Payments	Interest incurred	Transfers [b]	Write-offs	Foreign currency exchange	December 31, 2024
Lease without purchase option:											
Aircraft [a]	8.1	16.2%	11,528,192	2,605,615	237,065	(2,947,044)	1,885,848	(226,490)	(17,942)	3,246,141	16,311,385
Others	4.5	11.4%	231,937	64,138	1,827	(82,119)	23,521	-	(12,916)	37,780	264,168
Lease with purchase option:											
Aircraft [a]	3.8	14.3%	590,959	-	(8,150)	(173,908)	79,428	-	-	151,904	640,233
Total			12,351,088	2,669,753	230,742	(3,203,071)	1,988,797	(226,490)	(30,858)	3,435,825	17,215,786
Current			3,325,882								4,895,012
Non-Current			9,025,206								12,320,774

(a) The balances of the transfers are between the 'Leases' classifications.

			Consolidated									
Description	Average remaining term	Weighted average rate p.a.	December 31, 2024	Additions	Modifications	Payments	Interest incurred	Transfers [a]	Write-offs	GUC	Foreign currency exchange	December 31, 2025
Lease without purchase option:												
Aircraft, engines and simulators	8.1	18.6%	16,357,918	1,586,734	13,279	(3,552,045)	2,351,625	(155,586)	(219,708)	(2,896,289)	(1,880,957)	11,604,971
Others	5.5	16.9%	269,886	15,922	20,362	(96,931)	28,151	-	(969)	-	(16,748)	219,673
Lease with purchase option:												
Aircraft, engines and simulators	4.9	16.1%	710,894	122,902	39,690	(141,311)	83,182	-	-	-	(107,795)	707,562
Total			17,338,698	1,725,558	73,331	(3,790,287)	2,462,958	(155,586)	(220,677)	(2,896,289)	(2,005,500)	12,532,206
Current			4,928,197									3,353,501
Non-current			12,410,501									9,178,705

(a) The balances of the transfers are between the 'Accounts payable' classifications.

			Consolidated								
Description	Average remaining term	Weighted average rate p.a.	December 31, 2023	Additions	Modificações	Payments	Interest incurred	Transfers [b]	Write-offs	Foreign currency exchange	December 31, 2024
Lease without purchase option:											
Aircraft [a]	8.0	16.2%	11,567,882	2,605,615	237,065	(2,955,177)	1,890,622	(226,490)	(17,942)	3,256,343	16,357,918
Others	4.8	11.5%	237,254	64,138	2,544	(83,264)	24,350	-	(12,916)	37,780	269,886
Lease with purchase option:											
Aircraft [a]	4.0	14.5%	650,691	-	(8,150)	(188,206)	89,187	-	-	167,372	710,894
Total			12,455,827	2,669,753	231,459	(3,226,647)	2,004,159	(226,490)	(30,858)	3,461,495	17,338,698
Current			3,349,056								4,928,197
Non-Current			9,106,771								12,410,501

(a) The balances of the transfers are between the 'Leases' classifications

20.5 Leases – Notes

			Parent company							
Description	Average remaining term	Weighted average rate p.a.	December 31, 2024	Modifications	Payments	Interest incurred	Transfers [a]	GUC	Foreign currency exchange	December 31, 2025
Financing with Lessors	-	-	-	(32,031)	(550,674)	143,601	1,178,127	(601,240)	(137,783)	-
Total			-	(32,031)	(550,674)	143,601	1,178,127	(601,240)	(137,783)	-

(a) The balances of the transfers are to the 'Related parties' group

			Parent company					
Description	Average remaining term	Weighted average rate p.a.	December 31, 2023	Payments	Interest incurred	Transfers [a]	Foreign currency exchange	December 31, 2024
Financing with Lessors	5.5	14.8%	-	(123,703)	161,996	(326,138)	287,845	-
Total			-	(123,703)	161,996	(326,138)	287,845	-

(a) The balances of the transfers are to the 'Related parties' group

			Consolidated						
Description	Average remaining term	Weighted average rate p.a.	December 31, 2024	Modifications	Payments	Foreign currency exchange	GUC	Foreign currency exchange	December 31, 2025
Financing with Lessors	6.5	17.1%	1,356,984	(32,031)	(550,674)	143,601	(601,240)	(137,783)	178,857
Total			1,356,984	(32,031)	(550,674)	143,601	(601,240)	(137,783)	178,857
Current			144,706						-
Non-current			1,212,278						178.857

	Consolidated						
Description	Average remaining term	Weighted average rate p.a.	December 31, 2023	Payments	Interest incurred	Foreign currency exchange	December 31, 2024
Financing with Lessors	5.5	14.8%	1,030,845	(123,703)	161,996	287,846	1,356,984
Total			1,030,845	(123,703)	161,996	287,846	1,356,984
Current			121,948				144,706
Non-current			908,897				1,212,278

20.6 Leases – Convertible to equity

Parent company and Consolidated									
Description	Average remaining term	Weighted average rate p.a.	December 31, 2024	Modifications	Payments	Interest incurred	Transfers [(a)]	Foreign currency exchange	December 31, 2025
Financing with Lessors	-	-	-	(2,172,452)	(379,377)	69,354	2,683,165	(200,690)	-
Total			-	(2,172,452)	(379,377)	69,354	2,683,165	(200,690)	-

(a) The balances of the transfers are between the 'Leases' classifications

Parent company and Consolidated								
Description	Average remaining term	Weighted average rate p.a.	December 31, 2023	Payments	Interest incurred	Transfers (a)	Foreign currency exchange	December 31, 2024
Financing with Lessors	2.6	14.4%	-	(61,245)	294,359	(796,936)	563,822	-
Total			-	(61,245)	294,359	(796,936)	563,822	-

(a) Transfer balances are between the "Leases" classifications.

20.7 Schedule of amortization of leases

	Parent company		Consolidated	
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
2025	-	5,184,478	-	5,219,787
2026	3,582,718	3,904,273	3,601,304	3,935,627
2027	2,966,601	3,441,732	2,971,572	3,473,086
2028	2,763,057	3,064,271	2,767,084	3,095,203
2029	2,560,253	2,770,312	2,562,476	2,797,924
After 2029	10,770,748	10,537,777	10,781,388	10,562,642
Minimum lease payment	22,643,377	28,902,843	22,683,824	29,084,269
Financial charges	(10,139,523)	(11,687,057)	(10,151,618)	(11,745,571)
Present value of minimum lease payments	12,503,854	17,215,786	12,532,206	17,338,698
Current	3,336,110	4,895,012	3,353,501	4,928,197
Non-current	9,167,744	12,320,774	9,178,705	12,410,501

20.8 Schedule of amortization of leases – Notes

	Consolidated	
Description	December 31, 2025	December 31, 2024
2025	-	155,502
2026	-	132,873
2027	-	132,873
2028	-	132,873
2029	-	132,873
After 2029	498,718	1,838,077
Minimum lease payment	498,718	2,525,071
Financial charges	(319,861)	(1,168,087)
Present value of minimum lease payments	178,857	1,356,984
Current	-	144,706
Non-current	178,857	1,212,278

20.9 Covenants

During the restructuring process under Chapter 11, certain lease agreements that contained restrictive clauses (“covenants”) were rejected and therefore no longer give rise to any future obligations, including compliance with those covenants. Other agreements had remaining amounts classified as GUC, a classification that does not imply the continuation of the covenants.

21. ACCOUNTS PAYABLE

21.1 Accounting policies

The amounts are initially recognized at fair value and subsequently increased, when applicable, by the related charges and by monetary and foreign exchange variations.

21.2 Breakdown of accounts payable

	Parent company		Consolidated	
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Suppliers	3,897,777	4,475,677	4,247,910	4,618,142
Suppliers – Notes	-	-	494,293	511,389
Lessors – GUC – Chapter 11	1,851,421	-	1,851,421	-
Breakage – GUC – Chapter 11	(1,724,867)	-	(1,724,867)	-
	4,024,331	4,475,677	4,868,757	5,129,531
Current	3,077,479	3,929,610	3,920,214	4,074,551
Non-Current	946,852	546,067	948,543	1,054,980

21.3 Restructuring

21.3.1 Extrajudicial

During the first quarter of 2025, the Company made significant progress in restructuring its obligations to suppliers, which included:

- Elimination of share issuance obligations in exchange for 2,312,402 new preferred shares in a single issuance;
- Exchange of the Notes 2030 for new unsecured notes due in 2032 and an option to incorporate interest into the principal (“PIK”); and
- Definitive and binding agreements with deferrals of balances.

