





SUS TAIN ABILI TY

REPORT
2011

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CUJIA BÁRE CIFE

*Many people
saw the ocean
for the first
time.*

01

INTRODUCTION

MESSAGE FROM THE CHAIRMAN

GRI 1.1

In 2011, GOL reached the significant milestone of close to 200 million passengers transported, an industry record for such a relatively young airline which will complete 11 years of operations on January 15, 2012. Webjet, a GOL subsidiary, reached the 15-million-passenger mark.

The Brazilian market continued to outgrow the global sector, expanding by 16% in 2011 over 2010, equivalent to 6.0 times annual GDP growth.

2011 was characterized by the strengthening of GOL's strategic positioning in preparation for the coming periods, even at a time when operating margins were severely jeopardized. The Company firmly believes that it has the most appropriate business model for Brazil. Even after a year of intense competition, coupled with a volatile economic scenario, it maintained high levels of liquidity, with a cash position of more than R\$2.3 billion, equivalent to 31% of net revenue in the last 12 months.

The Company is also in a comfortable situation in regard to debt amortization in the next three years, having adopted measures to ensure that its strategy is sustainable in the long term. Given a background of higher fuel costs and a more expensive dollar, it is vital to retain the low-cost leadership. With this in mind, GOL has been adapting to the new situation, seeking greater flexibility for disciplined and long-lasting growth in the years ahead. It implemented several initiatives that will reduce fixed costs in 2012 and help control pressure from fuel prices, foreign exchange volatility and the recent increase in airport fees. Examples include the return of five Boeing 767s (large, less efficient aircraft, used for long-haul flights and resulting from the acquisition of Varig which are not aligned with GOL's operational model); the maintenance agreement with Delta TechOps, which will ensure financial benefits in regard to engine maintenance, fuel-saving measures, the rationalization of the workforce in order to adapt to the new growth scenario, and the constant revision of aircraft maintenance procedures.

One of the year's main strategic initiatives was the acquisition of Webjet, which closed the



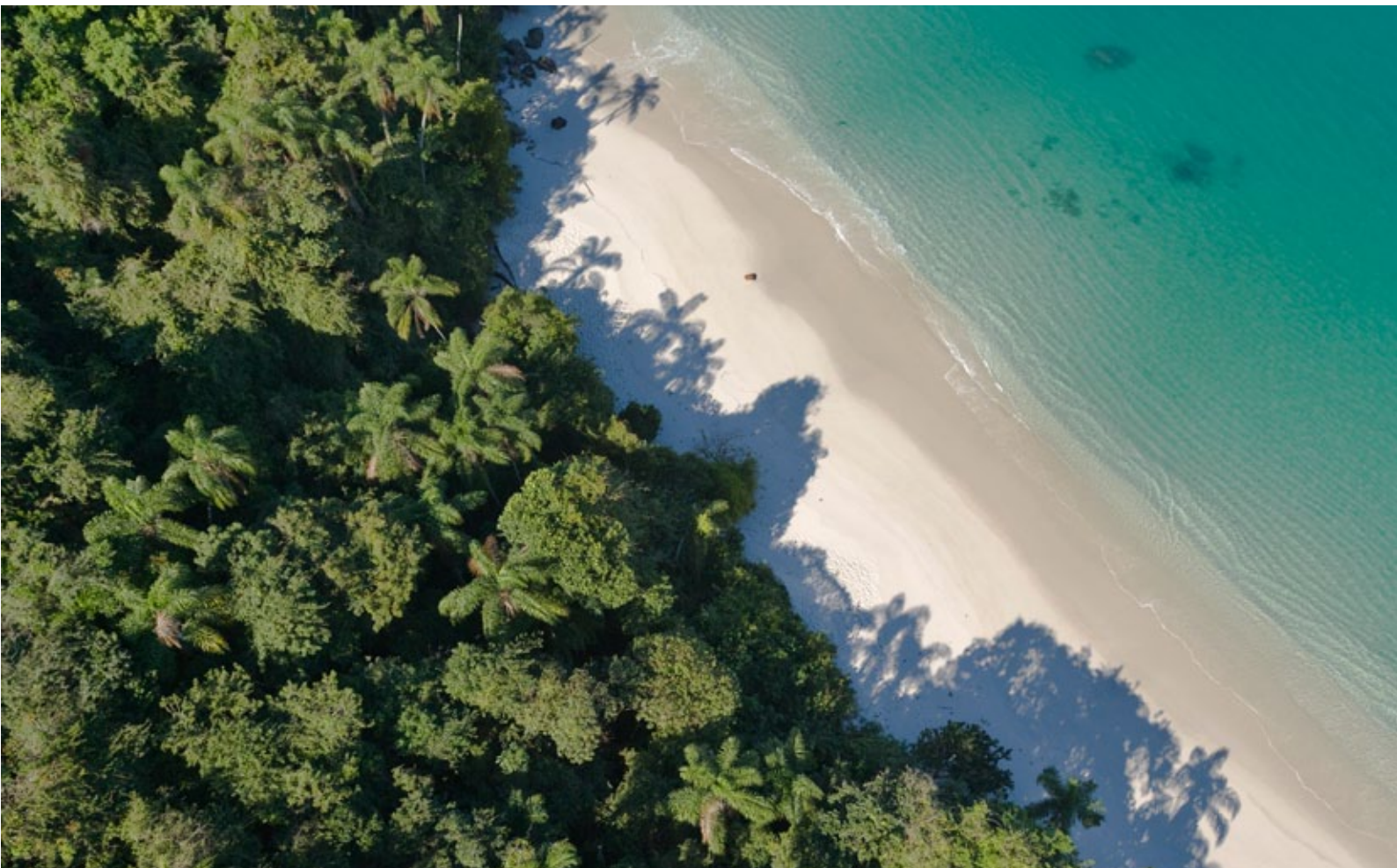
Cuiabá

year with 26 aircraft, a move that underlined the Company's belief in the Brazilian aviation industry in the coming years. The acquisition strengthened our presence at the country's leading airports and allowed us to offer our clients a more complete route network, with even more competitive costs. GOL is fully confident in the merit of the transaction, especially due to the similarities between both companies' profiles, given that Webjet's main competitive advantages are its dynamic operations, low-cost DNA and continuous pursuit of service excellence. Its aircraft are also compatible with GOL's fleet. The two companies are currently working together to implement the best possible aviation practices.

As we have mentioned previously, our strategy also envisages strengthening alliances with international long-haul airlines, so that more passengers visit Brazil through GOL's

services and so that the Company can sell international destinations without giving up its focus on short and medium-distance flights with a standardized fleet. With this in mind, in December 2011 we entered into an agreement with Delta, which will allow GOL clients to fly to more than 70 countries, with a focus on the Brazil-USA corridor, which will be one of the fastest-growing routes in the coming years.

It is also worth mentioning the role of ancillary revenue, which has been moving up steadily. GOLLOG, our cargo unit, extended its coverage from 2,200 to 3,400 cities, inaugurated the Guarulhos Cargo Terminal at the beginning of 2012 and increased its share of total net revenue from 3.5%, in 2010, to 4.0%. Another important contributor to ancillary revenue is the SMILES relationship program, whose membership reached eight million in 2011 and which began to be treated as a business



Recife

unit with independent management and operational flexibility in order to maximize the program's attractiveness.

We also made progress on the client focus front, exemplified by the remote passenger check-in ratio which moved up from 15% in December 2010 to 35% in December 2011, thanks to the improved functionality of GOL's website and the higher number of self-service kiosks at the country's main airports.

It is also worth highlighting the launch of the entertainment platform GOL no Ar (GOL on Air), which gives passengers free access to an interactive media portal created by GOL with the help of specialized companies via notebook, smartphone or tablet. We are the first low-cost airline to offer this type of service in Latin America and it is already available in 48 aircraft and on 40% of our flights, equivalent to around 300 daily

departures. We also expanded our on-board food sales, which are now a regular feature on most flights lasting longer than 75 minutes.

In a publication such as this, it is essential to mention the consistent maturation of our sustainability. We are fully aware that being sustainable means pursuing long-lasting growth and development. Consequently, all our measures to improve operational efficiency have this goal in mind. And the same can be said for our initiatives on the social and environmental management front, which include the publication of a sustainability report based on Global Reporting Initiative (GRI) guidelines, of which this is the second edition; the publication of our first greenhouse gas emission inventory, based on the GHG Protocol; and the continuing activities of the GOL Institute, located in the Aircraft Maintenance Center, which trains aircraft maintenance personnel.

Our low-cost, low-fare DNA will be strengthened and healthy results will stage a gradual come-back, always underpinned by the Company's primary values of safety, sustainability, innovation, profitability and a total focus on the client.

Finally, I would like to reaffirm that GOL has been preparing for a new stage of growth and profitability. The Company is focusing on returning as quickly as possible to profit levels that ensure an adequate return on investments, as in previous years. Our medium and long-term vision remains intact. The cost-cutting measures will facilitate the expansion of our business model in the domestic market, our low-cost, low-fare DNA will be strengthened and healthy results will stage a gradual come-back, always underpinned by the Company's primary values of safety, sustainability, innovation, profitability and a total focus on the client.

Constantino de Oliveira Junior
Chairman of the Board of Directors



Constantino de Oliveira Junior and Paulo Sérgio Kakinoff

GOL WELCOMES ITS NEW CEO

In June 2012, during the preparation of this report, GOL Linhas Aéreas Inteligentes S.A. announced that Paulo Sérgio Kakinoff had been elected as the Company's new CEO, replacing Constantino de Oliveira Junior. The transfer took place on July 2.

As a result, Kakinoff vacated his seat on the Board of Directors, where he had been a member since 2010. Constantino de Oliveira Junior was subsequently elected Chairman of the Board of Directors. No other changes were made to the composition of the Board.

Constantino Junior stated that the "arrival of Kakinoff represents yet another step forward for the Company's corporate governance. He brings a proven track record, as well as a fresh dynamic and extensive management experience." Prior to taking up office, Kakinoff had spent 19 years with the Volkswagen Group, most recently as the CEO of Audi Brasil. More information on the professional experience of the new CEO can be found on page 83.

ABOUT THE REPORT

For the second consecutive year, GOL has prepared its Sustainability Report based on Global Reporting Initiative (GRI) guidelines, an international standard for reporting economic, social and environmental performance. By adopting these parameters, GOL ensures that its accountability with its various stakeholders is reinforced through added transparency and credibility. The new criteria also allow for international comparisons between different years and companies, and provide the Company with yet another initiative to further strengthen its brand image.

The continuing use of the GRI model also helps improve GOL's sustainability management, which covers everything from raising the awareness of and engaging the Company's internal stakeholders in regard to social, economic and environmental performance issues to enhancing the mechanisms for measuring, monitoring and analyzing results.

The information contained in this report encompasses the activities of GOL Linhas Aéreas Inteligentes S.A. (more information on the Company's corporate structure can be found on page 16), through its six administrative units and its 63 bases at domestic airports. The international airport bases are only taken into account when there is a response to a given indicator.

GRI 2.6 | 3.6 | GRI 3.7 | GRI 3.8

The report is published annually and this edition covers the period between January 1 and December 31, 2011. Given its scope, it falls into level B+ of the GRI framework, where levels A, B and C refer to the number of indicators reported. The indicators were externally verified, as described on page 86. GOL was the first Brazilian airline to publish a sustainability report that adheres to level B, with external auditing of the reported data.

GRI 3.1 | GRI 3.3

GOL responded to 42 mandatory profile indicators, in addition to 61 performance indicators, 20 of which are mandatory,

including at least one from each of the following categories: Economic, Environment, Labor Practices and Decent Work, Human Rights, Society and Product Responsibility. It also supplied information on how the indicators in each category are managed. The techniques for measuring the data adhere to GRI protocols, widely accepted methodologies or methodologies systematically used by GOL.

GRI 3.9

There was an increase in the number of indicator responses between 2010 and 2011, in line with the Sustainability Coordinating Committee's target of broadening the scope of the report and increasing the volume of monitored indicators. The 2011 report provides responses to 103 indicators, 10 more than the 93 recorded in 2010. There were no reformulations of information provided in the previous reports. GRI 3.10 | GRI 3.11

This report in PDF format was compiled in Portuguese and English and is available on GOL's Investor Relations website: www.voegol.com.br/ri. At the end of this document there is a specific index to help locate the responses to the GRI indicators, with the chapter and page numbers where the information can be found. The indicator responses in each respective passage are highlighted throughout the document.





DEFINING THE CONTENT

GRI 3.5 | GRI 4.14 | GRI 4.15 | GRI 4.16 | GRI 4.17

The process of determining the content of the report was essentially divided into three stages: appointing the project leaders; defining possible topics of interest to readers, identified by a group of employees involved in indicator response; and defining issues suggested through consultations with stakeholders, which took place in 2010 when the first sustainability report was being prepared.

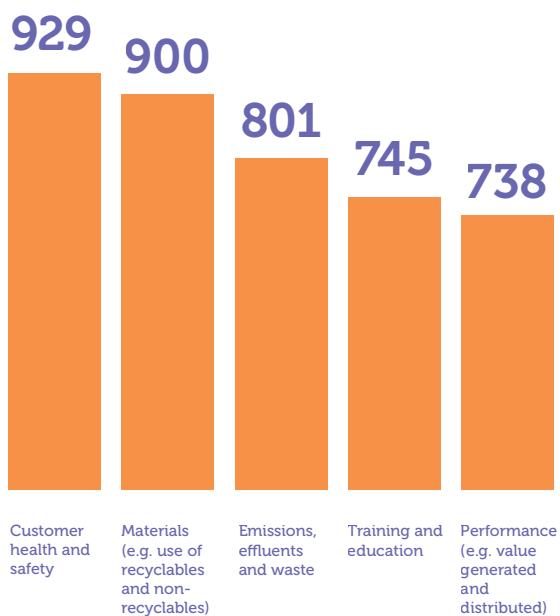
In April 2012, those employees involved in responding to the GRI indicators took part in the 2011 Sustainability Report Workshop, promoted by the Sustainability Coordinating Committee, together with representatives of the project's partner companies, at which an exercise was proposed to survey possible topics of interest to readers of the report. After being divided into groups, the participants assumed the role of specific GOL stakeholders (employees/unions, investors, suppliers, clients and the media) and were asked to present the issues they considered most relevant to the sustainability report. A large portion of the topics suggested at that time have been included in this report, including a company profile, information on contracts with suppliers, the launch of on-board sales, financial results, and social and environmental responsibility initiatives.

The decision to consider the results of the 2010 consultations when planning the content of this report was made in the belief that the issues in question were still of great importance to the organization and its stakeholders, and also to give the Company an opportunity to improve its handling of these issues in the current publication.

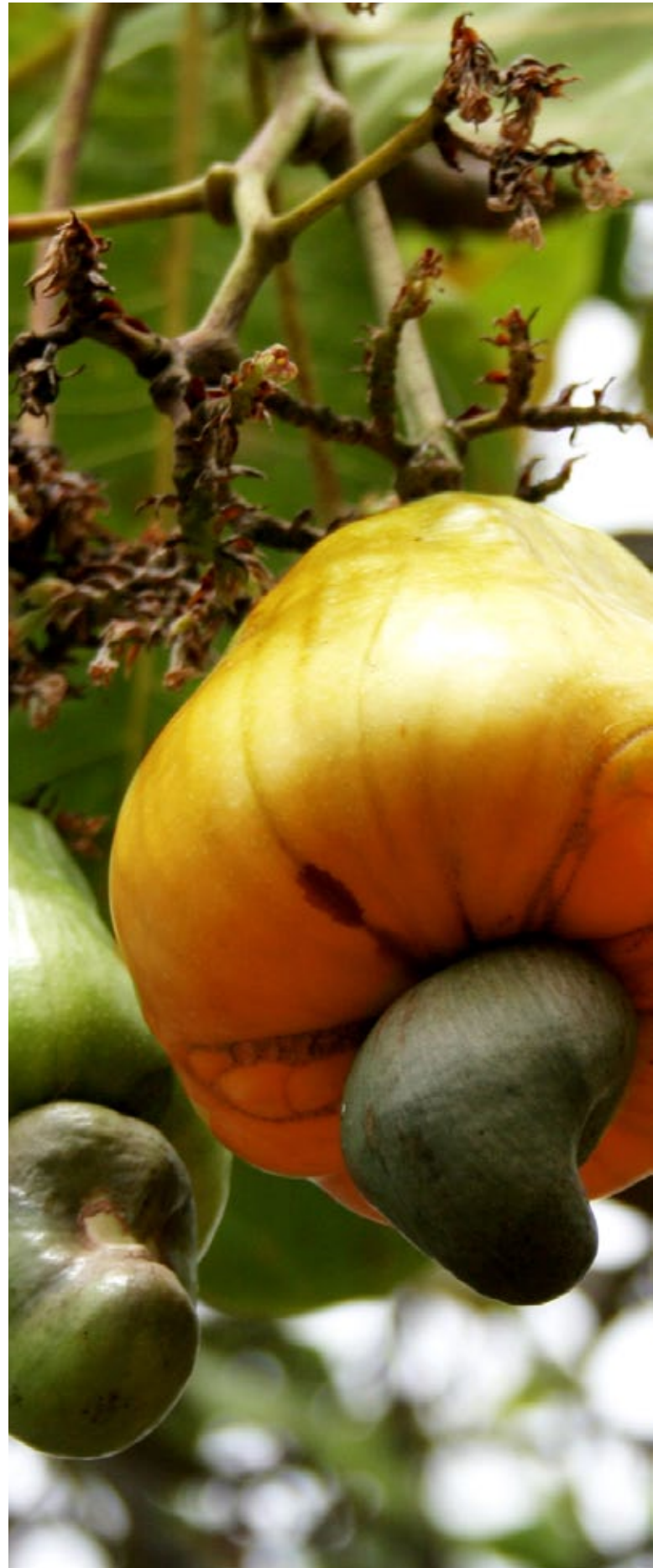
As detailed in the 2010 report, these consultations were carried out over the internet with employees, investors, suppliers and customers. The groups were chosen after the Company's Social Responsibility area – now the Sustainability Coordinating

Committee – had implemented an analytical and prioritization process, taking into account the impact of relations with the Company's different stakeholder groups, as well as technical issues that limited the scope of the groups consulted. The analysis included direct and outsourced employees, individual and corporate customers, investors, the media, suppliers, regulatory and government agencies, civil society, social, environmental and sector entities (including NGOs), trade unions, and companies with whom GOL maintains strategic alliances.

The stakeholder survey involved 2,488 people who were asked to choose five of the 34 main aspects covered by the GRI performance indicators. Considering all responses, the issues of greatest interest were, in descending order: 1) Customer health and safety; 2) Materials (environmental aspects); 3) Emissions, effluents and waste; 4) Employee training and education; and 5) Economic performance. These issues are addressed throughout this report.



