

**INITIAL STATEMENT OF BENEFICIAL OWNERSHIP OF SECURITIES**

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934 or Section 30(h) of the Investment Company Act of 1940

(Print or Type Responses)

1. Name and Address of Reporting Person NEELEMAN DAVID		2. Date of Event Requiring Statement (Month/Day/Year) 03/17/2026	3. Issuer Name and Ticker or Trading Symbol AZUL SA [AZUL]	
(Last) (First) (Middle) Av. Marcos Penteado Ulhoa Rodrigues, 939 Tambore, Barueri			4. Relationship of Reporting Person(s) to Issuer (Check all applicable) <input type="checkbox"/> Director <input type="checkbox"/> Officer (give title below) <input type="checkbox"/> 10% Owner <input type="checkbox"/> Other (specify below)	
(Street) Sao Paulo, BRAZIL 06460-040			5. If Amendment, Date Original Filed(Month/Day/Year)	
(City) (State) (Zip)		6. Individual or Joint/Group Filing(Check Applicable Line) <input checked="" type="checkbox"/> Form filed by One Reporting Person <input type="checkbox"/> Form filed by More than One Reporting Person		

**Table I - Non-Derivative Securities Beneficially Owned**

1. Title of Security (Instr. 4)	2. Amount of Securities Beneficially Owned (Instr. 4)	3. Ownership Form: Direct (D) or Indirect (I) (Instr. 5)	4. Nature of Indirect Beneficial Ownership (Instr. 5)
Common Stock	25,958,221	D	
Common Stock	390,218	I	By Saleb II Founder I LLC (1)

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

SEC 1473 (7-02)

Persons who respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB control number.

**Table II - Derivative Securities Beneficially Owned (e.g., puts, calls, warrants, options, convertible securities)**

1. Title of Derivative Security (Instr. 4)	2. Date Exercisable and Expiration Date (Month/Day/Year)		3. Title and Amount of Securities Underlying Derivative Security (Instr. 4)		4. Conversion or Exercise Price of Derivative Security	5. Ownership Form of Derivative Security: Direct (D) or Indirect (I) (Instr. 5)	6. Nature of Indirect Beneficial Ownership (Instr. 5)
	Date Exercisable	Expiration Date	Title	Amount or Number of Shares			

**Reporting Owners**

Reporting Owner Name / Address	Relationships			
	Director	10% Owner	Officer	Other
NEELEMAN DAVID Av. Marcos Penteado Ulhoa Rodrigues 939 Tambore, Barueri Sao Paulo, BRAZIL 06460-040	X			

**Signatures**

/s/ Alexandre Wagner Malfitani, Attorney-in-Fact      03/17/2026  
Signature of Reporting Person      Date

**Explanation of Responses:**

- \* If the form is filed by more than one reporting person, see Instruction 5(b)(v).
- \*\* Intentional misstatements or omissions of facts constitute Federal Criminal Violations. See 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).
- (1) Saleb II Founder I LLC is wholly owned and controlled by David Neeleman.

**Remarks:**  
Exhibit 24 - Power of Attorney

Note: File three copies of this Form, one of which must be manually signed. If space is insufficient, See Instruction 6 for procedure.

Potential persons who are to respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB number.

### **Limited Power of Attorney for Section 16 Reporting Obligations**

The undersigned hereby constitutes and appoints (i) John Peter Rodgerson, (ii) Alexandre Wagner Malfitani, (iii) Abhi Manoj Shah, (iv) Raphael Linares Felipe, (v) Thais Vieira Haberli, and (vi) Edson Massuda Sugimoto as the undersigned's true and lawful attorneys-in-fact to:

- (1) do and perform any and all acts for and on behalf of the undersigned which may be necessary or desirable to prepare, complete, and file reports on Form 3, 4, or 5 or amendment thereto with the Securities and Exchange Commission ("SEC") and any other authority in accordance with Section 16(a) of the Securities Exchange Act of 1934, as amended;
- (2) execute for and on behalf of the undersigned such reports and any amendment to any such reports for me in my name and file such reports and amendments with the SEC and any stock exchange or similar authority as required by law or rule on my behalf; and
- (3) take any other action of any type whatsoever in connection with the foregoing which, in the opinion of such attorney-in-fact, may be of benefit to, in the best interest of, or legally required by, the undersigned.

The undersigned hereby grants to each such attorney-in-fact, acting singly, full power and authority to do and perform all and every act and thing whatsoever requisite, necessary or advisable to be done in the exercise of any of the rights and powers herein granted, as fully to all intents and purposes as the undersigned might or could do if personally present, with full power of substitution or revocation, hereby ratifying and confirming all that such attorney-in-fact, or such attorney-in-fact's substitute or substitutes, shall lawfully do or cause to be done by virtue of this power of attorney and the rights and powers herein granted. The undersigned acknowledges that (a) each such attorney-in-fact is serving in such capacity at the request of the undersigned and neither the Company nor any of such attorneys-in-fact assumes any liability for the responsibilities of the undersigned to comply with the requirements of Section 16 of the Exchange Act of 1934, as amended (the "Exchange Act"), any liability of the undersigned for any failure to comply with such requirements, or any liability of the undersigned for disgorgement of profits under Section 16(b) of the Exchange Act, and (b) this power of attorney does not relieve the undersigned from responsibility for compliance with the obligations of the undersigned under Section 16 of the Exchange Act, including, without limitation, the reporting requirements under Section 16 of the Exchange Act. This power of attorney shall remain in full force and effect until the undersigned is no longer required to file Forms 3, 4 and 5 with respect to the undersigned's holdings of or transactions in securities issued by Azul S.A., unless earlier revoked by the undersigned in a signed writing delivered to the foregoing attorneys-in-fact.

IN WITNESS WHEREOF, the undersigned has caused this power of attorney to be executed as of this 10th day of March 2026.

/s/ David Gary Neeleman  
Name: David Gary Neeleman

**INITIAL STATEMENT OF BENEFICIAL OWNERSHIP OF SECURITIES**

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934 or Section 30(h) of the Investment Company Act of 1940

(Print or Type Responses)

1. Name and Address of Reporting Person de Salles Pinto Sergio Eraldo		2. Date of Event Requiring Statement (Month/Day/Year) 03/17/2026	3. Issuer Name and Ticker or Trading Symbol AZUL SA [AZUL]		
(Last) (First) (Middle) Av. Marcos Penteado Ulhoa Rodrigues, 939 Tambore, Barueri			4. Relationship of Reporting Person(s) to Issuer (Check all applicable) <input checked="" type="checkbox"/> Director <input type="checkbox"/> Officer (give title below) <input type="checkbox"/> 10% Owner <input type="checkbox"/> Other (specify below)		
(Street) Sao Paulo, BRAZIL 06460-040			5. If Amendment, Date Original Filed(Month/Day/Year)		
(City) (State) (Zip)		6. Individual or Joint/Group Filing(Check Applicable Line) <input checked="" type="checkbox"/> Form filed by One Reporting Person <input type="checkbox"/> Form filed by More than One Reporting Person			
<b>Table I - Non-Derivative Securities Beneficially Owned</b>					
1. Title of Security (Instr. 4)		2. Amount of Securities Beneficially Owned (Instr. 4)	3. Ownership Form: Direct (D) or Indirect (I) (Instr. 5)	4. Nature of Indirect Beneficial Ownership (Instr. 5)	
Common Stock		7,514	D		

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

SEC 1473 (7-02)

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**Table II - Derivative Securities Beneficially Owned (e.g., puts, calls, warrants, options, convertible securities)**

1. Title of Derivative Security (Instr. 4)	2. Date Exercisable and Expiration Date (Month/Day/Year)		3. Title and Amount of Securities Underlying Derivative Security (Instr. 4)		4. Conversion or Exercise Price of Derivative Security	5. Ownership Form of Derivative Security: Direct (D) or Indirect (I) (Instr. 5)	6. Nature of Indirect Beneficial Ownership (Instr. 5)
	Date Exercisable	Expiration Date	Title	Amount or Number of Shares			

**Reporting Owners**

Reporting Owner Name / Address	Relationships			
	Director	10% Owner	Officer	Other
de Salles Pinto Sergio Eraldo Av. Marcos Penteado Ulhoa Rodrigues 939 Tambore, Barueri Sao Paulo, BRAZIL 06460-040	X			

**Signatures**

/s/ Alexandre Wagner Malfitani, Attorney-in-Fact      03/17/2026  
Signature of Reporting Person      Date

**Explanation of Responses:**

- \* If the form is filed by more than one reporting person, see Instruction 5(b)(v).
- \*\* Intentional misstatements or omissions of facts constitute Federal Criminal Violations. See 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).

