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4Q22 Earnings Results

March 6, 2023



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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.

4Q22 Earnings Call Agenda

- 4Q22 and FY highlights
- Business outlook
- Comprehensive permanent plan
- Commercial agreements with lessors

2022

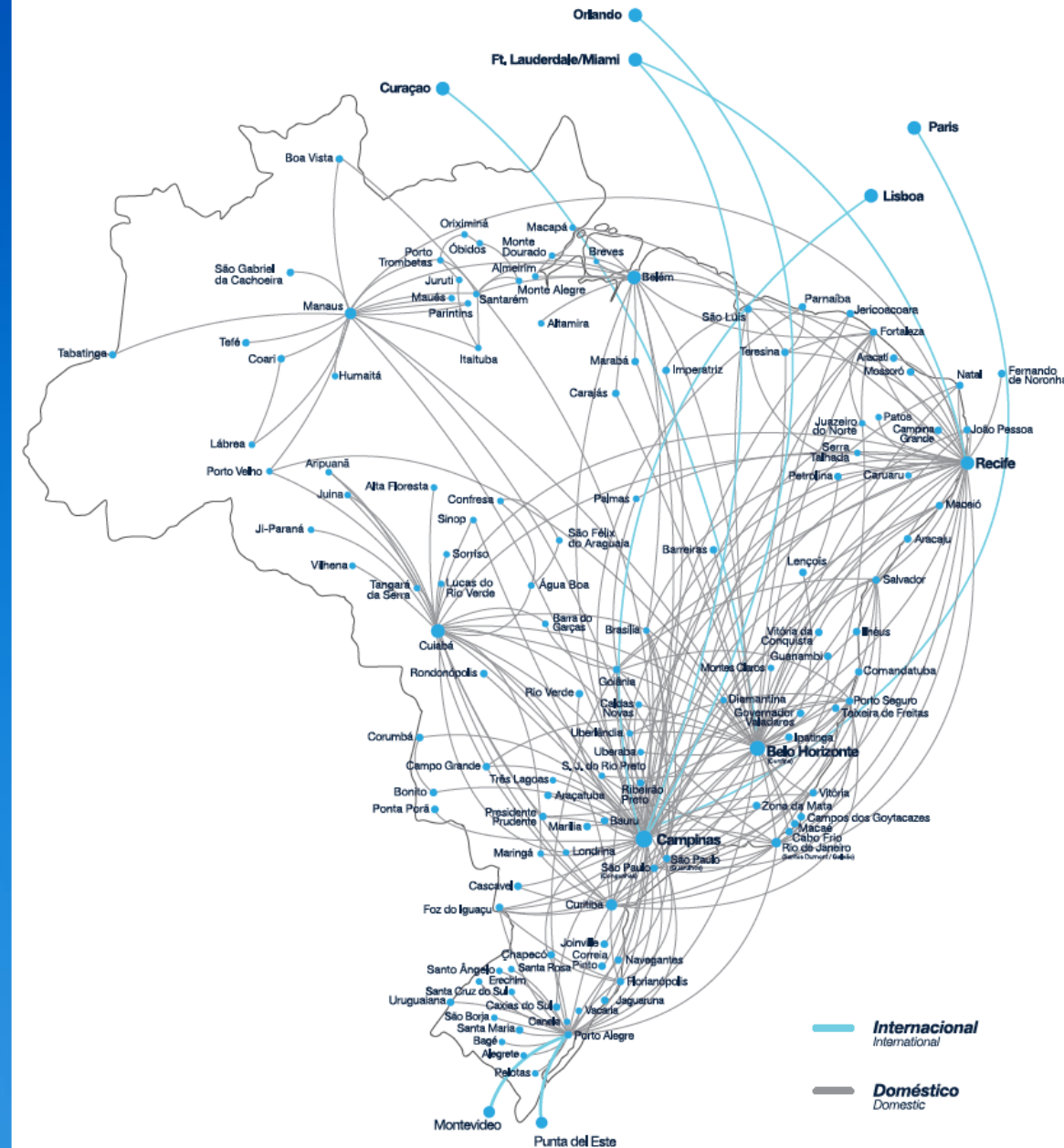
Highlights

Azul's unique business model
delivering superior operating
and financial results

- Most on-time airline in the world
- Record revenue of ~R\$16 billion
- Record fares
- Record RASK
- Record business unit revenue above R\$5 billion
- 2023 EBITDA above R\$5 billion (high twenties margin)

Unique Business Model

- Unparalleled network
- 158 destinations, over 3x competition
- Leadership position in 93% of our routes
- Only carrier in 80% of our routes
- Brazil's largest airline in daily departures
- New international destinations: Paris and Curaçao



Superior Customer Service

Most On-Time Airline in the World
(2022)

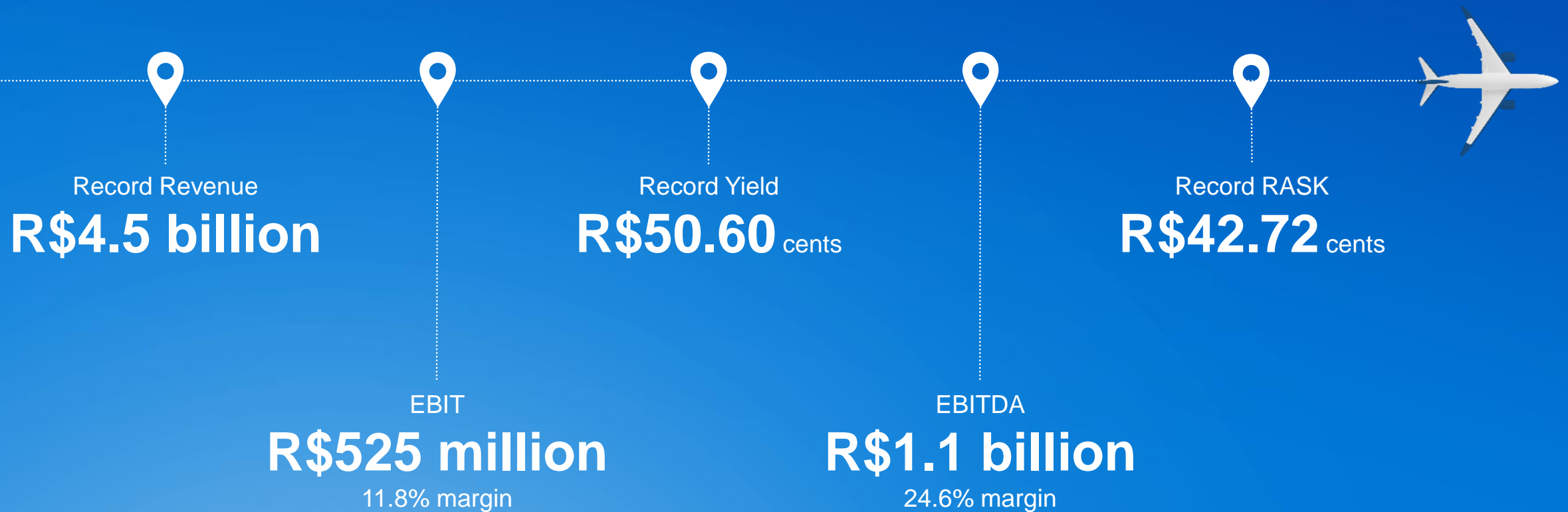


Net Promoter Score
(4Q22)