Main topics selected by stakeholders



*Some people had
lunch with family
on a Sunday and
spent time with
their loved ones.*

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02

GOL LINHAS ÁEREAS INTELIGENTES

PROFILE

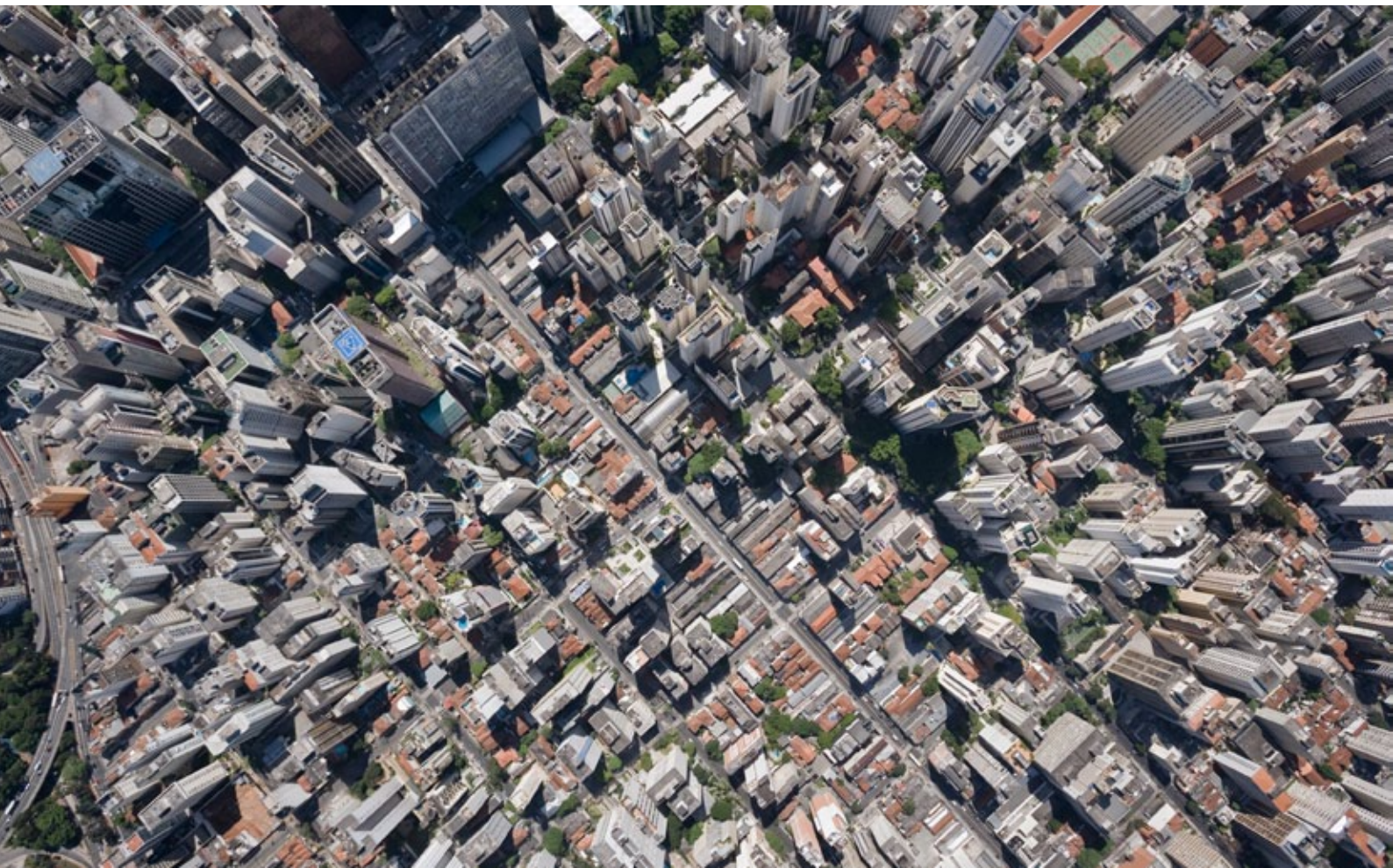
GRI 2.1 | GRI 2.2 | GRI 2.6 | GRI 2.7 | GRI 2.8

GOL Linhas Aéreas Inteligentes S.A. is Latin America's largest low-cost, low-fare airline and was founded in 2001 with a mission to popularize and democratize air transport in Brazil and South America. Its strategy is based on profitable growth resulting from a low-cost structure and high-quality customer service, which allows it to offer reduced fares and, consequently, a transport option that is accessible to all. As a result, more than 10 million people have had the opportunity to fly for the first time.

Through its five strong brands – GOL, VARIG, SMILES, VOE FÁCIL and GOLLOG – the Company has a market share of over 40%. In order to build its history of achievement and growth, it relies on 18,781 employees and a

young, modern and standardized fleet of 123 Boeing 737-700 and 737-800 Next Generation aircraft, the safest and most comfortable in their class, with high utilization and efficiency rates. GOL operates around 900 daily flights to 63 destinations connecting all the major cities in Brazil, as well as 13 international markets in South America and the Caribbean. The Company also offers access to an additional 12 Brazilian destinations through agreements with regional airlines.

The expansion of the Company's business and the fulfillment of its mission received a major boost from the acquisition of VRG Linhas Aéreas S.A. in 2007, which increased GOL's operational penetration and strengthened its presence in strategic destinations used mainly by business travelers. The acquisition also involves the SMILES mileage program, the largest customer relationship program in Brazil, which allows participants to accumulate



São Paulo

miles and redeem them for tickets to more than 560 locations worldwide on flights operated by strategic partners.

In addition to its strong, profitable growth and the democratization of air transport, another historic achievement by GOL has been its use of cutting-edge technology. The company revolutionized the civil aviation industry in Brazil by concentrating its sales over the internet and introducing the concept of intelligent, on-line check-in, while also being the first Brazilian company to allow passengers to check-in entirely by phone.

Thanks to business model based on structures, systems and controls that prioritize service quality, advanced technology, fleet safety and standardization, and the motivation and

productivity of its team, GOL has established itself as one of the industry leaders.

In 2011, the Company continued to modernize its operations, systems and procedures in preparation for further growth in the coming years. GOL closed 2011 with net revenue of R\$7.5 billion and total capitalization of R\$7.2 billion, comprising R\$5 billion in loans and financing and R\$2.2 billion in shareholders' equity.





Salvador

MISSION, VISION AND VALUES

GRI 4.8

MISSION

To bring people together with safety and intelligence.

VISION

To be the best airline to travel with, work for and invest in.

VALUES

- Safety
- Innovation
- Focus on the client
- Driven by results
- Sustainability

CORPORATE STRUCTURE

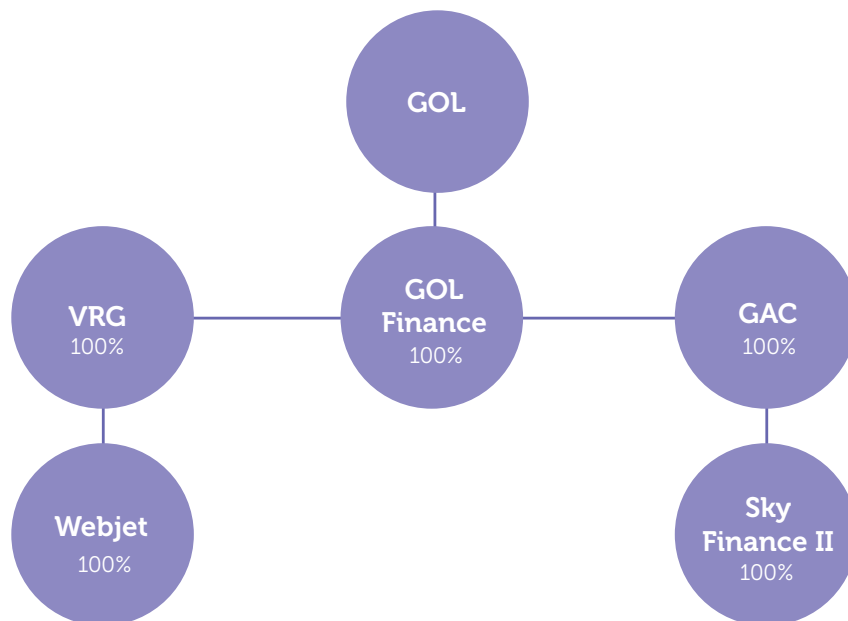
GRI 2.3

GOL Linhas Aéreas Inteligentes is a holding company with direct or indirect interests in four subsidiaries: VRG Linhas Aéreas S.A. ("VRG") and three foreign financial subsidiaries, GOL Finance and GAC Inc. ("GAC"), the latter of which is the direct controlling shareholder of Sky Finance (SKY).

VRG is the Company's operational subsidiary, through which GOL runs its business under the GOL and VARIG brands. On September 23, 2008, a corporate restructuring was concluded, through which VRG incorporated and succeeded GOL Transportes Aéreos S.A. ("GTA") and GTI S.A. ("GTI"), both Company subsidiaries, assuming all their rights and obligations. As the only subsidiary currently authorized by the National Civil Aviation Agency (ANAC), through a public concession, to offer regular passenger and cargo transport services, which represent GOL's main source of operating revenue, VRG is responsible for almost all of the Company's revenue.

Through VRG, GOL acquired outright control of Webjet in a transaction approved by CADE, Brazil's antitrust authority, in 2012. GOL Finance, GAC and SKY are foreign companies that were founded in order to facilitate the raising of capital and the financing of aircraft acquisitions in financial and capital markets abroad.

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Organizational Structure

OWNERSHIP STRUCTURE*

GRI 2.9

BlackRock, Inc. ("BlackRock") sold its preferred GOL shares. On January 31, 2010, it held 4,993,273 preferred shares and 1,891,664 American Depositary Receipts (ADRs - equivalent to preferred shares), representing approximately 5.17% of GOL's preferred capital. On October 10, 2011, the portfolios managed by Wellington Management jointly acquired 6,722,298 preferred shares issued by the Company, representing 5.04% of the free float. On October 17, 2011, Fidelity Investments announced that it holds, on behalf of the portfolios and funds managed by FMR LLC or its subsidiaries, the equivalent of 7,033,500 preferred GOL shares.

INDIRECT INVESTMENT BY DELTA

On December 7, 2011 GOL informed its shareholders and the market in general that it had signed a binding agreement regarding the acquisition, by the American company Delta Air Lines, of a strategic minority interest of US\$100.0 million in preferred Company shares.

A December 21, 2011 meeting of the Board of Directors approved a capital increase

of R\$295.8 million, with the possibility of partial ratification, through the private issue of 13,445,235 shares, 6,825,470 of which common and 6,619,765 preferred. This transaction remained open during the first half of 2012, due to the exercise of preemptive rights by the Company's shareholders to subscribe to the shares resulting from the capital increase, subject to ratification. At the same time, Delta Air Lines acquired 8,300,455 of the Company's preferred shares from Fundo Volluto, through the conversion of shares into American Depositary Receipts (ADRs). Fundo Volluto made an advance on a future capital increase of R\$182.6 million (US\$100.0 million), which was received with the transfer of its shares to Delta, in order to restore its shareholding position. This advance is linked to the capital increase of 8,300,455 shares, composed of 6,825,469 common shares and 1,474,986 preferred shares, at a price of R\$22.00 per share.

The capital increase promoted by the Company in the context of the Delta transaction has not yet been ratified. Consequently, shareholders' equity remains unaltered in relation to December 31, 2011. However, with this transaction, Delta became a shareholder and holds 3.1% of the Company's capital stock.

	Common Shares	%	Preferred Shares	%	Total	%
Fundo de Investimento em Participações Volluto	137,032,718	100.0%	29,612,824	22.2%	166,645,542	61.6%
Board of Directors and Executive Officers	16	0.0%	2,006,142	1.5%	2,006,158	0.7%
Treasury Shares	-	-	3,724,225	2.8%	3,724,225	1.4%
Delta Airlines Inc	-	-	8,300,455	6.2%	8,300,455	3.1%
Fidelity Investments	-	-	7,033,500	5.3%	7,033,500	2.6%
Wellington Management Company	-	-	6,722,298	5.1%	6,722,298	2.5%
Market	-	-	75,957,826	57.0%	75,957,826	28.1%
Total	137,032,734	100,0%	133,357,270	100.0%	270,390,004	100.0%

*Ownership structure on December 31, 2011.

GOL'S DESTINATIONS

GRI 2.5 | GRI 2.8

DOMESTIC

14 destinations in the Southeast

Bauru – SP
Belo Horizonte – MG
Campinas – SP
Montes Claros – MG
Presidente Prudente – SP
Ribeirão Preto – SP
Rio de Janeiro – RJ (Galeão and Santos Dumont)
São Paulo – SP (Congonhas and Guarulhos)
São José do Rio Preto – SP
São José dos Campos – SP
Uberlândia – MG
Vitória – ES

4 destinations in the Midwest

Brasília – DF
Campo Grande – MS
Cuiabá – MT
Goiânia – GO

12 destinations in the North

Belém – PA
Boa Vista – RR
Carajás – PA
Cruzeiro do Sul – AC
Ji-Paraná – RO
Macapá – AP
Manaus – AM
Marabá – PA
Palmas – TO
Porto Velho – RO
Rio Branco – AC
Santarém – PA

10 destinations in the South

Caxias do Sul – RS
Chapecó – SC
Curitiba – PR
Florianópolis – SC
Foz do Iguaçu – PR
Joinville – SC
Londrina – PR
Maringá – PR
Navegantes – SC
Porto Alegre – RS

21 destinations in the Northeast

Aracaju – SE
Barreiras – BA
Campina Grande – PB
Caruaru – PE
Fernando de Noronha – PE
Fortaleza – CE
Ilhéus – BA
Imperatriz – MA
João Pessoa – PB
Juazeiro do Norte – CE
Maceió – AL
Mossoró – RN
Natal – RN
Petrolina – PE
Porto Seguro – BA
Praia dos Carneiros – PE
Recife – PE
Salvador – BA
São Luís – MA
Teresina – PI
Vitória da Conquista – BA

INTERNATIONAL

14 destinations abroad

Aruba – Caribbean
Asunción – Paraguay
Barbados – Caribbean
Buenos Aires – Argentina (Aeroparque and Ezeiza)
Caracas – Venezuela
Córdoba – Argentina
Curaçao – Caribbean
Montevideo – Uruguay
Panama City – Panama
Punta Cana – Caribbean
Rosário – Argentina
Santa Cruz de La Sierra – Bolivia
Santiago – Chile



STRATEGIES AND COMPETITIVE ADVANTAGES

GRI 1.2

To ensure that its path to growth is sustainable, GOL strives to take advantage of its strongest characteristics, leveraging its most positive features and exploring new opportunities. The Company's strategic positioning has allowed it to obtain distinct competitive advantages in the eyes of its stakeholders.

COMPETITIVE ADVANTAGES

Strong market position based on slots (takeoff and landing times) at Brazil's leading airports.

Since its acquisition of VRG, GOL has become the company with the highest number of flights between Brazil's busiest airports: Congonhas and Guarulhos (São Paulo), Santos Dumont and Galeão (Rio de Janeiro), Juscelino Kubitschek (Brasília), Confins (Belo Horizonte), Salvador (Bahia), Porto Alegre (Rio Grande do Sul), Recife (Pernambuco) and Curitiba (Paraná). The routes between these airports are among the Company's most lucrative, with strong yields, mainly due to business passengers. In Congonhas, an airport with slot restrictions, GOL has led the number of flights to these destinations since 2008.

Exceptionally low operating costs. The Company's operating costs per available seat-kilometer, excluding fuel (CASK ex-fuel), totaled 9.40 cents (R\$) in 2011. GOL believes that this amount, adjusted for the average number of kilometers per flight or stretch, was the lowest in the domestic market and one of the lowest among all low-cost carriers. This opinion is based on the analysis of publicly available information. GOL's business model is based on innovation and best practices, in order to increase operational efficiency. Its main characteristics are:

- **New and standardized fleet.** GOL closed 2011 with an operational fleet comprising 123 Boeing 737-700/800 Next Generation aircraft operated by GOL and 24 Boeing 737-300s operated by Webjet, one of the largest and youngest fleets in Latin America, with an average age of 7 and 18 years, respectively. The Company plans to maintain a fleet composed exclusively of Boeing 737-800



and 737-700 NGs. Owning a standardized fleet reduces inventory costs, given lower demand for replacement parts, reduces the need to train pilots to fly different aircraft models, and simplifies operational and maintenance procedures.

- **Maintenance with advanced technology.** GOL carries out in-house maintenance on its Boeing 737s, having received authorization

To ensure that its path to growth is sustainable, GOL strives to take advantage of its strongest characteristics, leveraging its most positive features and exploring new opportunities.



to do so through IATA Operational Safety Audit (IOSA) certification for its Aircraft Maintenance Center in Tancredo Neves International Airport, in Confins (MG). The Company uses these facilities for fuselage maintenance, preventive maintenance, aircraft paintwork and cabin configuration. With its phased maintenance system for Boeing 737-700 and Boeing 737-800 NGs, the Company is able to carry out this type of work every day without sacrificing aircraft revenue time, while planning preventive maintenance with greater regularity and on dates closer to the use of the aircraft, thereby diluting fixed costs.

Strong liquidity and cash position. GOL believes that its solid liquidity and cash position are essential factors in its success. The strength of its balance sheet increases its ability to establish partnerships, negotiate with suppliers, reduce the impact of financial market volatility on its results, strengthen its financial recovery capacity and ensure the implementation of its growth strategy. One of the strongest items in its balance sheet is “total cash” (cash and cash equivalents, financial investments and short-term restricted cash), which represented 31.1% of the Company’s operating revenue in the last 12 months on December 31, 2011. GOL is also committed to avoiding significant financial debt maturing in less than three years (excluding financial leasing). The Company

believes that a solid balance sheet combined with healthy cash flow will further improve its financial flexibility, allowing it to react rapidly to changes in the market and make the most of new opportunities.

Stimulating demand for services. GOL believes it has created demand for air travel through its differentiated services. The Company identified and encouraged a desire, among both business and leisure travelers, for trips that are safe, convenient, simple and accessible in relation to traditional air travel, as well as travel by bus and car. By combining low fares with simple and reliable service, GOL successfully increased the recognition of its brand, as well as the quality, punctuality and regularity of its product, while strengthening customer loyalty and attracting new groups of passengers in its operational markets. The Company estimates that, on average, between 5% and 10% of its customers are first-time fliers or have not traveled by plane in more than a year.

Household-name brand. GOL believes its brand has become synonymous with innovation and cost-effectiveness in the civil aviation market. Its clients associate the Company with safety, accessibility, excellence, fairness, intelligence and reliability. Its modern and simplified style of providing air transport services has allowed it to stand out in the Brazilian market. Its SMILES and GOLLOG brands and the website www.voegol.com have ensured valuable customer recognition in a variety of business segments and created a tool for diversifying the brand. Its Varig brand is also widely known in GOL’s Brazilian and Latin American markets.

One of the largest customer relationship programs in Latin America. Following the acquisition of VRG, GOL has made SMILES, which it regards as an invaluable customer relationship tool, available to all passengers. The program functions as a source of revenue for the Company, given that it can sell miles directly to companies for marketing purposes or use them for co-branded credit cards. SMILES maintains partnerships with more than 180 companies, including hotel chains, car rental companies, publishing houses and schools. It is also establishing a base for partnerships with some of the largest banks in Brazil and South America and their credit card administrators. At the close of 2011, the program had more than 8.2 million members.

GOL's effective use of technology allows it to maintain low costs and highly efficient operations.

One of Brazil's leading e-commerce companies. GOL's effective use of technology allows it to maintain low costs and highly efficient operations. The Company seeks to maintain simple and convenient distribution channels, in order to allow electronic interaction with customers. In 2011, it sold 88.5% of its tickets through direct sales on its website and through its application interfaces. An additional 6.0% came from sales through the call center and 5.5% through its global distribution system (GDS). Customers can also check in on-line or via their smartphones. As a result of this emphasis on low-cost distribution channels, in 2011 GOL was one of Brazil and Latin America's largest e-commerce companies, with on-line ticket sales of R\$7.0 billion, more than any other airline or publicly-traded e-commerce company in Brazil. Its internet platform also enjoys a high volume of traffic, with more than five million visitors per month. The Company benefits from cost savings associated with automated ticket sales, facilitating passengers' selection of travel options. Its e-commerce platform is also beginning to permit cross-selling with other travel-related products.

High standards of corporate governance and experienced management team. GOL's corporate governance practices exceed those of most publicly-traded companies in the transport industry and the emerging markets, exemplified by the active and efficient use of specialized committees, made up of highly qualified professionals and senior managers, who add value to daily management decisions. The Company has four independent members on its Board of Directors, including the Chairman. It also has a Board member appointed by Delta Air Lines, under the terms of the long-term strategic agreement signed between the two companies. All of GOL's Board members have extensive experience and are internationally recognized in the business finance, business administration and banking areas, and in

the transportation sector. This experience has helped the Company develop the most important elements of its low-cost business model. GOL expects that this will help increase its penetration among Brazil's emerging middle class and generate additional ancillary revenue (cargo and others).