**Remarks:**

Exhibit 24 - Power of Attorney

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### **Limited Power of Attorney for Section 16 Reporting Obligations**

The undersigned hereby constitutes and appoints (i) John Peter Rodgerson, (ii) Alexandre Wagner Malfitani, (iii) Abhi Manoj Shah, (iv) Raphael Linares Felipe, (v) Thais Vieira Haberli, and (vi) Edson Massuda Sugimoto as the undersigned's true and lawful attorneys-in-fact to:

- (1) do and perform any and all acts for and on behalf of the undersigned which may be necessary or desirable to prepare, complete, and file reports on Form 3, 4, or 5 or amendment thereto with the Securities and Exchange Commission ("SEC") and any other authority in accordance with Section 16(a) of the Securities Exchange Act of 1934, as amended;
- (2) execute for and on behalf of the undersigned such reports and any amendment to any such reports for me in my name and file such reports and amendments with the SEC and any stock exchange or similar authority as required by law or rule on my behalf; and
- (3) take any other action of any type whatsoever in connection with the foregoing which, in the opinion of such attorney-in-fact, may be of benefit to, in the best interest of, or legally required by, the undersigned.

The undersigned hereby grants to each such attorney-in-fact, acting singly, full power and authority to do and perform all and every act and thing whatsoever requisite, necessary or advisable to be done in the exercise of any of the rights and powers herein granted, as fully to all intents and purposes as the undersigned might or could do if personally present, with full power of substitution or revocation, hereby ratifying and confirming all that such attorney-in-fact, or such attorney-in-fact's substitute or substitutes, shall lawfully do or cause to be done by virtue of this power of attorney and the rights and powers herein granted. The undersigned acknowledges that (a) each such attorney-in-fact is serving in such capacity at the request of the undersigned and neither the Company nor any of such attorneys-in-fact assumes any liability for the responsibilities of the undersigned to comply with the requirements of Section 16 of the Exchange Act of 1934, as amended (the "Exchange Act"), any liability of the undersigned for any failure to comply with such requirements, or any liability of the undersigned for disgorgement of profits under Section 16(b) of the Exchange Act, and (b) this power of attorney does not relieve the undersigned from responsibility for compliance with the obligations of the undersigned under Section 16 of the Exchange Act, including, without limitation, the reporting requirements under Section 16 of the Exchange Act. This power of attorney shall remain in full force and effect until the undersigned is no longer required to file Forms 3, 4 and 5 with respect to the undersigned's holdings of or transactions in securities issued by Azul S.A., unless earlier revoked by the undersigned in a signed writing delivered to the foregoing attorneys-in-fact.

IN WITNESS WHEREOF, the undersigned has caused this power of attorney to be executed as of this 16th day of March 2026.

/s/ Sérgio Eraldo de Salles  
Pinto

Name: Sérgio Eraldo de Salles  
Pinto

**INITIAL STATEMENT OF BENEFICIAL OWNERSHIP OF SECURITIES**

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934 or Section 30(h) of the Investment Company Act of 1940

(Print or Type Responses)

1. Name and Address of Reporting Person <sup>+</sup> de Almeida Peralta Gilberto <small>(Last) (First) (Middle)</small>		2. Date of Event Requiring Statement (Month/Day/Year) 03/17/2026		3. Issuer Name and Ticker or Trading Symbol AZUL SA [AZUL]	
Av. Marcos Penteadu Ulhoa Rodrigues, 939 Tambore, Barueri <small>(Street)</small>				4. Relationship of Reporting Person(s) to Issuer (Check all applicable) <input checked="" type="checkbox"/> Director <input type="checkbox"/> 10% Owner <input type="checkbox"/> Officer (give title below) <input type="checkbox"/> Other (specify below)	
Sao Paulo, BRAZIL 06460-040 <small>(City) (State) (Zip)</small>				5. If Amendment, Date Original Filed(Month/Day/Year)	
				6. Individual or Joint/Group Filing(Check Applicable Line) <input checked="" type="checkbox"/> Form filed by One Reporting Person <input type="checkbox"/> Form filed by More than One Reporting Person	
<b>Table I - Non-Derivative Securities Beneficially Owned</b>					
1. Title of Security (Instr. 4)		2. Amount of Securities Beneficially Owned (Instr. 4)		3. Ownership Form: Direct (D) or Indirect (I) (Instr. 5)	
				4. Nature of Indirect Beneficial Ownership (Instr. 5)	

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

SEC 1473 (7-02)

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**Table II - Derivative Securities Beneficially Owned (e.g., puts, calls, warrants, options, convertible securities)**

1. Title of Derivative Security (Instr. 4)	2. Date Exercisable and Expiration Date (Month/Day/Year)		3. Title and Amount of Securities Underlying Derivative Security (Instr. 4)		4. Conversion or Exercise Price of Derivative Security	5. Ownership Form of Derivative Security: Direct (D) or Indirect (I) (Instr. 5)	6. Nature of Indirect Beneficial Ownership (Instr. 5)
	Date Exercisable	Expiration Date	Title	Amount or Number of Shares			

**Reporting Owners**

Reporting Owner Name / Address	Relationships			
	Director	10% Owner	Officer	Other
de Almeida Peralta Gilberto Av. Marcos Penteadu Ulhoa Rodrigues 939 Tambore, Barueri Sao Paulo, BRAZIL 06460-040	X			

**Signatures**

/s/ Alexandre Wagner Malfitani, Attorney-in-Fact 03/17/2026  
Signature of Reporting Person Date

**Explanation of Responses:**

**No securities are beneficially owned**

\* If the form is filed by more than one reporting person, see Instruction 5(b)(v).

\*\* Intentional misstatements or omissions of facts constitute Federal Criminal Violations. See 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).

**Remarks:**

Exhibit 24 - Power of Attorney

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### **Limited Power of Attorney for Section 16 Reporting Obligations**

The undersigned hereby constitutes and appoints (i) John Peter Rodgerson, (ii) Alexandre Wagner Malfitani, (iii) Abhi Manoj Shah, (iv) Raphael Linares Felipe, (v) Thais Vieira Haberli, and (vi) Edson Massuda Sugimoto as the undersigned's true and lawful attorneys-in-fact to:

- (1) do and perform any and all acts for and on behalf of the undersigned which may be necessary or desirable to prepare, complete, and file reports on Form 3, 4, or 5 or amendment thereto with the Securities and Exchange Commission ("SEC") and any other authority in accordance with Section 16(a) of the Securities Exchange Act of 1934, as amended;
- (2) execute for and on behalf of the undersigned such reports and any amendment to any such reports for me in my name and file such reports and amendments with the SEC and any stock exchange or similar authority as required by law or rule on my behalf; and
- (3) take any other action of any type whatsoever in connection with the foregoing which, in the opinion of such attorney-in-fact, may be of benefit to, in the best interest of, or legally required by, the undersigned.

The undersigned hereby grants to each such attorney-in-fact, acting singly, full power and authority to do and perform all and every act and thing whatsoever requisite, necessary or advisable to be done in the exercise of any of the rights and powers herein granted, as fully to all intents and purposes as the undersigned might or could do if personally present, with full power of substitution or revocation, hereby ratifying and confirming all that such attorney-in-fact, or such attorney-in-fact's substitute or substitutes, shall lawfully do or cause to be done by virtue of this power of attorney and the rights and powers herein granted. The undersigned acknowledges that (a) each such attorney-in-fact is serving in such capacity at the request of the undersigned and neither the Company nor any of such attorneys-in-fact assumes any liability for the responsibilities of the undersigned to comply with the requirements of Section 16 of the Exchange Act of 1934, as amended (the "Exchange Act"), any liability of the undersigned for any failure to comply with such requirements, or any liability of the undersigned for disgorgement of profits under Section 16(b) of the Exchange Act, and (b) this power of attorney does not relieve the undersigned from responsibility for compliance with the obligations of the undersigned under Section 16 of the Exchange Act, including, without limitation, the reporting requirements under Section 16 of the Exchange Act. This power of attorney shall remain in full force and effect until the undersigned is no longer required to file Forms 3, 4 and 5 with respect to the undersigned's holdings of or transactions in securities issued by Azul S.A., unless earlier revoked by the undersigned in a signed writing delivered to the foregoing attorneys-in-fact.

IN WITNESS WHEREOF, the undersigned has caused this power of attorney to be executed as of this 10th day of March 2026.