Passionate Crewmembers delivering world's best airline experience

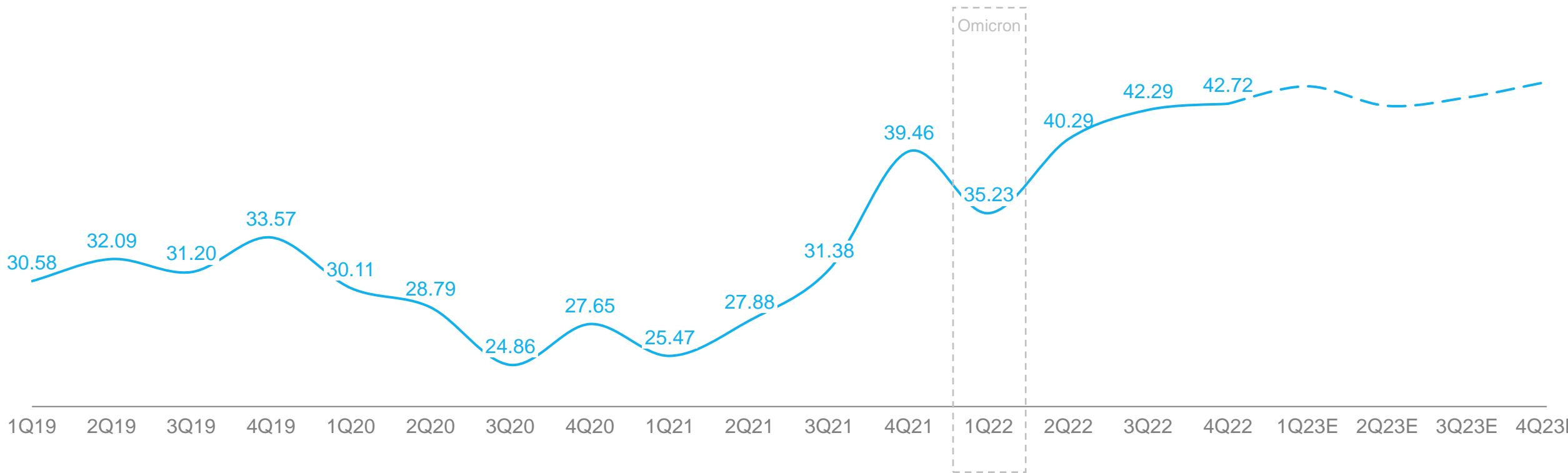
4Q22 Financial Highlights



Unrivaled network and flexible fleet yielding superior results

Record Unit Revenue

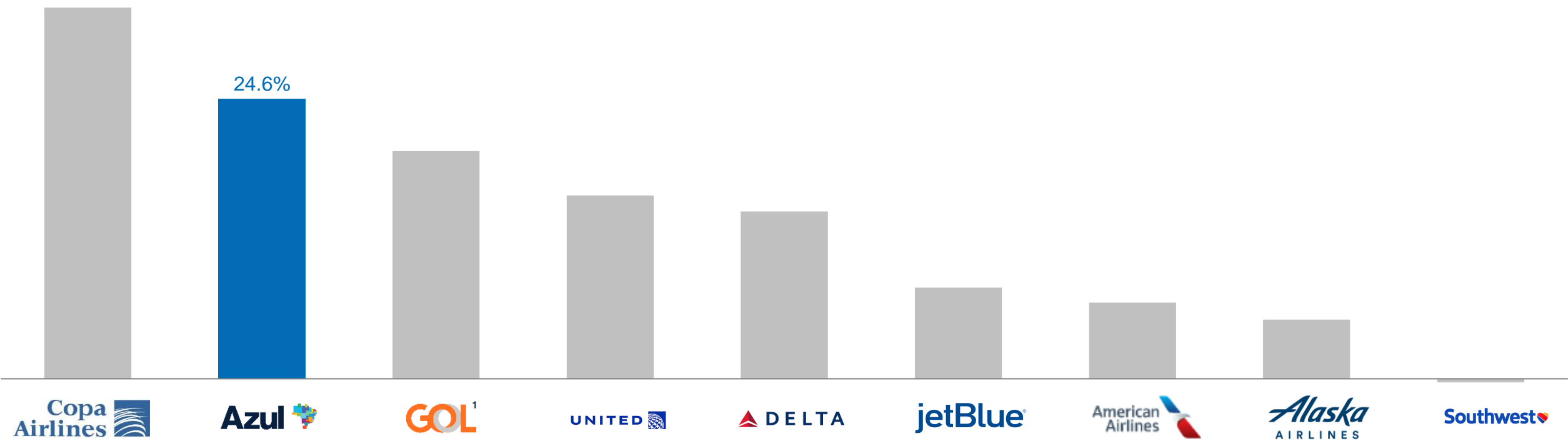
RASK Evolution
(R\$ cents)



Strong revenue performance demonstrating robust demand
Conservative unit revenue assumption for 2023

