

AZUL S.A.
Publicly-held Company
Corporate Taxpayers' Registry (CNPJ/ME) n. 09.305.994/0001-29
Board of Trade (NIRE) 35.300.361.130

**MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS
HELD ON DECEMBER 9, 2021**

1. Date, time and place: December 9, 2021, at 4:00 p.m., at the headquarters of the Company, located at Avenida Marcos Penteado de Ulhôa Rodrigues, n. 939, 8º floor, Edifício Jatobá, Tamboré, Zip Code 06460-040, in the city of Barueri, State of São Paulo.

2. Attendance: Call notice was given to all members of the Board of Directors, pursuant to Article 17 of the Bylaws, and the totality of the members of the Board of Directors attended the meeting.

3. Board: Chairman: David Gary Neeleman; Secretary: Joanna Camet Portella.

4. Agenda: To pass a resolution on the budget proposal for the fiscal year of 2022.

5. Unanimous Resolutions: The meeting was installed and after discussing the matters of the agenda, the totality of the board members in attendance, unanimously and without any restrictions, decided to approve the budget proposal for the fiscal year of 2022.

The Board of Executive Officers of the Company is authorized to take all measures and practice all acts required to implement the resolutions hereby approved and the Board of Directors ratifies the relevant acts already practiced by the Board of Executive Officers.

6. Drafting 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. Board: David Gary Neeleman – Chairman; and Joanna Camet Portella – Secretary. Members of the Board of Directors: David Gary Neeleman, Sergio Eraldo de Salles Pinto, Michael Paul Lazarus, Carolyn Luther Trabuco, Gelson Pizzirani, Decio Luiz Chieppe, Renan Chieppe, José Mario Caprioli dos Santos, Gilberto de Almeida Peralta, Patrick Wayne Quayle and Peter Allan Otto Seligmann.

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

Barueri/SP, December 9, 2021.

David Gary Neeleman
Chairman

Joanna Camet Portella
Secretary