21.3.2 Judicial

The Company renegotiated several lease and supplier contracts directly with counterparties as part of the Chapter 11 process. As a result of the formal approval of the Plan, and based on the best expectations and information available, the amounts were reduced by R$193,435 and R$181,893, respectively.

As of December 31, 2025, based on the best expectations and information available, the net balance of “Lessors – GUC – Chapter 11” and “Breakage – GUC – Chapter 11” reflects the obligations assumed under the agreement with the UCC (Unsecured Creditors' Committee), totaling US$23 million. This amount provides for payments either in cash or through participation in the GUC Trust, in addition to the other benefits established in the Plan.

22 DERIVATIVE FINANCIAL INSTRUMENTS

22.1 Accounting policies

Variations in interest rates, exchange rates and aviation fuel prices expose the Company and its subsidiaries to risks that may affect their financial performance. In order to mitigate such risks, the Company contracts derivative financial instruments. Changes in the fair value of derivative instruments are recognized directly in the financial result (income/expense).

22.2 Breakdown of derivative financial instruments

	Parent company and Consolidated
Chanches in fair value	Forward - fuel
At December 31, 2023	(60,102)
Gains (losses) recognized in result	(108,435)
Payments (receipts)	103,162
At December 31, 2024	(65,375)
Gains (losses) recognized in result	(20,023)
Payments	46,822
Transfers [(a)]	38,576
At December 31, 2025	-

(a) The balances of the transfers are allocated to the 'Loans and Financing' line item.

23 AIRPORT TAXES AND FEES

23.1 Accounting policies

The amounts are initially recognized at fair value and subsequently increased, when applicable, by the related charges and by monetary and foreign exchange variations

Breakdown of airport taxes and fees

	Parent company		Consolidated	
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Tax transaction	926,051	916,690	926,051	916,690
Airport fees	351,270	211,680	351,591	212,125
Boarding tax	294,441	232,028	294,441	231,913
Others	38,554	16,287	38,554	16,691
	1,610,316	1,376,685	1,610,637	1,377,419
Current	899,284	584,005	899,605	584,739
Non-current	711,032	792,680	711,032	792,680

24. AIR TRAFFIC LIABILITY, SERVICES AND LOYALTY PROGRAM

24.1 Accounting policies

It comprises the Company's obligations arising from advance receipts for the provision of air transportation services and other services. Such obligations are settled upon the performance of the services.

The Company recognized breakage revenue based on the historical issuance of tickets that will expire due to non-use, that is, passengers who purchased tickets and are highly likely not to use them. For the purpose of recognizing this revenue, the average periods for providing air transport services are also considered, and these assumptions are included in a statistical model that determines the forecast breakage rate to be adopted. At least annually, the calculations are reviewed to reflect and capture changes in customer behavior regarding ticket expiration.

24.2 Composition of Air traffic liability, services and loyalty program

	Parent company		Consolidated	
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Air traffic liability to be executed	3,207,735	3,060,010	3,207,735	3,060,010
Loyalty program to be executed	2,922,070	3,178,919	2,922,070	3,178,919
Travel packages to be executed	-	-	1,047,547	941,229
Air traffic cargo to be executed	22,768	11,841	22,768	11,840
Breakage	(959,431)	(865,941)	(959,431)	(865,941)
	5,193,142	5,384,829	6,240,689	6,326,057

25. SALARIES AND BENEFITS

25.1 Accounting policies

The amounts are initially recognized at fair value and subsequently increased, when applicable, by the related charges and by monetary and foreign exchange variations.

25.2 Breakdown salaries and benefits

	Parent company		Consolidated	
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Salaries and benefits	523,312	497,327	531,421	505,942
Share-based compensation	-	36	-	36
	523,312	497,363	531,421	505,978

26. TAXES PAYABLE

26.1 Accounting policies

Tax obligations arising from the Company's operating activities, mainly from passenger and cargo transportation, are initially recognized at fair value and subsequently increased, when applicable, by the corresponding charges and monetary and exchange rate variations.

26.2 Breakdown of taxes payable

	Parent company		Consolited	
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Tax transaction	224,747	228,953	224,747	228,953
Taxes withheld	83,302	79,185	84,055	80,364
Import taxes	10,062	8,988	10,171	9,140
Others	14,297	2,768	16,264	3,341
	332,408	319,894	335,237	321,798
Current	140,082	122,130	142,911	124,034
Non-current	192,326	197,764	192,326	197,764

27. PROVISIONS

27.1 Accounting policies

27.1.1 Provision for return of aircraft and engines

Aircraft and engines negotiated under lease without purchase options regularly provide for contractual obligations establishing conditions for the return of these assets.

In this way, the Company provides for return costs, since these are present obligations arising from past events and which will generate future disbursements, which are measured based on Management's best estimate.

These expenses basically refer to aircraft reconfiguration (interior and exterior), obtaining licenses and technical certifications, verifications of returns, maintenance, painting etc., as established in the contract. The cost of return is initially recognized at present value as part of the cost of right-of-use assets, and the provision for aircraft return costs is classified within "Provisions" in the financial statement position. After initial recognition, the liability is accreted using the Company's estimated discount rate (cost of capital). Any changes in the estimate of expenses to be incurred are recognized prospectively against the right of use asset or in the Statements of Operations for the year if the right-of-use balance is insufficient.

27.1.2 Tax, civil and labor risks

The Company is a party to several legal and administrative proceedings, mainly in Brazil. Assessments of the likelihood of loss in these cases include an analysis of the available evidence, the hierarchy of laws, the available case laws, the most recent court decisions and their significance in the legal system, as well as the assessment of lawyers.

Provisions are revised and adjusted to reflect changes in circumstances, such as the applicable statute of limitations, conclusions of tax inspections or additional exposures identified based on new matters or court decisions.

The Company's Management believes that the provision for tax, civil and labor risks is sufficient to cover any losses arising from legal and administrative proceedings.

27.1.3 Post-employment benefits

The Company recognizes actuarial liabilities related to health insurance benefits offered to its employees in accordance with CPC 33 (R1) – Employee Benefits equivalent to IAS 19. Actuarial gains and losses are recognized in "Other comprehensive income" based on the actuarial report prepared by independent experts, while the current service cost and interest cost are recognized in the statements of operations for the year.

27.2 Breakdown of provisions

The movements in provisions are presented below:

	Parent company			
Description	Return of aircraft and engines [a]	Tax, civil and labor risks	Provision for post-employment benefit	Total
At December 31, 2023	2,568,067	529,828	9,910	3,107,805
Movements	503,080	82,950	154	586,184
Casualties	(77,086)	(343,668)	-	(420,754)
Interest incurred	150,875	(74,566)	972	77,281
	-	-	(2,811)	(2,811)
Exchange rate variation	796,554	-	-	796,554
At December 31, 2024	3,941,490	194,544	8,225	4,144,259
Modifications	(2,128,078)	584,580	153	(1,543,345)
Write-offs	(39,818)	(557,695)	(119)	(597,632)
Interest incurred	181,138	5,003	941	187,082
Effect of plan experience	-	-	1,014	1,014
Foreign currency exchange	(447,447)	-	-	(447,447)
At December 31, 2025	1,507,285	226,432	10,214	1,743,931
At December 31, 2025				
Current	244,642	129,499	-	374,141
Non-current	1,262,643	96,933	10,214	1,369,790
At December 31, 2024				
Current	560,587	109,574	-	670,161
Non-current	3,380,903	84,970	8,225	3,474,098

(a) Nominal discount rate 17.9% p.a. (10.8% p.a on December 31, 2024).

