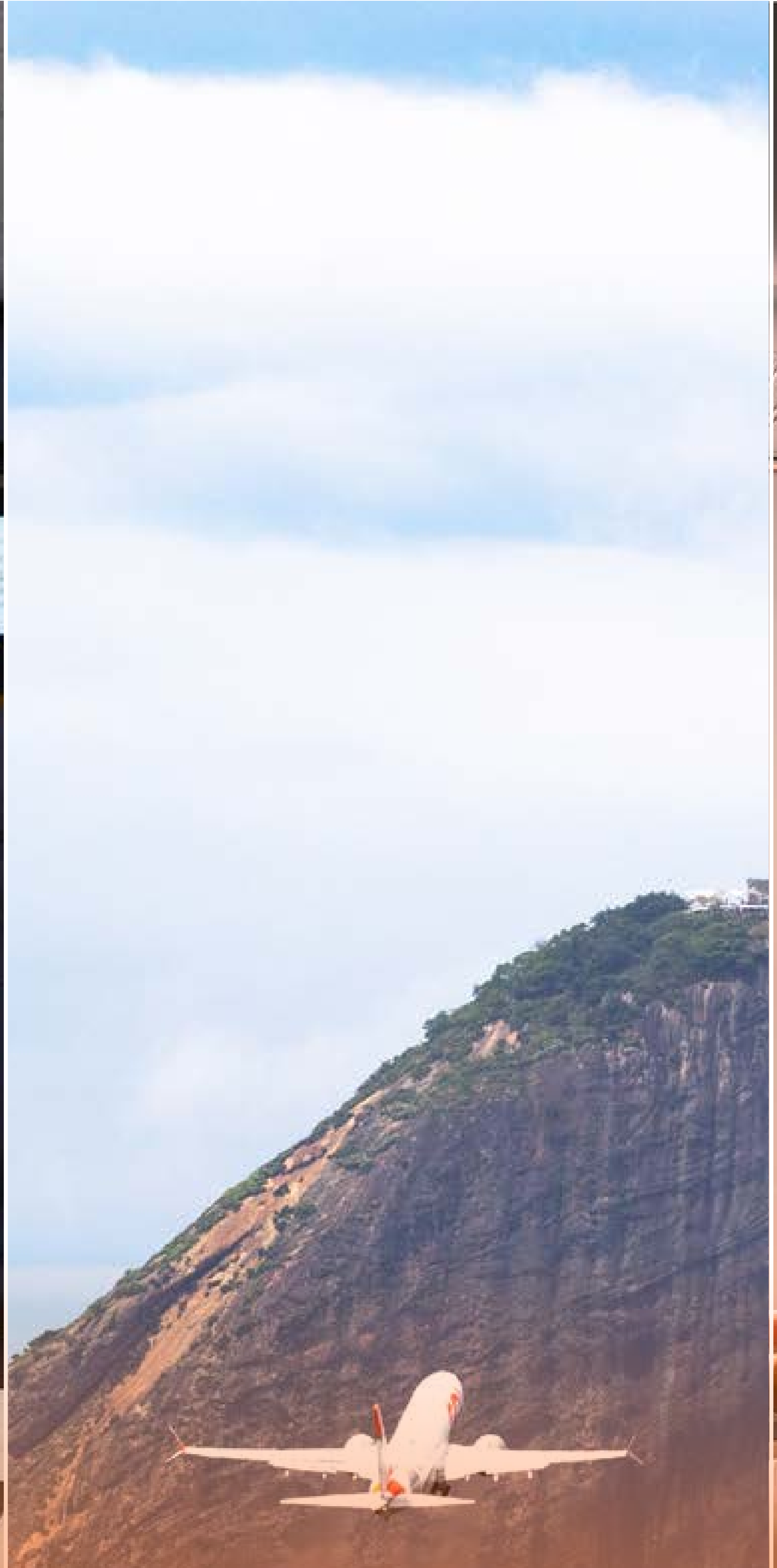
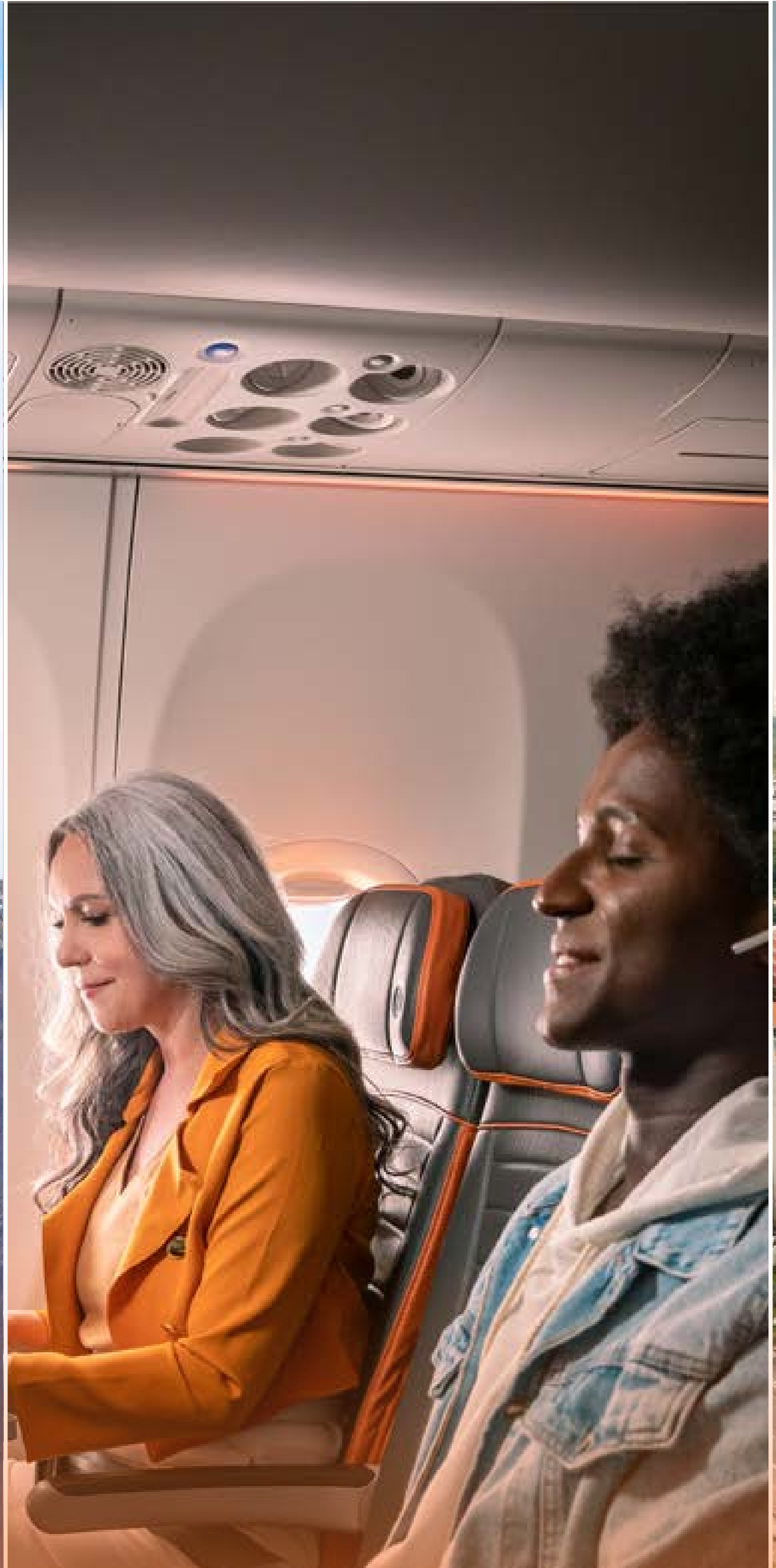
20
25

Corporate Sustainibility Report

ENVIRONMENTAL SOCIAL GOVERNANCE

Summary




Message from our CEO

GRI: 2-22

(2-22) **At GOL, we believe that aviation can help transform realities.** We work to expand access to air travel with a focus on operational safety, efficiency, and a human experience that seeks to connect more people to their goals and dreams. This conviction guides our decisions and how we understand sustainability as a fundamental part of building a solid company.

We continue to strengthen our corporate governance and our social commitment, essential pillars for building a more responsible GOL that is prepared for the future. We have improved our oversight, compliance, and risk management mechanisms, seeking to reinforce transparency and integrity throughout the organization. In the social dimension, we expanded initiatives focused on the well-being and development of our Eagles Team, advanced our efforts in fostering a sense of belonging, and strengthened actions aimed at supporting the communities where we operate, including support for 36 social organizations and the free transportation of organs and medical teams in partnership with health authorities.

2025 was a year of recovery and adaptation, both for the airline industry and for GOL. The global context continued to evolve, driven by energy transitions, new consumer expectations, and a more demanding economic environment that requires high levels of efficiency, resilience, and corporate responsibility from companies in the sector.

This scenario was reflected throughout Latin America and in our main market, Brazil. In 2025, we experienced growth opportunities and increasing demands for operational coordination. The recovery of tourism and the strengthening of regional connectivity opened up potential opportunities for expansion. At the same time, macroeconomic volatility reaffirmed the importance of operating with discipline and a long-term vision.

To sustain this growth consistently and prepare for the future, we took important steps in our financial restructuring. The approval of our five-year Reorganization Plan under the Chapter 11 process represented a significant milestone for GOL:

We strengthened our liquidity through securing

US$1.9 billion

in financing and embarked on a new phase as part of Abra, one of the most competitive air transport groups in Latin America, opening up new growth opportunities for GOL.

This strengthening had a direct impact on our operational performance. Throughout the year, we took off more than 237,000 times, connecting 35 million passengers to their 85 destinations, including 3.2 million who chose the airline for their first flight.

GOL didn't just fly more: it flew better, establishing itself as Brazil's most punctual airline*, with 94.6% of its flights landing on schedule. These milestones reflect the trust of our customers and the Eagles Team's ongoing commitment at every stage of the journey.

We remain attentive to the challenges inherent to the airline industry, such as the pursuit of operations with a lower environmental impact, the volatility of operating costs, the availability of more sustainable aviation fuels at scale, and regulatory developments — issues that require constant innovation and cooperation across the entire industry. This progress is concentrated primarily in specific operational areas—such as fuel efficiency, fleet renewal, and process digitalization—and should not be interpreted as the complete elimination of the environmental impacts of our operations.

For GOL, sustainability guides strategic decision-making and is integrated into business management, aligned with the SDGs and international standards such as GRI and SASB.

Our progress is driven mainly by operational efficiency, governance, and risk management, materialized through initiatives such as fuel efficiency, fleet renewal, and process digitization (pp. 49-55), which contribute to reducing environmental impacts and strengthening competitiveness.

We recognize, however, that commercial aviation remains carbon-intensive and that absolute emissions reductions depend on factors external to the sector, such as the availability of sustainable fuels and infrastructure, which are still limited. The progress described in this report relates primarily to incremental efficiency gains and does not imply a material reduction in the absolute emissions of the aviation sector.

Looking ahead, as part of Abra, GOL is embarking on a new cycle of growth. Our ambition is to continue connecting people and opportunities, Seeking to progressively reduce our operational emissions intensity while expanding our long-haul, intercontinental flight operations.

In March 2026, we announced the launch of new flights between Rio de Janeiro and destinations such as New York, Lisbon, Paris, and Orlando, expanding Brazil's connections with the world in the year the company celebrates its 25th anniversary.

To support this phase, we have elevated the in-flight experience to a new level with the INSIGNIA by GOL Business Class, featuring enhanced seats, cabin configuration, and onboard service, which will offer comfort, exclusivity, and gastronomy, seeking to provide a differentiated experience. We also launched the Magno category** with new benefits designed to offer additional advantages to our customers.

We will continue to invest in safety, technological innovation, customer experience, and solutions that allow us to progressively reduce our emissions intensity.

I would like to take this opportunity to pay special tribute to **Constantino de Oliveira Júnior**, who was the founder, CEO, and chairman of the board of directors of GOL. We are very proud to honor his entrepreneurial vision, which helped transform Brazilian aviation by expanding access to air travel and consolidating a culture grounded in efficiency, innovation, and service. Furthermore, his legacy—simple, human, and intelligent— will continue to be part of the trajectory of Brazilian aviation.

I am deeply grateful to the Eagles Team for all their commitment and passion, and to our customers, investors, and partners for joining us on this journey of transformation. Together, we will continue raising the standards of aviation and reaffirming our purpose of striving to be the "First for Everyone."

Celso Ferrer
CEO of the GOL Group

The initiatives and results mentioned reflect the performance reported during the period and may involve estimates and targets subject to operational, regulatory, and market uncertainties.
* Recognized by Cirium in 2026, based on 2025 performance.
** For more information, visit: www.smiles.com.br

About This Report

GRI: 2-2, 2-3, 2-4, 2-5

CSA: Sustainability Reporting Boundaries, Sustainability Reporting Assurance, Sustainability Taxonomies

Welcome!

(2-3) We present the Corporate Responsibility Report of the GOL Group (GOL, Gollog, and Smiles), which is referred to throughout the text simply as GOL. On the following pages, we present the key topics that shaped the year, from January 1 to December 31, 2025, prepared in accordance with **GRI** (Global Reporting Initiative) guidelines, **SASB** (Sustainability Accounting Standards Board) standards, and the suggested content of S&P's **CSA** (Corporate Sustainability Assessment).

(2-2; CSA_ Sustainability Reporting Boundaries) The scope of this report covers GOL and is defined based on the **same consolidation scope used in the consolidated financial statements** for the reporting period. For the specific purposes of this report, the operational scope expressly includes the following operating entities:[1]

About This Report

- **GAC Inc.** – Cayman Islands
- **Gol Finance Inc.** – Cayman Islands
- **Gol Finance S.A.** – Luxembourg
- **Gol Equity Finance** – Luxembourg
- **GOL Linhas Aéreas S.A. (GLA)** – Brazil
- **GTX S.A.** – Brazil
- **Smiles Fidelidade S.A.** – Brazil
- **Smiles Viagens e Turismo S.A.** – Brazil
- **Smiles Fidelidade Argentina S.A.** – Argentina
- **Smiles Viajes y Turismo S.A.** – Argentina
- **Capitânia AirFim** – Brazil
- **Fundo Sorriso** – Brazil

A detailed description of our equity interests, ownership percentages, and any corporate changes is available in our Consolidated Financial Statements, published on our Investor Relations website.

(2-5; CSA_Sustainability Reporting Assurance) This report was prepared and reviewed by GOL's executive leadership, ensuring the consistency, quality, and integrity of the information presented, as well as alignment with Abra's guidelines. The document was validated and approved by the Abra Management Committee and the Abra Nominating & Governance Committee (NomGov Committee), in addition to being reviewed and approved by GOL's senior management, reinforcing the robustness of the governance and oversight process applied to the reporting.

For the collection and management of information, we use the A-Planet platform, which allows for the submission of evidence and ensures complete history and traceability.

Additionally, it underwent an **independent external assurance conducted by PwC Chile** reinforcing its credibility and transparency.

[1] These entities carry out operations related to passenger air transportation, logistics and cargo activities, financial services and fundraising, loyalty programs, tourism, investments, and operational support.

Sustainability taxonomies and climate transition regulatory instruments

(CSA_Sustainability Taxonomies) The sustainability regulatory landscape has advanced significantly over the past year, notably with the publication of **Decree No. 12,705/2025**, which formally established the Brazilian Sustainable Taxonomy (TSB) as a key instrument of the Federal Government's Ecological Transformation Plan.

Although still in the implementation phase, the framework is designed to strengthen the integrity, comparability, and reliability of sustainable finance in Brazil. The TSB seeks to guide investment decisions, support the structuring of financial instruments, and enhance the disclosure of strategic information, thereby facilitating the transition to a low-carbon and environmentally responsible economy.

In parallel, the enactment of **Law No. 14,993/2024** (Fuel of the Future Law) has further reinforced the policy framework for low-carbon mobility and biofuels. This development carries important implications for emissions-intensive sectors such as aviation, establishing specific programs for Sustainable Aviation Fuel (SAF), green diesel, and biomethane. In the case of SAF, legislation establishes a mandatory blending trajectory starting in 2027, which serves as a regulatory reference for the analysis of internal compliance scenarios, operational cost implications, and medium- and long-term strategic planning.

Since 2024, the Company has adopted the GRI Standards as its primary reporting framework and, starting in 2025, began incorporating SASB indicators, while advancing its assessment of emerging TSB requirements to support future integration.

In addition, GOL is assessing the scope and technical and economic feasibility of aligning with international standards (including IFRS S1 and IFRS S2), which had not yet been fully implemented as of the date of this report.

Any medium- and long-term climate commitments will be communicated to the market only after the operational, financial, and technological assumptions underpinning their feasibility have been internally validated and aligned with the strategic plans established under the Abra structure.

Currently, GOL does not report financial metrics under a sustainable taxonomy framework, considering that the Brazilian Sustainable Taxonomy (TSB) is still in the technical implementation phase; however, the Company is assessing the alignment of its revenue, CapEx, and OpEx. Accordingly, it is not yet possible to establish the timing or scope of such disclosures.

At the international level, GOL monitors the evolution of the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), to which Brazil is expected to adhere starting in 2027. The expansion of routes to markets such as Europe may entail additional compliance impacts, which are being considered in internal risk analyses and planning, in alignment with climate reporting requirements.

Additionally, GOL, together with Abra, is advancing in the structuring of a more robust approach to managing risks related to human rights. This initiative reflects the evolution of regulatory expectations, including frameworks such as the UK Modern Slavery Act, and the Group's commitment to preventing practices such as forced labor, human trafficking, and other forms of exploitation.

Looking ahead, the organization is also advancing its preparations to comply with the Corporate Sustainability Reporting Directive (CSRD), further enhancing the international comparability of its disclosures and alignment with global best practices in transparency and sustainability.

These matters are currently under review by multiple internal functions, including the Finance, Operations, and Risk departments. Discussions are also conducted in alignment with the Abra Group, ensuring strategic consistency and integrated decision-making.

Significant adjustments to the scope of the report

(2-4) We constantly strive to strengthen the quality, clarity, and consistency of our non-financial information. In this regard, the following changes have been made compared to previous periods:

- **Update to the impact matrix under a double materiality approach:** In line with evolving context and international best practices, we adopted a double materiality approach, enabling a more robust identification and management of the most relevant ESG (Environmental, Social and Governance) topics. This approach considers both our impacts on the environment and society, as well as the risks and opportunities that sustainability-related issues present to our business.
- **Definition and disclosure of our business model:** To provide greater clarity and transparency to our stakeholders, we structured and began disclosing our business model, offering an integrated view of how we create and preserve value over time, based on our key capitals, activities, impacts, and strategic differentiators.

(2-3) For inquiries, comments, or requests for information, please contact us via email at: esg@voegol.com.br.

Highlights 2025

SASB: TR-AL-000.A, TR-AL-000.B

137 aircraft

35 million passengers carried

237,000 takeoffs

+22 million Smiles customers

85 domestic and international destinations

load factor **83.7%**

49.3 ASK (Available Seat Kilometers)

Recognized by Cirium as the most punctual airline in Brazil and the 3rd most punctual in Latin America.

For the ninth consecutive year, we were recognized as the most remembered airline by Brazilians in the 2025 Folha Top of Mind survey.

We improved our CDP rating, the leading global environmental disclosure platform, from D to B-.*

* The CDP rating scale ranges from D- to A, with A being the highest rating.

The recognitions presented refer to brand perception, operational performance, or specific rankings and do not constitute comprehensive assessments of environmental sustainability or climate impact.

Completion of the financial restructuring process (Chapter 11) in the U.S.

Formalization of GOL's integration into Abra.

R$ 22.1 billion in revenue in 2025 (+15.5% vs. 2024).

Recurring EBITDA of **R$ 6.4 million (+30.5%).**

Social dimension:

15,400 employees

42% of the workforce are women

38% women in leadership positions

71% favorability in organizational climate

82% reduction in serious cases of emotional health issues (GOL Care)

From 4 minutes to 28 seconds for accessible boarding through the use of lift-equipped stairs

25% reduction in delays in Maringá through inclusive innovation

15% reduction in customer complaints

95% positive rating for Live Activities initiatives

88% utilization of the ticket concession program

93.6 tons of donations transported

1,164 organs, tissues, and miscellaneous items transported free of charge

252 healthcare professionals mobilized for transplant missions

3.2 million people flew for the first time with GOL

Environmental impact:

Commitment to biodiversity-related initiatives.

GOL joined the Buckingham Palace Declaration of the United for Wildlife Transport Taskforce, reaffirming its commitment to a zero-tolerance approach to the illegal wildlife trade. Through this commitment, the Company supports global efforts to prevent, identify, and combat the transportation of illegally traded wildlife and wildlife products.

Efficient fuel management.

We advanced fuel efficiency management through initiatives structured around three areas:

- **Ground operations:** reducing APU use and optimizing taxiing procedures.
- **Flight operations:** leveraging tools such as Flight Data Analysis (FDA) and OptiClimb, while enhancing route planning and operational procedures.
- **Weight and flight planning:** improving fuel uplift accuracy, reducing aircraft weight, and optimizing flight planning.

These initiatives contributed to a more efficient operation.

Energy consumption optimization

In 2025, a reduction of

2,159,570.35 GJ

in aviation fuel consumption under operational control was achieved as a result of operational efficiency initiatives.

Estimated avoided emissions (vs. a scenario without efficiency gains).

In 2025, we avoided the emission of **158,611 tCO_2e** as a direct result of our operational efficiency initiatives. For quantification, we considered the total volume of fuel actually consumed during the period and estimated the fuel that would have been used in the absence of the implemented initiatives, thereby determining the amount avoided.

Improvement in energy efficiency.

The Company improved its energy efficiency in 2025 compared to 2024, reducing energy consumption per passenger transported and per capacity offered,

with intensities of **1.062 MJ/RPK** and **0.889 MJ/ASK** respectively.

Improvement in emissions intensity.

The Company continued to reduce its relative emissions in passenger transport compared to 2024,

with reductions of **0.4 %** in gCO_2eq/ASK and **1.4 %** in gCO_2eq/RPK.

Engagement in market initiatives to support SAF development.

Given the limited availability of Sustainable Aviation Fuel (SAF) in Brazil, the Company carried out its first Book & Claim initiative in Latin America. Based on the purchase of emission reduction certificates associated with SAF in international markets, this approach does not involve the physical use of SAF in GOL's operations. Instead, it serves as a market-based mechanism to support the development and advancement of complementary instruments for the aviation sector's energy transition.

In addition to fostering this discussion, the initiative supported emissions reductions by third parties,

contributing to the mitigation of **190.96 tCO_2e**

The mitigation reported refers exclusively to the acquisition of SAF credits through the Book & Claim mechanism, which does not represent the physical use of sustainable fuel in GOL's operations nor a direct reduction of emissions from its flights.

The environmental highlights reflect specific actions and performance indicators for 2025. They do not represent emissions neutrality, low-carbon operations, or the elimination of the environmental impacts of aviation. For more information, please refer to the Environmental section of this report.

GOL

GOL
Who We Are

GRI: 2-1, 2-6, 2-28

CSA: Management Ownership, Government Ownership, Family Ownership, UN Global Compact Membership

(2-1) Simple, human, and smart! We are GOL, one of Brazil's leading airlines and part of Abra. Abra is a privately held aviation company founded in April 2023, bringing together a diversified portfolio of airlines in Latin America with the goal of strengthening efficiency, financial resilience, and long-term competitiveness.

As of December 2025, we were a publicly listed privately owned company, with our shares traded on B3 and legally organized as a corporation. We commenced operations in 2001 with the purpose of offering affordable fares and expanding access to air travel. Our headquarters are located in the Chácara Santo Antônio district of São Paulo.

Over the course of our 25 years, we have built a track record that has established us as one of the most admired brands in the country and a benchmark for social impact in the airline industry.

Our commitment goes far beyond transporting people: we connect causes, expand opportunities, and drive meaningful change in the communities where we operate.

Projects such as those developed by the GOL Institute, our various accessibility initiatives, and our ongoing support for social organizations demonstrate our consistent commitment.

Even in the face of the greatest challenges in our recent history, such as the pandemic and the Chapter 11 reorganization process, we have preserved our essence, our values, and our ability to serve with humanity and responsibility.

GOL's Way of Being and Doing

Our strategy and operations are guided by a clear framework of purpose, ambition, and values, which informs decision-making at every level of the organization.

Our purpose:
to be the first for everyone

Our ambition:
to be the best airline to travel with, work for, and invest in, recognized as a digital leader

Our Values:

- Safety: our Number 1 Value
- Eagles Team: pride in being GOL
- The customer: at the heart of our decisions
- Low cost through smart solutions: our greatest competitive strength
- Results: excellence in exceeding goals

Our evolution

Throughout our history, we have consolidated our growth and transformation through key milestones that highlight the evolution of our business model, our operational expansion, and our market positioning.

Timeline:

2000
Founding of GOL Linhas Aéreas, introducing the low-cost model to Brazil.

2001
First commercial flight on January 15 (Brasília→Congonhas).

2002
Consolidation of the Rio–São Paulo shuttle service as a strategic route.

2003
Pioneering launch of web check-in, increasing convenience for passengers.

2004
Start of international flights to Buenos Aires (Argentina).

Significant online ticket sales.

Initial public offering (IPO) in Brazil and the U.S.

2006
International expansion with routes to Santiago (Chile).

Inauguration of the Aircraft Maintenance Center in Minas Gerais.

2007
Acquisition of Varig/VRG, strengthening our presence in Latin America. Integration of the Smiles program into GOL.

Launch of routes to Lima (Peru).

2009
IOSA (IATA Operational Safety Audit) certification, international recognition of operational safety.

2010
Foundation of the GOL Institute.

Implementation of the Criando Asas Project, reinforcing social and educational commitment.

2011
Acquisition of Webjet, strengthening the domestic presence.

2013
Smiles goes public (IPO), strengthening the loyalty program's financial and strategic structure.

2014
Codeshare partnership with Air France KLM, expanding international connectivity.

2015
Expansion of charter flights to destinations such as Miami, Orlando, and New York.

2016
First commercial flight in South America with Wi-Fi.

Launch of GOL Online, enhancing the passenger's digital experience.

2020
IEnvA (IATA Environmental Assessment) certification, international recognition in environmental management.

2022
May 2022 — Announcement of the creation of Abra; GOL Announces Signing of Master Contribution Agreement

2023
Continued expansion of the international route network.

Codeshare with American Airlines.

Transfer of shares to Abra Corporate transaction implemented to transfer GOL shares to Abra, consolidating the equity stake.

2024
Financial reorganization process under Chapter 11, preparing for recovery and future expansion.

2025
See the highlights of the year.

Our operations in 2025

(2-6) We operate primarily in the commercial aviation sector, focusing on passenger air transport in the Brazilian domestic market and on international routes in South America, the Caribbean, and North America.

(2-1) We operate in Brazil, Argentina, Aruba, Bolivia, Colombia, the United States, Mexico, Paraguay, the Dominican Republic, Suriname, Uruguay, and Venezuela.

We serve a total of 85 domestic and international destinations, of which 66 are domestic routes and 19 are international destinations.

Where are we taking you?

Business Units

GOL GOLLOG Smiles

Supply Chain and Strategic Partners

(2-6) Our operations are structured along a value chain comprising upstream activities, our own operations, and downstream activities, which support our passenger air transport, cargo logistics, travel services sales, and customer service businesses. This chain integrates players from the aviation, energy, technology, logistics, and financial sectors in Brazil and in the international markets where we operate.

Upstream activities include strategic processes related to the provision of critical assets and resources for our operations:

- **Fleet acquisition and renewal:** purchase and leasing of aircraft, in coordination with manufacturers, leasing companies, and technology partners that contribute to improvements in operational efficiency and safety.
- **Fuel supply:** procurement and management of conventional aviation fuel, with participation in selected SAF initiatives through market-based mechanisms.

These activities are carried out primarily in Brazil and at the international airports where we operate, involving suppliers, contractors, investors, financial institutions, and regulatory authorities.

In-house operations. These include the direct execution of our aeronautical and service activities:

- **Flight operations:** flight planning and execution, operational safety management, crew fatigue monitoring, and weather risk mitigation, in coordination with authorities such as DECEA (Department of Airspace Control) and airport concessionaires.
- **Ground operations (handling):** check-in, boarding, baggage handling, and operational dispatch. Accessibility and inclusion measures, ensuring service for passengers with disabilities. Airport security routines and compliance with regulatory agencies (ANAC). Ground-based environmental management: waste reduction and energy efficiency in hangars and operational bases.
- **Aviation maintenance (GOL Aerotech):** scheduled and corrective aircraft maintenance, ensuring safety and reliability. Parts and components management: inventory control, traceability, and regulatory compliance. Proper disposal of aviation waste, promoting efficiency and reducing environmental impacts.
- **Passenger experience:** in-flight service, catering, sales, accessibility, and digital solutions, including loyalty programs operated by Smiles Fidelidade S.A.

These activities are carried out across our network of destinations and operational bases, primarily in Brazil, and involve passengers, employees, regulators, communities, and airport service providers.

Downstream activities. These include delivering value to the customer and post-flight commercial relations:

- **Cargo logistics:** specialized freight transport via GOLLOG, in coordination with freight forwarders, carriers, and airport operators, including dedicated operations with cargo aircraft, in partnership with Mercado Livre, promoting logistics efficiency, optimization of operational capacity, and integration with the air network.
- **Ticket marketing and sales:** sales through digital channels (website and app), agencies, and corporate channels, integrated with loyalty programs and digital marketing initiatives, with a focus on digitizing the customer journey and reducing the use of physical processes.
- **Customer service and after-sales support:** management of complaints, refunds, rescheduling, and multichannel support, in compliance with consumer protection authorities, such as Procon.
- **Global distribution system and travel technology:** reservation management, ticket issuance, marketing of tourism services, and integration with digital and corporate platforms, including global distribution systems (GDS), with a focus on operational efficiency and process digitization.

The main upstream and downstream ESG risks and impacts were identified across fuel supply, the aircraft lifecycle, and customer-facing operations.

In 2025, Abra formally announced the appointment of a Chief Procurement Officer (CPO), reporting directly to the Abra CEO, as well as the creation of a collaborative procurement organization. This milestone represented an initial step toward a more integrated and enhanced procurement strategy, enabling coordinated execution, standard-setting, information sharing across operating companies, and systematic performance monitoring.

Synergies and Optimized Integration

GOL is integrated into Abra's synergy model as a strategic driver of value creation, operational efficiency, and long-term resilience. In line with the Group's approach, integration is conducted in a structured manner, preserving the Company's operational autonomy while ensuring alignment with corporate strategic guidelines. This model enables the capture of scale efficiencies, the sharing of capabilities, and more informed decision-making, while respecting the regulatory, operational, and market specificities of Brazil.

Throughout 2025, GOL advanced relevant integration initiatives in line with Abra's strategy, including the strengthening of commercial cooperation through the Avianca–GOL codeshare, progress in loyalty program interoperability, and coordinated actions in network planning, operational efficiency, and procurement.

In this context, significant efforts to strengthen Group governance also stand out, including the creation of the Chief Corporate Responsibility Officer position in January 2025 and the Chief Commercial Officer role in October 2025 at Abra, reinforcing strategic integration and coordination across the companies.

These initiatives contributed to enhancing connectivity, improving customer experience, and enabling more efficient resource utilization, while strengthening consistency in processes and practices across the Group's companies.

Synergies are also reflected in the strengthening of governance and ESG integration, with increased alignment in areas such as corporate reporting, risk management, compliance, and sustainability. Building on this common foundation, GOL continues to contribute to the evolution of Abra's integration model, supporting the implementation of joint initiatives and the development of action plans with relevant stakeholders, with a focus on sustainable value creation, operational efficiency, and responsible growth in the coming years.

Membership in associations and commitments

(2-28) We actively participate in national and international industry associations and business forums that contribute to the development of civil aviation and the strengthening of good management practices.

In these forums, we participate in initiatives, discussion groups, and technical forums based on their strategic and regulatory relevance, including cooperation with public agencies on specific operational activities, such as supporting the transport of organs and medical teams.

Among the main associations of which we are a member, the following stand out:

- **IATA (*International Air Transport Association*)**
- **ABEAR (Brazilian Association of Airline Companies)**

(CSA_UN Global Compact Membership)

We are signatories to the **United Nations Global Compact – Brazil Network,** reaffirming our commitment to principles related to human rights, labor standards, environmental protection, and the fight against corruption, as well as to advancing the corporate sustainability agenda.

In addition, we have formally endorsed the **Buckingham Palace Declaration,** reaffirming our global commitment to preventing illegal wildlife trafficking through coordinated actions with the industry.

Shareholder Structure

(CSA_Government Ownership) GOL's shareholder structure does not include significant holdings by government institutions, as no public entity holds more than 5% of the company's voting rights. This ensures that governance and decision-making processes are guided exclusively by market criteria and the interests of its private shareholders.

(CSA_Family Ownership) As of December 31, 2024, and 2025, the company's shareholder composition was as follows[2]:

	2024			2025		
	Common	Preferred	Total	Common	Preferred	Total
Abra MOBI LLP (a) (b) (c)	50%	19.37%	25.33%	-	-	-
Abra Kingsland LLP (d)	50%	19.37%	25.33%	-	-	-
American Airlines Inc.	-	6.56%	5.29%	-	-	-
Abra Group Limited	-	3.76%	3.03%	0.03%	0.02%	0.03%
Others	-	1.42%	1.14%	-	-	-
Market	-	49.52%	39.88%	-	0.78%	0.08%
Gol Investment Brasil S.A. (e)	-	-	-	99.97%	99.20%	99.89%
TOTAL	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

By the end of 2025, Gol Investment Brasil S.A. held 99.89% of the shareholding interest, consolidating the corporate reorganization process initiated in 2024.

(a) In connection with the 2024 Exchangeable Senior Notes issued in 2019, MOBI lent up to 14,000,000 ADSs to Bank of America Corporation, which operates the ADS lending facility, in order to facilitate privately negotiated derivative transactions or other hedging activities related to the Exchangeable Senior Notes. As of March 31, 2025, 4,477,760 preferred shares, representing 1.1% of the total, had been pledged as collateral for this transaction and will be returned to MOBI upon maturity of the Exchangeable Senior Notes or upon termination of the lending agreement. As part of the closing of the transactions related to the formation of Abra Group Limited, the right to receive the ADSs was transferred by MOBI to Abra MOBI LLP and Abra Kingsland LLP. On August 11, 2023, and September 9, 2024, 9,522,240 and 4,477,760 ADSs were cancelled, respectively, and the preferred shares issued by GOL underlying such ADSs were delivered to Abra MOBI LLP and Abra Kingsland LLP. Following the capital increase described in item (e), these shares came to represent a residual interest, equivalent to approximately 0.02% of the common shares and 0.01% of the preferred shares, prior to being transferred to Abra Group Limited, as described in item (d).