/s/ Gilberto de Almeida  
Peralta

Name: Gilberto de Almeida  
Peralta

**INITIAL STATEMENT OF BENEFICIAL OWNERSHIP OF SECURITIES**

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934 or Section 30(h) of the Investment Company Act of 1940

(Print or Type Responses)

1. Name and Address of Reporting Person <sup>+</sup> Consentino Daniella Marques		2. Date of Event Requiring Statement (Month/Day/Year) 03/17/2026	3. Issuer Name and Ticker or Trading Symbol AZUL SA [AZUL]		
(Last) (First) (Middle) Av. Marcos Penteado Ulhoa Rodrigues, 939 Tambore, Barueri			4. Relationship of Reporting Person(s) to Issuer (Check all applicable) <input checked="" type="checkbox"/> Director <input type="checkbox"/> Officer (give title below) <input type="checkbox"/> 10% Owner <input type="checkbox"/> Other (specify below)		
(Street) Sao Paulo, BRAZIL 06460-040			5. If Amendment, Date Original Filed(Month/Day/Year)		
(City) (State) (Zip)		6. Individual or Joint/Group Filing(Check Applicable Line) <input checked="" type="checkbox"/> Form filed by One Reporting Person <input type="checkbox"/> Form filed by More than One Reporting Person			
<b>Table I - Non-Derivative Securities Beneficially Owned</b>					
1. Title of Security (Instr. 4)		2. Amount of Securities Beneficially Owned (Instr. 4)	3. Ownership Form: Direct (D) or Indirect (I) (Instr. 5)	4. Nature of Indirect Beneficial Ownership (Instr. 5)	

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

SEC 1473 (7-02)

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**Table II - Derivative Securities Beneficially Owned (e.g., puts, calls, warrants, options, convertible securities)**

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	Date Exercisable	Expiration Date	Title	Amount or Number of Shares			

**Reporting Owners**

Reporting Owner Name / Address	Relationships			
	Director	10% Owner	Officer	Other
Consentino Daniella Marques Av. Marcos Penteado Ulhoa Rodrigues 939 Tambore, Barueri Sao Paulo, BRAZIL 06460-040	X			

**Signatures**

/s/ Alexandre Wagner Malfitani, Attorney-in-Fact 03/17/2026  
<sup>++</sup>Signature of Reporting Person Date

**Explanation of Responses:**

**No securities are beneficially owned**

\* If the form is filed by more than one reporting person, see Instruction 5(b)(v).

\*\* Intentional misstatements or omissions of facts constitute Federal Criminal Violations. See 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).

**Remarks:**

Exhibit 24 - Power of Attorney

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### **Limited Power of Attorney for Section 16 Reporting Obligations**

The undersigned hereby constitutes and appoints (i) John Peter Rodgerson, (ii) Alexandre Wagner Malfitani, (iii) Abhi Manoj Shah, (iv) Raphael Linares Felipe, (v) Thais Vieira Haberli, and (vi) Edson Massuda Sugimoto as the undersigned's true and lawful attorneys-in-fact to:

- (1) do and perform any and all acts for and on behalf of the undersigned which may be necessary or desirable to prepare, complete, and file reports on Form 3, 4, or 5 or amendment thereto with the Securities and Exchange Commission ("SEC") and any other authority in accordance with Section 16(a) of the Securities Exchange Act of 1934, as amended;
- (2) execute for and on behalf of the undersigned such reports and any amendment to any such reports for me in my name and file such reports and amendments with the SEC and any stock exchange or similar authority as required by law or rule on my behalf; and
- (3) take any other action of any type whatsoever in connection with the foregoing which, in the opinion of such attorney-in-fact, may be of benefit to, in the best interest of, or legally required by, the undersigned.

The undersigned hereby grants to each such attorney-in-fact, acting singly, full power and authority to do and perform all and every act and thing whatsoever requisite, necessary or advisable to be done in the exercise of any of the rights and powers herein granted, as fully to all intents and purposes as the undersigned might or could do if personally present, with full power of substitution or revocation, hereby ratifying and confirming all that such attorney-in-fact, or such attorney-in-fact's substitute or substitutes, shall lawfully do or cause to be done by virtue of this power of attorney and the rights and powers herein granted. The undersigned acknowledges that (a) each such attorney-in-fact is serving in such capacity at the request of the undersigned and neither the Company nor any of such attorneys-in-fact assumes any liability for the responsibilities of the undersigned to comply with the requirements of Section 16 of the Exchange Act of 1934, as amended (the "Exchange Act"), any liability of the undersigned for any failure to comply with such requirements, or any liability of the undersigned for disgorgement of profits under Section 16(b) of the Exchange Act, and (b) this power of attorney does not relieve the undersigned from responsibility for compliance with the obligations of the undersigned under Section 16 of the Exchange Act, including, without limitation, the reporting requirements under Section 16 of the Exchange Act. This power of attorney shall remain in full force and effect until the undersigned is no longer required to file Forms 3, 4 and 5 with respect to the undersigned's holdings of or transactions in securities issued by Azul S.A., unless earlier revoked by the undersigned in a signed writing delivered to the foregoing attorneys-in-fact.

IN WITNESS WHEREOF, the undersigned has caused this power of attorney to be executed as of this 10th day of March 2026.

/s/ Daniella Marques  
Consentino

Name: Daniella Marques  
Consentino



### **Limited Power of Attorney for Section 16 Reporting Obligations**

The undersigned hereby constitutes and appoints (i) John Peter Rodgerson, (ii) Alexandre Wagner Malfitani, (iii) Abhi Manoj Shah, (iv) Raphael Linares Felipe, (v) Thais Vieira Haberli, and (vi) Edson Massuda Sugimoto as the undersigned's true and lawful attorneys-in-fact to:

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- (2) execute for and on behalf of the undersigned such reports and any amendment to any such reports for me in my name and file such reports and amendments with the SEC and any stock exchange or similar authority as required by law or rule on my behalf; and
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IN WITNESS WHEREOF, the undersigned has caused this power of attorney to be executed as of this 13th day of March 2026.

/s/ Renata Faber Rocha  
Ribeiro  
Name: Renata Faber Rocha  
Ribeiro

**INITIAL STATEMENT OF BENEFICIAL OWNERSHIP OF SECURITIES**

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934 or Section 30(h) of the Investment Company Act of 1940

(Print or Type Responses)

1. Name and Address of Reporting Person Quayle Patrick Wayne <small>(Last) (First) (Middle)</small>		2. Date of Event Requiring Statement (Month/Day/Year) 03/17/2026		3. Issuer Name and Ticker or Trading Symbol AZUL SA [AZUL]	
233 S. Wacker Drive <small>(Street)</small>				4. Relationship of Reporting Person(s) to Issuer (Check all applicable) <input checked="" type="checkbox"/> Director <input type="checkbox"/> 10% Owner <input checked="" type="checkbox"/> Officer (give title below) <input type="checkbox"/> Other (specify below) Member of Strategy Committee	
Chicago, ILLINOIS 60606 <small>(City) (State) (Zip)</small>				5. If Amendment, Date Original Filed(Month/Day/Year)	
<b>Table I - Non-Derivative Securities Beneficially Owned</b>					
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				4. Nature of Indirect Beneficial Ownership (Instr. 5)	

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

SEC 1473 (7-02)

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	Date Exercisable	Expiration Date	Title	Amount or Number of Shares			

**Reporting Owners**

Reporting Owner Name / Address	Relationships			
	Director	10% Owner	Officer	Other
Quayle Patrick Wayne 233 S. Wacker Drive Chicago, ILLINOIS 60606	X		Member of Strategy Committee	

**Signatures**

/s/ Alexandre Wagner Malfitani, Attorney-in-Fact      03/17/2026  
Signature of Reporting Person      Date

**Explanation of Responses:**

**No securities are beneficially owned**

\* If the form is filed by more than one reporting person, see Instruction 5(b)(v).

\*\* Intentional misstatements or omissions of facts constitute Federal Criminal Violations. See 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).

**Remarks:**

Exhibit 24 - Power of Attorney

Note: File three copies of this Form, one of which must be manually signed. If space is insufficient, See Instruction 6 for procedure.

Potential persons who are to respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB number.

### **Limited Power of Attorney for Section 16 Reporting Obligations**

The undersigned hereby constitutes and appoints (i) John Peter Rodgerson, (ii) Alexandre Wagner Malfitani, (iii) Abhi Manoj Shah, (iv) Raphael Linares Felipe, (v) Thais Vieira Haberli, and (vi) Edson Massuda Sugimoto as the undersigned's true and lawful attorneys-in-fact to:

- (1) do and perform any and all acts for and on behalf of the undersigned which may be necessary or desirable to prepare, complete, and file reports on Form 3, 4, or 5 or amendment thereto with the Securities and Exchange Commission ("SEC") and any other authority in accordance with Section 16(a) of the Securities Exchange Act of 1934, as amended;
- (2) execute for and on behalf of the undersigned such reports and any amendment to any such reports for me in my name and file such reports and amendments with the SEC and any stock exchange or similar authority as required by law or rule on my behalf; and
- (3) take any other action of any type whatsoever in connection with the foregoing which, in the opinion of such attorney-in-fact, may be of benefit to, in the best interest of, or legally required by, the undersigned.