STRATEGIES

GOL's strategy involves capitalizing on its competitive advantages while strengthening its financial recovery capacity, based on four main strategic pillars: increasing passenger transportation revenue, expanding ancillary revenue, reducing costs and increasing financial recovery capacity. To implement these strategies, the Company plans to:

Take advantage of its strong market position in Brazil and Latin America. GOL intends to take advantage of its strong position in the market based on its substantial brand recognition, the largest number of routes and flights connecting Brazil's main airports, its consolidated flight network and the SMILES customer relationship program, in order to increase its penetration in all passenger segments. The Company's main focus is on Brazil, although it does have certain select destinations in South America and the Caribbean that are or will be lucrative and can be integrated into its route network. It also plans to consolidate the market through joint ventures and partnerships, playing a leadership role and strengthening its position as a long-term participant.

Improve operational efficiency and financial recovery capacity. One of the keys to increasing the Company's profitability is to continue reducing operating costs per available seat-kilometer (CASK). GOL intends to remain among the select group of airlines with the lowest operating costs worldwide. It also intends to reduce the average age of its aircraft while focusing on fuel efficiency and optimizing the size of its fleet to ensure high utilization rates. In 2011, this rate was 13.0 block hours per day, versus 12.9 in 2010 and 11.6 in 2009.

The Company strives to reduce CASK through the efficient use of its aircraft, concentrating its efforts on reducing time spent in airport terminals and maintaining a high number of daily flights per aircraft. It continues to adopt technological innovations whenever possible to

reduce its distribution costs and improve its operating efficiency.

GOL has a strong balance sheet and continually defines financial targets in order to further improve its resilience in support of its growth strategy. Currently, it seeks to maintain a cash position of between 20% and 25% of net revenue in the last 12 months and extend its debt profile, avoiding significant debt maturities within a three-year horizon.

Expand the client base. When planning the expansion of its businesses, GOL continues to adjust the frequency of its services, based on the volume and type of demand generated by the areas it serves in Brazil, Latin America and the Caribbean. The Company will continue to popularize this type of travel, making low-cost flights more accessible to a larger portion of the population, including all types of business passengers, through the following measures:

- **Stimulating demand.** GOL's wide range of high-quality services is aimed at popularizing air transport and stimulating demand, particularly from leisure passengers and those on trips for small and medium-sized businesses, who, in the Company's absence, would use another means of transport or would not travel at all. The Brazilian middle income group has experienced significant growth over the last five years. According to the Getulio Vargas Foundation (FGV) and the Brazilian Institute for Geography and Statistics (IBGE), Brazil's emerging middle class increased from 66 million in 2003 to 105 million in 2011.
- **Expanding the route network.** GOL will continue to carefully evaluate opportunities for meeting demand for leisure travel, offering more seats at lower prices, increasing the frequency of flights on existing routes and adding new routes to its network when it senses a demand in the Brazilian market. By offering flights to select destinations in South America and the Caribbean, with stopovers integrated into its network, the Company creates further opportunities for increasing traffic, feeding its network and increasing its overall load factor. It also supports the strategic expansion of its network and stimulates demand for its services.
- **Overhubbing.** GOL estimates that between 40% and 45% of its passengers take flights

with connections. This means that it can expand its network by creating new direct flights between two cities, avoiding the need to make connections through a third. This may also help the Company increase its flight and passenger numbers, despite the current limitations on the number of slots available at the busier airports.

- **Increasing market penetration.** In March 2011, GOL opened three points of sale under the Voe GOL brand in São Paulo's main subway and bus terminals – Itaquera, Sé and Luz – where clients can not only buy tickets, but also change and cancel reservations and obtain information. These locations allow the Company to offer total support to its customers. Also in 2011, GOL opened three more brand stores in São Paulo and four more kiosks in bus and train terminals in Tatuapé (São Paulo), Central do Brasil (Rio de Janeiro), Estação Mercado (Porto Alegre) and Piedade (Salvador).

Increase partnerships. GOL believes it has the best operational platform for expanding its customer base. The Company intends to strengthen its current partnerships and establish new associations with major international airlines in the form of codeshare agreements (transporting passengers whose tickets have been issued by another carrier), in order to further increase its network of international connections, push up load factors and improve profitability. It also evaluates

GOL continues to adjust the frequency of its services, based on the volume and type of demand generated by the areas it serves in Brazil, Latin America and the Caribbean.

GOL intends to continue growing this business, which ensures additional revenue at almost no additional cost

partnerships with financial institutions, retail chains, car rental firms and insurance companies. GOL believes these agreements will generate ancillary and passenger transport revenue, thereby expanding the route network and strengthening the SMILES loyalty program. In February 2011, it signed a strategic maintenance, repair and operations partnership agreement with Delta TechOps, the maintenance division of Delta Air Lines, which will provide overhaul services for approximately 50% of GOL's CFM 56-7 engines and maintenance for parts and components of the Company's fleet of Boeing 737NG aircraft. Delta TechOps will also provide consulting services in regard to maintenance workflow planning, materials and facility optimization, and tooling support and will assist GOL with its efforts to secure Certification from the Federal Aviation Administration (FAA). In exchange, GOL will provide overnight line maintenance services to Delta. At the end of 2011, the Company had 71 interline agreements (involving the sale of stretches of flights by other airlines) and seven codeshare agreements with Delta Airlines, Iberia, KLM, Air France, Qatar Airways, Copa Airlines and American Airlines.

Create new sources of ancillary revenue and expand existing sources. Most of GOL's ancillary revenue comes from cargo (GOLLOG), flight cancellation or rebooking fees, excess baggage fees and other services provided by the Company. GOL intends to continue growing this business, which ensures additional revenue at almost no additional cost, through the following initiatives:

- **Focus on express delivery services.** Through GOLLOG, its cargo transport service, the Company makes efficient use of the extra capacity on its airplanes. With a broad portfolio of services, express delivery accounted for approximately 25% of the Company's cargo revenue in 2011.





- **Continued innovating and the introduction of new businesses to the Brazilian market.**

GOL has a strong history of innovation and introducing new businesses to Brazil. In June 2009, it launched the Buy on Board food and beverage service, ensuring a more flexible and robust on-board service and generating ancillary revenue without increasing its cost structure or fare prices. GOL is also the first airline in Brazil to allow passengers to check in entirely by cell phone. Passengers without baggage can also check in for domestic flights using their iPhone, thereby simplifying the trip for customers.

RISK MANAGEMENT

GRI 1.2 | GRI 4.11

The operations of GOL and its subsidiaries expose it to the following financial risks: market risk (especially fuel prices, exchange rates and interest rates), credit risk and liquidity risk.

The Company's risk management program is designed to mitigate potential adverse effects from operations that may affect its financial performance. Decisions by the Company and its subsidiaries regarding the amount of exposure to be protected against these risks (fuel consumption, exchange rates and interest rates), take into account not only the risks themselves but also the cost of protection.

The Company and its subsidiaries do not hedge 100% of their exposure and are therefore subject to some risk arising from changes in the market. The amount to be protected is determined and reviewed at least once every three months, in line with the strategies set forth by the Risk Policy Committee. GOL also maintains a Financial Policy and Risk Committee (for more details on these committees, see page 84).

The Company's risk management program is designed to mitigate potential adverse effects from operations that may affect its financial performance.

The Company and its subsidiaries protect their future commitments with financial derivative instruments from top-tier banks for cash management purposes.

Information on the main risks affecting the Company's operations is provided below:

Fuel Prices: At the close of 2011, fuel expenditure accounted for 40% of the operating costs and expenses of the Company and its subsidiaries. In both the short and long term, jet fuel prices vary in line with oscillations in the price of crude oil and its by-products. In order to mitigate this risk, the Company and its subsidiaries make use of derivative instruments, mainly pegged to crude oil and, occasionally, to its by-products. Also at the end of 2011, the Company had option, collar and swap contracts (purchase of foreign exchange on demand linked to a future sale). Transactions involving fuel hedges (a financial strategy to protect against variations) are designated as cash flow hedges and are contracted from investment-grade counterparties (companies rated as capable of honoring their commitments) or through the NYMEX (New York Mercantile Exchange).

Foreign Exchange: Foreign exchange risks arise from the possibility of unfavorable variations in the exchange rate of foreign currencies to which the liabilities or cash flow of the Company and its subsidiaries are exposed. Such exposure arises primarily from foreign-currency leasing and financings.

The revenue of the Company and its subsidiaries is mainly generated in Brazilian reais, with a small portion in U.S. dollars, Argentine pesos, Bolivian bolivianos, Chilean pesos, Colombian pesos, Paraguayan guaraníes, Uruguayan pesos and Venezuelan bolivars.

In order to mitigate foreign exchange risks, the Company and its subsidiaries contract U.S. dollar futures and options traded on the BM&FBOVESPA (Securities, Commodities and Futures Exchange). These operations can be carried out through exclusive investment funds, as described in the Company's Risk Management Policy.

Interest Rates: The results of the Company and its subsidiaries are exposed to fluctuations in domestic and international interest rates, especially the Brazilian interbank rate (CDI) and the London Interbank Offered Rate (Libor). The greatest exposure is to financial leasing transactions, indexed to the Libor, and domestic debt.

In the fiscal year ended December 31, 2011, Company and its subsidiaries hedged interest rate risks through swap transactions with investment-grade counterparties.

Credit: Credit risks are inherent to the operational and financial activities of the Company and its subsidiaries and are mostly represented by the accounts receivable and cash and cash equivalent lines, including bank deposits.

The accounts receivable risk comes from amounts payable by the leading credit card operators, whose credit risk is greater than or equal to that of the Company and its subsidiaries, as well as payables from travel agents, installment sales and the government, with a small portion of risk from individuals and other entities.

As defined in the Risk Management Policy, the Company and its subsidiaries have an obligation to evaluate the risk of financial instrument counterparties and diversify its exposure. Consequently, such instruments are only contracted from counterparties with an investment-grade rating from Moody's and S&P, or (mostly) on commodities and futures exchanges (BM&FBOVESPA and NYMEX), thereby substantially mitigating the credit risk. The Risk Management Policy of the Company and its subsidiaries establishes a maximum limit of 20% per counterparty for financial investments.

Liquidity: Liquidity risks take two distinct forms: market liquidity risks and cash flow liquidity risks. The former are related to prevailing market prices and vary in accordance with the type of asset and market in which they are traded, while the latter are associated with difficulties in meeting operational obligations within the scheduled deadlines.

In order to manage liquidity risk, the Company and its subsidiaries invest their resources in liquid assets (government bonds, CDBs and investment funds with daily liquidity) and their respective Cash Management Policies establish that the weighted average term of the debt must be greater than the weighted average term of the investment portfolio. On December 31, 2011, the weighted average term of the Company's financial assets was 22 days and that of its financial liabilities was 5 years. The Company and its subsidiaries protect their future commitments with financial derivative instruments from top-tier banks for cash management purposes.

Capital management: The increase in the leverage ratio between 2010 and 2011 was mainly due to the reduction in shareholders' equity resulting from accumulated losses booked in 2011 and the increase in the total gross debt, both of which were partially offset by the upturn in the total cash position. The Company and its subsidiaries remain committed to maintaining cash and cash equivalents, financial investments and short and long-term restricted cash at approximately 25% of net revenue in the last 12 months.

Risk related to the high level of sector competition: GOL faces fierce competition on its domestic routes from existing airlines and charter flights, as well as potential new entrants, and could also face competition from international carriers as they introduce and expand flights between Brazil, the Caribbean and other destinations in South America. In addition, the Brazilian civil aviation sector as a whole faces competition from ground transportation alternatives, such as those offered by interstate bus companies. In the past, the current players have introduced fares that are lower than GOL's, have increased capacity on their routes in an effort to boost their market shares, or have attempted to conduct their own low-cost, low-fare operations, and they may do

so again in the future (as may potential market newcomers). In such a case, the Company's fares or passenger numbers could be adversely affected, negatively impacting its business and operating results and reducing its competitive advantage. The highly competitive environment could also lead to an additional consolidation of the Brazilian and global aviation sector through acquisitions, joint ventures, partnerships and strategic alliances. GOL cannot predict the effects of such a movement and, if it acts as a consolidator, it may not be able to implement its growth strategy or take advantage of synergies, which could lead to higher costs and reduced operating efficiency. If it does not act as a consolidator, its competitors could increase their scale, gaining a competitive advantage that would negatively affect the Company's business and operating results.

Climate Change: Airlines are exposed to physical risks and the financial implications of natural events, such as extreme weather conditions, which can affect flight operations, causing delays and cancellations at airports for indefinite periods. Historically, Brazil has never been exposed to such natural disasters as hurricanes, earthquakes and volcanoes, but a potential increase in the frequency and intensity of natural disruptive events may affect oil-producing regions. The financial implications of climate change for GOL's operations have not been evaluated, given that the Company has not yet defined a set of metrics for this type of calculation. It is worth noting, however, that the EU included the aviation sector in Directive CE/2008/101 of the European Union Emissions Trading Scheme, which establishes CO₂ emission limits for airlines as of 2012. This measure may have financial and operational impacts, since emissions requirements could affect future intercontinental operations and codeshare agreements with EU-based airlines. For this and other reasons, GOL has been seeking to reduce its emissions through a series of initiatives, such as improving fuel efficiency, adopting the Aircraft Communications Addressing and Reporting System (ACARS), equipping aircraft and pilots for Required Navigation Performance (RNP), and implementing more economical operational procedures, among other initiatives described in the "Reducing fuel consumption" section. [GRI EC2](#)

2011 TIMELINE

JANUARY

- GOL predicts a slowdown in demand for air travel in Brazil in 2011. The Company, which is Brazil's second largest airline, estimates domestic passenger demand growth of between 10% and 15% in the period, versus more than 20% in 2010.
- GOL signs a codeshare agreement with Qatar Airways, through which Qatar can add its code (QR) to GOL's flights from São Paulo to 48 Brazilian destinations.
- On January 15, its tenth anniversary, GOL announces that it had transported 160.5 million passengers since it began operations, 10% of whom first-time fliers. In 2010, first-time fliers accounted for 39.5% of the domestic commercial aviation market.
- On January 30, GOLLOG, GOL's air cargo service, also commemorates its tenth anniversary and two employees from the Cargo team recount its history of success to the public. At the time of its creation, it had already transported more than 4 million items, totaling 400,000 tons, through 95 franchises and six types of service. Completely integrated with GOL's operations, the cargo business unit's 2011 target is to reach 144 units and 3,000 cities covered.

FEBRUARY

- GOL announces that the use of automatic check-in for its flights at Brazilian airports increased from 10% to 30% in 2011, led by Brasília, where 46% of passengers checked in off-counter.
- GOL announces that Delta TechOps, the Delta Air Lines maintenance division, will overhaul engines and maintain parts for a portion of its fleet. The services are part of a five-year strategic agreement, extendable for a further five years.

APRIL

- GOL announces the inauguration of its 100th GOLLOG franchise. The new franchise, in the city of Anápolis (GO) is already open for business.

MAY

- GOL leads the airline mileage redemption rankings, according to a survey conducted by the consulting firm IdeaWorks and published in *The Wall Street Journal* on May 26. GOL was the only company among the 24 evaluated from around the world to offer seats for all of the 280 mile-redemption requests effected.
- On May 31, GOL and the U.S. aircraft manufacturer Boeing announce that the Brazilian airline will take delivery of its first 737-800 NG equipped with the innovative Sky Interior cabin design, which combines cutting-edge technology with an unmatched experience for passengers. GOL was one of the first airlines in the world to order a Sky Interior plane and is now the first in Latin America to operate one.



JUNE

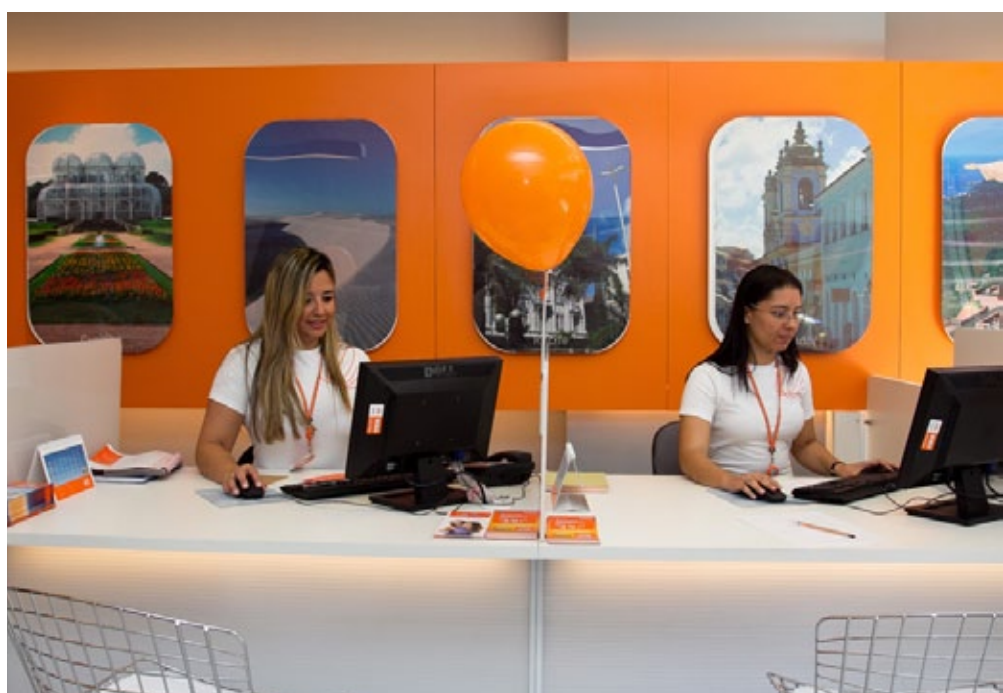
- GOL receives the *Consumidor Moderno* Award for Excellence in Customer Service, granted by *Consumidor Moderno* magazine, in partnership with Instituto GKF. The award, which is in its 12th edition, is the only one in Brazil to recognize companies that implement the best customer relationship strategies and seek to make customer service a competitive advantage. GOL was the winner in the Airline category.
- For the first time ever, GOL carries Brazil's national soccer team, from Goiânia to São Paulo. To welcome the players, the entire crew replaced their company uniforms with official Brazilian team shirts.
- On June 21, GOL unveils an aircraft with special paintwork in honor of its tenth anniversary. The fuselage of the Boeing 737-800 NG was painted orange and decorated with special adhesives featuring the little plane used in the Company's institutional campaign and the logo "GOL 10 years".

JULY

- GOL receives approval from the National Civil Aviation Agency (ANAC) to open a brake workshop at its Aircraft Maintenance Center in Confins (MG), where 20 employees will carry out partial and general aircraft brake repairs and overhaul for the combined GOL and VARIG fleet. The workshop is expected to meet demand of 140 units per month by the end of the year, moving up thereafter as the unit's capacity expands.
- GOL acquires Webjet for R\$311 million, R\$96 million of which for the company's shares and the rest in assumed debt. At the time, Webjet had a domestic market share of only 5.16% and a fleet of aging planes, but it attracted GOL's attention due to its slots at

major Brazilian airports, such as Guarulhos in São Paulo and Santos Dumont in Rio de Janeiro.

- GOL opens a bricks-and-mortar store on Rua Teodoro Sampaio, in the west side of São Paulo city, to reinforce its strategy of attracting middle-class customers who usually travel by bus and have the potential to migrate to air travel.



AUGUST

- GOLLOG expands its express cargo service. The decision to make greater use of this segment by developing new services, such as GOL 10, and expanding the number of stores to bring in new business, proves highly successful.
- GOL receives its first Boeing 737 NG equipped with high-performance CFM56-7BE engines. The model was developed with turbine pressure modifications and improvements that reduce drag and, consequently, the friction between the aircraft and the air, thereby reducing the Company's fuel costs by up to 2% over the previous CFM56-7B1 engines.
- GOL is ranked "great" by the website *Reclame Aqui*, which specializes in customer relations and analyzes service quality in response to requests by consumers. The Company is the only major Brazilian airline to receive this classification.
- GOLLOG now represents 25% of the Brazilian air cargo sector. This fact, along with additional company information, is disclosed at a meeting on August 5, at Fecomércio, in São Paulo. The event brought together clients, consultants and store owners to discuss the future of the cargo market in e-commerce. The meeting is extended to all of the 12 host cities for the 2014 World Cup, in order to strengthen ties with store owners.