Description	Consolidated			
	Return of aircraft and engines [a]	Tax, civil and labor risks	Post-employment benefit	Total
At December 31, 2023	2,573,170	537,531	9,910	3,120,611
Modifications	503,080	83,564	154	586,798
Write-offs	(77,086)	(345,996)	-	(423,082)
Interest incurred	151,153	(74,566)	972	77,559
Effect of plan experience	-	-	(2,811)	(2,811)
Foreign currency exchange	798,015	-	-	798,015
At December 31, 2024	3,948,332	200,533	8,225	4,157,090
Modifications	(2,134,403)	593,068	153	(1,541,182)
Write-offs	(39,818)	(566,646)	(119)	(606,583)
Interest incurred	181,428	5,003	941	187,372
Effect of plan experience	-	-	1,014	1,014
Foreign currency exchange	(448,254)	-	-	(448,254)
At December 31, 2025	1,507,285	231,958	10,214	1,749,457
At December 31, 2025				
Current	244,642	129,499	-	374,141
Non-current	1,262,643	102,459	10,214	1,375,316
At December 31, 2024				
Current	560,587	110,134	-	670,721
Non-current	3,387,745	90,399	8,225	3,486,369

(b) Nominal discount rate 17.9% p.a. (10.8% p.a on December 31, 2024).

27.2.1 Tax, civil and labor risks

The balances of the proceedings with estimates of probable and possible losses are shown below:

Description	Parent company			
	Probable loss		Possible loss	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Tax	91,463	78,936	193,695	88,427
Civil	84,438	55,267	326,146	63,849
Labor	50,531	60,341	252,766	194,014
	226,432	194,544	772,607	346,290

Description	Consolidated			
	Probable loss		Possible loss	
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Tax	91,463	78,936	195,174	88,427
Civil	84,650	55,426	326,934	122,650
Labor	55,845	66,171	257,675	194,014
	231,958	200,533	779,783	405,091

27.2.1.1 Taxes

The Company is involved in tax-related matters, mainly associated with judicial and administrative proceedings concerning federal, state, and municipal taxes.

27.2.1.2 Civil

The Company has civil lawsuits, mainly related to compensation actions in general, such as flight delays and cancellations, lost and damaged luggage.

The increase in cases assessed as having a probable loss is due to the significant rise in the number of claims received. The amounts are dispersed, and no specific case warrants individual mention.

The increase in cases assessed as having a possible loss results from the Company's change in policy regarding the granting of settlements through compensation vouchers.

27.2.1.3 Labor

The Company has labor claims, mainly related to overtime, hazard pay, unhealthy working conditions and equal pay. The values are scattered, and no specific case warrants individual disclosure.

27.2.2 Post-employment benefit

Below are the assumptions used to calculate post-employment benefits:

	Parent company and Consolidated	
Weighted average of assumptions	December 31, 2025	December 31, 2024
Nominal discount rate p.a.	11.5%	11.8%
Actual discount rate p.a.	7.2%	7.4%
Estimated inflation rate in the long term p.a.	4.1%	4.1%
HCCTR - Average nominal inflation rate p.a.	7.2%	7.2%
HCCTR - Actual nominal inflation rate p.a.	3.0%	3.0%
Mortality table	AT-2000 downrated by 10%	AT-2000 downrated by 10%

28. RELATED-PARTY TRANSACTIONS

28.1 Accounting policies

Transactions with related parties were entered into in the ordinary course of the Company's business, at prices, terms and financial charges according to the conditions established between the parties. Such operations include, among other aspects, shared service agreements and loan agreements.

28.2 Transactions between companies

28.2.1 Balance

In compliance with accounting standards, such transactions were duly eliminated for consolidation purposes.

Parent company				
Creditor	Debtor	Type of operation	December 31, 2025	December 31, 2024
ALAB	Others	Loan	650,359	264,718
ALAB	Others	Debt securities exchange offers – costs	130,358	53,095
ALAB	Canela	Prepayment for aircraft acquisition	3	39,734
ALAB	Diversos	Sharing administrative services	83,139	52,730
ALAB	ATS	Sale of loyalty program points	93,727	38,171
ALAB	Conecta	Provision of services – Freight and passenger charter	121	272
Others	ALAB	Renegotiation of lease – Notes	(837,237)	(2,055,778)
Others	ALAB	Renegotiation of accounts payable – Convertible to equity	-	(2,856,614)
Secured	ALAB	Renegotiation of leases – costs	(664,532)	(55,650)
Others	ALAB	Loan	(12,310,624)	(9,095,947)
ATS	ALAB	Advance payment for purchasing ticket	(509,542)	(786,198)
ATS	ALAB	Travel package	(313,732)	(298,193)
Conecta	ALAB	Provision of services – Freight and passenger charter	(4,974)	(17,515)
Conecta	ALAB	Sharing administrative services	(554)	(401)
Finance	ALAB	Debt restructuring	(44,315)	-
Finance 2	ALAB	Debt restructuring	(125,058)	-
			(13,852,861)	(14,717,576)
Rights with related parties current			155,436	5,569
Rights with related parties non-current			802,271	443,151
Obligations with current related parties			(1,965,921)	(4,967,922)
Obligations with related parties non-current			(12,844,647)	(10,198,374)
			(13,852,861)	(14,717,576)

Consolidated				
Creditor	Debtor	Type of operation	December 31, 2025	December 31, 2024
Azul	Others	Debt restructuring – costs	(19,881)	(21,146)
Azul	Secured	Debt restructuring – conversion of debt into equity	(1,511,083)	-
Azul	ALAB	Debt restructuring – equity	-	(2,856,613)
Others	Azul	Mutual	1,271,322	264,718
Others	Azul	Debt restructuring – Convertible debt instruments	34,614	-
Others	Azul	Debt restructuring – costs	399,746	823,581
			174,718	(1,789,460)
Rights with related parties current			55,447	5,291
Rights with related parties non-current			1,650,235	1,083,007
Obligations with current related parties			-	(1,307,351)
Obligations with related parties non-current			(1,530,964)	(1,570,407)
			174,718	(1,789,460)

28.2.2 Compensation of key management personnel

The Company´s employees are entitled to profit sharing based on certain goals agreed annually. In turn, executives are entitled to bonus based on statutory provisions proposed by the Board of Directors and approved by the shareholders. The amount of profit sharing is recognized in profit or loss for the year in which the goals are achieved.

Key management personnel comprise the executive directors, board members and members of the Executive Committee. Expenses incurred with remuneration and the respective charges, paid or payable, are shown below:

	Parent company		Consolidated	
	year ended			
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Salaries and benefits	64,791	45,015	64,791	45,767
Post-employment benefits	620	1,125	620	716
Share-based payment plan	67,615	39,870	67,615	39,870
	133,026	86,010	133,026	86,353

Stock-based compensation plan, considers the Stock Options, RSU and Phantom shares. Such plans are expected to be settled in up to eight years and, therefore, do not represent a cash outflow. The increase in 2025 relates to the cancellation of stock option and RSU awards that had not yet vested, accelerating the recognition of the expense (note 32).

28.2.3 Guarantees and pledges granted

The Company has granted guarantees on rental properties for some of its executives and the total amount involved is not significant.

28.2.4 Corporate contract

In August 2024, the Company entered into a corporate agreement with Águia Branca Participações S.A., one of its shareholders, for the purchase of airline tickets.

28.2.5 Breeze

The Company signed sublease agreements for three aircraft with Breeze Aviation Group (“Breeze”), an airline founded by the controlling shareholder of Azul, headquartered in the United States. The transaction was voted on and approved by 97% of the Azul's shareholders at the Extraordinary General Meeting held on March 2020. Following good corporate practices, the controlling shareholder did not participate in the voting.

During the year ended December 31, 2024, the Company finalized the sublease contracts.

The operations with Breeze are presented below:

Parent company and Consolidated					
Creditor	Debtor	Type of operation	Note	December 31, 2025	December 31, 2024
ALAB	Breeze	Maintenance reserve	Accounts Receivable	-	2,703
ALAB	ALAB	Maintenance reserve	Other liabilities	-	(11,411)

Parent company and Consolidated					
Income	Expenses	Type of operation	Note	December 31, 2025	December 31, 2024
ALAB	Breeze	Interest incurred	Financial income	-	1,754

28.2.6 Azorra

In August 2022, the Company made agreements for purchase and sale of aircraft and engines with entities that are part of Azorra Aviation Holdings LLC. (“Azorra”), which has become a related party as the Company’s Board of Directors’ Chairman was elected independent member of Azorra’s Board of Directors.