(b) Refers to legal entities controlled by the controlling shareholders (the Constantino family).

(c) As part of the agreement between Avianca's controlling shareholder and its major shareholders, during the fiscal year ended December 31, 2023, MOBI FIA transferred 100% of the company's common shares to Abra. During this same period, Abra transferred 50% of the company's common shares it owned to Abra Kingsland LLP and 50% of the common shares to Abra MOBI LLP. Abra holds 99.99% of the economic rights of Abra MOBI LLP and Abra Kingsland LLP. However, following the capital increase described in item (e), Abra MOBI LLP's stake became residual, representing approximately 0.02% of the common shares and 0.01% of the preferred shares, as shown in the table above, prior to their transfer to Abra Group Limited, as described in item (d).

(d) In the fiscal year ended December 31, 2025, Abra MOBI LLP and Abra Kingsland LLP transferred 100% of their common and preferred shares issued by the company to Abra Group Limited. Thus, as of December 31, 2025, Abra Group Limited held the equivalent of 0.03% of the common shares and 0.02% of the preferred shares issued by the company.

(e) Pursuant to the Chapter 11 exit plan and as a result of the capital increase, GOL Investment subscribed for (i) 8,193,921,300,487 common shares of the Company, corresponding to 100% of the total common shares available for subscription in the capital increase; and (ii) 961,501,706,380 preferred shares of the Company, corresponding to approximately 99.24% of the total preferred shares available for subscription in the capital increase.

[2] The percentages presented in the common shares and preferred shares columns correspond to each shareholder's ownership within each share class, considered separately. The Total column reflects each shareholder's effective economic interest in the company, calculated by weighting both types of shares in relation to the total share capital.

Safety, Our #1 Value

GRI: 3-3 (Operational safety)

SASB: TR-AF-430a.3, TR-AF-540a.1, TR-AL-540a.1, TR-AF-540a.2, TR-AL-540a.2, TR-AF-540a.3, TR-AL-540a.3

CSA: Safety Management System, Accident Rate, Passenger Fatalities

(3-3; TR-AF-540a.1; TR-AL-540a.1) At GOL, safety is a non-negotiable priority. Protecting lives and ensuring the safety of our operations guides the company's culture and is present in every decision, from planning to the services we offer. To ensure responsible management, GOL integrates operational safety at all levels through the SGSO (Operational Safety Management System), aligned with international best practices and industry standards.

A system that anticipates, manages, and improves

Through its Safety Management System (SMS), GOL establishes clear guidelines and responsibilities while maintaining continuous oversight of its operations.

The system structures risk management, enabling the identification of hazards, the assessment and mitigation of risks, and the continuous monitoring of safety performance.

This approach remains aligned with national and international regulatory requirements, including ANAC (National Civil Aviation Agency) and ICAO (International Civil Aviation Organization).

The four pillars that underpin the SMS

The SMS is based on four components that operate in an integrated manner throughout the entire aviation operation:

Safety policy, which defines the framework and objectives that guide management.

Risk management, which drives the continuous identification of hazards and mitigation of risks.

Safety assurance, which reinforces process consistency and performance monitoring.

Safety promotion, which strengthens the safety culture through training, communication, and campaigns.

Leadership and governance to protect what matters most

Senior leadership plays an active role in overseeing operational safety, providing governance and resources to support management and continuous improvement. This oversight is reinforced by formal bodies, such as the safety committee, for monitoring and review forums that help maintain focus and operational discipline.

Speak up, learn, and improve

Through its just culture, GOL encourages voluntary and non-punitive reporting of failures or unsafe conditions via the *AQD Portal*. This approach strengthens transparency in analyses, accelerates learning, and promotes improvements in processes, behaviors, and controls.

Audits and learning from the industry

(CSA_Safety Management System) In 2025, GOL achieved significant milestones, such as obtaining IOSA (IATA Operational Safety Audit) recertification—based on a risk-based methodology—for the second time, reaffirming the company's commitment to the industry's rigorous standards. In addition, GOL actively participates in industry groups and forums, such as the IATA Safety Group, the Regional Aviation Safety Group – Pan America (RASG-PA) (ICAO), the Brazilian Commercial Aviation Safety Team (BCAST) (ANAC), and the National Commission for the Prevention of Aviation Accidents (CNPAA) of CENIPA (Center for Investigation and Prevention of Aviation Accidents), promoting the exchange of best practices and the continuous strengthening of its processes.

Level of system implementation

In 2025, GOL continued its path of continuous improvement in the implementation of the SMS and achieved IOSA recertification. The evolution in operational safety maturity is the result of the NODSO (Optimal Level of Operational Safety). Today, the system has two independent components: performance indicators and safety objectives, developed based on the risks mapped in 2025. Additionally, we adopted a more specific approach regarding the workplace accident rate, promoting an increasingly safe environment.

Key risks and mitigation actions

(CSA_Safety Management System) As part of its management approach, GOL identifies its key operational safety risks and takes actions to prevent events and manage emergencies, accidents, and incidents with potential impacts on human health, the community, and the environment.

- **Fatigue Risk Management**

  GOL addresses fatigue risk through the Fatigue Risk Management System, approved by ANAC in accordance with the Brazilian Civil Aviation Regulation – RBAC 117.

  Among the measures implemented are more restrictive duty time limits than those required by regulation; every flight schedule is analyzed before and after publication to ensure the maintenance of crew sleep reserves.

  Predictive and reactive incidents involving fatigue are referred to the Fatigue Risk Management Action Group (GAGEF), where they are discussed and mitigated through an interdisciplinary approach.

- **Mental health support for critical roles**

  To strengthen safety and well-being in critical roles, GOL has two programs: GOL Care[3], available to all employees free of charge, and for pilots, GOL2gether, a peer support program for flight crews, in which pilots offer emotional support to colleagues who have had similar experiences, with a direct line to the Human Factors Center.

- **Systematic alcohol and drug testing**

  In line with its preventive approach, the company strictly adheres to RBAC 120 through the Program for the Prevention of Risks Associated with the Misuse of Psychoactive Substances in Civil Aviation.

  The process covers all employees engaged in activities that pose a risk to operational safety and includes 100% of candidates for ARSO[4] positions during the selection process (hiring or internal transfers) and 7% (annually) of employees in ARSO roles, selected at random by lottery.

- **Training on the Operational Safety Management System**

  Management is reinforced with training related to the Operational Safety Management System (SMS) for all employees and third parties through the operational safety training matrix, with a focus on threat identification and prevention tools.

In addition, GOL is a pioneer in the implementation of Competency-Based Training and Assessment (CBTA) in Brazil and today trains all its pilots on an ongoing basis using this methodology, which focuses on the development and assessment of real performance competencies through observable behaviors, operational scenarios, and threat and error management rather than training hours..

Training is conducted through online platforms and in-person classes, developed by the Eagles Academy with qualified instructors, combining theoretical and practical experience and reaching all employees.

[3] More information about the program is available in the "Health and Wellness" section, under the Eagles Team chapter.
[4] These are activities performed by individuals (excluding passengers) that, by their nature, may affect operational safety (ANAC Definition)

(TR-AF-430a.3) Similarly, GOL ensures regulatory compliance and strengthens a safety culture across its third-party network through internal audits conducted by the Operational Quality Management team.

(TR-AF-540a.2; TR-AL-540a.2) In 2025, GOL underwent an SMS audit conducted by ANAC, with no non-conformities recorded. This result demonstrates the robustness of our processes and our ongoing commitment to Safety, our number one value; information regarding this process is available internally via GOLDOCs for review by all employees in the GOSM (General Operational Safety Manual).

(TR-AL-540a.3) During the same period, GOL did not record any government enforcement actions related to aviation safety regulations received through official channels, such as official letters.

(TR-AF-540a.3) In 2025, a traffic accident occurred at Congonhas Airport (CGH). The investigation procedures were carried out in accordance with established protocol, and no serious injuries were reported.

(CSA_Accident Rate, CSA_Passenger Fatalities)

Indicator	2022	2023	2024	2025
Air accident rate	0	0	0	0
Passenger fatalities	0	0	0	0

Materiality

GRI: 2-29, 3-1, 3-2

CSA: Materiality Analysis, Material Issues for Enterprise Value Creation, Materiality Metrics for Enterprise Value Creation, Material Issues for External Stakeholders, Materiality Metrics for External Stakeholders

Materiality Analysis

(3-1; CSA_Materiality Analysis) During 2025, GOL updated its double materiality analysis, reaffirming its commitment to strategic and sustainable management. This review addressed the significant changes that marked the year, including financial restructuring under Chapter 11 and the official integration into Abra.

These milestones made it necessary to review materiality to ensure its alignment with the new organizational reality, industry trends, emerging regulatory standards. The double materiality assessment is updated every two years, or whenever significant events indicate that a review is necessary.

At GOL, Safety is our Number 1 Value and the foundation of our operations, resilience, and long-term value creation. In this context, the updated double materiality assessment enabled us to identify and prioritize the topics most relevant to our business and stakeholders, considering those with the greatest potential to influence our ability to operate safely, create sustainable value, and respond to stakeholder expectations. This assessment strengthens the connection between our corporate values and the material topics that guide the management of impacts, risks, and opportunities relevant to the Company.

This exercise allows us to integrate two approaches:

- **Impact materiality (IM):** considers the actual and potential effects we have on people, society, and the environment throughout our value chain.
- **Financial materiality (FM):** analyzes the risks and opportunities in the environment that may influence our economic performance and long-term value creation.

Double materiality analysis process

The study was conducted in partnership with **Anthesis Group**, a consulting firm specializing in sustainability and solutions, ensuring a technical, integrated approach aligned with international best practices in ESG. Based on this collaboration, the process was developed in complementary stages, integrating technical analysis, strategic validation, and broad stakeholder engagement.

Stages of the process:

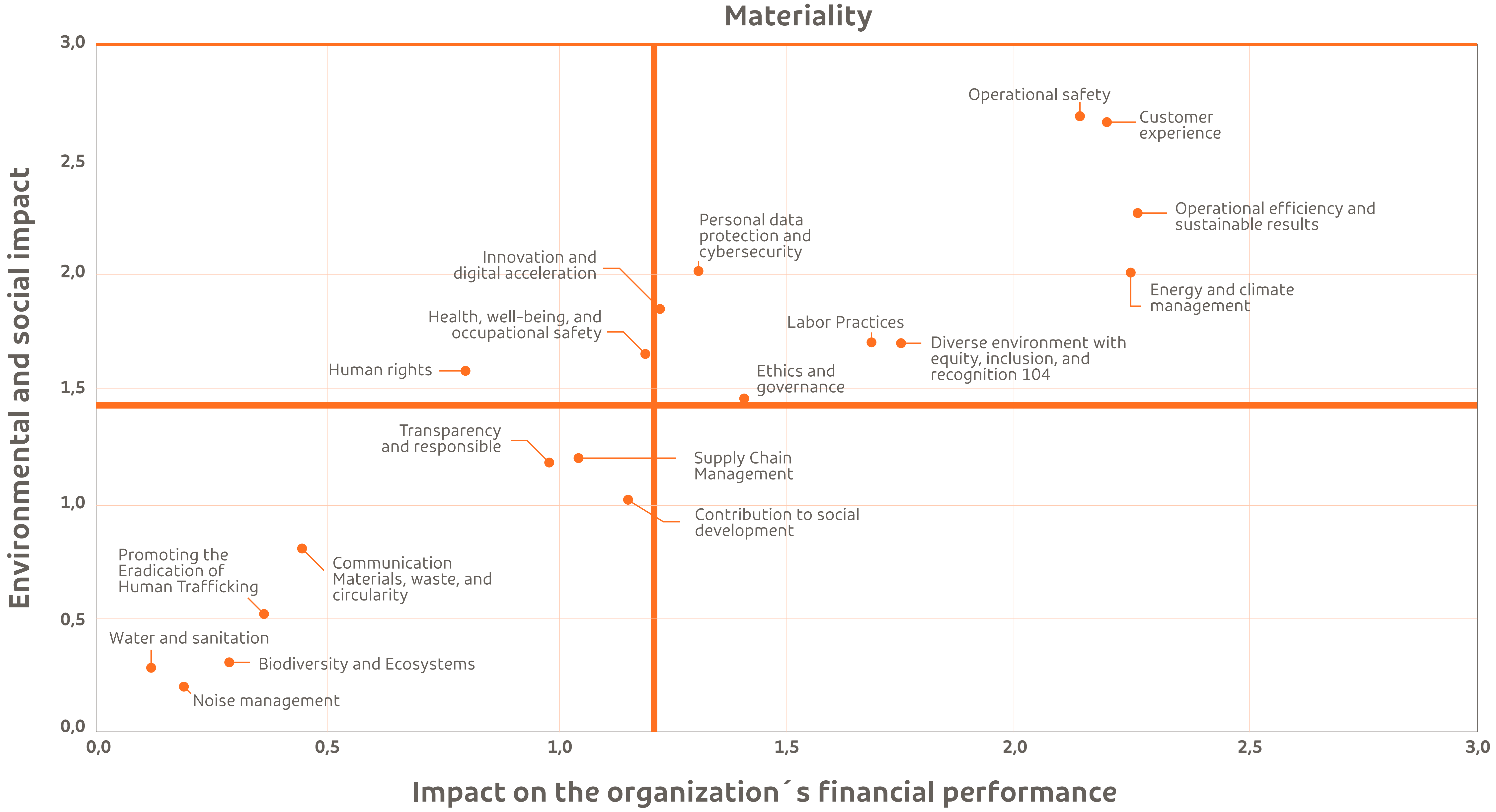
1. **Identification of impacts, risks, and opportunities:** we reviewed various global and sector-specific sustainability frameworks, including GRI and SASB, and consulted best practices from industry organizations such as IATA. In addition, we developed a benchmark for the aviation sector in Latin America and other international markets, alongside an analysis of GOL's internal data. This process enabled us to identify the impacts, risks, and opportunities associated with potentially material issues, which were subsequently evaluated by our stakeholders.
2. **Stakeholder consultation:** to prioritize and assess the identified topics, we conducted structured consultations with our stakeholders to understand their perceptions regarding

the issues GOL must manage to generate value both for the surrounding community (impact materiality) and for the company (financial materiality):

- **Workshop:** We conducted a workshop with 20 employees from different areas and key functions, including Sustainability, Corporate Risk, Legal, Airports, Accounting/Tax, Customer Experience, and Marketing, in which the topics were evaluated on a scale of 1 to 5, considering the magnitude and probability of occurrence of the associated impacts.
- **Surveys:** we conducted surveys with our stakeholders, who rated the topics on a scale of 1 to 5, considering the magnitude and probability of the impacts, risks, and opportunities associated with each topic, obtaining:
  - 27 responses from investors (financial and impact perspective)
  - 281 responses from customers
  - 17 responses from suppliers
  - 7 responses from government and regulatory agencies
  - 12 responses from industry associations and organizations
  - 3 responses from media and press
  - 21 responses from social organizations
  - 10 responses from business partners
  - 7 responses from labor unions
- **Interviews:** we conducted interviews with six executives (including the CEO and heads of Operations, Finance, People, Government Relations, and Reputation at GOL) to prioritize and classify topics from the perspective of impact (impact materiality) and of risks and opportunities (financial materiality). In addition, we interviewed four members of Abra's board, who assessed the topics from the perspective of risks and opportunities (financial materiality).

3. **Consolidation of results:** We processed the results using relative weighting, taking into account the importance and criticality of each stakeholder group. Based on this analysis, we constructed the materiality matrix, which was validated by GOL's sustainability team and the Abra board.

(3-2) As a result, we have identified the following material topics, organized according to their strategic importance and their value to our stakeholders:



These topics guide our management, inform decision-making, and shape the disclosure of information in our Corporate Responsibility Report, ensuring transparency and consistency in our communication.

The double materiality assessment was developed in an integrated manner with GOL's corporate risk matrix, ensuring alignment between the material topics and the Company's key strategic, operational, financial, and socio-environmental risks. The process also considers the mitigation mechanisms already established by GOL to reduce exposure to risks and financial impacts, including instruments such as insurance related to operational safety. The Corporate Risk Coordination team actively contributed to the development of the methodology and the facilitation of the workshops, supporting the identification, assessment, and prioritization of impacts, risks, and opportunities from a risk governance perspective.

The results were subject to formal governance processes and were validated by GOL's senior management, represented by the Chief Executive Officer, as well as by the Abra Management Committee and the Abra Nominating and Governance Committee (NomGov). In addition, these topics are included in Abra's double materiality assessment, reinforcing methodological consistency, alignment across the companies, and the integration of strategy, risk management, and corporate governance at the Group level.

(CSA_Material Issues for Enterprise Value Creation, Materiality Metrics for Enterprise Value Creation, Material Issues for External Stakeholders, Materiality Metrics for External Stakeholders)
As part of the materiality exercise, material topics relevant to business value creation and to our external stakeholders were also identified and prioritized, based on the guidelines of the S&P Corporate Sustainability Assessment (CSA). All information related to this process is presented in the appendix at the end of this Corporate Responsibility Report.

Integration of double materiality with international frameworks

To strengthen the comparability and consistency of disclosed information, GOL conducted a complementary qualitative analysis of the identified material topics, considering their alignment with emerging international sustainability reporting frameworks.
This exercise does not alter the Company's adopted double materiality methodology but contributes to a more structured interpretation of the topics, aligned with environmental, social, and governance dimensions, reinforcing the integration of impacts, risks, and opportunities already identified.

In this context, the material topics were analyzed across three main dimensions:

- **Environmental:** includes topics related to climate and energy management, natural resource use, emissions, biodiversity, and associated operational impacts.
- **Social:** encompasses aspects related to the workforce, value chain, customers, and communities.
- **Governance:** covers topics related to ethics, transparency, business conduct, and risk management.

Organization of material topics by ESG dimension

Dimension	Associated material topics
Environmental	Energy and climate management; water and sanitation; biodiversity and ecosystems; materials, waste, and circularity; noise management
Social – Workforce	Diverse environment with equity, inclusion, and recognition; labor practices; health, well-being, and occupational safety
Social – Value chain and society	Supply chain management; human rights; promotion of the eradication of human trafficking; contribution to social development
Social – Customers and users	Customer experience; personal data protection and cybersecurity
Social – Operations	Operational safety
Governance	Ethics and governance; transparency and responsible communication
Strategy and performance	Operational efficiency and sustainable results; innovation and digital acceleration

The organization of material topics within this structure reinforces the integration between sustainability, strategy, and the Company's risk management, highlighting how generated impacts and identified risks and opportunities are addressed in a cross-cutting manner throughout the business model.

This exercise also contributes to the continuous evolution of GOL's disclosures, keeping pace with the development of international frameworks and maintaining the Company's commitment to transparency, consistency, and the quality of reported information.

In addition, GOL seeks to continuously enhance its double materiality assessment process, strengthening the prioritization of the topics most relevant to the Company and its stakeholders.

Approach to engaging with stakeholders

(2-29) At GOL, transparency is reflected in how we interact. Accordingly, the Company maintains ongoing dialogue with its stakeholders to understand expectations, address concerns, and identify opportunities. This exchange strengthens decision-making, the prioritization of issues, and the way GOL communicates progress and results.

- **Our stakeholders**
  GOL maintains an ongoing dialogue with customers, employees, suppliers, investors and shareholders, labor unions, communities, governments, and civil society organizations.

- **How we identify and prioritize**
  GOL maps stakeholders linked to its operations and value chain. In this process, it considers the nature of the relationship, the level of interaction, and the relevance to decision-making and to the topics addressed in the report.

- **Why we engage**
  The goal is to understand expectations, concerns, and opportunities, so that the information collected contributes to decision-making and the prioritization of topics.

- **How we listen and consult**
  The most recent update to the Materiality Matrix, conducted as part of the new ESG Strategic Management Model, included interviews and digital consultations with senior leadership and strategic stakeholders. In addition to these formal dialogues, we also considered insights gathered at various times, such as interactions on social media, survey results, industry events, and meetings organized by the company. This process reinforced the representativeness and legitimacy of the insights collected.

- **What this process helps prioritize**
  Based on this methodology, GOL identifies priorities such as economic value creation, climate and energy management, inclusion initiatives, and operational safety.

- **How we seek to ensure that participation generates value**
  GOL uses structured consultation and monitoring mechanisms, such as surveys and dialogue via email and social media, and communicates progress and results primarily through its annual Corporate Responsibility Report, prepared in accordance with GRI standards and updated annually. The report consolidates economic, social, environmental, and governance information and undergoes internal and external verification, reinforcing the integrity and reliability of the information.

GOVERNANCE AND ECONOMY

Governance and Economy

Governance structure

GRI: 3-3 (Ethics and Governance), 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-16, 2-17, 2-18, 2-19, 2-20

CSA: Board Independence, Board Type, Non-Executive Chairperson/ Lead Director, Board Diversity Policy, Board Gender Diversity, Board Accountability, Board Average Tenure, Board Industry Experience, CEO Compensation - Success Metrics, CEO Compensation - Long-Term Performance Alignment, ESG Governance Oversight

(2-9) Our governance structure is designed to ensure transparent decision-making, effective oversight, and management aligned with long-term value creation, guided by Abra and its corporate governance.

(CSA_Board Type) GOL's governance is structured under a management system composed of two governing bodies. At the oversight level, the Board of Directors is responsible for defining strategic guidelines, overseeing management, and ensuring adherence to best corporate governance practices. At the executive level is the executive board, responsible for the operational management of the business and the implementation of established strategic guidelines. Together, these two bodies consist of 12 members, which enables balanced oversight and sound strategic management.

Board of Directors

(CSA_Board Type, CSA_ Board Average Tenure) It consists of eight members, four of whom are independent. This composition ensures independence of judgment and adequate oversight of management. The Board has an average tenure of between 4 and 6 years, combining institutional experience with fresh perspectives in decision-making.

(CSA_Board Accountability) Strategic matters and relevant issues are discussed at the meetings of the Board of Directors and, where applicable, at the general meetings of shareholders. The participation of board members in these meetings demonstrates a high level of commitment to oversight and the decision-making process. This ensures management aligned with the interests of shareholders and other stakeholders.

Members:

Constantino de Oliveira Junior – Chairman of the Board[5]

- Antônio Kandir – Vice Chairman of the Board
- Adrian Neuhauser – Non-Executive Member
- Anmol Bhargava – Non-Executive Member
- Manuel José Irarrázaval – Independent Member
- Marcela de Paiva Bomfim Teixeira – Independent Member
- Philipp Schiemer – Independent Member
- Timothy Robert Coleman – Independent member

Senior Management

It consists of four statutory executives responsible for leading operations and ensuring that the strategy is executed with technical rigor, transparency, and a focus on sustainable business performance.

(2-12; 2-13; 2-14) This body is responsible for sustainability governance. It oversees and approves the company's material issues, defines policies and strategic directions, and ensures that the sustainable development strategy is integrated into corporate decision-making.

Likewise, it delegates the management of economic, environmental, and social impacts to the executive areas, which present analyses and technical materials at regular and extraordinary meetings When necessary, support from specialized consulting firms is sought to delve deeper into complex issues, ensuring technical rigor and a long-term vision.

The Executive Board also reviews and approves the disclosed information, including material topics, through structured

[5] As of the closing date of this report (December 2025), Constantino de Oliveira Junior served as chairman of the supervisory board. Subsequently, in January 2026, Mr. Oliveira Junior passed away, and as of the publication of this document, Antônio Kandir held the position. The company expresses its appreciation for his leadership and contributions throughout his career.

sessions that strengthen corporate governance and ensure alignment with best practices and accountability to stakeholders.

Members:[6]

- Celso Guimarães Ferrer Junior – Executive Director / President
- Julien Pascal François Imbert – Vice President of Finance and Investor Relations
- Carla Patricia Cabral da Fonseca – Vice President of Smiles
- Renata Domingues da Fonseca Guinesi – Vice President

(CSA_Board Industry Experience) On our **Investor Relations** website, you can find complete information about the governance structure, the functions and composition of each body, as well as the background and industry experience of the members of the Board of Directors and Executive Board.

Committees and Support Bodies

To strengthen oversight and responsible management of economic, social, and environmental impacts, we have the following support bodies at the highest level of governance:

- **CAE - Statutory Audit Committee:** supports the Board of Directors in overseeing matters related to financial reporting, internal control systems, accounting, and the integrity of corporate reports; members as of December 31, 2025: Antonio Kandir, Marcela de Paiva Bonfim Teixeira, and Philipp Michael Schiemer.
- **CGCP - Corporate Governance and People Committee:** coordinates the implementation and periodic review of best practices in corporate governance and keeps the Board of Directors informed about regulatory changes, market trends, and recommendations in this area; members as of December 31, 2025: Constantino de Oliveira Junior, Adrian Neuhauser, and Philipp Michael Schiemer.
- **CS - Safety Committeea:** a non-standing advisory body of the Board of Directors, responsible for supervising and promoting the proper management of operational safety and occupational health and safety in the company's scheduled air transport operations; members as of December 31, 2025: Celso Guimarães Ferrer Junior, Constantino de Oliveira Junior, Ricardo Constantino, and Sérgio Quito.
- **Fiscal Council (FC):** an independent body provided for under the Brazilian Corporation Law, responsible for overseeing the Company's management, reviewing the financial statements, and reporting its findings to shareholders, thereby contributing to the protection of assets and profitability. By law, its members may not serve on the management team, be employees of the company or its parent company, nor have a direct family relationship with management.

Selection, independence, and diversity in the composition of the board

(2-10; CSA_Board Independence; CSA_ Board Diversity Policy; CSA_ Board Gender Diversity) The process for appointing and selecting members of the board of directors and its committees is governed by the **bylaws, the board's internal regulations** and best corporate governance practices recognized in the market.

(CSA_Board Accountability) Similarly, board members are elected every 1 year, in accordance with the procedures established in these regulatory frameworks.

The selection of candidates considers criteria such as:

- **Technical competencies and professional experience,** aligned with the aviation sector and the company's strategic needs.
- **Independence,** in accordance with governance standards and the rules of **B3's Novo Mercado.** Under this framework, at least 20% of board members must be independent, which strengthens objectivity, diversity of perspectives, and the quality of strategic oversight.
- **Diversity and balance of profiles,** valuing education, career history, and strategic vision, guide the process of forming our board of directors. Although there is no formal policy, we apply inclusive practices in the appointment processes, encouraging the search for candidates with different experiences and perspectives, as well as instructing recruitment firms to present diverse lists. These principles are also reflected in the presence of members of different nationalities, a factor that contributes to broadening

[6] The composition of the Board of Directors reflects the situation as of December 31, 2025.

the company's global perspective and aligns with GOL's internationalization efforts.

- **Stakeholder opinions,** which, although not governed by a formally structured mechanism, are considered indirectly through governance practices, consultations, institutional interactions, and alignment with market demands and industry best practices.

The process is conducted by the board itself, with support from the relevant committees, and is based on an analysis of profile, reputation, and ability to contribute to long-term decisions. Appointments are formalized at the general shareholders' meeting, which approves the board's composition and, where applicable, the appointment of specific committees, ensuring transparency and legitimacy.

(2-11; CSA_Non-Executive Chairperson/ Lead Director) Furthermore, GOL maintains a separation between the roles of Chief Executive Officer (CEO) and Chairman of the Board of Directors, with the latter position held by a non-executive member, even if not independent. This structure ensures an appropriate balance between oversight and management, while enhancing the transparency and quality of the decision-making process, in line with best corporate governance practices.

Compensation Policy and Evaluation Mechanisms

(2-19; 2-20) The compensation of GOL's executives is approved by the general shareholders' meeting, in accordance with the Brazilian Corporation Law and the Bylaws. The People and Culture department proposes amounts based on market benchmarks, which are reviewed by the Governance and People Committee and approved by the board of directors.

(CSA_CEO Compensation - Long-Term Performance Alignment) The compensation policy includes short-, medium-, and long-term components, merit-based criteria, and a clawback clause applicable to the CEO and senior management. Its objective is to align individual performance with corporate strategy and the company's sustainability. The structure is reviewed annually and considers, where applicable, existing union agreements.

(CSA_CEO Compensation - Success Metrics) We adopt compensation practices aligned with recognized market standards, using industry salary surveys to define the compensation structure for the CEO and senior management, including base salary and financial incentives, such as short-term executive bonuses and long-term stock options. These benchmarks incorporate information from specialized studies on aviation and transportation in Brazil and Latin America, ensuring competitiveness and consistency with corporate governance practices.

The CEO's compensation is determined primarily based on market comparisons and sector analyses, rather than being directly linked to short-term financial metrics. Any adjustment or revision to compensation levels must be validated and approved by the board of directors and the executive board, as applicable, reinforcing rigor, transparency, and alignment with shareholder interests.

When necessary, external consultants are hired to conduct market studies. The most recent study was conducted in 2025 with support from How2Pay, and previously in 2023 with Willis Towers Watson. These analyses are reviewed by the Compensation department and discussed with executives to inform decision-making.

Although there is no specific compensation committee, these matters are formally addressed by the Governance and People Committee and approved by senior management. The compensation of statutory executives is monitored following approval at the general meeting, while the management of compensation for other employees is the responsibility of GOL executives, with oversight by the Corporate Governance and People Committee, ensuring consistency and internal equity.

(2-17; 2-18; CSA_Board Accountability) Currently, a specific Board performance assessment linked to impacts on the economy, the environment, and people is not conducted.

As part of Abra's integration plan, during 2026 we are advancing the development of a structured roadmap for the incorporation of relevant and consistent ESG metrics across the Group. This process includes the alignment of methodologies and the strengthening of ESG indicator governance across the companies, ensuring greater comparability, clear accountability, and robustness in the management and disclosure of information.

In parallel, we are defining a set of material and auditable ESG KPIs, based on the results of the materiality assessment and their integration with the Corporate Risk Management (ERM) process, leveraging existing indicators across safety, ethics and compliance, people, and emissions-related areas. Based on this definition, a phased implementation plan is under development, enabling the progressive integration of these indicators into management, monitoring, and reporting processes. This approach reflects the maturity of each topic while ensuring consistency, reliability, and alignment with regulatory and stakeholder expectations.

Communication of critical concerns to the highest governance body

(2-16) Critical concerns are communicated to the board of directors through structured meetings and internal committees. These issues are monitored monthly, and at least once a year, the board evaluates the effectiveness of processes related to economic, social, and environmental impacts, supporting decision-making and strategy adjustments when necessary.

During the reporting period, no critical concerns were communicated to the board of directors. Relevant matters were addressed in regular and special meetings, with proper documentation in formal minutes filed at the company's headquarters, in accordance with established governance procedures.

ESG governance oversight

(CSA_ESG Governance Oversight) GOL's ESG governance is structured to ensure effective oversight, clear accountability, and consistency across strategy, risk management, operational execution, and disclosure, in alignment with Abra's corporate guidelines and international best practices.

Oversight of environmental, social, and governance matters is conducted through a multi-level governance structure. At the strategic level, the Company's Board of Directors retains ultimate responsibility for ESG, integrating these topics into discussions on risk, performance, regulatory compliance, and long-term decision-making. This oversight is supported by statutory committees, in accordance with their respective mandates, as well as by formal reporting and monitoring mechanisms.

Within this framework, governance and ESG oversight at the Group level is led by the Chief Corporate Responsibility Officer (CCRO). Following approval by the Abra Management Committee, this structure is further strengthened through the role of the Abra Nominating & Governance Committee (NomGov Committee), which serves as a formal review body for governance and sustainability matters. Its responsibilities include reviewing and recommending corporate governance principles, supporting adherence to best practices, monitoring ESG performance, and guiding the Group's sustainability policy—reinforcing alignment between company practices and Abra's expectations.

At the executive level, the ESG agenda is embedded within the Company's organizational structure, with clearly defined responsibilities across executive areas. Environmental and climate-related topics are managed in coordination with Operations, Finance, and Enterprise Risk Management functions, while social and people-related topics are led in collaboration with People and Culture. This structure ensures that ESG topics are addressed as an integral part of the business model, rather than as a parallel agenda.

GOL's ESG governance is closely integrated with the Enterprise Risk Management (ERM) process. Material topics identified through the double materiality assessment are incorporated into the risk matrix, with defined ownership, monitoring mechanisms, and action plans proportionate to the level of exposure and the maturity of each topic. This integration strengthens consistency across impacts, risks and opportunities, strategic priorities, and resource allocation.

With regard to ESG communication and data integrity, the Company adopts a structured approach to preventing greenwashing. Sustainability-related disclosures are grounded in concrete actions, measurable data, and recognized methodologies, following principles of accuracy, transparency, and proportionality. This process is guided by applicable regulatory references and best practices in Brazil, the European Union, and the United Kingdom, ensuring that communication faithfully reflects the Company's operational reality and level of maturity.

Disclosed ESG information is subject to internal technical and governance review processes, ensuring consistency between narrative, practices, and performance. Where applicable, data is also subject to independent verification, reinforcing traceability, credibility, and comparability.

The prevention of greenwashing is understood as an ongoing commitment to integrity, transparency, and consistency between discourse and practice. The Company's sustainability initiatives are grounded in concrete actions, verifiable metrics, and strategic decisions that prioritize the reduction of environmental impacts and the creation of long-term value. They are guided primarily by genuine environmental and social benefits, without compromising the generation of economic value through sustainable practices. Their design and implementation are underpinned by tangible environmental benefits and based on technical criteria, evidence, and recognized standards. This approach ensures that communication faithfully reflects the progress achieved, avoiding oversimplification, exaggeration, or messages that could lead to misinterpretation.

Through this approach, GOL's ESG governance seeks to ensure the disciplined integration of sustainability into corporate strategy, risk management, and stakeholder engagement, in alignment with Abra Group guidelines and evolving regulatory and market expectations.

A New Chapter – 2026 Updates

On April 1, 2026, as previously disclosed to the market through Material Facts (Fatos Relevantes), the incorporation of Gol Linhas Aéreas Inteligentes S.A. (GLAI) and Gol Investment Brasil S.A. (GIB) into GOL Linhas Aéreas S.A. (GLA) became effective, with GLA assuming the role of the operational holding company of the GOL Group. As a result of this corporate reorganization, GLAI and GIB were dissolved and their respective tax registrations (CNPJs) were cancelled, with GLA becoming the universal successor to all their rights and obligations.

This transaction represents a corporate and administrative reorganization within the context of the Group's post-restructuring structural simplification process. It does not have retroactive effects on the 2025 reporting year, which remains the formal reporting period of this report.

