



o céu é **Azul** 

# 1 Q24 Results

May 13, 2024



Bariloche, Argentina

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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.



# Our Tireless Volunteers Supporting Rio Grande do Sul



## Humanitarian aid to Rio Grande do Sul

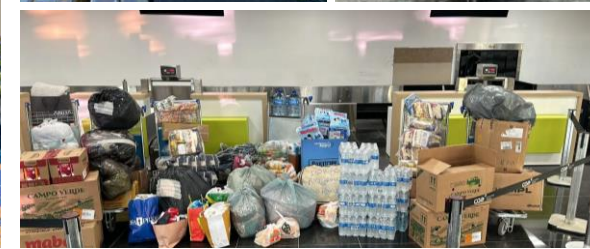
Azul is standing in solidarity and is concentrating its efforts on transporting necessities to the population of Rio Grande do Sul.

We are receiving donations at the airports where we operate.

### You can donate:

- Non-perishable food and food baskets (except oil);
- Personal hygiene items, disposable diapers and sanitary pads;
- Bed and bath linen;
- Mineral water.

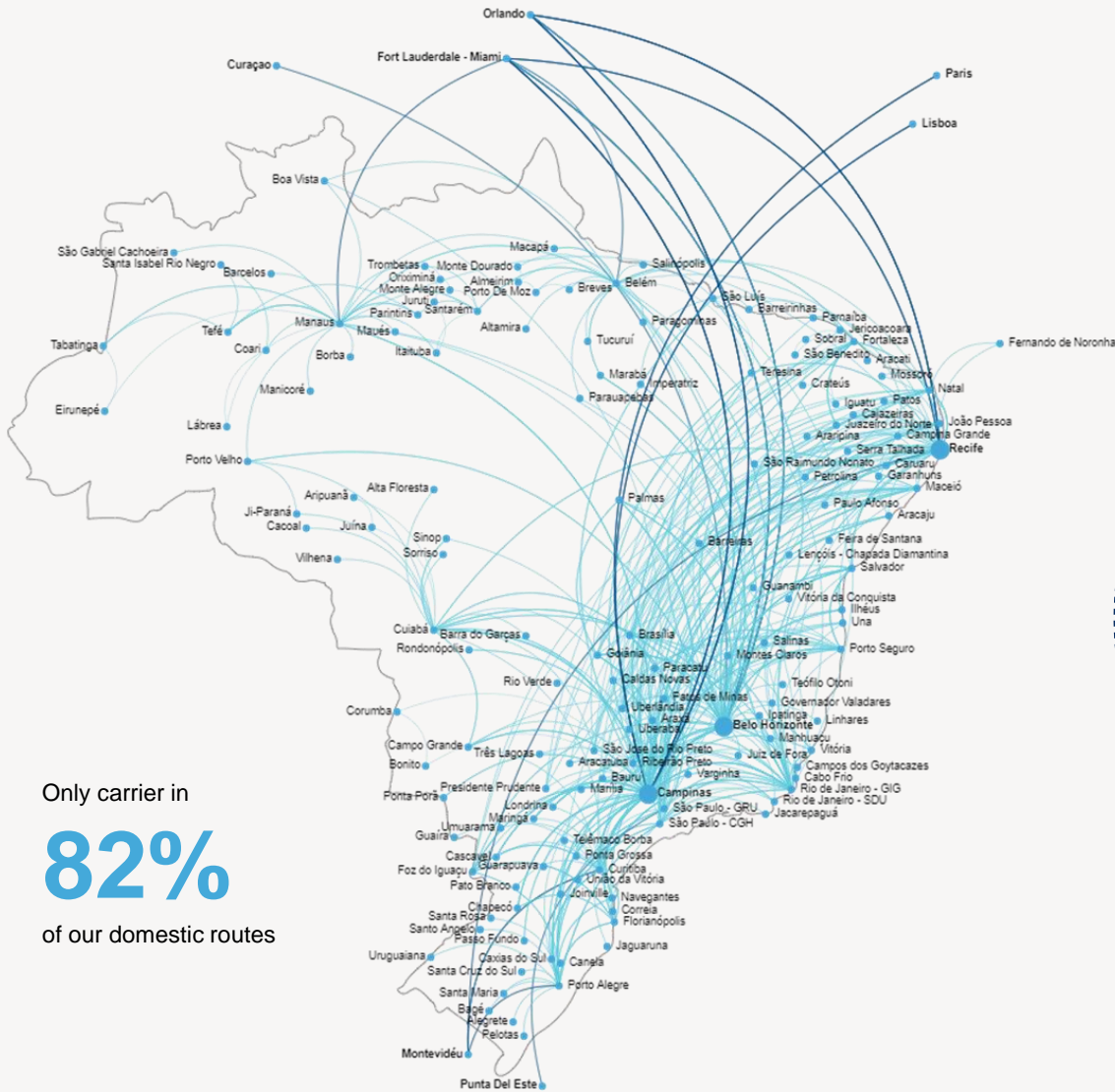
Together, we can make a difference.