The operations with Azorra are presented below:

Parent company and Consolidated					
Creditor	Debtor	Type of operation	Note	December 31, 2025	December 31, 2024
ALAB	Azorra	Accounts Receivable	Accounts Receivable	-	118,013
ALAB	Azorra	Maintenance reserve	Deposits	15,418	-
ALAB	Azorra	Escrow deposit	Deposits	52,840	46,213
Azorra	ALAB	Leases	Leases	(295,954)	(473,428)
Azorra	Azul Investments	Leases – Notes	Leases	-	(96,458)
Azorra	Azul	Leases – Equity	Leases	-	(150,441)

Parent company and Consolidated					
Income	Expenses	Type of operation	Note	December 31, 2025	December 31, 2024
Azorra	ALAB	Interest incurred	Financial expense	84,548	56,539

28.2.7 Lilium

In August 2021, the Company announced plans to make a strategic partnership with Lilium GmbH, a wholly owned subsidiary of Lilium N.V. (“Lilium), which has ultimately become a related party as the Company’s Board of Directors’ Chairman was elected independent member of Lilium’s Board of Directors.

As of December 31, 2025, and 2024, the Company has no outstanding balances with Lilium.

28.2.8 United

The Company has agreements with United Airlines Inc. (“United”), one of its shareholders, for the use of the loyalty program and for the re-accommodation of passengers. As of December 31, 2025 and 2024, the balance is not significant.

28.2.9 Airbus Brasil

The Company has agreements with Airbus Brasil Negócios Aeroespaciais Ltda. ("Airbus Brasil"), where one member of committee was a consultant. As of December 31, 2025 and 2024, the balance is not significant.

29 OTHER LIABILITIES

29.1 Accounting policies

Recorded at the fair value of the known obligations and are subsequently increased, when applicable, by the corresponding charges. They are classified as current or non-current according to their expected settlement period.

29.2 Breakdown of other liabilities

	Parent company		Consolidated	
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Lease liabilities	802,882	516,670	802,882	516,670
Accounts payable	249,728	424,148	252,534	424,178
Investment in subsidiary	-	38,279	-	38,279
Others	75,472	98,539	75,481	98,545
Total	1,128,082	1,077,636	1,130,897	1,077,672
Current	121,224	268,904	124,039	268,935
Non-current	1,006,858	808,732	1,006,858	808,737

30 EQUITY

30.1 Accounting policies

Equity is comprised of share capital, reserves, treasury shares, and accumulated profits or losses. The variations observed reflect the evolution of the shareholders' equity over the period.

30.2 Share capital

	Parent company and Consolidated	
Description	Company's capital	Number of common shares
At December 31, 2023	4,798,563	4,798,562,334
Integralização de capital	-	-
At December 31, 2024	4,798,563	4,798,562,334
Integralização de capital	315.872	315.872.860
At December 31, 2025	5,114,435	5,114,435,194

As established in the Company's bylaws, each common share carries the right to one (1) vote. Preferred shares of any class do not carry voting rights.

31 EARNINGS (LOSS) PER SHARE

31.1 Accounting policies

Basic earnings per share is calculated by dividing the net income attributable to the Company's equity holders by the weighted average number of shares outstanding, except treasury shares, during the year.

Diluted earnings per share are calculated by adjusting the weighted average number of shares outstanding, excluding treasury shares, for the effects of potentially convertible instruments. For the year ended December 31, 2025, although the Company reported net income, and December 31, 2024, net loss, potentially convertible instruments were not included in the calculation of diluted earnings per share because the conversion price exceeded the market price of the Company's shares during the period, rendering such instruments antidilutive.

31.2 Earnings (loss) per share calculation

	Parent company and	
	Year ended	
Description	December 31, 2025	December 31, 2024
Numerator		
Loss for the year	(664,572)	(8,854,345)
Denominator		
Number of common shares	5,114,435	4,798,563
Basic loss per common share – R$	(0.13)	(1.85)
Diluted loss per preferred share – R$	(0.13)	(1.85)

32 SHARE-BASED PAYMENT

32.1 Accounting policies

The Company offers executives share-based compensation plans to be settled with Company shares or cash, according to which the Company receives services as consideration.

The cost of instruments is measured based on fair value on the date they were granted or on the date of these financial statements for phantom shares. To determine the fair value of purchase options, the Company uses the Black-Scholes model.

The cost of transactions settled with equity securities is recognized in profit or loss under "Salaries and Benefits", together with corresponding increase in the "Capital reserve" or "Salaries and social charges" liability for phantom shares, over the period in which performance service condition are met.

32.2 Compensation plans

The Company has three share-based compensation plans: the Stock Option Plan ("Option Plan"), the Restricted Stock Plan ("RSU") and the Stock Purchase Plan ("phantom shares"). All of them aim to stimulate and promote the alignment of the objectives of the Company, shareholders, management and employees, and mitigate the risks in the generation of value of the Company by the loss of its executives, strengthening their commitment and productivity in the long-term results.

During the first quarter of 2025, the Company approved the creation of the first program under its stock option plan, providing for the grant of up to 250,000,000 shares with a vesting period of up to three years.

During the second quarter of 2025, the Company partially canceled stock options and RSU that had not yet vested.

In accordance with CPC 10 – Share-based Payment, equivalent to IFRS 2, the Company concluded that, as a result of the cancellation, it was required to accelerate the recognition of the related compensation expense. Accordingly, the remaining amount of previously unrecognized expenses was fully recognized in profit or loss, reflecting the settlement of the Company's future obligations related to these programs.

The movement of the plans is shown below:

	Parent company and Consolidated			
	Number of shares			
Description	Option plan	RSU	*Phantom shares*	Total
At December 31, 2023	20,521,684	1,544,065	246,930	22,312,679
Granted	4,200,000	1,007,253	-	5,207,253
Exercised	(3,000)	(608,472)	(18,177)	(629,649)
Canceled	(94,181)	(101,824)	(47,742)	(243,747)
At December 31, 2024	24,624,503	1,841,022	181,011	26,646,536
Exercised	-	(248,045)	-	(248,045)
Canceled	(15,787,673)	(1,057,181)	(82,845)	(16,927,699)
At December 31, 2025	8,836,830	535,796	98,166	9,470,792

	Parent Company and Consolidated	
Description	December 31, 2025	December 31, 2024
Share price (in reais)	0.18	3.54
Weighted average price of the stock option (in reais)	-	5,97
Weighted average price of the phantom shares (in reais)	-	10,35
Cash inflow option plan	-	18
Flat cash inflow of *phantom shares*	-	188
Total obligation related to the phantom shares plan	-	36
Income tax regarding RSU transfer	-	1,021
Number of shares equivalent to RSU IR	68,229	167,093

Expenses related to share-based compensation plans are presented as follows:

	Parent Company and Consolidated	
	Year ended	
Description	2025	2024
Option plan	62,030	38,794
RSU	8,786	6,361
Phantom shares	(37)	(1,700)
	70,779	43,455

Due to the decrease in the Company's share price during the year ended December 31, 2025, from R$3.54 reais to R$0.18 reais, the estimated liability related to phantom share compensation decreased, resulting in a reversal of expenses recognized in prior periods.