The undersigned hereby grants to each such attorney-in-fact, acting singly, full power and authority to do and perform all and every act and thing whatsoever requisite, necessary or advisable to be done in the exercise of any of the rights and powers herein granted, as fully to all intents and purposes as the undersigned might or could do if personally present, with full power of substitution or revocation, hereby ratifying and confirming all that such attorney-in-fact, or such attorney-in-fact's substitute or substitutes, shall lawfully do or cause to be done by virtue of this power of attorney and the rights and powers herein granted. The undersigned acknowledges that (a) each such attorney-in-fact is serving in such capacity at the request of the undersigned and neither the Company nor any of such attorneys-in-fact assumes any liability for the responsibilities of the undersigned to comply with the requirements of Section 16 of the Exchange Act of 1934, as amended (the "Exchange Act"), any liability of the undersigned for any failure to comply with such requirements, or any liability of the undersigned for disgorgement of profits under Section 16(b) of the Exchange Act, and (b) this power of attorney does not relieve the undersigned from responsibility for compliance with the obligations of the undersigned under Section 16 of the Exchange Act, including, without limitation, the reporting requirements under Section 16 of the Exchange Act. This power of attorney shall remain in full force and effect until the undersigned is no longer required to file Forms 3, 4 and 5 with respect to the undersigned's holdings of or transactions in securities issued by Azul S.A., unless earlier revoked by the undersigned in a signed writing delivered to the foregoing attorneys-in-fact.

IN WITNESS WHEREOF, the undersigned has caused this power of attorney to be executed as of this 10th day of March 2026.

/s/ Patrick Wayne Quayle  
Name: Patrick Wayne Quayle

**INITIAL STATEMENT OF BENEFICIAL OWNERSHIP OF SECURITIES**

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934 or Section 30(h) of the Investment Company Act of 1940

(Print or Type Responses)

1. Name and Address of Reporting Person Rodgerson John Peter <small>(Last) (First) (Middle)</small>		2. Date of Event Requiring Statement (Month/Day/Year) 03/17/2026		3. Issuer Name and Ticker or Trading Symbol AZUL SA [AZUL]	
Av. Marcos Penteado Ulhoa Rodrigues, 939 Tambore, Barueri <small>(Street)</small>				4. Relationship of Reporting Person(s) to Issuer (Check all applicable) <input checked="" type="checkbox"/> Director <input type="checkbox"/> 10% Owner <input checked="" type="checkbox"/> Officer (give title below) <input type="checkbox"/> Other (specify below) CEO (see remarks)	
Sao Paulo, BRAZIL 06460-040 <small>(City) (State) (Zip)</small>				5. If Amendment, Date Original Filed(Month/Day/Year)	
				6. Individual or Joint/Group Filing(Check Applicable Line) <input checked="" type="checkbox"/> Form filed by One Reporting Person <input type="checkbox"/> Form filed by More than One Reporting Person	
<b>Table I - Non-Derivative Securities Beneficially Owned</b>					
1. Title of Security (Instr. 4)		2. Amount of Securities Beneficially Owned (Instr. 4)		3. Ownership Form: Direct (D) or Indirect (I) (Instr. 5)	
Common Stock		249,546		D	
Common Stock		179,934		I	
				By Saleb II Founder 11 LLC <sup>(1)</sup>	

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

SEC 1473 (7-02)

**Persons who respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB control number.**

**Table II - Derivative Securities Beneficially Owned (e.g., puts, calls, warrants, options, convertible securities)**

1. Title of Derivative Security (Instr. 4)	2. Date Exercisable and Expiration Date (Month/Day/Year)		3. Title and Amount of Securities Underlying Derivative Security (Instr. 4)		4. Conversion or Exercise Price of Derivative Security	5. Ownership Form of Derivative Security: Direct (D) or Indirect (I) (Instr. 5)	6. Nature of Indirect Beneficial Ownership (Instr. 5)
	Date Exercisable	Expiration Date	Title	Amount or Number of Shares			

**Reporting Owners**

Reporting Owner Name / Address	Relationships			
	Director	10% Owner	Officer	Other
Rodgerson John Peter Av. Marcos Penteado Ulhoa Rodrigues 939 Tambore, Barueri Sao Paulo, BRAZIL 06460-040	X		CEO (see remarks)	

**Signatures**

/s/ Alexandre Wagner Malfitani, Attorney-in-Fact 03/17/2026  
Signature of Reporting Person Date

**Explanation of Responses:**

- \* If the form is filed by more than one reporting person, see Instruction 5(b)(v).
- \*\* Intentional misstatements or omissions of facts constitute Federal Criminal Violations. See 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).
- (1) Saleb II Founder 11 LLC is wholly owned and controlled by John Peter Rodgerson.

**Remarks:**  
Also a Member of the Strategy Committee. Exhibit 24 - Power of Attorney

Note: File three copies of this Form, one of which must be manually signed. If space is insufficient, See Instruction 6 for procedure.

Potential persons who are to respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB number.

### **Limited Power of Attorney for Section 16 Reporting Obligations**

The undersigned hereby constitutes and appoints (i) Alexandre Wagner Malfitani, (ii) Abhi Manoj Shah, (iii) Raphael Linares Felipe, (iv) Thais Vieira Haberli, and (v) Edson Massuda Sugimoto as the undersigned's true and lawful attorneys-in-fact to:

- (1) do and perform any and all acts for and on behalf of the undersigned which may be necessary or desirable to prepare, complete, and file reports on Form 3, 4, or 5 or amendment thereto with the Securities and Exchange Commission ("SEC") and any other authority in accordance with Section 16(a) of the Securities Exchange Act of 1934, as amended;
- (2) execute for and on behalf of the undersigned such reports and any amendment to any such reports for me in my name and file such reports and amendments with the SEC and any stock exchange or similar authority as required by law or rule on my behalf; and
- (3) take any other action of any type whatsoever in connection with the foregoing which, in the opinion of such attorney-in-fact, may be of benefit to, in the best interest of, or legally required by, the undersigned.

The undersigned hereby grants to each such attorney-in-fact, acting singly, full power and authority to do and perform all and every act and thing whatsoever requisite, necessary or advisable to be done in the exercise of any of the rights and powers herein granted, as fully to all intents and purposes as the undersigned might or could do if personally present, with full power of substitution or revocation, hereby ratifying and confirming all that such attorney-in-fact, or such attorney-in-fact's substitute or substitutes, shall lawfully do or cause to be done by virtue of this power of attorney and the rights and powers herein granted. The undersigned acknowledges that (a) each such attorney-in-fact is serving in such capacity at the request of the undersigned and neither the Company nor any of such attorneys-in-fact assumes any liability for the responsibilities of the undersigned to comply with the requirements of Section 16 of the Exchange Act of 1934, as amended (the "Exchange Act"), any liability of the undersigned for any failure to comply with such requirements, or any liability of the undersigned for disgorgement of profits under Section 16(b) of the Exchange Act, and (b) this power of attorney does not relieve the undersigned from responsibility for compliance with the obligations of the undersigned under Section 16 of the Exchange Act, including, without limitation, the reporting requirements under Section 16 of the Exchange Act. This power of attorney shall remain in full force and effect until the undersigned is no longer required to file Forms 3, 4 and 5 with respect to the undersigned's holdings of or transactions in securities issued by Azul S.A., unless earlier revoked by the undersigned in a signed writing delivered to the foregoing attorneys-in-fact.

IN WITNESS WHEREOF, the undersigned has caused this power of attorney to be executed as of this 10th day of March 2026.

/s/ John Peter Rodgerson  
Name: John Peter Rodgerson

**INITIAL STATEMENT OF BENEFICIAL OWNERSHIP OF SECURITIES**

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934 or Section 30(h) of the Investment Company Act of 1940

(Print or Type Responses)

1. Name and Address of Reporting Person Malfitani Alexandre Wagner  (Last) (First) (Middle) Av. Marcos Penteadro Ulhoa Rodrigues, 939 Tambore, Barueri  (Street) Sao Paulo, BRAZIL 06460-040  (City) (State) (Zip)		2. Date of Event Requiring Statement (Month/Day/Year) 03/17/2026	3. Issuer Name and Ticker or Trading Symbol AZUL SA [AZUL]	4. Relationship of Reporting Person(s) to Issuer (Check all applicable) <input type="checkbox"/> Director <input type="checkbox"/> 10% Owner <input checked="" type="checkbox"/> Officer (give title below) <input type="checkbox"/> Other (specify below) Chief Financial Officer	5. If Amendment, Date Original Filed(Month/Day/Year)	6. Individual or Joint/Group Filing(Check Applicable Line) <input checked="" type="checkbox"/> Form filed by One Reporting Person <input type="checkbox"/> Form filed by More than One Reporting Person
<b>Table I - Non-Derivative Securities Beneficially Owned</b>						
1. Title of Security (Instr. 4)		2. Amount of Securities Beneficially Owned (Instr. 4)		3. Ownership Form: Direct (D) or Indirect (I) (Instr. 5)	4. Nature of Indirect Beneficial Ownership (Instr. 5)	

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

SEC 1473 (7-02)

**Persons who respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB control number.**

**Table II - Derivative Securities Beneficially Owned (e.g., puts, calls, warrants, options, convertible securities)**

1. Title of Derivative Security (Instr. 4)	2. Date Exercisable and Expiration Date (Month/Day/Year)		3. Title and Amount of Securities Underlying Derivative Security (Instr. 4)		4. Conversion or Exercise Price of Derivative Security	5. Ownership Form of Derivative Security: Direct (D) or Indirect (I) (Instr. 5)	6. Nature of Indirect Beneficial Ownership (Instr. 5)
	Date Exercisable	Expiration Date	Title	Amount or Number of Shares			

**Reporting Owners**

Reporting Owner Name / Address	Relationships			
	Director	10% Owner	Officer	Other
Malfitani Alexandre Wagner Av. Marcos Penteadro Ulhoa Rodrigues 939 Tambore, Barueri Sao Paulo, BRAZIL 06460-040			Chief Financial Officer	

**Signatures**

/s/ Alexandre Wagner Malfitani 03/17/2026  
Signature of Reporting Person Date

**Explanation of Responses:**

**No securities are beneficially owned**

\* If the form is filed by more than one reporting person, see Instruction 5(b)(v).