From a governance perspective, the incorporation resulted in updates to GLA's statutory structure, including the implementation of a new Board of Directors and amendments to the Company's bylaws. In this context, the Safety Committee maintained its composition and operational continuity, while the remaining Board advisory committees and the Fiscal Council were discontinued within GLA's structure as of the effective date of the incorporation. The Executive Board and Company management remain responsible for the ongoing conduct of the business, ensuring continuity in management, internal controls, corporate policies, and the normal course of operations, as explicitly highlighted in the official disclosure.

In GOL's report, these changes are presented as relevant subsequent events, described in a clear and delineated manner to distinguish the governance structure in place during the 2025 reporting period from that adopted as of March/April 2026. This approach is intended to ensure transparency without creating interpretative ambiguity, reinforcing that these changes reflect an organizational evolution aligned with Abra integration and corporate simplification, without compromising governance discipline, institutional predictability, or the responsible management of financial, operational, and regulatory risks that underpinned the Company's relationship with its creditors during the reporting period.

Additional information regarding this material event is available in the "Financial Restructuring" section.

Ethics and Compliance

GRI: 3-3 (Ethics and Governance), 2-15, 2-23, 2-24,2-25, 2-26, 205-1, 205-2, 205-3, 406-1, 415-1

CSA: Codes of Conduct, Anti-Bribery & Anti-Corruption Policy, Whistleblowing Mechanism, Reporting on Breaches, Contributions & Other Spending, Largest Contributions & Expenditures, Lobbying and Trade Associations - Climate Alignment

(3-3) Ethics and integrity are core values that guide our organizational culture. At GOL, we conduct our business with honesty, transparency, and responsibility, maintaining respectful relationships with customers, employees, suppliers, partners, and all stakeholders with whom we engage, underpinned by the actions described throughout this chapter.

Our way of operating reflects the conviction that ethics must be present in every decision and every activity, underpinning our commitment to best governance practices and reinforcing our purpose.

Our Policies

(2-23) In its relationships, GOL is guided by principles that underpin an organizational culture focused on valuing people, operating in compliance with our internal procedures and regulations, and pursuing continuous development.” With regard to internal compliance guidelines, the company defines its performance expectations in clear and transparent internal policies and procedures and disseminates them to all those to whom they apply.

GOL is committed to maintaining high standards of corporate governance; as such, the Ethics Committee has the support of senior leadership to promote a culture of ethics and compliance with applicable laws in its daily operations at all levels of the Company.

- Code of Ethics;
- Code of Conduct;
- Anti-Corruption Policy;
- Compliance Policy;
- Policy on Interactions with Public Officials;
- Gifts, Presents, and Hospitality Policy;
- Conflict of Interest Policy;
- Anti-Corruption Due Diligence Procedure;
- Related-Party Transactions Policy;
- Sustainability Policy;
- Social Responsibility Policy;
- Code of Conduct for Third Parties;

All of these documents comply with national and international standards, as well as industry best practices. View the public documents by clicking here.

(CSA_Codes of Conduct) Our Code of Ethics establishes clear guidelines regarding critical issues such as corruption, bribery, discrimination, confidentiality of information, conflicts of interest, anti-competitive practices, money laundering, and misuse of insider information. It also addresses issues related to the environment, health, and safety, and incorporates whistleblowing mechanisms that ensure transparency.

We also maintain an explicit commitment to human rights, in line with the Universal Declaration and the conventions of the ILO (International Labour Organization). We promote non-discrimination, the eradication of child and forced labor, diversity, and respect for human dignity in our operations and value chain.

(2-24) All our policies are approved by senior management, represented by the CEO, and are available on the internal **GOLDOCs** platform, ensuring that every employee can access and apply them in their daily work.

We also share our ethics and compliance policies with suppliers and partners from the outset of the relationship, whether during registration, contracting processes, or through our website. In this way, we ensure that our entire value chain is aligned with our principles and operates with integrity and responsibility.

Ethics channel and reporting mechanisms

(2-26; CSA_Whistleblowing Mechanism) To ensure the effective enforcement of our Code of Ethics, we have established an **ethics line** operated by an independent third party, which guarantees confidentiality, the option to report anonymously, and a no-retaliation policy.

The channel is available to all our stakeholders—employees, suppliers, customers, and other third parties—and operates continuously through the following channels:

- **Website: www.eticanagol.com.br**
- **Hotline: 0800 800 11 01**

All reports are handled impartially and with protection for whistleblowers acting in good faith. We actively promote its use and encourage the reporting of concerns, even when there are reasonable doubts or suspicions.

Additionally, we have an **Ethics Committee,** composed of company executives, responsible for analyzing reported cases, deliberating on ethical dilemmas, and ensuring compliance with the guidelines established in our code. The Committee also oversees the proper functioning of the channel and the adoption of corrective or disciplinary measures when necessary.

The Ethics Committee is composed of the following representatives:

- Executive Director of Internal Audit;
- Executive Director of Legal Affairs;
- Executive Director of Smiles;
- External Advisory Member;
- Other members at the executive level who may be invited depending on the meeting's agenda.

(2-25) Cases reported through the ethics channel or other internal mechanisms are evaluated in accordance with our compliance procedures, taking into account the nature, severity, and scope of the impact.

Upon receipt, the channel evaluates the content, defines the investigation strategy, conducts the necessary investigations, and submits a report to the Ethics Committee, which is responsible for deliberations and corrective actions. The entire process is monitored to ensure integrity, impartiality, traceability, and the absence of retaliation against reports made in good faith, thereby strengthening the company's transparency and ethical culture. The implementation of these measures is monitored by the responsible departments and, where applicable, by the ethics committee.

Conflicts of interest

(2-15) We conduct our business with transparency, accountability, and integrity, always safeguarding GOL's interests and ensuring that our decisions are not influenced by personal considerations. As established in our Conflict of Interest Policy, all members—including employees, committee members, the fiscal council, the board of directors, shareholders, and related third parties—must act impartially, avoiding situations in which personal interests may conflict with those of the company.

To ensure this commitment, we maintain clear guidelines on the identification, prevention, and handling of conflicts, covering situations involving personal ties, corporate ownership, relationships with suppliers, business partners, customers, competitors, and public officials. Whenever an employee identifies a potential or apparent conflict, they must immediately report it to their manager or the ethics channel, allowing the compliance department—and, when necessary, the ethics committee—to assess the situation and determine appropriate measures.

Our governance model provides for specific mechanisms to prevent and mitigate risks, including:

- Preliminary conflict analysis when hiring employees or appointing executives.
- Formal recording and monitoring of cases by the People and Culture department.
- Coordinated action among managers, compliance, and the Ethics Committee to apply measures proportionate to the risk, such as exclusion from decision-making processes, restrictions on access to information, or disciplinary measures, when applicable.

Similarly, situations arising from cross-shareholdings or relationships with related parties are addressed based on specific policies and procedures, ensuring that any commercial relationship is conducted with integrity. Accordingly, suppliers, partners, and other third parties are required to disclose in advance, as part of our compliance assessment, any relationships that may give rise to a conflict of interest, ensuring compliance with applicable laws and best corporate governance practices.

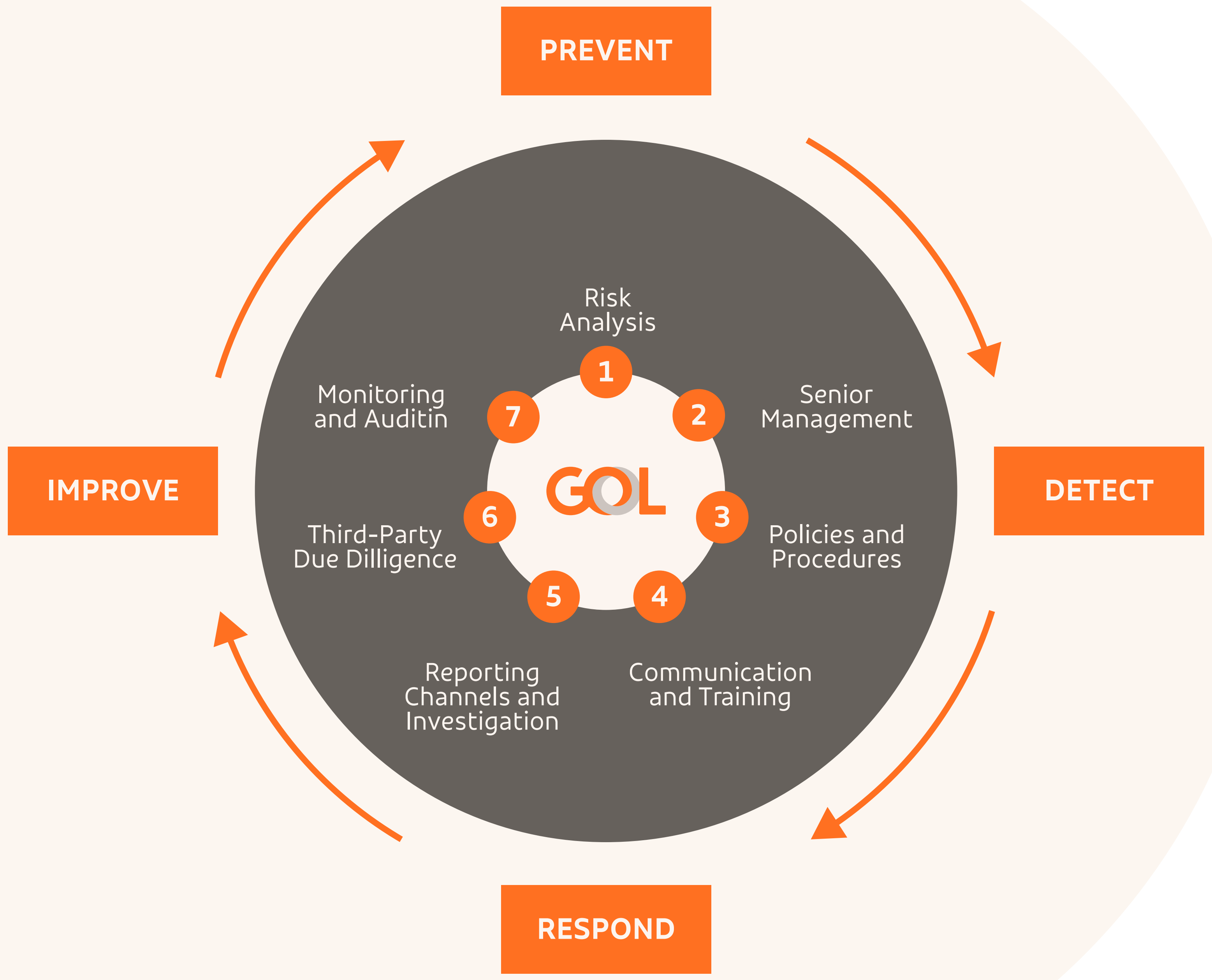
Additionally, we have a Related Party Transactions Policy, which reinforces the need for transparency when entering into transactions with individuals or entities considered related parties. We disclose existing relationships, transactions, and balances to stakeholders, ensuring proper management, traceability, and mitigation of associated risks.

Anti-Corruption Culture

Our operations are guided by applicable national and international anti-corruption laws, and we reinforce our culture of integrity through the Rumo Certo program, which permeates all areas of the company. The program has strengthened our ethics and compliance practices, driving ongoing training initiatives for all employees, including workshops, regular communications, and educational materials, with the aim of guiding responsible decision-making and preventing, mitigating, and addressing risks of corruption and other conduct incompatible with our values.

This commitment is realized through a cycle of continuous improvement, which comprises four stages: prevent, detect, respond, and improve. This cycle includes risk analysis, senior management commitment, the implementation of policies and procedures, communication and training, the operation of reporting and investigation channels, third-party due diligence, and monitoring and audit processes.

(CSA_Anti-Bribery & Anti-Corruption Policy) GOL maintains a non-negotiable commitment to ethics and integrity, rejecting corruption in all its forms. This commitment is clearly established in its Anti-Corruption Policy, which reinforces the obligation to strictly comply with applicable domestic and foreign laws, including, but not limited to, the Brazilian Anti-Corruption Law (Law 12.846/2013), the FCPA (Foreign Corrupt Practices Act), and the UK Bribery Act 2010.



As part of this commitment, the Rumo Certo – Ethics and Compliance program serves as a key framework for the company to strengthen integrity in its operations, encompassing activities related to the prevention, detection, and response to corruption risks and direct lobbying activities related to sustainability issues. The Program is coordinated by the Compliance department, reporting directly to the CEO and having independent access to the statutory audit committee and the board of directors.

The Policy also mandates mandatory training, communications, and ongoing capacity-building for employees and third parties to ensure that everyone clearly understands prohibited conduct, individual responsibilities, and reporting mechanisms, including the Ethics Channel, which operates 24/7 and guarantees anonymity and confidentiality to the reporter.

(205-1) In addition, all our operations were assessed for corruption risks by the Compliance Department, resulting in a total of 85 units evaluated[7] U and achieving **100%** coverage. The main risks monitored include: bribery and kickbacks, gifts and hospitality in violation of internal policies, high-risk suppliers and intermediaries, conflicts of interest, corruption in contracting and bidding processes, extortion and blackmail, fraudulent practices, and lack of transparency in charitable donations, among others.

Communication and Training on Anti-Corruption Policies

(205-2) To strengthen our culture of integrity, we have developed training and communication programs aimed at all employees. These programs include digital content in Portuguese, Spanish, and English that addresses ethics and compliance topics in a simple and reflective manner, as well as in-person meetings and interactive workshops focused on areas with more sensitive processes. These forums provide opportunities to clarify questions, share experiences, and reinforce ethical criteria in decision-making.

We also maintain regular communications that translate our policies into practical examples, so that everyone can identify risk situations in their daily work and act appropriately. Among these initiatives, internal campaigns stand out, such as the dissemination of the courses **"Anti-Corruption Law," "Compliance Policies,"** and **"Code of Ethics."**

[7] The count of operations includes **84 bases and GOLLOG. Smiles Viagens** was also evaluated, although it is not included in this total as it pertains exclusively to GOL.

In this context, we present below the number and percentage of employees informed and trained on anti-corruption policies and procedures, broken down by region.

Region	Total Employees	% informed	% trained*
Midwest	1,570	100%	79.31%
Northeast	1,318	100%	77.69%
North	306	100%	74.84%
Southeast	10,923	100%	74.14%
South	1,045	100%	76.03%
International	238	100%	82.35%
Total	**15,400**	**100%**	**75.24%**

* Employees eligible for training in the 2025 reporting year included those in corporate, operations, airport, and new crew member roles.

Report on violations

(205-3; 406-1; CSA_Reporting on Breaches) As part of our commitment to transparency, we record and report violations related to ethics and compliance in our operations.

Reporting areas	Violations (#)
Corruption or bribery	0
Discrimination or harassment	411
Customer privacy data	1
Conflicts of interest	86
Money laundering or insider trading	0
Total	**498**

Political independence and alignment with international commitments

(415-1; CSA_Contributions & Other Spending; CSA_ Largest Contributions & Expenditures) At GOL, we maintain a position of independence from any political influence. In accordance with our Code of Ethics, we do not make financial contributions or incur expenses related to political campaigns and parties. Furthermore, we do not allow our employees to make donations on behalf of or in the interest of the company, which reinforces our commitment to transparency, integrity, and best governance practices, ensuring that our corporate decisions are based exclusively on ethical and technical criteria.

(CSA_Lobbying and Trade Associations - Climate Alignment) Finally, we maintain a structured program to align our institutional advocacy and trade association activities with the objectives of the **Paris Agreement,** incorporating this theme into the Rumo Certo Program. This program is underpinned by governance oversight, review processes, public reporting mechanisms, and clear guidelines that prevent any misalignment with GOL's values.

Risk management

CSA: Risk Governance, Risk Management Processes, Emerging Risks

(CSA_Risk Governance) Risk management is a pillar of our sustainability, as it allows us to anticipate impacts, protect business value, and strengthen responsible decision-making. To this end, we have a structured risk governance framework that ensures oversight at the board level and operational functions dedicated to the proper identification, assessment, mitigation, and monitoring of risks.

This oversight is exercised primarily through the Statutory Audit Committee (CAE), composed mainly of independent members, as established in the internal regulations. The CAE reviews and monitors the quality and integrity of the quarterly and annual financial statements, as well as related documents, including the Management Report. In addition, it oversees the structure, responsibilities, work plans, and results of the internal audit and evaluates, together with management and the internal and external auditors, the effectiveness of internal controls and any significant deficiencies identified. The minutes from 2025 can be found on our Investor Relations website.

With regard to risks, the CAE analyzes and monitors risk assessment and management policies and procedures, approves and evaluates corporate risk policies, and monitors their implementation. It also periodically reviews the impact of critical variables—such as fluctuations in the dollar and fuel prices—on assets, revenues, and expenses, making recommendations to the Board of Directors.

This structure is complemented by the Risk Management and Internal Controls Unit, composed of a manager, a coordinator, and specialists who report directly to the Vice Presidency of Planning and Management. This unit continuously develops and monitors risk management activities.

Oversight

Board of Directors	Statutory Audit Committee (CAE)	Financial Oversight and Internal Controls

Executive Governance

Vice Presidency of Planning and Management	Risk Management System Coordination	Integration with the strategy

Operational Management

Risk Management and Internal Controls Unit	manager coordinator specialists	Identification, mitigation, and monitoring

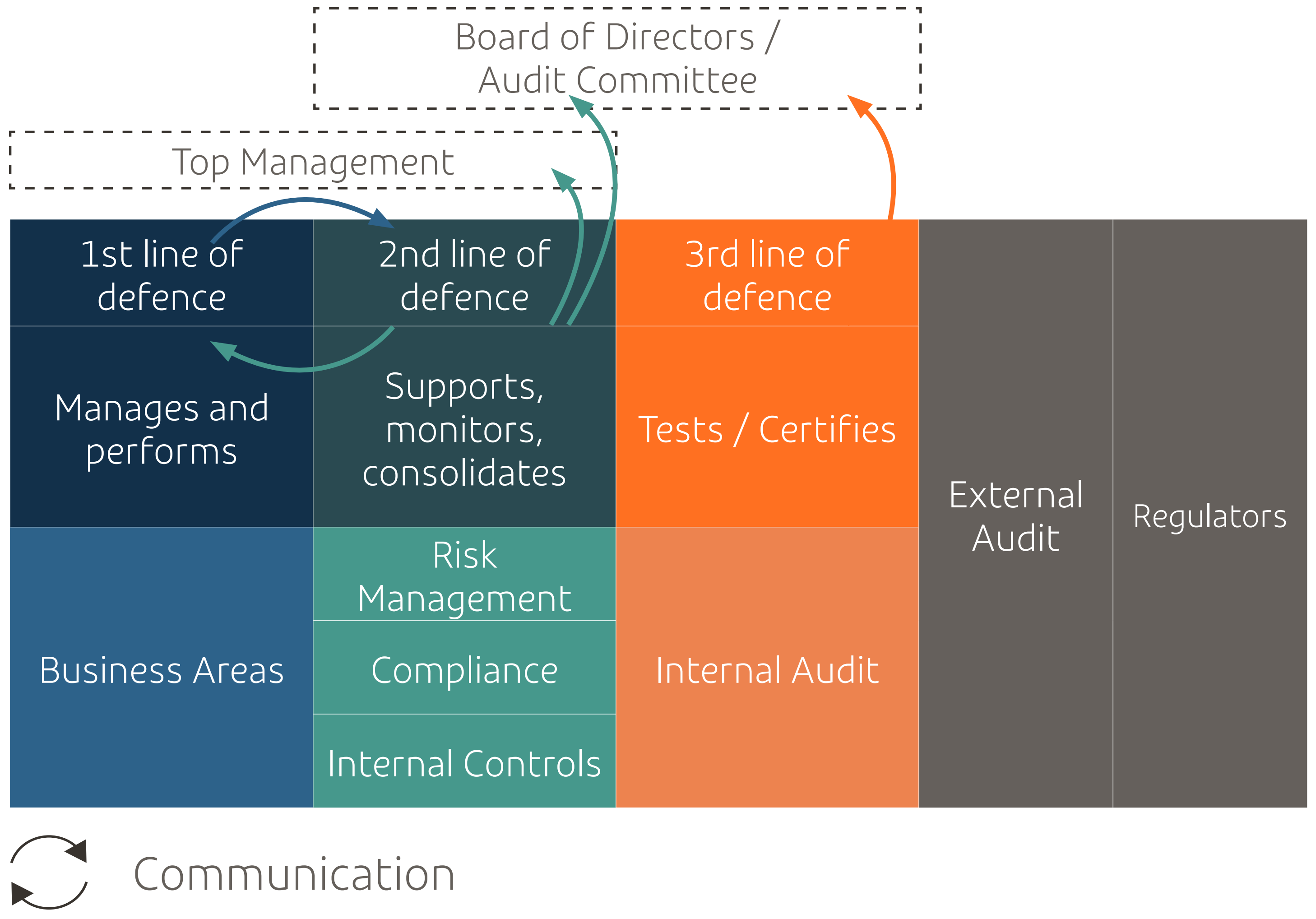
Three Lines of Defense Model

In line with best practices in corporate governance and the highest national and international standards, the company adopts the **three lines of defense model,** integrating the areas of Corporate Risk, Compliance, Internal Controls, and Privacy. This model strengthens prevention, response, and recovery in the face of risk events, ensuring responsible and transparent decisions.

The three lines of defense are structured as follows:

- **First line:** operational areas that manage risks in daily activities, applying controls to the most sensitive processes.
- **Second line:** Corporate Risk and Compliance teams, responsible for establishing policies and control standards and monitoring their implementation.
- **Third line:** independent internal audit, which assesses the effectiveness of management and control processes, ensuring the integrity of the system and reporting relevant findings to senior management.

In this way, we ensure a solid risk governance structure that contributes to preserving the Company's value and reinforces our culture of integrity and responsibility.



Risk management processes

(CSA_Risk Management Processes) To strengthen compliance and consolidate a culture of responsible management, GOL relies on structured risk management processes that include the analysis of exposures and scenarios, the definition of reporting protocols, and the implementation of mitigation actions for priority risks.

This process is conducted systematically, so that each step contributes to the effective identification, assessment, treatment, and monitoring of corporate risks. The main phases are:

1. **Identify:** recognition of risks relevant to operations and the environment.
2. **Assess:** analysis of the probability and magnitude of the impact.
3. **Address:** development of a Risk Treatment Plan aimed at eliminating or mitigating risks, based on the following pillars:
   - **Policies and procedures:** updating standards that guide conduct, decisions, and responsibilities.
   - **Forums and committees:** inclusion of risk topics in deliberative and executive bodies, with key indicators.
   - **Indicators (KPIs and KRIs):** metrics to assess and monitor risk exposure.
   - **Additional tools:** crisis plans, business continuity plans, insurance, among others.
4. **Reporting:** preparation of reports in accordance with the board of directors' standards, which include:
   - Assessment of the corporate environment in relation to risk.
   - Ongoing actions with a positive impact on risk management.
   - New measures based on the pillars of treatment.
   - Continuity and crisis plans in the event of an incident.
   - Definition and monitoring of deadlines for each action.
5. **Monitoring:** continuous monitoring through various channels:
   - **Monthly:** communication between the risk officer and the board of directors.
   - **Support meetings:** methodological discussions with the board of directors.
   - **Quarterly:** presentation of the treatment plan at the Risk Forum for approval and monitoring.
   - **Continuous:** ongoing monitoring through monthly and quarterly reports.

Mitigation Strategies and Business Continuity

As an integral part of its corporate risk management approach, GOL maintains a Business Continuity and Crisis Management System, aligned with ISO 31000 and ISO 22301 guidelines, with the objective of ensuring operational resilience in the face of severe events and external shocks, such as extreme weather conditions, air traffic control restrictions, airport unavailability, and cyber incidents.

The Company conducts Business Impact Analyses (BIA) for its critical processes, establishing formal continuity parameters, including Recovery Time Objective (RTO), Recovery Point Objective (RPO), and Maximum Tolerable Period of Disruption (MTPD). These parameters guide resource prioritization, response planning, and recovery strategies, and are periodically reviewed and integrated into the risk management process.

Response to disruptive events is supported by a structured governance framework, involving both strategic and operational forums, with participation from key areas such as Operations, Technology, Cybersecurity, Legal, Communications, and Senior Management. The Company's policy emphasizes the preventive activation of response plans, including in lower-severity scenarios, as a means of mitigating escalation risks that could impact operations, liquidity, or reputation.

The effectiveness of these plans is validated through recurring simulations, functional and full-scale exercises, as well as post-event reviews (debriefings) and formal corrective action plans, reinforcing response capabilities under stress conditions. The integration of risk management, business continuity, and insurance assessment enables the Company to monitor its residual exposure to operational disruptions, preserving its ability to maintain business continuity even under adverse scenarios.

Emerging Risks

(CSA_Emerging Risks) We continuously monitor physical and transition risks that may affect our operations and financial performance. These include infrastructure adaptation, the adoption of SAF mandates, new climate and environmental regulations, as well as the growing impact of extreme events and climate change. These factors can increase operating costs, put pressure on efficiency, and require rapid responses to ensure business continuity.

In Brazil, we work in partnership with key stakeholders to develop collaborative models for SAF financing. A current initiative seeks to connect global demand from developed countries with regional production capacity through bilateral climate agreements under Article 6 of the Paris Agreement.

In this context, we highlight two priority emerging risks:

	Emerging Risk 1	Emerging Risk 2	Emerging Risk 3
Risk Name	Availability of sustainable aviation fuel (SAF).	Extreme weather events and operational resilience.	Talent shortage and retention in critical roles
Category	Economic	Economic	Social / Operational
Description	Starting in 2027, the Fuel of the Future Law will require emissions reductions through the use of SAF, but official projections indicate that domestic supply will fall far short of mandatory demand, creating an emerging risk of fuel unavailability. The 2035 Ten-Year Energy Expansion Plan (PDE) estimates that Brazil will need between 1 and 3 Billions of liters of biofuel as early as 2027, while projected capacity is expected to reach only 661 million liters—even taking into account all announced projects—revealing a structural imbalance between production and regulatory requirements.	Extreme weather events pose a growing environmental and operational risk, with direct economic implications for the aviation sector.	The projected growth of aviation in Latin America, combined with global demand for pilots, technical crew, maintenance specialists (Aerotech), and technology professionals, creates competitive pressure for skilled labor. The sector faces international competition for talent, the relocation of qualified professionals, and challenges related to mental health and fatigue, especially in critical roles.
Impact	The low availability of SAF could substantially increase airlines' operating costs, as sustainable fuel costs 3 to 4 times more than conventional kerosene in markets with mandatory mandates, according to recent IATA analyses. This combination of scarcity and high prices directly affects already squeezed margins, compromises compliance with national and international regulatory targets, and reduces the sector's operational predictability.	The increase in the frequency and severity of extreme weather events can disrupt flight operations, damage infrastructure, and generate additional recovery costs, affecting financial performance and service continuity. In aviation, these impacts are amplified: airports may close, flights may be canceled or delayed, and route networks may be affected. Conditions such as storms, heat waves, low visibility, and severe turbulence—which are becoming increasingly frequent due to global warming—reduce operational efficiency, increase fuel consumption, and require route diversions and the strengthening of safety procedures. In addition, ground operations, maintenance, and fleet planning demand continuous investments in climate resilience.	The difficulty in attracting and retaining essential professionals can lead to operational constraints, increased labor costs, staff overload, fatigue risks, loss of productivity, impact on service quality, and risks to the continuity of critical operations (maintenance, dispatch, safety, and flight operations).

Mitigation measures	To mitigate risks related to the availability and cost of Sustainable Aviation Fuel (SAF), GOL adopts a coordinated approach with Abra, combining regulatory engagement, value chain coordination, and operational preparedness. The Company actively participates in institutional forums in Brazil, including initiatives led by aviation authorities, while engaging SAF producers, energy suppliers, and financial partners both in Brazil and in international markets, with the objective of identifying potential supply sources that enable compliance with future regulatory mandates. At the Abra Group level, GOL contributes to regional and global initiatives aimed at expanding SAF supply, including discussions on innovative financing models and international mechanisms, such as instruments associated with Article 6 of the Paris Agreement. This approach seeks to mitigate availability risks, broaden technological options, and prepare the Company for a gradual transition scenario, while preserving competitiveness, operational predictability, and connectivity.	To mitigate physical risks associated with extreme weather events and increasing climate variability, GOL operates with a structured set of short-term operational resilience measures, aligned with global aviation industry practices and the climate risk management guidelines adopted across Abra. These measures include real-time weather monitoring, enhanced disruption management protocols, dynamic network and fleet planning, as well as rapid response mechanisms for events affecting airports, routes, or critical infrastructure. This framework is complemented by the integration of physical climate risk into the Enterprise Risk Management (ERM) process, in line with work already developed under the Task Force on Climate-related Financial Disclosures (TCFD) approach. Throughout 2026, GOL intends to continue enhancing, together with Abra, long-term physical climate impact modeling, with the aim of strengthening strategic resilience, supporting capital planning, and guiding operational decision-making across different time horizons.	Strengthening of the Eagles Academy training programs; expansion of well-being and emotional health initiatives (such as GOL Care); continuous training programs (CBTA); career development plans and internal pathways; improvements to work schedules and rostering; inclusion initiatives to broaden the talent pipeline; monitoring of workplace climate and engagement; competitive retention packages; and process digitalization to reduce operational workload.

Supply Chain Management

GRI: 204-1, 308-1, 308-2, 414-1, 414-2

CSA: Supplier Code of Conduct, Supplier ESG Programs, Supplier Screening

Supplier Selection and Evaluation

Our suppliers and partners are an essential part of the company's operations and growth. Our relationship with them is built on ethical principles, transparency, and compliance with applicable laws and regulations, in alignment with our quality, safety, and sustainability standards.

(308-1; 414-1; CSA_Supplier Code of Conduct) During the selection phase, GOL adopts a structured process that begins with the completion of a qualification form. At this stage, we first verify acceptance of our corporate guidelines and Code of Ethics, which establishes mandatory requirements related to:

- Prohibition of forced labor and child labor;
- Fair and safe working conditions;
- Respect for diversity and prevention of discrimination or harassment;
- Compliance with occupational health and safety standards;
- Prevention of corruption, conflicts of interest, and anti-competitive practices.

Our Environmental Policy guides our suppliers to align their processes with GOL's environmental management strategies and programs, strengthening our commitment to responsible operations with a lower environmental impact, with guidelines aligned with:

- Environmental management;
- Operational efficiency;
- Climate change;
- Biodiversity.

Subsequently, the relevant information is recorded in internal control tools for administrative and contractual monitoring purposes. Once financial and documentary requirements are met, the supplier is activated in the corporate system. For more information on supplier conduct, please access the documents on our website.

As a result of these practices, new suppliers were initially evaluated based on environmental and social criteria, as described in our Guidelines for Third-Party Conduct in Relations with GOL.

(308-2; 414-2) GOL monitors suppliers by integrating socio-environmental criteria into third-party service control procedures. As this approach is embedded from the early stages of the process, the use of a specific system dedicated exclusively to recording these items is not required.

To date, no evidence of significant negative environmental or social impacts has been identified in the supply chain. Nevertheless, the company recognizes that complex supply chains may present potential risks and, therefore, will continue to improve its due diligence, prevention, and mitigation processes. This continuous strengthening allows us to anticipate potential vulnerabilities and reinforces our commitment to responsible management aligned with industry best practices.

Supplier Management

(CSA_Supplier ESG Programs; CSA_Supplier Screening) Responsible supply chain management progressively integrates ESG criteria into supplier selection, evaluation, and monitoring processes. This model is implemented across all relevant departments under the coordination and oversight of the executive board, ensuring strategic alignment, governance, and consistency in decision-making. As part of this approach, periodic reviews of procurement practices are conducted to reinforce the alignment of business partners with commitments to sustainability, integrity, and corporate compliance.

The supplier selection methodology also considers a structured analysis of risks associated with the business. Among the criteria evaluated are the specific risk of each country where the supplier operates, the risk inherent to the sector of activity, and the risk related to the type of goods purchased. These elements strengthen decision-making and help mitigate potential impacts on operations, ensuring that selected partners meet the minimum standards of safety, integrity, and sustainability expected by the company.

Finally, as part of our commitment to the **Buckingham Palace Declaration,** criteria related to biodiversity and nature will be reviewed and incorporated into the supplier evaluation process during 2026, reinforcing the development of an increasingly ethical, integrated, and sustainable supply chain.

Supplier ESG Programme

Starting in 2026, Abra intends to develop and progressively implement a more structured Environmental, Social, and Governance (ESG) programme for suppliers. The initiative builds on existing requirements related to business ethics, labour practices, and environmental management currently embedded in GOL's procurement and contracting processes, with the objective of reinforcing a consistent and responsible approach across the supply chain.

The programme will adopt a risk-based approach, considering factors such as supplier criticality, spend volume, geographic exposure, and the nature of procured goods and services. Its implementation will be phased and integrated into existing procurement, due diligence, and supplier management processes, while respecting local approval structures and regulatory requirements. Over time, the initiative aims to enhance visibility and consistency in supplier management, supporting the early identification and mitigation of operational, compliance, and reputational risks, while strengthening supply chain resilience in the context of evolving regulatory and market expectations.

Local Purchasing

(204-1) In line with our commitment to creating value in the communities where we operate, 100% of the procurement budget in significant locations of operation is allocated to local suppliers, defined as companies that conduct their activities in the countries where GOL has an operational presence.

This practice strengthens local economies, fosters long-term relationships, and ensures that our supply chain is directly linked to the sustainable development of each region.

Financial Restructuring - Low Cost and Sustainable Results

GRI: 3-3 (Operational efficiency and sustainable results)

(3-3) In 2025, GOL completed one of the most comprehensive financial restructuring processes in its recent history, decisively strengthening its corporate resilience, capital stability, and operational continuity. On June 6, 2025, the company successfully concluded its reorganization under **Chapter 11** of the U.S. Bankruptcy Code, following judicial approval of the Reorganization Plan by the U.S. Bankruptcy Court for the Southern District of New York on May 21, 2025. Exiting the proceedings allowed the company to restore financial predictability, improve its capital structure, and mitigate material uncertainties associated with the previous liquidity scenario.

The plan involved replacing existing debt with financial instruments better suited to the company's long-term profile. Key components include issuing US$2,1 billion in Exit Notes, due in 2030 and secured by first-priority liens on strategic assets, and US$909,025 in Take-Back Notes, also due in 2030. These instruments, combined with the full repayment of the DIP (Debtor-in-Possession) financing—originally approved in February 2024 to ensure liquidity during the process—significantly strengthened the company's financial structure and established new financial governance frameworks, including limits on debt issuance, investments, and specific transactions.