More than 1,300 tons of donations raised



# Unique Business Model Delivering Solid Results



Only carrier in

# 82%

of our domestic routes



## Exclusive Network and Diversified Fleet

Exposure to Brazil's fast-growing regions,  
matching capacity to demand



## Superior Customer Service

One of the industry's highest Net Promoter Scores  
and on-time performance



## Industry-Leading Profitability

Further upside from growth and fleet transformation



## Fast-Growth, High-Margin Businesses

Continued growth from logistics, loyalty, vacation and  
ancillaries

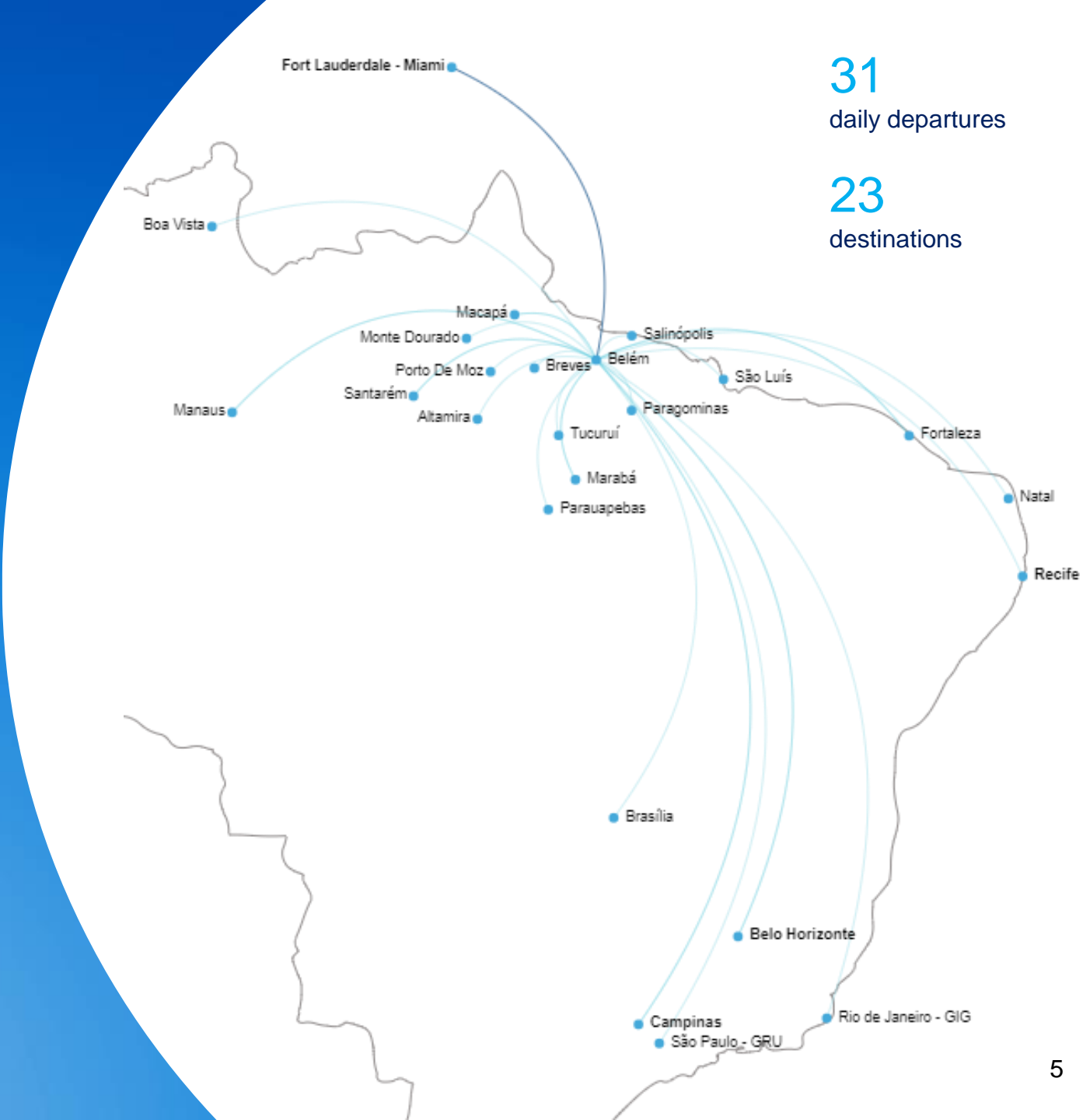
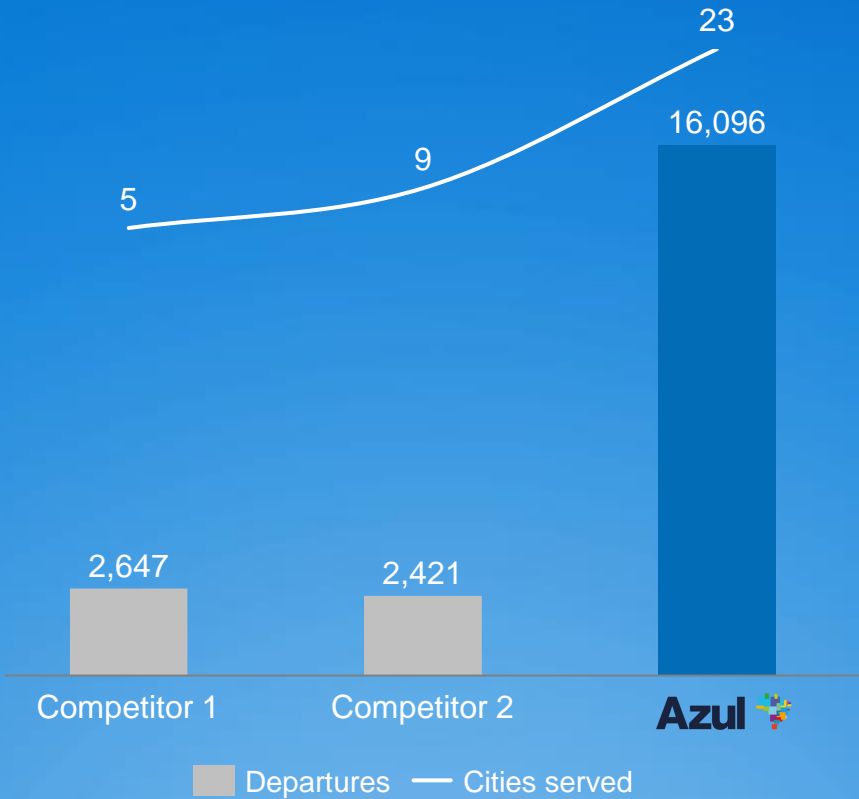