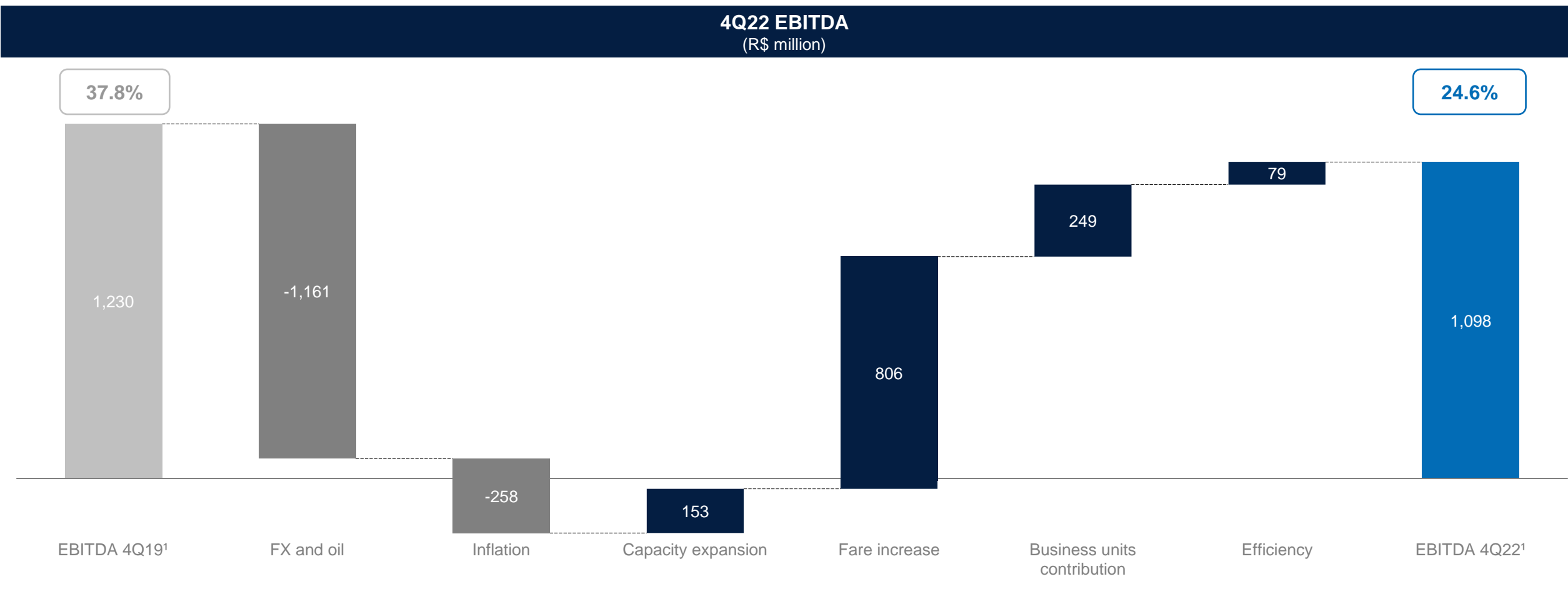
Industry Profitability

Selected Airlines 4Q22 EBITDA Margin (%)



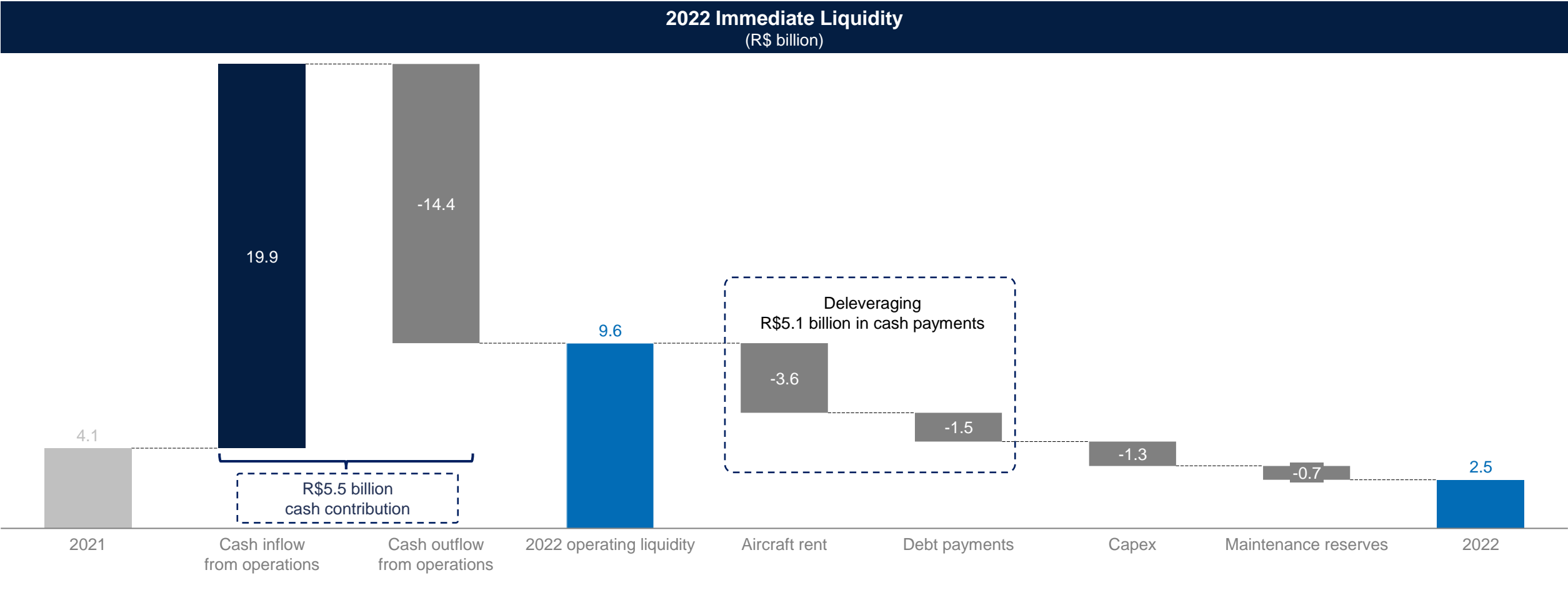
One of the highest EBITDA margins among peers, with continued upside beyond 2022

