



o céu é **Azul** 

# 4Q24 Results

February 24, 2025



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In this presentation, we present EBITDA, which is a non-IFRS performance measure and is not a financial performance measure determined in accordance with IFRS and should not be considered in isolation or as alternatives to operating income or net income or loss, or as indications of operating performance, or as alternatives to operating cash flows, or as indicators of liquidity, or as the basis for the distribution of dividends. Accordingly, you are cautioned not to place undue reliance on this information.

# Solid and Unique Business Model



## Azul's Core Strengths

Unparalleled  
**Network**

Flexible and Fuel-Efficient  
**Fleet**

Beyond the Metal: High-Growth  
**Business Units**

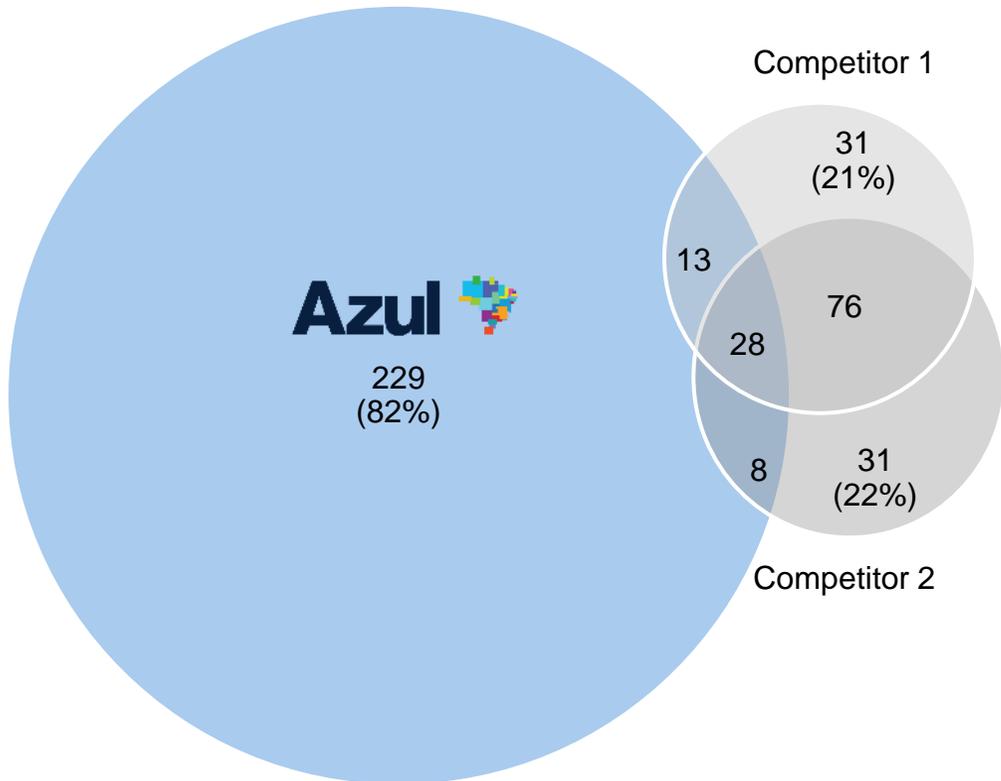
Exceptional  
**Customer Service**

**Lowest Cost**  
Structure

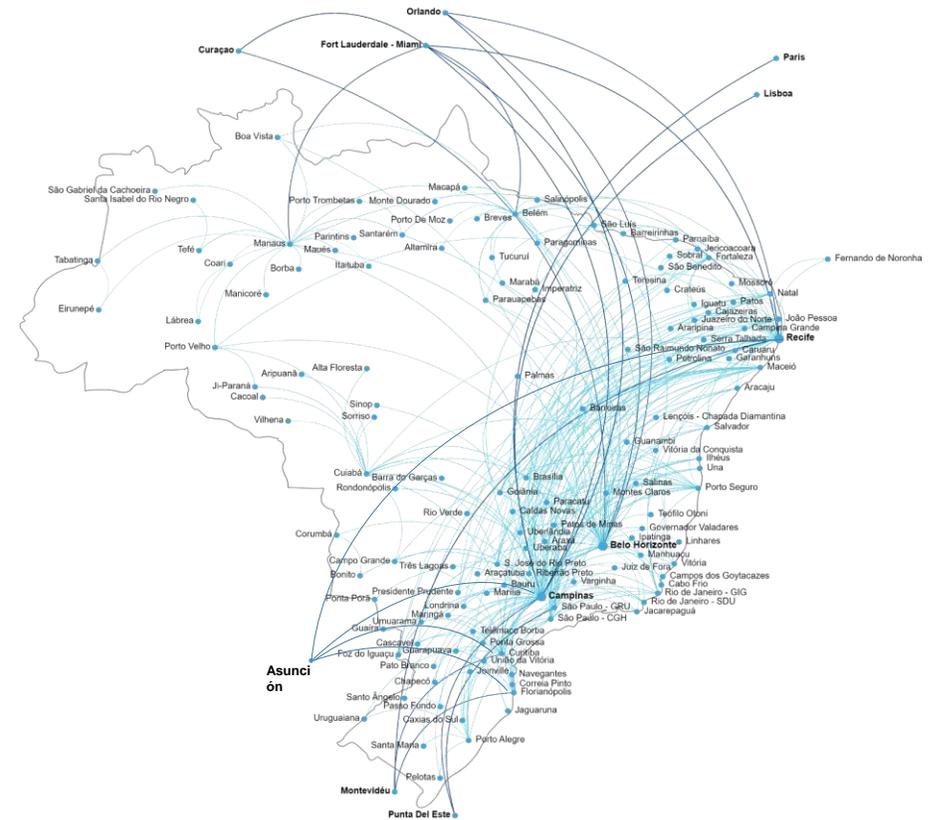
Supportive  
**Stakeholders**

# Unparalleled Network

## Overlap with Competitors (# of routes)



## Route Map

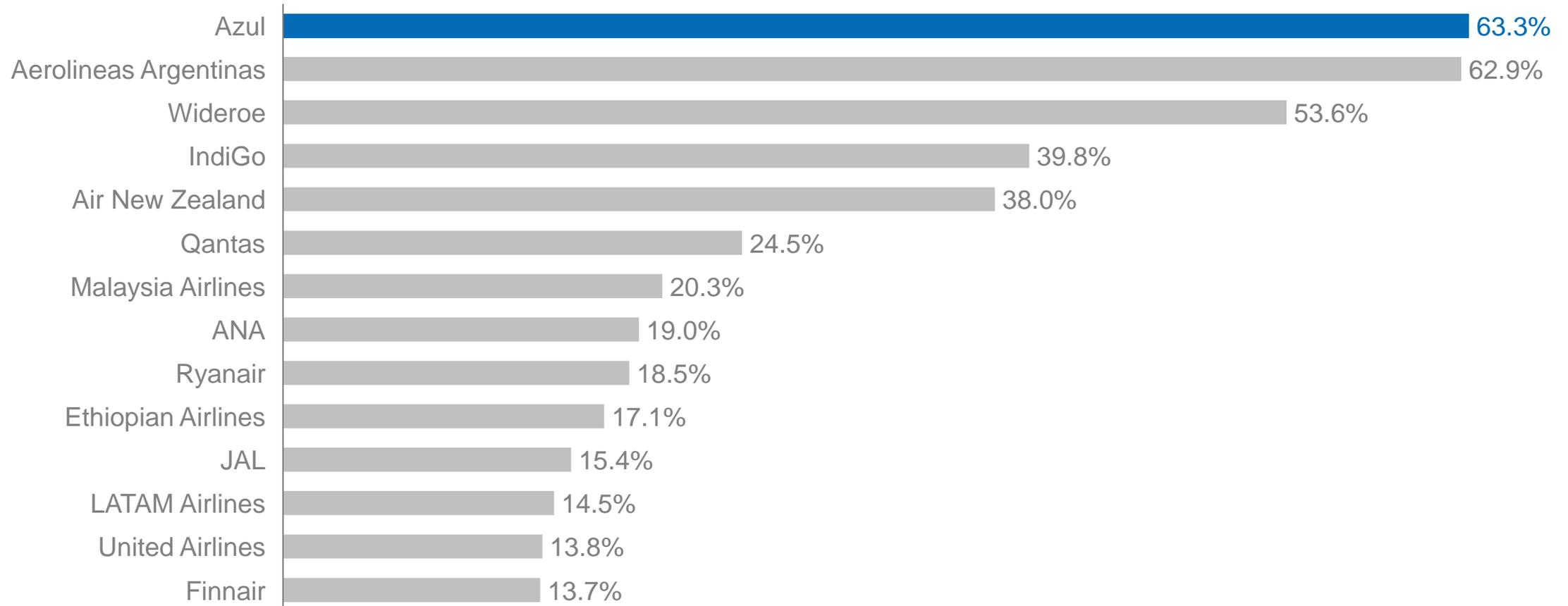


Azul is uniquely positioned with the most diversified network in Brazil, while competitors focus mainly on three cities

# Unparalleled Network

## Market Presence

(% of capacity in airports where departure share exceeds 60%)