SEPTEMBER



- On September 1, GOL introduces a new inflight entertainment service, GOL on Air that uses wireless technology. Passengers with netbooks, notebooks and Apple devices equipped with Wi-Fi can access newspapers and magazines, television programs, sporting events and music channels for free. The system is internal, i.e. it does not require internet access, and is updated during each landing.
- GOL redesigns its main sales channel, the website www.voegol.com.br, bringing all of the company's internet interfaces together under a single digital platform. Thereafter, customers can purchase tickets for GOL and VARIG flights, as well as access SMILES and GOLLOG services, the official blog and the Investor Relations site, using a single electronic address.
- On September 13, all employees receive an e-mail from Constantino Junior, the then CEO of GOL, announcing the streamlining



of the Company's organizational structure. The elimination of one vice presidency and four executive areas is designed to ensure greater synergy between the Company's various areas and speed up the decision-making process. The restructuring is aligned with the Company's strategic objectives and will be fundamental in preparing GOL for a future in which it will face a highly competitive market that may also feature significant opportunities.

- The Cargo Terminal (TECA) in Congonhas (SP) celebrates its first anniversary on September 14, with growth rates outperforming the market. Cargo shipment in the logistics market grew by 8% in the previous 12 months, while GOL's service, grew by 31% in tonnage and 27% in revenue in the same period, reaching around 60 metric tons per day. In order to celebrate the facility's anniversary, the GOLLOG team hosted a cocktail party with its ten largest clients.

NOVEMBER



- GOL is elected the preferred airline of Rio de Janeiro residents in a survey by Grupo Troiano de Branding, which was commissioned by the *O Globo* newspaper.
- GOL launches a corporate page on Google+ for a select group of companies, which receive the opportunity to inaugurate the service and utilize the new interactive tools. The Company thereby becomes one of the few in the world to have a corporate page on the social networking site, where it is the only South American airline. In a little over a month of operations, the social network draws in more than 40 million users from around the world.

DECEMBER

- GOL announces the opening of new bases for its aircrew, beginning in Rio de Janeiro and Porto Alegre. This has been a longstanding demand from cabin and flight staff and prompted the Company to study the possibility as a means of reducing the need to relocate crews from other regions to São Paulo. The innovation will also improve crew members' quality of life
- Delta Air Lines and GOL announce an agreement for an exclusive, long-term commercial alliance, through which the two firms will expand their cooperation in order to leverage their strengths and build closer ties between Delta's extensive route network and one of the largest and most successful airlines in Brazil. As part of the agreement, Delta will invest US\$100 million in GOL, which has a domestic market share of around 40%, and receive a seat on its Board of Directors.
- GOL introduces new uniforms for its flight crew, airport staff and cabin crew, which are simple, practical, comfortable, modern, bold and youthful. They will facilitate the identification of GOL crew members by featuring the Company's colors – orange and grey – and its logo. All flight crew, airport staff and cabin crew will begin using the new uniforms on January 2.



AWARDS AND RECOGNITION

GRI 2.10

In 2011, GOL received a series of honors, trophies, awards and recognitions, granted by major media vehicles, business partners, industry associations and other organizations. The following list once again underlines the quality and credibility of the Company's services, as well as its collaborative and innovative approach.

- **10 years of GOL – Together since the first flight:** Plaque in honor of GOL's tenth anniversary, given by BR Aviation in recognition of the partnership between the two companies.
- **Marcas de Quem Decide 2011:** Certificate presented to GOL by *Jornal do Comércio* (RS), together with Instituto QualiData, for being one of the most Remembered and Preferred brands in the Airline category in the 13th edition of the Marcas de Quem Decide 2011 brand survey.
- **São Paulo Convention & Visitors Bureau:** Plaque commemorating the association with the São Paulo Convention & Visitors Bureau.
- **XII Consumidor Moderno Excellence in Customer Service Award:** Trophy presented by *Consumidor Moderno* magazine and Instituto GKF to the top airline in Brazil in the Customer Service category.
- **Digital Creation Grand Prix:** 25th edition of the Abril Advertising Award, in the Digital Creation Grand Prix category, which recognized the Rasante campaign, which featured a mobile phone game created by the Almap BBDO agency.

- **Abril Advertising Award – Digital Media:** Trophy presented during the 25th edition of the Abril Advertising Awards in the “Digital Media” category, also for the Rasante campaign.
- **Award for Quality Standards in Multichannel Relationships:** Winner in the Airline category; this award is granted by *Consumidor Moderno* magazine and IZO.
- **Globo/ Águia – First delivery of the 737-800 Boeing Sky Interior cabin:** Trophies presented to GOL by Boeing commemorating delivery of the first 737-800 aircraft equipped with the Boeing Sky Interior cabin, in May 2011.
- **Ten Year Anniversary GOL-CFM Partnership:** Commemoration of ten years of partnership between airplane engine manufacturer CFM International and GOL.
- **National Teleservices Award:** Award from the Brazilian Association of Teleservices, in the Services category, for its customer service policy.
- **Catavento de Prata 2011:** Honored by *Gazeta do Turismo Magazine*, in the National Airline category, at the Gala Event for Brazilian Tourism.
- **Latin American Corporate Travel and Technology Exchange 2011 (LACTTE):** Trophy awarded by the Global Business Travel Association (GBTA) for supporting the LACTTE 2011 event.
- **APIMEC-SP 8 Years – Gold Award 2011/ APIMEC-SP 2011 Attendance Seal:** Recognition from the Association of Capital Markets Analysts and Investment Professionals (APIMEC) for eight years of attendance at the regional meetings in São Paulo.
- **Top 5 IR Websites in Latin America 2011:** Award presented by IR Global Rankings in the Top 5 IR Websites in Latin America 2011 category.
- **Best Financial Disclosure in Latin America 2011 / Most Improved Financial Disclosure in Latin America 2011:** Awards from IR Global Rankings for the best financial disclosure practices and in recognition of the improvement in these practices.
- **Companies that Best Communicate with Journalists 2011:** The Company was recognized by *Negócios da Comunicação* magazine in the Logistics and Transport category.
- **Reclame Aqui Quality Customer Service Award 2011:** Trophy awarded by the *Reclame Aqui* website in recognition of companies with the highest quality service, in the Airline category.
- **Biggest and Best in Transportation Award 2011:** Presented by *Transporte Moderno* magazine, for coming top in the Best in the Air Passenger Transport Sector category.
- **CIEE Aprendiz Legal:** Certificate of honor granted during the 13th graduation of students from the Aprendiz Legal program in São Paulo, in recognition of the Company’s contributions to the apprentice initiative, implemented by the CIEE, together with Fundação Roberto Marinho.
- **Travel Company Award 2011:** Presented to GOL by the Companhia Group in the Outstanding National Airline category.

OPERATIONAL SAFETY AND EFFICIENCY

SAFETY

GRI PRI

The safety of its passengers and employees is GOL's number-one priority in all of its operations. With this in mind, the Company maintains an Operational Safety area (DSO), which reports directly to the CEO and oversees flight operations, ensuring that best safety practices are followed.

The primary focus of the DSO is to manage and support processes that ensure the safety and quality of flight operations as they relate to the risks inherent in daily activities, all in the name of the Company's most important value: safety. The area also ensures that aircraft are in strict compliance with manufacturer specifications and all applicable safety regulations, in addition to carrying out routine inspections on a daily basis.

The DSO currently consists of three departments: Operational Quality (which seeks to ensure safety in regard to processes supporting operational requirements); Safety & Human Factors (which focuses on safety in the execution of daily operations, raises awareness of safety issues and promotes the adoption of a safety-based culture); and Security (which focuses on protection against illegal activity).

It should be noted that GOL's pilots have extensive experience. Its flight captains have more than 10,000 hours of flying time on average and flight crews receive continuous training in simulators and in fundamental issues such as operational safety.

Additionally, the Company complies rigorously with the standards established by the General Operational Safety Manual (GOSM) approved by ANAC (the Brazilian National Civil Aviation Agency) and is an active member of the Flight Safety Foundation, which is dedicated to sharing information on air safety.

GOL also uses other tools, such as the Flight Operations Quality Assurance system (FOQA), which maximizes proactive accident prevention

measures through the systematic analysis of flight recorder data. In 2011, the Company monitored approximately 1,000,400 flights.

A description of other daily DSO activities designed to ensure the highest possible safety standards follows below:

IATA membership

In July 2010, GOL became an effective member of IATA (the International Air Transport Association), the world's largest aviation industry body, representing approximately 240 airlines from 115 countries and concentrating almost 84% of scheduled international air traffic.

As an IATA member, GOL will have a global voice and participate actively in discussions on the development of the commercial aviation industry, taking part in forums and studies based on the most current indicators, in addition to being a voting member of the Association's Safety, Operational Safety, and Infrastructure Committee.

IATA determines airline operation regulations with a particular focus on passenger safety. It also promotes discussions on how to improve operational efficiency and infrastructure. Joining this group is fundamental for a company like GOL, which has become increasingly international through codeshare agreements with leading airlines.

IOSA recertification

Also in 2010, GOL was recertified by the IOSA (IATA Operational Safety Audit), the most comprehensive and recognized international safety certificate in the civil aviation industry, an indication of its continuing commitment to the highest safety standards. The most recent audit evaluated 928 items, covering management systems, flight operations, operational dispatch, handling operations, airports, maintenance, the cargo area, operational safety and the training of all areas involved in operations.

For the Company, this certification is extremely important, since it underlines its commitment to safety in every procedure and generates reports that are accepted by international companies, in addition to reducing the costs associated with other audits. It also means that high safety and operational quality standards are reassessed every two years. GOL's certificate is valid until

December 2012, when a new recertification process will take place.

Operational Safety Management System (SGSO)

GOL is rigorously complying with the implementation schedule of the Operational Safety Management System (SGSO) and is taking an active part in this new approach to managing related processes.

The SGSO is founded on four pillars: Operational Safety Policies; Risk Management; Safety Assurance; and Promotion of Operational Safety. The system consists of a set of management tools and methods that have been organized to support decisions that airlines must make in regard to the risks associated with their daily activities in order to:

- Include the entire operation;
- Focus on processes and organizational structure;
- Be data-based (continuous monitoring);
- Use strict documentation protocols;
- Have well-defined responsibilities (accountabilities);
- Improve gradually, rather than introduce drastic change;
- Plan strategically to avoid conflicting or mismatched operations;
- Possess the necessary measures to implement the guidelines.

In 2011, there were three editions of the SGSO course, through which more than 100 employees from various operational areas involved in implanting the system were trained.

The course is wholly consistent with the new Brazilian Civil Aviation Regulations (RBAC 121), and GOL is the first ANAC-certified airline to implement these training programs, which involve flight and cabin crew members, as well as aircraft maintenance, supply, airport and call center staff and employees from other operational areas. The course content was also integrated into GOL's SGSO implementation process in 2011, further underlining the Company's leadership when it comes to safety concerns.

The Company also has several communications platforms dedicated to promoting a culture of

The safety of its passengers and employees is GOL's number-one priority in all of its operations.

safety, including *Rota Segura* (Safe Course, an internal operational safety bulletin), the *Safety Alert* and *Security Alert* newsletters, a special section in the internal magazine, *Conexão* (Connection), the intranet and a hot site with information on IOSA certification.

Promoting a culture of safety

Consistent with the principle of promoting a culture of safety and the continuous improvement of operational processes, the OSB carried out a series of internal campaigns in different operational areas in 2011. One example was the Steady Approach Campaign, which encouraged pilots to adopt an even greater safety margin with respect to established landing approach parameters. The participation rate was exceptionally high, with 80% of pilots taking part. The results of this and other campaigns have already become apparent in the Company's operational reliability indicators.

MAINTENANCE CENTER

In 2006, GOL inaugurated its Aircraft Maintenance Center (CMA) in Lagoa Santa, Minas Gerais. This technological complex, the largest and most advanced in Latin America, is responsible for heavy fuselage maintenance, preventive maintenance, aircraft paintwork and the internal configuration of the entire combined fleet of GOL, VARIG, and Webjet, the Company's most recent acquisition.

The first phase of construction began in 2005 and enabled the Center to service up to 60 aircraft per year. With the completion of the second phase, which began in 2008, it can now



Each year, GOL seeks to broaden its environmental initiatives in an effort to reduce adverse environmental impacts arising from its operations.

handle 120 aircraft per year. The expansion added a hangar, offices, storage areas, support areas and an expanded yard.

The presence of a facility of this size has made a substantial contribution to the development of the metropolitan region of Belo Horizonte, including the creation of jobs, although the Company does not have a structured process for measuring this impact.

One of GOL's challenges is to obtain approval status from the Federal Aviation Agency (FAA), which is responsible for regulating civil aviation in the United States. This would allow the Company to provide services to international airlines, generating significant additional revenue.

Environmental management at the CMA

GRI EN26

Each year, GOL seeks to broaden its environmental initiatives in an effort to reduce adverse environmental impacts arising from its operations. Some strategic and operational measures have a positive influence on environmental indicators, as is the case with our ongoing fleet renewal program, which ensures that the Company operates modern aircraft that consume less fuel. Another example is the installation of winglets, an aerodynamic fixture on the end of the wings that improves efficiency and increases velocity, thereby saving fuel.

There are other areas, however, in which the success of the Company's environmental management efforts relates to how daily operations are managed, particularly those more likely to have an impact on the environment. Due to the nature and scope of its operations, the CMA is a consistent example of the rigorous way in which Company approaches its environmental policies and procedures. There are a variety of practical examples that illustrate how the CMA's daily operations embody GOL's concern for the environment.

First among these is waste management, rooted in the principle of the 3 Rs: reduction of the amount generated, reuse and recycling, whenever economically feasible, in addition to environmentally proper disposal. For example, since 2008 we have been separating waste products that can be reused as raw materials in industrial processes, such as kerosene, oil, and expired or recoverable solvents. In 2010, we began sending waste for co-processing and used cooking oil for recycling.

In 2011, the CMA enhanced its selective collection process by improving visual identification at on-site collection areas, which now specify the kind of waste that should be discarded in each bin. Training and awareness programs focusing on the importance of appropriate waste separation protocols were also stepped up. In the same year, and also consistent with the 3Rs principle, efforts were made to reduce the amount of waste generated per serviced aircraft, resulting in a 13% decline and lower disposal costs.

The CMA is also equipped with a chemical effluent treatment station (ETE), which receives wastewater from the cleaning of aircraft, components and the Center's floors, as well as from its hand basins and those of the medical center, which, after treatment, is reused to clean floors, equipment and materials. The physicochemical composition of the effluents is constantly analyzed in an effort to improve treatment processes and ensure compliance with the rules imposed by environmental bodies. In 2011, an ETE outflow meter was installed and calibrated, which led to improved control over the amount of wastewater released into the public sewerage system.



When cleaning its aircraft, the Company uses industrial towels which are washed by specialized companies in order to avoid any kind of waste. In addition, since 2003 GOL has been dry-cleaning aircraft surfaces, a method that uses just 10% of the water consumed in traditional processes – the per-jet savings are enough to supply the daily water needs of a family of four.

The CMA also has a filtering system that optimizes exhaust removal, reducing its emissions by 60% by retaining particulate matter and volatile organic compounds. It is also equipped with special modern enclosures for the painting and sanding of aircraft parts that feature pollution control systems designed to reduce emissions. In addition, a high-vacuum system was installed, which retains particulate matter in filters, preventing any adverse impact on the environment and on the health of the workers.

The CMA is also replacing aggressive chemical compounds with products that have a lower impact on health and the environment. An example of this strategy was the replacement, in conjunction with Boeing, of a fuselage treatment product with a less aggressive, chrome-free option, since chrome is carcinogenic and therefore highly regulated. Furthermore, the Company uses a chrome-free primer (a paint product used to prepare metallic aircraft surfaces prior to the final coat), after having been the first 737 operator in Latin America to take part in Boeing's initial assessment of this new product.

Other environmentally friendly actions can also be cited, including the sealing of floors in product handling areas, the containment system and the provision of materials for absorbing spills, the installation of an acoustic protection system to prevent avoid noise pollution in the region and the use of solar energy to heat water in changing rooms, among others. Further initiatives relating to environmental responsibility at the CMA are presented below, in conjunction with the GRI environmental protection indicators.

Environmental protection area (APA)

GRI EN11 | GRI EN12

The entire Tancredo Neves International Airport in Lagoa Santa (MG), which houses GOL's

Aircraft Maintenance Center, is located in an environmental reserve (APA Carste de Lagoa Santa), due to its proximity to protected caves in the region and its interest to paleontology, archeology and speleology. However, the area was anthropized in the 1980s, i.e. its original characteristics were altered as a result of the airport-related activities established there.

In order to build and expand the CMA, the Company received authorization from the Brazilian Institute of Environmental and Renewable Natural Resources (formerly IBAMA, now ICMBio) and the State Forestry Institute (IEF) and an environmental license from the Regional Environmental and Sustainable Development Superintendence (Supram, formerly Feam), and acted in compliance with the applicable legislation and the determination by the municipal government of Lagoa Santa stipulating the airport as an urban area. According to the environmental agencies, GOL complies with all the terms of the environmental license. The CMA occupies 173,699 m² (including parking space, green areas and yet-to-be-developed areas still in the planning phase but which have been granted to GOL by Infraero). Construction of the CMA did not require the clearing of any vegetation.

Additional information on the Carste de Lagoa Santa Environmental Reserve is available at <http://www.cprm.gov.br/publique/cgi/cgilua.exe/sys/start.htm?infoid=594&sid=39>.

ENVIRONMENTAL INDICATORS

Fuel consumption

GRI EN3

In addition to accounting for a large percentage of GOL's total costs, the consumption of jet fuel is responsible for most of the CO₂ emissions in its GHG inventory. In 2011, the Company consumed 1,485,310,657 liters of jet fuel, versus 1,468,068,070 in 2010.

The following table shows fuel consumption by the Company's aircraft, vehicles, power generation equipment and ground support equipment, including jet fuel, ethanol, biodiesel, gasoline and others.

Fossil fuel consumption in 2011*

Fossil fuels (bases and Congonhas hangar)		
	Fuel	Consumption in (GJ)
GOL aircraft	Jet fuel -1	51,800,887.64
Mobile base ground support equipment	Diesel	1,107.853503
Fixed base ground support equipment	Diesel	22,205.22469
GOLLOG vehicle fleet	Diesel	263.6324421
GOLLOG vehicle fleet	Gasoline	27.15985123
GOLLOG vehicle fleet	Ethanol	0
Vehicle fleet	Diesel	3,695.315178
Vehicle fleet	Gasoline	407.8805242
Power generators (headquarters)	Diesel	641.3316559

Fossil fuels (Confins hangar)		
	Fuel	Consumption in (GJ)
Power generators	Diesel	69.27
Oven (restaurant)	LPG	253.83
Support equipment (GPUs, LPUs, lighting towers)	Diesel	1,481.11
Support equipment (GPUs, LPUs, lighting towers)	Gasoline	12.10
Support equipment (hangar maintenance)	Diesel	919.92
Support equipment (hangar maintenance)	Gasoline	117.98
Support equipment (hangar maintenance)	LPG	60.67

*The report model adopted for 2011, in which fossil fuel consumption is broken down by bases and the hangars at Congonhas and Confins, and by aircraft, vehicles and equipment type, does permit comparisons with the 2010 data.

Bioamass (Congonhas bases and hangar)		
	Fuel	Consumption in (GJ)
GOLLOG vehicle fleet	Biodiesel	9.042130251
GOLLOG vehicle fleet	Anhydrous Ethanol	5.718707036
GOLLOG vehicle fleet	Ethanol	5.353855695
Vehicle fleet	Biodiesel	126.7428276
Vehicle fleet	Anhydrous Ethanol	85.88225333
Vehicle fleet	Ethanol	105.5815682
Power generators (headquarters)	Biodiesel	21.99655065
Mobile base ground support equipment	Biodiesel	37.99743155
Fixed base ground support equipment	Biodiesel	761.6002505

Greenhouse gas emissions

GRI EN16 | GRI EN17 | GRI 4.12 | GRI 4.13

In 2010, GOL completed its first-ever report on GHG emissions, based on the GHG Protocol, a tool developed in the United States in 1998 and which is now the global standard for the reporting of GHG inventories. The format was also compatible with ISO Rule 14065 and with the quantification methodologies used by the Intergovernmental Panel on Climate Change (IPCC). In 2011, GOL became the first Brazilian airline to publish its inventory report, for which it received the Silver Seal from the Brazilian GHG Protocol Program.

