



Azul + TAP

Commercial Joint Venture Proposal

Joint Ventures Around the World

- Joint ventures are common business agreements between airlines around the world
- They are designed to primarily increase customer options, destinations, and quality of service, allowing airlines to grow their networks profitably
- Examples:

| North America / Europe | North America/Asia Pacific | United States / Latin America |
|--|-----------------------------|-------------------------------|
| Virgin Atlantic + Delta + Air France-KLM | American + Qantas | United + Copa + Avianca |
| United + Lufthansa + Air Canada | United + Air New Zealand | |
| British Airways + American | United + All Nippon Airways | |

Commercial Joint Venture Proposal between Azul and TAP

- Non-Corporate Joint Venture to provide benefits for customers, communities and marketplace for air travel between Brazil and Europe
- Collaborative revenue sharing commercial agreement:
 - Integrated seamless service through better coordination of flight schedules between Brazil and Europe
 - JV to drive traffic growth between both regions
 - Expanded code-share flight options, competitive fares and a more streamlined travel experience
 - Revenue gains to be distributed according to pre-JV capacity deployed by each carrier
- JV advantages:
 - Revenue accretive to both parties
 - Allows both companies to align frequent flyer programs and improve customer service
 - More connectivity to Brazilian domestic network
 - Increases competitiveness and expands market presence
 - Increased access to the European market
- Transaction approved by Azul's Governance Committee and Board of Directors
- Because Azul's controlling shareholder also holds a significant investment in TAP, we are submitting this transaction for shareholders' approval as determined in our bylaws.