

AZUL S.A.
Publicly-held Company
Corporate Taxpayers' Registry (CNPJ/MF) no. 09.305.994/0001-29
Board of Trade (NIRE) 35.300.361.130

**MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS
HELD ON MAY 15, 2023**

- 1. Date, Time and Place:** Held on May 15, 2023, at 8:00 a.m., exclusively digitally.
- 2. Call and Attendance:** Call notice dismissed according to Article 17, paragraph 2nd of the Bylaws of Azul S.A. ("Company"), as the totality of the members of the Board of Directors attended the meeting remotely.
- 3. Chair:** Chairman: David Gary Neeleman; Secretary: Raphael Linares Felipe.
- 4. Agenda:** To decide on:
 - (A)** the individual and consolidated quarterly financial statements of the Company for the first quarter of 2023 ended on March 31, 2023, together with the independent auditor's report;
 - (B)** the ratification and approval of the measures adopted and to be adopted by the Company's management and/or its attorneys-in-fact, as the case may be, involving the implementation of the development of the Company's permanent capital plan and restructuring lease payments plan;
 - (C)** the ratification of the engagement of Ernst & Young Auditores Independentes S.S. ("EY") for purposes of audit and review services; and
 - (D)** the ratification of all acts already performed by the Company's management and/or its attorneys-in-fact, as the case may be, related to the above resolutions.
- 5. Resolutions:** The meeting was installed and, after discussing the matters on the Agenda, the board members, unanimously and without any restrictions, decided to approve:
 - (A)** the individual and consolidated quarterly financial statements of the Company for the first quarter of 2023 ended on March 31, 2023, together with EY's report related to such period, in accordance with the Audit Committee's favorable opinion;
 - (B)** the measures adopted or to be adopted by the Company's management and/or its attorneys-in-fact, as the case may be, to implement the development of the Company's permanent capital plan and restructuring lease payments plan related to the aircraft operated by ALAB, in connection with the earnings results presentation disclosed by the Company on March 6, 2023;
 - (C)** the ratification of the execution by the Company of certain agreements containing the General Terms and Conditions for the Audit and Review Works, dated as of May 9, 2023, regarding audit and review services to be provided by EY in connection to capital markets transactions or projects that are or will be under assessment by the Company's management and any of its direct or indirect subsidiaries, in accordance with the Company's Extra Audit Services Policy approved at the meeting of the Company's Board of Directors

held on May 5, 2022, considering the favorable opinion issued by the Company's Audit Committee; and

- (D) the Company's Board of Executive Officers and/or its attorneys-in-fact, as the case may be, are hereby authorized to take all measures and practice all acts required to implement the resolutions approved herein, and the Board of Directors ratifies all the relevant acts already practiced by the Board of Executive Officers and/or the Company's attorneys-in-fact in connection with the resolutions taken above.

6. Drawing up and Reading of the Minutes: With nothing further to discuss, the works were closed, and the meeting was adjourned for the time required to draft these minutes. The meeting was resumed, and these minutes were read, approved, and signed by all members in attendance. Chair: David Gary Neeleman – Chairman; and Raphael Linares Felipe – Secretary. Members of the Board of Directors in attendance: David Gary Neeleman, Sergio Eraldo de Salles Pinto, Carolyn Luther Trabuco, Michael Paul Lazarus, José Mario Caprioli dos Santos, Decio Luiz Chieppe, Renan Chieppe, Gilberto de Almeida Peralta, Patrick Wayne Quayle, Peter Allan Otto Seligmann, and Renata Faber Rocha Ribeiro.

This is a true copy of the original minutes drawn up in the minutes book.

Barueri/SP, May 15, 2023

David Gary Neeleman
President

Raphael Linares Felipe
Secretary