Proven Strength from Business Model



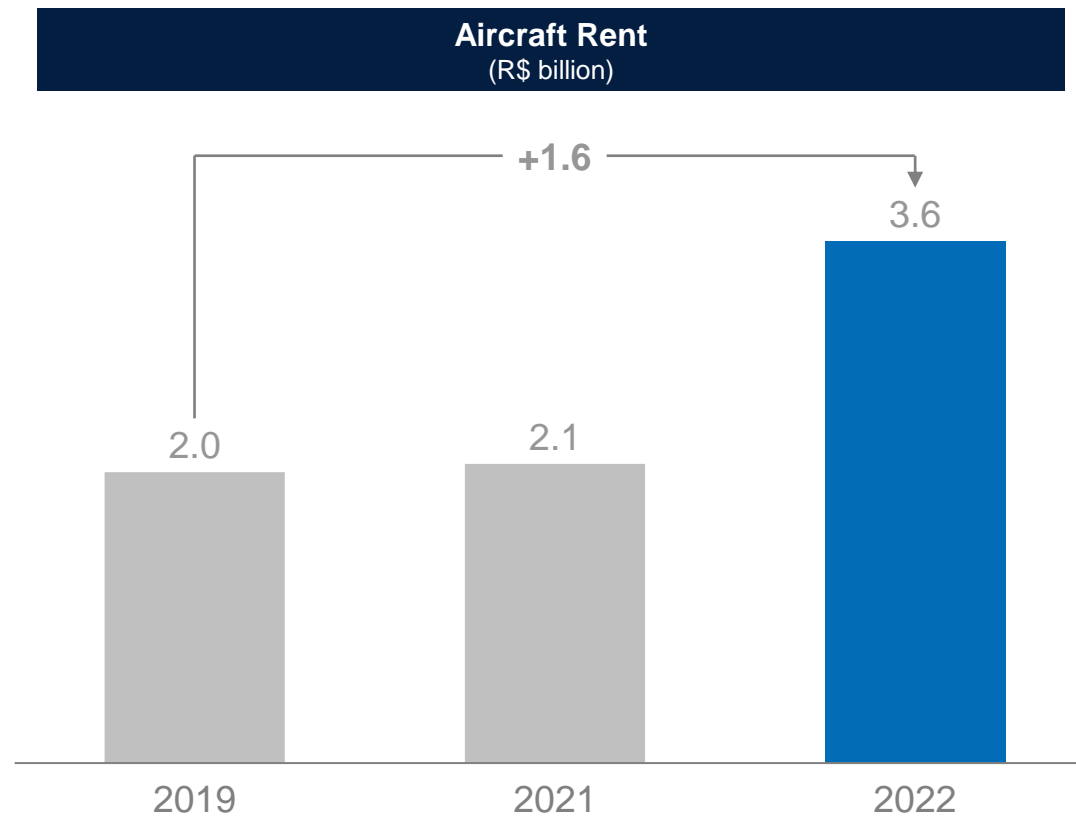
Recovering profitability even with record fuel prices and currency devaluation

Consistent Cash Contribution From Operations



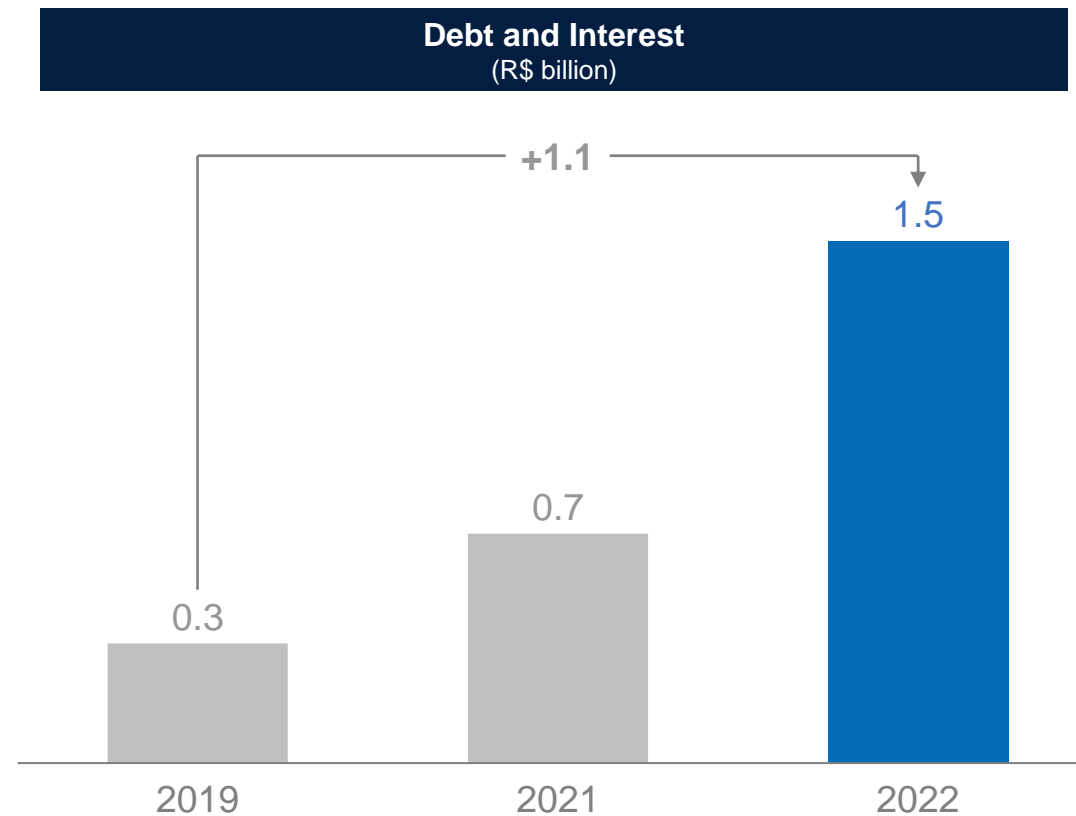
Strong operational results enabling organic deleveraging

Continued Deleveraging Process



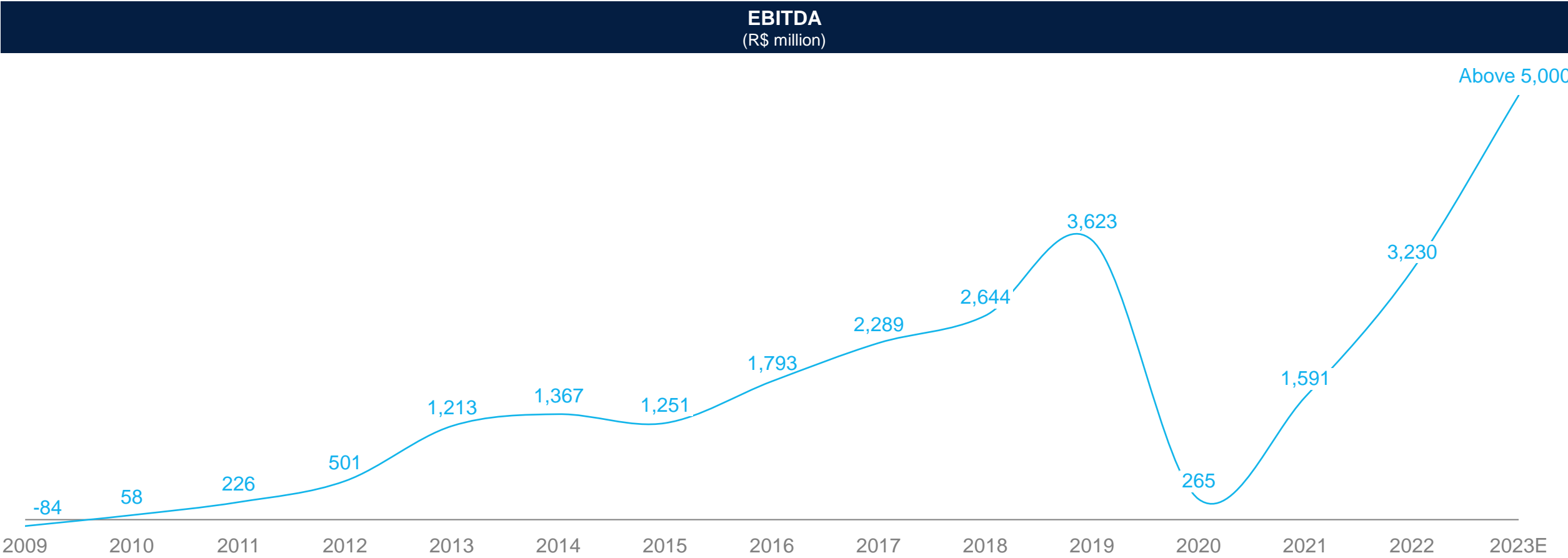
Over R\$3.6 billion in lease debt payments in 2022, R\$1.6 billion more than 2019