32.3 Assumptions

32.3.1 Stock option

During 2025, the Company did not grant any new awards under its share-based compensation programs, as presented below:

Grant	Exercise price (in R$)	Everage fair value (in R$)	Volatility	Expected dividend	Average rate of return	Exercise rate per tranche	Remaining term (in years)	Purchasing period up to (years)	Options granted	Options outstanding	Options available
December 11, 2009	3.42	1.93	47.7%	1.1%	8.8%	25.0%	-	4.0	5,032,800	180,870	180,870
March 24, 2011	6.44	4.16	54.8%	1.1%	12.%	25.0%	-	4.0	1,572,000	84,000	84,000
April 5, 2011	6.44	4.16	54.8%	1.1%	12.%	25.0%	-	4.0	656,000	6,200	6,200
June 30, 2014	19.15	11.01	40.6%	1.1%	12.5%	25.0%	-	4.0	2,169,122	708,993	708,993
July 1, 2015	14.51	10.82	40.6%	1.1%	15.7%	25.0%	-	4.0	627,810	177,592	177,592
July 1, 2016	14.50	10.14	43.1%	1.1%	12.2%	25.0%	-	4.0	820,250	280,124	280,124
July 6, 2017	22.57	12.82	43.4%	1.1%	10.3%	25.0%	-	4.0	680,467	442,796	442,796
August 8, 2022	11.07	8.10	70.%	-	13.%	25.0%	0,6	4.0	1,774,418	864,700	864,700
August 8, 2022	11.07	6.40	68.8%	-	13.2%	33.3%	-	3.0	1,514,999	1,027,448	1,027,448
August 19, 2022	11.07	7.39	67.2%	-	13.6%	100.0%	-	1.0	4,900,000	4,624,480	4,624,480
August 19, 2022	11.07	11.54	74.6%	-	12.7%	20.0%	-	5.0	8,900,000	-	-
July 7, 2023	15.60	10.80	75.4%	-	10.5%	25.0%	1,5	4.0	1,800,000	439,627	439,627
October 23, 2024	4.04	3.25	73.%	-	12.9%	25.0%	-	4.0	2,200,000	-	-
December 14, 2024	4.17	2.16	72.8%	-	14.8%	25.0%	-	4.0	2,000,000	-	-
									34,647,866	8,836,830	8,836,830

32.3.2 RSU

During 2025, the Company did not grant any new awards under its share-based compensation programs, as presented below:

Grant	Exercise rate per tranche	Fair value (in reais)	Remaining term (in years)	Purchasing period up to (years)	Total granted	Total not exercised
July 7, 2021	25.0%	42.67	-	4.0	300,000	-
July 7, 2022	25.0%	11.72	.5	4.0	335,593	13,800
July 7, 2022	25.0%	11.72	.5	4.0	671,186	38,966
July 7, 2023	25.0%	19.32	1.5	4.0	500,000	57,774
October 23, 2024	25.0%	5.48	2.8	4.0	671,502	276,876
December 13, 2024	25.0%	4.17	2.9	4.0	335,751	148,380
					2.814.032	535.796

32.3.3 Phantom shares

During 2025, the Company did not grant any new programs, as presented below:

Grant	Exercise price (in R$)	Everage fair value (in R$)	Volatility	Average rate of return	Exercise rate per tranche	Remaining term (in years)	Purchasing period up to (years)	Options granted	Options outstanding	Options available
August 7, 2018	20.43	0.00	90.8%	14.3%	25.0%	-	4.0	707,400	53,520	53,520
April 30, 2020	10.35	0.01	90.8%	14.3%	25.0%	-	4.0	3,250,000	30,696	30,696
April 30, 2020	10.35	0.04	86.7%	13.9%	25.0%	-	4.0	1,600,000	12,520	12,520
August 17, 2021	33.99	0.01	84.1%	13.7%	25.0%	-	4.0	580,000	1,430	1,430
								6,137,400	98,166	98,166

33 SALES REVENUE

33.1 Accounting policies

33.1.1 Revenue from passenger transport and loyalty program

Passenger transportation revenue is recognized when the service is effectively rendered. Tickets sold but not yet used are recorded under “Air traffic liability, services and loyalty program”, net of the estimated breakage revenue (Note 24).

Other revenues, including charter flights, rebooking fees, baggage handling fees and other ancillary services, are recognized together with the primary passenger transportation performance obligation.

In the loyalty program, customers accumulate points based on the amount spent on air transportation and in accordance with the partners' rules. The number of points depends on the customer's category in the loyalty program, market, fare class and other factors including promotional campaigns.

After the sale of a ticket, the Company recognizes a portion of the amount received as revenue when the transportation service is provided and defers the portion corresponding to loyalty program points in accordance with CPC 47 – Revenue from Contracts with Customers, equivalent to IFRS 15.

The Company determines the estimated selling price of the air transportation and points as if each element had been sold on a separate basis and was therefore stand-alone selling price.

The Company also sells loyalty program points to customers and partners, including credit card companies, financial institutions and retail companies. The related revenue is deferred and recognized when points are redeemed, based on the weighted average price of points sold.

Unused points are recorded and maintained under “Air traffic liability, services and loyalty program” until their effective use or expiration.

33.1.2 Other revenues

Other revenues mainly include the transportation of cargo and travel packages and are recognized when performance obligations are met.

33.2 Breakdown of sales revenue

	Parent company		Consolidated	
	Years ended			
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Passenger revenue	19,810,872	17,865,112	20,000,963	18,125,685
Other revenues	1,575,336	1,325,650	1,782,911	1,506,303
Total	21,386,208	19,190,762	21,783,874	19,631,988
Taxes levied				
Passenger revenue [(a)]	(3,237)	(2,550)	(3,237)	(2,550)
Other revenues	(133,434)	(94,194)	(140,244)	(103,230)
Total taxes	(136,671)	(96,744)	(143,481)	(105,780)
Total revenue	21,249,537	19,094,018	21,640,393	19,526,208

Revenues by geographical location are as follows:

	Parent company		Consolidated	
	Years ended			
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Domestic revenue	16,766,929	15,651,982	17,157,785	16,084,172
Foreign revenue	4,482,608	3,442,036	4,482,608	3,442,036
Total revenue	21,249,537	19,094,018	21,640,393	19,526,208

34 COSTS AND EXPENSES BY NATURE

34.1 Accounting policies

Presented by nature and include the cost of services provided, selling expenses and administrative expenses, as well as personnel costs, third-party services, depreciation, amortization and others. The note also includes other income and expenses, which represent non-recurring results or items not directly related to the Company's core operations.

34.2 Breakdown of costs and expenses by nature

	Parent company		Consolidated	
	Years ended			
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Cost of service				
Aircraft fuel	(5,688,512)	(5,553,075)	(5,710,291)	(5,583,503)
Salaries and benefits	(2,399,783)	(2,489,676)	(2,444,110)	(2,538,629)
Airport taxes and fees	(1,261,174)	(1,068,450)	(1,266,186)	(1,074,818)
Auxiliary services for air transport	(949,320)	(861,774)	(956,933)	(872,481)
Maintenance	(811,746)	(775,616)	(824,058)	(789,222)
Depreciation and amortization [(a)]	(2,968,895)	(2,512,103)	(3,003,552)	(2,552,173)
Impairment	-	143,790	-	143,790
Insurance	(83,820)	(71,427)	(84,308)	(72,323)
Others [(b)]	(1,215,238)	(919,276)	(1,336,160)	(971,075)
	(15,378,488)	(14,107,607)	(15,625,598)	(14,310,434)
Selling expenses	(46,636)	(44,921)	(46,636)	(44,921)
Salaries and benefits	(825,020)	(837,747)	(915,442)	(889,224)
Advertising and publicity	(871,656)	(882,668)	(962,078)	(934,145)
Administrative expenses				
Salaries and benefits	(127,743)	(89,612)	(172,875)	(113,092)
Depreciation and amortization [(a)]	(9,774)	(11,762)	(9,823)	(11,809)
Others [(b)]	(499,834)	(368,532)	(481,803)	(371,152)
	(637,351)	(469,906)	(664,501)	(496,053)
Other income (expenses), net				
Renegotiations – Chapter 11	177,277	-	179,249	-
Breakage – GUC – Chapter 11	1,724,867	-	1,724,867	-
Restructuring costs – Chapter 11	(115,221)	-	(859,226)	-
Other	(1,030,130)	(323,033)	(1,026,168)	(324,459)
	756,793	(323,033)	18,722	(324,459)
Total	(16,130,702)	(15,783,214)	(17,233,455)	(16,065,091)

(a) Net of PIS and COFINS tax credits amounting to R$10,608 and R$10,631 in the separate and consolidated financial statements, respectively, as of December 31, 2025 (R$1,501 and R$1,513 in the separate and consolidated financial statements, respectively, as of December 31, 2024).
(b) Mainly considers travel expenses, legal expenses, professional services, technology services, rental and subcontracting of air transportation.