\*\* Intentional misstatements or omissions of facts constitute Federal Criminal Violations. See 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).

**Remarks:**

Exhibit 24 - Power of Attorney

Note: File three copies of this Form, one of which must be manually signed. If space is insufficient, See Instruction 6 for procedure.

Potential persons who are to respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB number.

### **Limited Power of Attorney for Section 16 Reporting Obligations**

The undersigned hereby constitutes and appoints (i) John Peter Rodgerson, (ii) Abhi Manoj Shah, (iii) Raphael Linares Felipe, (iv) Thais Vieira Haberli, and (v) Edson Massuda Sugimoto as the undersigned's true and lawful attorneys-in-fact to:

- (1) do and perform any and all acts for and on behalf of the undersigned which may be necessary or desirable to prepare, complete, and file reports on Form 3, 4, or 5 or amendment thereto with the Securities and Exchange Commission ("SEC") and any other authority in accordance with Section 16(a) of the Securities Exchange Act of 1934, as amended;
- (2) execute for and on behalf of the undersigned such reports and any amendment to any such reports for me in my name and file such reports and amendments with the SEC and any stock exchange or similar authority as required by law or rule on my behalf; and
- (3) take any other action of any type whatsoever in connection with the foregoing which, in the opinion of such attorney-in-fact, may be of benefit to, in the best interest of, or legally required by, the undersigned.

The undersigned hereby grants to each such attorney-in-fact, acting singly, full power and authority to do and perform all and every act and thing whatsoever requisite, necessary or advisable to be done in the exercise of any of the rights and powers herein granted, as fully to all intents and purposes as the undersigned might or could do if personally present, with full power of substitution or revocation, hereby ratifying and confirming all that such attorney-in-fact, or such attorney-in-fact's substitute or substitutes, shall lawfully do or cause to be done by virtue of this power of attorney and the rights and powers herein granted. The undersigned acknowledges that (a) each such attorney-in-fact is serving in such capacity at the request of the undersigned and neither the Company nor any of such attorneys-in-fact assumes any liability for the responsibilities of the undersigned to comply with the requirements of Section 16 of the Exchange Act of 1934, as amended (the "Exchange Act"), any liability of the undersigned for any failure to comply with such requirements, or any liability of the undersigned for disgorgement of profits under Section 16(b) of the Exchange Act, and (b) this power of attorney does not relieve the undersigned from responsibility for compliance with the obligations of the undersigned under Section 16 of the Exchange Act, including, without limitation, the reporting requirements under Section 16 of the Exchange Act. This power of attorney shall remain in full force and effect until the undersigned is no longer required to file Forms 3, 4 and 5 with respect to the undersigned's holdings of or transactions in securities issued by Azul S.A., unless earlier revoked by the undersigned in a signed writing delivered to the foregoing attorneys-in-fact.

IN WITNESS WHEREOF, the undersigned has caused this power of attorney to be executed as of this 10th day of March 2026.

/s/ Alexandre Wagner  
Malfitani

Name: Alexandre Wagner  
Malfitani

**INITIAL STATEMENT OF BENEFICIAL OWNERSHIP OF SECURITIES**

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934 or Section 30(h) of the Investment Company Act of 1940

(Print or Type Responses)

1. Name and Address of Reporting Person Shah Abhi Manoj <small>(Last) (First) (Middle)</small>		2. Date of Event Requiring Statement (Month/Day/Year) 03/17/2026		3. Issuer Name and Ticker or Trading Symbol AZUL SA [AZUL]	
Av. Marcos Penteado Ulhoa Rodrigues, 939 Tambore, Barueri <small>(Street)</small>				4. Relationship of Reporting Person(s) to Issuer (Check all applicable) <input type="checkbox"/> Director <input type="checkbox"/> 10% Owner <input checked="" type="checkbox"/> Officer (give title below) <input type="checkbox"/> Other (specify below) Chief Revenue Officer	
Sao Paulo, BRAZIL 06460-040 <small>(City) (State) (Zip)</small>				5. If Amendment, Date Original Filed(Month/Day/Year)	
				6. Individual or Joint/Group Filing(Check Applicable Line) <input checked="" type="checkbox"/> Form filed by One Reporting Person <input type="checkbox"/> Form filed by More than One Reporting Person	
<b>Table I - Non-Derivative Securities Beneficially Owned</b>					
1. Title of Security (Instr. 4)		2. Amount of Securities Beneficially Owned (Instr. 4)		3. Ownership Form: Direct (D) or Indirect (I) (Instr. 5)	
Common Stock		431,071		D	
				4. Nature of Indirect Beneficial Ownership (Instr. 5)	

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

SEC 1473 (7-02)

**Persons who respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB control number.**

**Table II - Derivative Securities Beneficially Owned (e.g., puts, calls, warrants, options, convertible securities)**

1. Title of Derivative Security (Instr. 4)	2. Date Exercisable and Expiration Date (Month/Day/Year)		3. Title and Amount of Securities Underlying Derivative Security (Instr. 4)		4. Conversion or Exercise Price of Derivative Security	5. Ownership Form of Derivative Security: Direct (D) or Indirect (I) (Instr. 5)	6. Nature of Indirect Beneficial Ownership (Instr. 5)
	Date Exercisable	Expiration Date	Title	Amount or Number of Shares			

**Reporting Owners**

Reporting Owner Name / Address	Relationships			
	Director	10% Owner	Officer	Other
Shah Abhi Manoj Av. Marcos Penteado Ulhoa Rodrigues 939 Tambore, Barueri Sao Paulo, BRAZIL 06460-040			Chief Revenue Officer	

**Signatures**

/s/ Alexandre Wagner Malfitani, Attorney-in-Fact  
Signature of Reporting Person

03/17/2026  
Date

**Explanation of Responses:**

- \* If the form is filed by more than one reporting person, see Instruction 5(b)(v).
- \*\* Intentional misstatements or omissions of facts constitute Federal Criminal Violations. See 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).

**Remarks:**

Exhibit 24 - Power of Attorney

Note: File three copies of this Form, one of which must be manually signed. If space is insufficient, See Instruction 6 for procedure.

Potential persons who are to respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB number.

### **Limited Power of Attorney for Section 16 Reporting Obligations**

The undersigned hereby constitutes and appoints (i) John Peter Rodgerson, (ii) Alexandre Wagner Malfitani, (iii) Raphael Linares Felipe, (iv) Thais Vieira Haberli, and (v) Edson Massuda Sugimoto as the undersigned's true and lawful attorneys-in-fact to:

- (1) do and perform any and all acts for and on behalf of the undersigned which may be necessary or desirable to prepare, complete, and file reports on Form 3, 4, or 5 or amendment thereto with the Securities and Exchange Commission ("SEC") and any other authority in accordance with Section 16(a) of the Securities Exchange Act of 1934, as amended;
- (2) execute for and on behalf of the undersigned such reports and any amendment to any such reports for me in my name and file such reports and amendments with the SEC and any stock exchange or similar authority as required by law or rule on my behalf; and
- (3) take any other action of any type whatsoever in connection with the foregoing which, in the opinion of such attorney-in-fact, may be of benefit to, in the best interest of, or legally required by, the undersigned.