Continued Deleveraging Process



Over R\$1.5 billion in principal debt and interest payments in 2022, R\$1.1 billion more than 2019

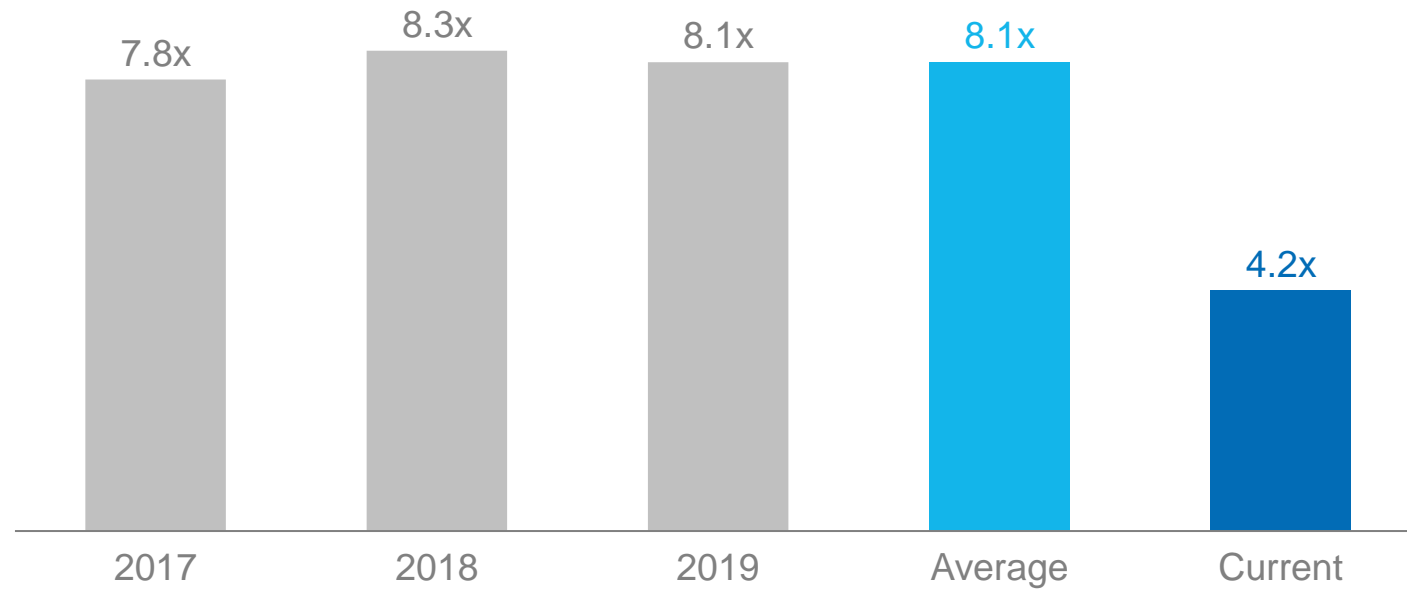
Resuming EBITDA Expansion



2023 EBITDA consensus around R\$5 billion

Valuation

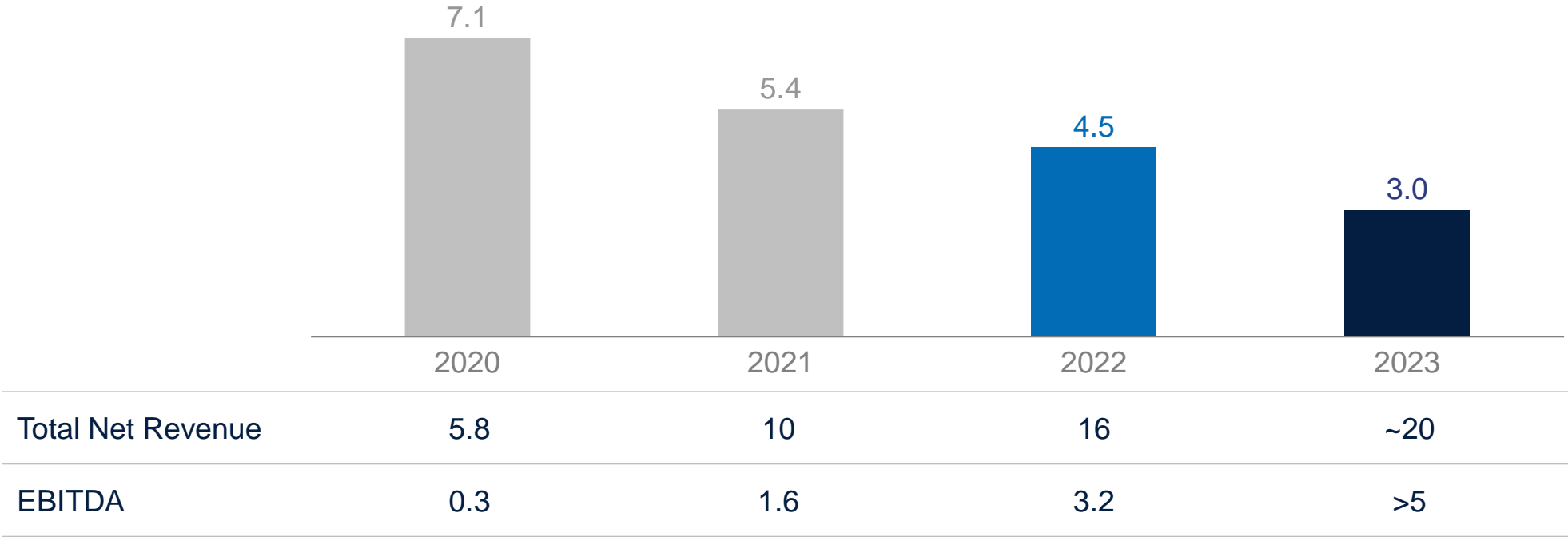
Azul's Enterprise Value as Multiple of EBITDA