35 FINANCIAL RESULT

35.1 Accounting policies

Include interest income, leases, loans and financing, exchange differences, changes in the fair value of financial assets and liabilities measured at fair value through profit or loss, gains and losses on derivative instruments, commissions and bank charges, among others. Interest income and expenses are recognized in the statement of profit or loss using the effective interest method.

35.2 Breakdown of financial result

Description	Parent company		Consolidated	
	Years ended			
	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Financial income				
Interest on investments	79,940	144,806	100,131	148,066
Fair value of the TAP Bond	4,127	37,610	4,127	37,610
Other	133,961	41,097	133,446	60,811
	218,028	223,513	237,704	246,487
Financial expenses				
Interest on loans and financing	(142,345)	(144,722)	(2,791,669)	(1,358,419)
Interest on leases	(2,662,887)	(2,445,152)	(2,675,913)	(2,460,514)
Interest on suppliers and airport fees and fees	(435,582)	(328,782)	(438,212)	(328,901)
Interest on provisions	(187,082)	(77,282)	(187,372)	(77,559)
Interest on anticipation of credit card receivables	(244,859)	(249,349)	(327,897)	(327,771)
Amortized cost of loans and financing	(7,434)	(33,662)	(722,718)	(109,462)
Financial operations cost	(74,948)	(51,167)	(250,093)	(129,266)
Fair value of the TAP Bond	(1,056,005)	(14,842)	(1,056,005)	(14,842)
Restructuring of loans and financing	-	-	(542,438)	-
Provision for loss of financial investments	(117,684)	-	(117,684)	-
Other restructuring costs	11,211	-	(187,391)	-
Others	(225,030)	(146,018)	(226,853)	(140,413)
	(5,142,645)	(3,490,976)	(9,524,245)	(4,947,147)
Derivative financial instruments, net	(20,023)	(119,306)	(20,023)	(119,306)
Monetary and exchange rate variations, net	3,711,916	(6,832,076)	4,235,054	(7,494,802)
Financial result, net	(1,232,724)	(10,218,845)	(5,071,510)	(12,314,768)

36. RISK MANAGEMENT

36.1 Accounting policies

Operating activities expose the Company and its subsidiaries to the following financial risks: (i) market risk, related to interest rate, fuel price and exchange rate, (ii) credit risk and (iii) liquidity risk.

The risks are monitored by the Company's management and can be mitigated through the use of swaps, forward contracts and options.

All activities with derivative financial instruments for risk management are carried out by specialists with experience and adequate supervision. It is the Company's policy not to operate transactions for speculative purposes.

36.2 Fair value hierarchy of financial instruments

The following hierarchy is used to determine the fair value of financial instruments:

Level 1: quoted prices, without adjustment, in active markets for identical assets and liabilities;

Level 2: other techniques for which all inputs that have a significant effect on the fair value recorded are directly or indirectly observable; and

Level 3: techniques that use data that have a significant effect on the fair value recorded that are not based on observable market data.

The fair value hierarchy of the Company's consolidated financial instruments, as well as the comparison between book value and fair value, are identified below:

			Parent company			
			Carrying amount		Fair value	
Description	Note	Level	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Assets						
Long-term investments – TAP Bond	7	2	-	1,004,505	-	1,004,505
Liabilities						
Loans and financing	19	2	(2,754,526)	(1,598,096)	(3,105,406)	(2,156,236)
Derivative financial instruments	22	2	-	(65,375)	-	(65,375)

			Consolidated			
			Carrying amount		Fair value	
Description	Note	Level	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Assets						
Long-term investments – TAP Bond	7	2	-	1,004,505	-	1,004,505
Liabilities						
Loans and financing	19	2	(23,059,604)	(14,981,417)	(23,237,255)	(12,870,813)
Derivative financial instruments	22	2	-	(65,375)	-	(65,375)

(a) Balance recorded in the parent company.

Financial instruments whose fair value approximates their carrying value, based on established conditions, mainly due to the short maturity period, were not disclosed.

36.3 Market risks

36.3.1 Interest rate risk

Arise from the possibility of unfavorable variations to which the Company's cash flows are exposed.

36.3.1.1 Sensitivity analysis

As of December 31, 2025, the Company held assets and liabilities linked to different types of interest rates. In the sensitivity analysis of non-derivative financial instruments, the impact was considered only on positions with values exposed to such fluctuations:

	Parent company			
	Exposure to CDI		Exposure to SOFR	
Description	Rate (p.a.)	December 31, 2025	Rate (p.a.)	December 31, 2025
Exposed assets (liabilities), net	14.9%	(99,864)	3.7%	(618,813)
Effect on profit or loss				
Interest rate devaluation by -10%	13.4%	5,868	3.3%	2,262
Interest rate devaluation by -25%	11.2%	14,670	2.8%	5,654
Interest rate appreciation by 10%	16.4%	(5,868)	4.0%	(2,262)
Interest rate appreciation by 25%	18.6%	(14,670)	4.6%	(5,654)

	Consolidated			
	Exposure to CDI		Exposure to SOFR	
Description	Rate (p.a.)	December 31, 2025	Rate (p.a.)	December 31, 2025
Exposed assets (liabilities), net	14.9%	(30,751)	3.7%	(1,495,146)
Effect on profit or loss				
Interest rate devaluation by -10%	13.4%	4,944	3.3%	5,485
Interest rate devaluation by -25%	11.2%	12,360	2.8%	13,712
Interest rate appreciation by 10%	16.4%	(4,944)	4.0%	(5,485)
Interest rate appreciation by 25%	18.6%	(12,360)	4.6%	(13,712)

36.3.2 Aircraft fuel price risk ("QAV")

Arise from the possibility of unfavorable fluctuations to which the Company's cash flows are exposed.

36.3.2.1 Sensitivity analysis

The following table demonstrates the sensitivity analysis of the price fluctuation of QAV liter:

	December 31, 2025		
	Exposure to price		
Description	Average price per liter (in reais) [(a)]	Parent company	Consolidated
Aircraft fuel	4,2	(5,688,512)	(5,710,291)
Effect on profit or loss			
Devaluation by -10%	3,8	568,851	571,029
Devaluation by -25%	3,2	1,422,128	1,427,573
Appreciation by 10%	4,6	(568,851)	(571,029)
Appreciation by 25%	5,3	(1,422,128)	(1,427,573)

(a) Price per liter.

36.3.3 Foreign exchange risk

Arise from the possibility of unfavorable fluctuations to which the Company's cash flow is exposed

The balance exposure to the main variations in exchange rates is shown below:

	Parent company			
	Exposure to US$		Exposure to €	
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Assets				
Cash and cash equivalents	345,973	70,689	11,574	5,956
Long-term investments	-	-	-	1,004,505
Accounts receivable	217,179	687,396	11,469	2,927
Deposits	2,559,503	3,245,670	-	11,070
Related parties	230,215	92,829	-	-
Other assets	60,905	61,833	74,253	5,535
Total assets	3,413,775	4,158,417	97,296	1,029,993
Liabilities				
Loans and financing	(1,388,260)	(166,314)	-	-
Leases	(12,383,786)	(17,109,652)	-	-
Accounts payable	(2,185,735)	(2,658,135)	-	-
Airport taxes and fees	(2,203)	(3,373)	-	-
Related parties	(13,981,767)	(14,063,988)	-	-
Provisions	(1,507,285)	(3,941,490)	-	-
Other liabilities	(138)	(31,055)	-	-
Total liabilities	(31,449,174)	(37,974,007)	-	-
Net exposure	(28,035,399)	(33,815,590)	97,296	1,029,993
Net exposure in foreign currency	(5,095,122)	(5,460,910)	15,040	160,029