The undersigned hereby grants to each such attorney-in-fact, acting singly, full power and authority to do and perform all and every act and thing whatsoever requisite, necessary or advisable to be done in the exercise of any of the rights and powers herein granted, as fully to all intents and purposes as the undersigned might or could do if personally present, with full power of substitution or revocation, hereby ratifying and confirming all that such attorney-in-fact, or such attorney-in-fact's substitute or substitutes, shall lawfully do or cause to be done by virtue of this power of attorney and the rights and powers herein granted. The undersigned acknowledges that (a) each such attorney-in-fact is serving in such capacity at the request of the undersigned and neither the Company nor any of such attorneys-in-fact assumes any liability for the responsibilities of the undersigned to comply with the requirements of Section 16 of the Exchange Act of 1934, as amended (the "Exchange Act"), any liability of the undersigned for any failure to comply with such requirements, or any liability of the undersigned for disgorgement of profits under Section 16(b) of the Exchange Act, and (b) this power of attorney does not relieve the undersigned from responsibility for compliance with the obligations of the undersigned under Section 16 of the Exchange Act, including, without limitation, the reporting requirements under Section 16 of the Exchange Act. This power of attorney shall remain in full force and effect until the undersigned is no longer required to file Forms 3, 4 and 5 with respect to the undersigned's holdings of or transactions in securities issued by Azul S.A., unless earlier revoked by the undersigned in a signed writing delivered to the foregoing attorneys-in-fact.

IN WITNESS WHEREOF, the undersigned has caused this power of attorney to be executed as of this 10th day of March 2026.

/s/ Abhi Manoj Shah  
Name: Abhi Manoj Shah

**INITIAL STATEMENT OF BENEFICIAL OWNERSHIP OF SECURITIES**

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934 or Section 30(h) of the Investment Company Act of 1940

(Print or Type Responses)

1. Name and Address of Reporting Person Tkacz Daniel <small>(Last) (First) (Middle)</small>		2. Date of Event Requiring Statement (Month/Day/Year) 03/17/2026		3. Issuer Name and Ticker or Trading Symbol AZUL SA [AZUL]	
Av. Marcos Penteado Ulhoa Rodrigues, 939 Tambore, Barueri <small>(Street)</small>				4. Relationship of Reporting Person(s) to Issuer (Check all applicable) <input type="checkbox"/> Director <input type="checkbox"/> 10% Owner <input checked="" type="checkbox"/> Officer (give title below) <input type="checkbox"/> Other (specify below) Chief Technical Officer	
Sao Paulo, BRAZIL 06460-040 <small>(City) (State) (Zip)</small>				5. If Amendment, Date Original Filed(Month/Day/Year)	
				6. Individual or Joint/Group Filing(Check Applicable Line) <input checked="" type="checkbox"/> Form filed by One Reporting Person <input type="checkbox"/> Form filed by More than One Reporting Person	
<b>Table I - Non-Derivative Securities Beneficially Owned</b>					
1. Title of Security (Instr. 4)		2. Amount of Securities Beneficially Owned (Instr. 4)		3. Ownership Form: Direct (D) or Indirect (I) (Instr. 5)	
Common Stock		1,100		D	
				4. Nature of Indirect Beneficial Ownership (Instr. 5)	

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

SEC 1473 (7-02)

**Persons who respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB control number.**

**Table II - Derivative Securities Beneficially Owned (e.g., puts, calls, warrants, options, convertible securities)**

1. Title of Derivative Security (Instr. 4)	2. Date Exercisable and Expiration Date (Month/Day/Year)		3. Title and Amount of Securities Underlying Derivative Security (Instr. 4)		4. Conversion or Exercise Price of Derivative Security	5. Ownership Form of Derivative Security: Direct (D) or Indirect (I) (Instr. 5)	6. Nature of Indirect Beneficial Ownership (Instr. 5)
	Date Exercisable	Expiration Date	Title	Amount or Number of Shares			

**Reporting Owners**

Reporting Owner Name / Address	Relationships			
	Director	10% Owner	Officer	Other
Tkacz Daniel Av. Marcos Penteado Ulhoa Rodrigues 939 Tambore, Barueri Sao Paulo, BRAZIL 06460-040			Chief Technical Officer	

**Signatures**

/s/ Alexandre Wagner Malfitani, Attorney-in-Fact  
Signature of Reporting Person

03/17/2026  
Date

**Explanation of Responses:**

- \* If the form is filed by more than one reporting person, see Instruction 5(b)(v).
- \*\* Intentional misstatements or omissions of facts constitute Federal Criminal Violations. See 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).

**Remarks:**

Exhibit 24 - Power of Attorney

Note: File three copies of this Form, one of which must be manually signed. If space is insufficient, See Instruction 6 for procedure.

Potential persons who are to respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB number.

### **Limited Power of Attorney for Section 16 Reporting Obligations**

The undersigned hereby constitutes and appoints (i) John Peter Rodgerson, (ii) Alexandre Wagner Malfitani, (iii) Abhi Manoj Shah, (iv) Raphael Linares Felipe, (v) Thais Vieira Haberli, and (vi) Edson Massuda Sugimoto as the undersigned's true and lawful attorneys-in-fact to:

- (1) do and perform any and all acts for and on behalf of the undersigned which may be necessary or desirable to prepare, complete, and file reports on Form 3, 4, or 5 or amendment thereto with the Securities and Exchange Commission ("SEC") and any other authority in accordance with Section 16(a) of the Securities Exchange Act of 1934, as amended;
- (2) execute for and on behalf of the undersigned such reports and any amendment to any such reports for me in my name and file such reports and amendments with the SEC and any stock exchange or similar authority as required by law or rule on my behalf; and
- (3) take any other action of any type whatsoever in connection with the foregoing which, in the opinion of such attorney-in-fact, may be of benefit to, in the best interest of, or legally required by, the undersigned.

The undersigned hereby grants to each such attorney-in-fact, acting singly, full power and authority to do and perform all and every act and thing whatsoever requisite, necessary or advisable to be done in the exercise of any of the rights and powers herein granted, as fully to all intents and purposes as the undersigned might or could do if personally present, with full power of substitution or revocation, hereby ratifying and confirming all that such attorney-in-fact, or such attorney-in-fact's substitute or substitutes, shall lawfully do or cause to be done by virtue of this power of attorney and the rights and powers herein granted. The undersigned acknowledges that (a) each such attorney-in-fact is serving in such capacity at the request of the undersigned and neither the Company nor any of such attorneys-in-fact assumes any liability for the responsibilities of the undersigned to comply with the requirements of Section 16 of the Exchange Act of 1934, as amended (the "Exchange Act"), any liability of the undersigned for any failure to comply with such requirements, or any liability of the undersigned for disgorgement of profits under Section 16(b) of the Exchange Act, and (b) this power of attorney does not relieve the undersigned from responsibility for compliance with the obligations of the undersigned under Section 16 of the Exchange Act, including, without limitation, the reporting requirements under Section 16 of the Exchange Act. This power of attorney shall remain in full force and effect until the undersigned is no longer required to file Forms 3, 4 and 5 with respect to the undersigned's holdings of or transactions in securities issued by Azul S.A., unless earlier revoked by the undersigned in a signed writing delivered to the foregoing attorneys-in-fact.

IN WITNESS WHEREOF, the undersigned has caused this power of attorney to be executed as of this 10th day of March 2026.

/s/ Daniel Tkacz  
Name: Daniel Tkacz

**INITIAL STATEMENT OF BENEFICIAL OWNERSHIP OF SECURITIES**

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934 or Section 30(h) of the Investment Company Act of 1940

(Print or Type Responses)

1. Name and Address of Reporting Person Mariano Ricardo Luiz Temer  <small>(Last) (First) (Middle)</small>		2. Date of Event Requiring Statement (Month/Day/Year) 03/17/2026		3. Issuer Name and Ticker or Trading Symbol AZUL SA [AZUL]	
Av. Marcos Penteado Ulhoa Rodrigues, 939 Tambore, Barueri  <small>(Street)</small>		4. Relationship of Reporting Person(s) to Issuer (Check all applicable)  <input type="checkbox"/> Director <input type="checkbox"/> 10% Owner <input checked="" type="checkbox"/> Officer (give title below) <input type="checkbox"/> Other (specify below)  Controller		5. If Amendment, Date Original Filed(Month/Day/Year)	
Sao Paulo, BRAZIL 06460-040  <small>(City) (State) (Zip)</small>				6. Individual or Joint/Group Filing(Check Applicable Line) <input checked="" type="checkbox"/> Form filed by One Reporting Person <input type="checkbox"/> Form filed by More than One Reporting Person	
<b>Table I - Non-Derivative Securities Beneficially Owned</b>					
1. Title of Security (Instr. 4)		2. Amount of Securities Beneficially Owned (Instr. 4)		3. Ownership Form: Direct (D) or Indirect (I) (Instr. 5)	
				4. Nature of Indirect Beneficial Ownership (Instr. 5)	

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

SEC 1473 (7-02)

**Persons who respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB control number.**

**Table II - Derivative Securities Beneficially Owned (e.g., puts, calls, warrants, options, convertible securities)**

1. Title of Derivative Security (Instr. 4)	2. Date Exercisable and Expiration Date (Month/Day/Year)		3. Title and Amount of Securities Underlying Derivative Security (Instr. 4)		4. Conversion or Exercise Price of Derivative Security	5. Ownership Form of Derivative Security: Direct (D) or Indirect (I) (Instr. 5)	6. Nature of Indirect Beneficial Ownership (Instr. 5)
	Date Exercisable	Expiration Date	Title	Amount or Number of Shares			

**Reporting Owners**

Reporting Owner Name / Address	Relationships			
	Director	10% Owner	Officer	Other
Mariano Ricardo Luiz Temer Av. Marcos Penteado Ulhoa Rodrigues 939 Tambore, Barueri Sao Paulo, BRAZIL 06460-040			Controller	

**Signatures**

/s/ Alexandre Wagner Malfitani, Attorney-in-Fact 03/17/2026  
Signature of Reporting Person Date

**Explanation of Responses:**

**No securities are beneficially owned**

\* If the form is filed by more than one reporting person, see Instruction 5(b)(v).