# All-Time Record Revenue, EBITDA and EBIT

4Q24 Revenue  
**R\$5.5 billion**

4Q24 EBITDA<sup>1</sup>  
**R\$2.0 billion**  
35.2% margin

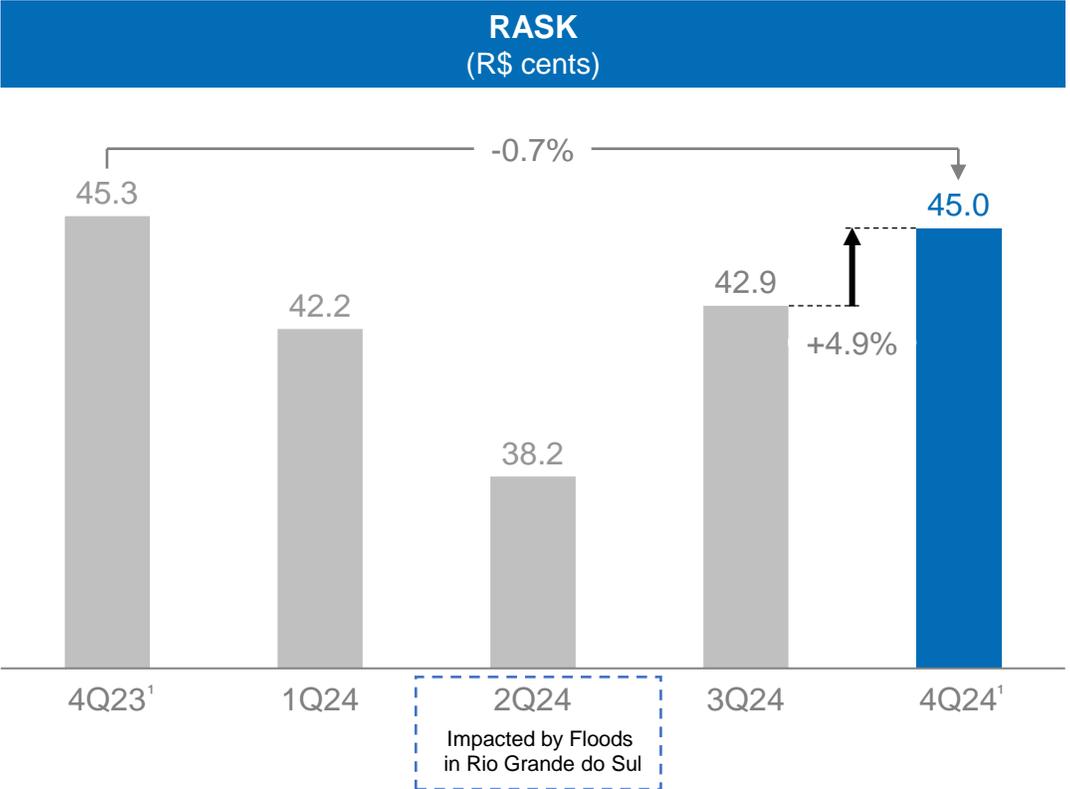
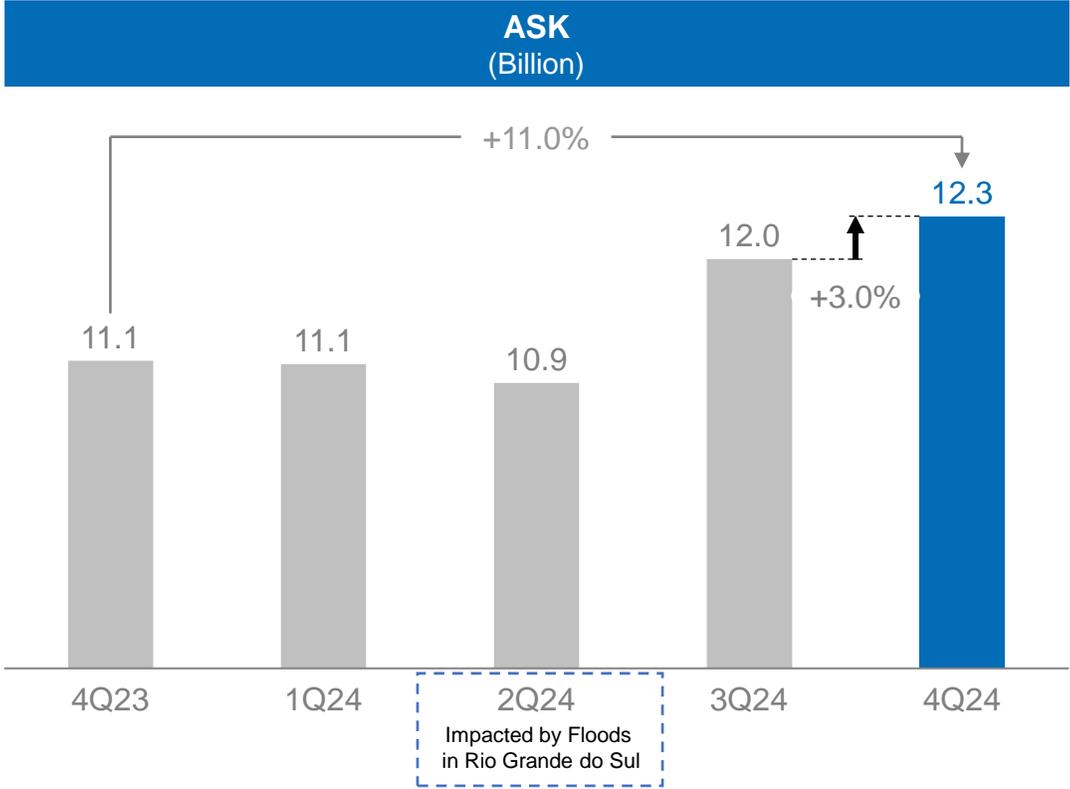
4Q24 RASK  
**R\$44.98** cents

4Q24 EBIT<sup>1</sup>  
**R\$1.2 billion**  
22.3% margin



Positive results and industry-leading profitability

# Strong Unit Revenue even with Capacity Growth



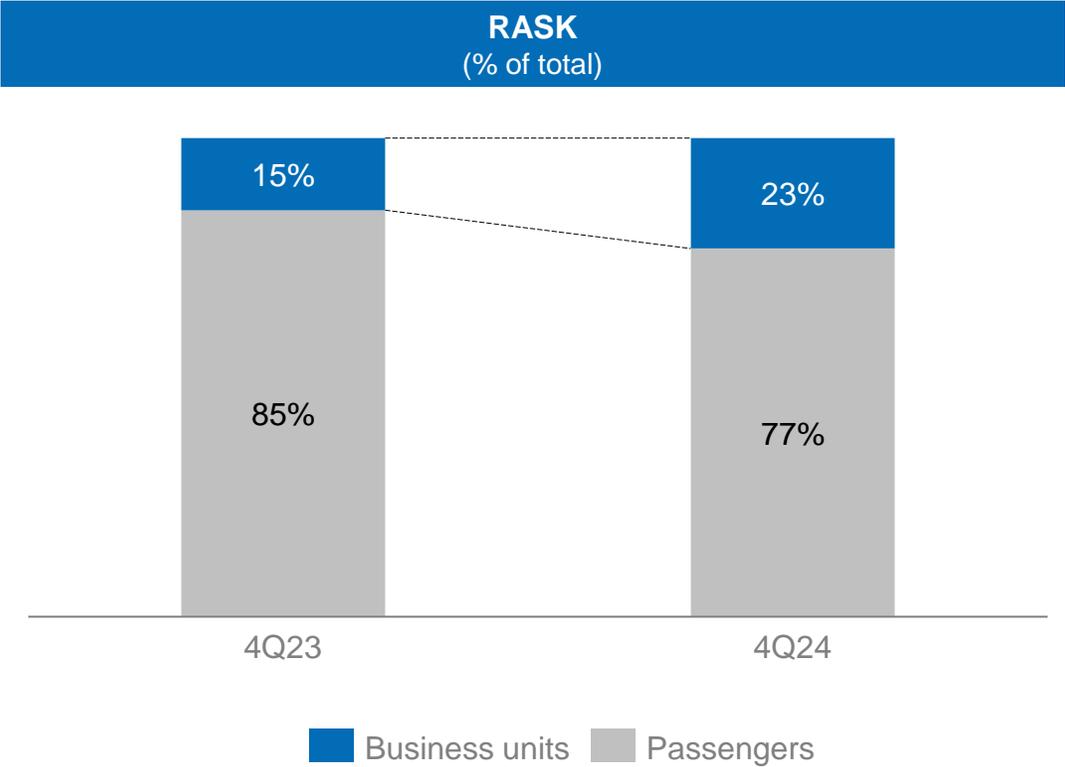
Strong RASK even with capacity increase of 11% YoY