	Consolidated			
	Exposure to US$		Exposure to €	
Description	December 31, 2025	December 31, 2024	December 31, 2025	December 31, 2024
Assets				
Cash and cash equivalents	558,701	75,764	11,785	5,956
Long-term investments	-	-	-	1,004,505
Accounts receivable	217,266	687,396	11,469	2,927
Deposits	2,588,149	3,257,360	74,253	11,581
Related parties	16,403,720	12,524,355	-	-
Other assets	60,905	72,360	29,464	5,535
Total assets	19,828,741	16,617,235	126,971	1,030,504
Liabilities				
Loans and financing	(21,818,077)	(13,720,427)	-	-
Leases	(12,583,452)	(18,567,296)	-	-
Accounts payable	(2,847,025)	(3,182,795)	(1,516)	-
Airport taxes and fees	(2,203)	(3,373)	-	-
Related parties	(16,779,507)	(14,578,533)	-	-
Provisions	(1,507,285)	(3,947,439)	-	-
Other liabilities	(138)	(31,055)	(84)	(15)
Total liabilities	(55,537,687)	(54,030,918)	(1,600)	(15)
Net exposure	(35,708,946)	(37,413,683)	125,371	1,030,489
Net exposure in foreign currency	(6,489,704)	(6,041,969)	19,380	160,106

36.3.3.1 Sensitivity analysis

	Parent company			
	Exposure to US$		Exposure to €	
Description	Closing rate	December 31, 2025	Closing rate	December 31, 2025
Exposed assets (liabilities), net	5.5	(28,035,399)	6.5	97,296
Effect on profit or loss				
Foreign currency devaluation by -10%	5.0	2,803,540	5.8	(9,730)
Foreign currency devaluation by -25%	4.1	7,008,850	4.9	(24,325)
Foreign currency appreciation by 10%	6.1	(2,803,540)	7.1	9,730
Foreign currency appreciation by 25%	6.9	(7,008,850)	8.1	24,325

	Consolidated			
	Exposure to US$		Exposure to €	
Description	Closing rate	December 31, 2025	Closing rate	December 31, 2025
Exposed assets (liabilities), net	5.5	(35,708,946)	6.5	125,371
Effect on profit or loss				
Foreign currency devaluation by -10%	5.0	3,570,896	5.8	(12,539)
Foreign currency devaluation by -25%	4.1	8,927,238	4.9	(31,345)
Foreign currency appreciation by 10%	6.1	(3,570,896)	7.1	12,539
Foreign currency appreciation by 25%	6.9	(8,927,238)	8.1	31,345

36.4 Credit risk

Credit risk is inherent to the Company's operating and financial activities, mainly disclosed in cash and cash equivalents, long-term investments, accounts receivable, security deposits and maintenance reserves.

Credit limits are established for all customers based on internal classification criteria and the carrying amounts represent the maximum credit risk exposure. Outstanding receivables from customers are frequently monitored by the Company and, when necessary, provision for expected credit losses are recognized.

Derivative financial instruments are contracted on the over the counter (OTC) market with counterparties that have a business relationship with the Company and can be contracted on commodity and futures exchanges (B3 and NYMEX), which mitigate and contribute to credit risk.

36.5 Liquidity risk

The maturity schedules of the Company’s consolidated financial liabilities as of December 31, 2025 are as follows:

	Parent company				
Description	Carrying amount	Contractual cash flow	Until 1 year	From 2 to 5 years	After 5 years
Loans and financing	2,754,526	3,090,235	2,380,420	514,031	195,784
Leases	12,503,854	22,643,377	3,582,721	13,111,742	5,948,914
Accounts payable	4,024,331	5,970,274	4,866,429	1,103,845	-
Airport fees and fees	1,610,316	2,190,361	920,445	563,148	706,768
	20,893,027	33,894,247	11,750,015	15,292,766	6,851,466

	Consolited				
Description	Carrying amount	Contractual cash flow	Until 1 year	From 2 to 5 years	After 5 years
Loans and financing	23,059,604	27,492,023	13,811,356	13,470,438	210,229
Leases	12,711,063	23,182,542	3,601,304	13,622,961	5,958,277
Accounts payable	4,868,757	6,814,700	5,709,165	1,105,535	-
Airport fees and fees	1,610,637	2,190,683	920,767	563,148	706,768
	42,250,061	59,679,948	24,042,592	28,762,082	6,875,274

36.6 Capital management

The Company seeks capital alternatives in order to satisfy its operational needs, aiming for a capital structure that it considers adequate for the financial costs and the maturity terms of the funding and its guarantees. The Company's Management continually monitors its net debt.

37. NON-CASH TRANSACTION

	Parent company													
Description	Acquisition of property and equipment	Acquisition of capitalized maintenance	Maintenance prepayment	Maintenance reserves	Capital increase	Compensation of lease	Compensation of accounts payable	Acquisition of lease	Addition the ARO	Compensation of loans and financing	Lease Modifications	Transfers	Execution of letters of credit	Total
Accounts receivable	-	-	-	106,377	-	(83,500)	(144,135)	48,326	-	-	-	(87,571)	-	(160,503)
Inventories	-	-	-	-	-	-	-	-	-	-	-	(31,998)	-	(31,998)
Deposits	-	-	-	21,488	-	(428,286)	-	-	-	-	-	7,625	1,875,860	1,476,687
Property and equipment	357,236	-	-	-	-	-	-	-	-	-	-	6,358	-	363,594
Right-of-use assets	-	708,453	-	-	-	-	-	1,650,826	450,509	-	(3,048,343)	156,729	-	(81,826)
Other assets	-	-	73,195	-	-	(176,990)	-	-	-	-	-	(131,089)	79,922	(154,962)
Loans and financing	-	-	-	-	-	(256,514)	-	-	-	256,514	-	(141,333)	(1,979,278)	(2,120,611)
Leases	-	-	-	-	308,266	945,290	-	(1,725,558)	-	-	2,072,558	(3,705,706)	-	(2,105,150)
Derivative financial instruments	-	-	-	-	-	-	-	-	-	-	-	38,576	-	38,576
Accounts payable	(357,236)	(708,453)	(73,195)	(127,865)	-	-	144,135	26,406	-	-	-	(163,211)	23,496	(1,235,923)
Provisions	-	-	-	-	-	-	-	-	(450,509)	-	975,785	-	-	525,276
Related parties	-	-	-	-	7,607	-	-	-	-	(256,514)	-	4,051,620	-	3,802,713
Equity	-	-	-	-	(315,873)	-	-	-	-	-	-	-	-	(315,873)
As of december 31, 2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	Parent company												
Description	Acquisition of property and equipment	Acquisition of capitalized maintenance	Acquisition of intangible	Maintenance reserves	Reverse factoring	Loans and financing	Compensation of lease	Compensation of accounts payable	Acquisition of leases	Addition the ARO	Modification	Transfers	Others	Total
Accounts receivable	-	-	-	-	231,799	-	(92,703)	(600,978)	-	-	-	-	-	(461,882)
Aircraft sublease	-	-	-	-	-	-	(9,467)	-	-	-	-	(27,086)	-	(36,553)
Inventories	-	-	-	-	-	-	-	-	-	-	-	(2,261)	(9,878)	(12,139)
Deposits	-	-	-	-	(72,153)	-	-	-	-	-	-	-	-	(72,153)
Property and equipment	453,006	-	-	-	-	-	-	-	-	-	-	(8,533)	(53,137)	391,336
Right-of-use assets	-	229,091	-	-	-	-	-	-	2,765,174	713,649	234,143	66,248	-	4,008,305
Intangible assets	-	-	64,768	-	-	-	-	-	-	-	-	-	-	64,768
Other assets	-	-	-	230,222	-	-	-	-	-	-	-	(28,368)	-	201,854
Leases	-	-	-	-	-	-	102,170	-	(2,771,846)	-	(230,742)	1,349,564	-	(1,550,854)
Accounts payable	(453,006)	(229,091)	(64,768)	(230,222)	(159,646)	208,804	-	600,978	2,769	-	-	-	63,015	(261,167)
Reverse factoring	-	-	-	-	-	(208,804)	-	-	-	-	-	-	-	(208,804)
Provisions	-	-	-	-	-	-	-	-	-	(713,649)	(3,401)	-	-	(717,050)
Related parties	-	-	-	-	-	-	-	-	-	-	-	(1,349,564)	-	(1,349,564)
Other assets and liabilities	-	-	-	-	-	-	-	-	3,903	-	-	-	-	3,903
As of december 31, 2024	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	Consolidated														
Description	Acquisition of property and equipment	Acquisition of capitalized maintenance	Acquisition of intangible	Maintenance prepayment	Maintenance reserves	Capital increase	Compensation of lease	Compensation of accounts payable	Acquisition of lease	Addition the ARO	Compensation of loans and financing	Lease Modifications	Transfers	Execution of letters of credit	Total
Accounts receivable	-	-	-	-	108,460	-	(255,321)	(59,885)	48,326	-	-	-	-	-	(158,420)
Inventories	-	-	-	-	-	-	-	-	-	-	-	-	(31,998)	-	(31,998)
Deposits	-	-	-	-	19,405	-	-	(428,287)	-	-	-	-	7,625	1,875,860	1,474,603
Property and equipment	470,317	-	-	-	-	-	(256,465)	-	-	-	-	-	6,358	-	220,210
Right-of-use assets	-	708,453	-	-	-	-	-	-	1,650,826	450,509	-	(3,109,311)	156,729	-	(142,794)
Intangible assets	-	-	15,103	-	-	-	-	-	-	-	-	-	-	-	15,103
Other assets	-	-	-	73,195	-	-	(176,990)	-	-	-	-	-	(131,089)	79,922	(154,962)
Loans and financing	(103,136)	(284,671)	-	-	-	1,613,050	(256,514)	-	-	-	(362,466)	-	(38,576)	(1,979,278)	(1,411,591)
Leases	-	-	-	-	-	(1,297,177)	945,290	52,537	(1,725,558)	-	-	2,131,152	(974,674)	-	(868,430)
Derivative financial instruments	-	-	-	-	-	-	-	-	-	-	-	-	38,576	-	38,576
Accounts payable	(367,181)	(423,782)	(15,103)	(73,195)	(127,865)	-	-	435,635	26,406	-	-	-	(163,211)	23,496	(684,800)
Provisions	-	-	-	-	-	-	-	-	-	(450,509)	-	978,159	-	-	527,650
Related parties	-	-	-	-	-	-	-	-	-	-	362,466	-	1,130,260	-	1,492,726
Equity	-	-	-	-	-	(315,873)	-	-	-	-	-	-	-	-	(315,873)
As of december 31, 2025	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