A central pillar of the restructuring was the capitalization of receivables, totaling R$ 12,029,338, approved at a shareholders' meeting held on May 30, 2025. This capital increase, contributed to GLAI through GOL Investment, enabled a substantial reduction in financial liabilities: R$ 8,210,602 related to loans and financing, R$ 3,758,571 related to commitments to aircraft and engine lessors, and R$ 60,164 in other obligations. As a direct result, the company's consolidated negative equity improved significantly, falling from R$ 29,090,519 in 2024 to R$ 17,025,685 in 2025.

The reorganization also marked the beginning of a new corporate phase, with Abra strengthening strategic and operational integration within the group. The restructuring also included the closure of Chapter 11 proceedings in August 2025, formalizing the company's exit from the Chapter 11 process and allowing for a renewed focus on operational execution.

From an ESG perspective, the conclusion of the process reduced material risks related to operational continuity, governance culture, and financial soundness. With these results, GOL begins a new phase with a stronger financial foundation, focused on operational efficiency, sustainable growth, and value creation for customers, employees, shareholders, and other stakeholders. In March 2026[8], GOL completed the process of delisting from the Stock Exchange (B3), transitioning to operate as a privately held company under the control of Abra. This phase is part of the corporate reorganization process initiated in 2025, which was previously communicated and conducted transparently with stakeholders.

Following the completion of the Tender Offer (OPA) and the subsequent period for the acquisition of remaining shares, the Company's shares ceased trading on B3 on March 27, 2026, and any subsequent transactions have been conducted exclusively on a private basis.

The decision is aligned with GOL's strategy to simplify its corporate structure, with the aim of reducing operational complexity, increasing agility in decision-making, and strengthening the conditions for executing the Company's business plan and sustainable growth agenda.

[8] The content of this chapter describes the main milestones and advances in the financial restructuring process that occurred in **2025**, the period covered by this report. However, due to its relevance and direct relationship to this process, a significant subsequent event that occurred in **2026** is included below.

Operational and financial performance

GRI: 3-3 (Operational efficiency and sustainable results), 201-1

(3-3) GOL's financial management is a central pillar for the long-term viability, resilience, and sustainability of the business. In 2024 and 2025, this topic took on special relevance in the context of the financial reorganization process, which enabled the company to optimize its capital structure, preserve liquidity, and ensure the continuity of its operations.

Financial management is aligned with a **five-year business plan,** which guides decisions related to debt, investments, fleet expansion, operational efficiency, and resource allocation. All of this is overseen by senior management and the board of directors, ensuring financial discipline and transparency in decision-making.

The integration of economic performance, governance, and corporate strategy is reflected in the adoption of continuous monitoring mechanisms for financial indicators, active cost management particularly in areas related to fuel consumption, fleet, and operations and the systematic assessment of financial risks, including liquidity, leverage, and exposure to relevant macroeconomic variables. As a result of these measures, net leverage reached 3.2x at the end of 2025, representing a significant reduction from 6.1x in 2024, reflecting the restructuring completed during the year and the Company's financial and operational discipline.

In this context, operational efficiency initiatives, particularly in fuel management, play a key role in structurally reducing costs and strengthening operating margins, as detailed in the Energy and Climate Management section. Fuel price volatility remains one of the main sensitivity drivers of unit economics in airline operations. To mitigate its impact on cost per available seat-kilometre, GOL primarily focuses on operational efficiency, fleet renewal, optimized flight profiles, and active fuel management, as reflected in the reported MJ/ASK and MJ/RPK indicators.

In addition, foreign exchange exposure also influences the Company's unit economics, given the dollar-linked profile of key cost components. This sensitivity is monitored within the corporate risk management framework and incorporated into operational and financial resilience analyses, ensuring that the financial strategy remains aligned with long-term value preservation and business sustainability.

This management model enables GOL to maintain its operations, meet its financial obligations, facilitate strategic investments, and strengthen the confidence of investors, creditors, and other stakeholders.

ESG risks and opportunities identified, particularly climate-related factors, are considered in financial planning, capital allocation, and liquidity management.

Thus, financial management is established as the foundation for **sustainable growth and business continuity.**

Relevant Indicators

Financial Metrics	Unit of Measure	2024	2025	% Change
Net revenue	R$ million	19,129.57	22,103.28	15.5%
ASK	billion	43.3	49.3	13.8%
CAP occupancy rate[9]	%	82.9%	83.7%	0.8 p.p.
Yield	R$ cents	48.1	48.6	1.0%
RASK	R$ cents	44.2	44.9	1.6%
CASK	R$ cents	-37.2	-38.0	2.3%
Recurring EBITDA	R$ million	4,912	6,411	30.5%
Recurring EBITDA margin	%	25.7%	29.0%	3.3 p.p.

[9] CAP is the aircraft's total certified seating capacity, regardless of any operational limitations applied to the flight

Economic value

(201-1) As one of Brazil's leading airlines, GOL recognizes that the generation and distribution of economic value are central to its sustainability and its contribution to the development of its stakeholders. In this context, we present our economic value results, which highlight the company's financial performance and its contributions to employees, suppliers, investors, governments, and communities. The amounts are expressed in thousands of Brazilian reais (R$).

The table below includes non-recurring costs associated with the restructuring process in the amount of R$ 1,164 million:

(201-1) Direct economic value generated and distributed:

Economic value	2024	2025
Economic Value Generated (R$)	**19,129,573**	**22,103,281**
Operating costs (R$)	13,384,943	16,081,610
Employee salaries and benefits (R$)	2,979,933	3,666,928
Payments to capital providers (R$)	15,092,150	1,838,671
Payments to the government (R$)	211,287	663,416
Community investments (R$)	0	0
Economic value distributed (R$)	**18,648,692**	**20,559,849**
Retained economic value (R$)	**-6,067,103**	**-1,304,930**

To access the complete financial statements, visit our Investor Relations website.

ENVIRONMENTAL

ENVIRONMENTAL

Environmental Management

CSA: Environmental Policy, Environmental Management Systems Verification, Biodiversity Commitment

(CSA_Environmental Policy) At GOL, we recognize that our operations are intrinsically linked to the natural environment. Accordingly, we have established policies dedicated to its protection. In this context, we have established an environmental policy for the GOL Group that guides both our operations and the activities of suppliers and business partners, in alignment with the objectives and guidelines of Abra and its subsidiaries. This framework establishes the guidelines for environmental management and can be accessed at the following link: Statutes, Policies, and Regulations - GOL RI

CSA_Environmental Management Systems Verification) Our management approach is structured around a robust and comprehensive Environmental Management System (EMS), comprising four strategic pillars: Environmental Management, Operational Efficiency, Climate Change, and Biodiversity.

Environmental Management: establishes environmental management criteria to ensure compliance with legal requirements, reduce the impacts of operations, mitigate physical and transition risks, and promote the rational use of resources, as well as the reduction, reuse, and recycling of waste. We comply with national and international environmental requirements and actively collaborate with the entire aviation sector to support a more sustainable industry.

Operational Efficiency: invests in fleet renewal and the implementation of fuel efficiency programs recognized as industry benchmarks. We operate in an integrated manner across the entire value chain, aiming to identify operational efficiency gains.

Climate Change: monitors and analyzes greenhouse gas (GHG) emissions through a carbon inventory, proposing mitigation measures focused on adopting actions for cleaner operations.

** Although operational improvements contribute to efficiency gains, commercial aviation remains a carbon-intensive activity, and the reductions achieved to date do not materially alter the sector's overall climate impact.*

Biodiversity: assesses its impacts, identifies and promotes actions aimed at preserving biological diversity, supports activities related to wildlife risk management in operations, and contributes to combating wildlife trafficking.

The Environmental Management System (EMS) has a robust structure and well-established governance, as evidenced by the renewal of its IEnvA (IATA Environmental Assessment) certification—an IATA certification program based on international best practices and ISO 14001 requirements. The certification scope covers Flight Operations and Corporate Facilities, comprising GOL's direct operations (domestic bases and Corporate Headquarters), which represent 99% of its operations within Brazil. This structure, we ensure compliance with applicable legislation, continuous improvement of environmental performance, and the systematic mitigation of risks as an essential part of our governance. Both the environmental policy and the Environmental Management System (EMS) cover the entire operation of the GOL Group.

(CSA_Biodiversity Commitment) Within this approach, biodiversity preservation in aviation refers to the set of practices, controls, and strategies adopted by the aviation sector to protect ecosystems, fauna, and flora, while minimizing the environmental impacts generated by airport operations and associated activities (maintenance, fueling, infrastructure, and logistics). In 2025, we joined the Buckingham Palace Declaration of the United for Wildlife Transport Taskforce, reaffirming our commitment to a zero-tolerance approach to the illegal wildlife trade. Through this initiative, the Company supports global efforts to prevent, identify, and combat the transportation of illegally traded wildlife and wildlife products.

Throughout the year, we supported the free transport of rescued wildlife—including ocelots, tortoises, woolly monkeys, and hawks—to specialized rehabilitation centers for subsequent reintroduction into the wild, in coordination with environmental authorities and specialized organizations.

Through our GOLLOG unit, in 2025 we transported more than 300 tortoises rescued from illegal trafficking, in partnership with the Instituto Vida Livre and Ibama, facilitating their return to their native habitat. To learn more about the transport of the more than 300 rescued tortoises, we invite you to consult GOLLOG's official publication at the following *link.*

By 2026, we intend to implement a work plan that will include a review of the environmental requirements applicable to GOL's operations, with a focus on strengthening mechanisms for the prevention and mitigation of risks related to wildlife in operational areas. This approach reinforces our commitment to operational safety and regulatory compliance, always respecting the limits of the company's legal liability and taking into account the need for specific legal analyses on sensitive issues.

The Maintenance Center is not included in GOL's current IEnvA certification scope, as its activities are covered by a dedicated certification model specific to aircraft maintenance. This certification follows distinct requirements, assessment criteria, and methodological approaches and is conducted under a separate certification pathway within the IEnvA framework.

Water resource management

GRI: 303-1, 303-2, 303-3, 303-4, 303-5

CSA: Water Efficiency Management Programs, Water Consumption

(CSA_Water Efficiency Management Programs) Water is an essential resource for our operations and an environmental asset that we manage responsibly. Through the **Water Resources Management Program,** we have established guidelines for the efficient and sustainable use of water, ranging from drinking water supply to the proper management of wastewater. This program guides our operational decisions toward conscious water management, consistent with our environmental commitments and the protection of the communities where we operate.

(303-1) GOL recognizes water as an essential resource for operational continuity, health, and the safety of people. Supply comes primarily from regional water utilities.

Water is used for:

- Human consumption at airports, on aircraft, and at ground facilities.
- Sanitary services.
- Facility cleaning.
- Equipment maintenance.
- Fire suppression systems.
- Industrial processes at GOL Aerotech.

Sanitary effluents generated at operational bases are managed in accordance with the treatment solution defined by airport authorities.

At the GOL Aerotech Maintenance Center located in Lagoa Santa, Minas Gerais, in addition to sanitary effluents, industrial effluents are generated as a result of aircraft maintenance activities. These effluents are treated internally at the Industrial Effluent Treatment Plant (ETEI) and subsequently sent, together with sanitary effluents, to the Minas Gerais Sanitation Company (COPASA) for final treatment.

The main environmental aspects related to water concern water consumption and wastewater generation, which are associated with potential impacts on water availability and changes in water quality. These aspects are assessed using the corporate methodology for the Survey of Environmental Aspects and Impacts (LAIA)..

In 2025, although potential impacts related to water resources were identified, such impacts did not materialize, given the control measures implemented.

Currently, the organization does not have a specific mapping of watersheds where significant water impacts are generated or that are located in areas of water stress. Since the water supply comes mainly from regional water utilities and, consequently, there is no direct water abstraction by GOL, the level of direct interaction with natural water bodies is low.

(303-3) Water Abstraction

m^3	2022	2023	2024	2025
Water intake	37,967	57,660	49,352.8	55,850.1

Starting in 2025, to ensure greater accuracy and reliability, only water intake data from facilities under the company's direct control are considered—specifically those with their own water meter readings or billing issued by the water utility. Accordingly, values derived from utility provider allocation methodologies (pro-rata estimates) are no longer used, as they constitute approximations that do not reliably reflect the operation's actual consumption.

The peak in water intake recorded in 2023, when compared to 2024 and 2025, is mainly due to the broader scope of information available during that period. In 2023, consumption data was received from bases administered by INFRAERO, which shared the apportionment figures for these units. Starting in 2024, with the privatization of INFRAERO's concessions, this data was no longer received from the new airport operators, significantly reducing the number of bases included in the annual consolidated report. This discontinuity explains the apparent drop in water intake starting in 2024, which does not represent an actual reduction but rather a consequence of the reduced coverage of the available information.

Overall, there is a progressive trend of increasing water intake over the years, related to the normalization of operations following the pandemic period.

Between 2024 and 2025, a further increase (13%) was observed, directly associated with the implementation of a 4x1 work schedule in administrative areas. This shift increased employee on-site presence throughout the week, leading to higher utilization of restrooms, cafeterias, common areas, and other support facilities, thereby proportionally increasing water consumption.

In 2025, GOL relocated its headquarters. During the transition period, the company simultaneously operated two facilities: the previous headquarters and the new facility. This temporary overlap of facilities resulted in an increase in water consumption throughout the year.

(303-2) Effluent Estimation Methodology

Wastewater generation data were estimated based on the premise that approximately 80% of the total volume of water consumed is converted into wastewater, in accordance with the Water Supply and Sanitation System Manual of the National Health Foundation (FUNASA).

Therefore, wastewater generation directly follows water consumption patterns, since both are related by the same conversion ratio. Consequently, the variations and justifications associated with consumption also apply to the estimation of wastewater generation.

Therefore:

- Reported data on consumption, withdrawal, and discharge relate exclusively to locations equipped with dedicated measurement systems.
- Wastewater generated in these locations is disposed of in conjunction with the airport management company.
- Until there is a more detailed mapping of the final disposal method, these discharges are classified as "water transferred to third parties," as defined by GRI 303-4.

Industrial Effluents – GOL Aerotech

At the GOL Aerotech facility, industrial effluents are generated from:

- Aircraft washing.
- Washing of parts and engines.
- Cleaning of vehicles and support equipment.
- Technical maintenance processes.

These effluents contain water mixed with chemicals, oils, greases, detergents, and other substances used in industrial processes.

Industrial effluents are treated at the facility's Industrial Effluent Treatment Plant (ETEI). Subsequently, the treated industrial effluent is combined with sanitary effluent and sent to the Sewage Treatment Plant (ETE) at Tancredo Neves International Airport, operated by COPASA, for further treatment and subsequent discharge into the environment. At GOL, wastewater discharge management is conducted under a preventive approach, focused on regulatory compliance, environmental impact control, and the continuous improvement of operational processes.

(303-2) Quality Monitoring and Regulatory Compliance at GOL Aerotech

During 2025, periodic analyses (monthly and weekly) were conducted to verify the compliance of treated effluent with COPASA Technical Standard T-187/5, which establishes criteria and conditions for the discharge of non-domestic liquid effluents into the sanitary sewer system. In 2025, the analyses confirmed compliance with the established parameters, with the exception of a single incident recorded in November. After identifying this deviation, adjustments were implemented in the treatment process at the ETEI. Subsequently, no new samples with parameters outside the limits established by COPASA Technical Standard T-187/5 were recorded for the remainder of the year. This event was treated as an opportunity for operational improvement, strengthening the system's preventive controls.

(303-4) Water discharge				
m³	**2022**	**2023**	**2024**	**2025**
Effluents – Type of disposal: third-party water bodies	34,712	45,550	39,482.3	44,680.0

(303-5; CSA_Water Consumption) Water consumption				
m³	**2022**	**2023**	**2024**	**2025**
Water consumption	3,255	12,110	9,871	11,170

Waste management and circularity

GRI: 306-1, 306-2, 306-3, 306-4, 306-5

CSA: Waste Management Programs, Waste Disposal

(306-1) Our waste management prioritizes reduction at the source and recovery before final disposal, in line with the hierarchy established by the National Solid Waste Policy (Law No. 12,305/2010): non-generation, reduction, reuse, recycling, treatment, and environmentally sound final disposal.

The significant impacts associated with waste generation in our operations are primarily related to the risk of soil and water contamination in the event of improper management. These impacts were identified using the Environmental Aspects and Impacts Survey (LAIA) methodology.

Proper waste management, in accordance with applicable legislation, is essential to prevent these risks, ensuring correct segregation, storage, transportation, and final disposal.

Therefore, we manage hazardous (Class I) and non-hazardous (Class II) waste separately, ensuring their proper segregation, storage, transportation, and disposal in accordance with applicable legislation.

Non-hazardous waste is generated from administrative activities, area cleaning, restrooms, cafeterias and pantry areas, in-flight services, and general maintenance of buildings and aircraft.

These include sanitary, organic, and recyclable waste streams such as cardboard, plastic, glass, and metal, as well as non-recyclable waste, including used napkins, toilet paper, adhesive tapes, among others.

Hazardous waste is generated primarily during maintenance activities and includes used oils, chemicals, batteries, light bulbs, spare parts, and solids contaminated with oil or other substances.

Waste Management and Control

(306-2; CSA_Waste Management Programs) We manage our waste through a Solid Waste Management Plan (SWMP), which establishes guidelines for proper segregation, packaging, storage, transportation, and final disposal.

As a source reduction measure, we have eliminated the use of **disposable cups** at our administrative headquarters, promoting the use of reusable items.

We monitor the legal compliance of suppliers responsible for waste transportation and treatment by verifying valid environmental licenses. In addition, we are implementing a specific procedure to strengthen environmental control of outsourced services.

The reported data is obtained from:

- The Waste Transport Manifest (MTR) platform.
- Spreadsheets shared by the contracted waste management companies.

(306-3) Waste generated (t)			
Classification	**2023**	**2024**	**2025**
Hazardous waste	219.18	199.75	337.45
Non-hazardous waste	379.16	425.27	575.21
Total	**598.34**	**625.02**	**912.66**

Waste data coverage is 100%, as it encompasses all operations and activities across the Group. In this assessment, only waste under the Company's direct management is considered, for which GOL carries out segregation, packaging, and storage, and engages specialized service providers responsible for final disposal in accordance with the waste type generated.

An increase in waste generation was observed in 2025 compared to the previous year, with hazardous waste rising by 69% and non-hazardous waste by 35%.

The increase in hazardous waste generation was driven by the intensification of aircraft maintenance activities, fueled by the higher number of flights offered (13%). The increase in the volume of technical interventions, including component replacement, fluid changes, and other maintenance services, directly resulted in the increase in the amount of hazardous waste generated.

The increase in non-hazardous waste generation is directly related to the change in the work model adopted by the Company at its headquarters. In the last year, the model shifted to four days of on-site presence per week, whereas in 2024 the adopted model involved on-site attendance only twice per week. With the increased frequency of occupancy, the facility was used more frequently, naturally resulting in greater waste generation.

In accordance with GRI Standards and the definition adopted by the European Union Waste Framework Directive (Directive 2008/98/EC), disposal refers to any final treatment operation that does not qualify as recovery, even if it may secondarily result in energy generation.

It refers to the set of processes applied at the end of the life cycle of products, materials, and resources, whereby they are disposed of in landfills or subjected to chemical or thermal processes that render them permanently unavailable for future use.

For the purposes of constructing the waste indicator, the following treatments were considered **disposal operations**:

- Landfill;
- Incineration;
- Co-processing.

We consider as non-final-disposal waste only those directed to recovery treatment processes, excluding energy recovery. Destinations include:

- Decontamination;
- Recycling;
- Reuse;
- Sorting and transfer
- Effluent treatment.

(306-4) Waste not intended for disposal[10]

Classification	Indicador	2023	2024	2025
Hazardous waste	Quantity (t)	19.17	36.05	107.17
	Share of total (%)	9	18	32
Non-hazardous waste	Quantity (t)	153.37	173.19	239.03
	Share of total (%)	40	41	42
Total	**Quantity (t)**	**172.54**	**209.2**	**346.20**
	Participação no total (%)	**29**	**33**	**38**

[10] In the previous report, waste sent for co-processing was classified as recovered waste. As of the current reporting cycle, this waste is no longer classified as a form of recovery, as it does not remain available for future use. This reclassification was carried out in accordance with GRI guidelines and may result in variations in the percentages presented compared to the previous report, due to the methodological change applied.

Over the period analyzed, there is a consistent improvement in the percentage of waste directed to treatment alternatives other than final disposal. In 2025, 38% of total waste generated was diverted from final disposal, being allocated to treatment processes that promote waste valorization and keep materials available for future use, such as recycling, reuse, decontamination, sorting, and transfer operations.

The increase in hazardous waste not destined for final disposal resulted from a change in the maintenance process, which began generating effluent with characteristics different from those contemplated in the standard treatment process.

In light of this change, it became necessary to temporarily send the effluent for external treatment while the internal Effluent Treatment Plant (ETP) was being adapted to meet the new specifications.

It should be noted that national environmental legislation stipulates that all effluent or waste transported by land must be accompanied by a Waste Transport Manifest (MTR). Due to this legal requirement, the effluent was formally classified as liquid waste for the purposes of transport and disposal.

(306-5; CSA_ Waste Disposal) Waste destined for final disposal (t)

Classification	2023	2024	2025
Hazardous waste	200.01	163.97	230.28
Non-hazardous waste	225.79	252.07	336.17
Total	**425.80**	**416.04**	**566.45**

(306-4; 306-5; CSA_ Waste Disposal) Waste quantities by treatment type (t)

Hazardous waste	2023	2024	2025
Incineration – without energy recovery	6.84	3.64	4.85
Landfill	36.68	22.94	34.51
Other forms of recovery	2.16	0.96	65.93
Preparation for reuse	6.48	16.53	8.06
Recycling	10.53	18.57	33.18
Incineration – with energy recovery	156.49	137.12	190.92
Non-hazardous waste	**2023**	**2024**	**2025**
Incineration – without energy recovery	11.49	-	-
Landfill	194.98	209.37	301.49
Other forms of recovery	-	0.62	0.49
Preparation for reuse	7	6.96	-
Recycling	146.37	165.62	238.54
Incineration – with energy recovery	19.33	42.7	34.69

This management approach is complemented by our Environmental Emergency Response Plan (EERP), which establishes procedures for incidents involving chemicals, effluents, and waste, with the aim of mitigating potential impacts.

Waste management initiatives represent a limited share of aviation's overall environmental impact, which remains predominantly associated with fuel consumption.

Energy and Climate Management

GRI: 3-3 (Energy and Climate Management), 201-2, 302-1, 302-3, 302-4, 302-5, 305-1, 305-2, 305-3, 305-4, 305-5.

SASB: TR-AL-110a.1, TR-AL-110a.2, TR-AL-110a.3

CSA: Energy Management Programs, Energy Consumption, Direct Greenhouse Gas Emissions (Scope 1), Indirect Greenhouse Gas Emissions (Scope 2), Indirect Greenhouse Gas Emissions (Scope 3), Climate Governance, TCFD Disclosure, Climate-Related Management Incentives, Financial Risks of Climate Change, Financial Opportunities Arising from Climate Change, Specific Fuel Consumption for Passenger Transport, Specific Fuel Consumption for Cargo Transport, Measures for Improving Fuel Efficiency, Airline Industry Engagement, Fleet GHG Intensity, Fleet Age.

(3-3) Energy and climate management is the priority issue in our double materiality matrix. Over the years, we have implemented measures aimed at reducing greenhouse gas (GHG) emissions and strengthening our operational resilience in the face of extreme weather events. We have integrated decarbonization initiatives into the core of our strategic decision-making, aware that aviation faces one of the greatest transition challenges in the global economy.

Decarbonization: advancing a shared challenge

Decarbonizing aviation is one of the sector's greatest challenges and requires coordinated action across the entire value chain. This process involves airlines, aircraft and engine manufacturers, Sustainable Aviation Fuel (SAF) producers, policymakers, regulators, infrastructure providers, and other relevant stakeholders.

In this context, progress in reducing emissions depends not only on initiatives implemented by airlines, but also on external factors, including technological advancements, the availability and scalability of SAF, access to more efficient aircraft, the development of regulatory frameworks and carbon markets, improvements in air traffic management, and the infrastructure required to support the transition to a low-carbon economy.

We continue to implement initiatives aimed at improving operational efficiency and reducing the emissions intensity of our operations. While these actions contribute to our long-term decarbonization strategy, they do not necessarily result in an immediate reduction in absolute emissions. This is due to a range of factors, including growing demand for air travel, the expansion of our operations, and the structural challenges inherent to the sector's transition.

For this reason, in addition to monitoring absolute emissions, we track emissions intensity indicators, which are widely used across the aviation sector to assess the environmental efficiency of operations relative to the level of activity. These indicators complement our assessment of environmental performance and enable us to monitor improvements in operational efficiency over time, including during periods of growth.

The greenhouse gas (GHG) emissions data presented in this report should be interpreted within this context. We seek to report our environmental performance transparently, reflecting both the evolution of our operations and changes in the reporting scope, while highlighting the progress achieved in operational efficiency and the challenges that remain on the aviation sector's decarbonization journey.

Decarbonization and Energy Efficiency

(302-5; TR-AL-110a.2; CSA_Energy Management Programs)
Decarbonization initiatives and energy efficiency are the central pillars of our climate management. Fuel accounts for approximately 40% of our total costs and about 99% of our direct emissions (Scope 1). Therefore, optimizing fuel consumption is both an environmental strategy and a critical factor for sustainability.

Our fuel efficiency program structures initiatives aimed at managing Scope 1 emissions, with a focus on continuously improving operational performance

Key areas of focus include:

- Route optimization and operational planning.
- Fleet modernization and efficiency.
- Improvement of flight procedures and ground operations.

The Company conducts monthly monitoring of fuel consumption and the performance of implemented initiatives. This systematic monitoring allows us to identify deviations from established objectives and adopt timely corrective measures, including process reviews, specific training, and strengthening internal communication. In this way, we ensure that all areas understand their role in meeting our efficiency and emissions reduction goals.

Aviation decarbonization depends on technological advancements and the availability of sustainable fuels, which remain limited in Brazil and globally. A significant share of emissions remains structural to the sector.

The reductions reported refer predominantly to intensity indicators (per passenger or RPK) and do not necessarily represent absolute emissions reductions. Methodological boundaries and scope are described in this section.

(CSA_Fleet Age) In the near term, the Company prioritizes emissions reduction through a combined approach focused on fleet efficiency and fuel-use efficiency. The fleet efficiency strategy is based on the progressive incorporation of next-generation aircraft, with a particular focus on the Boeing 737 MAX, which delivers approximately 15% lower fuel consumption compared to previous models. Complementing this, fuel-use efficiency is reinforced through operational initiatives and the adoption of digital tools such as IATA FuelIS, which support energy performance monitoring, the identification of optimization opportunities, and continuous improvement in operations.

GOL's fleet is standardized, modern, and efficient, composed entirely of narrow-body aircraft from the Boeing 737 family. The average fleet age remained stable at 10.4 years in 2022, 2023, and 2024, reflecting a relatively young profile in the regional market. In 2025, the average age increased slightly to 10.8 years, driven by the dynamics of aircraft deliveries and returns, as well as the introduction of dedicated freighters, without compromising the Company's modernization strategy.During the year, the Company incorporated nine 737 MAX-8 aircraft and two freighters, while returning three 737-NG aircraft, closing the period with a total fleet of 137 aircraft and maintaining its renewal plan aligned with energy efficiency and emissions reduction objectives.

(CSA_Airline Industry Engagement) Similarly, we have strengthened our climate strategy through active participation in collaborative platforms and in the development of public policies in Brazil, both directly and through Abra, in coordination with Avianca. The Company contributes to sector discussions and the design of industry solutions through its engagement with associations such as IATA, ALTA, ABEAR, and ICAO, while also collaborating with policymakers and the SAF ecosystem.

In the Brazilian context, GOL is an active participant in working groups under the Fuel of the Future Program, contributing technical input to discussions on regulatory frameworks, market mechanisms, production scalability, infrastructure readiness, and the economic viability of SAF in the country. We also highlight the non-binding Memorandum of Understanding signed with Sumitomo Corporation of Brazil in November 2025, aimed at advancing financing solutions, market mechanisms, and long-term agreements to accelerate SAF production and adoption in Brazil. This initiative contributes to the development of a competitive sustainable fuel market aligned with international climate objectives.

(CSA_Measures for Improving Fuel Efficiency) Among the main fuel management initiatives, the following stand out:

Optimization of ground operations: focused on reducing fuel consumption during taxiing and holding phases:

APU OFF	replacing the use of the auxiliary power unit with ground-based electrical equipment at airports, eliminating fuel consumption in most operations.
Single-engine taxiing (arrival and departure)	reduction in engine use during aircraft movement on the ground.
Optimized taxi plan	adjustment of taxi time based on historical data to improve the accuracy of the aircraft refueling process.

Optimization of in-flight operations: initiatives aimed at improving flight profiles and operational performance:

Route shortening	reducing the distance traveled when conditions permit.
Flight Deck Advisor (FDA):	a system that optimizes the cost index to balance speed and fuel consumption.
OptiClimb	optimization of climb speeds to minimize fuel consumption.
Flap and thrust reverser reduction during idle	operational adjustments that reduce fuel consumption during takeoff and landing.

Weight optimization and fuel planning: actions aimed at reducing onboard weight and improving the accuracy of fuel loaded:

Delta Zero Fuel Weight	improved accuracy of planned weight.
Alternate selection	optimization of planned fuel through meteorological analysis.
Contingency fuel reduction	Gradual decrease in the regulatory margin (10% → 5% → 3%).
Reduction of drinking water (QTA) and removal of unnecessary items	Reducing the weight of the aircraft.

The reported reductions refer predominantly to intensity indicators (per passenger or RPK) and do not necessarily represent absolute emissions reductions. The methodological boundaries and scope are described in this section.

As part of its operational efficiency strategy, GOL's fuel management initiatives are directly linked to economic value creation, given that fuel represents a significant share of both operating costs and the Company's direct emissions. Accordingly, operational improvements aimed at reducing fuel consumption simultaneously contribute to cost reduction, margin enhancement, mitigation of exposure to price volatility, and the reduction of regulatory and climate-related risks.

Carbon Offset Program

The Company maintained a voluntary carbon offset program, previously known as "Meu Voo Compensa", until early 2025. The program enabled customers to fund the offsetting of emissions associated with selected flights. In January 2025, the program was discontinued as part of a broader review and reprioritization of GOL's ESG practices.

Energy Consumption and Intensity

In 2025, we recorded total energy consumption primarily associated with the use of fossil fuels, particularly Aviation Kerosene (QAV), used in our domestic and international operations.

Energy consumption was calculated using conversion factors from the National Energy Balance (BEN) and considering entities under operational control.

(302-1; TR-AL-110a.3; CSA_ Energy Consumption) Energy consumption within the organization

Fossil fuels (non-renewable)	2023	2024	2025
QAV[11] (domestic + international)	42,211,963.00	41,296,261.00	46,735,925.18
Diesel	7.4	97,347.55	94,709.25
Gasoline	1,110.65	2,741.33	2,791.07
LPG	0.65	685.46	712.35
Total GJ 100% coverage	**42,213,081.70**	**41,397,035.34**	**46,834,137.85**
Total MWh 100% coverage	**11,726,794.10**	**11,500,096.42**	**13,010,523.5**

QAV continues to account for more than 99% of total energy consumption.

(302-1; CSA_ Energy Consumption) Energy consumption within the organization

Renewable fuels	2023	2024	2025
Electricity (46% coverage)	17,388.88	32,731.47	35,375.37
Ethanol[12]	-	67.95	78.48
Total	**17,388.88**	**32,799.42**	**35,453.85**

Energy (GJ)	2023	2024	2025
Non-renewable	42,213,081.70	41,397,035.34	46,834,137.85
Renewable	17,388.88	32,799.42	35,453.85
Total	**42,230,470.58**	**41,429,834.76**	**46,869,591.70**

In 2025, we expanded the scope of monitored data compared to previous years, progressively strengthening the energy traceability of our operations.

(302-4; 302-5) In 2025, we achieved a **reduction of 2,159,570.35 GJ** as a direct result of efficiency initiatives, considering only aviation fuel consumption, over which we have direct operational control.

The calculation was performed by comparing the fuel actually consumed with the amount that would have been used had the implemented initiatives not been in place. Each project has a specific quantification methodology, according to its operational nature.

(302-3) **Energy intensity:** we adopt energy intensity metrics to measure our operational efficiency; for the calculation, we consider the energy related to the QAV consumed in our operations, excluding the QAV consumed in cargo operations:

In 2025, we recorded an intensity of:

- 1.062 MJ/RPK (Revenue Passenger Kilometer)
- 0.889 MJ/ASK (Available Seat Kilometer)

In 2024, we recorded an intensity of

- 1.077 MJ/RPK
- 0.893 MJ/ASK

[11] Aviation kerosene (QAV)
[12] Fuel consumed during ground operations (not associated with combustion in aircraft) corresponds to mobile sources and ground support equipment. For the purposes of the SASB TR-AL-110a.3 indicator, 100% of the fuel consumed in aircraft during the reporting period comes from non-renewable sources, as no physical use of Sustainable Aviation Fuel (SAF) was recorded in operations.

(CSA_Specific Fuel Consumption for Passenger Transport)

	Unit	2022	2023	2024	2025
Specific fuel consumption for passengers Coverage: 100% of passenger flights	L/100 passenger-kilometers (PKM)	3.33	3.28	3.13	3.09

(CSA_Specific Fuel Consumption for Cargo Transport)

	Unit	2022	2023	2024	2025
Specific fuel consumption for freight transport Scope: 100%	Liters/TKT (tonnes per kilometer transported)	0.000	0.009	0.014	0.014

Emissions Management

We conduct our annual emissions inventory following the GHG Protocol (Greenhouse Gas Protocol) methodology, using the official calculation tool and maintaining the **Gold Seal of Transparency continuously since 2011.**

We use operational control as our consolidation criterion, with 100% coverage for Scopes 1 and 2.

(305-1; TR-AL-110a.1; CSA_ Direct Greenhouse Gas Emissions (Scope 1)) Direct greenhouse gas emissions (Scope 1)

Emission Type	2022	2023	2024	2025
Total Scope 1 emissions, in tCO_2eq	2,736,385.0	3,081,851.99	3,049,668.25	3,486,084.643
Total biogenic Scope 1 emissions Scope 1, in tons	187.0	520.78	955.16	988.36

Our base year is 2019 (3,524,184.01 tCO_2eq), as it represents the last year of stable operations before the impacts of the pandemic. The gases considered were: CO_2, CH_4, N_2O e HFC.