# Beyond the Metal: Strong Contribution from Business Units

**Azul** Fidelidade

**Azul** viagens

**Azul cargo**  
**Express**



Business units accounted for 23% of RASK and 24% of EBITDA in 4Q24, at more than R\$450 million  
Over R\$1.5 billion EBITDA contribution in 2024

# Beyond the Metal: Higher Revenue from Business Units

**Azul** Fidelidade

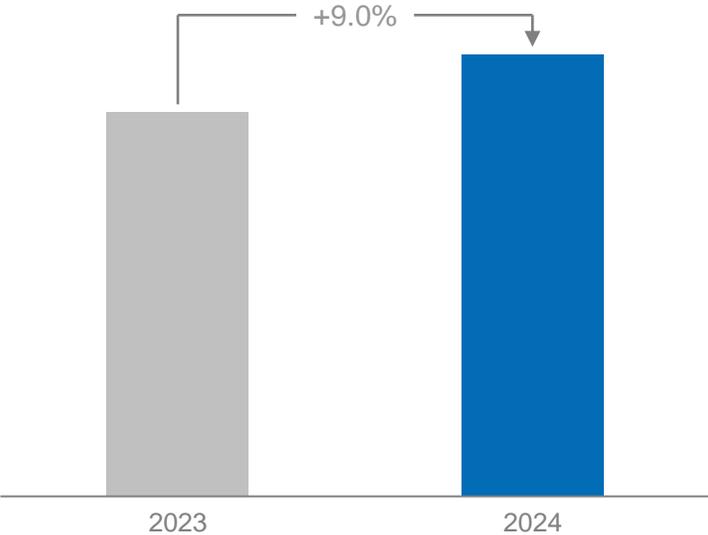
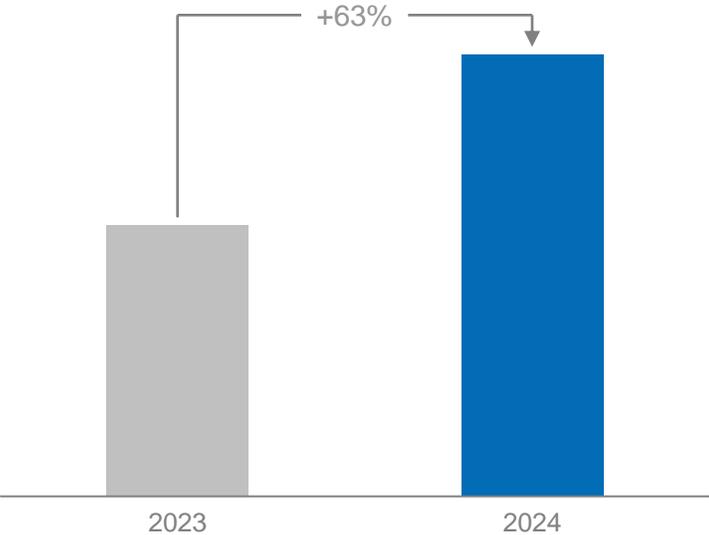
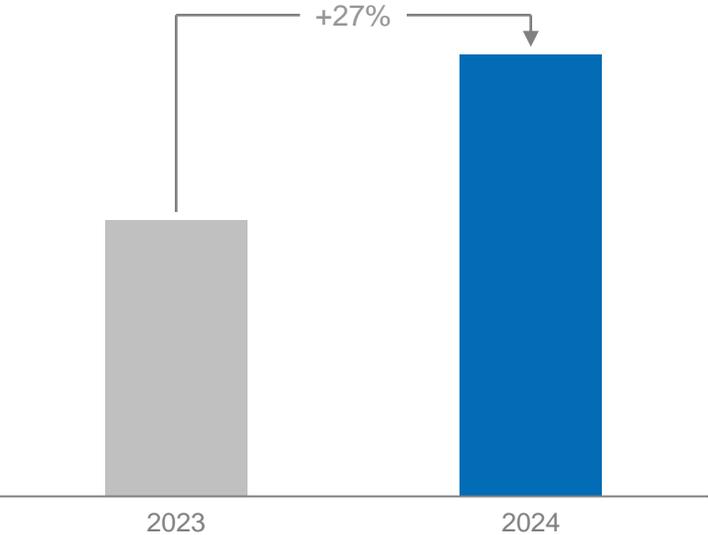
**Azul**  
viagens

**Azul cargo**  
**Express**

**Gross Billings Ex-Airline**  
(R\$ million)

**Gross Billings**  
(R\$ million)

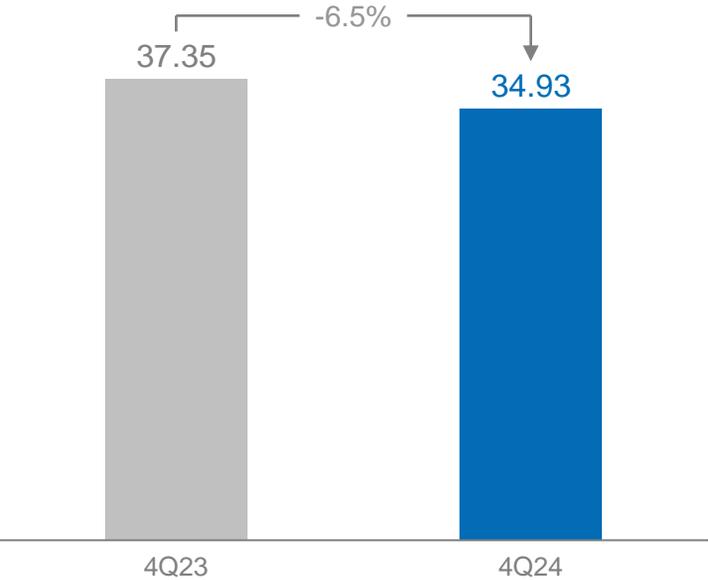
**International Revenue**  
(R\$ million)