## Optimized Capital Structure

Solid liquidity and improved debt profile

# Unparalleled Connectivity: Belém Example

**2024E Departures and Cities Served  
(Belém Airport)**



# Azul's Ecosystem of Fast-Growth, High-Margin Businesses

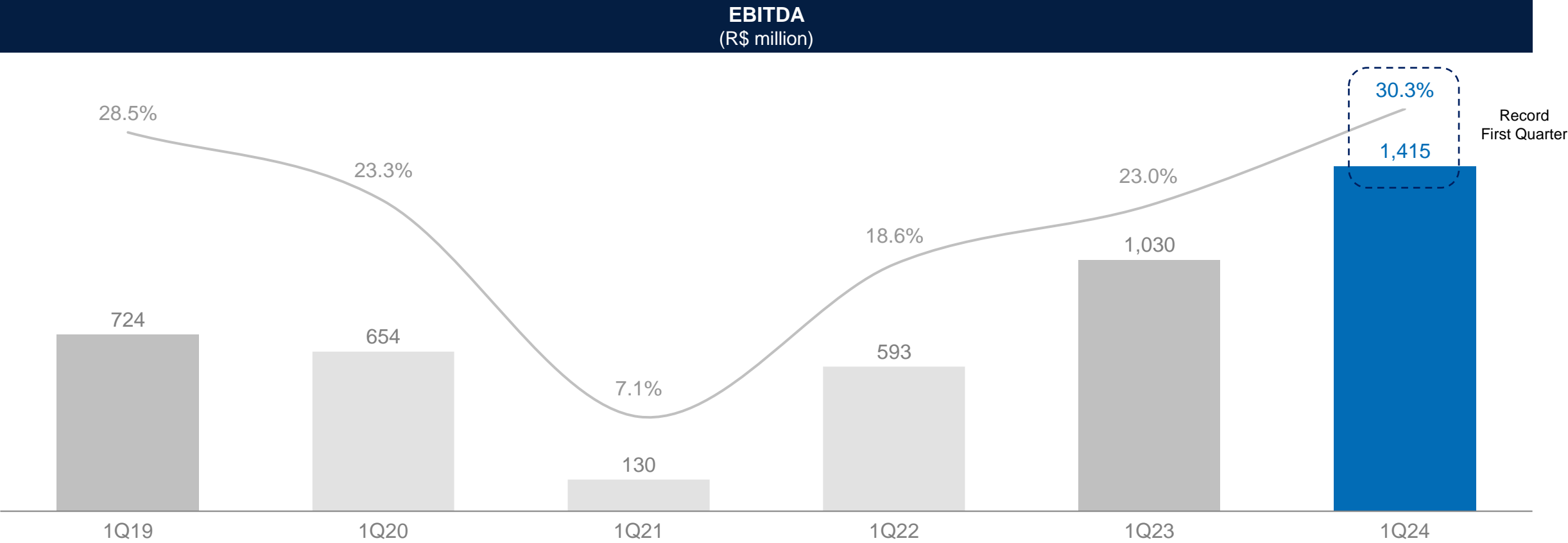


# Azul's Best First Quarter in History



Strong results and industry-leading profitability, with further upside from growth and fleet transformation