Brazil's methodology for preparing emissions inventories was adapted to the domestic context by the Center for Sustainability Standards (GVces), a division of the Getulio Vargas Foundation's Corporate Management School (FGV-EAESP), and by the World Resources Institute (WRI), a US-based organization that pioneered the creation of management tools for low-carbon economies. Its objective is to calculate the GHG emissions of companies, taking into account all aspects of their operations and, based on the resulting



GRI EN23

Procedures in case of spills

No significant fuel or chemical product spills were recorded in 2011. Although very slight, the risk of this problem occurring is concentrated in our maintenance operations. To be prepared for such spills, GOL has established a containment protocol that calls for isolating the affected area, using an appropriate environmental protection kit, and cordoning off it with absorbent barriers to contain the spread of the liquid, among other measures. If a spill were to occur at the CMA and containment were not possible, the liquid would automatically run off into the effluent treatment station since the flooring of the area where jet fuel is removed and other chemical products are used is impermeable and surrounded by containment barriers that channel the liquids to the ETE.

data, to determine which environmental impact reduction strategies should be implemented. GOL's adoption of the GHG Protocol for the preparation of its emissions inventories shows the market and society as a whole just how seriously it takes the impact of its operations on the environment, although it should be pointed out that the entire civil aviation industry accounts for only around 2% the planet's CO₂ emissions, according to the IPCC. By means of this initiative, the Company intends to help mitigate the effects of climate change and prepare for the imposition of more rigid international aviation standards.

It is worth noting that GOL was the first Latin American airline to present an emissions control plan for generating an inventory in accordance with the Deutsches Emissionshandelsregister (DEHST), the German regulator responsible for implementing emissions monitoring activities and Kyoto Protocol clean development mechanism projects. As a result, GOL was able to quantify its emissions and develop action plans to reduce them.

The following table shows GHG emissions in metric tons of CO₂ equivalent.

Scope 1 (metric tons of CO₂e) - 2011

Fossil fuel emissions	3,745,535
Biomass emissions	126
Total	3,745,661
Total in 2010	3,701,139

Fuel/inputs: jet fuel, diesel, gasoline, LPG, ethanol, acetylene, R-407C/A.

Sources: aircraft, power generators, fixed and mobile ground support equipment, vehicle fleets, air conditioning.

Scope 2 (metric tons of CO₂e) - 2011

Electricity	423
Electricity in 2010	700

Scope 3 (metric tons of CO₂e) - 2011

Fossil fuel emissions	66,230
Biomass emissions	5,212
Total	71,442
Total in 2010	6,250

Fuel/inputs: jet fuel, diesel, gasoline, LPG, ethanol and residues.

Sources: aircraft (codeshare and interline flights and corporate trips by other companies), aircraft towing/cargo transport, crew transport (vans), staff transport (charter services, buses, proprietary vehicles), motorcycle courier services, restaurant ovens, waste disposal (co-processing, industrial landfill and incineration).

Emissions corresponding to scopes 1, 2 and 3 totaled 3,817,526 metric tons of CO₂ equivalent. Considering only those emissions associated with the transportation of passengers, products, goods, materials, and staff – which represent the essential components of GOL's operations – the Company's impact was 3,808,711 metric tons of CO₂ equivalent, comprising 3,769,156 metric tons of CO₂, 31 metric tons of methane (CH₄) and 126 metric tons of nitrous oxide (N₂O).

GRI EN29

Emissions of substances that destroy the ozone layer, by weight

GRI EN19

In regard to substances that destroy the ozone layer, GOL does not use chlorofluorocarbons (CFCs) in its air conditioning units. Most of its air conditioning gases are hydrofluorocarbons (HFCs) and HFC compounds, which are CFC substitutes.



As a result, the Company was the first Brazilian airline selected to take part in the Sustainable Aviation Fuel Users Group (SAFUG), an international aviation biofuel research group.



Reference	Fuel/Input	Consumption (kg)
Air conditioning - CNF Hangar	R-407C	125
Air conditioning - CNF Hangar	R-410A	114
HQ, bases and CGH	R-22	70
CNF	R-141B	120
CNF	R-22	10

NOx and SOx emissions

GRI EN20

Nitrogen oxide emissions during take-off and landing in 2011 totaled 1,584 metric tons, versus 1,483 metric tons in 2010. This calculation was based on the table used by the International Civil Aviation Organization (ICAO), which estimates emissions by flight times, including the landing and take-off (LTO) cycle.

The Company does not estimate its sulphur oxide (SOx) emissions because there is no appropriate calculation method for aviation.

Initiatives for reducing emissions

GRI EN18 | GRI EN26

Biofuels

GRI 4.12 | GRI EN6 | GRI SO5

GOL regards biofuel development as an important tool for reducing its environment

impact and as a means of providing viable alternatives to jet fuel, which is derived from a non-renewable source.

As a result, the Company was the first Brazilian airline selected to take part in the Sustainable Aviation Fuel Users Group (SAFUG), an international aviation biofuel research group, which unites airlines and technology providers in an effort to speed up the development of new and sustainable fuel sources for the industry.

The Company is also a member of the Brazilian Aviation Biofuels Alliance (ABRABA), an organization made up of airlines, biofuel research companies, biomass producers and aircraft manufacturers. ABRABA's objective is to promote public and private initiatives focused on the development and certification of sustainable biofuels for the aviation sector. The group seeks to strengthen ties with public policy creators and opinion makers in an effort to develop biofuels that are as safe and cost-effective as petroleum-based fuels.

Another important initiative in this area is GOL's contract with Algae Biotecnologia Ltda., a Brazilian and Latin American pioneer in the technological development of cyanobacteria and microalgae cultivation systems for the production of biofuels from microalgae biomass. The microalgae feed on vinasse, a sugar industry byproduct.

Another of the Company's biofuel initiatives involves research into the Bio-SPK/Jet A1 blend, a biofuel derived from the jatropha plant, under specifications recognized by the ANP (ASTM D7566). Another such option is Hefa SPK, a biofuel GOL used for a São Paulo-Rio de Janeiro shuttle flight during the Rio +20 Conference in 2012. This fuel is made from a mixture of inedible corn oil (ICO) produced during corn ethanol production and residual oils and fats. The Hefa SPK-powered flight reduced CO₂e emissions by 2,470 kg.

GOL is also the technical consultant to the Sustainable Aviation Biofuels Brazil (SABB) project, which is sponsored and organized by the São Paulo State Research Support Foundation (Fapesp), Empresa Brasileira de Aeronáutica S.A (Embraer) and Boeing. The project's aim is to develop a viable, competitively priced aeronautical biofuel in Brazil (in addition to biodiesel). The project's participants include several biofuel producing companies, raw material producers, airlines,

consulting firms and refineries, constituting a substantial group of stakeholders.

Another GOL initiative is Required Navigation Performance (RNP). The Company has invested in equipping its aircraft and training its pilots to fly under this system, which, by allowing flights to take more direct routes, reduces costs, noise pollution and fuel consumption, in turn lowering CO₂ emissions.

Fuel and carbon saving projects

GOL has engaged GE Aviation's Fuel and Carbon Savings (FCS) division to develop initiatives to reduce its fossil fuel consumption and lower its GHG emissions. Such projects have the potential to generate savings of R\$20 million per year. The following four initiatives have been developed so far:

- Minimum Dispatch Fuel Project (MDF) – the purpose of this initiative is to reduce the minimum fuel limit on flights for which the calculated minimum fuel requirement is less than 5,000 kilograms. This project is currently in its second phase, which involves lowering the current minimum limit from 5,500 kg to 5,000 kg, effective as of July 2, 2012. As this project develops, it compares the first reduction phase (6,000 kg) to historical levels, taking into account the details of each MDF-eligible route. After assessing the historical data, the impact of the new change on current flights is simulated, verifying the behavior of each route and, consequently, any divergences. So far, the MDF project has saved 139,010 liters of fuel, reducing CO₂ equivalent emissions by 350 metric tons.
- Destination Maneuvering Project – The purpose of this project is to revise the process for determining the MVD index (which determines the amount of fuel allocated solely to the airport approach process), considering the revision of all routes (already taking into account the airspace reconfiguration of March 2012) and comparing data in order to determine how critical each factor is. This information on data criticality and new airspace configuration is used to prepare new MVD index proposals for each route with a focus on improving the allocation of approach-dedicated fuel.
- Alternate Selection Project – This project aims to reassess the procedure used to select alternates for all the Company's current destinations if flights are unable to land

at their original destinations. Currently, each flight plan includes two alternate options, with fuel volume being determined by the most distant one. Based on 2011 operational data, the performance of flights by destination will be assessed to determine the number of flights redirected and the alternate option chosen. These data will be compared to flight plan data. It should be noted that the choice between alternate options is based on several factors, including weather conditions, airport technical specifications, staffing and passenger transport conditions, among others. Once the operational data have been collected and the other variables have been considered, the Company will prepare an alternate selection process proposal aimed at improving options while reducing, where applicable, the amount of fuel allocated to a particular alternate destination option.

- APU Overnight Usage Project – This project aims to replace the use of Auxiliary Power Units (APUs) by the ground crew with Ground Power Units (GPUs), in order to reduce fuel consumption. The bases that use this kind of equipment were identified and the use of GPUs was implemented in cases where ground operations exceed three hours. So far, the project has saved 770,860 liters of fuel and reduced CO₂ equivalent emissions by 1,941 metric tons.

GOL has engaged GE Aviation's Fuel and Carbon Savings (FCS) division to develop initiatives to reduce its fossil fuel consumption and lower its GHG emissions.

ACARS

The Aircraft Communications Addressing and Reporting System (ACARS) is a satellite communications system that allows data to be sent to and from aircraft, whether in flight or on the ground. The system also features an automated message manager used to report departure times, taxi starts, take-offs, landings and arrivals, as well as real-time aircraft and engine utilization data for maintenance control purposes.

Speed is the key advantage of the system. The prompt arrival of the data at the Operational Control Center gives flight coordinators time to program measures to minimize delays, which allows for optimal use of the crew.

Such information is also useful for the maintenance teams, who can schedule component replacements based on wear and tear calculations. It also reduces maintenance downtime, since mechanics have advance knowledge of the aircraft's needs.

The system will also soon feature a menu allowing crew members to send personal messages to various operational sectors while the aircraft is still in flight. Crew members will be able to receive (or request) reports on connection changes and contact maintenance, flight coordination and departure or destination airports.

ACARS has already been installed on 52 aircraft, providing automatic data and satellite voice communication with GOL's Operational Control Center. The feature allowing crew members and ground staff to send personal messages is technically ready, but its use will not be implemented until the Standards & Training department has established the required protocol for operating the equipment.

Required Navigation Performance (RNP)

Required Navigation Performance (RNP) is a new satellite navigation system based on the recent concept of navigation performance, which is being promoted by the ICAO and is beginning to be used in Brazil.

The system allows the aircraft to be guided, both in flight and on the ground, by means of on-board equipment, even when visibility is low. This reduces dependence on ground communications, shortens flight distances, saves fuel and optimizes routes and air traffic flow at the terminals. It also helps reduce noise during the landing approach stage, since it





permits a more steady descent during which the aircraft uses less power.

In 2011, GOL signed a partnership agreement with the Air Traffic Control Department (DECEA) and with ANAC in order to ratify the use of RNP in Brazil. The agreement stipulates DECEA as the primary provider of take-off and landing procedures, while ANAC is responsible for regulating these procedures. GOL's role is to facilitate the authorization process. The Company was chosen for this role because of the state-of-the-art RNP technology it possessed at the time.

GRI S05

Electricity consumption

GRI EN4

GOL's administrative units and airport bases consumed 8,954 MWh, or 32,234 GJ, of electricity in 2011. These numbers exclude data from those airports not managed by Empresa Brasileira de Infraestrutura Aeroportuária (Infraero) – Presidente Prudente, Bauru, Fernando de Noronha, Porto Seguro, Maringá and Caxias do Sul – and the Maintenance Center at Confins (MG).

The data were obtained from electricity bills sent by the energy concessionaires or, in the case of the Infraero-run airports, by Infraero itself, which has its own methodology for billing the concessionaires. The consolidation was done internally, as part of the process used to prepare the 2011 GHG emissions inventory.

In 2011, the Company did not specify a power consumption reduction goal for the CMA, whose indirect energy consumption remained more-or-less flat over 2010, when it posted a 14.2% reduction in KWh (considering only the areas assessed that year). Built-up area expanded in 2011 with the addition of the Brake Workshop and assembly of the Furnace area, which increased the Center's indirect energy consumption level by 8%. Since the new areas feature high-consumption equipment, this increase was lower than expected thanks to the consumption reduction efforts in 2010. GRI EN7

Water consumption

GRI EN8

Water consumption at each of GOL's bases in airports managed by Infraero averaged 144,669 m³ in 2011, according to information taken from an expense apportionment document, similar to the practice used for electricity consumption. This was higher than the 1,867.7 m³ recorded in 2010, due to an increase in the areas granted

to GOL at these airports as part of the effort to optimize operations by performing local maintenance on its aircraft and expanding cargo services.

Consumption at our administrative units, stores and airport base maintenance units totaled 115,618 m³, according to the bills issued by the water supply companies, versus 90,174 m³ in 2010. All the water used at the CMA is provided by Companhia de Saneamento de Minas Gerais (Copasa), which reported consumption of 37,891.9 m³, bringing total consumption to 298,179 m³.

Water consumption by bases in airports not managed by Infraero (Presidente Prudente, Bauru, Fernando de Noronha, Porto Seguro, Maringá and Caxias do Sul) were not calculated.

Water Consumption in 2011	2010	2011
Water consumption (airports managed by Infraero)	1,867.7 m ³	144,669 m ³
Water consumption (public water supply and artesian wells)	90,174 m ³	115,618 m ³
Maintenance Center (Copasa)	-	37,891.9 m ³

Treatment of effluents

GRI EN10 | GRI EN21

All effluents from the CMA with the potential to pollute the environment are treated. They are divided into two categories according to their physicochemical and microbiological characteristics: domestic wastewater and industrial effluents.

Domestic wastewater, consisting of effluents from toilets and the restaurant (which pass through a grease trap before discharge), are released into the public sewage collection network managed by Copasa and the Infraero/ Copasa Effluent Treatment Station, where they undergo a treatment process designed specifically for wastewater with high organic (biodegradable) and microbiological content.

Industrial effluents are generated from the

cleaning of aircraft, parts, vehicles, the medical clinic and areas in which chemical products are used. These effluents are segregated and sent to the CMA's own Industrial Effluent Treatment Station (EITS), where they receive physicochemical treatment before being discharged into Copasa's public sewage network, pursuant to the contract with the sanitation firm.

The volume of industrial effluents treated and discharged into the public network totaled 4,208 m³ in 2011, versus 4,190 m³ in the previous year. The amount of domestic wastewater discharged into the network was estimated at 33,684 m³ (28,565 m³ in 2010), while the volume of water recycled or reused was estimated at 277 m³, corresponding to 6.2% of treated industrial effluents.

Industrial effluent discharge volume was calculated by reading the outflow meter installed in April 2011. Until then, it was measured by reactor batch counters. Since GOL does not have a system in place for measuring domestic wastewater volume, the above estimate was based on the volume of drinkable water consumed less the volume of industrial effluents discharged into the public network. The volume of recycled or reused water was also estimated by calculating the difference between the volume of industrial effluents treated and the volume released into the public network. In 2011, a hydrometer was installed on the reused water outlet, but more precise measurements of this type of water will only begin in 2012.

Waste

GRI EN22

In 2011, GOL's administrative headquarters generated 62,720 kg of recyclable waste (including cardboard, office and other paper, plastic and scrap in general), up from 17,750 kg in 2010. An additional 369,770 kg of non-hazardous waste were sent to the landfill at Sao Paulo's Pedreira Waste Disposal Center, in accordance with current environmental regulations.

According to an Infraero report, the Company's airport bases disposed of 25,584,000 kg of solid and liquid non-hazardous waste and produced no hazardous waste. However, this figure does not include bases in those airports not managed by Infraero (Presidente Prudente, Bauru, Fernando de

Noronha, Porto Seguro, Maringá and Caxias do Sul).

The CMA discarded 393,286 kg of waste, including used oil and kerosene, scrap metal, paint, primer, solvents, chemical products, tarps, glass, office materials and others. GOL determines the most appropriate disposal method (co-processing, incineration, industrial or sanitary landfills, recycling and reprocessing/refining) depending on the type of waste (hazardous, non-hazardous, inert). The following table shows the volume of the different waste products disposed of by the CMA in accordance with the disposal method used.

Disposal Method	Class	kg
Co-processing	Class I (hazardous) and Class IIA (non-hazardous, non-inert)	166,716
Incineration	Class I (hazardous)	2,885
Industrial landfill	Class I (hazardous) and Class IIB (inert)	1,417
Recycling	Class I (hazardous) and Class IIA (non-hazardous, non-inert)	65,789
Reprocessing/refining	Class I (hazardous)	28,163
Sanitary landfill	Class IIA (non-hazardous, non-inert)	128,316
Total		393,286

The CMA also sent 1,555 fluorescent bulbs used in the facility's buildings for recycling. A further 6 m³ of waste was collected in the restaurant's grease trap, which was treated by a specialized company authorized to do so.

Line maintenance (airport maintenance bases), produced 46,360 kg of Class I hazardous waste, including synthetic lubricant, oil and grease-contaminated rags and blankets, fuel filters and empty oil drums.

The CMA and all line maintenance facilities have a Solid Waste Plan covering all the waste products generated through maintenance operations (industrial or not) and based on the applicable regulations and legislation.

It contains guidelines pertaining to the temporary storage, transportation and final disposal of waste products, all designed to minimize environmental impact.

The volume of waste generated on board aircraft is not measured.

Environmental protection investments and costs

GRI EN30

When calculating its environmental protection investments and costs GOL takes into account the amounts registered by maintenance activities (CMA and airport line maintenance locations). In 2011, total environmental protection costs came to R\$772.530,66. The following table shows the main items acquired and services contracted.

Area	Description of products/services	Amount
CMA	Waste management	R\$ 158,627.00
	Treatment of industrial effluents	R\$ 302,403.19
	Monitoring of effluents, water, atmospheric emissions (external and internal laboratories)	R\$ 46,487.10
	Other (water filtration and environmental protection kits)	R\$ 12,158.63
Maintenance Line	Safety materials (environmental protection kits, absorbent barriers and blankets)	R\$ 46,502.58
	Environmental management services (disposal of Class I solid waste, environmental consulting services and the issuing of licenses)	R\$ 206,352.16
Total		R\$ 772,530.66

GOIÂNIA BARBADOS

Many couples were able to enjoy their honeymoons in a heavenly place.

03

RELATIONSHIPS

CODE OF ETHICS

GRI 4.8

GOL published its current Code of Ethics in October 2010. The Code establishes the principles that underpin the attitudes and conduct of its employees both inside and outside the Company, and determines the guidelines for interacting with GOL's various stakeholders and other groups, including shareholders, customers, suppliers, competitors, the media, the community, employees and government agencies. It also provides guidance on the best way of dealing with Company information and assets, including advertising, corporate resources, and information security.

When the Code was first launched, a printed copy was distributed to all recently hired employees and the document was included in the Leadership Development Program. It was also disseminated via a course provided through the Conhecimento GOL portal (GOL Knowledge, the e-learning platform used to manage and host the Company's on-line training programs), which provides guidance based on everyday situations, so that employees can reflect on their own attitudes. The Code also addresses human rights and anti-corruption issues. **GRI SO3**

The e-learning course was made available to all national base employees at the end of 2010

and was simultaneously incorporated into the Integration Program. All new employees¹ are required to take the course and, on completion, sign an electronic statement of consent agreeing to abide by the Code.