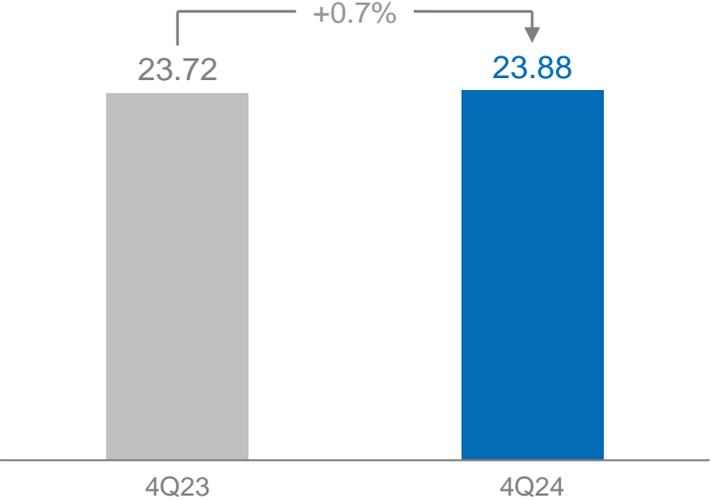
Business units leverage Azul's unparalleled network and flexible fleet, providing low-risk growth

# Lowest Unit Cost Among Peers

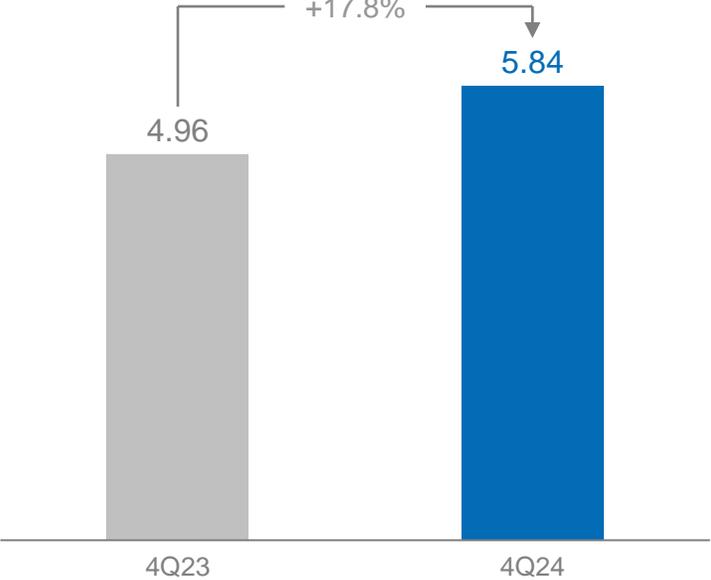
**CASK<sup>1</sup>**  
(R\$ cents)



**CASK ex-fuel<sup>1</sup>**  
(R\$ cents)



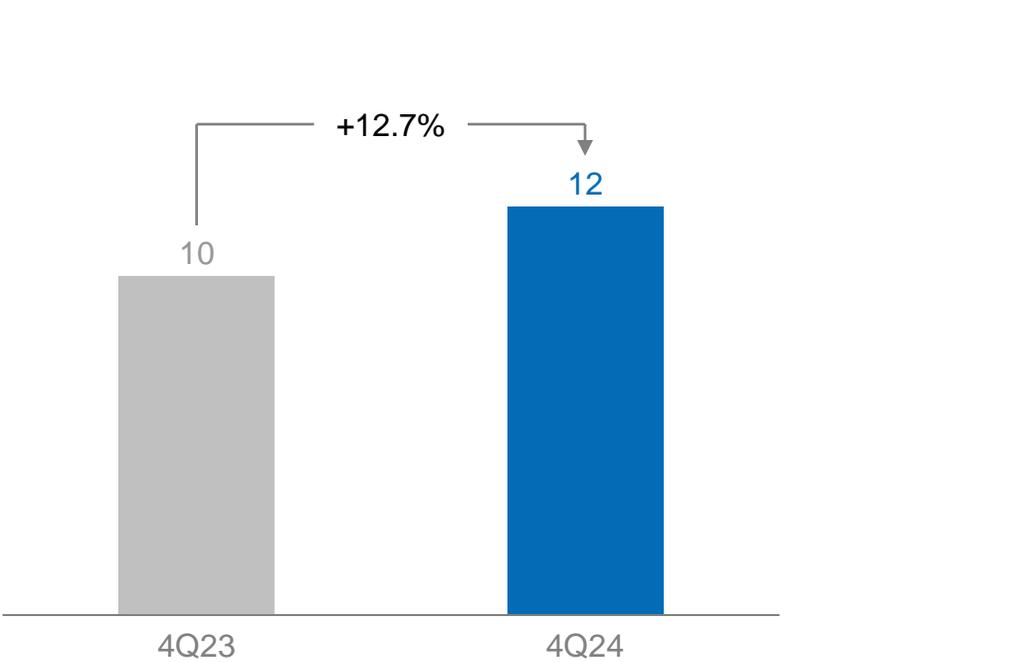
**Foreign exchange**  
(R\$)