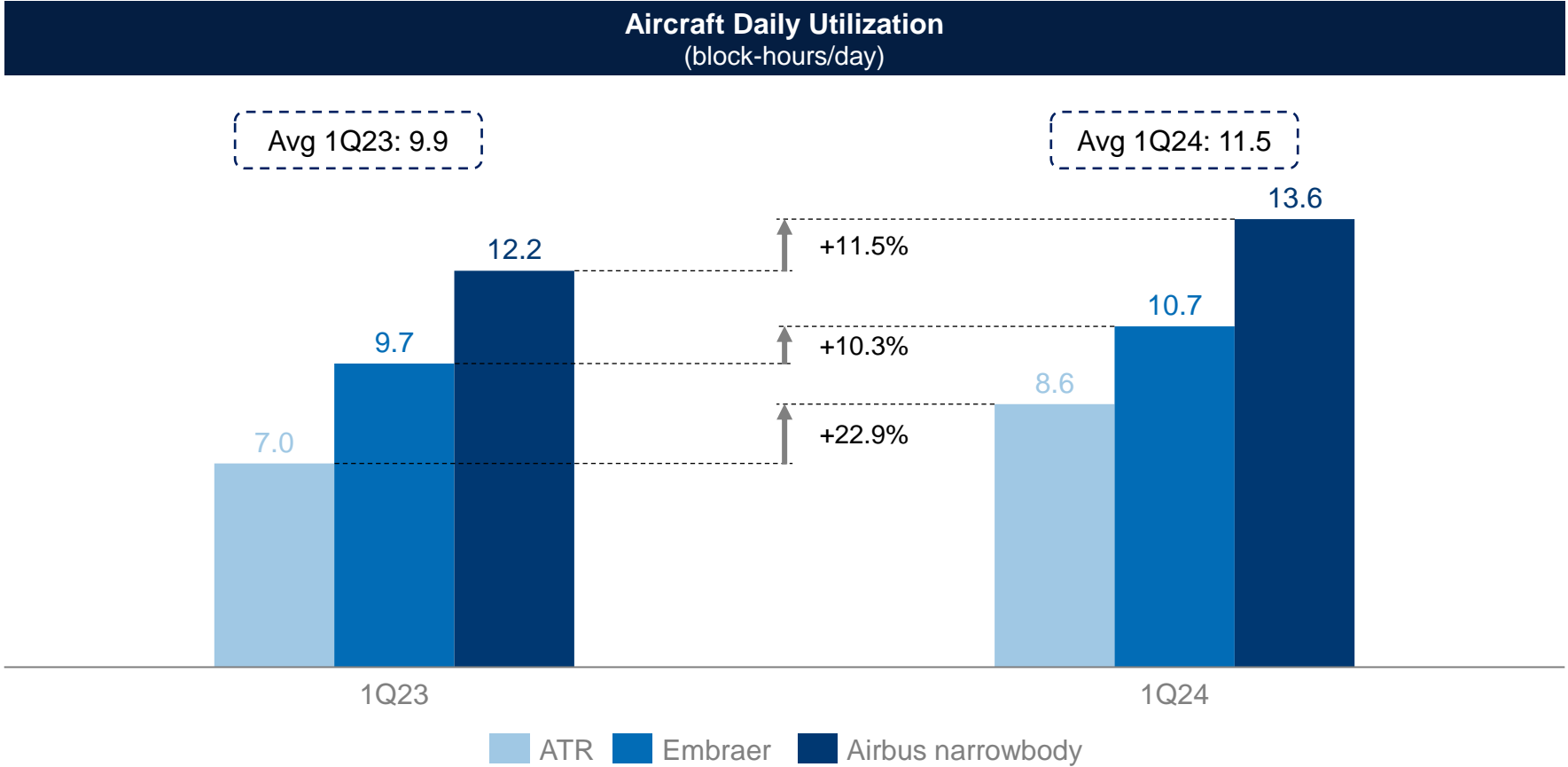
# Continuing EBITDA Expansion



Resuming Azul’s consistent margin expansion, only interrupted by Covid  
 Expecting EBITDA of ~R\$6.5 billion in 2024, 79% higher than 2019



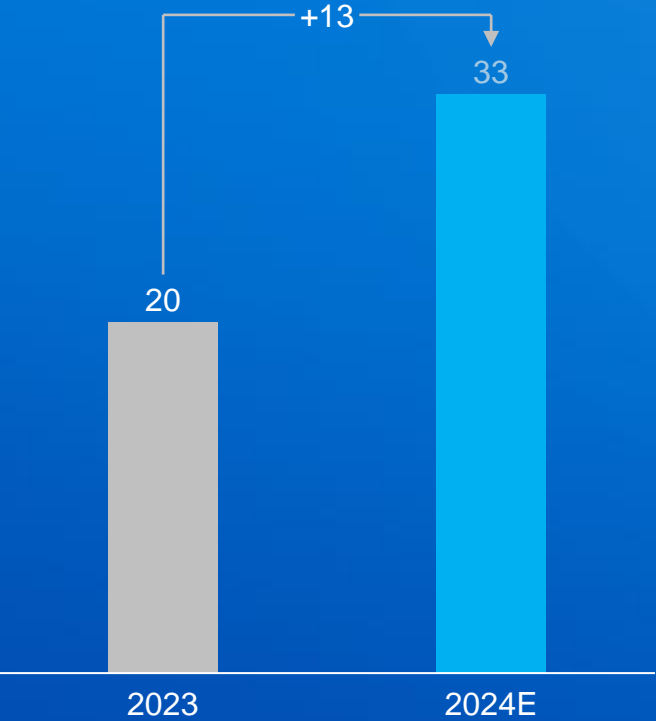
# Operational Leverage from Increased Aircraft Utilization



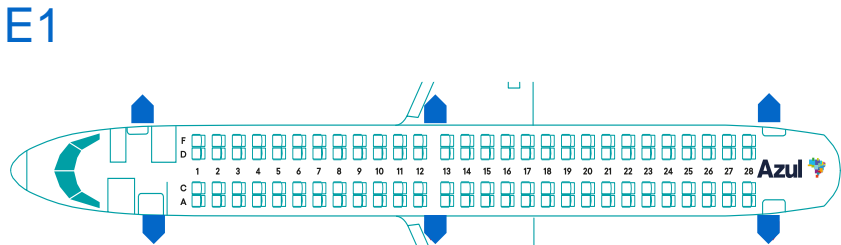
Strong demand and lower fuel prices enabling increase in aircraft utilization, improving efficiency