Valuation multiple not yet reflecting improvement in demand, operational performance, revenue and profitability

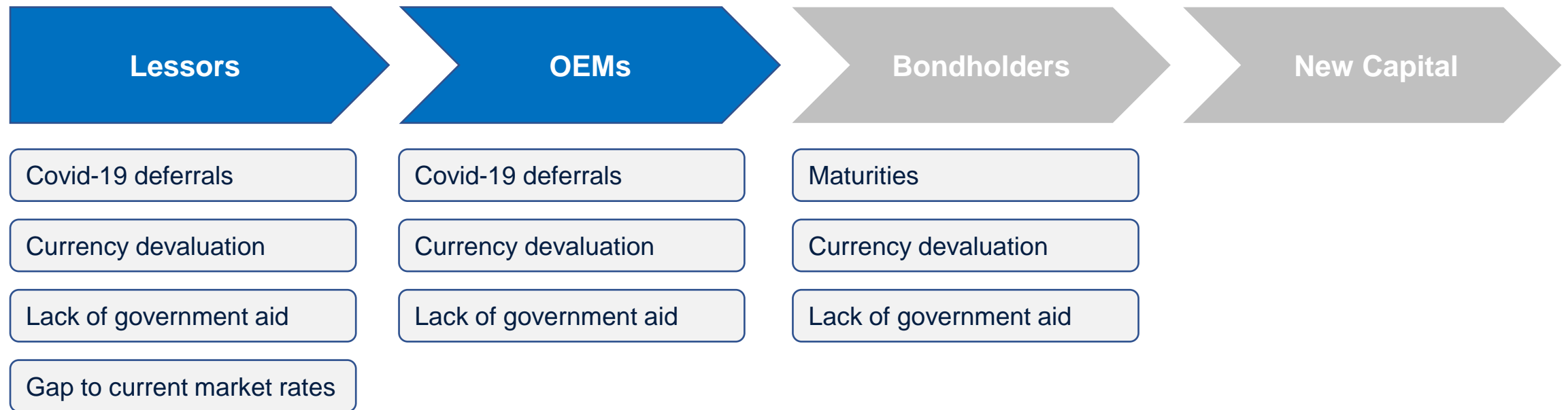
Pandemic Cash Impact

Cash Impact from Pandemic Assuming No New Financing
(R\$ billion)



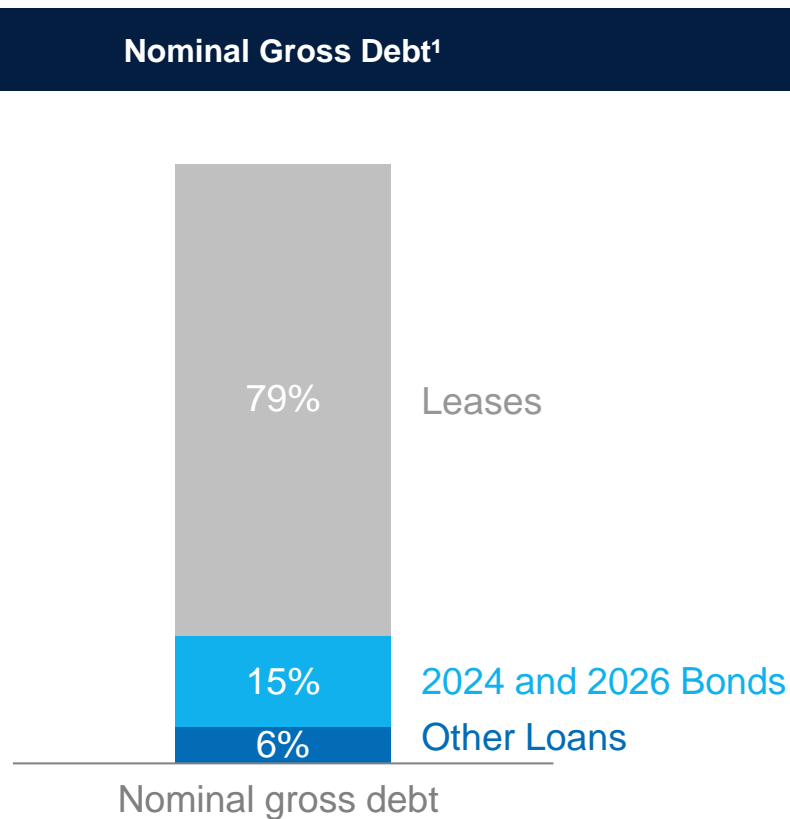
Cash generation negatively impacted by ~R\$20 billion from Covid-19 and other external factors
85% of impact already addressed

Comprehensive and Permanent Capital Plan



Comprehensive restructuring plan with participation across stakeholder groups
Designed as exchange targeting 100% recovery to stakeholders

Majority of Debt from Aircraft Leases



Aircraft leases impacted by Covid-19 deferrals and currency devaluation,
without any government financial aid