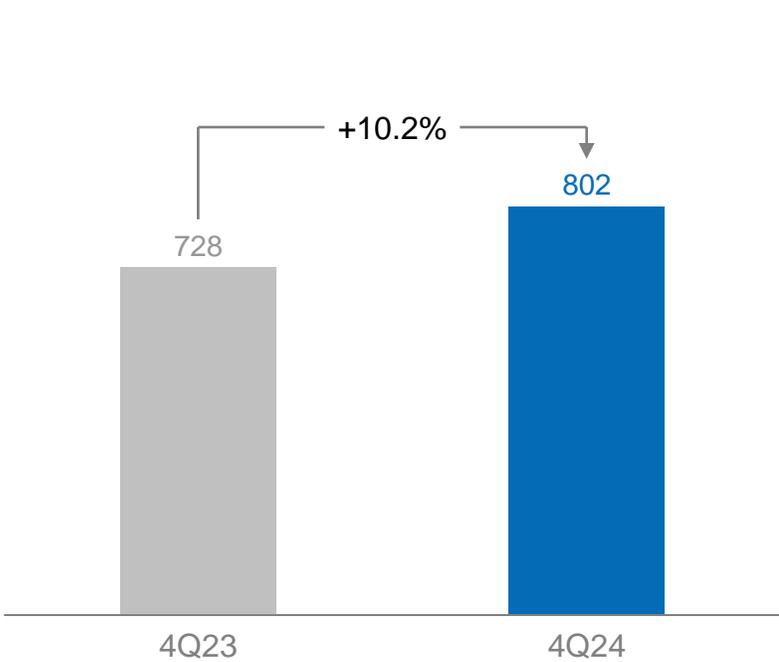
YoY CASK down and CASK ex-fuel flat even with 17.8% devaluation of Brazilian real and 4.8% inflation

# Elevate Plan: Higher Aircraft Utilization and Productivity

**Aircraft Utilization\***  
(Block hours per day)

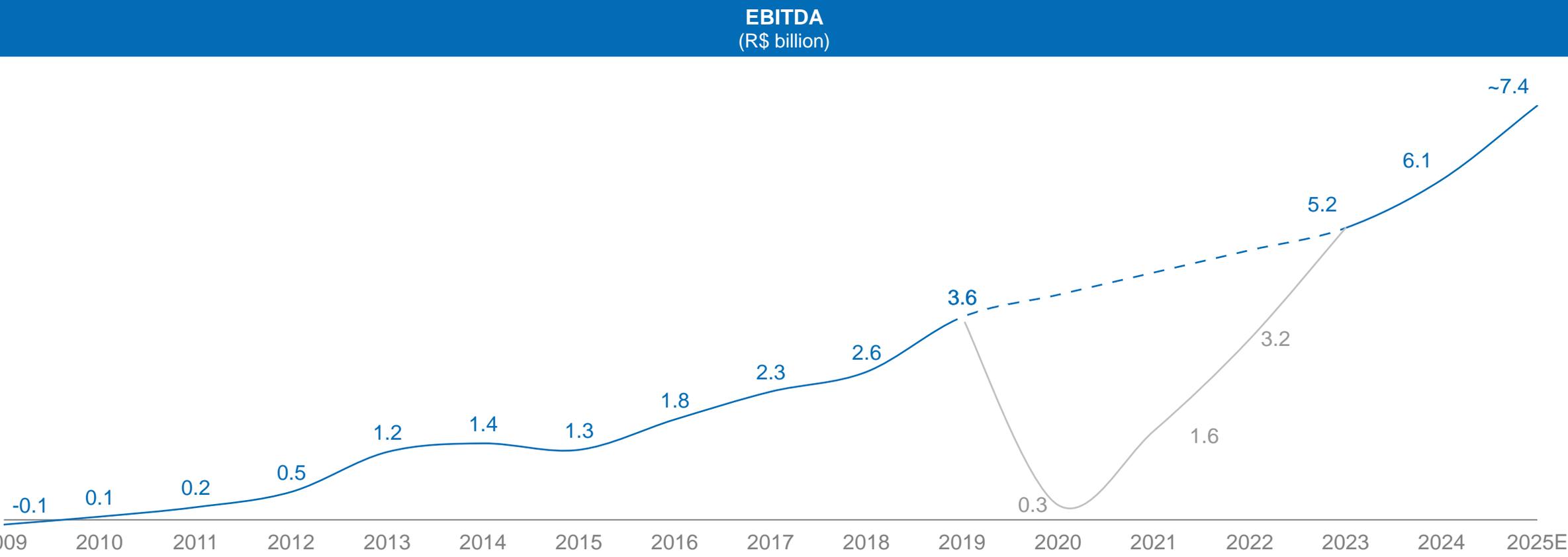


**Productivity**  
(Million ASK per FTE)



Elevate Plan initiatives leading to higher aircraft utilization and productivity, also increasing capacity

