

AZUL S.A.
Publicly-held Company
CNPJ No. 09.305.994/0001-29
NIRE 35.300.361.130

BOARD OF DIRECTORS' RESOLUTION MINUTES
JUNE 1st, 2026

1. **Date and Time:** June 1st, 2026, at 5:00 p.m., exclusively digitally.

2. **Call Notice and Attendance:** The call notice was waived, in accordance with Article 14, paragraph 2, of the Bylaws of Azul S.A. ("Company"), in view of the written approval from all the members of the Company's Board of Directors. **Members of the Board of Directors:** David Gary Neeleman, Sérgio Eraldo de Salles Pinto, Gilberto de Almeida Peralta, Daniella Marques Consentino, Renata Faber Rocha Ribeiro, Patrick Wayne Quayle, and John Peter Rodgerson.

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

4. **Agenda:** To resolve on the following matters:
 - (i) pursuant to Sections 4.6 and 4.6.1 of the Company's Restricted Share Granting Plan, as approved at the Extraordinary General Meeting held on February 12, 2026 (the "Restricted Share Granting Plan") and considering the prior issuance of the Early Vested Shares (as defined in the Restricted Share Granting Plan) ratified at the Board of Directors' meeting held on March 26, 2026, the ratification of the increase in the Company's corporate capital and the issuance of the remaining Early Vested Shares (as defined in the Restricted Share Granting Plan), corresponding to two million, four hundred and sixty-nine thousand, three hundred and thirty-eight (2,469,338) common shares issued by the Company, to be carried out within the limits of the authorized capital set forth in Article 6 of the Company's Bylaws, and as granted by the Strategy Committee;
 - (ii) the authorization granted to the Company's Officers to perform all acts and execute all documents necessary for the implementation and formalization of the resolutions addressed herein.

5. **Resolutions:** The members of the Company's Board of Directors resolved by unanimous written vote of its members, without any reservations, to:
 - (i) Pursuant to Sections 4.6 and 4.6.1 of the Company's Restricted Share Granting Plan, ratify the increase in the Company's corporate capital, within the limits of its authorized capital, pursuant to Article 6 of the Company's Bylaws, **from** twenty-one billion, seven hundred and fifty-six million, eight hundred and fifty-two thousand, one hundred and seventy-seven reais and sixty-nine cents (BRL

21,756,852,177.69), divided into three hundred and sixty-six million, eighty-eight thousand, five hundred and eighty-six (366,088,586) common shares, all registered and without par value, **to** twenty-one billion, seven hundred and fifty-six million, eight hundred and fifty-two thousand, one hundred and seventy-eight reais and thirty-nine cents (BRL 21,756,852,178.39), divided into three hundred and sixty-eight million, five hundred and fifty-seven thousand, nine hundred and twenty-four (368,557,924) common shares, all registered and without par value, upon the issuance of the remaining Early Vested Shares (as defined in the Restricted Share Granting Plan), corresponding to two million, four hundred and sixty-nine thousand, three hundred and thirty-eight (2,469,338) common shares issued by the Company, subscribed and paid in for the total amount of seventy cents (BRL 0.70), as granted by the Strategy Committee under the Company's Restricted Share Granting Plan.

Pursuant to Section 4.3 of the Company's Restricted Share Granting Plan, the common shares herein issued are not subject to the preemptive right of the other shareholders.

(ii) approve the authorization of the Company's Officers to take all measures and perform all necessary acts for the implementation of the resolutions hereby approved, and to ratify all acts previously performed by the Company's Officers in this regard.

6. Closing and Drafting: Chair: David Gary Neeleman - President; Edson Massuda Sugimoto – Secretary. **Signatory Members of the Board of Directors:** David Gary Neeleman, Sérgio Eraldo de Salles Pinto, Gilberto de Almeida Peralta, Daniella Marques Consentino, Renata Faber Rocha Ribeiro, Patrick Wayne Quayle, and John Peter Rodgerson.

I certify that this is a true copy of the minutes drawn up in a proper book

Barueri, SP, June 1st, 2026.

Edson Massuda Sugimoto

Secretary