(305-2; CSA_ Indirect Greenhouse Gas Emissions (Scope 2)) Indirect (Scope 2) greenhouse gas (GHG) emissions

Emission Type	2022	2023	2024	2025
Total Scope 2 emissions **by location,** in tCO_2eq	502.0	366.89	487.06	461.53

The emission factor from the SIN (Brazilian National Interconnected System) was used, which considers only CO_2, in accordance with the GHG Protocol methodology.

(305-3; CSA_ Indirect Greenhouse Gas Emissions (Scope 3)) Other indirect greenhouse gas emissions (Scope 3)				
Emission Type	**2022**	**2023**	**2024**	**2025**
Total Scope 3 emissions, in tCO_2eq	145,537.0	351,875.48	452,199.793	336,405.37
Total Scope 3 biogenic emissions, in tons	4,107.0	451.18	523.03	525.03

The Scope 3 emission categories included in the calculation are: Purchased goods and services; Transportation and distribution (Upstream); Waste generated from operations; Business travel; and Emissions from commuting.

(305-3; CSA_ Indirect Greenhouse Gas Emissions (Scope 3)) Other indirect greenhouse gas emissions (Scope 3)				
Category Emission	**2022**	**2023**	**2024**	**2025**
Goods and services purchased	5.120	-	450,717.59	318,107.85
Transportation and distribution *(upstream)*	2,739.326	3,220.190	2.04	2.55
Waste generated during operations	687.453	807.770	330.75	365.61
Business travel	450.585	11,938.136	856.53	1,400.88
Commuting emissions	32,971.012	435.140	464.22	616.48
Leased assets	-	-	-	15,912.00
Fuel and energy-related activities not included in Scopes 1 and 2	108,683.995	-	-	-

(305-5) In 2025, we achieved a **reduction of 158,611 tCO_2e** as a direct result of our operational efficiency initiatives (as described on page 51). To quantify this, we considered the total volume of fuel actually consumed during the period and estimated the fuel that would have been used had the initiatives not been implemented, thereby determining the amount avoided.

In GOL's case, the calculation covers all operations: domestic, international, cargo, and offshore. Each initiative has a specific calculation methodology, defined according to its operational variables (aircraft type, route profile, flight phase, operational conditions, among others).

(305-4; CSA_Fleet GHG Intensity) Greenhouse Gas (GHG) Emissions Intensity

	Unit	2022	2023	2024	2025	2025 target
GHG intensity index for passengers (kg CO_2eq per available seat-kilometer (ASK))	g CO_2e / Available seat-kilometer (ASK)	67.34	67.99	65.56	65.28	66.24
GHG intensity index for passengers (kg CO_2eq per revenue passenger-kilometer (RPK))	g CO_2e / Revenue passenger-kilometer (RPK)	84.19	82.88	79.13	78.01	79.94
GHG intensity index for freight (kg CO_2eq per ton-kilometer)	kg CO_2e / ton-kilometer	0.00	0.03	0.04	0.04	0.04

Carbon intensity calculations were performed in accordance with the IATA methodology.

For passenger GHG emissions intensity, we use the denominators **Available Seat Kilometers (ASK)** — the airline's total capacity to offer available seats per kilometer flown, calculated by multiplying the number of available seats by the distance flown — and **Revenue Passenger Kilometers (RPK)** — the sum of the product of the number of paying passengers and the distance traveled. For the emissions intensity calculation, jet fuel (QAV) consumption associated with passenger transportation within the organization was considered.

The reported reductions refer predominantly to intensity indicators (per passenger or RPK) and do not necessarily represent absolute emissions reductions. The methodological boundaries and scope are described in this section.

For cargo GHG emissions intensity, we use Revenue **Tonne Kilometers (RTK)** as the denominator, defined as the sum of the product of route distance and the weight of cargo transported. For the calculation of cargo GHG emissions intensity, jet fuel (QAV) consumption from cargo operations was considered.

This performance is supported by independent market benchmarks. According to the 2025 Cirium Flight Emissions Review, which uses the EmeraldSky methodology assured in accordance with ISAE 3000, the global average emissions intensity of the airline industry in 2025 was approximately 68 g CO_2/ASK, considering the world's 100 largest airlines. During the same period, according to a study conducted by Cirium, GOL achieved an emissions intensity of 63.9 g CO_2/ASK, positioning itself approximately 6% below the global average. This demonstrates superior emissions efficiency per available seat kilometer compared to the international market.

Sustainable Aviation Fuel (SAF)

We recognize **SAF** as a key lever for the decarbonization of the aviation sector and maintain an active commitment to initiatives that support its development in Brazil. In this context, GOL participates on an ongoing and structured basis in national forums related to the Fuel of the Future Program, providing technical contributions to government authorities and industry bodies in the design of public policies, regulatory instruments, and market mechanisms aimed at expanding supply, scaling production, and enhancing regulatory predictability of SAF in the country.

However, we highlight that the mandatory adoption of SAF from 2027, under the Fuel of the Future Law, may have significant implications for the cost structure of airlines. Currently, SAF is priced at approximately three to four times the cost of conventional jet fuel. Given that fuel accounts for around 40% of total operating costs, material increases may affect sector competitiveness.

Given the limited availability of Sustainable Aviation Fuel (SAF) in Brazil, the Company carried out its first Book & Claim initiative in Latin America. This approach, based on the purchase of SAF-related emissions reduction certificates in international markets, does not represent the physical supply of SAF to GOL's operations. Rather, it is a market-based mechanism used to support emissions reductions by third parties. The initiative contributed to advancing discussions on complementary mitigation mechanisms, approaches to sharing the cost of SAF with air transport users, and the acceleration of public policies that enable its adoption while preserving air connectivity in Brazil. In addition, the initiative contributed to the mitigation of approximately 190.96 tCO_2e and supported the development of complementary instruments for the sector's energy transition.

* The reported mitigation relates exclusively to the purchase of SAF credits through the Book & Claim mechanism, which does not represent the physical use of sustainable fuel in GOL's operations or a direct reduction in emissions from flights.

SAF was addressed in a cross-cutting manner across the Company's strategic, regulatory, and operational discussions throughout 2025, and is covered in different sections of this Report, reflecting its structural role in GOL's climate agenda, risk management, and medium- and long-term planning.
Finally, GOL is developing a structured transition plan that is intended to include interim emissions reduction targets, milestones for SAF adoption, and capital allocation priorities, with the objective of supporting a consistent decarbonization pathway over the medium and long term.

Climate Risk Management and Resilience

(201-2; CSA_Climate Governance, CSA_ TCFD Disclosure, CSA_ Climate Risk Management; CSA_Financial Risks of Climate Change; CSA_ Financial Opportunities Arising from Climate Change)

Since 2020, the Company has progressively strengthened its climate disclosure practices, aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). This process reflects a clear corporate commitment to managing climate change and to consistently integrating climate-related risks and opportunities into business strategy, governance, and enterprise risk management.

Physical and transition climate risks are already embedded within GOL's Enterprise Risk Management (ERM) framework and are assessed within the broader context of operational resilience, business continuity, regulatory exposure, and financial performance. At the same time, the Company continues to enhance the level of detail, integration, and quantification of these risks, in line with evolving international standards and regulatory and market expectations.

This progress is aligned with corporate processes for risk identification, assessment, treatment, and monitoring described in the Risk Management chapter, including the use of the corporate risk matrix, probability and impact assessments, executive monitoring forums, and mechanisms related to business continuity and crisis management. Additional information on governance, processes, and risk monitoring structure can be found in that section.

As part of this continuous enhancement process, in November 2025 the Company initiated a structured climate risk assessment study, supported by a specialized consulting firm, with completion expected in the second half of 2026. The study aims to deepen the identification and quantification of key physical and transition risks, as well as to assess their potential operational, financial, and strategic impacts across different time horizons.

As a preliminary outcome, an initial mapping of climate risks has been conducted, identifying specific threats and their potential operational and financial impacts. Key physical risks include extreme weather events such as strong winds, pluvial and coastal flooding, heat and cold waves, wildfires, and droughts, with associated impacts including damage to airport infrastructure and equipment, increased operating costs—particularly related to energy and water consumption—and partial or total operational disruptions, with potential effects on revenue and business continuity.

Regarding transition risks, the initial assessment identified relevant exposures linked to market, regulatory, and technological factors, including increases in fossil fuel prices, rising electricity costs, potential impacts from carbon pricing mechanisms, increased requirements for offset credit acquisition, and the financial implications of mandatory SAF adoption. These factors may directly influence cost structure, competitiveness, and investment decisions.

The process is led by the Environmental and Sustainability Strategy teams, with direct involvement from the Chief Executive Officer, the Chief Corporate Responsibility Officer (CCRO), and key business areas, ensuring alignment between strategy, governance, and risk management.

The methodology adopted is structured in two complementary phases:

Phase 1 – Identification and characterization

- Characterization of operations and definition of the value chain.
- Value chain scenarios (VCS) and scenarios developed through the selection of climate scenarios, including value chain scenarios (VCS) and scenarios developed by the Network for Greening the Financial System (NGFS).
- Identification of physical and transition climate risks.

Phase 2 – Assessment and Quantification

- Probability and impact assessment.
- Development of a climate risk matrix aligned with the corporate risk matrix.
- Modeling of financial impact scenarios.

The preliminary scenario analysis indicates potential impacts on cost structures and operational resilience. Quantitative ranges will be disclosed upon completion of the ongoing study, which is expected in the second half of 2026.

In line with the continuous strengthening of climate management and the evolution of international disclosure frameworks, the Company continues to advance the integration of TCFD recommendations into its governance, strategy, risk management, and metrics processes, as summarized below.

Governance	Strategy	Risk management	Metrics and Targets
Disclose the organization's governance in relation to climate-related risks and opportunities.	Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's business, strategy, and financial planning, where such information is material.	Disclose how the organization identifies, assesses, and manages climate-related risks.	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities.
Current Management GOL's climate governance is integrated into the corporate governance, risk, and sustainability framework, with direct involvement from the CEO and the Chief Corporate Responsibility Officer (CCRO). Climate-related topics are addressed through executive forums and multidisciplinary working groups with participation from the Environment, Operations, Strategy, Finance, and Corporate Risk areas. GOL also actively participates in climate governance at the Group level within Abra, including dedicated bodies focused on SAF and the integration of climate risks into the Enterprise Risk Management (ERM) framework.	GOL's climate strategy is closely linked to operational efficiency, financial discipline, and business resilience. The Company identifies physical and transition risks across the short, medium, and long term, integrating these considerations into decisions such as fleet renewal, network planning, fuel efficiency, SAF development, and preparation for CORSIA and the Fuel of the Future Law.	Climate risks are being integrated into the Corporate Risk Management System (ERM), assessed based on probability and impact, and connected to business continuity processes, crisis management, and operational resilience. GOL has incorporated both physical and transition climate risks into its corporate risk map and executive monitoring forums.	GOL monitors climate and energy-related metrics, including Scope 1, 2, and 3 GHG emissions, emissions intensity per ASK and RPK, energy consumption, and operational efficiency indicators. The inventory is prepared in accordance with the GHG Protocol and supports initiatives such as fleet renewal, fuel efficiency programs, and mitigation strategies.
Future Projects Consolidate structured and periodic reporting on climate-related risks and opportunities to senior management and Abra's governance bodies. Advance the formalization of responsibilities related to climate decision-making, in alignment with IFRS S1 and S2 standards and the CSRD.	Short term: Complete the climate risk study initiated in 2025, with the structured identification of the main physical and transition risks and the preliminary quantification of their financial impacts, considering regulatory scenarios related to SAF, variations in operating costs, and initial investment needs in operational resilience. Medium term: Deepen the financial analysis of assessed climate risks, incorporating different regulatory, market, and technological scenarios, including impacts on costs, operational efficiency, fleet planning, and CAPEX decisions. Progressively integrate the results into the Company's medium-term strategic and financial planning. Long term: Systematically use the results of the climate study to support long-term strategic decisions, including network growth, structural investments, operational resilience, and alignment of corporate strategy with the aviation sector's climate transition, ensuring consistency with the business plan and the creation of sustainable value.	Strengthen the integration between the climate risk matrix and the corporate risk matrix, expanding in 2026 the use of climate scenarios (including NGFS) in the assessment of physical and transition risks, and enhancing their integration into business continuity plans, financial planning, and insurance strategies.	Advance the definition of interim targets and strategic climate performance indicators, linking environmental metrics to operational and financial results. Further develop readiness for reporting aligned with IFRS S2 and CSRD standards, increasing transparency in line with the materiality and maturity of the information.

Climate Governance

In parallel with the advancement of climate risk assessment, during 2025 the company also strengthened governance and internal coordination regarding the development of Sustainable Aviation Fuels (SAF).

Externally, the company participated in multisectoral working groups focused on the development of SAF in Brazil, alongside public and private entities, including:

- Ministry of Ports and Airports
- Ministry of Mines and Energy
- ANAC
- IATA
- ABEAR

These working spaces facilitate technical alignment, information exchange, and the joint development of initiatives to enable the advancement of SAF in the country.

Internally, governance of the initiative was strengthened through the creation of multidisciplinary groups, integrating areas such as: Operations, Procurement, Institutional Relations, Tax, and Treasury. These teams meet weekly to monitor work streams and prepare technical analyses that support decision-making.

Additionally, an executive-level working group was established, composed of the respective C-level executives from GOL and Abra, which meets monthly to review opportunities, define strategic priorities, and adjust action plans as internal and external discussions on SAF progress.

Strategy

As part of its strategic analysis, the company identified climate transition and physical risks that could impact its operations, airport infrastructure, and the competitive environment of the aviation sector.

This identification is further strengthened by the preliminary results of the climate risk assessment conducted with the support of a specialized consultancy, which enabled greater granularity in the characterization of climate-related threats and their associated operational and financial impacts.

Transition Risks

Transition risks are associated with the global decarbonization process and the regulatory, technological, and market changes that accompany this process.

Among the main risks identified are:

- **Regulatory changes,** including new climate policies and regulations related to greenhouse gas emissions.
- **The development of new technologies,** which may require investments in lower-carbon solutions.
- **Changes in demand,** associated with potential shifts in consumer and corporate preferences regarding emissions from air .
- **Reputational risks,** linked to stakeholders' growing expectations regarding the sector's climate performance.

Physical Risks

The company also recognizes physical risks arising from the impacts of climate change on airport infrastructure and flight operations.

These include:

Extreme weather events

- Heavy rainfall;
- Extreme temperatures;
- Other meteorological phenomena that could affect airport operations and operational continuity.

Chronic climate change

- Rise in average temperature;
- Rising sea levels;
- Potential impacts on airports and airport infrastructure in certain regions.

At the same time, the company recognizes opportunities associated with the transition to lower-carbon aviation, including improvements in operational efficiency, fleet renewal with more efficient aircraft, the development of sustainable aviation fuels (SAF).

Risk management

Climate risk governance is integrated into the Company's Enterprise Risk Management (ERM) framework, with oversight at multiple levels. The preliminary results of the climate risk assessment are already being used as inputs to enhance risk identification and evaluation within ERM, enabling greater granularity in the characterization of both physical and transition risks, as well as increased consistency in the analysis of associated operational and financial impacts.

The areas responsible for risk identification and assessment report periodically to the executive leadership, which reviews exposures, prioritizes actions, and monitors the effectiveness of mitigation measures. Senior management is responsible for ensuring that climate-related risks and opportunities are incorporated into strategic decision-making, business planning, and capital allocation, supported by regular monitoring and reporting.

Climate-related risks and opportunities are assessed considering their potential impacts on the Company's strategy, business model, and financial performance, across short-, medium-, and long-term horizons. The Company considers both transition risks, including regulatory changes, technological developments, carbon pricing, and evolving market expectations, and physical risks, associated with extreme weather events and longer-term climate patterns that may affect operations, assets, supply chains, and business continuity.

As part of this process, the Company conducts climate scenario analyses to assess the resilience of its strategy under different climate pathways. These scenarios consider varying levels of global warming, assumptions regarding public policy, the transition to a low-carbon economy, and increasing physical impacts. Key assumptions include the progressive tightening of regulatory requirements, variations in operating and capital costs, and potential impacts on demand, infrastructure, and operations. The outcomes of these analyses support strategic decision-making and the prioritization of actions within ERM..

The management of climate risks follows the same methodology applied to other corporate risks, ensuring alignment, comparability, and full integration into the ERM framework. The process includes:

- Identification and description of climate-related risks;
- Assessment of likelihood and severity of impacts;
- Classification and prioritization within the corporate risk map;
- Definition and implementation of mitigation, adaptation, and response actions;
- Continuous monitoring, tracking, and reporting to management.

The corporate risk map is periodically updated and includes categories such as strategic, financial, operational, technological, regulatory, and environmental and social risks, with climate risks embedded transversally across these dimensions.

SOCIAL

SOCIAL

Eagles Team

Labor Practices

GRI: 3-3 (Labor Practices), 2-7, 2-8, 2-30, 401-1, 401-2, 401-3, 403-3, 403-5, 403-6, 404-1, 404-2, 404-3, 405-1

SASB: TR-AL-310a.1, TR-AF-310a.1, TR-AL-310a.2, TR-AF-310a.2

CSA: Labor Practices Commitment, Labor Practices Programs, Workforce Breakdown: Gender, Workforce Breakdown: Race/ Ethnicity & Nationality, Freedom of Association, Employee Development Programs, Hiring, Employee Turnover Rate, Long-Term Incentives for Employees, Employee Support Programs, Type of Performance Appraisal, Trend of Employee Wellbeing, Absentee Rate

The best team in aviation

(3-3) At GOL, every stage of the journey matters, from personalized and efficient service to a seamless boarding experience; from a carefully prepared cabin to on-time departures and smooth landings, reflecting a job well done. This same commitment extends to our ground operations, where shipments are handled with precision and punctuality, ensuring that every item reaches its destination with the reliability we strive to deliver at every stage of the journey.

Behind each of these moments is the Team of Eagles. A team that delivers more than just operations: it delivers attitude, pride, and the daily commitment to keep GOL moving, ensuring efficiency, safety, and an ever-improving experience for our customers. In a highly regulated and people-intensive environment, this approach makes all the difference; team management directly impacts operational safety, business efficiency, and the passenger experience..

To support those who make all this happen, the company continuously invests in corporate policies and collective agreements that ensure fair working conditions, competitive compensation, benefits, and, above all, transparent and ongoing dialogue. This care strengthens engagement, reinforces a sense of belonging, and sustains an organizational culture that combines human connection with high performance.

In this context, the company has been evolving its mechanisms for interpreting and managing these indicators, with the goal of strengthening consistency between organizational culture, internal practices, and operational decisions, aligning with Abra's vision and philosophy.

(2-7) The result of this dedication is a simple, human, and intelligent team, connected to the company's purpose. At the end of 2025, GOL had 15,400 employees, of whom 6,524 were women (42.4%) and 8,876 were men (57.6%). People who, together, sustain a complex, regulated, and highly challenging operation, keeping alive the spirit that has always guided us: flying higher, together.

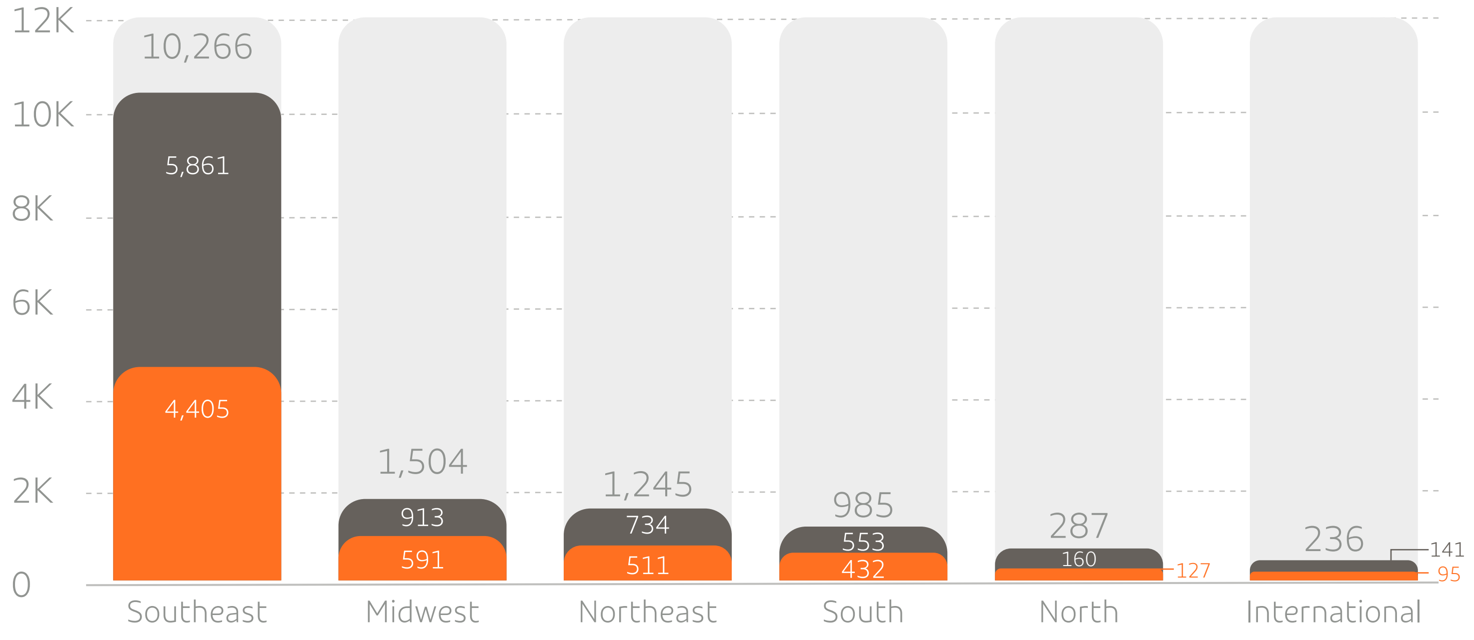
The social initiatives presented generate targeted and specific impacts and do not represent the totality of the Company's operational impacts.

Meet our team:

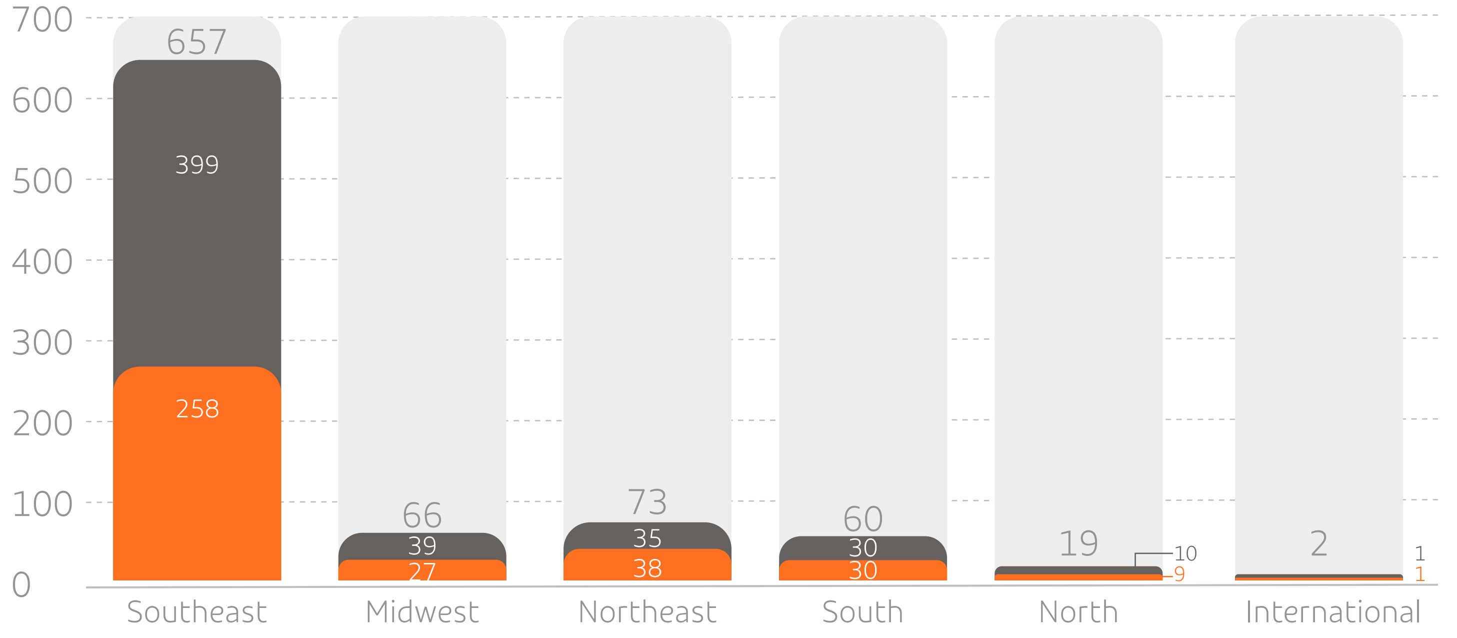
(2-7) Employees

Grand total	Women (W)	Men (M)
15,400	6,524 42%	8,876 58%

Permanent contract



Fixed-term contract



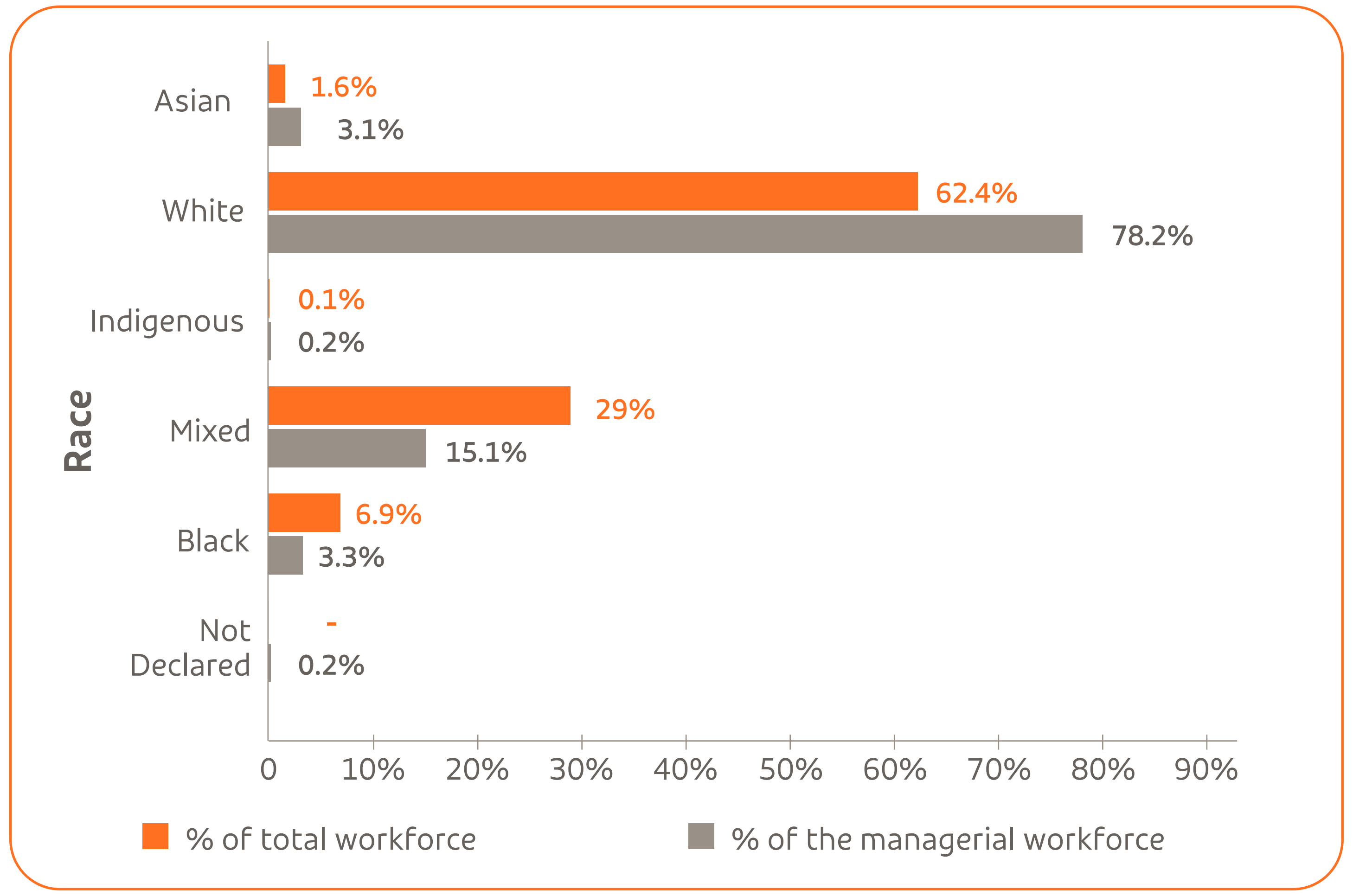
In addition to our core workforce, GOL also relies on professionals who, while not part of the direct workforce, play an essential role in keeping operations running with quality and efficiency. These complementary groups contribute to the company's dynamism and strengthen the development journey of new talent.

(2-8) Non-employee workers

Type	Number
Apprentice	379
Self-employed	1
Intern	72
Temporary	29
Total	**481**

Diversity is also part of the driving force behind the Eagles Team. Just as each employee contributes to our customers' experience and the efficiency of our operations, different backgrounds and origins enrich GOL's culture and strengthen our ability to innovate and evolve.

(CSA_Workforce Breakdown: Race/ Ethnicity & Nationality): Employees by employment category and race



Gender diversity is also an essential part of our culture. Women are present in all areas of GOL, contributing to innovation, operational quality, and the creation of an inclusive environment. We continue to strengthen initiatives to expand the presence of women at all levels of the organization, creating real pathways for more female talent to grow, lead, and transform our Team of Eagles.

The data shows significant progress: women already represent 42% of the total workforce, hold a significant presence in strategic positions—with 38% in leadership roles, 40% in senior leadership, and 44% in revenue-generating roles—and also work in critical knowledge areas such as STEM, with a 7% representation. These figures reinforce our ongoing efforts to promote balance, equity, and more opportunities for women at every stage of their professional journey at GOL.

(CSA_Workforce Breakdown: Gender) Our workforce by gender

Indicator	Percentage (%)
Women in the total workforce	42%
Women in all leadership positions	38%
Women in junior leadership positions	37%
Women in senior leadership positions	40%
Women in leadership roles in revenue-generating functions	44%
Women in STEM*-related positions	7%

* STEM: Science, technology, engineering, and mathematics.

New hires and employee turnover

(401-1; CSA_3.3.4; CSA_Hiring; CSA_Employee Turnover Rate)

Employee turnover is part of organizational dynamics and highlights important moments of transformation at GOL. Throughout the year, we welcomed new talent who began their journey at the Company and supported employees who completed their professional cycles, contributing to the continuous renewal of the Eagle Team.

This movement occurred in parallel with structural initiatives aimed at efficiency, including work carried out with the consulting firm Galeazzi, focused on process redesign and optimization of internal structures. We also made significant changes to the corporate team's work model, which shifted to a predominantly in-person format while maintaining one weekly work-from-home day for balance and productivity.

In addition, we reached a historic milestone with the move to our new headquarters on Rua Verbo Divino in São Paulo, which replaced the old office in Congonhas—where we were based for over 17 years—and provided a more modern, integrated environment tailored to our needs, fully equipped and adapted to welcome everyone.

(401-1) New Hires and Employee Turnover

Region	Hires	Percentage of new hires	Terminations	Turnover rate
2022				
Midwest	159	11.79%	157	11.71%
Northeast	139	11.02%	222	14.31%
North	56	17.72%	65	19.15%
Southeast	1,417	13.33%	1,505	13.75%
South	201	19.44%	196	19.2%
International	4	1.75%	21	5.46%
Total	**1,976**	**13.34%**	**2,166**	**13.98%**
2023				
Midwest	163	12.34%	187	13.25%
Northeast	138	11.3%	132	11.06%
North	42	14.09%	51	15.6%
Southeast	1,368	13.41%	1,817	15.61%
South	215	20.4%	199	19.64%
International	8	3.74%	0	1.87%
Total	**1,934**	**13.51%**	**2,386**	**15.09%**
2024				
Midwest	180	12.42%	174	12.22%
Northeast	224	17.36%	134	13.88%
North	53	17.97%	50	17.46%
Southeast	1,110	10.96%	1,128	11.05%
South	125	12.55%	150	13.81%
International	12	5.06%	11	4.85%
Total	**1,704**	**11.84%**	**1,647**	**11.64%**
2025				
Midwest	264	17.49%	168	14.31%
Northeast	198	15.80%	163	13.84%
North	85	28.29%	62	24.46%
Southeast	2,237	21.25%	1,460	17.56%
South	236	23.13%	174	20.09%
International	5	2.11%	3	1.68%
Total	**3,025**	**20.30%**	**2,030**	**16.97%**

An analysis of the voluntary turnover rate underscores how the structural changes implemented by the company have been having a positive impact on talent retention. After recording 4.66% in 2024, one of the lowest rates in recent years, GOL reported a rate of 5.40% in 2025, still maintaining a level significantly below that observed in previous periods and consistent with the context of internal restructuring.

This slight increase between 2024 and 2025 remains within a healthy trend of stability, especially given the transformations in the work model, the relocation to the new headquarters, and the efficiency adjustments carried out during the period. These developments demonstrate that, even in a cycle of change, the company continues to maintain an attractive environment with low voluntary turnover compared to recent history.

(CSA_Employee Turnover Rate)

2022	2023	2024	2025
6.29%	8.16%	4.66%	5.40%

Internal development has always been a key pillar at GOL. Against a backdrop of operational expansion and career advancement, the company continues to encourage employees to take on new challenges within the organization. This initiative is a direct result of investments in training, internal mobility, and preparing talent to assume roles of greater complexity and responsibility.

(CSA_Hiring) Percentage of positions filled internally

2024	2025
22% Positions filled internally.	**12%** Positions filled internally.

* This indicator began to be reported starting in 2024.

In this context, the percentage of positions filled internally reflects the Company's dynamics in recent years, while also highlighting the need for workforce renewal, in line with the Company's growth phase, marked by operational expansion, the opening of new routes, and adaptation to new strategic challenges.

Additionally, the indicator also reinforces the existence of concrete opportunities for development and internal advancement, especially in technical areas. A significant example is the pilot career path, where progression from first officer to captain remains one of the most valued tracks within the company. In 2025, **143 first officers took a historic step in their professional careers and became GOL captains,** demonstrating the balance between external recruitment and the promotion of internal talent.