In July 2011, the Human Resources and Internal Communications areas, with the backing of Company leaders, led a five-stage campaign aimed at increasing awareness of the on-line training program and emphasizing the importance of all GOL's staff completing it. All in all, 12,095 employees¹, including interns and CLT employees working at national bases, completed the on-line Code of Ethics course between the end of 2010 and the end of 2011. Of this total, 38 were interns, 592 were managerial staff and 11,223 were non-managerial personnel. The following table gives a breakdown by profile and job category:

GRI SO3 | GRI HR3

NOTES

*Percentage = ([Employees trained - LA1] + [Trained and departed employees 2011]) / [All LA1 employees]
Man hours were used as the training hour indicator. Man hours are equivalent to the number of participating employees times the training program's class load.*

¹ The figure is based on the Company's active workforce in December 2011 (CLT employees and interns) and the number of workers who left the Company during 2011, but includes only those individuals who completed the online course on the New Code of Ethics between 2010 and 2011. It does not include international base employees.



Goiânia

GRI S03

Total n°. of employees (december 2011)					
Job category	Total apprentices	Total interns	Total managers	Total non-man managerial	Total
Operational	284	13	561	14,259	15,117
Administrative	41	43	204	3,000	3,288
Total	325	56	765	17,259	18,405

Total n°. of employees who completed the ethics course - 2010/2011					
Job category	Total apprentices	Total interns	Total managers	Total non-man managerial	Total
Operational	208	8	432	9,010	9,658
Administrative	34	30	160	2,213	2,437
Total	242	38	592	11,223	12,095

Percentage of employees who completed the ethics course					
Job category	% of apprentices	% of interns	% of managers	% of non-man managerial	% Total
Operational	73.24%	61.54%	77.01%	63.19%	63.89%
Administrative	82.93%	69.77%	78.43%	73.77%	74.12%
Total	74.46%	67.86%	77.39%	65.03%	65.72%



Barbados

Since the on-line ethics course lasts for one hour, the total number of employees that completed it between 2010 and 2011 (12,095) is equal to the total number of hours¹ invested in training on policies and procedures concerning human rights and/or anti-corruption practices. This course has no expiration date and the Company's goal is for all employees to complete it. **GRI HR3**

It is also worth noting that in 2011 87 corporate security service providers (69 guards and 18 doormen) took part in training sessions that addressed human rights, provided by the outsourced security firm engaged by Infraero and GOL (aviation security/ANAC). These training programs varied in their frequency and duration. **GRI HR8**

The website *Ética na GOL* (Ethics at GOL) website (www.eticanagol.com.br), was launched in 2010 as an exclusive portal where the Company's stakeholders can learn about the Code's content, clarify doubts, give suggestions or report concerns. Users can also use the portal to report any instances of misconduct regarding relations with customers or suppliers, or between leaders and their subordinates, as well as issues related to violations of the code, policies and norms.

¹ Man hours were used as the training hour indicator. Man hours refer to the number of participating employees times the training program's class load.

GRI 4.4 The same channel can be used by shareholders and employees to make recommendations or suggestions to the governance bodies or report cases of corruption or discrimination. All contacts are received by a specialized independent consulting firm in a confidential, discreet, unbiased and safe manner. People sending a message via the internet or over the phone receive an access code allowing them to follow up on the case and answer any supplementary questions by the analysts. The results of the analyses are sent to GOL's Ethics Committee, which is responsible for taking the necessary remedial measures. In 2011, one case of gender discrimination/prejudice was reported via the Ethics Channel and was investigated in accordance with the above procedure. Following the investigation, the recommendation of the Ethics Committee and the decision of the Technical Vice-President, the employee in question was dismissed. No cases of corruption were recorded. **GRI HR4 | GRI S04**

COMMUNICATIONS

GRI 4.14 | GRI 4.16

In order to strategically manage communications with its various stakeholders, GOL established a Marketing, Communications and Innovation area which is responsible for social networks, advertising, events, sponsorships, on-line and off-line media, and communications with employees, the press and opinion makers, among other activities. Stakeholder communications is also handled by other areas, such as Investor Relations and Commercial.

The following table shows the Company's main stakeholders, how the Company communicates with them and the frequency of such communications.

Stakeholder	Method of Interaction	Frequency
Employees	Bulletin Board	Quarterly
	Conexão Magazine	Bimonthly (last issue published in February/March 2012 – publication to be discontinued)
	Corporate Portal	Daily
	Climate Survey	Annually (sometimes every 18 months)
Customers	Telephone Satisfaction Survey (IBOPE)	Monthly
	CRC Survey (IBOPE)	Quarterly
	B2B Customer Survey (PI/ IBOPE)	Annually
	GOLLOG Services Survey	Annually
Investors	<i>Earnings releases</i>	Quarterly
	Conference calls	Quarterly
	Video conferences
Suppliers and service providers	At this time, GOL does not use any official and regularly recurring means to communicate with suppliers and service providers, but it does maintain constant contact with these stakeholders via various means.
Media and opinion makers	Press releases, notices, relationship events, exclusive interviews and press conferences.	No fixed frequency, whenever necessary
Civil society	Instituto GOL	Annually

The stakeholders presented in the above table are those with whom GOL communicates most frequently and in the most structured way due to their direct and indirect influence on the Company's operations, in addition to the influence the Company has on some of them.

GRI 4.15

SOCIAL NETWORKS

In November 2011, GOL expanded its participation in social networks by creating the @VoeGOLatende handle on Twitter. This account was created for the sole purpose of addressing the needs of the Company's customers, such as answering questions about flights, services offered, misplaced luggage, etc. The idea came about after the Company noticed how intensively customers used the social networks, Twitter in particular, to resolve concerns and request information. Since its launch, 200 clients have been helped each month through the account, which also tracks all mentions of GOL on the platform. Service is provided via the channel from Monday through Friday, from 6:00 a.m. to 10:00 p.m., and on Saturdays, from 6:00 a.m. to 5:00 p.m. Prior to this, GOL had already created a Twitter account, @VoeGOLoficial, whose purpose was to provide information on special promotions, institutional content, cultural contests and other news.

The Company kept up an intense pace of activity on Facebook and its other social media channels, not only providing information and interacting with the fans of its page but also using them for promotional purposes. One example was the "Voo dos Namorados" (Lovers Flight) initiative that took place in July; pictures of flights were posted on the Company's bulletin board and the first five people to correctly post the number of the seat appearing in the picture each won a pair of tickets. Since there were 18 such promotions, 180 free tickets were awarded.

In addition to its profiles on Facebook and Twitter (@voegoloficial and @voegolatende), GOL maintains a blog (blog.voegol.com.br), a Google+ page (/+voegol), an Instagram account (@voegoloficial) and a YouTube channel (youtube.com/gol).

MEMORY

The GOL Memory Center was created in November 2003 as part of the Documentation Center in order to rescue, record, and preserve the Company's history. Since then, the Company has been investing in systematizing its memory and building an institutional identity based on solid references in order to maintain internal cohesion and instill a sense of belonging.

GOL believes that helping employees identify with its principles leads to improved products and services, which in turn enhance the Company's credibility, consolidating its image and reputation, aspects which are fundamental to the success of any organization. With this in mind, the Memory Center uses archival protocols to organize text documents, testimonials, photographs, films, clips from advertising campaigns (in VHS, DVD and CD-ROM format), internal and external publications, awards and gifts, as well as an oral history project.

The GOL Memory Center also responds to requests for information on the Company by students and researchers. In 2011, 73 such inquiries were received. It also handles GOL's community visit program. Last year, 158 people visited the Company.

Underlining its reputation in this area, GOL's Memory Center was referenced in three academic events in 2011: the 9th Brazilian Conference on Economic History during the 10th Annual Paraná Federal University International Corporate History Conference, held in Curitiba; at a presentation for the UNIFAI Library Science program at the Assunção University Center in São Paulo; and at a presentation during the 9th Meeting of Senac-SP Library Science Technicians. It was also the focus of a paper presented at the 9th Mercosur Archiving Conference, held in San Lorenzo, Paraguay.

Also in 2011, GOL received technical visits by professionals from other companies and from students (enrolled in PUC-SP's Introduction to Archiving Policies course and from the UNIFAI Library Science program) interested in learning more about the Memory Center's work.



The Company is also a permanent member of the Corporate Memory Center Network, a Bungee initiative whose other members include Unilever, Itaú Unibanco, Sesc, the BM&FBovespa, Petrobrás, Globo, Fundação Energia e Saneamento, Votorantim, Klabin and Bosch. GOL is currently participating in the group's institutionalization process by collaborating on proposals for its mission and vision statements and helping to identify future actions.

SPONSORSHIPS

In 2011, in an effort to support projects consistent with its own culture and worldview, GOL created the “Aproximar pela Cultura” (Bringing People Together through Culture) program, a cultural sponsorship, and the “Atuar com Eficiência em Equipe” (Working Efficiently as a Team) program, a sports sponsorship. Through these initiatives the Company seeks to strengthen and share with its stakeholders the beliefs and values that drive it, while helping strengthen Brazil's cultural and sporting scenarios. More details of these programs are given below.

BRINGING PEOPLE TOGETHER THROUGH CULTURE: GOING FARTHER AND DISCOVERING NEW RHYTHMS AND CULTURES

GOL believes that travel is synonymous with rest and leisure and that it helps bring people together, allowing them to discover what is new and different. To do even more to promote such experiences, the Company decided to sponsor musical events and traditional festivals – the former because of their democratic nature and potential to bring people together, the latter because they bring people into contact with different cultures.

The projects sponsored under this program include concert venues, music festivals, shows and tours by artists and bands, musical shows and traditional festivals. In 2011, the Company sponsored the Verão do Morro music festival, the Eva Trio carnival float and band, the Parintins Folklore Festival, the tour of singer Ana Carolina, the Festa Missa musical show, the Sertanejo Pop Festival, the Telefonica Sonidos, Axé Brasil, Minas Trend and Planeta Terra festivals and the tour of the band O Rappa.





WORKING EFFICIENTLY AS A TEAM: GOING FARTHER MEANS ALWAYS SEEKING A BETTER PERFORMANCE

GOL's profile as a young, smart and team-oriented Company has helped it to work efficiently and to innovate, changing the way people fly. In the world of sports, that same combination of energy, youth, and teamwork also leads to excellence. That is why GOL identifies with and supports sports confederations and high-performance competitions.

As part of this program, in 2011 the Company sponsored the Rali Mitsubishi Motorsport rally, the Mitsubishi Sailing CUP, the Banco do Brasil Beach Volleyball Circuit (CBBVP) and the Brazilian Volleyball Confederation (CBV).

EMPLOYEES

EMPLOYEE PROFILE

GRI LA1 | GRI LA13 | GRI 2.8

Number of employees per type of contract		
	2010	2011
Employees hired based on the consolidated labor laws (CLT)	18,045	18,781
Trainees	70	68
Apprentices	274	326
Self-employed	9	.
Working hours (CLT and apprentices)		
	2010	2011
Full time	8,209	2,896
Part time	10,110	15,885
Number of employees per region (CLT and apprentices)		
	2010	2011
Midwest	1,289	889
Southeast	13,915	13,919
Northeast	1,525	1,563
South	907	1,283
North	683	695
International bases	-	432
Total	18,319	18,781

Job category	Total no. of employees per job category in Brazil	Total n°. of employees per job category abroad	Age Group			Gender	
			Less than 30	Between 30 and 50	More than 50	Female	Male
Executive	348	24	11.21%	71.26%	17.53%	27.69%	72.31%
Operational	9164	348	54.54%	41.86%	3.60%	54.84%	45.16%
Professional	666	4	34.83%	56.46%	8.71%	50.00%	50.00%
Technical aviation (cabin crew)	3749	0	35.24%	59.11%	5.65%	62.07%	37.93%
Technical aviation (maintenance/flight planning)	2227	56	25.10%	65.15%	9.74%	4.69%	95.31%
Technical aviation (flight crew)	1870	0	22.41%	56.63%	20.96%	1.55%	98.45%
Apprentices	325	0	100.00%	0.00%	0.00%	56.31%	43.69%
Total	18349	432	43.0%	50.1%	6.9%	44.19%	55.81%

Notes:

These figures include national and international base employees on December 31, 2011, both active and on leave (after this date), distributed by region and based on the scale of GOL's operations, and exclude members of the Board of Directors. Job categories are based on the framework of job positions adopted by GOL.

There is no breakdown by race (ethnic origin) as GOL requires no formal statement from employees regarding these characteristics. The LA13 data include job categories that are different than those in 2010, so comparisons are distorted.

Age group percentages exclude figures from the international bases, where the system is not automated.

TURNOVER

GRI LA2

Total number of employees and turnover per age group, gender and region				
Age group	Total number of terminations		Turnover	
	2010	2011	2010	2011
Under 30	1,484	1,624	21.92%	23.59%
Between 30 and 50	995	1,109	11.87%	10.10%
More than 50	93	120	6.83%	5.87%
Total		2,853		15.61%
Gender				
Female	1,296	1,406	17.69%	17.38%
Male	1,276	1,505	15.15%	14.01%
Total	2,572	2,911		15.50%
Region				
Midwest	141	164	14.06%	17.94%
Northeast	184	280	11.15%	19.39%
North	87	139	13.84%	20.94%
Southeast	1,998	2,024	17.60%	14.38%
South	162	246	10.78%	19.88%
International	.	58	.	10.76%
Total	2,572	2,911	16.26%	15.50%

HEALTH AND SAFETY

GRI LA6

The Company has formal committees to help manage employee health and safety in all its national bases¹. In addition to the Internal Accident Prevention Commission (Cipa), GOL maintains the Specialized Occupational Safety and Medicine Service (Sesmt), which includes

48 employees in the five Brazilian regions. In both cases, the Company rigorously complies with the regulations established by the Ministry of Labor and the consolidated labor laws (CLT). Through these instruments, 3.31% of the Company's total workforce are members of formal health and safety committees, versus 3.50% in 2010.

Occupational health and safety indicators*

GRI LA7

Indicator	Midwest	Northeast	North	Southeast	South
Injuries	2.05	0.96	1.14	1.00	1.98
Occupational diseases	-	-	-	0.01	-
Lost days**	10.80	5.23	1.48	11.05	10.21
Absences	3,834.38	3,648.06	2,888.74	3,829.12	3,177.48
Deaths	0	0	0	0	0

*Calculated based on the following formulas:

$$TAC = \frac{\text{Total n}^\circ \text{ of accidents}}{\text{Total n}^\circ \text{ of hours worked}} \times 200.000$$

$$TDO = \frac{\text{Total n}^\circ \text{ of cases of occupational disease}}{\text{Total n}^\circ \text{ of hours worked}} \times 200.000$$

$$TDP = \frac{\text{Total n}^\circ \text{ of days lost}}{\text{Total n}^\circ \text{ of hours worked}} \times 200.000$$

$$TA = \frac{\text{Total n}^\circ \text{ of absences in the period}}{\text{Total n}^\circ \text{ of days worked by the workforce in the same period}} \times 200.000$$

The multiplying factor 200,000 is based on 50 40-hour working weeks / 100 employees. By applying this factor, the resulting figure is a ratio of the no. of employees and not the n°. of hours.

**Civil days. Lost days are calculated as of the day subsequent to the accident.

Given that the reporting of LA7 in 2011 changed in order to better comply with GRI protocols, it is impossible to establish a comparison with 2010.

¹ Except for Bauru, which in 2011 did not reach the minimum number of employees needed to establish a Safety Committee.

DEVELOPMENT

GRI LA10

GOL believes that the professional development of its employees is one of the key elements in achieving and exceeding the Company's strategic goals. As a result, it has made great efforts to expand the reach of its corporate education tools, by offering technical and behavioral training that can contribute to team performance and overall results.

In 2011, GOL offered 1,869,229.56 classroom and on-line training hours, averaging 101.56 hours per CLT employee, versus 1,002,766.00 in 2010. The number of hours given to the operational teams was substantially higher than that given to the corporate and administrative areas.

In 2011, 51 new courses were launched via the Portal do Conhecimento, the Company's e-learning platform, with each employee receiving an average of 3.23 on-line training hours.

Another achievement in 2011 was the increase in the number of participants in the Leadership Training Program (PDL) over the previous year.



The PDL disseminates GOL's Leadership Model, which is crucial for its organizational culture, and comprised 12,246.55 training hours in 2011, considerably higher than the 7,743 recorded in 2010, divided among the following modules: Leadership Styles, Results and Routine Management, People Management, and Culture and Leadership.

Focused on the development of new leaders, the Trainee Program offered 5,618.93 training hours in Corporate Integration, Understanding Airports, Understanding the Business Areas, Management, Job Rotation, and Continuous Education. Courses for interns totaled 307.50 hours.

GRI LA11

Projeto Cultura

GOL created the Projeto Cultura (Culture Project) to promote the adoption of the organizational culture as a strategic management vector. The project, which began in 2010, identified the Company's way of being and operating and conducted an investigation which lasted for almost two years to determine the type of culture that will best support the Company's business strategy in the long term. In 2010, 27 vice-presidents and executives were involved in the discussion. In 2011, it was extended to managerial level leaders, with 100 participants in the workshops promoted by a consulting firm with expertise in this kind of work.

Corporate competencies

Parallel to the definition of its cultural vectors and organizational identity, GOL mapped its corporate competencies in association with a specialized consulting firm. In order to do so, it

Job category	On-line courses launched in 2011	Total on-line courses in 2011 (new and old)	Total n°. Of employees by job category (apprentices, interns, managerial and non-managerial) LA1 data
Operational	17	36	15,117
Administrative	18	36	3,288
Corporate	7	30	18,405
Total	42	102	18,405

was first necessary to identify and understand those behaviors expected of employees and managers in order to achieve the desired culture and strengthen organizational values; those behaviors considered a benchmark for managers according to GOL's culture (Mission, Vision, Values and Code of Ethics); and those behaviors that encourage employees to achieve results.

The mapping stages involved understanding GOL's culture and leadership; mapping institutional materials; interviewing key executives and managers; holding workshops to validate findings with the participants; and approval by key executives and the People Management Committee.

The main idea was to establish a group of competencies that were fully aligned with GOL's business strategies and designed to:

- Strengthen the connection between employees' behavior and implementation of the Company's strategic priorities;
- Determine behavioral expectations for the different levels of contribution within the organization;
- Express how employees make effective contributions to supporting the business;
- Reinforce the Company's Mission, Vision, Values and Code of Ethics through specific behaviors.

Mapped corporate competencies express GOL's DNA. When exercised by management and employees, they offer important benefits for leveraging competitive and sustainable advantages in regard to other organizations and for the Company's clients. GOL's corporate competencies are presented below.



Total n°. Of training hours (man-hours)			Average n°. Of training hours (man-hours)		
Classroom	On-line	Total	Classroom	On-line	Overall average
1,607,499.05	19,560.43	1,627,059.48	106.25	1.29	107.63
89,488.88	19,232.45	108,721.33	26.87	5.77	33.07
112,709.20	20,739.55	133,448.75	6.12	1.13	7.25
1,809,697.13	59,532.43	1,869,229.56	98.33	3.23	101.56



PURSUIT OF EXCELLENCE

Promoting the continuous improvement of processes with a focus on quality, excellence, and safety through the conscientious use of the Company's resources, aiming at greater efficiency and cost optimization. Defining and prioritizing actions in accordance with established objectives and deadlines while taking the impact on other areas of the business into consideration.



TEAM WORK

Working in partnership with professionals in all areas in an integrated and cooperative manner, valuing relations and the exchange of ideas in order to achieve a common goal. Knowing how to listen and put oneself in the place of others, ensuring effective communications and action synergy.



CLIENT ORIENTATION

Understanding and anticipating the needs of clients and taking simple measures to provide appropriate added value solutions to ensure their satisfaction and the sustainability of the business. Acknowledging that the client is the Company's *raison d'être* and establishing relationships of trust and credibility, thereby strengthening GOL's image.



FOCUS ON RESULTS

Making things happen, delivering and monitoring results in a consistent manner, committing to the required goals, deadlines and cost and quality levels. Operating with energy and enthusiasm, demonstrating responsibility and commitment to the Company's policies, Values and Code of Ethics.