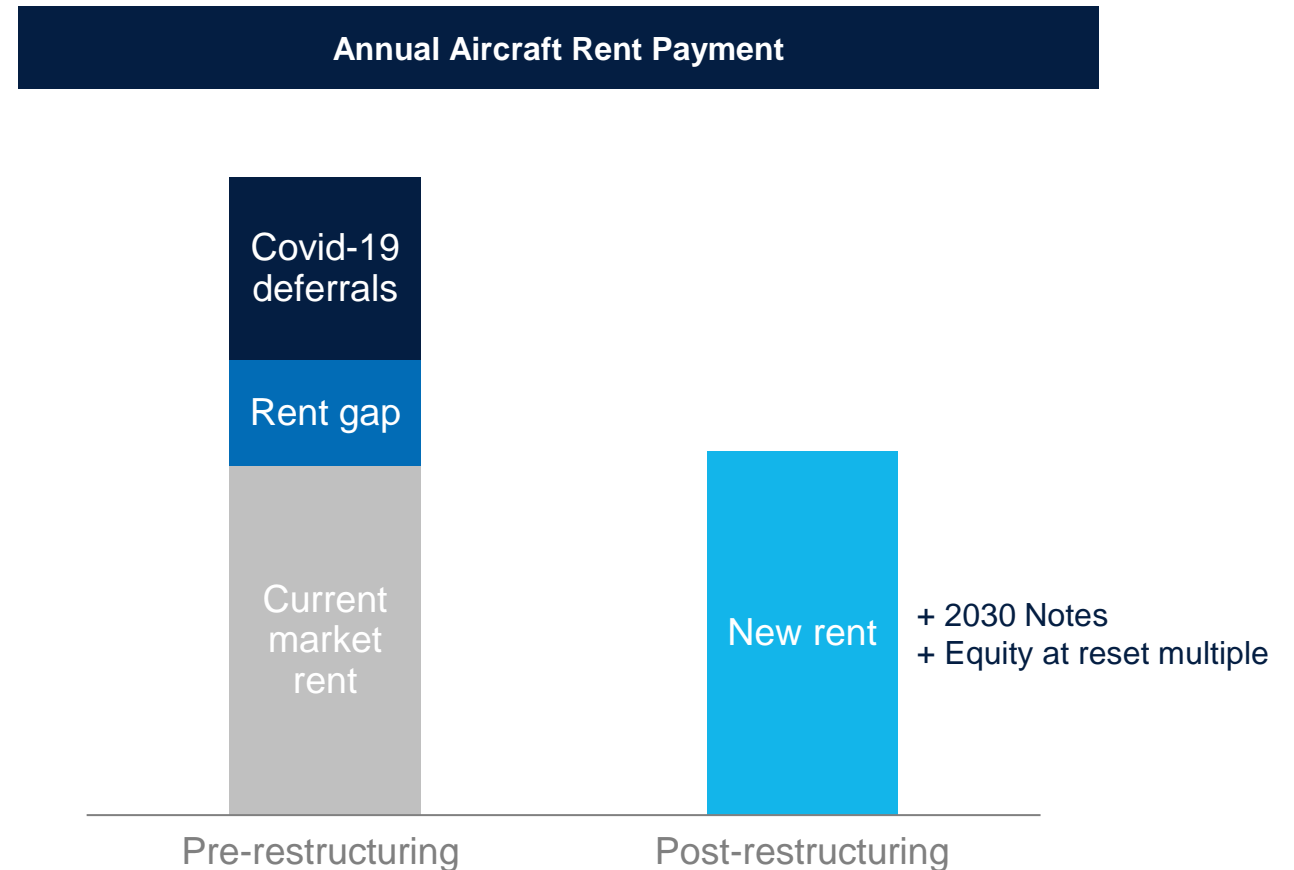
Strong Support from Lessors



Amicable agreements enable fast execution and preserve value, maximizing benefit to stakeholders

Permanent Restructuring Lease Payments

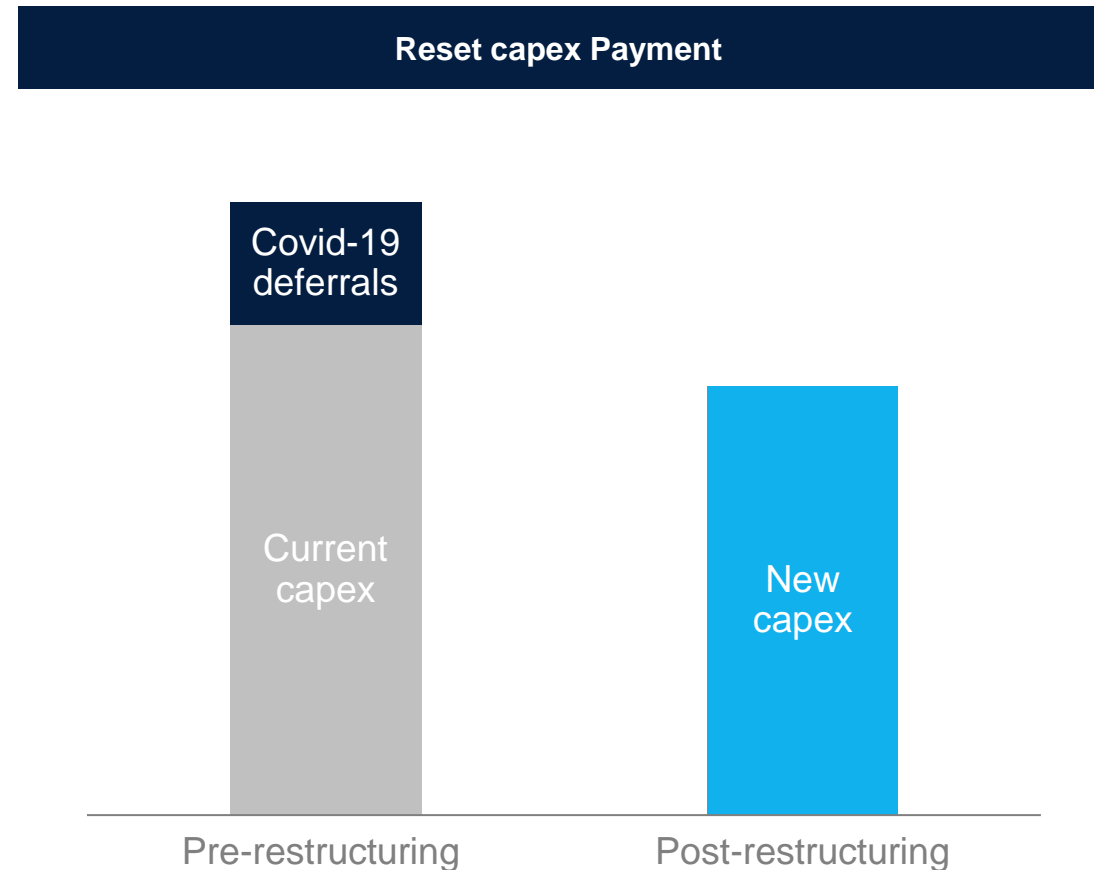
- Lessors exchanging Covid-19 deferrals and rent gap
 - 40%: 2030 notes
 - 60%: equity in reset balance sheet
- Lessors also providing short-term support in 2023
- Restructured maintenance reserves mechanism
- Reduced requirements for letters of credit
- Optimization of redelivery conditions



Lessors receiving 100% of prior committed values and benefiting from reduced credit risk

