

AZUL S.A.

Public held company

CNPJ No. 09.305.994/0001-29

NIRE 35.300.361.130

**MINUTES OF THE BOARD OF DIRECTORS' MEETING
HELD ON APRIL 14, 2026**

1. **Date, Time and Place**: Held on April 14, 2026, at 11:00 a.m., at the headquarters of Azul S.A. ("Company"), located in the City of Barueri, State of São Paulo, at Avenida Marcos Pentead de Ulhôa Rodrigues, n° 939, 8th floor, Edifício Jatobá, Condomínio Castelo Branco Office Park, Tamboré, CEP 06460-040.

2. **Call and Attendance**: The call notice was waived, in accordance with Article 14, paragraph 2, of the Company's Bylaws and, in view of the presence of all the members of the Company's Board of Directors. Members of the Board of Directors present: 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 - Chairman; Edson Massuda Sugimoto - Secretary.

4. **Agenda**: To resolve on (i) the ratification of the numbers of subscription warrants issued by the Company, as originally approved at the Company's Board of Directors' Meeting held on February 19, 2026 ("Board of Directors' Meeting"), considering the exercise of preemptive rights by the Company's shareholders (the "Subscription Warrants"); (ii) the acknowledgement of the resignation of Mr. Alexandre Wagner Malfitani from the positions of Chief Financial Officer and Investor Relations Officer of the Company; and (iii) pursuant to Article 16, item II, of the Company's Bylaws, the election of the Company's new Chief Financial Officer and Investor Relations Officer, as recommended by the Strategy Committee.

5. **Resolutions**: Once the meeting was called to order and after discussion of the matters on the agenda, the members of the Company's Board of Directors resolved by unanimity of votes of its members, without any reservations, to approve:

(i) The ratification of the final number of Subscription Warrants issued by the Company, considering the exercise of preemptive rights by the Company's shareholders, pursuant to Article 171, paragraph 3 of Law No. 6,404/76 ("Brazilian Corporations Law"). In this regard, the final number of Subscription Warrants will be as follows:

(a) **Subscription Warrants - Series 1** (as defined in the Board of Directors' Meeting): four trillion, eight hundred and fourteen billion, fifty-eight million, three hundred and forty-six thousand, eight hundred and fifty-four (4,814,058,346,854)

(b) Subscription Warrants – Series 2 (as defined in the Board of Directors' Meeting): eight hundred and eighty-six billion, two hundred and ninety-four million, five hundred and sixty-five thousand and sixteen (886,294,565,016)

(c) Subscription Warrants – Series 3 (as defined in the Board of Directors' Meeting): one trillion, two hundred and three billion, four hundred and fifteen million, three hundred and seventy-five thousand, seven hundred and fifty-five (1,203,415,375,755)

(ii) The acknowledgment of the resignation of Mr. Alexandre Wagner Malfitani from the positions of Chief Financial Officer and Investor Relations Officer of the Company, effective as of April 20, 2026, pursuant to the resignation letter duly filed at the Company's headquarters.

(iii) pursuant to Article 16, item II, of the Company's Bylaws, and as recommended by the Company's Strategy Committee, the election of Mr. **Antonio Carlos Garcia**, Brazilian, married, administrator, registered with the CPF/MF under n° 064.689.558-31, and with business address at Avenida Marcos Penteadó de Ulhóa Rodrigues, n° 939, 8th floor, Edifício Jatobá, Condomínio Castelo Branco Office Park, Tamboré, CEP 06460-040, in the City of Barueri, State of São Paulo, for the positions of Chief Financial Officer and Investor Relations Officer of the Company.

Mr. **Antonio Carlos Garcia**, hereby elected, is vested in his respective positions as of April 20, 2026, for a unified term of office with the other Officers of the Company, ending on January 13, 2027, upon execution of the Term of Investiture and Clearance and the Term of Officers' Consent, which are attached hereto as **Exhibit I** and **Exhibit II**, respectively, which are duly drawn up in the Company's books, and the other preconditions of eligibility provided for in Articles 146 and 147 of Law 6,404/76 and in CVM Resolution No. 80/2022 are met.

6. **Closing, Drafting and Reading of the Minutes:** There being nothing more to be discussed, and there being no other manifestation, the work was suspended for the time necessary to draw up these minutes, which, read and found to be in compliance, were signed by all Board: David Gary Neeleman - Chairman; Edson Massuda Sugimoto – Secretary. Members of the Board of Directors present: 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, April 14, 2026.

Edson Massuda Sugimoto

Secretary

EXHIBIT I

TERM OF INVESTITURE AND CLEARANCE

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TERM OF INVESTITURE AND CLEARANCE

By this instrument, Mr. **Antonio Carlos Garcia**, Brazilian, married, administrator, registered with the CPF/MF under n° 064.689.558-31, and with business address at Avenida Marcos Pentead de Ulh a Rodrigues, n° 939, 8th floor, Edif cio Jatob , Condom nio Castelo Branco Office Park, Tambor , Zip Code 06460-040, in the municipality of Barueri, State of S o Paulo, Brazil, on April 20, 2026, will take office as Chief Financial Officer and Investor Relations Officer of Azul S.A., a corporation, headquartered at Avenida Marcos Pentead de Ulh a Rodrigues, n° 939, 8th floor, Edif cio Jatob , Condom nio Castelo Branco Office Park, Tambor , Zip Code 06460-040, in the municipality of Barueri, State of S o Paulo, Brazil, registered with the CNPJ/MF under No. 09.305.994/0001-29, with its bylaws duly filed with JUCESP under NIRE 35.300.361.130 ("Azul" or "Company"), reason for which he signs this Term of Investiture and Clearance, declaring that:

- i. is not impeded by a special law, or convicted of bankruptcy crime, malfeasance, bribery or bribery, concussion, embezzlement, against the popular economy, public faith or property, or the criminal penalty that prohibits, even temporarily, access to public office, as provided for in paragraph 1 of article 147 of Law No. 6,404, of 1976, as amended ("LSA");
- ii. he is not sentenced to the penalty of suspension or temporary disqualification applied by the Brazilian Securities and Exchange Commission ("CVM"), which makes him ineligible for the management positions of a publicly-held company, as established in paragraph 2 of article 147 of the LSA;
- iii. meets the requirement of unblemished reputation established in paragraph 3 of article 147 of the LSA; and
- iv. does not hold a position in a company that can be considered a competitor of the Company, and does not have, nor does it represent, a conflicting interest with that of Azul, so that it was not elected by a shareholder who has also elected a member of the board of directors in a competing company; and does not maintain a subordinate relationship with the shareholder who elected him, if applicable, pursuant to items "I" and "II" of paragraph 3 of article 147 of the LSA.

The term of office of the Chief Financial Officer hereby elected shall begin on April 20, 2026, expiring on January 13, 2027, with reelection being permitted. For the purposes of complying with Annex K of CVM Resolution No. 80, of March 29, 2022, in its Article 2, paragraph 4, and as amended, the following business address is indicated, as the domicile for receiving summons and subpoenas in administrative and judicial proceedings related to management acts: Avenida Marcos Pentead de Ulh a Rodrigues, n° 939, 8° andar, Edif cio Jatob , Condom nio Castelo Branco Office Park, Tambor , Zip Code 06460-040, in the municipality of Barueri, State of S o Paulo, Brazil.

Therefore, Mr. **Antonio Carlos Garcia**, elected, considering the fulfillment of legal formalities, will assume his positions starting on April 20, 2026.

As it is an expression of the truth, this instrument is established.

Barueri/SP, April 14, 2026

Antonio Carlos Garcia

Chief Financial Officer and Investor Relations Officer

EXHIBIT II

TERM OF OFFICERS' CONSENT

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TERM OF OFFICERS' CONSENT

By means of this instrument, Mr. Antonio Carlos Garcia, Brazilian, married, administrator, registered with the CPF/MF under n° 064.689.558-31, and with business address at Avenida Marcos Penteado de Ulhôa Rodrigues, n° 939, 8th floor, Edifício Jatobá, Condomínio Castelo Branco Office Park, Tamboré, Zip Code 06460-040, in the municipality of Barueri, State of São Paulo, Brazil, hereinafter simply referred to as the “Declarant”, which, as of April 20, 2026, will assume the position of Chief Financial Officer and Investor Relations Officer of Azul S.A., a corporation, headquartered at Avenida Marcos Penteado de Ulhôa Rodrigues, n° 939, 8th floor, Edifício Jatobá, Condomínio Castelo Branco Office Park, Tamboré, Zip Code 06460-040, in the municipality of Barueri, State of São Paulo, Brazil, registered with the CNPJ/MF under No. 09.305.994/0001-29, with its articles of incorporation duly filed with JUCESP under NIRE 35.300.361.130 (“Azul” or “Company”), hereby, through this Consent Term, expressly assumes personal responsibility as of April 20, 2026, for compliance with the rules set forth in the Level 2 Corporate Governance Participation Agreement entered into by the Company (the “Agreement”) and in the Level 2 Corporate Governance Listing Rules (the “Listing Rules”), which govern said special securities trading segment of B3 S.A. – Brasil, Bolsa, Balcão (“B3”), including any subsequent amendments thereto made in accordance with item 14.2 of the aforementioned Listing Rules, the terms of which the Declarant declares to be fully aware, as well as with any other regulations that may be issued regarding Level 2 Corporate Governance (all jointly referred to as the “Regulations”), undertaking to conduct his/her actions in the management of the Company at all times in compliance with such rules, and further subject to the applicable fines and penalties pursuant to the aforementioned Agreement and Listing Rules. The Declarant undertakes both the obligations directly attributable to him/her and to ensure that the Company complies with the duties established in the Agreement and in the Listing Rules. The Declarant further expresses his full and unrestricted agreement with all the terms and conditions set forth in the Market Arbitration Chamber Rules (the “Arbitration Rules”), including any subsequent amendments thereto made in accordance with item 9.8 of the aforementioned Arbitration Rules, as well as with the Arbitration Clause set forth in the Company’s Bylaws, undertaking and binding himself to resolve, by means of arbitration, any and all disputes or controversies that may arise between himself, the Company, its Shareholders, other Officers, members of the Fiscal Council, and B3, related to or arising, in particular, from the application, validity, effectiveness, interpretation, breach, and effects of the provisions contained in the Brazilian Corporation Law (“LSA”), in the Company’s Bylaws, in the rules issued by the National Monetary Council, the Central Bank of Brazil, and the Brazilian Securities and Exchange Commission, as well as in the other rules applicable to the functioning of the capital markets in general, in addition to those contained in the Listing Rules, the Arbitration Rules, and the Agreement, in strict compliance with the applicable legislation, especially Law No. 9,307/96, this Consent Agreement also constituting an Arbitration Clause pursuant to Article 4 of said Law. For such purpose, the Declarant undertakes to execute the respective arbitration agreement and to comply with the arbitral award that may be rendered with respect to any dispute or controversy that may arise.

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The Declarant executes this instrument in digital form, jointly with the 2 (two) witnesses undersigned below.

Barueri/SP, April 14, de 2026

Antonio Carlos Garcia

Chief Financial Officer and Investor Relations Officer

Witnesses:

1. _____

Name: Edson Massuda Sugimoto

CPF: 344.927.448-19

2. _____

Name: Thais Vieira Haberli

CPF: 325.691.848-45