ENTREPRENEURIAL ATTITUDE

Taking a proactive approach, with an "owner-of-the-business" attitude, analyzing critical situations with objectivity and focusing on solutions. Making decisions assertively and in a timely manner, taking responsibility for one's actions, the risks involved and the Company's assets. Remaining open to new trends, mobilizing and adapting rapidly to change.



PEOPLE MANAGEMENT

Developing a high performance team aligned with GOL's values. Mobilizing, promoting autonomy and helping the team to achieve common goals, actively demonstrating an inspiring vision of the business. Maintaining a positive climate, recognizing people and taking fair decisions, even unpopular ones when necessary.

The mapping of corporate competencies can be used as a basis for developing training and career-management tools, given their importance in determining development opportunities and demands. Competencies are also used as a benchmark for the People Management Cycle in the Performance Management stage.

Development route

In 2011, GOL launched the Development Route Program, which is designed to select those airport employees with an outstanding performance and train them for airport leadership positions. The program focuses on improving the area's performance, recognizing its best professionals, and developing and preparing these professionals for future managerial opportunities.

A total of 79 national and international base employees in the administrative and corporate areas participated in a screening process with the following steps: language test, group dynamics and individual interviews with regional managers. Participants received feedback throughout the process.

The Development Route is a three-month program which offers training in the following modules: 1) Integration; 2) People Management; 3) Process Management; 4) Understanding the Business Areas; 5) Understanding the Airport; and 6) Airport Job Rotation (varied work activities to increase operational knowledge).

Airport Trainee Program

Also in 2011, GOL launched its first trainee program, called Airport Trainee. The goal was to attract young people interested in being part of GOL's team and in benefiting from professional growth opportunities offered by the Company and subsequently train them to occupy leadership positions in airports.

A total of 20 young professionals were hired through the program, all of whom took part in a comprehensive training course with modules similar to those of the Route Development program: 1) Corporate Integration, 2) Understanding the Airport, 3) Job Rotation, 4) Understanding the Business Areas, and 5) Management Knowledge. Trainees receive feedback throughout the program to ensure that they are pursuing their development and professional goals.

One year after the program's implementation, around 70% of participants have already become managers in different bases, occupying strategic positions.

Dedication, agility and a commitment to the pursuit of innovation are the main features of the participants. Investing in these young professionals also strengthens GOL's People Management model.



Internship Program

GOL's internship program reinforces the initiatives focused on identifying and attracting future talent. In 2011, there were two selection processes involving 19,298 individuals, 10,081 of whom in the first half of the year and 9,217 in the second half.

Participants were submitted to an on-line testing phase, which included English and logical reasoning tests, group dynamics, and an interview with Company managers. At the end of the process, 48 interns were hired.

Once approved, interns go through an integration period and participate in a week of familiarization in order to get to know the GOL environment, comprising the following stages: 1) Understanding GOL, 2) Understanding the Aviation Business, 3) Visit to Congonhas Airport, 4) Visit to the Maintenance Hangar, and 5) Lecture on Careers and the Y Generation.

During the program, interns also participate in a training course focusing on professional development, including behavioral training and lectures on the Company's business areas, among others.



PEOPLE MANAGEMENT CYCLE

GRI LA12

Since its creation in 2010, the People Management Cycle has been gradually attracting more and more managers. In 2011, 49% of the Company's leaders participated in at least one stage of the cycle. This program consists of a set of tools designed to align employees' development with the organization's strategic pillars by monitoring individual and corporate performance indicators.

The Cycle also ensures greater clarity between GOL's expectations and the progress of its employees' careers, given that it promotes management's strategic alignment, from the definition of goals and targets, through the monitoring of performance and careers, to the planning and execution of development initiatives.

The program currently includes leaders from the executive and managerial levels. In the future, it will be applied to other employees and the practices will eventually be extended to the entire Company.

The People Management Cycle consists of four stages:

- **Target Management:** The process through which the annual targets described in the Balanced Scorecard are established, elucidated, managed and monitored, enabling employees to understand the Company's strategy and ensure that their targets are in line with the organizational goals, thereby favoring the engagement of all those involved.
- **Performance Management:** Performance is understood as being the combination of two aspects: quantitative, represented by the established targets and the results actually achieved (the "what"), exemplified by Performance Management and Performance Evaluation, and qualitative, involving the competencies used by managers in order to achieve these targets (the "how"), exemplified by Competency Evaluation. The results obtained during this stage are used by the participants and their immediate superiors in feedback meetings and in the planning of activities that will foster professional development and ensure that the established targets are reached.

- **Career Management:** This is handled by committees (collegiate meetings) that aim to align the people management policy and the results achieved by the managers with GOL's business strategy. The idea is to recognize and prioritize development in order to identify talent and potential successors for the Company's key positions.
- **Knowledge Management:** Knowledge is managed through initiatives that embody GOL's corporate values and permeate functional abilities and corporate competencies and are designed to promote and value the knowledge developed within the organization, encourage sharing, delineate and recommend the training required for each position, and serve as the basis for the development of each employee.

COMPENSATION

GOL's compensation strategy underscores its determination to retain talented and highly motivated professionals and is aimed at aligning the interests of its employees with those of the shareholders. The compensation packages include competitive salaries and the Profit Sharing Program (PPR).

In 2011, the Compensation Policy was revised and the variable compensation and bonus criteria were altered to make them even more attractive. Basically, the model was simplified through the adoption of clearer rules. The compensation of the majority of employees is based on four corporate performance indicators, while that of the higher positions is subject to individual indicators monitored by the Balanced Scorecard. Disclosure of the new variable compensation criteria is part of a communications plan covering all Company employees.

In 2011, the Company's lowest wage was on average 48% higher than the prevailing minimum wage – considering all job categories and all GOL's units in Brazil¹, versus 45% in 2010. The smallest variation was still in Paraná, where GOL's lowest wage was 16% higher than

¹ Excluding apprentices, as their compensation is not based on the local minimum wage.

the regional minimum wage of R\$736.00, versus 13% in 2010. The highest variation (56%) was in those states where the minimum wage was the same as the national minimum wage (R\$545.00). GOL's average wage, also considering all job categories and national bases, is R\$22.23 per hour. [GRI EC5](#)

Variation between the Company's lowest wage and the local minimum wage	2010		2011	
Average variation in relation to the minimum wage	45%		48%	
Lowest variation in relation to the minimum wage (Paraná)	13%		16%	
Highest variation in relation to the minimum wage	52%		56%	

Although there is no gender variation in the basic salary, in 2011 men's wages were on average 17% higher than women's. The variations were different in each job category¹: Executive (+27%); Technical Aviation – Flight Crew (+19%); Technical Aviation – Cabin Crew (+1%); Technical Aviation – Maintenance/Flight Planning (+18%); Professional (+19%); Operational (16%). This indicator improved compared to 2010, when men's wages were an average 22% higher than women's. [GRI LA14](#)

As for the Company's governance bodies, different criteria and goals are applied to each group. The Board of Directors is paid a fixed monthly salary only, while members of the Committees and Subcommittee are paid either a fixed monthly salary or a fixed amount per meeting, depending on the case. Members of the Board of Directors who sit on Committees are not entitled to additional compensation.

Executive officers (statutory and non-statutory) receive a basic monthly salary, a benefit package, an annual bonus as part of the profit-sharing program, and a long-term incentive program. The annual bonus is based on annual results, i.e. on achieving the overall financial target established for the year. The long-term incentive plan, on the other hand, consisting of the stock option plan, depends on the appreciation of the Company's shares over time.

The compensation policy is therefore aligned with the Company's interests, as it encourages

all employees to exceed the short- and long-term targets. Objectives related to the Company's social and environmental performance are not yet included in this policy. [GRI 4.5](#)

BENEFITS

[GRI LA3](#)

The benefits offered by GOL are in line with market practices and are designed to attract and retain talented professionals. Those granted to each job category are presented below:

- **Aircrew:** Group life insurance, day-care allowance, travel benefit, hotel allowance, reimbursement of the costs of the flight crew's Physical Aptitude Certificate, food vouchers and a health plan (part payment). Aircrew do not receive transport and meal vouchers.
- **Ground staff:** Group life insurance, transport and meal vouchers, life insurance, day-care allowance, travel benefit and a health plan (part payment).
- **Temporary employees:** The same benefits to which full-time employees are entitled, plus transport and meal vouchers. Temporary employees are not entitled to a health plan.
- **Part-time employees (four hours):** All benefits granted to ground staff, except for meal vouchers.

Each type of benefit is subject to eligibility rules based on the People Management Policy and the Collective Bargaining Agreement.

LABOR AND UNION RELATIONS

GOL maintains ongoing dialogue and negotiations with the trade unions that represent its employees. These include the National Aircrew Union, which represents all people working on board the aircraft, and other unions representing ground staff, including the National Ground Staff Union.

¹ Executive (coordinators, managers, officers and vice-presidents); Technical Aviation – Flight Crew (captains and copilots); Technical Aviation – Cabin Crew (chief steward and stewards); Technical Aviation – Maintenance/Flight Planning (maintenance and flight planning); Professional (senior specialists in various areas); Operational (supervisors, assistants, etc).

The Company enters into annual collective bargaining agreements in accordance with the guidelines established by the International Labor Organization (ILO).

All employees are free to join unions and are covered by the collective bargaining agreements (linked to their job category's Union). As in the previous year, in 2011 the Company did not identify any operations preventing employees from exercising their freedom of association.

GRI LA4 | GRI HR5

The formal agreements between GOL and the unions govern issues related to occupational health and safety based on the collective bargaining agreements in force (2011/2013), namely the National Collective Aircrew Agreement, the National Collective Ground Staff Agreement, and the Regional and Municipal Collective Aircrew Agreement. The issues covered are emergency transport, job guarantees for injured personnel, occupational accident communication, aviation medical service, time off for medical examinations, occupational safety and medicine, a stable Internal Accident Prevention Commission (Cipa), and an Occupational Health and Safety Assessment (PPP).

GRI LA9

CLIENTS

Client focus is one of GOL's primary values. As a result, it constantly invests in initiatives to enhance practicality, comfort and efficiency in the provision of its services. The 2011 highlights are listed below.

PUNCTUALITY

GOL took a number of measures in 2011 to improve its punctuality ratios, which the Company believed had reached critical levels.

One such initiative was the creation of the Delay Group, which promoted interaction between different corporate areas (Operations, Maintenance and Airports, among others) in order to discuss the issues and seek assertive and strategic solutions. The Group meets twice a week, in person and via conference call.

Another important measure for improving punctuality was the decision to classify flights

according to their operational profile and potential impact on scheduling in case of delay. This allowed the Company to identify priority flights and provide input for the decisions of operational and airport staff.

Internal procedures related to delays became even more rigorous, focusing on monitoring small variations and thus allowing the Company to take preventive measures. The monitoring results were included in daily panels accessed by top management, which encouraged cooperation between different areas in order to maintain healthy numbers.

Thanks to the new approach, the classification of flights and the constant monitoring of numbers, GOL began to detect new opportunities for improvement, including the implementation of metrics, targets and procedures, among others. This stronger commitment to punctuality and client satisfaction generated positive results.

ONLINE CHECK-IN

In order to increase client satisfaction and reduce queues at airports, GOL has been investing in mechanisms that allow passengers to check in remotely, i.e. via the internet, self-service kiosks, mobile phone and an iPhone application. The percentage of passengers who opted for remote check-in increased substantially between 2010 and 2011, climbing from 15% to 35%.

The online check-in resources are listed below:

- **Internet check-in:** passengers can use any computer connected to the internet and check-in up to 24 hours in advance. All they have to do then is print the boarding pass and present it in the departure lounge.
- **Self-service kiosks:** GOL has 112 self-service check-in kiosks in the Brasília, São Paulo (Guarulhos and Congonhas), Cuiabá, Belo Horizonte (Confins), Campinas, Curitiba, Florianópolis, Fortaleza, Rio de Janeiro (Galeão and Santos Dumont), Goiânia, Ilhéus, Manaus, Natal, Porto Alegre, Recife, Salvador and Vitória airports. This service, available to clients on domestic flights with or without baggage, also reduces boarding time.
- **Check-in via cell phone:** GOL was the first Brazilian airline to allow passengers to

check-in and choose their seats via mobile phone. Passengers choose the option “check-in by mobile phone” and position the device’s screen with the 2D code facing the reader. The boarding card is printed in the self-service kiosks installed in the airports listed above. Consequently this service is only available for flights from these airports.

- **iPhone application:** this service allows passengers with no luggage to check-in for domestic flights, choose their seats, credit miles in the SMILES frequent flyer program and receive their boarding pass directly on their iPhones. It is an extremely simple procedure: all passengers have to do is enter the confirmation number received when the ticket was purchased to receive the 2D bar-code boarding pass, which will be read by equipment at the boarding gates. This service is also only available for flights originating from airports with self-service kiosks.

ON-BOARD SALES

In 2011, GOL extended its on-board food sales service, providing passengers with an even wider range of easy-to-choose. The Company currently offers this service on most domestic flights lasting longer than 75 minutes.

The differentiated menu includes sandwiches, snacks, chocolates, and alcoholic and non-alcoholic drinks, among other options. Water is free of charge. On shorter regional flights that are not equipped with the service, GOL offers free snacks and beverages, including water, fruit juices and soft drinks. It also offers snacks and desserts on international flights. Comfort Class passengers are served with complete meals, which vary in line with the flight schedule.

The initiative arose from client satisfaction surveys, which indicated a clear desire for a wider variety of food items during flights. The Company then sought solutions that would meet these expectations without the need to increase fares. One of the factors that led the it to choose the on-board sales model was the wide acceptance of this type of service in Europe and the United States.

Clients can access the on-board sales menu on GOL’s website or opt for the service during the flight, paying in cash (Brazilian reais only) or by credit card.

GOL extended its on-board food sales service, providing passengers with an even wider range of easy-to-choose.

In order to ensure the highest safety and quality standards, GOL segmented the duties of the flight attendant teams and trained the crew on how to offer the new service.

GOL NO AR (GOL ON AIR)

Launched in the second half of 2011, the on-board entertainment platform was developed following research into the most appropriate technology and content. It was a multidisciplinary effort led by GOL’s New Business, IT and Marketing, Communications & Innovation areas. The service is free and is currently available in around 50 aircraft. Access to GOL no Ar, as the entertainment platform is called, is through the passengers’ own electronic devices, such as smart phones, tablets and notebooks.

To make the service even more attractive, GOL formed partnerships with renowned media companies, such as Globosat, Editora Abril, Sistema Globo de Rádio (SGR) and Coquetel, in order to ensure a wide variety of content to meet the preferences of an extensive range of audience profiles.

The technology adopted allows the content to be updated every time the aircraft lands, which helps the portal retain its attractiveness. In addition, the new tool has no impact on the weight of the aircraft or on fuel consumption, as no additional equipment needs to be installed.

The on-board entertainment platform represents a new market differential and yet another reason for passengers to opt for GOL.

One of GOL's most important growth-preparation initiatives in 2011 was the fine-tuning of the SMILES loyalty program.

CUSTOMER LOYALTY

One of GOL's most important growth-preparation initiatives in 2011 was the fine-tuning of the SMILES loyalty program. SMILES is of enormous importance, since it helps build customer loyalty while at the same time generating additional revenue for the Company. Consequently, GOL has been developing a deeper understanding of its user profile in order to improve the program and, consequently, increase the perception of its exclusivity. In 2011, it focused on adjusting the program's processes and procedures, having replaced its operating system with a more modern and efficient version at the end of 2010. SMILES closed the year with eight million members and began to be treated as a business unit with independent management and operational flexibility. GOL also contracted a consulting firm to help define the program's targets and directions in the coming years. To this end, a series of initiatives will be implemented in 2012, including changes to the program's upgrade rules.

CARGO TRANSPORT

GOL has also invested heavily in GOLLOG over the last two years. In 2010, it built a new cargo terminal at Congonhas Airport, more than doubling its cargo storage and handling capacity. In 2011, GOLLOG received the largest investment in its history – approximately R\$11 million – for the construction of another cargo terminal, this time at Guarulhos Airport, which began operations in March of the same year. The store was built in accordance with accessibility and sustainability concepts and is equipped with 13 customer service points, one

of which exclusively for people with disabilities. The storage and handling area was designed to operate without artificial light, ensuring greater comfort and lower operating costs. The terminal will also feature an exclusive, specially-designed area for training GOLLOG employees and those of its franchisees.

ACCESSIBILITY

One of GOL's priority challenges is to improve accessibility for people with disabilities and its main measures for addressing this issue are listed below:

- Adapting check-in counters and stores to meet the safety and comfort needs of customers in wheelchairs;
- Providing 52 Stair Trac elevators in all national bases to make it easier for passengers with disabilities or reduced mobility to board and disembark;
- Providing 365 regular and special wheelchairs in airport bases, administrative units and the Aircraft Maintenance Center;
- Emergency instructions in Braille;
- Cards specially adapted for the visually impaired;
- Permission for guide dogs in the cabin;
- Instructions for communicating with the hearing impaired.

SATISFACTION SURVEYS

GRI PR5

Given that focusing on the client is one of GOL's primary values, it conducts four types of satisfaction survey in order to ascertain customers' opinion of its services, the results of which provide important input for action plans, corrective measures and new projects from different Company areas.

Telephone satisfaction survey (IBOPE)

To verify clients' opinions on the quality of its services, in May 2010 GOL created the Post-Service Satisfaction Survey, developed by Ibope Inteligência, a member of the Ibope (Brazilian Institute of Public Opinion and Statistics) Group. The survey consists of telephone interviews with passengers who have flown with GOL in the last month or who have received any service through the Company's contact channels in the last three months. The surveys are conducted every month and the results are consolidated on a quarterly basis, enabling the Company to react rapidly, either through corrective measures or improved service procedures.

Around 6,600 interviews were conducted in 2011 in 11 major Brazilian airports: Congonhas, Guarulhos, Brasília, Galeão, Santos Dumont, Belo Horizonte, Curitiba, Porto Alegre, Recife, Salvador and Fortaleza.

In 2011, customer satisfaction averaged 7.69 points, an improvement over the 7.62 recorded in the previous year, but still “neutral” on the satisfaction scale. The best results in 2011 were registered in October (7.9) and the lowest in January, April, November and December (7.6).

The survey allows the Company to verify the quality of GOL’s various client interfaces, including purchasing and check-in processes, departure lounge, on-board experience, customer service cordiality, care with baggage, perception of punctuality, payment methods, relationship tools (SMILES and VOE FÁCIL cards), and service channels (store, dial-0300, dial-0800, Internet, chat and e-mail).

After receiving the consolidated data from Ibope, GOL identifies the items with the lowest score from customers and attempts to implement corrective and preventive measures, which involves a joint effort from several areas. The Company’s challenge is to continue improving its satisfaction ratings until it reaches the 9-to-10-point maximum.

Acknowledging the importance of these surveys, GOL uses customer satisfaction as one of the items in the Balanced Scorecard (BSC) for executives and managers of those areas with the biggest impact on clients: Marketing & Communications, Airport Operations, Customer Service, SMILES, Operations and the CEO’s Office.

The internal alignment of the Company’s focus on customer service is underlined by the fact that the survey results are also used for training managers in the Development Route program, especially the Human Resources area, as well as in training presentations for the Flight Crew, Human Resources and Airport areas.

In addition, the Service Radar, a specific multidisciplinary forum for executives and

managers, addresses customer service and satisfaction issues in all Company areas in fortnightly meetings, led by the Marketing, Communication & Innovation, and Customer Relationship Center (CRC) areas, when client satisfaction and complaint data from all channels are analyzed. The meetings also monitor the schedule and the results of related action plans.

Customers can also give their opinions, suggestions and make complaints through the Company’s service channels:

Online Customer Service (GOL and SMILES):

<http://www.voegol.com.br/pt-br/atendimento/atendimento-online/paginas/default.aspx>

E-mail customer service: <http://www.voegol.com.br/pt-br/atendimento/email/paginas/default.aspx>

GOL Customer Service (SAC):

0800 704 04 65

Social Networks: all complaints are examined by the Customer Relationship Center (CRC) and answered.