Our absenteeism rate has remained stable over the past few years, with minor variations that reflect the operational context and continuous monitoring of employee attendance. In 2025, the recorded rate was 1.75% of scheduled days, in line with the trend of previous years (1.69% in 2024 and 1.61% in 2023), demonstrating consistency in team management and the maintenance of operational availability.

(CSA_Absentee Rate)

	2022	2023	2024	2025
Employees (% of scheduled days)	2.07	1.61	1.69	1.75
Coverage*	52%	52%	53%	58%

* The absenteeism rate covers administrative and operational employees only and excludes flight crew.

(401-3) Parental Leave

Parental leave at GOL is a right guaranteed to all employees, reinforcing the company's commitment to well-being, equal opportunities, and work-life balance. In 2025, GOL recorded 392 instances of parental leave, reinforcing the company's commitment to caring for people and supporting parenthood in different family contexts. Of this total, 148 leaves were granted to men and 244 to women.

The analysis of terminations following parental leave is a relevant indicator for monitoring the effectiveness of initiatives related to support, reintegration, and career continuity. During the period, 45 terminations were recorded following return from parental leave, representing a post-return turnover rate of 11.47%, a metric that remains under continuous monitoring by the Company.

The Company recognizes that this trend may reflect structural challenges related to balancing work and family responsibilities and has been incorporating this analysis into discussions regarding policies, management practices, and work organization.

With a special focus on the realities of airline operations, GOL offers the Escala Mãe program, an initiative that allows for same-day round-trip flights until the child turns 5. The program directly contributes to the retention of mothers in aviation and to achieving a balance between career and family life. In 2025, 34 female employees utilized the program; this number represents 100% of eligible mothers, reinforcing its relevance to retention, well-being, and the continued presence of mothers on the Team of Eagles.

(401-3) Maternity/Paternity Leave

Employees who took parental leave

Women	Men	Total
244	148	392

Employees who returned to work after the end of parental leave

Women	Men	Total
212	136	348

Compensation

GOL adopts structured compensation practices aligned with the principles of fairness, transparency, and employee recognition. Compensation is defined and reviewed based on objective criteria, taking into account factors such as job responsibilities, role complexity, required competencies, professional experience, performance, and market benchmarks.

To ensure consistency, competitiveness, and effective governance of its compensation practices, the Company conducts periodic market analyses, uses industry benchmarks, and applies specialized job evaluation methodologies. This process is supported by How2Pay, a consultancy specializing in strategic compensation, which assists in reviewing salary structures, positioning roles, and continuously enhancing internal policies in line with industry best practices.

In addition, GOL continuously monitors its compensation processes to identify opportunities for improvement, promote fairness, and prevent unjustified disparities. These assessments consider organizational structure, career progression, performance, and other factors relevant to people management. In operational areas, they are complemented by specific analyses of role characteristics and local operating conditions, ensuring alignment with the specific needs of the operation.

These initiatives reinforce GOL's commitment to recognizing the Team of Eagles, promoting equal opportunities, and maintaining fair, competitive compensation practices aligned with the Company's business needs.

Short-term incentives for employees

GOL has a profit-sharing program (PSP) designed to encourage the pursuit of better performance and recognize employees' efforts through a payment linked to the achievement of organizational goals.

The PSP uses clear, objective, and measurable indicators, defined annually, that reflect the company's key challenges and strategic priorities. Results are calculated at the end of the evaluation period set by GOL, and payment is made based on the achievement of established goals.

GOL's PSP consists of two categories:

Corporate PSP

Eligibility
All employees.

Frequency
Annual - referring to the performance of the previous year

Target – criteria
Target values by job group.

Operational PSP

Eligibility
Employees and supervisors in operational areas.

Frequency
Semi-annual - assessment by period.

Target – criteria
Operational goals related to operational efficiency.

Annual – All employees **vs.** Semiannual – Operational focus

Long-term incentives for employees

(CSA_Long-Term Incentives for Employees) As a means of attracting and retaining talent, GOL has a long-term incentive program (LTIP) structured around awards consisting of 50% cash and 50% RSUs (Restricted Stock Units), which function as a retention bonus. The incentive aims to recognize performance, strengthen the retention of key talent, and align long-term engagement with the company's strategic objectives.

The program has a 3-year horizon and covers 53% of the eligible workforce. Vesting is linked both to GOL's corporate performance throughout each year and to individual evaluation via the 9Box, which determines the percentage of the award for each employee.

Long-term incentives are directly linked to the company's strategic goals, which include various performance indicators. Thus, part of the long-term variable compensation reflects the organization's progress toward its commitments, including sustainability, financial indicators, operational performance, safety, and productivity, among others.

Performance Evaluation

(404-3; CSA_Type of Performance Appraisal) In 2025, GOL made consistent progress in evolving employee performance management, strengthening it as an even more strategic tool to support people's development and guide decisions during a time of transformation for the entire GOL Group. The exit from Chapter 11, alignment with the holding company, and the evolution of our "Way of Working" enhanced the performance management cycle. As part of this evolution, we incorporated leadership potential assessments based on the Learning Agility methodology, which now complements the traditional performance evaluation.

This combination expands our ability to identify and recognize talent, prepare successors, and accelerate the development of those ready for new challenges.

The cycle integrates performance, potential, and succession assessments, combining individual and team evaluations, and leveraging current practices such as management by objectives, multidimensional feedback (including the 360° model), and agile check-ins throughout the year. This continuous process reinforces the connection between individual goals, collective results, and the group's strategic objectives.

The entire workflow is managed on auditable third-party platforms, ensuring transparency, traceability, and data reliability. By 2025, we expanded our evaluation coverage:

94% of men and **91%** of women went through the cycle, consolidating a development culture that is increasingly structured, equitable, and future-oriented.

And as part of the continuous improvement process, starting in 2026, we further expanded our focus to a competency-based evaluation model aligned with the level of challenge for each employee group, driving a thorough review aligned with the priorities of the company's new cycle.

Reconhecer Program

In 2025, the Reconhecer Program continued to strengthen its position as a structured and essential initiative to recognize those who bring our culture to life every day. Aimed at the entire team, the program celebrates talents who stand out for attitudes aligned with our values and our "Way of Being and Doing," reinforcing engagement, pride in belonging, and the cultural coherence of the company' .

Throughout the year, Reconhecer fostered genuine moments of celebration, emotion, and inspiration, bringing to light stories that have a real impact on the business and the organizational climate. One of the highlights was the 1st Annual Recognition Event, which honored 50 employees nominated across the program's four categories. In addition to this event, nine other gatherings were held throughout 2025, recognizing 85 frontline employees, expanding the initiative's reach and strengthening a culture of appreciation in daily life. The ceremony established Reconhecer as a space for transparent, accessible, and inspiring recognition, valuing consistent career trajectories and relevant contributions.

The four pillars of the Reconhecer Program are:

- **Tenure:** Celebrating 10 and 20 years of service, recognizing those who help shape our history every day. In 2025, 435 employees marked their 10th anniversary with the company, and 487 reached their 20th anniversary, a milestone celebrated through the traditional exchange of name badges for Silver and Gold versions, respectively.
- **Customer Service:** honors employees recognized by customers on our official channels for turning every flight into a positive experience.
- **ColaboraGOL:** values ideas suggested by the team that were implemented and contributed to improving processes, operations, and results.
- **Values:** Recognizes attitudes that reflect the pillars of our culture: Safety, Eagles Team, Customer, Smart Low-Cost, and Results.

In 2025, Reconhecer reinforced its role as a pillar of employee recognition at GOL, celebrating behaviors that inspire and strengthen our Culture on a daily basis.

Climate and Culture Management

(CSA_Trend of Employee Wellbeing) In 2025, we launched the Building Together Program, strengthening our approach to culture and employee engagement, while reaffirming the GOL Group's commitment to maintaining a proactive, close, and continuous dialogue with our Eagles. The first edition of the engagement survey was designed to provide a comprehensive assessment of the key drivers of the employee experience, including job satisfaction, sense of purpose, well-being, and stress levels.

The survey provided a clear view of the employee experience across the Company, achieving a 58% participation rate and

71% overall favorability

indicators that reflect a work environment that continues to evolve and remains open to dialogue. The results also revealed an important insight: 58% of employees expressed their intention to build their careers through to retirement within the GOL Group, reinforcing their connection with the Company.

In addition, the results enabled the monitoring of dimensions related to external motivation (job satisfaction), internal motivation (clarity of purpose), perceived happiness in the workplace, and factors associated with occupational stress. These insights support targeted actions to strengthen culture, promote well-being, and continuously improve the employee experience.

These learnings guide the next steps of the Building Together Program and inform our initiatives to foster an increasingly connected, transparent, and future-oriented workplace aligned with GOL's long-term vision.

Eagles Academy (Academia de Águias) – Our Corporate University

(404-2) Eagles Academy, GOL's corporate university, was launched in late 2020 with the purpose of integrating departments, expanding synergies, and offering learning experiences aligned with the company's strategies. Since then, it has established itself as a pillar of development, supporting the professional growth of our Eagles and contributing to the strengthening of essential business competencies. We believe in education as a tool for transformation and in the importance of fostering environments that encourage continuous learning, unlearning, and relearning.

In 2025, the Academy advanced its development journey by expanding its scope through dedicated infrastructure, including GOL Aerotech's training center in Confins, focused on technical training, and a new learning space at the São Paulo headquarters, equipped with laboratories, aircraft mock-ups, a recording studio, and a podcast studio.

This structure supports the delivery of knowledge tracks built on the basis of annual needs assessments, market trends, and regulatory requirements in the aviation sector.

(CSA_Employee Development Programs)
With a portfolio of over 800 learning and development solutions in Portuguese, English, and Spanish, the Academy offers technical, behavioral, and leadership training, as well as a structured onboarding process that ensures new employees are equipped with essential knowledge from the very start of their journey. The Eagles Academy also maintains partnerships with educational institutions, offering scholarships for leaders and discounts at universities, language schools, and technical courses.

Leadership training was strengthened in 2025 with the expansion of tracks based on the Lean philosophy, which promotes efficiency, continuous improvement, and data-driven decision-making. Also noteworthy was the expansion of facilitators for the ***"Virei Líder. E Agora?"*** program, fully implemented since August 2023, the program comprises an administrative track covering 10 essential management topics, a behavioral track structured into modules on communication, innovation, and engagement, and the Leader's Guide, which supports managers in their day-to-day routines. About 30 leaders serve as program facilitators, contributing to its sustainability and reach. By 2025, **224 Eagles** had been trained through the program, reinforcing the preparation of the company's new leadership.

This set of initiatives consolidates the Eagles Academy as a strategic tool for professional development and for building the competencies necessary for GOL's future, contributing directly to operational performance and the continuous evolution of the organizational culture.

(404-1) Average training hours by gender

2022		2023		2024		2025	
F	M	F	M	F	M	F	M
69	57	54	62	37	47	42	72

Talent Development Program

In 2025, GOL continued its Talent Development Program, strengthening its people development strategy and preparing leaders to address current and future challenges in the aviation and logistics sectors. In partnership with the Institute of Transportation and Logistics, 31 scholarships were awarded throughout the year at leading institutions, covering both domestic and international programs.

The supported courses covered critical business topics, including management, finance, governance, compliance, ESG, risk, infrastructure, and aviation management, directly contributing to enhanced decision-making, operational efficiency, and the team's strategic perspective.

The scholarships were awarded to employees from different areas, reinforcing an inclusive and cross-functional approach to development. Among the partner institutions are Embry-Riddle Aeronautical University, Fundação Dom Cabral, IBMEC, IBCP, and ABRAMAN, recognized for their academic excellence and strong connection to the market.

By encouraging access to high-level education, the Talent Development Program reaffirms GOL's commitment to the professional growth of its Eagles, strengthening the talent pipeline, leadership succession, and business sustainability, in line with the evolution of the company and the industry.

Employee Well-being

(CSA_Employee Support Programs) Employee well-being is an essential pillar for GOL, directly influencing the energy with which our Eagles approach their daily work and the quality of every interaction throughout their journey. In a dynamic, highly regulated industry that demands constant attention, caring for people is fundamental to strengthening engagement, collaboration, and trust among teams, as well as fostering a healthier, safer, and more inclusive culture.

(403-3) For this reason, the company closely monitors this issue and promotes continuous improvement initiatives, always guided by active listening and the creation of an environment that values holistic health and work-life balance. As part of this strategy, GOL maintains a robust occupational health and safety training program, aligned with regulatory requirements and current legislation. This includes periodic training, preventive measures, and continuous monitoring of operational conditions. The company also offers in-person medical support at six strategic bases and expands access to healthcare through telemedicine solutions, ensuring fast, accessible, and safe care for the entire team.

(403-5) GOL promotes emotional well-being through the GOL Care program, which supports eligible employees by providing specialized psychological assistance on issues such as anxiety, depression, stress, among others. In 2025, the program recorded 4,133 completed assessments. The continuous work of healthcare professionals led to an 82% reduction in severe cases and a 69.5% reduction in moderate cases, resulting in a 60.8% clinical improvement after the first treatment cycle and 378 discharges due to clinical improvement.

Comprehensive healthcare is complemented by initiatives that promote physical, emotional, and social well-being. Among these are the monthly "Well-Being Hour" and the annual "Health Week," which address topics such as mental health, ergonomics, balanced nutrition, and disease prevention. GOL also offers specific workplace stress management programs and encourages physical activity through partnerships with WellHub and TotalPass, expanding employees' access to gyms, sports activities, therapies, and quality-of-life services.

As part of its strategy to promote holistic well-being, the company reinforced this commitment in 2025 by expanding employees' access to specialized health and physical activity solutions. That year, two programs stood out: WellHub and TotalPass, which together offered easy access to gyms, studios, sports activities, and services aimed at physical well-being. In total, 9,513 employees were active in Wellhub, and 1,997 in TotalPass, totaling 11,510 people impacted by the programs—that is, approximately 75% of employees.

(403-6) In caring for families, the company maintains structured initiatives that reinforce a culture of welcoming and comprehensive support for female employees. Among these is Mamãe Águias ("Eagle Moms"), a program dedicated to pregnant employees and mothers during the pre- and post-pregnancy periods, offering specialized guidance, continuous support, and appropriate spaces for breastfeeding.

GOL also implements operational adjustments for flight crew, ensuring adapted schedules that promote greater predictability and balance in the professionals' routines. Additionally, it offers 20 days of paid parental leave for the primary caregiver, expanding family support and encouraging more active parenting.

In the context of working conditions and ongoing health promotion, the company offers alternatives that enhance quality of life, such as flexible schedules, remote work models, and part-time options, tailored to the individual needs of the team. Furthermore, it conducts themed health programs throughout the year, designed based on an analysis of the main causes of absenteeism, ensuring targeted actions for prevention, awareness, and well-being.

Together, all these initiatives strengthen GOL's inclusive environment, contribute to employee retention and satisfaction, and reinforce the culture of care and prevention that supports our Eagles in having their best professional experience.

(401-2) Benefits by Contract Type

Benefit	Full-time	Part-time	Temporary	Apprentices
Travel allowance *(Benefício Viagem)*	Yes	Yes	Yes	Yes
Life insurance	Yes	Yes	Yes	Yes
Health insurance	Yes	Yes	Yes	No
Dental	Yes	Yes	Yes	No
GOL CARE	Yes	Yes	Yes	No
Disability and incapacity coverage	Yes	Yes	Yes	Yes

Governance and labor practices

(CSA_Labor Practices Commitment; CSA_Labor Practices Programs) GOL adopts a structured approach to managing labor practices, aligned with its governance principles and its commitment to promoting fair, responsible, and transparent labor relations. To ensure these principles are embedded in day-to-day operations, the company establishes clear guidelines in its Social Responsibility Policy, Code of Ethics, and Code of Conduct (available at this link), which guide behavior, define rights, and reinforce the commitment to integrity in workplace relationships.

Based on these guidelines, GOL implements a set of programs and practices that ensure adequate working conditions, respect for labor rights, fair wages, and the promotion of well-being. Among the main initiatives, the following stand out:

- Work hours (compliance): continuous monitoring to ensure the proper organization of work time.
- Overtime (management and payment): monitoring and control of additional hours, ensuring proper recording and corresponding payment.
- Paid annual leave: guaranteeing the right to paid leave in accordance with applicable legislation.
- Social dialogue and representation: ongoing engagement with employee representatives, promoting negotiation, active listening, and improvements.
- Training on ESG initiatives: training programs that reinforce responsible labor practices and topics related to climate change.
- Living wages: measures that ensure compensation aligned with the cost of living and market practices.
- Gender pay gap (semiannual monitoring): semiannual monitoring and disclosure in the Pay Equity Report.
- Social protection (benefits): benefits focused on well-being, including initiatives such as GOL Care, which supports employees' physical and mental health.

Collective bargaining agreements and work stoppages

(2-30, CSA_Freedom of Association, TR-AL-310a.1) In 2025, GOL consolidated a year of successful negotiations with labor unions, guided by transparent dialogue, mutual respect, and the joint development of working conditions that meet the needs of both employees and the company. This consistent alignment directly contributed to a more stable, collaborative, and productive work environment.

In total, 15,365 of the 15,400 employees registered at the end of 2025 were represented by unions, equivalent to 99.77% of the workforce, reinforcing the importance of collective bargaining agreements in the management of the company's labor relations. During the period, 32% of GOL's employees in Brazil paid union dues, with a notable proportion among flight crew members, 62% of whom are unionized.

(TR-AL-310a.2) As a result of this constructive negotiation process, there were no work stoppages, operational disruptions, or negative impacts on productivity throughout the year. The negotiations maintained the necessary balance between valuing employees and ensuring operational continuity, contributing to predictability and operational safety across the entire GOL Group.

Health, well-being, and occupational safety

GRI: 3-3 (Health, well-being, and occupational safety), 403-1, 403-2, 403-4, 403-5, 403-7, 403-8, 403-9

SASB: TR-AF-320a.1, TR-AL-540a.1, TR-AF-540a.1

CSA: OHS Policy, OHS Programs

Health and safety system that cares for people

(403-1; 403-2; 403-7; TR-AF-540a.1; TR-AL-540a.1; TR-AF-320a.1; CSA_OHS Programs)

(3-3) In 2025, GOL managed occupational health, safety, and well-being (OHS) using a systematic and preventive approach, integrating these topics into its operational processes through structured systems, tools, and procedures. Management includes hazard identification, risk assessment and mitigation, monitoring of performance indicators, and continuous employee training. This approach is aligned with the guidelines of the National Civil Aviation Agency (ANAC) and the recommendations of the International Civil Aviation Organization (ICAO), reinforcing the consistency of management in a highly demanding operational environment.

To support management, GOL uses the SOC system, a specialized information and management platform that ensures compliance with legal and operational requirements and enables the administration of, among other aspects, occupational health exams, the PCMSO, risk groups and the PGR, PPE control, reports to eSocial, and the management of emergency equipment. This system covers 100% of employees and enables the traceability of roles, activities, and work locations.

(403-7) In parallel, GOL adopts an occupational risk management (ORM) approach to identify, assess, and mitigate hazards in its operations. This process is supported by tools such as the Occupational Risk Inventory (IRO), the Action and Control Plan (PAC), and the AQD Portal, which enables confidential and non-punitive reporting, fostering continuous improvement. The safety culture is reinforced by encouraging reporting and by giving employees the autonomy to stop activities when they identify conditions that could affect their health or physical well-being, in accordance with the right to refuse a task.

Management also includes monitoring indicators and internal tools focused on safe behavior and operational compliance, such as the GOL Safety Index (IGS) and the GOL Safety Attitude (AGS) initiative. When a critical risk is identified, formal protocols are triggered for analysis and correction and, when applicable, for coordination with external authorities. In addition, GOL has procedures for investigating and addressing occupational incidents, including corrective and preventive actions, document traceability, and crisis management mechanisms for more severe cases.

Complementarily, GOL maintains an Operational Safety Management System (SMS) and promotes a Just Culture, encouraging the reporting of failures or unsafe conditions to learn and improve, without a punitive focus.

In 2025, the company achieved milestones such as recertification of the IATA Operational Safety Audit (IOSA) using a risk-based methodology and participated in industry groups and forums to strengthen practices and share lessons learned, including forums linked to IATA, ICAO, and ANAC.

(CSA_OHS Policy) Finally, GOL has an OSH Policy and an OSH Manual, available internally, which establish the framework for occupational health and safety management throughout the company. These documents formalize principles, responsibilities, and guidelines for risk prevention and serve as the basis for the consistent application of processes for hazard identification, risk assessment and mitigation, training, and performance monitoring.

The approval and implementation of the Policy and Manual are supported by senior leadership, reinforcing the institutional commitment to the health and safety of all employees and strengthening governance of the issue within the organization.

Participation, training, and coverage of the Occupational Health and Safety (OHS) management system

(403-4; 403-5; 403-8) At GOL, everyone can report hazardous conditions confidentially through the AQD Portal, fostering a safe and participatory culture. The management of this topic is reinforced by internal safety forums, where data are analyzed and improvements are shared.

Health and safety training is mandatory and tailored to each role, in accordance with Brazilian law. It includes initial, periodic, and specific training, such as ergonomics, use of PPE, and working at heights.

The management system covers 100% of the workforce. Although it does not yet have external certification, GOL is making progress in standardizing processes as a basis for future formal implementation.

Occupational Health and Safety Performance

(403-9; TR-AF-320a.1)

Indicator	2022	2023	2024	2025
Number of deaths resulting from workplace accidents	0	0	0	0
Work-related fatality rate	0	0	0	0
Number of reportable workplace accidents	129	183	156	190
Accidents resulting in lost-time injuries	156	158	156	176
Lost-time accident rate*	4.56%	5.51%	5.54%	5.81%
Accidents without lost time (incidents)	18	25	61	14
Non-lost-time accident rate**	0.64%	0.87%	2.16%	0.46%
Lost-time injuries (excluding commuting accidents)	Not reported			89
Lost-time injury rate (excluding commuting accidents)	Not reported			2.94%

* Calculated per million hours worked
** Incidents without lost time (near misses)

Employee type	TRIR 2025	Fatality rate 2025
Direct employees	5.74 %	0
Contractors*	N/D	0

*Currently, GOL does not conduct segmented management of third-party indicators. The OSH system covers 100% of the personnel under the company's control.

Belonging Initiatives

Diverse environment with equity, inclusion, and recognition

GRI: 3-3 (Diverse environment with equity, inclusion, and appreciation)

(3-3) At GOL, we believe that strengthening a sense of belonging is essential to building a fairer, more welcoming, and safer work environment, where every person feels respected, recognized, and encouraged to contribute with their authenticity. We value different experiences, backgrounds, and perspectives as drivers of our collective growth, and therefore promote practices that eliminate barriers and do not tolerate attitudes that exclude or diminish anyone, reinforcing a culture that is reflected in both the experience of our employees and that of our customers.

In 2025, GOL conducted an assessment to guide a corporate strategy that would strengthen the sense of belonging throughout the organization, with the goal of building an environment where people recognize one another, feel like they belong, and can contribute safely, while also reflecting that same spirit in the customer experience.

This work was developed in partnership with the consulting firm Be to Grow and is aligned with GOL's purpose.

2025 Assessment: At GOL, We Take Off Together

The process combined active listening and fieldwork, gathering insights and identifying opportunities for improvement related to belonging, well-being, and inclusion. These learnings will serve as the foundation for the evolution of the company's culture and people experience initiatives.

Scope

370 employees surveyed

19 hours of active listening

22 interviews with managers and directors

Locations visited

- Guarulhos
- Congonhas
- Brasília
- Recife
- Salvador
- Fortaleza
- Porto Alegre

The selected locations bring together a large number of employees and demonstrate the diversity of our operations; they were chosen to ensure a variety of experiences and contexts. This approach allowed for a more comprehensive understanding of people's experiences at GOL, enhancing the quality and depth of the analysis.

Moving Forward in 2026

To transform the findings into concrete initiatives, GOL formed a 10-member multidisciplinary committee. The Belonging Committee was structured with the participation of representatives from the company's strategic areas: Airports, Maintenance, Commercial, Technology, People and Culture, and Communications.

The definition of these areas considered technical criteria, such as their relevance to belonging initiatives, the number of employees involved, the potential for exchange between different organizational perspectives, and the degree of direct involvement of each area in topics related to inclusion and strengthening the culture of belonging.

Throughout 2026, the committee will be responsible for:

- Developing the strategy
- Defining projects
- Developing initiatives related to belonging and inclusion

Recognizing that addressing structural racism is a global requirement for compliance and social responsibility, we launched an internal initiative in 2025 to:

- Assess the company's level of maturity on racial issues
- Map social risks associated with the topic (environmental, labor, and reputational).
- Identify critical issues and opportunities for action for the Eagles Team and the entire community
- Guide decision-making based on criteria of equity, ethics, and alignment with international best practices

This approach positions racial issues as a pillar of management, reinforcing GOL's commitment to transparency, respect for human rights, integrity, and generating a positive impact on the aviation sector and society. In this context, we will continue our work in partnership with Be to Grow and B4 People, strengthening the agenda and implementation of the proposed initiatives.

Accessibility and inclusive consumption

Ensuring accessibility is essential for aviation to be truly inclusive. At GOL, the objective is for every individual, regardless of their physical conditions, to be able to travel with safety, autonomy, and dignity. This commitment is reflected in solutions that enhance the experience while also making operations more efficient.

GOL's Accessibility team works strategically to consolidate inclusive practices throughout the company. In addition to leading structural projects, the team provides internal consulting to areas such as Airports and Crew, supporting the review of processes, workflows, and service guidelines. This approach ensures that corporate decisions incorporate, from the outset, the needs of customers with disabilities or reduced mobility, aligning operations with applicable regulations and best practices.

The team also conducts ongoing awareness and training initiatives to enhance understanding of inclusive service across different areas of GOL, particularly those related to human factors, such as the People & Culture function, which is responsible for Recruitment, Selection, and Human and Organizational Development. Through training, technical guidance, and educational materials, it strengthens the culture of accessibility, reduces attitudinal barriers, and contributes to a more welcoming and consistent experience.

In 2025, this set of initiatives supported more than 730,000 customers who requested some form of accessibility assistance, reinforcing the relevance of this topic to operations and serving as a foundation for the continuous improvement of processes and the development of new initiatives.

Below, we present some of the key deliverables from the areas responsible for implementing these practices on a day-to-day basis, reinforcing GOL's commitment to fostering an inclusive environment aligned with industry best practices.

Accessible Staircase

Conceived by GOL and developed in partnership with Easy Ground Service Solutions (Maringá), the Accessible Staircase incorporates an elevator integrated into the aircraft's staircase. This innovation replaces previously available solutions, such as the Stair-Trac and Liftkar stair-climbing chairs, with more modern and stable equipment, enhancing autonomy and comfort for customers.

The results achieved with the implementation of the Accessible Staircase include:

- A reduction in passenger boarding time from 4 minutes to 28 seconds
- Optimization of the process from 3 to 1 employee
- A reduction in accessibility infrastructure equipment from 3 to 1
- Transition from a single boarding process with a bottleneck to simultaneous boarding

25% reduction in flight delays

100% reduction in ambulift rental costs

100% reduction in stair climber maintenance costs

15% reduction in customer service complaints

*The data reflect operations at Maringá Airport only.

The first Accessible Staircase was implemented at Maringá Airport in Paraná, serving all flights operated at the hub, which in 2025 handled 869 flights and transported over 120,000 passengers.

Based on the results achieved, GOL is developing an expansion plan to bring the project to other bases, broadening the initiative's impact and strengthening its accessibility strategy across the entire network.

Hidden Disabilities Sunflower

In 2025, GOL took another important step in promoting inclusion by launching, through Abra, a partnership with the British organization Hidden Disabilities Sunflower (HD Sunflower), the global creator of the Sunflower Lanyard, an international symbol for the voluntary identification of people with invisible disabilities. The initiative, launched in August, reinforces the company's commitment to offering a more accessible, humane, and welcoming travel experience for all customers.

On August 20, GOL received 1,000 lanyards, initially intended for four strategic hubs: Guarulhos (GRU), Congonhas (CGH), RIOgaleão (GIG), and Brasília (BSB). Between August 20 and November 19, 844 lanyards were distributed to customers who chose to use them, increasing visibility of non-apparent needs and fostering a culture of empathy throughout the travel journey.

- 231 at CGH
- 227 at GRU
- 150 at BSB
- 236 at GIG

The company conducted training and educational initiatives on the purpose of the tool and its rules of use with the teams involved. The use of the lanyard is optional, and its absence does not affect the service provided, which should always be respectful and inclusive. The initiative is carried out by airport teams at the priority service line and in accessibility lounges.

In addition, GOL provided a QR Code to collect feedback from customers who chose to use the lanyard. On average, 95% found it comfortable and rated the initiative as important or excellent.

Priority Lounge at GRU

To make the experience of Passengers with Special Assistance Needs (PNAE) even more welcoming, GOL inaugurated, at São Paulo/Guarulhos International Airport, its first exclusive lounge dedicated to this group. The space was carefully designed to offer greater safety, autonomy, and comfort, providing a more peaceful wait and truly humanized service.

With a modern ambiance, accessible signage, and trained staff, the lounge reinforces GOL's commitment to leading inclusion initiatives in the aviation sector. The creation of this space is the result of integrated work across various areas of the company, combining innovation, care, and responsibility. The new facility already stands out as a milestone in the customer journey, highlighting GOL's dedication to ensuring that every person travels with dignity and adequate support from the beginning to the end of their experience.

Since its inauguration, it has been available

to more than **8,000** customers

who submitted SSR (Special Service Request) requests in November and December 2025.

Human rights

GRI: 3-3 (Human Rights)

CSA: Human Rights Commitment, Human Rights Due Diligence Process, Human Rights Assessment, Human Rights Mitigation & Remediation

(3-3) At GOL, human rights management is treated as an integral part of how we operate and interact with third parties. This approach is grounded in a set of public commitments and their integration into corporate procedures that enable us to anticipate risks, guide decision-making, and ensure consistency throughout the value chain.

In practice, this translates into a management approach that combines prevention, assessment, and response. The company integrates these criteria into its internal processes and relationships with suppliers and partners and has mechanisms in place to act when risks are identified or when reports are received, with the aim of protecting people and reinforcing an ethical and safe environment.

Commitment to human rights

(CSA_Human Rights Commitment) GOL has a formal commitment to respect human rights in accordance with international standards, including the United Nations Guiding Principles. This commitment incorporates guidelines to prevent and combat practices such as forced labor, child labor, human trafficking, discrimination, and violations of freedom of association and collective bargaining, as well as to promote decent working conditions and fair compensation.

These guidelines apply to both the company's own operations and to suppliers and partners, reinforcing the scope of corporate responsibility throughout the value chain. These actions and commitments are outlined in the Code of Ethics, the Social Responsibility Policy, and the Policy Against Sexual Exploitation, available on the investor relations website (available at this link).

The Company maintains a zero-tolerance policy toward forced labor and conducts due diligence throughout its supply chain.

Human Rights Due Diligence

(CSA_Human Rights Due Diligence Process) GOL has a structured human rights due diligence process to proactively identify and assess risks and impacts.

This process includes risk analysis of the company's own operations, the supply chain, and strategic relationships—including mergers and acquisitions—as well as collaboration with partners and local authorities to combat human trafficking.

To ensure clarity and traceability, the due diligence process is integrated into the company's corporate procedures. Among these, the Compliance Assessment stands out, applied across all points of contact with GOL Group companies, including suppliers, partners, and organizations seeking support.

This process involves periodic reviews to identify vulnerabilities and implement preventive measures, with special attention to potentially impacted groups, such as direct employees, women, contract workers and Tier I (first-tier) suppliers, migrants, and local communities.

These actions and commitments are outlined in the Code of Ethics, the Social Responsibility Policy, and the Policy Against Sexual Exploitation, available on the investor relations website.

Assessment

(CSA_Human Rights Assessment) The scope of the assessment includes GOL's own operations, contracted operations, and Tier 1 suppliers, with **100%** coverage for both groups.

To ensure coverage of suppliers and third parties from the outset, GOL incorporates human rights criteria into its contracting processes, including an onboarding screening and alignment requirements with the company's standards on topics such as fair and safe labor practices, as well as equity, diversity, and inclusion.

Mitigation and Remediation

(CSA_Human Rights Mitigation & Remediation) GOL adopts measures to mitigate and remedy identified risks, including internal processes to investigate reports related to ESG dimensions, such as discrimination and harassment, and the development of corrective action plans. These measures are supported by accessible reporting channels and zero-tolerance policies regarding violations, reinforcing a safe and ethical environment.

The analysis process strictly follows corporate guidelines, as established and described in GRI 2-26, under the topic "Ethics Channel and Whistleblowing Mechanisms" – page 30 of this report.

The Customer: At the Heart of Our Decisions

Customer experience

GRI: 3-3 (Customer Experience)

CSA:CustomerSatisfactionMeasurement

(3-3) At GOL, placing customers at the center means taking care of every detail of the experience, from operational planning to how we manage unforeseen situations. In 2025, this approach was further strengthened by increasingly efficient operations and an expanding network, enhancing customer choice as the company advances its internationalization process and network growth.

By the end of the year, we carried 35 million passengers, 3.2 million of whom were flying with GOL for the first time.

According to 2025 data from ANAC, we were recognized as the airline with the highest on-time performance in Brazil during the year, with 94.58% of flights arriving within 30 minutes of their scheduled arrival time.

In the ranking, flights that land within 30 minutes of the scheduled time are considered on time. This result reflects work that begins long before takeoff, with route planning, optimized ground handling times, streamlined check-in, and constant monitoring of operations, while keeping safety as a priority.

This performance was also sustained during the winter peak season, with GOL closing the period with solid results despite challenging weather conditions. The company achieved an 88.1% D15 rate (flights within 15 minutes of the scheduled time), exceeding the 84.3% target, and was recognized by Cirium for the seventh consecutive month as the most punctual airline in Brazil and the most punctual among Brazilian airlines in Latin America.

During the period, GOL **operated 31,363 flights and transported 4.7 million customers,** representing increases of

15% and 17%,

respectively, compared to 2024.

The season also marked progress in international expansion. GOL began operating flights to 17 international destinations, including the new route to Bariloche, and carried over 100,000 passengers on its international network. The Brazil–Argentina corridor stood out for its performance, while destinations in the United States, Central America, and the Caribbean also recorded growth, expanding options for customers.

Beyond operations, GOL has been simplifying the experience during sensitive moments, such as flight disruptions, through partnerships that streamline the process.