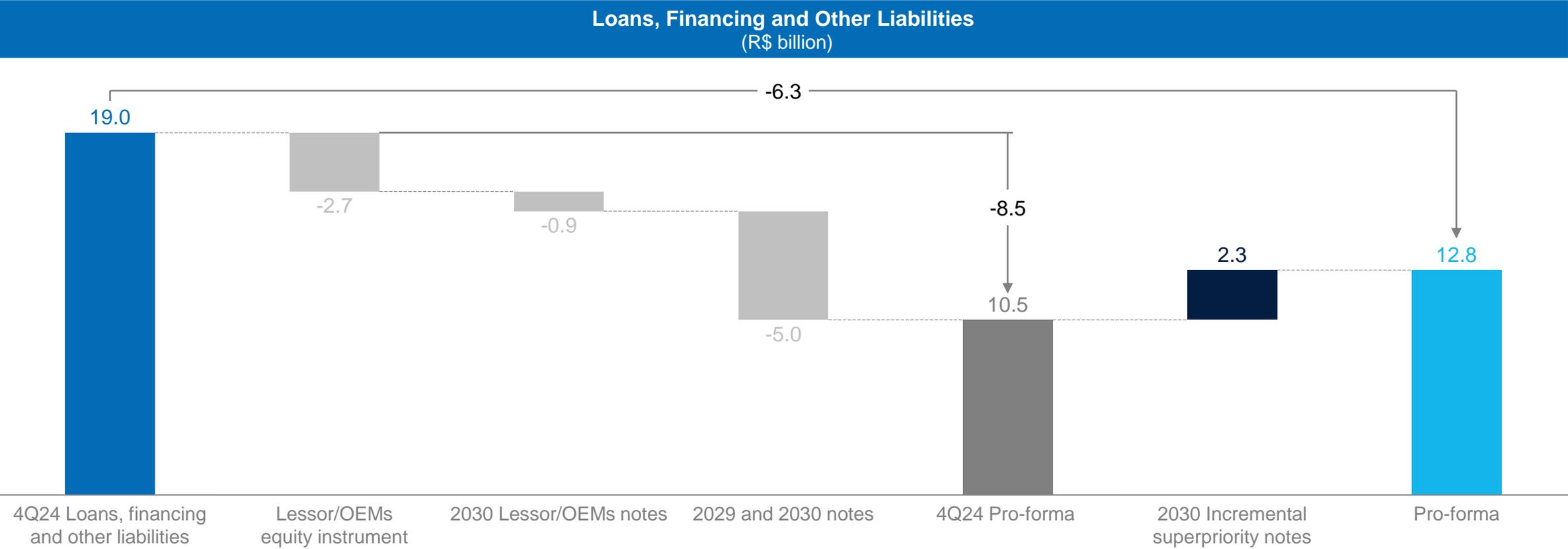
# Solid Business Model Leading to Consistent Profitability Growth



EBITDA of R\$6.1 billion in 2024  
Reaffirming ~R\$7.4 billion for 2025

# Significant Reduction in Liabilities

Loans, Financing and Other Liabilities  
(R\$ billion)



Agreement with bondholders, lessors and OEMs enabling significant reduction in gross debt and leverage

# Shareholder Structure After Equitization

Shareholder Structure	Current Economic Shares	% Current Economic Shares	Pro-forma	% Pro-forma
Current shareholders	348,136,997	69%	348,136,997	15%
Lessors/OEMs Equity	96,009,988	19%	96,009,988	4%
Existing Convertible	57,000,000	11%	-	0%
2L Direct Equitization (47.5%)	-	0%	592,669,007	26%
Convertible Instruments	-	0%	1,281,331,763	55%
<b>TOTAL</b>	<b>501,146,985</b>	<b>100%</b>	<b>2,318,147,755</b>	<b>100%</b>

Original dilution of 30%

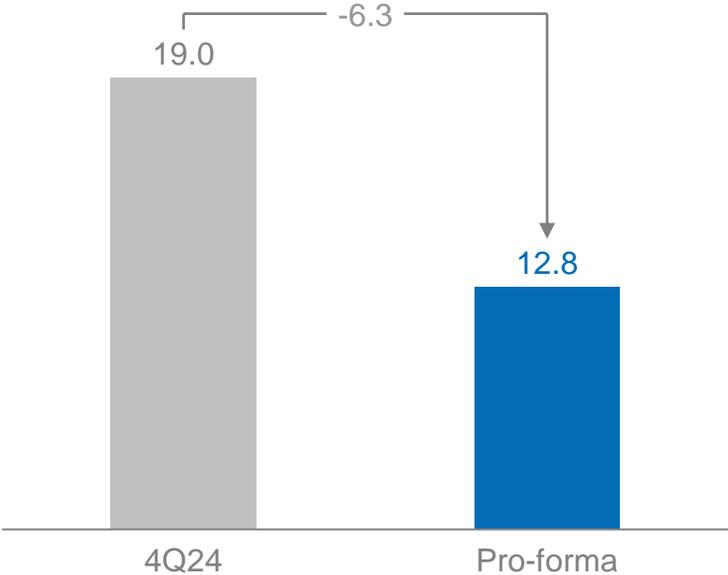
55% incremental dilution from capital restructuring

Excluding Convertibles	Current Economic Shares	% Current Economic Shares	Pro-forma	% Pro-forma
Current shareholders +Lessors/OEMs Equity	444,146,985	100%	444,146,985	43%
2L Direct Equitization (47.5%)	-	0%	592,669,007	57%
<b>TOTAL</b>	<b>444,146,985</b>	<b>100%</b>	<b>1,036,815,992</b>	<b>100%</b>

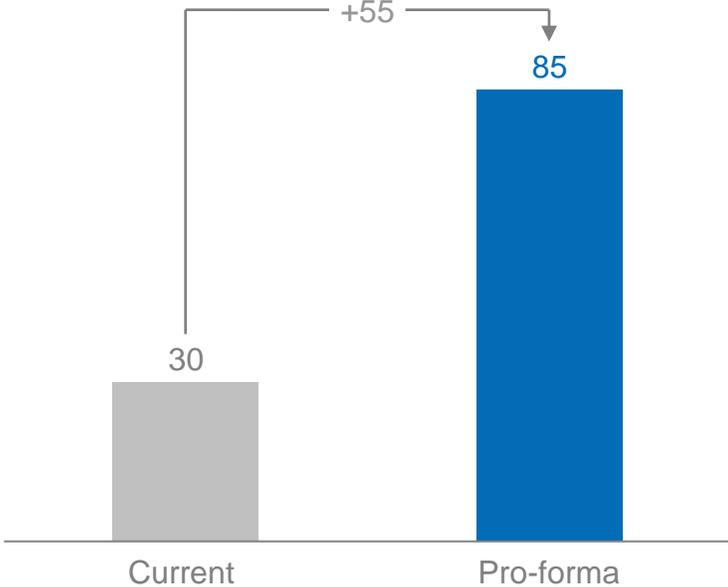
Estimated pro-forma shares outstanding of 1.04 billion excluding convertibles; fully diluted of 2.32 billion shares