# Embraer E2 Enabling Sustainable Growth

**Embraer E2 Fleet**  
(# aircraft)



E2 superior economics enable 80+ currently unserved routes



## E2 vs E1

**+15%**  
Seats vs. E1

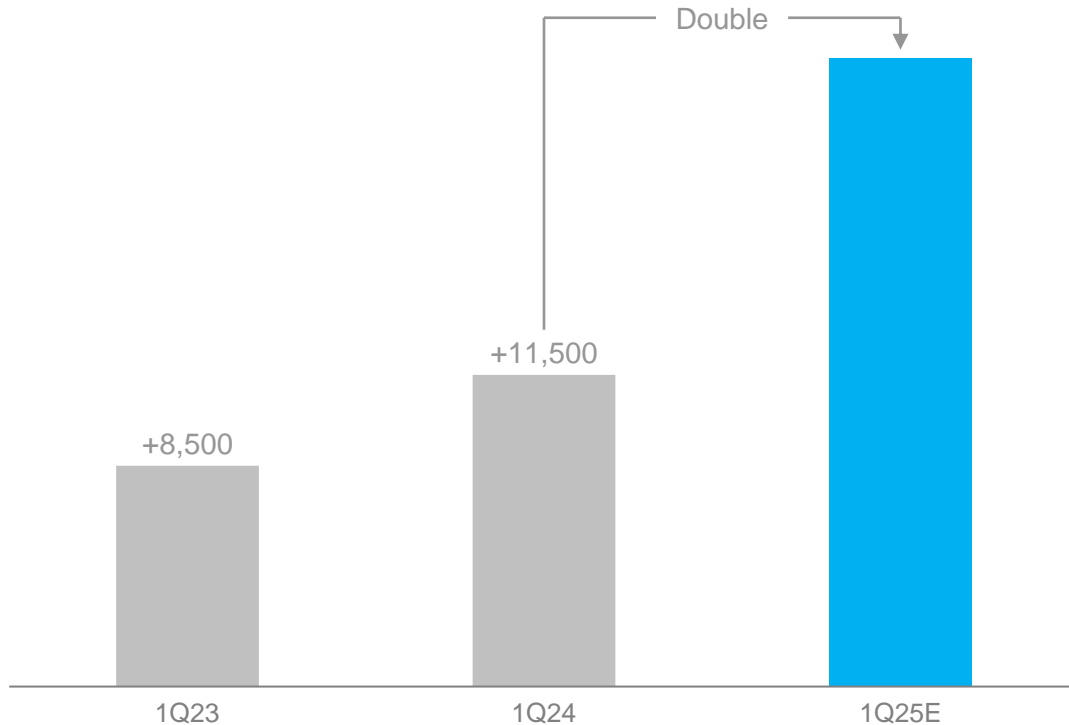
**-18%**  
Fuel Burn vs. E1

**-14%**  
Cost per trip vs. E1

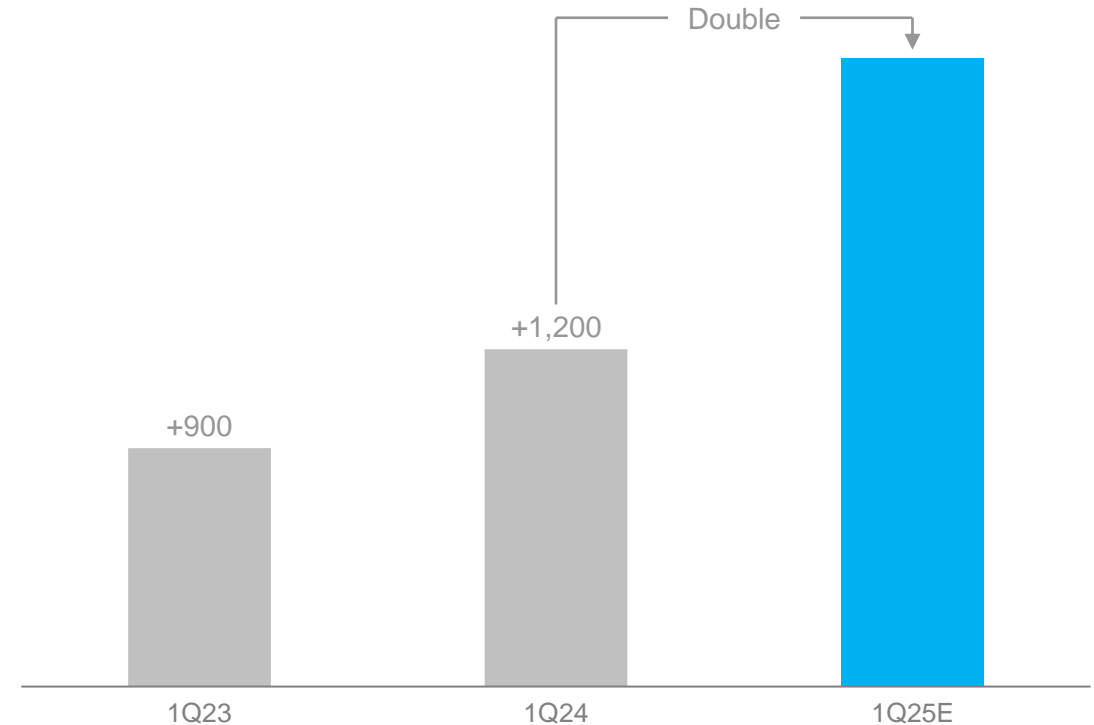
**-26%**  
Cost per seat vs. E1