OEM Partners Supporting Permanent Plan

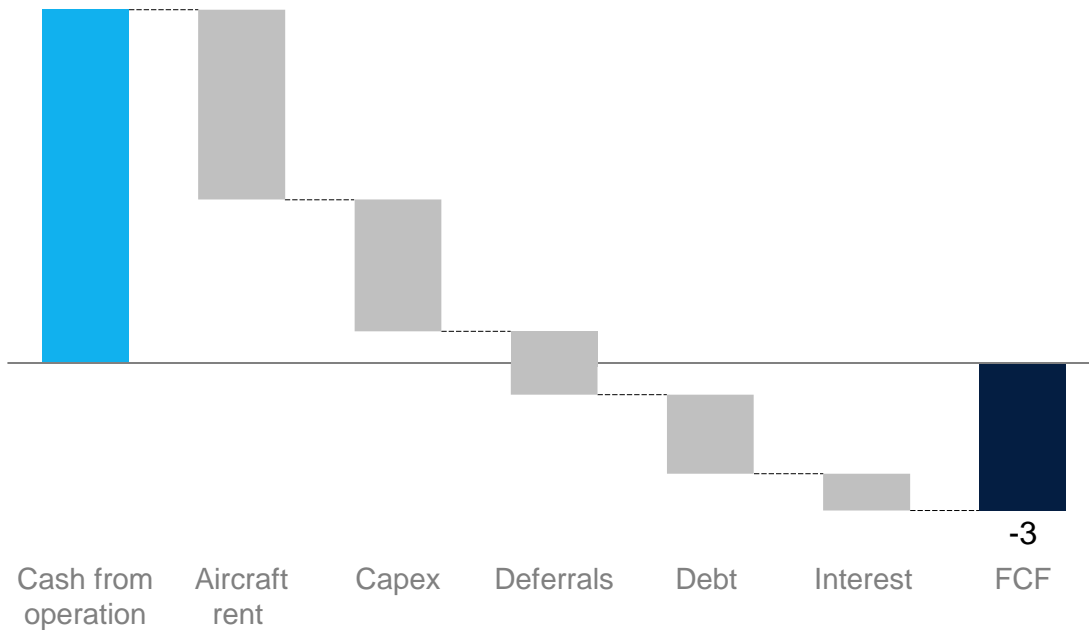
- OEMs providing improved payment terms for most of Covid-19 deferrals and higher capex credit limits
- Exchanging remaining Covid-19 deferrals for similar structure as lessors
- OEMs maintaining existing level of coverage and service, enabling Azul to operate 100% of the fleet



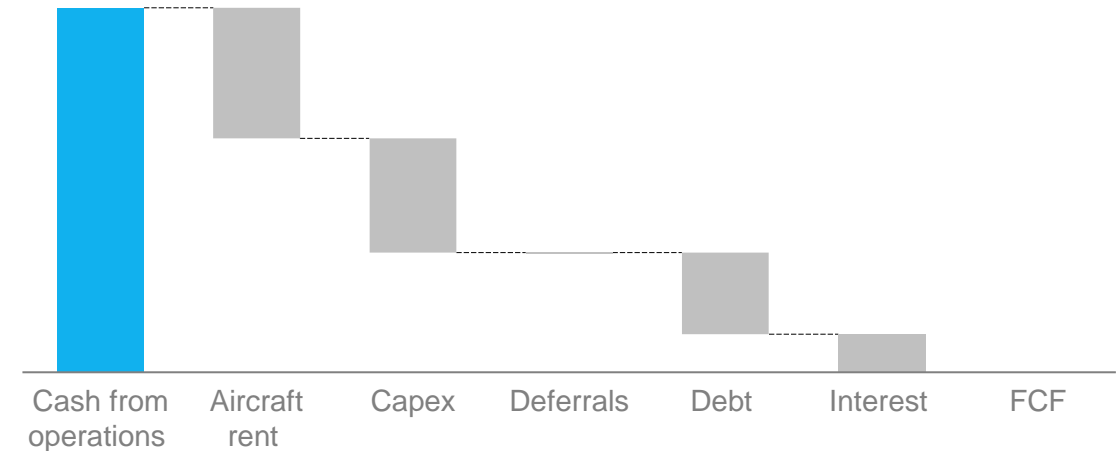
OEMs receiving 100% of prior committed values and benefiting from reduced credit risk

2023 Free Cash Flow Post-restructuring

Pre-restructuring 2023 Free Cash Flow
(R\$ billion)



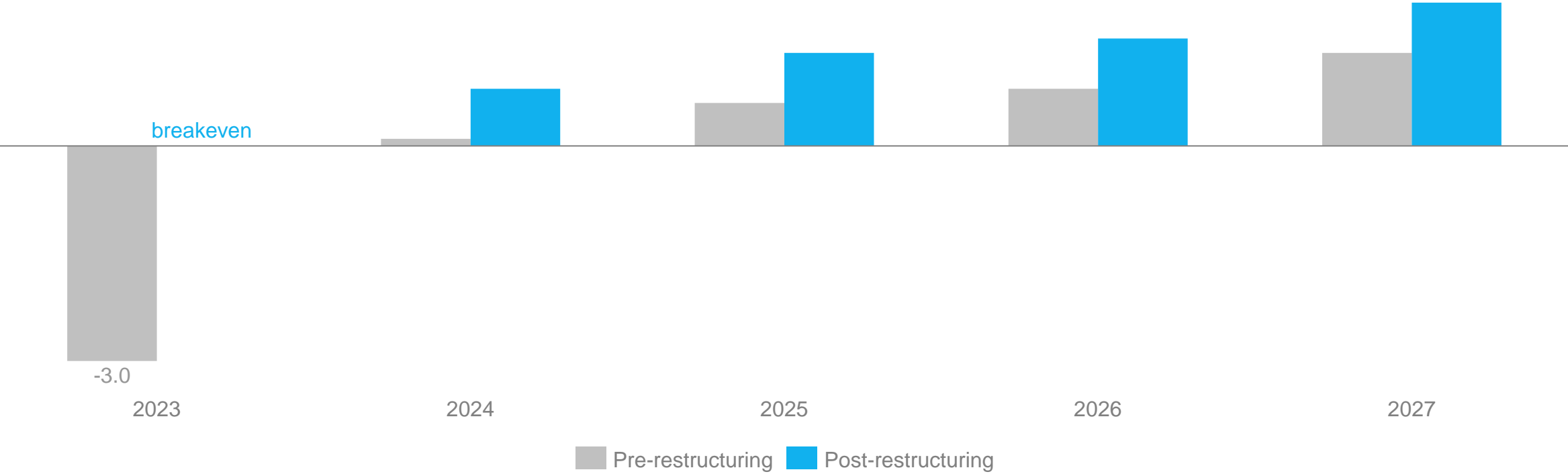
Post-restructuring 2023 Free Cash Flow
(R\$ billion)



Significant reduction in annual aircraft rent and capex going forward
2023 breakeven free cash flow post-restructuring, and positive going forward

Post-Restructuring Cash Flow Comparison

Net Cash Outflows
(R\$ billion)



Significant reduction in annual aircraft rent and capex going forward
2023 breakeven free cash flow post-restructuring, and positive going forward

Azul's Valuable and Unencumbered Assets



Appraised above R\$25 billion in total



Fast-growth, high-margin businesses



Annual revenue above R\$5 billion



Leveraging Azul's unique network and flexible fleet

Creating Capital Structure and Cash Generation Compatible with Superior Business Model and Profitability



Removing financing uncertainty to enable valuation based on strong fundamentals



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