\*\* Intentional misstatements or omissions of facts constitute Federal Criminal Violations. See 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).

**Remarks:**

Exhibit 24 - Power of Attorney

Note: File three copies of this Form, one of which must be manually signed. If space is insufficient, See Instruction 6 for procedure.

Potential persons who are to respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB number.

### **Limited Power of Attorney for Section 16 Reporting Obligations**

The undersigned hereby constitutes and appoints (i) John Peter Rodgerson, (ii) Alexandre Wagner Malfitani, (iii) Abhi Manoj Shah, (iv) Raphael Linares Felipe, (v) Thais Vieira Haberli, and (vi) Edson Massuda Sugimoto as the undersigned's true and lawful attorneys-in-fact to:

- (1) do and perform any and all acts for and on behalf of the undersigned which may be necessary or desirable to prepare, complete, and file reports on Form 3, 4, or 5 or amendment thereto with the Securities and Exchange Commission ("SEC") and any other authority in accordance with Section 16(a) of the Securities Exchange Act of 1934, as amended;
- (2) execute for and on behalf of the undersigned such reports and any amendment to any such reports for me in my name and file such reports and amendments with the SEC and any stock exchange or similar authority as required by law or rule on my behalf; and
- (3) take any other action of any type whatsoever in connection with the foregoing which, in the opinion of such attorney-in-fact, may be of benefit to, in the best interest of, or legally required by, the undersigned.

The undersigned hereby grants to each such attorney-in-fact, acting singly, full power and authority to do and perform all and every act and thing whatsoever requisite, necessary or advisable to be done in the exercise of any of the rights and powers herein granted, as fully to all intents and purposes as the undersigned might or could do if personally present, with full power of substitution or revocation, hereby ratifying and confirming all that such attorney-in-fact, or such attorney-in-fact's substitute or substitutes, shall lawfully do or cause to be done by virtue of this power of attorney and the rights and powers herein granted. The undersigned acknowledges that (a) each such attorney-in-fact is serving in such capacity at the request of the undersigned and neither the Company nor any of such attorneys-in-fact assumes any liability for the responsibilities of the undersigned to comply with the requirements of Section 16 of the Exchange Act of 1934, as amended (the "Exchange Act"), any liability of the undersigned for any failure to comply with such requirements, or any liability of the undersigned for disgorgement of profits under Section 16(b) of the Exchange Act, and (b) this power of attorney does not relieve the undersigned from responsibility for compliance with the obligations of the undersigned under Section 16 of the Exchange Act, including, without limitation, the reporting requirements under Section 16 of the Exchange Act. This power of attorney shall remain in full force and effect until the undersigned is no longer required to file Forms 3, 4 and 5 with respect to the undersigned's holdings of or transactions in securities issued by Azul S.A., unless earlier revoked by the undersigned in a signed writing delivered to the foregoing attorneys-in-fact.

IN WITNESS WHEREOF, the undersigned has caused this power of attorney to be executed as of this 16th day of March 2026.

/s/ Ricardo Luiz Temer  
Mariano  
Name: Ricardo Luiz Temer  
Mariano

**INITIAL STATEMENT OF BENEFICIAL OWNERSHIP OF SECURITIES**

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934 or Section 30(h) of the Investment Company Act of 1940

(Print or Type Responses)

1. Name and Address of Reporting Person Grant James Jason		2. Date of Event Requiring Statement (Month/Day/Year) 03/17/2026	3. Issuer Name and Ticker or Trading Symbol AZUL SA [AZUL]	
(Last)	(First)		(Middle)	
Av. Marcos Penteado Ulhoa Rodrigues, 939 Tambore, Barueri			4. Relationship of Reporting Person(s) to Issuer (Check all applicable) <input type="checkbox"/> Director <input type="checkbox"/> 10% Owner <input checked="" type="checkbox"/> Officer (give title below) <input type="checkbox"/> Other (specify below) Member of Strategy Committee	
Sao Paulo, BRAZIL 06460-040			5. If Amendment, Date Original Filed(Month/Day/Year)	
(City)	(State)	(Zip)	6. Individual or Joint/Group Filing(Check Applicable Line) <input checked="" type="checkbox"/> Form filed by One Reporting Person <input type="checkbox"/> Form filed by More than One Reporting Person	
<b>Table I - Non-Derivative Securities Beneficially Owned</b>				
1. Title of Security (Instr. 4)		2. Amount of Securities Beneficially Owned (Instr. 4)		3. Ownership Form: Direct (D) or Indirect (I) (Instr. 5)
				4. Nature of Indirect Beneficial Ownership (Instr. 5)

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

SEC 1473 (7-02)

**Persons who respond to the collection of information contained in this form are not required to respond unless the form displays a currently valid OMB control number.**

**Table II - Derivative Securities Beneficially Owned (e.g., puts, calls, warrants, options, convertible securities)**

1. Title of Derivative Security (Instr. 4)	2. Date Exercisable and Expiration Date (Month/Day/Year)		3. Title and Amount of Securities Underlying Derivative Security (Instr. 4)		4. Conversion or Exercise Price of Derivative Security	5. Ownership Form of Derivative Security: Direct (D) or Indirect (I) (Instr. 5)	6. Nature of Indirect Beneficial Ownership (Instr. 5)
	Date Exercisable	Expiration Date	Title	Amount or Number of Shares			

**Reporting Owners**

Reporting Owner Name / Address	Relationships			
	Director	10% Owner	Officer	Other
Grant James Jason Av. Marcos Penteado Ulhoa Rodrigues 939 Tambore, Barueri Sao Paulo, BRAZIL 06460-040			Member of Strategy Committee	

**Signatures**

/s/ Alexandre Wagner Malfitani, Attorney-in-Fact 03/17/2026  
Signature of Reporting Person Date

**Explanation of Responses:**

**No securities are beneficially owned**

\* If the form is filed by more than one reporting person, see Instruction 5(b)(v).

\*\* Intentional misstatements or omissions of facts constitute Federal Criminal Violations. See 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).

**Remarks:**

Exhibit 24 - Power of Attorney

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### **Limited Power of Attorney for Section 16 Reporting Obligations**

The undersigned hereby constitutes and appoints (i) John Peter Rodgerson, (ii) Alexandre Wagner Malfitani, (iii) Abhi Manoj Shah, (iv) Raphael Linares Felipe, (v) Thais Vieira Haberli, and (vi) Edson Massuda Sugimoto as the undersigned's true and lawful attorneys-in-fact to:

- (1) do and perform any and all acts for and on behalf of the undersigned which may be necessary or desirable to prepare, complete, and file reports on Form 3, 4, or 5 or amendment thereto with the Securities and Exchange Commission ("SEC") and any other authority in accordance with Section 16(a) of the Securities Exchange Act of 1934, as amended;
- (2) execute for and on behalf of the undersigned such reports and any amendment to any such reports for me in my name and file such reports and amendments with the SEC and any stock exchange or similar authority as required by law or rule on my behalf; and
- (3) take any other action of any type whatsoever in connection with the foregoing which, in the opinion of such attorney-in-fact, may be of benefit to, in the best interest of, or legally required by, the undersigned.

The undersigned hereby grants to each such attorney-in-fact, acting singly, full power and authority to do and perform all and every act and thing whatsoever requisite, necessary or advisable to be done in the exercise of any of the rights and powers herein granted, as fully to all intents and purposes as the undersigned might or could do if personally present, with full power of substitution or revocation, hereby ratifying and confirming all that such attorney-in-fact, or such attorney-in-fact's substitute or substitutes, shall lawfully do or cause to be done by virtue of this power of attorney and the rights and powers herein granted. The undersigned acknowledges that (a) each such attorney-in-fact is serving in such capacity at the request of the undersigned and neither the Company nor any of such attorneys-in-fact assumes any liability for the responsibilities of the undersigned to comply with the requirements of Section 16 of the Exchange Act of 1934, as amended (the "Exchange Act"), any liability of the undersigned for any failure to comply with such requirements, or any liability of the undersigned for disgorgement of profits under Section 16(b) of the Exchange Act, and (b) this power of attorney does not relieve the undersigned from responsibility for compliance with the obligations of the undersigned under Section 16 of the Exchange Act, including, without limitation, the reporting requirements under Section 16 of the Exchange Act. This power of attorney shall remain in full force and effect until the undersigned is no longer required to file Forms 3, 4 and 5 with respect to the undersigned's holdings of or transactions in securities issued by Azul S.A., unless earlier revoked by the undersigned in a signed writing delivered to the foregoing attorneys-in-fact.