# Azul's Capacity Growth Coming Primarily from E2

**E2 Departures  
(#)**



**E2 Capacity  
(ASK million)**

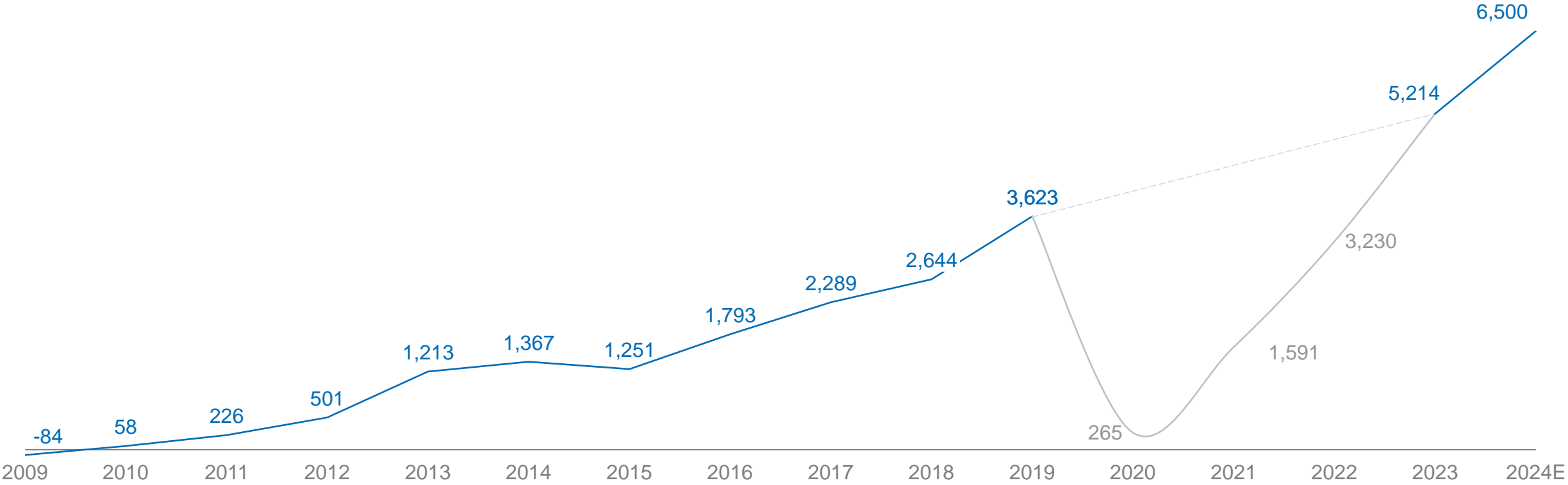


Reliable delivery schedule from around one E2 entering fleet per month in 2024  
Deployment in exclusive routes, preserving network strategy



# Significant Revenue Growth and Margin Expansion

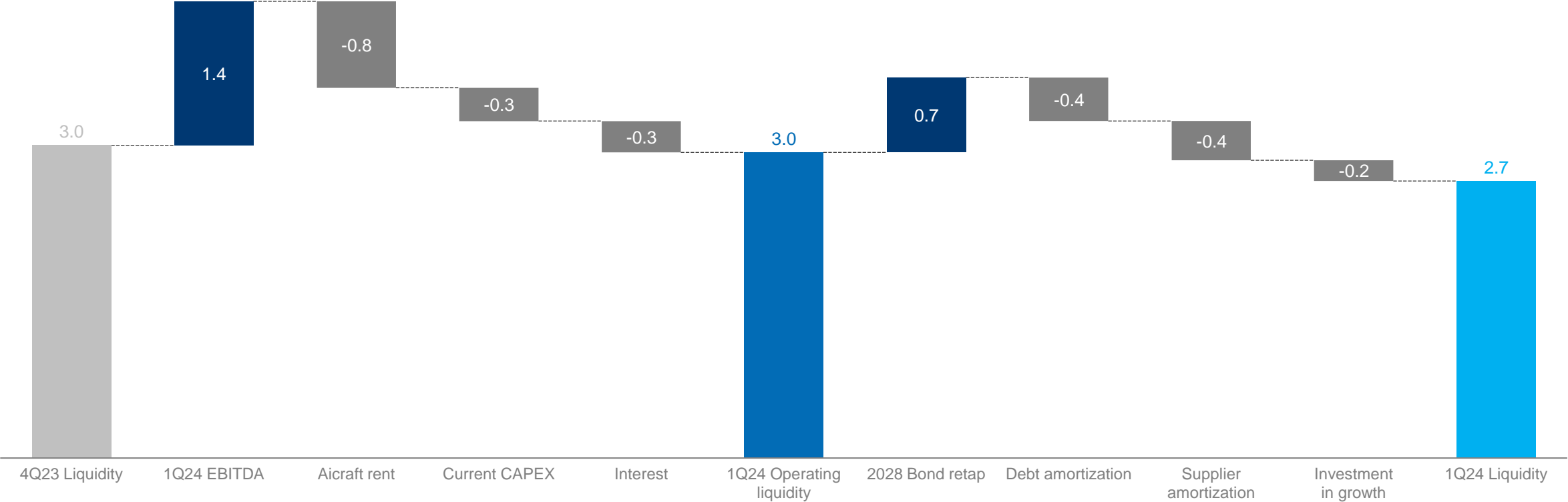
**EBITDA\***  
(R\$ million)