	Consolidated													
Description	Acquisition of property and equipment	Acquisition of capitalized maintenance	Acquisition of intangible	Maintenance reserves	Reverse factoring	Loans and financing	Compensation of lease	Compensation of accounts payable	Acquisition of leases	Addition the ARO	Modification	Transfers	Others	Total
Accounts receivable	-	-	-	-	232,059	-	(92,703)	(600,978)	-	-	-	-	-	(461,622)
Aircraft sublease	-	-	-	-	-	-	(9,467)	-	-	-	-	(27,086)	-	(36,553)
Inventories	-	-	-	-	-	-	-	-	-	-	-	(2,261)	(9,878)	(12,139)
Deposits	-	-	-	-	(72,413)	-	-	-	-	-	-	-	-	(72,413)
Property and equipment	875,504	-	-	-	-	-	-	-	-	-	-	(8,496)	(53,137)	813,871
Right-of-use assets	-	229,091	-	-	-	-	-	-	2,765,174	713,649	234,860	66,248	-	4,009,022
Intangible assets	-	-	65,659	-	-	-	-	-	-	-	-	(37)	-	65,622
Other assets	-	-	-	230,222	-	-	-	-	-	-	-	(28,368)	-	201,854
Loans and financing	-	-	-	-	-	-	-	(654,854)	-	-	-	-	-	(654,854)
Leases	-	-	-	-	-	-	102,170	-	(2,771,846)	-	(231,459)	1,023,426	-	(1,877,709)
Accounts payable	(875,504)	(229,091)	(65,659)	(230,222)	(159,646)	208,804	-	1,255,832	2,769	-	-	-	63,015	(29,702)
Reverse factoring	-	-	-	-	-	(208,804)	-	-	-	-	-	-	-	(208,804)
Provisions	-	-	-	-	-	-	-	-	-	(713,649)	(3,401)	-	-	(717,050)
Related parties	-	-	-	-	-	-	-	-	-	-	-	(1,023,426)	-	(1,023,426)
Other assets and liabilities	-	-	-	-	-	-	-	-	3,903	-	-	-	-	3,903
As of december 31, 2024	-	-	-	-	-	-	-	-	-	-	-	-	-	-

38. COMMITMENTS

38.1 Aircraft acquisition

Through contracts with manufacturers and lessors, the Company committed to acquiring certain aircraft, as follows:

	Consolidated	
Description	December 31, 2025	December 31, 2024
Lessors	9	17
Manufacturers	52	94
	61	111

The amounts shown below are brought to present value using the weighted discount rate for lease operations, equivalent to 18.4% (15.8% on December 31, 2024) and do not necessarily represent a cash outflow, as the Company is evaluating the acquisition of financing to meet these commitments.

	Consolidated	
Description	December 31, 2025	December 31, 2024
2025	-	1,960,910
2026	1,297,521	2,517,365
2027	978,011	5,910,751
2028	836,170	5,284,514
2029	2,344,423	3,691,292
After 2029	5,419,765	1,088,322
	10,875,890	20,453,154

38.2 Letters of credit

The letters of credit outstanding for the following purposes:

	Prent company and consolidated			
	December 31, 2025		December 31, 2024	
Description	R$	US$	R$	US$
Security deposits and maintenance reserve	50.816	9.235	2.379.135	384.209
Bank guarantees	-	-	7.005	-
	50.816	9.235	2.386.140	384.209

39. SUBSEQUENT EVENTS

After December 31, 2025, the Company advanced in the implementation of the Restructuring Plan conducted under Chapter 11 proceedings. The following significant events occurred:

On January 6, 2026, the public offering aimed at the mandatory capitalization of the Senior Notes 1L and 2L was approved, representing a central stage of the Plan. This transaction involved the conversion of credits held by investors into the Company's equity, resulting in a capital increase of R$7.4 billion.

On January 14, 2026, a capital increase on Azul of R$1.2 billion In the aforementioned offering was approved following the exercise of warrants distributed free of charge as part of the offering described above. The exercise increased the Company's capital base and adjusted its shareholding structure in accordance with the terms agreed with creditors under the Plan.

On January 19, 2026, the mandatory conversion of the convertible debentures on Azul was completed, as resolved by the debenture holders. This conversion resulted in a capital increase of R$1.0 billion.

From January 23 to February 6, 2026, the Company launched, priced, and completed a private offering of senior debt securities ("Exit Financing"), raising US$1.4 billion. The proceeds were fully used to repay the DIP financing and to provide liquidity for the final execution of the Plan.

On February 11, 2026, the Administrative Council for Economic Defense (CADE) approved the investment by United Airlines on Azul in the amount of US$100 million, enabling the investor to participate in the public offering of new capital (Equity Rights Offering – "ERO").

On February 18, 2026, the allocation process for the ERO was completed, resulting in a capital increase of R$5.0 billion, consisting of both new capital contributions and the optional capitalization of the DIP Financing.

The Azul also entered into amendments to investment agreements with American Airlines and United Airlines providing for additional capital contributions of up to US$200 million, in addition to US$100 million from certain existing creditors. Additional warrants were also issued which, if exercised, may result in additional capital contributions of up to US$25 million.

On February 20, 2026, the Company completed its formal exit from the Chapter 11 process, following the verification of the conditions set forth in the Plan. Azul emerged with reduced financial debt and lease obligations, a substantial improvement in liquidity and leverage, and a reorganized capital structure. On the same date, consolidated share capital increased to R$21.8 billion.

On April 6, 2026, the Azul announced that Mr. Alexandre Wagner Malfitani submitted his resignation from the positions of Chief Financial Officer (CFO) and Investor Relations Officer (IRO), effective as of April 20, 2026. On the same date, the Company announced the nomination of Mr. Antônio Carlos Garcia to the positions of Vice President, Chief Financial Officer, and Investor Relations Officer, effective as of April 20, 2026, Approved by the Board of Directors On April 14, 2026. As of April 20, 2026, a transition period between the executives will take place in order to ensure continuity in the Company's financial and market-related activities.