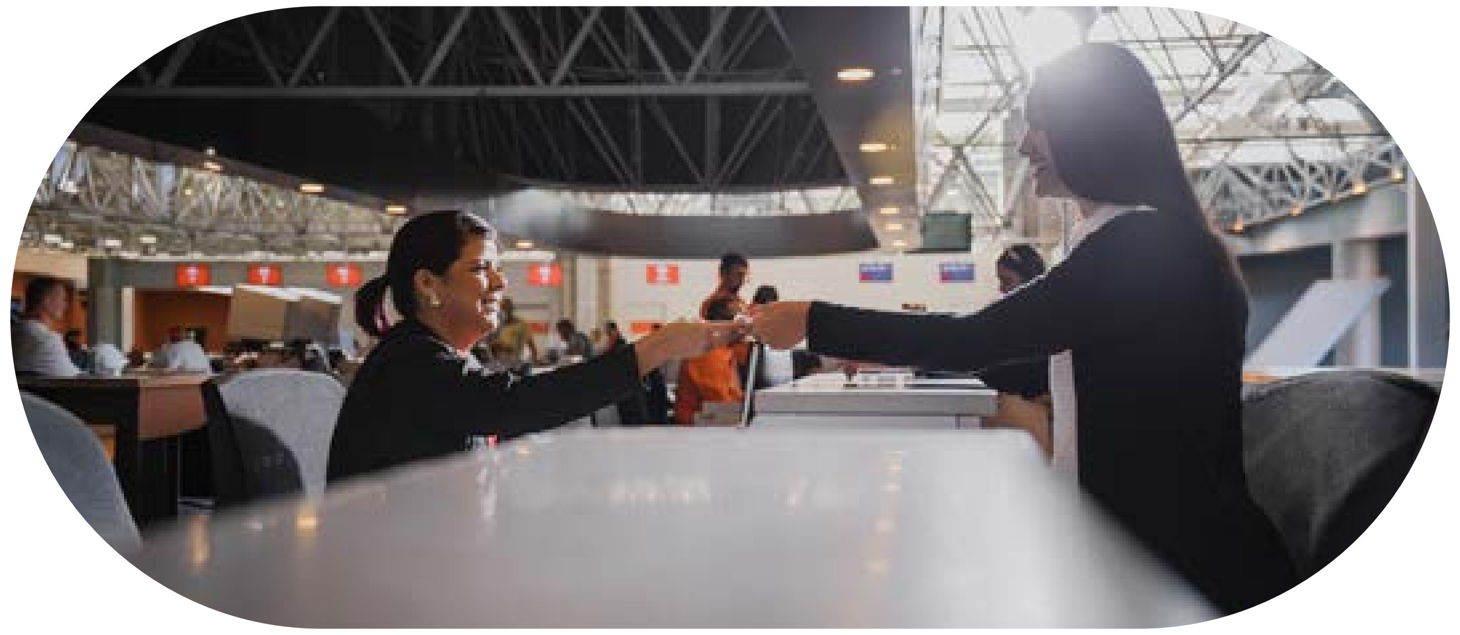
In cases of disrupted flights, the company enhanced the management of customer accommodation through a partnership with TA Connections and an intelligent room booking model in São Paulo/Guarulhos International Airport, achieving an average monthly reduction of 10% in associated costs. Similarly, in contingency situations, the partnership with Uber reduced transportation costs by approximately 40% compared to taxis. The efficient use of Uber vouchers was recognized as a benchmark in management and innovation, offering greater control and fraud prevention through integrated systems.

The customer focus is also evident in how people perceive GOL's brand and service. In 2025, the company was recognized, for the ninth consecutive year, as the most recalled airline by Brazilians and, for the second time, as the Top of Mind brand in the vacations category at the Folha Top of Mind 2025 awards, based on a survey conducted by Datafolha.

In addition, it was voted the most beloved airline in Rio de Janeiro (Veja Rio)* for the fourth time. In the city, GOL led seat capacity, accounting for 43% of total capacity and 56% of domestic flights.

Finally, the customer experience is supported by digital capabilities and the loyalty ecosystem. In October, Smiles, GOL's loyalty program, celebrated its 31st anniversary and now has over 22 million customers, connecting people to a broad network of partners and experiences.

Building on this foundation, GOL continues to move forward to ensure the experience is increasingly simple, reliable, and aligned with the expectations of those who fly with the airline. This includes accelerating innovation and digital transformation to improve processes and channels, strengthening cybersecurity and the privacy of customer information as a foundation of trust, and continuing to build a service that reflects a diverse environment, with equity, inclusion, and appreciation. Along this path, accessibility and inclusive travel are fundamental to ensuring that more people can travel with autonomy, respect, and a positive experience throughout their entire journey.



The GOL Flying Experience

At GOL, customer experience is managed through a continuous improvement approach, aimed at making every stage of the journey simpler, clearer, and more reliable, from planning to arrival.

(CSA_Customer Satisfaction Measurement) To monitor the experience and guide strategic actions, GOL uses an ecosystem of complementary metrics:

- Net Promoter Score (NPS): measures customer loyalty and the likelihood of recommendation.
- Customer Satisfaction Score (CSAT): assesses satisfaction with services and interactions at every point in the journey.
- Customer Effort Score (CES): monitors the level of effort required by the customer to complete processes, aiming to reduce friction.

* According to data published by Veja Rio, the results are based on a survey of 10,000 respondents conducted between January and February 2025.

The results of these metrics serve as a performance barometer, enabling the identification of opportunities, improvements, and the prioritization of initiatives that directly impact the experience of flying with GOL.

Customer Loyalty and Probability of Recommendation (NPS)				
Year	**2023**	**2024**	**2025**	**2025 Target**
Result	35	43	40	**40**
Coverage	100%	100%	100%	

In addition, the Company monitors a set of aggregated customer outcome indicators, focusing on service effectiveness and regulatory compliance. These indicators include the evolution of complaint volumes by key categories, such as delays and cancellations, passenger assistance, and rebooking, monitored through the consumer.gov.br platform and ANAC's Consumer Monitoring Bulletin reports; the average response and resolution times for customer claims; and service-level indicators related to refund and rebooking processes.

These indicators are overseen through formal governance and control structures, including the Customer Experience Forum, which meets on a monthly basis and promotes integration across operational, customer service, legal, and compliance areas. The Company also systematically monitors compliance with the General Conditions of Air Transport (ANAC Resolution No. 400/2016) and other consumer protection regulations.

Innovation and digital acceleration

GRI: 3-3 (Innovation and Digital Acceleration)

CSA: Online Strategies & Customers Online

At GOL, innovation and digital acceleration management guides how we continuously evolve the customer journey, balancing experience, efficiency, and commercial clarity. This approach is supported by data-driven governance and prioritization of initiatives, ensuring consistency in delivery and decision-making throughout the year.

To track this evolution, the company monitors the adoption of digital channels and their contribution to business performance, using these signals to adjust the pace of improvements, direct investments, and strengthen the integration between experience and operations.

In 2025, we made progress in consolidating our digital strategy, prioritizing omnichannel integration, intensive use of data, and simplification of the customer journey. The company strengthened the integration between the app, website, call center, and physical stores, enabling seamless transitions between channels and enhancing the user experience through automation, operational efficiency, and clearer commercial communication.

This initiative was accompanied by a robust commercial governance strategy, which increased parity among sales channels and strengthened the balance between B2C, B2B, and trade, supporting decisions based on segmentation and purchasing profiles.

In the context of digitalization, Live Activities remained one of the main drivers of convenience. In 2025, they began to include improvements that made the journey even more intuitive: critical information, such as gate changes, boarding times, and potential delays, was prioritized directly on the mobile screen, without the need to open the app.

This digital progress was also reflected in performance metrics:

49% of the company's total revenue was already generated through digital channels (GOL+Smiles), increasing commercial efficiency and reinforcing the relevance of the proprietary platform in the customer journey.

Customer engagement also **progressed, with 57% of total passengers (PAX) using digital channels for purchases in 2025,** a result higher than in previous years and aligned with the objective of expanding customer base digitalization.

These results demonstrate the growing maturity of GOL's digital strategy, which combines technology, governance, and customer experience to sustain structural efficiency gains, increase conversion across our owned channels and strengthen the Company's position as a leader in the digitalization of the customer experience within the Brazilian aviation sector, based on internal digital adoption indicators.

Online customers				
Year	2022	2023	2024	2025
% of customers who used digital channels to make a purchase	53%	53%	55%	57%
Online revenue				
Year	2022	2023	2024	2025
% of revenue from digital channels	46%	44%	46%	49%

Personal data protection and cybersecurity

GRI: 3-3 (Personal Data Protection and Cybersecurity), 418-1

CSA: 1.8.1, 1.8.2, 1.8.3, 3.7.1,3.7.2

CSA: Information Security Governance, Information Security Policy, Information Security Management Programs, Privacy Policy: Systems/ Procedures, Customer Privacy Information

Information security and cybersecurity as the foundation of trust

(3-3) At GOL, protecting information and personal data is part of caring for people and building trust in our brand. Therefore, information security, cybersecurity, and privacy management are integrated into the business, with a focus on operational resilience, compliance, and continuous improvement, keeping pace with evolving threats and the expectations of customers, partners, and regulators.

(CSA_Information Security Policy; CSA_Information Security Management Programs) GOL maintains an Information Security Management System (ISMS) structured in accordance with the ISO/IEC 27001:2022 standard and aligned with international best practices, with the aim of ensuring the confidentiality, integrity, and availability of information. The Information Security Policy establishes guidelines to protect critical data and sustain operational resilience in the face of cyber threats.

Incident monitoring and response are pillars of the ISMS. The company implements structured processes for vulnerability detection, such as periodic scans and penetration tests (pentests), risk management, and immediate escalation of critical incidents, with defined responsibilities for the entire workforce and formal channels for reporting suspicious activities.

GOL also incorporates strict requirements for third parties, such as contractual clauses, the definition of technical cybersecurity controls in projects, and periodic evaluations of suppliers and business partners. This approach is complemented by internal and external audits conducted periodically (without a fixed schedule), security tests, and vulnerability assessments, supported by internationally recognized standards such as ABNT NBR ISO/IEC 27001:2022, the NIST Cybersecurity Framework (CSF), and CIS Controls.

To ensure operational continuity, the company maintains specific continuity plans focused on information security, with disaster recovery and rapid service restoration processes integrated into the corporate risk management system.

Customer experience is directly linked to the effective management of information and the robustness of operational processes, particularly in sensitive areas such as refunds, credit issuance, passenger rebooking, and complaint handling. Failures in these processes may increase regulatory, litigation, and reputational risks, as well as generate financial impacts during irregular operations. For this reason, GOL considers customer experience as a key driver within its integrated risk management framework and in the prioritization of information security and regulatory compliance controls.

The governance of these indicators involves formal and integrated structures, with participation from Customer Service, Legal, Compliance, Information Technology, Information Security, and Risk Management functions. The data supporting these analyses follows established information classification, access control, and traceability guidelines defined under the Information Security Management System (ISMS) and the Information Security Policy, ensuring confidentiality, integrity, and availability in decision-making processes.

In addition, privacy and data protection controls ensure that the entire lifecycle of customer information, from collection to disposal, is conducted in compliance with applicable legislation and consumer protection requirements. These controls include segregation of duties, audit trails, continuous monitoring of incidents, contractual requirements for third parties, and ongoing workforce training. This integrated approach helps mitigate regulatory and reputational risks, while reinforcing customer trust and GOL's operational resilience.

Governance and management of information security risk

(CSA_Information Security Governance) The company has formal governance mechanisms in place to oversee information security and cybersecurity. This oversight includes board-level oversight through the Security Committees and the Risk Forum. Executive responsibility rests with the chief information officer (CIO).

Information security and cybersecurity risks are incorporated into GOL's corporate risk matrix and are monitored by the Risk Committee and the Information Technology governance structure, in accordance with the Information Security Policy.

The functional structure of the Information Security Management System (ISMS) is organized into two complementary pillars:

Information Security

- Corporate policies and guidelines
- Committee coordination
- Continuous improvement of the ISMS
- Support for business units and monitoring of key performance indicators

Cybersecurity

- Technical controls
- Threat monitoring
- Vulnerability management
- Risk analysis and management
- Identities and access
- Critical infrastructure protection
- Security testing, audit support, and simulations

Public Policy on Privacy and Data Protection

(3-3; CSA_Information Security Policy) The company has a formal policy that includes commitments to the continuous improvement of information security systems, data protection and integrity, threat monitoring and response, individual responsibilities for the entire workforce, and security requirements for third parties and suppliers.

The policy is available internally to all employees and can be accessed via GOLDOCs.

Privacy and Protection of Customer Information

(CSA_Privacy Policy: Systems/ Procedures; CSA_Customer Privacy Information) Information protection is a strategic priority for GOL. The company manages a significant volume of data from customers, suppliers, and partners, including personal data and travel-related information, and works to ensure its security and privacy through policies, controls, and processes that reinforce trust and regulatory compliance.

Artificial Intelligence Responsibility

(CSA_ Responsible Artificial Intelligence Policy; CSA_ Responsible Artificial Intelligence Program) The Company has an Appropriate Use of Artificial Intelligence Policy, approved by senior management and the Chief Executive Officer, which establishes principles, governance guidelines, and operational controls for the ethical, safe, and responsible use of artificial intelligence throughout its lifecycle.

The policy addresses data protection and privacy in compliance with applicable regulations, such as LGPD and GDPR, and includes specific cybersecurity requirements for AI systems. It also incorporates measures to prevent bias through the use of representative datasets, ensures transparency and explainability in automated decisions, and defines clear accountability for outcomes generated by AI systems.

In addition, the policy ensures human oversight in critical decision-making, establishes clear boundaries for permitted and prohibited uses of AI, including restrictions on manipulative practices, unauthorized biometric surveillance, and social scoring, and requires impact and risk assessments prior to the implementation of AI solutions. The framework also incorporates sustainability and social benefit considerations, supported by formal governance mechanisms such as an AI Center of Excellence and ethical review bodies, ensuring continuous monitoring and ongoing improvement of practices.

IA

The Company also maintains a Responsible Artificial Intelligence Program integrated into its corporate governance structure and technology management processes. This program establishes controls to limit access to sensitive AI capabilities, defines strict criteria for the use of personal, confidential, and sensitive data, and ensures transparency and traceability of AI-supported outcomes and decisions through formal documentation, approval, and record-keeping processes.

Deployed AI systems are subject to continuous monitoring, periodic reassessments of performance, model degradation, bias risks, and security aspects, as well as regular internal audits. The program also includes mechanisms for contesting and correcting automated decisions that may affect the rights of individuals or stakeholders, ensuring human intervention when necessary.

As part of its commitment to the responsible use of technology, the Company promotes ongoing employee training on the ethical, safe, and responsible use of AI, incorporates efficiency and sustainability criteria into architectural decisions, and conducts structured impact assessments to evaluate the effects of AI initiatives on business outcomes and material sustainability topics.

Privacy Policy and Governance

(3-3) GOL complies with the LGPD (General Data Protection Law) and has a Privacy Policy that sets guidelines for the secure handling of information. This policy applies to the entire operation and to third parties, including suppliers and partners, aligning practices with corporate principles. The policy is publicly available on the website and, internally, through GOLDOCs. Access our policy by clicking here.

Privacy management is led by a dedicated function—the Privacy Office—which reports directly to the Legal Vice Presidency. This model is integrated with the Group's legal, governance, and compliance functions, ensuring consistency, alignment, and robustness in the practices adopted.

Customer Information and Exercise of Rights

GOL clearly and transparently communicates its privacy practices to its customers, including the nature of the data collected, the purposes of use, and the security mechanisms implemented. Customers have the autonomy to decide how their personal data is collected, used, stored, and processed, and may exercise rights such as withdrawal of consent, explicit consent (where applicable), access to their data, requests for correction, deletion, and portability to other providers.

The company also provides information on retention periods, protective measures, and its policy for sharing data with third parties, whether private or public entities.

For inquiries and requests related to the processing of personal data, GOL maintains a dedicated email channel at privacidade@voegol.com.br.

Complaints and privacy incidents

(418-1) In 2025, GOL received **0** substantiated complaints regarding customer privacy breaches originating from third parties and confirmed by the organization, and **0** substantiated complaints from regulatory agencies. During the same period, **1** data incident was identified.

The evidence indicated that the unauthorized access was limited to less than 0.04% of Smiles' total customer base, with no compromise of passwords, credit card data, or reservation information, nor any unauthorized access to users' Smiles accounts. The company promptly adopted the applicable security measures and proactively communicated with users and the competent authorities, in accordance with applicable legislation.

Reputation, responsible communication, and brand sustainability

GRI: 417-1

CSA: Ethical Marketing & Advertising, Brand Management Metrics

Brand management and sustainability metrics

(417-1; CSA_Brand Management Metrics) GOL monitors brand perception on sustainability issues through the Merco ESG Responsibility Ranking. This measurement is based on a multi-factor methodology that incorporates assessments of strategic audiences, public perception, digital reputation analysis, and objective ESG performance indicators, with independent auditing.

In 2025, the company ranked 83rd in the ESG Responsibility category. The survey conducted by Merco uses a holistic methodology based on diverse sources and strategic stakeholders. The process includes assessments by business leaders, experts, NGOs, labor unions, journalists, and government representatives regarding ESG practices; as well as public perception (Merco Society), digital reputation analysis (Merco Digital), and objective indicators that reflect the organization's performance on these issues.

The entire process is independently audited by KPMG in accordance with ISAE 3000 standards, ensuring transparency and rigor. The result is a ranking that combines perception and reality across the environmental, social, and governance pillars.

Although the data is not directly linked to general performance indicators, internally it is analyzed by the Internal Communication and Reputation Department and discussed in sector-specific forums and meetings to determine the impact on brand perception. This department also tracks the Merco Empresas ranking, in which we achieved 40th place overall in 2025, moving up 42 positions compared to 2024.

Ethical Marketing and Publicity

(CSA_Ethical Marketing & Advertising) To ensure transparent and responsible communication, GOL has a public document that establishes commitments to ethical marketing, advertising, and sales practices through its Code of Ethics (available at this *link*).

This framework includes, among other guidelines, the following principles:

- Accurate and balanced information about products and services;
- Rejection of exaggerated claims regarding social and environmental impacts;
- Protection of vulnerable audiences;
- Prohibition of practices that may misinform about the company or its competitors.

Additionally, internally we have the External Communication and Reputation Policy, available to all employees, which guides interactions with external audiences, relations with the press, and the necessary precautions to ensure consistency and accountability in the brand's public positioning. This policy establishes clear guidelines for conducting interviews, participating in events, institutional use of the brand, and management of key messages, ensuring that all external communications accurately represent GOL's values, principles, and commitments.

We remain committed to transparent, responsible, and evidence-based communication on climate and social impact issues.

To reinforce this commitment, during the reporting period, we voluntarily established internal communication guidelines aligned with international advertising and disclosure standards, in addition to compliance with applicable national advertising regulations, such as CONAR in Brazil.

We also enhanced our communication protocols to ensure accuracy, traceability, and consistency across all sustainability-related communications, while investing in employee training through participation in IATA-led workshops and other industry forums. These initiatives are designed to preserve credibility, mitigate risks, and strengthen a culture of transparency, reinforcing trust among our stakeholders.

Instituto GOL

Founded on November 16, 2010, the GOL Institute was born from a strategic vision: to combine sustainability with talent development for the aviation sector. Our journey began in Lagoa Santa, Minas Gerais, home to GOL Aerotech, with a pioneering project focused on training young people in aircraft maintenance. At that time, we invested in the potential of young people up to 22 years old, transforming promising public school students into qualified apprentices—a legacy that lives on, with professionals trained through the project still working today as part of GOL's workforce.

Over the years, the Institute expanded its scope to include pillars such as civic engagement, sports, and accessibility. However, in 2022, we embarked on a profound renewal to align our actions with GOL's ESG strategy. In 2023, the GOL Institute **refocused its efforts on the Education pillar,** working on three priority fronts: Literacy, Technical and Vocational Education, and Belonging.

Today, our commitment is directly linked to the UN Sustainable Development Goals (SDGs 4 and 8), ensuring that our "wings" propel not only flights, but systemic and inclusive social change. During this period, we redefined our organizational identity, purpose, mission, vision, and beliefs, ensuring full alignment with the global goals of the 2030 Agenda, with an emphasis on SDG 4 (targets 4.2 and 4.5) and SDG 8 (target 8.3).

+225,900 Direct Beneficiaries

The social impact results presented in this section refer exclusively to the initiatives of the GOL Institute and were measured based on program records. The methodology, scope, and calculation criteria are described in the Annex: Methodology of the GOL Institute's Social Indicators.

Ticket Donation Program

In 2025, the GOL Institute's Travel Grant Program facilitated the mobility of **36 civil society organizations,** supporting their work in various locations across Brazil and their participation in forums for coordination and decision-making. Organizations were selected through a public call for proposals, with requirements published in advance. After applying, the entities underwent an initial eligibility review, followed by a compliance phase, and finally an evaluation by the CAPS (Social Projects Evaluation Committee), composed of executives from the People and Culture, Legal, Management, and Airports departments.

In 2025, the program made 2,586 grants available, and 2,267 were utilized, with an estimated value of R$2,586,000.00[13] and R$2,267,000.00, respectively.

This result enabled various social organizations to expand into strategic territories, ranging from less-accessible regions in the interior and countryside of the country to decision-making centers such as Brasília and São Paulo. Consequently, the reach of the supported initiatives was broadened, and the organizations' presence on relevant agendas was strengthened, amplifying their impact throughout the year.

Reported impacts included progress in social initiatives, such as the implementation of education and health projects in historically underserved regions, the training of educators, the economic inclusion of young people, and advocacy actions that strengthened the work of organizations. In addition, the program highlighted the value of direct engagement in social initiatives, as illustrated by testimonials such as the "First Journey Effect," and underscored the importance of continuing the initiative in 2026.

[13] Average valuation of R$ 1,000.00 considering a round-trip flight. The valuation reflects the average market price, operational cost, and/or carrying value. The amount is an estimate and should not be construed as a monetary donation.
* These actions have a specific scope and are not representative of the overall impact of aviation activities.

Impact Reach

The program combats geographic isolation by bringing experts to remote areas and attracting talent to major urban centers. GOL's flight network was strategically utilized to connect the organizations' headquarters to their operational territories and decision-making centers.

National reach:
26 organizations with projects across the country.

Regional reach:
10 organizations focused on specific regions or states.

Route Ranking:

1st PLACE:

Southeast ⟷ Northeast Route (The heart of the operation)

Highest absolute volume, focused on delivering resources and bringing beneficiaries to the Southeast's hub of opportunities. Massive flow to health and education projects.

- Main Routes:
  - GRU/CGH ⟷ REC (Recife - PE)
  - GRU/CGH ⟷ JDO/PNZ (Juazeiro do Norte/Petrolina)
  - GRU/CGH ⟷ FOR (Fortaleza - CE)
  - GRU/CGH ⟷ SSA (Salvador - BA)
- **Impact:** abled the work of Amigos do Bem in Brazil's semi-arid region, supported the expansion of G10 Favelas, and allowed students from institutions such as Cactus, Ismart, and Primeira Chance to access university entrance exams and educational programs in São Paulo.

2nd PLACE:

Rota Sudeste ⟷ Brasília (Eixo de Advocacy)

This strategic approach enabled the social organizations supported by GOL to actively contribute to the implementation and strengthening of national public policies.

- Main Route:
  - CGH/SDU - BSB (Brasília)
- **Impact:** enabled Todos Pela Educação to coordinate the National Education System, while the Natura Institute ensured direct advocacy with the Ministry of Education (MEC) for the Literacy at the Right Age program; leaders from Guetto, Pacto Racial, and the LGBT Chamber secured a voice with the Ministries, aiming for progress on the Racial Equality agenda (SDG 18) and the improvement of ESG indices.

3rd PLACE:

Rio ⟷ São Paulo Shuttle Service (Management and Governance)

Used for management, governance between headquarters, and corporate events.
Essential for the institutional sustainability of organizations operating in the two largest economic hubs.

- Main Route:
  - SDU/GIG ⟷ CGH/GRU
- **Impact:** served as a primary logistics channel for Gol de Letra, and Generation Brasil, ensuring that teams and students were able to travel to critical events and graduation ceremonies.

Águias do Bem Corporate Volunteering

Created in 2006, the Águias do Bem program connects employees to social causes and strengthens engagement and internal culture.

Throughout its history, it has mobilized
1,362 volunteers
from **43 branches and headquarters**
across **85 special initiatives.**

Although the numbers help gauge the strength of Águias do Bem, they never fully capture everything that volunteering represents. Real impact lives in gestures, conversations, the spark in people's eyes, and the bridges that are built when someone chooses to give their time and care to others. These are transformations that cannot be contained in spreadsheets: they spread, inspire, and endure. In volunteering, each action generates an impact that goes far beyond what can be measured, and it is precisely there that its greatest power lies.

After a hiatus since 2020, the program was reactivated in August 2025 with a two-phase plan:

- Foundation and preparation: this stage focused on building the necessary foundations to ensure the program's sustainable resumption.
- Launch and engagement: with the foundation in place, the program entered a phase focused on activation and strengthening relationships with beneficiaries and the Eagle Team.

And four areas of focus:

- **Flight of Imagination** (children): promotes educational and cultural experiences for children, broadening their horizons, stimulating creativity, and strengthening holistic development.
- **Flight of Memory** (seniors): values the life journeys of seniors through initiatives focused on social interaction, well-being, and social inclusion, strengthening bonds and quality of life.
- **Enchanting Roots** (Black community): strengthens initiatives focused on the culture, ancestry, and leadership of the Black community, contributing to efforts regarding identity, representation, and racial equity.
- **Kit do Bem** (collection): mobilizes employees and partners to collect essential items for social organizations, expanding the impact and strengthening solidarity within the network.

As of December 2025, the program had **560 participants** and **24 Mentor Eagles,** leaders of the volunteer teams. Since its resumption, 10 initiatives have been carried out in partnership with 7 social organizations supported by the Institute, involving more than 100 volunteers and totaling approximately **250 hours of volunteer service.**

Participation in COP 30

In November 2025, between the 10th and 21st, the GOL Institute participated in COP30, held in Belém, actively contributing to global discussions on climate justice, environmental racism, and social inclusion. This participation reinforced the company's alignment with key international sustainability agendas and expanded its engagement on issues connecting air mobility, equity, and socio-environmental impact.

This strategic presence also strengthened partnerships with organizations, educators, community leaders, and institutions dedicated to a just energy transition and the sustainable development of the Amazon.

Actions and Impacts*

- Donation of **53 tickets to Belém,** enabling the participation of 9 organizations selected through a public call for proposals
- Support for panels and events on the regenerative economy, Black women in the periphery, environmental racism, and a just energy transition
- Socio-environmental outreach through visits to Ilha do Combu and Cotijuba, expanding networks of educators and researchers

** These actions have a specific scope and are not representative of the overall impact of aviation activities.*

Digital impact and reach*

Through these actions, the GOL Institute reinforced its commitment to social responsibility, education, and climate justice, consolidating strategic partnerships and amplifying the voice of vulnerable communities in the global debate.

- **G10 Favelas:** over 300,000 people reached through its physical networks and social media.
- **Voice of the Communities:** 316,990 views on social media posts and creation of the "Peripheries–Amazon Bridge."
- **Climate education:** training for 7 teachers (Nova Escola), production of podcasts, and participation in TeachersCOP, with an indirect impact on 300 people.
- **Inclusion and Diversity:** launch of the Pacto Jovem Mulher Quilombola program, offering courses and scholarships for Quilombola women.

Through this broad and coordinated participation, the GOL Institute consolidated its presence on the global climate agenda, reinforcing commitments to social justice, education, and racial equality.

The Institute's participation in COP 30 increased the visibility of the company's social initiatives, strengthened strategic networks in the Amazon region, and helped bring the voices of peripheral and traditional communities to the main international forums debating the planet's climate future.

* The data presented were reported by the organizations through the Impact Report reporting form.

Solidarity Connection

Solidarity Connection, an initiative of the GOL Institute with logistical support from GOLLOG, strengthened our efforts in 2025 by enabling the free transport of essential items to social organizations in various regions of the country.

Throughout the year, 38 solidarity shipments were carried out, connecting 3 origin airports to 13 destinations.

In total, **93.6 tons**

(cubic weight) of donations were transported.

Most of the cargo shipped consisted of food baskets, which accounted for approximately 84% of the total volume delivered, reinforcing the program's focus on food security . In addition, Conexão Solidária supported health-related initiatives by sending medical supplies to strategic regions such as Manaus; and educational initiatives by transporting books and computers, expanding access to learning resources in different states.

Among the beneficiary institutions, G10 Favelas stood out as the organization with the highest volume of requests throughout the year, followed by organizations such as Casa Amarela, Missão Seanama, Amigos do Bem, and Casa Futura, from the Roberto Marinho Foundation. The main delivery destinations included state capitals such as Recife, Brasília, Salvador, Belo Horizonte, and Vitória da Conquista, which together accounted for the majority of the cargo transported.

The program's performance reveals not only the reach of GOLLOG as a logistics platform but also the GOL Institute's ability to transform available resources into concrete social impact. By utilizing cargo space intelligently, Conexão Solidária ensures speed, integrity, and security in the delivery of donations, strengthening social projects and expanding the positive impact on hundreds of families.

Transportation of Organs and Tissues

Organ transport is a critical operation that requires agility, precision, and coordination among various public agencies and airlines. In these missions, aircraft are given absolute priority for landings and takeoffs, ensuring that every minute is utilized to make a transplant possible.

The operation involves the National Transplant Center, DECEA, and airline teams; at GOL, this is represented by the Coordenadoria de Atendimento e Logística which follows strict protocols to ensure proper care during transport, often accompanied by medical teams.

In 2025, GOL transported

1,164 **organs, tissues, and other medical items**

free of charge, reaffirming its social commitment to Brazilian public health. During the same period, we also transported

252 **professionals**

from teams responsible for transplant missions.

Data source: National Transplant Center / CGSNT / DAET / SAS / Ministry of Health.

GLOSSARY

ABEAR (Brazilian Association of Airlines): Entity that represents the main Brazilian airlines.

AGS (GOL Safety Attitude): GOL internal initiative aimed at strengthening safe behavior and operational compliance.

ANAC (National Civil Aviation Agency): Brazil's civil aviation regulatory authority.

APU (Auxiliary Power Unit): Device installed on aircraft that supplies electrical power and air conditioning when the main engines are off, generally while on the ground.

AQD: GOL internal portal used for confidential, non-punitive reporting of risk conditions, failures, or unsafe situations, strengthening continuous improvement and safety culture.

ARSO (Operational Safety Risk Activity): Activity that may affect civil aviation operational safety and is therefore subject to specific regulatory controls and requirements.

ASK (Available Seat Kilometers): Metric that measures air transport supply, calculated by multiplying available seats by the distance flown.

B2B (Business to Business): Commercial relationship model between companies.

B2C (Business to Consumer): Commercial relationship model between a company and the end consumer.

B3 (Brasil, Bolsa, Balcão): Brazil's main stock exchange and one of the largest financial market infrastructures in the world.

BCAST (Brazilian Commercial Aviation Safety Team): Collaborative group focused on strengthening operational safety in Brazilian commercial aviation.

BEN (National Energy Balance): Official document published by Brazil's Ministry of Mines and Energy that consolidates data on the production, transformation, distribution, and consumption of energy in the country.

Book & Claim: Traceability and certification mechanism used in the renewable energy and sustainable fuels market, in which the production and consumption of low-carbon energy or fuel are recorded and transferred separately from the product's physical flow.

BSB (Brasília International Airport): IATA code for Brasília International Airport.

CAPS (Social Projects Evaluation Committee): Committee responsible for evaluating social projects supported by Instituto GOL.

CASK (Cost per Available Seat Kilometer): Efficiency indicator that measures cost per available seat-kilometer.

CBTA (Competency Based Training and Assessment): Competency-based training and assessment methodology focused on observable behaviors, operational scenarios, and actual performance.

CENIPA (Aeronautical Accident Investigation and Prevention Center): Brazilian Air Force body responsible for investigating and preventing aeronautical accidents.

CES (Customer Effort Score): Indicator that measures the level of effort a customer must make to complete processes or resolve requests during their journey.

CGH (Congonhas Airport): IATA code for Congonhas Airport, in São Paulo.

CGSNT: Acronym cited as part of the data source from the National Transplant Center, linked to the Ministry of Health structure.

Chapter 11: Financial restructuring procedure under United States bankruptcy law.

CIO (Chief Information Officer): Executive responsible for information technology management and strategic oversight of systems and information security.

CIS Controls (Center for Internet Security Controls): Internationally recognized set of controls to strengthen information security and cybersecurity.

Clawback clause: Contractual clause that allows the recovery of compensation already paid in cases of non-compliance, error, or fraud.

CNPAA (National Aeronautical Accident Prevention Commission): National body linked to CENIPA that coordinates guidelines and actions for preventing aeronautical accidents in Brazil.

COP 30 (30th Conference of the Parties): International climate change conference under the United Nations Framework Convention on Climate Change.

COPASA (Minas Gerais Sanitation Company): Public company responsible for water supply and sewage services in the state of Minas Gerais, Brazil.

CSA (Corporate Sustainability Assessment): Corporate sustainability assessment conducted by S&P Global.

CSAT (Customer Satisfaction Score): Indicator that measures customer satisfaction with services, interactions, or specific stages of the journey.

CSF (Cybersecurity Framework): Reference framework used to guide risk management, controls, and digital resilience in cybersecurity.

CSRD (Corporate Sustainability Reporting Directive): European directive that regulates the disclosure of sustainability information.

DAET: Acronym cited as part of the Ministry of Health data source related to the transport of organs and tissues.

Datafolha: Brazilian opinion and market research institute.

DECEA (Department of Airspace Control): Brazilian Air Force body responsible for airspace control.

D15 (Departure 15): Operational indicator that measures flight punctuality, considering departures within 15 minutes of the scheduled time.

DIP (Debtor-in-Possession): Financing granted to companies undergoing restructuring under Chapter 11.

EERP (Environmental Emergency Response Plan): Document that establishes the procedures, responsibilities, and resources needed for an effective response to situations with potential environmental impact, such as fuel or chemical spills.

eSocial: Brazilian government electronic system for the unified submission of labor, social security, and occupational health and safety information.

ESG (Environmental, Social and Governance): Acronym referring to an organization's environmental, social, and governance practices.

ETE (Sewage Treatment Plant): Infrastructure for treating domestic and sanitary effluents to reduce the pollutant load before discharge into receiving water bodies.

ETEI (Industrial Effluent Treatment Plant): Facility for treating effluents generated by industrial processes before their discharge into the environment or the sewage network.