Expecting EBITDA of ~R\$6.5 billion in 2024, 79% higher than 2019

# Continued Improvement in Free Cash Flow to Firm

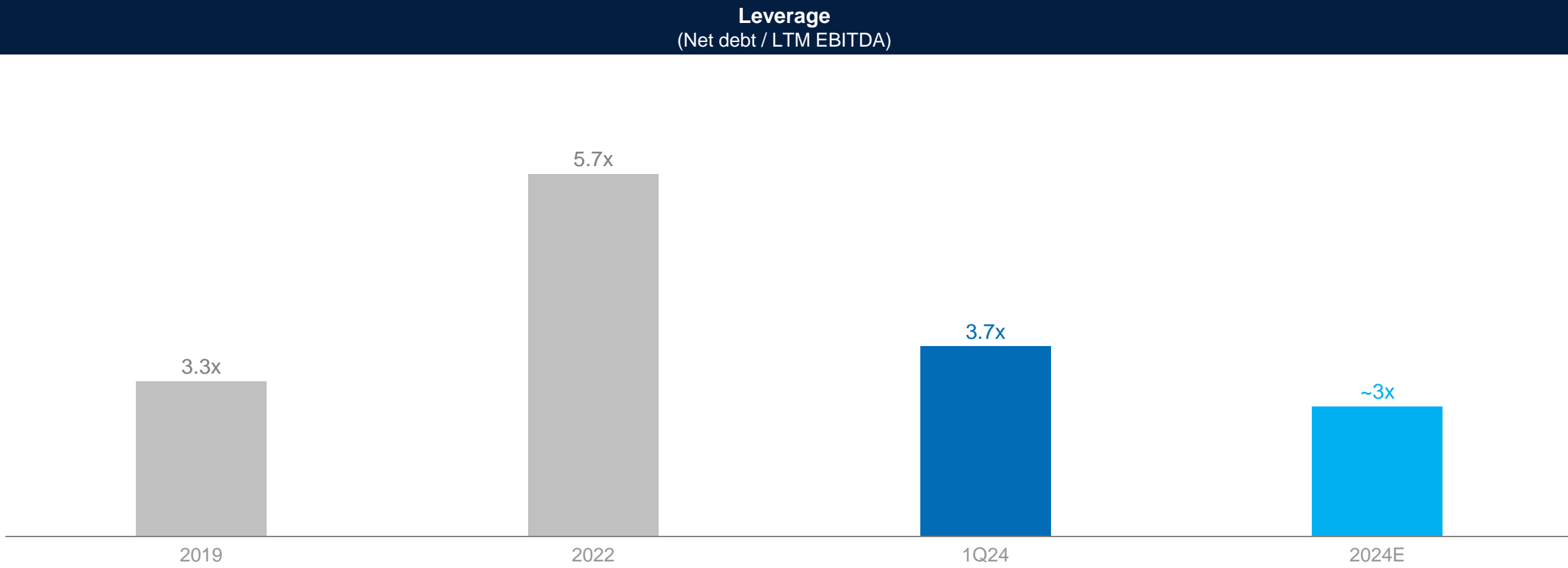
**Immediate Liquidity<sup>1</sup>**  
(R\$ billion)



Strong operational performance leading to improved cash flow and leverage reduction

<sup>1</sup> Using direct cash flow method

# Cash Generation Leading to Leverage Reduction



Strong operational performance leading to improved cash flow and leverage reduction



# Key Drivers of Higher Profitability



Restructuring enabled continuous growth in EBITDA with limited increase in fleet costs and decreasing interest, leading to sequential increase in free cash flow to firm



Help Rio  
Grande do Sul



# Thank you

## INVESTOR RELATIONS

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