IN WITNESS WHEREOF, the undersigned has caused this power of attorney to be executed as of this 15th day of March 2026.

/s/ James Jason Grant  
James Jason Grant

**INITIAL STATEMENT OF BENEFICIAL OWNERSHIP OF SECURITIES**

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934 or Section 30(h) of the Investment Company Act of 1940

(Print or Type Responses)

1. Name and Address of Reporting Person <sup>*</sup> Zinman Jon		2. Date of Event Requiring Statement (Month/Day/Year) 03/17/2026		3. Issuer Name and Ticker or Trading Symbol AZUL SA [AZUL]	
(Last) (First) (Middle) Av. Marcos Penteado Ulhoa Rodrigues, 939 Tambore, Barueri				4. Relationship of Reporting Person(s) to Issuer (Check all applicable) <input type="checkbox"/> Director <input type="checkbox"/> 10% Owner <input checked="" type="checkbox"/> Officer (give title below) <input type="checkbox"/> Other (specify below) Member of Strategy Committee	
(Street) Sao Paulo, BRAZIL 06460-040				5. If Amendment, Date Original Filed(Month/Day/Year)	
(City) (State) (Zip)		6. Individual or Joint/Group Filing(Check Applicable Line) <input checked="" type="checkbox"/> Form filed by One Reporting Person <input type="checkbox"/> Form filed by More than One Reporting Person			
<b>Table I - Non-Derivative Securities Beneficially Owned</b>					
1. Title of Security (Instr. 4)		2. Amount of Securities Beneficially Owned (Instr. 4)		3. Ownership Form: Direct (D) or Indirect (I) (Instr. 5)	
				4. Nature of Indirect Beneficial Ownership (Instr. 5)	

Reminder: Report on a separate line for each class of securities beneficially owned directly or indirectly.

SEC 1473 (7-02)

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**Table II - Derivative Securities Beneficially Owned (e.g., puts, calls, warrants, options, convertible securities)**

1. Title of Derivative Security (Instr. 4)	2. Date Exercisable and Expiration Date (Month/Day/Year)		3. Title and Amount of Securities Underlying Derivative Security (Instr. 4)		4. Conversion or Exercise Price of Derivative Security	5. Ownership Form of Derivative Security: Direct (D) or Indirect (I) (Instr. 5)	6. Nature of Indirect Beneficial Ownership (Instr. 5)
	Date Exercisable	Expiration Date	Title	Amount or Number of Shares			

**Reporting Owners**

Reporting Owner Name / Address	Relationships			
	Director	10% Owner	Officer	Other
Zinman Jon Av. Marcos Penteado Ulhoa Rodrigues 939 Tambore, Barueri Sao Paulo, BRAZIL 06460-040			Member of Strategy Committee	

**Signatures**

/s/ Alexandre Wagner Malfitani, Attorney-in-Fact 03/17/2026  
<sup>\*\*</sup>Signature of Reporting Person Date

**Explanation of Responses:**

**No securities are beneficially owned**

\* If the form is filed by more than one reporting person, see Instruction 5(b)(v).

\*\* Intentional misstatements or omissions of facts constitute Federal Criminal Violations. See 18 U.S.C. 1001 and 15 U.S.C. 78ff(a).

**Remarks:**

Exhibit 24 - Power of Attorney

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### **Limited Power of Attorney for Section 16 Reporting Obligations**

The undersigned hereby constitutes and appoints (i) John Peter Rodgerson, (ii) Alexandre Wagner Malfitani, (iii) Abhi Manoj Shah, (iv) Raphael Linares Felipe, (v) Thais Vieira Haberli, and (vi) Edson Massuda Sugimoto as the undersigned's true and lawful attorneys-in-fact to:

- (1) do and perform any and all acts for and on behalf of the undersigned which may be necessary or desirable to prepare, complete, and file reports on Form 3, 4, or 5 or amendment thereto with the Securities and Exchange Commission ("SEC") and any other authority in accordance with Section 16(a) of the Securities Exchange Act of 1934, as amended;
- (2) execute for and on behalf of the undersigned such reports and any amendment to any such reports for me in my name and file such reports and amendments with the SEC and any stock exchange or similar authority as required by law or rule on my behalf; and
- (3) take any other action of any type whatsoever in connection with the foregoing which, in the opinion of such attorney-in-fact, may be of benefit to, in the best interest of, or legally required by, the undersigned.

The undersigned hereby grants to each such attorney-in-fact, acting singly, full power and authority to do and perform all and every act and thing whatsoever requisite, necessary or advisable to be done in the exercise of any of the rights and powers herein granted, as fully to all intents and purposes as the undersigned might or could do if personally present, with full power of substitution or revocation, hereby ratifying and confirming all that such attorney-in-fact, or such attorney-in-fact's substitute or substitutes, shall lawfully do or cause to be done by virtue of this power of attorney and the rights and powers herein granted. The undersigned acknowledges that (a) each such attorney-in-fact is serving in such capacity at the request of the undersigned and neither the Company nor any of such attorneys-in-fact assumes any liability for the responsibilities of the undersigned to comply with the requirements of Section 16 of the Exchange Act of 1934, as amended (the "Exchange Act"), any liability of the undersigned for any failure to comply with such requirements, or any liability of the undersigned for disgorgement of profits under Section 16(b) of the Exchange Act, and (b) this power of attorney does not relieve the undersigned from responsibility for compliance with the obligations of the undersigned under Section 16 of the Exchange Act, including, without limitation, the reporting requirements under Section 16 of the Exchange Act. This power of attorney shall remain in full force and effect until the undersigned is no longer required to file Forms 3, 4 and 5 with respect to the undersigned's holdings of or transactions in securities issued by Azul S.A., unless earlier revoked by the undersigned in a signed writing delivered to the foregoing attorneys-in-fact.

IN WITNESS WHEREOF, the undersigned has caused this power of attorney to be executed as of this 13th day of March 2026.

/s/ Jonathan Seth Zinman  
Name: Jonathan Seth Zinman

**INITIAL STATEMENT OF BENEFICIAL OWNERSHIP OF SECURITIES**

Filed pursuant to Section 16(a) of the Securities Exchange Act of 1934 or Section 30(h) of the Investment Company Act of 1940

(Print or Type Responses)

1. Name and Address of Reporting Person <sup>+</sup> Slattery John S.		2. Date of Event Requiring Statement (Month/Day/Year) 03/17/2026		3. Issuer Name and Ticker or Trading Symbol AZUL SA [AZUL]	
(Last) (First) (Middle) Av. Marcos Penteado Ulhoa Rodrigues, 939 Tambore, Barueri				4. Relationship of Reporting Person(s) to Issuer (Check all applicable)	
(Street) Sao Paulo, BRAZIL 06460-040				<input type="checkbox"/> Director <input checked="" type="checkbox"/> Officer (give title below) <input type="checkbox"/> 10% Owner <input type="checkbox"/> Other (specify below) <input type="checkbox"/> Member of Strategy Committee	
(City) (State) (Zip)				6. Individual or Joint/Group Filing(Check Applicable Line) <input checked="" type="checkbox"/> Form filed by One Reporting Person <input type="checkbox"/> Form filed by More than One Reporting Person	
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SEC 1473 (7-02)

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	Date Exercisable	Expiration Date	Title	Amount or Number of Shares			

**Reporting Owners**

Reporting Owner Name / Address	Relationships			
	Director	10% Owner	Officer	Other
Slattery John S. Av. Marcos Penteado Ulhoa Rodrigues 939 Tambore, Barueri Sao Paulo, BRAZIL 06460-040			Member of Strategy Committee	

**Signatures**

/s/ Alexandre Wagner Malfitani, Attorney-in-Fact 03/17/2026  
<sup>++</sup>Signature of Reporting Person Date

**Explanation of Responses:**

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**Remarks:**

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### **Limited Power of Attorney for Section 16 Reporting Obligations**

The undersigned hereby constitutes and appoints (i) John Peter Rodgerson, (ii) Alexandre Wagner Malfitani, (iii) Abhi Manoj Shah, (iv) Raphael Linares Felipe, (v) Thais Vieira Haberli, and (vi) Edson Massuda Sugimoto as the undersigned's true and lawful attorneys-in-fact to:

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- (2) execute for and on behalf of the undersigned such reports and any amendment to any such reports for me in my name and file such reports and amendments with the SEC and any stock exchange or similar authority as required by law or rule on my behalf; and
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IN WITNESS WHEREOF, the undersigned has caused this power of attorney to be executed as of this 11th day of March 2026.

/s/ John Slattery  
Name: John Slattery