# Equitization at Implied Valuation of US\$2 Billion

Loans, Financing and Other Liabilities  
(R\$ billion)

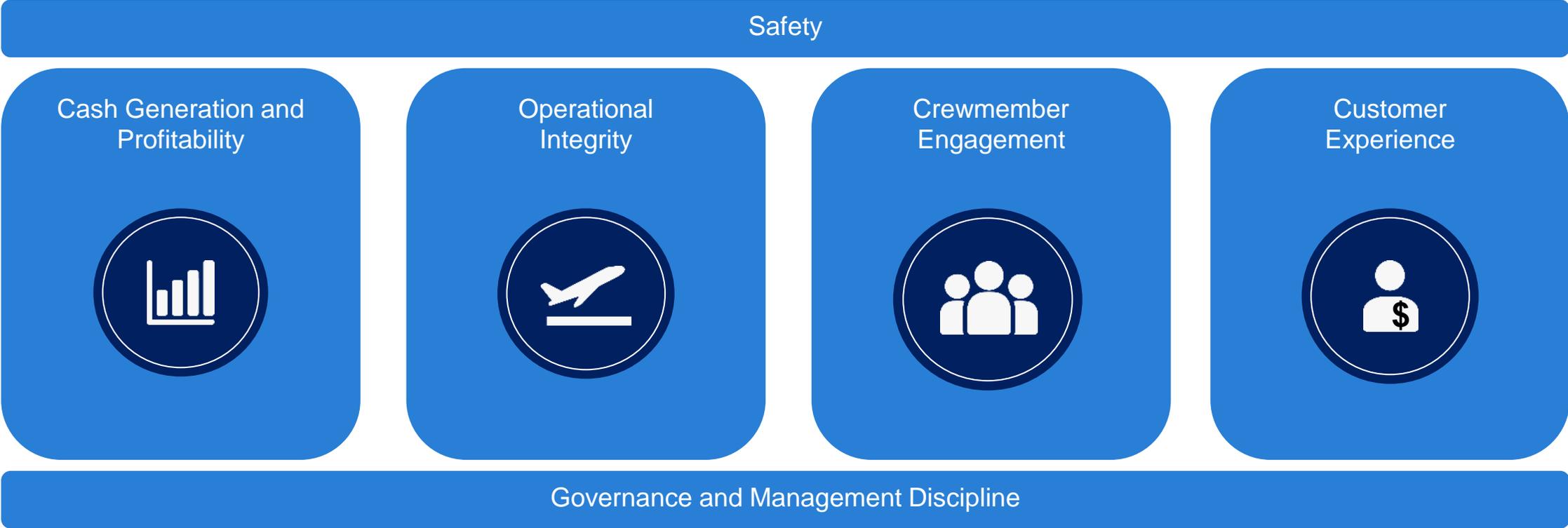


Dilution  
(%)



R\$6.3 billion debt reduction for 55% incremental dilution: implied valuation of US\$2 billion

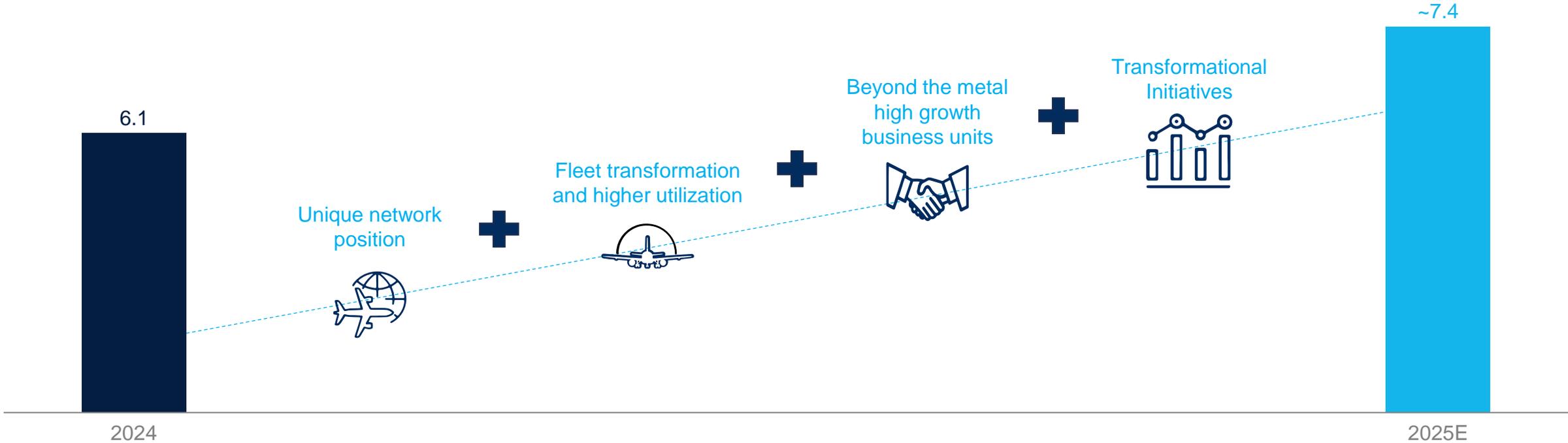
# Setting Azul Up for Long-Term Success



Creating a forever-lasting company, preferred by customers, crewmembers, partners and investors

# Further Opportunities to Expand Margins

## Margin Expansion Drivers (EBITDA, R\$ billion)



Already identified opportunities leading to continued increase in profitability

# Thank you.



**Azul** 

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