FCPA (Foreign Corrupt Practices Act): United States law prohibiting corrupt practices in international transactions.

FDA (Flight Deck Advisor): Technological tool that assists pilots in the cockpit.

FOR (Fortaleza Airport): IATA code for Fortaleza International Airport.

FUNASA (National Health Foundation): National Health Foundation.

GAGEF (Fatigue Risk Management Action Group): Interdisciplinary group responsible for discussing fatigue-related occurrences and proposing mitigation actions.

GHG (Greenhouse Gases): Set of gases present in the atmosphere — including carbon dioxide (CO_2), methane (CH_4), and nitrous oxide (N_2O) — that contribute to global warming by retaining the heat radiated from the Earth's surface.

GHG Protocol (Greenhouse Gas Protocol): International reference standard for the accounting, quantification, and reporting of greenhouse gas (GHG) emissions by organizations, governments, and projects.

GIG (RIOgaleão – Tom Jobim International Airport): IATA code for Rio de Janeiro/Galeão International Airport.

GOL: Brazilian airline responsible for the operations and the safety, customer experience, and sustainability practices described in this report.

GOLDOCs: GOL internal repository used for making corporate documents and internal policies available for consultation.

GOLLOG: GOL business unit dedicated to logistics and cargo transport.

GRI (Global Reporting Initiative): International standard for preparing sustainability reports.

GRU (Guarulhos International Airport): IATA code for Guarulhos International Airport, in São Paulo.

HD Sunflower (Hidden Disabilities Sunflower): International initiative that uses the Sunflower Lanyard as a symbol for the voluntary identification of people with non-visible disabilities.

IATA (International Air Transport Association): International association that brings together airlines and defines airline industry standards.

ICAO (International Civil Aviation Organization): UN specialized agency that regulates international civil aviation.

IEnvA (IATA Environmental Assessment): IATA program for the assessment and continuous improvement of environmental performance, designed for airlines.

IFRS (International Financial Reporting Standards): International financial reporting standards.

IGS (GOL Safety Index): GOL internal indicator used to track performance related to safety and safe behavior.

INFRAERO (Brazilian Airport Infrastructure Company): Federal public company responsible for airport administration and air navigation infrastructure in Brazil.

IOSA (IATA Operational Safety Audit): IATA's operational safety audit program.

IRO (Occupational Risk Inventory): Tool used to identify and record the occupational risks present in work activities and environments.

ISAE 3000 (International Standard on Assurance Engagements 3000): International standard used for assurance engagements on non-financial information.

ISMS (Information Security Management System): Structured system to ensure the confidentiality, integrity, and availability of information.

JDO (Juazeiro do Norte Airport): IATA code for Juazeiro do Norte Airport, in Ceará.

KPMG: Global audit, consulting, and advisory firm.

LAIA (Environmental Aspects and Impacts Survey): Environmental management tool used to identify, assess, and prioritize the aspects of organizational activities that interact with the environment, as well as the resulting positive or negative impacts. It is a core element of Environmental Management Systems (EMS).

Learning Agility: Potential-assessment methodology based on the ability to learn from experience, adapt quickly, and perform in new challenges and contexts.

LGPD (General Data Protection Law): Brazilian law that regulates the protection of personal data.

MEC (Ministry of Education): Brazilian federal government body responsible for national education policies.

MTR (Waste Transport Manifest): Mandatory control document, provided for under Brazilian law, that accompanies the transport of waste from its origin to final disposal, ensuring traceability and legal compliance in solid waste management.

NGOs (Non-Governmental Organizations): Non-profit civil society entities that work on social, environmental, educational, humanitarian, or public-interest causes.

NIST (National Institute of Standards and Technology): United States institute whose technical frameworks are widely used in information security and cybersecurity.

Novo Mercado: Premium listing segment designed for companies that voluntarily adopt the best corporate governance practices, granting more rights to shareholders and requiring higher standards of transparency, equity, and accountability.

NPS (Net Promoter Score): Indicator that measures customer loyalty and the likelihood of recommendation.

OHS (Occupational Health and Safety): Set of policies, practices, systems, and procedures aimed at protecting workers' health, integrity, and safety.

OptiClimb: Technological tool that optimizes aircraft climb speeds to minimize fuel consumption during the climb phase, contributing directly to the reduction of Scope 1 GHG emissions.

ORM (Occupational Risk Management): Structured approach to identify, assess, control, and monitor occupational risks in work environments and processes.

PAC (Action and Control Plan): Management tool used to structure, monitor, and control corrective and preventive actions related to occupational risks.

Paris Agreement: International climate change treaty signed in 2015 that seeks to limit the rise in global temperature. Article 6 of the Paris Agreement establishes cooperation mechanisms between countries, including carbon markets, to support greenhouse gas emission reductions in a transparent and environmentally sound manner.

PCMSO (Occupational Health Medical Control Program): Mandatory program in Brazil for monitoring workers' health through preventive medical actions and occupational examinations.

PDE 2035 (Ten-Year Energy Expansion Plan): Brazil's strategic plan for energy expansion through 2035.

PGR (Risk Management Program): Management document and process that brings together the risk inventory and the action plan to prevent occupational accidents and illnesses.

PL 1246/2021 (Bill 1246/2021): Brazilian legislative proposal cited in the context of women's participation on boards.

PNAE (Passengers with Special Assistance Needs): Aviation category designating passengers who require special assistance during their travel journey.

PNZ (Petrolina Airport): IATA code for Petrolina Airport, in Pernambuco.

PPE (Personal Protective Equipment): Device or product used to protect workers against risks that may threaten their health or safety.

QAV (Aviation Kerosene): Fuel used in aircraft, equivalent to jet fuel.

RASG-PA (Regional Aviation Safety Group – Pan America): ICAO regional aviation operational safety group for the Pan-American region.

RBAC 117 (Brazilian Civil Aviation Regulation 117): ANAC regulation that establishes requirements for managing the risk of human fatigue in civil aviation.

RBAC 120 (Brazilian Civil Aviation Regulation 120): ANAC regulation addressing the program for preventing risks associated with the misuse of psychoactive substances in civil aviation.

REC (Recife Airport): IATA code for Recife International Airport.

RPK (Revenue Passenger Kilometers): Metric that measures air transport demand, calculated by multiplying passengers carried by the distance flown.

SAF (Sustainable Aviation Fuel): Sustainable aviation fuel, an alternative to conventional kerosene.

SAS (Health Care Secretariat): Ministry of Health structure cited in the data source related to the transport of organs and tissues.

SASB (Sustainability Accounting Standards Board): Organization that defines sustainability reporting standards for specific sectors.

SDG (Sustainable Development Goals): Set of global goals established by the UN to promote sustainable development by 2030.

SDU (Santos Dumont Airport): IATA code for Santos Dumont Airport, in Rio de Janeiro.

SIN (National Interconnected System): Electricity transmission network that integrates Brazil's main generating plants and consumption centers.
SMS (Safety Management System): Operational safety management system in aviation (also referred to as SGSO).

Smiles: Loyalty program linked to GOL.

SOC: Specialized information and management platform used by GOL to manage legal and operational requirements related to occupational health and safety.

SSA (Salvador Airport): IATA code for Salvador International Airport.

STEM (Science, Technology, Engineering and Mathematics): Acronym designating the fields of science, technology, engineering, and mathematics.

SWMP (Solid Waste Management Plan): Planning instrument, provided for under the National Solid Waste Policy (Law No. 12,305/2010), that defines the guidelines, targets, and actions for the proper management of solid waste generated by the organization's operations, covering generation, segregation, packaging, collection, transport, treatment, and environmentally adequate final disposal.

TA Connections: Partner company used by GOL to manage customer accommodation during flight disruptions.

TCFD (Task Force on Climate-related Financial Disclosures): Task force created by the Financial Stability Board (FSB) to develop recommendations for disclosing financial information related to climate-related risks and opportunities.

Tier I: Term designating first-tier suppliers, i.e., those with a direct contractual relationship with the company.
Top of Mind: Expression used to indicate the brand most spontaneously recalled by consumers in a given category.

TRIR (Total Recordable Incident Rate): Rate of recordable incidents, used to measure the frequency of occupational accidents and incidents relative to hours worked.

TSB (Brazilian Sustainable Taxonomy): Brazilian regulatory framework that defines sustainability criteria for investments.

UK Bribery Act 2010: British law that prohibits bribery and corruption practices in international transactions.

Yield: Average revenue per passenger-kilometer, a profitability indicator in air transport.

GRI CONTENT SUMMARY

Statement of Use	GOL presented the information cited in this GRI content index for the period between January 1, 2025, and December 31, 2025, using the GRI standard as a reference.
GRI used	GRI 2021

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1. Message from our CEO				
2-22	Statement on Sustainable Development Strategy	3		
2. About This Report				
2-2	Entities included in the sustainability report	5		
2-3	Reporting period, frequency, and contact point	5		
2-4	Restatements of information	7		
2-5	External assurance	5		
3. Highlights 2025				

4. GOL

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5. Governance and Economy

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2-12	Role of the highest governance body in overseeing the management of impacts	25		
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2-14	Role of the highest governance body in sustainability reporting	25		
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2-18	Evaluation of the performance of the highest governance body	27		

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2-23	Policy commitments	30		
2-24	Embedding policy commitments	30		
2-25	Processes to remediate negative impacts	31		
2-26	Mechanisms for seeking advice and raising concerns	30		
205-1	Operations assessed for risks related to corruption	32		
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204-1	Proportion of spending on local suppliers	39		
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414-1	New suppliers that were screened using social criteria	38		
414-2	Negative social impacts in the supply chain and actions taken	38		
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3-3	Management of material topics (operational efficiency and sustainable results)	39		

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5.6. Operational and financial performance				
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6. Environmental

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6.1.1. Water resource management				
303-1	Interactions with water as a shared resource	44		
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30 3-5	Water consumption	46		

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306-3	Waste generated	46		
306-4	Waste diverted from disposal	47, 48		
306-5	Waste directed to disposal	48		
6.2. Energy and Climate Management				
3-3	Management of material topics (energy and climate management)	49		
201-2	Financial implications and other risks and opportunities due to climate change	56		
302-1	Energy consumption within the organization	52		
302-3	Energy intensity	52		
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305-5	Reduction of GHG emissions	54		

7. Social

7.1. Eagles Team

7.1.1. Labor Practices

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2-7	Employees	61	Indicator verified by PwC Chile	X

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2-30	Collective bargaining agreements	70		
401-1	New Hires and Employee Turnover	63	Indicator verified by PwC Chile	X
401-2	New employee hires and employee turnover	69		
401-3	Parental leave	65		
403-3	Occupational health services	68		
403-5	Worker training on occupational health and safety	69		
403-6	Promotion of worker health	69		
404-1	Average hours of training per year per employee	68		
404-2	Programs for upgrading employee skills and transition assistance programs	67		
404-3	Percentage of employees receiving regular performance and career development reviews	66, 67		
405-1	Diversity of governance bodies and employees	101	As of December 31, 2025, these bodies consisted of 8 members: 1 woman (12.5%) and 7 men (87.5%).	

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7.1.2. Health, well-being, and occupational safety				
3-3	Management of material issues (health, well-being, and occupational safety)	71		
403-1	Occupational health and safety management system	71		
403-2	Hazard identification, risk assessment, and incident investigation	71		
403-4	Worker participation, consultation, and communication on occupational health and safety	71		
403-5	Worker training on occupational health and safety	71		
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	71		
403-8	Workers covered by an occupational health and safety management system	71		
403-9	Work-related injuries	72	Indicator verified by PwC Chile	X
403-10	Work-related ill health	102	In 2025, we recorded 14 cases of occupational diseases, and there were no fatalities among employees resulting from work-related illnesses Indicator verified by PwC Chile	X
7.2. Belonging Initiatives				
7.2.1. Diverse environment with equity, inclusion, and recognition.				

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3-3	Management of material topics (diverse environment with equity, inclusion, and appreciation)	73		
7.2.2. Accessibility and inclusive consumption				
7.2.3. Human rights				
3-3	Management of material topics (human rights)	75		
7.3. The customer: at the heart of our decisions				
7.3.1. Customer experience				
3-3	Management of Material Topics (Customer Experience)	76		
416-1	Assessment of the health and safety impacts of product and service categories	103	At GOL, 100% of products and services are assessed for their impacts on customer health and safety, taking into account regulatory requirements and internal standards. This assessment is conducted comprehensively (without division by category) and includes processes such as food safety, onboard hygiene, baggage handling, accessibility, care for unaccompanied minors, and animal transport, as well as compliance of entertainment facilities. These controls are integrated into operational and health risk management programs.	
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	103	In 2025, there were no recorded non-conformities related to health and safety impacts caused by products and services.	
7.3.2. Innovation and digital acceleration				

CODE	CONTENT/INDICATOR	PAGE	COMMENTS	VERIFICATION
3-3	Management of material topics (innovation and digital acceleration)	78		
7.3.3. Personal data protection and cybersecurity				
3-3	Management of material topics (personal data protection and cybersecurity)	79, 80, 81		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	81		
7.3.4. Reputation, responsible communication, and brand sustainability				
417-1	Requirements for product and service information and labeling	82		
7.4. GOL Institute				

SUMMARY OF SASB CONTENT

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2. Introduction					
3. Highlights 2025					
Activity Metrics	TR-AL-000.A	Available Seat Kilometers (ASK)	8		
	TR-AL-000.B	Passenger load factor	8		

TOPIC	CODE	METRICS	PAGE	COMMENTS	VERIFICATION
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4.2. Safety, Our #1 Value					
Supply Chain Management	TR-AF-430a.3	Discussion of policies and strategies to identify, assess and manage business disruption risks associated with contract carrier safety	20		
Accident and Safety Management	TR-AF-540a.1 TR-AL-540a.1	Description of implementation and outcomes of a Safety	18		
	TR-AF-540a.2 TR-AL-540a.2	Number of aviation accidents	20		
	TR-AF-540a.3	Number of road accidents and incidents	20		
	TR-AL-540a.3	Number of governmental enforcement actions of aviation safety regulations	20		
4.3. Materiality					

TOPIC	CODE	METRICS	PAGE	COMMENTS	VERIFICATION
5. Governance and Economy					
5.1. Governance structure					
5.2. Ethics and Compliance					
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5.4. Supply Chain Management					
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5.6. Operational and financial performance					

TOPIC	CODE	METRICS	PAGE	COMMENTS	VERIFICATION
6. Environmental					
6.1. Environmental Management					
6.1.1. Water resource management					
6.1.2. Waste management and circularity					
6.2. Energy and Climate Management					
Greenhouse gas emissions	TR-AL-110a.1	Gross global Scope 1 emissions	53		
	TR-AL-110a.2	Discussion of long- and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	49		
	TR-AL-110a.3	(1) Total fuel consumed, (2) percentage alternative and (3) percentage sustainable	52		

TOPIC	CODE	METRICS	PAGE	COMMENTS	VERIFICATION
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7.1. Eagles Team					
7.1.1. Labor Practices					
Labor Practices	TR-AL-310a.1	Percentage of active workforce employed under collective agreements	70		
	TR-AF-310a.1	Percentage of drivers classified as independent contractors	109	In 2025, 100% of drivers were classified as independent contractors (self-employed individuals) with no direct employment relationship with GOL. This percentage is reported on a full-time equivalent (FTE) basis and takes into account the level of control over the work (behavioral and financial factors, as well as the type of relationship). Drivers operate through partner carriers contracted by the company or are affiliated with franchisees, who may rely on their own staff, app-based drivers, or third-party drivers.	
	TR-AL-310a.2	(1) Number of work interruptions and (2) Total days of inactivity	70		
	TR-AF-310a.2	Total amount of monetary losses as a result of legal proceedings associated with labour law violation	109	There were no monetary losses in this case.	
7.1.2. Health, well-being, and occupational safety					
Worker health and safety	TR-AF-320a.1	(1) Total Recordable Incident Rate (TRIR) and (2) Fatality Rate for a) direct employees and b) contract employees	71, 72		

TOPIC	CODE	METRICS	PAGE	COMMENTS	VERIFICATION
Management of Accidents and Safety	TR-AL-540a.1 TR-AF-540a.1	Description of the implementation and results of a safety management system	71		
7.2. Belonging Initiatives					
7.2.1. Diverse environment with equity, inclusion, and recognition					
7.2.2. Accessibility and inclusive consumption					
7.2.3. Human rights					
7.3. The Customer: At the Heart of Our Decisions					
7.3.1. Customer experience					
7.3.2. Innovation and digital acceleration					
7.3.3. Personal data protection and cybersecurity					
7.3.4. Reputation, responsible communication, and brand sustainability					
7.4. GOL Institute					

CSA CONTENT SUMMARY

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1.1.3	Sustainability Taxonomies	6		
3. Highlights 2025				

4. GOL

4.1. Who we are				
1.2.11	Management Ownership	111	GOL's shareholder structure includes direct holdings by members of the board of directors and senior management. As of December 31, 2025, the CEO held 427,336 shares and an executive vice president held 65,852 shares, based on the closing price of R$ 0.00615 per share on the reference date. Following the completion of the Chapter 11 process, the shares began trading in standard lots of 1,000 shares (ticker GOLL54), reflecting the capital increase and the resulting share dilution.	

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4.2. Safety, our #1 value				
3.5.1	Safety management system	18, 19	Indicator verified by PwC Chile	X
3.5.2	Accident rate	20		
3.5.3	Passenger fatalities	20		
4.3. Materiality				
1.3.1	Materiality Analysis	20	Indicator verified by PwC Chile	X
1.3.2	Material Issues for Enterprise Value Creation	22, 122	This information is detailed in the CSA appendices.	
1.3.3	Materiality Metrics for Enterprise Value Creation	22, 122	This information is detailed in the CSA appendices.	
1.3.4	Material Issues for External Stakeholders	22, 124	This information is detailed in the CSA appendices.	
1.3.5	Materiality Metrics for External Stakeholders	22, 124	This information is detailed in the CSA appendices.	

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1.2.10	CEO Compensation - Long-Term Performance Alignment	27		

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1.6.1	Contributions & Other Spending	33		
1.6.2	Largest Contributions & Expenditures	33		
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5.6. Operational and financial performance				

6. Environmental

6.1. Environmental Management				
2.1.1	Environmental policy	43		
2.1.2	Environmental Management Systems Verification	43	Indicator verified by PwC Chile	X
2.7.2	Biodiversity Commitment	43		
6.1.1. Water resource management				

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2.2.2	Energy consumption	52	Indicator verified by PwC Chile	X
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2.6.2	Indirect greenhouse gas emissions (Scope 2)	53		
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2.8.2	Specific Fuel Consumption for Cargo Transport	53	Indicator verified by PwC Chile	X
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CSA APPENDICES

(CSA_ Material Issues for Enterprise Value Creation, Materiality Metrics for Enterprise Value Creation) - Material topics for creating corporate value

	Energy and climate	Customer experience	Operational safety
Business Case	Energy and climate management is a priority for GOL, with a focus on reducing GHG (greenhouse gas) emissions and strengthening operational resilience in the face of extreme weather events. Key subtopics: Scope 1, 2, and 3 emissions; fuel optimization (aviation kerosene – QAV); fleet modernization; use of SAF; climate risk management.	The customer experience directly impacts GOL's financial and competitive performance through: **Revenue:** increased customer loyalty, repeat business, and international expansion (4.7 million customers during peak season; +17% vs. 2024). **Costs:** operational improvements reduce contingency expenses (-10% onAccommodation; −40% transportation with Uber 25% reduction in delays with accessible stairs. **Risk:** Cybersecurity and privacy management reduce exposure to regulatory sanctions and reputational damage. **Opportunity:** digitalization and of the Smiles program (22 million customers) strengthen monetization and engagement. Punctuality and operational reliability reinforce competitive positioning, while data protection and accessibility mitigate regulatory and reputational risks.	Operational safety is a fundamental pillar for GOL, as it ensures business continuity and protects revenue against critical financial risks. In the airline industry, a safety incident can generate direct costs—such as compensation, litigation, increased insurance premiums, operational disruptions, and regulatory sanctions—as well as indirect costs, such as reputational damage, loss of market confidence, and a decline in demand. It also involves regulatory risks, such as loss of certifications or restrictions imposed by authorities, and business interruption risks, which can result in route suspensions, fleet groundings, or loss of strategic slots. On the other hand, robust SMS management ensures operational continuity, reduces legal and regulatory exposure, optimizes costs by reducing incidents, and strengthens the confidence of passengers, investors, and insurers. It also enables access to international markets that require certifications such as IOSA.
Impact	Cost	Revenue	Risk
Business Strategy	**Fuel efficiency and operations:** - Route optimization and operational planning. - Flight procedures and ground operations (APU OFF, single-engine taxiing, optimized taxi plan). - Flight optimization (Flight Deck Advisor, OptiClimb, flap and thrust reverser reduction). - Weight reduction and fuel planning (Delta Zero Fuel Weight, alternate selection, contingency fuel reduction, removal of unnecessary items).	**Operational excellence and on-time performance** - Optimization of route network and ground handling times. - Continuous monitoring of D15 (Departure 15) performance. - Structured contingency management.	**Implementation of SMS** System aligned with ICAO and ANAC, structured around four pillars: - Security policy; - Risk management; - Safety assurance; - Safety promotion.

Business Strategy	**Fleet Modernization** - Incorporation of the Boeing 737 MAX (~15% lower fuel consumption). - Fleet standardization and reduction of aircraft out of service. **Renewable energy and SAF** - Monitoring of renewable energy consumption (electricity and ethanol). - Leadership in SAF Book & Claim, mitigating 190.96 tCO_2 and promoting the development of market mechanisms. **Public policies and strategic partnerships** - Participation in IATA, ALTA, ABEAR, and ICAO. - Memorandum with Sumitomo Corporation of Brazil for the financing and adoption of SAF. **Climate risk management:** - Assessment of physical and transition risks with the CEO, CCRO, and operational departments. - Identification of impacts on infrastructure, operations, costs, and profitability. - Integration of climate risks into corporate planning and strategic decision.	**Digitalization and innovation** - Expansion of online channels. - Automation and customer autonomy. - Digital transformation for operational efficiency. **Information security and privacy** - ISMS aligned with ISO/IEC 27001:2022. - Integration with the NIST Cybersecurity Framework and Center for Internet Security Critical Security Controls. - Compliance with the LGPD (General Data Protection Law) **Accessibility and Inclusion** - Accessible Staircase (-25% delays; -100% with ambulift) - Hidden Disabilities Sunflower. - Priority Lounge at GRU **Brand management and responsible marketing** - Public Code of Ethics. - Prohibition of exaggerated claims. - Monitoring of sustainability perception.	**Just culture and voluntary reporting:** a mechanism that encourages the early reporting of failures or unsafe conditions. **IOSA recertification with a risk-based approach:** mitigation of regulatory and reputational risks. **Critical risk management:** fatigue management program; Routine alcohol and drug testing; mental health support for critical roles. **Third-party management:** Assessment and monitoring of regulatory compliance. **Participation in international technical forums:** anticipation of emerging risks and exchange of best practices.
Metrics	**Emissions intensity (ASK):** g CO_2e / ASK. **Emissions intensity (RPK):** g CO_2e / RPK. **Reduction in specific fuel consumption:** / 100 PKM.	NPS	Zero aviation accidents
Target year	2025. The target year 2025 corresponds to the current reporting period, since the objectives related to energy efficiency, emissions intensity, customer experience, and operational safety are of a continuous and structural in nature.	2025. By their nature, they do not represent goals with a single completion date, but rather permanent performance indicators monitored annually within a model of continuous improvement.	2025. In the case of the zero-fatality objective, this is an ongoing commitment, renewed with each operational period.

Progress	**Emissions intensity (ASK):** 65.28 g CO_2e/ASK (vs. 65.56 in 2024). **Emissions intensity (RPK):** 78.01 g CO_2e/RPK (vs. 79.13 in 2024). **Specific fuel consumption:** 3.09 L/100 PKM (vs 3.13 in 2024).	NPS: 40 in 2025 (100% coverage).	Accidents: 0.

(CSA_ Material Issues for External Stakeholders, Materiality Metrics for External Stakeholders) - Material topics relevant to external stakeholders

Impact	Energy and climate management	Customer experience
Cause of impact and coverage	GOL's flight operations generate environmental impacts primarily through: Consumption of aviation fuel (Jet A1) on commercial flights. Energy consumption in ground operations (hangars, offices, auxiliary equipment). Supply chain activities related to fuel, maintenance, and airport services. These activities are responsible for direct GHG emissions (Scope 1) and indirect emissions associated with energy (Scope 2), as well as a significant portion of Scope 3. **Coverage:** The impact assessment covers 100% of the Company's own flight operations and direct energy consumption under the Company's operational control.	External impacts related to the customer experience stem from: - Provision of air transportation services (on-time performance, cancellations, baggage handling). - Customer service and after-sales channels. - Management of operational contingencies. - Commercial policies and transparency in fare information. - Protection and use of customers' personal data. - Services provided by third parties that interact with passengers (ground handling, call centers, airport services). **Coverage:** The assessment covers 100% of commercial and customer service operations under GOL's operational control.
External stakeholder groups or areas of impact assessed	**Environment** (climate system, air quality, natural resources). **Society at large,** including communities exposed to the effects of climate change.	**Consumers/passengers** (end-users). **Society,** to the extent that air connectivity impacts mobility, access to opportunities, and economic development.

External stakeholder groups or areas of impact assessed	**Consumers/end users,** due to potential regulatory impacts affecting prices or service availability	**External suppliers** who interact with customers, considering that the experience also depends on the extended service chain.
Type of impact	Negative	Positive and negative
Relevance of the topic to external stakeholders	Energy and climate management is material to external stakeholders because: - GHG emissions contribute to climate change, causing global warming, extreme weather events, and changes in ecosystems. - The combustion of aviation fuel impacts air quality, with potential indirect effects on public health. - Contributions to climate change can lead to social impacts, such as increased vulnerability of communities, damage to infrastructure, and economic impacts resulting from extreme events. The impact is predominantly negative, associated with GHG emissions, although there may be positive impacts through: - Emissions reductions through energy efficiency. - Use of sustainable aviation fuels (SAF). - Operational optimization that reduces carbon intensity.	**Potential negative impacts include:** - Deterioration in passenger quality of life due to delays or cancellations. - Individual economic losses due to disruptions. - Personal data breaches. - Lack of transparency in commercial information. - Decreased consumer confidence. **Positive impacts include:** - Improved connectivity and mobility. - Access to professional, educational, and family opportunities. - Safe and reliable travel experience. - Effective protection of personal data. - Clear information and transparent terms and conditions. The impact can be positive or negative, depending on the quality and consistency of the service provided. Given the volume of passengers transported, the scope of the impact is significant in terms of magnitude and extent
Outcome metric	3,488,845.598 total CO_2 emissions – Scope 1 (tons). 461.53 total CO_2 emissions – Scope 2 (tons). 35,453.85 energy consumption (GJ). 46,871,222.70 fuel consumption (GJ).	**90.36%** of flights land within 15 minutes of the scheduled time. Customer NPS: **40**

Outcome metric		**0** complaints regarding customer privacy violations from third parties or regulatory bodies.
Impact assessment	Environmental value lost/gained: emissions reduction, efficiency, and customer-related risks	Social return on investment: service quality and accessibility
Impact metric	Emissions reduction of 158,611 tCO_2eq as a direct result of our operational efficiency initiatives. Fuel consumption reduction initiatives: the main actions focus on three fronts: **On the ground,** reducing fuel consumption during taxiing by shutting down the Auxiliary Power Unit (APU), replaced by electric equipment, single-engine operation, and optimization of taxiing times based on historical data. **In flight,** improving the operational profile by shortening routes, using the FDA (Flight Deck Advisor) system to balance speed and fuel consumption, optimization of climb speeds (OptiClimb), and adjustments to the use of flaps and thrust reversers. **In terms of weight and planning,** greater accuracy in fuel loading and reduction of onboard weight, including improvement in planned weight, selection of alternate airports based on weather, and reduction of fuel contingency planning and removal of unnecessary items on board.	% improvement in satisfaction (NPS).

Annex: Methodology of the GOL Institute's Social Indicators

GOL Institute Methodology

1. Scope of the reported indicator

The reported beneficiary indicator is based on data collected at the program level across all GOL Institute initiatives through accountability reports submitted via a standardized reporting form.

2. Definition of "beneficiaries"

For the purposes of this report, beneficiaries include:

- **Direct beneficiaries:** individuals who receive services or support through program activities (for example, flight ticket allocations or the transportation of goods).

- **Indirect beneficiaries:** individuals reached through expanded service capacity, knowledge transfer, or community-level interventions enabled by the transportation of people or by the implementation of programs made possible by GOL's air operations.

3. Methodology for estimating impact

The impact calculation follows a network-based approach, incorporating the following elements:

3.1 Relationship between transportation and program implementation

Donated tickets, miles, and cargo transport capacity act as logistical enablers, supporting:

- The travel of technical teams, volunteers, and specialists, as well as the transportation of the technical equipment required.
- The implementation of social, educational, and community development programs.
- The transfer of knowledge and "social technologies" to remote or vulnerable areas.

3.2 Beneficiary mapping

We are responsible for:

- Identifying and reporting the individuals reached through transportation-related program activities.
- Differentiating, whenever possible, the types of beneficiaries (for example, service beneficiaries, trained individuals, and communities reached).

Examples observed in program data include activities in the following areas:

- Health and medical care.
- Education and capacity building.
- Community income generation and infrastructure.
- Humanitarian assistance in vulnerable regions.

3.3 Consolidation of results

The reported beneficiary figures are:

- Aggregates among all participating organizations.
- Consolidated at the program level.
- Not adjusted for potential overlaps among indirect beneficiaries, except where such overlaps were explicitly identified.

4. Key assumptions and limitations

The methodology is subject to the following limitations:

- **Attribution approach:** impacts are attributed to the programs based on the enabling role of the donated transportation, rather than on the direct provision of services by GOL.
- **Potential overlaps:** some individuals may be counted in more than one category (for example, as both direct and indirect beneficiaries), depending on the reporting practices adopted.

5. Transparency statement

The number of beneficiaries disclosed in this report is intended to reflect the **social impact generated by the programs and enabled by mobility,** rather than a direct count of people transported.

The methodology described in this annex is presented to ensure that:

- The basis of the reported information is clear and understandable.
- The scope and limitations of the data are transparent.
- The reported impact is neither overstated nor misinterpreted.

INDEPENDENT PRACTITIONER'S LIMITED ASSURANCE REPORT ON GOL LINHAS AEREAS S.A.'s IDENTIFIED SUSTAINABILITY INFORMATION

(A free translation from the original in Portuguese)

Santiago, July 27, 2026

To the Shareholders and Board of Directors
GOL Linhas Aereas S.A.

Scope

We have undertaken a limited assurance engagement on the sustainability information identified below included in GOL Linhas Aereas S.A.'s Corporate Responsibility Report for the year ended on December 31st, 2025 ('the 2025 Corporate Responsibility Report') (the 'Identified Sustainability Information'). This engagement was conducted by a multidisciplinary team.

Identified Sustainability Information

The Identified Sustainability Information for the year ended on December 31st, 2025, is specified on the column "Verification" in the tables in the "Content Summary" tables on pages 93 to 121.

Our limited assurance engagement was performed on the year ended December 31st, 2025, information only and we have not performed any procedures with respect to earlier periods or any other elements included in the 2025 Corporate Responsibility Report and, therefore, do not express any conclusion thereon.

Criteria

The criteria used by GOL Linhas Aereas S.A.'s to prepare the Identified Sustainability Information are set out in section "About this Report" on page 5 of the 2025 Corporate Responsibility Report (hereinafter "the Criteria") and consider the standards of the Global Reporting Initiative (GRI) and the Corporate Sustainability Assessment (CSA) conducted by S&P Global.

Oficinas

Santiago: Av. Isidora Goyenechea 2800, piso 10, Torre Titanium, Las Condes
Concepción: Chacabuco 1085, pisos 8 y 9, Edificio Centro Sur
Viña del Mar: Av. Libertad 1405, of. 1704, Edificio Coraceros
Puerto Montt: Benavente 550, piso 10, Edificio Campanario

Oficina de parte: Av. Andrés Bello 2711, piso 1, Torre de la Costanera, Las Condes, Santiago
Teléfono Central: (56) 9 3861 7940
www.pwc.cl

GOL Linhas Aereas S.A.'s Responsibility for the Identified Sustainability Information

GOL Linhas Aereas S.A.'s management is responsible for the preparation of the Identified Sustainability Information in accordance with the Criteria. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of Identified Sustainability Information that is free from material misstatement, whether due to fraud or error.

Inherent limitations

The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measures and measurement techniques and can affect comparability between entities. In addition, GHG quantification is subject to inherent uncertainty because of incomplete scientific knowledge used to determine emissions factors and the values needed to combine emissions of different gases.The selection by management of different but acceptable measurement techniques could have resulted in materially different amounts or metrics.

Our independence and quality management

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

The firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Santiago, July 27, 2026
GOL Linhas Aereas S.A.
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Our responsibility

Our responsibility is to express a limited assurance conclusion on the Identified Sustainability Information based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board. These standards require that we plan and perform this engagement to obtain limited assurance about whether the Identified Sustainability Information is free from material misstatement.

A limited assurance engagement involves assessing the suitability in the circumstances of GOL Linhas Aereas S.A.'s use of the Criteria as the basis for the preparation of the Identified Sustainability Information, assessing the risks of material misstatement of the Identified Sustainability Information whether due to fraud or error, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the Identified Sustainability Information. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above we:

- Made inquiries of the persons responsible for the Identified Sustainability Information.
- Obtained an understanding of the process for collecting and reporting the Identified Sustainability Information;
- Performed limited substantive testing on a selective basis of the Identified Sustainability Information at corporate head office to check that data had been appropriately measured, recorded, collated and reported; and is consistent with its supporting documents and/or comes from sources that have verifiable supports;
- Verified that the financial information included as part of the Identified Sustainability Information is derived either from accounting records or from financial statements audited by an independent auditing firm as of December 31st, 2025.

Santiago, July 27, 2026
GOL Linhas Aereas S.A.
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The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether GOL Linhas Aereas S.A.'s Identified Sustainability Information has been prepared, in all material respects, in accordance with the Criteria.

Limited assurance conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that GOL Linhas Aereas S.A.'s Identified Sustainability Information included in the Corporate Responsibility Report for the year ended on December 31st, 2025, is not prepared, in all material respects, in accordance with the Criteria.

DocuSigned by:
12305B69BAF4485...
Gonzalo Riederer H.
Partner

PricewaterhouseCoopers

GOL