Exclusive customer service channel on

Twitter: <http://twitter.com/#!/voegolatende>

2011 CHALLENGES

Improved pet transportation

In 2011, GOL was able to use what it learned from three problematic incidents to improve its pet transportation procedures. The first incident involved the dog Pimpoo, which went missing from March 2 to 17 at Salgado Filho Airport in Porto Alegre after its transportation box broke. At the end of April, the cat Esquilo escaped from its cage while being transferred to another aircraft at Presidente Juscelino Kubitschek Airport in Brasília and was never

To verify clients’ opinions on the quality of its services, in May 2010 GOL created the Post-Service Satisfaction Survey.

¹ Portable elevators that allow passengers to board aircraft via a sliding platform to which standard wheelchairs can be coupled with the help of a specially-trained operator.



found. This was followed in September by the unfortunate death by cardiac arrest of a pug called Santiago after traveling from São Paulo to Vitória.

As a result of these incidents, GOL reassessed all of its internal pet transportation procedures, even though it had been operating in strict compliance with the law throughout. It consulted with animal welfare and protection experts, investigated best market practices, reviewed standards and procedures, and united professionals behind the formulation of a new internal method for transporting animals. The resulting changes included the establishment of technical specifications for the transport compartment and refusing to handle breeds of dogs and cats with flattened snouts (which reduces breathing capacity). The Company also improved instructions and training procedures for those airport personnel who are responsible for supplying information to the animal handlers and taking the pets to the appropriate place in the aircraft.

The results have been increasingly noted and recognized by passengers. One curious fact is that, after the Company had implemented a series of internal improvements, one animal protection NGO (Projeto Cão Guia), which actively supported the animal welfare cause during the cases mentioned above, asked GOL to be its partner and carry guide dogs from Rio de Janeiro to Brasília, proving that the Company had regained its credibility in regard to animal transport.

Proactive and synergetic reaction to chilean volcano eruption

The clouds of ash generated by the Chilean volcano Puyehue forced airlines to cancel flights in South America as a safety measure for passengers and crew. In the case of GOL, the flights affected were those to and from Buenos Aires (Ministro Pistarini International Airport and Aeroparque Jorge Newbery), Montevideo, Córdoba, Rosário, Porto Alegre, Caxias do Sul and, partially, Bariloche (San Carlos de Bariloche Airport).

In order to manage this situation, GOL's Airport, Operations, and Communications areas acted proactively and with great synergy. For example, the Company anticipated contact with customers whose flight schedule had changed and offered possible alternatives, such as date changes, re-accommodation (when necessary) or reimbursement in case of cancellations. Effective communications were vital so that customers could contact the Customer Service Center and reschedule their trips. The procedures to cope with the problems resulting from the eruption proved highly successful from the operational and client satisfaction point of view.

SUPPLIERS

The main cost for airlines is jet fuel. In 2011, GOL's fuel costs accounted for more than 40% of its total costs. The cost of jet fuel varied greatly, due to violent swings in oil prices which reached R\$1.92 in 2011, 23.2% upon the R\$1.56 recorded in 2010.

Another important economic variable is the Real-Dollar exchange rate, which affects not only fuel expenses but also general costs with supplies and services. This is because most Brazilian airline costs come from foreign inputs and are therefore impacted by import exchange rates.

In order to have an idea of the relative proportions of GOL's expenses with local and international suppliers, only 8% of total expenses with suppliers and service providers came from national partners in 2011. This percentage was obtained by identifying those local expenses with suppliers and service providers representing the highest amounts negotiated by the Supply area and include handling, repairs, engine and aircraft maintenance, tire purchases, hotel accommodation and catering (food services).

GRI EC6

Due to the nature of its business and the characteristics of airline supply in Brazil, GOL does not have any specific policies or procedures for prioritizing the hiring of national suppliers. However, the Supply area does constantly evaluate and seek out opportunities for generating efficiency gains in services and the purchase of materials, whether national or imported. **GRI EC6**

Among all the materials acquired by GOL (except for fuel), the Supply area believes that tires generate the greatest potential environmental impact, because of their non-renewable origin. In order to minimize this impact, since September 2010 GOL has been working with a company specializing in reusing tires for a variety of purposes, such as agricultural machinery or maritime defense equipment. In 2011, a total of 2,723 tires were acquired and 2,537 were reused, a substantial increase over the 2,733 acquired and only 803 reused in 2010, due to the reuse of tires acquired before 2011. **GRI EN1**

There is no significant report on the use of recycled materials, due to the nature of the Company's business and the rigorous specifications of aviation materials, which have a direct influence on operational safety. There are only items called rotables, which return to service after being repaired within a determined working life. **GRI EN2**

New contractual clauses

In 2011, the Supply area revised the clauses of standard contracts with suppliers and service providers to include aspects related to human rights and the environment that are aligned with the Company's values and ethical conduct, as well as with the prevailing legislation. The Company seeks to establish minimum requirements for partner companies.

The process resulted in the addition of new clauses, which will be included in all new supply contracts as of May 2012 and inserted into existing contracts through amendments.

These clauses cover the following issues: environmental preservation; compliance with environmental legislation; greenhouse gas emissions; combating discrimination, child and forced labor, and sexual harassment; respecting labor obligations; and freedom of association, among others.

Although GOL does not systematically evaluate its suppliers and service providers with regard



to human rights issues, nor map critical suppliers, it believes that including social and environmental clauses in its contracts encourages good supply chain practices and mitigates the Company's contractual risks.

GRI HR2

INVESTORS

In 2011, GOL continued to improve its proximity with the international financial community by providing it with transparent information. It participated in 26 conferences around the world, ten of which in Brazil, while the Investor Relations area received ten awards, including being elected one of the companies with the best results disclosure, as well as the best CEO, CFO and IR procedures.

COMMUNITY

GRI SO1 | GRI EC9

In 2011, GOL continued to implement socially responsible initiatives focused on the professional development of low-income youngsters, corporate volunteer work and supporting entities that help children with cancer. One of the highlights in 2011 was the launch of the social action and volunteer policies, which underpin the social initiatives developed by the Sustainability area. Below we present the main initiatives and projects sponsored by the Company.

The aim of the Institute is to contribute to the social and economic development of the region, especially by helping youngsters enter the job market.

INSTITUTO GOL (GOL INSTITUTE)

Created in November 2010 in response to the need to qualify skilled labor for the civil aviation sector in accordance with sustainability principles, Instituto GOL is a non-profit association that develops social initiatives. Its purpose, therefore, is to invest in training low-income youngsters to become aviation sector professionals. It also aims to disseminate GOL's culture, principles and values.

The first training course, in basic aircraft maintenance, began in GOL's Aircraft Maintenance Center in Lagoa Santa (MG) in partnership with the Municipal Departments of Education and Planning & Environment.

The curriculum comprises Mathematics, Physics, Portuguese, English and Aerodynamics, all of which focused on day-to-day aircraft maintenance activities. The classes are given by GOL maintenance instructors who have been seconded to the Institute

The student profile is youngsters up to the age of 22 in their final year of high school attending public schools in Lagoa Santa (MG), with good attendance records and grades. After completing the program, the performance of the students is evaluated and they may be hired as apprentices.

The aim of the Institute is to contribute to the social and economic development of the region, especially by helping youngsters enter the job market. In 2011, two classes graduated and 27 students were approved, six of whom were accepted by the Apprentice Program at GOL's Maintenance Center in Lagoa Santa.

COLABORADOR CIDADÃO (CITIZEN EMPLOYEE)

This is GOL's corporate volunteer social program, which was created in August 2006 to encourage solidarity among employees. Workers who sign up for the program are trained by GOL's Sustainability Department to develop competencies related to leadership, teaching, motivation and volunteer work practices. Once these skills have been developed, the "graduates" can propose activities for the program, which primarily targets children and teenagers assisted by non-government institutions and organizations.

This program also promotes the exchange of information and interest in volunteer work, as well as providing guidance on choosing institutions that may benefit from volunteer work and dealing with the associated red tape. In the handbook *Todo mundo pode voar* (Everybody Can Fly), developed exclusively for the program, GOL provides this guidance through diverse content related to the Company's operational segment. The program's materials also include explanatory videos.

As a means of monitoring the program's progress, volunteers deliver reports on the training they received, fill out team formation and control documents, present diagnoses, and undertake to send quarterly reports including the number of workshops and visits carried out, a description of the activities, and the number of volunteers and youngsters participating. They also report the benefits to their business unit, the team, the target youngsters and the institution's employees.

Based on these reports, the Sustainability Department evaluates the possibility of improvements and adjustments to maintain and expand the program. The teams are monitored by

the department via e-mail and on-site visits with representatives of Canto Cidadão, an NGO that provides consulting services for the program.

In 2011, approximately 34 bases, in addition to the headquarters in Congonhas, the GOLLOG cargo unit, the two customer service centers (CRCs), the shared services area (DSC) and the Confins maintenance center (CMA) received Citizen Employee training. There were two programs, in August and September, attended by 128 employees. Six of the bases held workshops in the chosen institutions and around 645 children benefited.

PROJETO FELICIDADE (HAPPINESS PROJECT)

Felicidade was GOL's first social project and is therefore an intrinsic part of its history. The initiative is a partnership with the Beit Chabad Jewish Benefit Association of Brazil, which since April 2001 has been offering underprivileged children and teenagers from around the country who are undergoing cancer treatment with a five-day visit to São Paulo, accompanied by their families. The idea is to help rebuild the youngsters' self-esteem and encourage the continuity of their treatment. Since 2002, the Company has been donating air tickets to São Paulo, in many cases making the kids' "dream of flying" come true.

Among other places, they visit GOL's headquarters at Congonhas Airport, where they participate in fun activities led by volunteer workers. They also visit some of the Company's departments, where they play games, watch performances, and are told how the department works and why it is important to the Company.

As a means of evaluating of the project, the partner association delivers reports to GOL's Sustainability area, which includes feedback from doctors and volunteers, as well as other information.

There were two visits in 2011, in which 46 volunteers and 28 children (and their families) took part. Of the 100 tickets donated in the year, 63 were used.

TODOS PELA EDUCAÇÃO (ALL FOR EDUCATION)

In 2011, GOL supported Todos pela Educação, a movement funded exclusively by the private sector, which unites organized civil society, educators and public managers to help ensure the right of all Brazil's children and teenagers to high quality basic education. By exercising influence on national public policies of a universal nature, the movement seeks to guarantee that all children and teenagers have access to schools and that these schools are properly equipped, with adequate infrastructure, qualified and well-paid teachers and high-quality public education, thereby promoting the full social and human development of the youngsters.

GOL donated 90 tickets, so that the organizers of the movement could participate in meetings in Brasília and prepare and hold the International Congress "Education: An Urgent Agenda" in November. This conference, which was also held in Brasília, was attended by Brazilian and international speakers and became a Brazilian education milestone by establishing the priorities in this area for the next ten years.

GPACI FLIGHT

To celebrate Children's Day, GOL provided a flight for 18 children aided by the Child Cancer Research and Aid Group (GPACI), a philanthropic organization that provides social, moral, medical and hospital care for children and teenagers with cancer.

The Company's goal was to alleviate the suffering of these youngsters and provide them with the opportunity to experience the sensation of flight. GOL flew them from São Paulo to the Aircraft Maintenance Center in Minas Gerais, where they learned how planes are maintained and visited the aircraft hangars.

Supporting the youngsters helped by GPACI is in line with GOL's community relations practices. The Company firmly believes that respect and integrity are essential values for its activities and sustainable growth.

*A variety of professionals
participated in important
meetings and advanced
their careers.*

CURI TIBA BRA SÍLIA

04

MANAGEMENT AND RESULTS

ECONOMIC SCENARIO

2011 was marked by fierce competition in Brazil and a highly volatile global economic scenario. The Brazilian civil aviation industry grew by 16% over 2010, approximately 5.9 times more than annual GDP growth, partially driven by exceptionally attractive fares in the first half.

There were also several initiatives that are important for the development of the aviation sector, such as the first private sector airport management concession, when the São Gonçalo do Amarante airport in Natal, Rio Grande do Norte, was privatized.

Also in 2011, ANAC published a bid notice for the privatization of another three strategic Brazilian airports, which were auctioned in February 2012: Guarulhos (São Paulo), Viracopos (Campinas – SP) and Brasília. The turning over of airport management to private enterprise is designed to improve airport infrastructure in order to meet the needs of the two major sporting events Brazil will be hosting (the 2014 World Cup and the 2016 Olympics) and clear the bottlenecks arising from the substantial growth in passenger traffic in recent years.



Curitiba

OPERATING PERFORMANCE

GRI 2.9

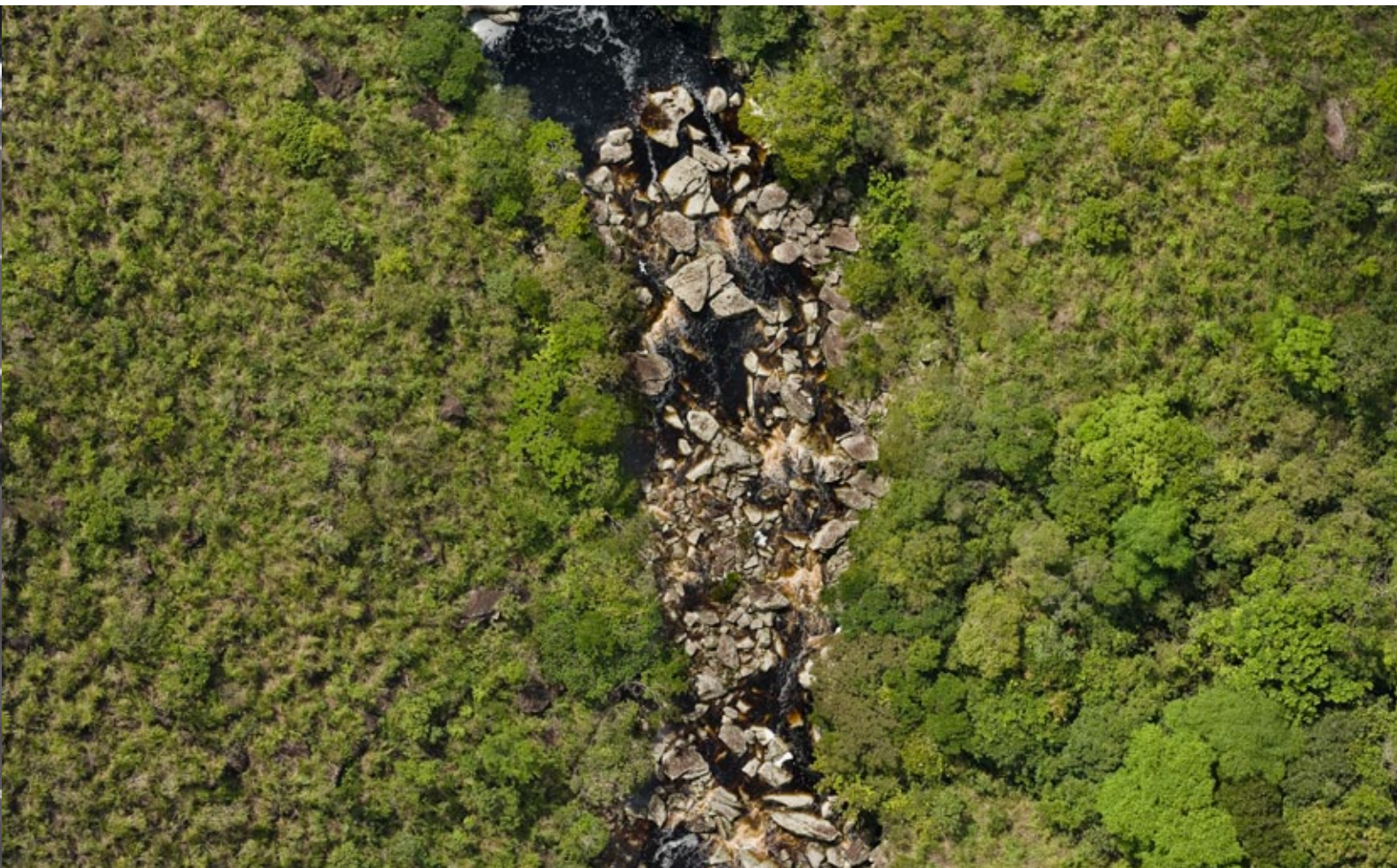
Acquisition of Webjet: Webjet's acquisition was part of GOL's 2011 consolidation strategy and will enable both companies to provide their clients with better services and a more comprehensive domestic route network. The acquisition was approved by Cade (Brazil's antitrust authority) in October 2012.

Agreements and partnerships: At the beginning of 2011, GOL entered into a partnership with Delta TechOps, Delta Airlines' maintenance division, via a long-term MRO (maintenance, repair and operations) agreement. The association is aimed at improving GOL's low-cost

structure as well as the quality of its Brazilian maintenance center. The Company also signed a memorandum of understanding for a codeshare agreement with Aerolíneas Argentinas and began a codeshare operation with Qatar Airways.

An interline operation (for the sale of stretches operated by another airline) was initiated with Webjet, allowing the latter to use GOL's sales channels for the distribution of its domestic route network.

In December, GOL announced a strategic long-term alliance with Delta Airlines, in line with its strategy of forming partnerships with global market leaders, adding value to its services by allowing customers to accumulate and redeem miles between the respective mileage programs and giving GOL passengers the opportunity to make international trips. This agreement was in



Brasília

line with the Company's strategy of establishing international partnerships with leading global players that add value to its services through the joint accumulation/redemption of miles in the airlines' mileage programs, together with the opportunity of offering long-haul flights to GOL's passengers. The agreement also capitalized GOL, strengthening its balance sheet and making it even better prepared to achieve its goals and explore new markets and sources of revenue. Partnering with a global player will also result in operational synergies with enormous potential for reducing operating costs, thereby reinforcing the Company's low-cost, low-fare DNA. Delta's experience and knowledge of global aviation acquired over more than 81 years of operations in the world's most developed market, combined with the growth potential of Brazil's civil aviation sector, should permit a healthy return on capital employed for both companies in the coming years.

Fleet: In 2011, GOL continued to renew its fleet, which now consists of 123 Boeing 737-800/700NG and 24 Boeing 737-300s aircraft, with average ages of 7 and 18 years, respectively. As a result, the Company was able to offer better quality service to its passengers and improve its financial performance by reducing maintenance and fuel consumption costs. In the second half, GOL took delivery of its first aircraft with the new futuristic Sky Interior, equipped with LED projections, which provides greater passenger comfort. GOL was the first airline in Latin America to acquire this model. Also in 2011, the Company returned three Boeing 767-300s that were no longer part of its operational fleet. At year-end, it had 141 Boeing 737NGs on order for delivery between 2011 and 2017 (91 firm orders, 10 purchase rights and 40 purchase options).

FINANCIAL PERFORMANCE

GRI 2.8

Net operating revenue totaled R\$7,539.3 million in 2011, 8% up on the R\$6,979.4 million reported in 2010, partially due to the incorporation of Webjet's 87-day operating revenue of R\$280.7 million as of October 3, 2011, when GOL acquired 100% of the company. This upturn was also a result of the following factors: (i) the 6.9% growth in passenger revenue due to the 1.5 p.p. upturn in the load factor (from 67.1% in 2010 to 68.8% in 2011), combined with a 4.9% decline in yields; (ii) the 17.7% increase in cargo revenue (which accounted for 4.1% of the Company's total net revenue), due to the greater national penetration of the cargo service, which expanded from 2,000 cities in 2010 to 3,500 in 2011; (iii) the 4.8% upturn in revenue from SMILES, due to the strengthening of the mileage program in 2011; (iv) the 30% growth in revenue from agreements with international partner airlines; and (v) the 35% increase in revenue resulting from flight cancellations and rebooking, reflecting higher operational volume between the periods.

Distribution of value added

GRI EC1

	2010	2011
Employees	39%	55%
Government	22%	10%
Funding bodies	15%	43%
Lessees	17%	18%
Shareholders	2%	-
Reinvestment	5%	-26%
Total in R\$	3,242,344	2,842,494

Operating costs came to R\$7,783.8 million, 23.9% more than the R\$6,281.7 million recorded in 2010, partially due to the incorporation of Webjet's 87-day operating costs of R\$289.5 million as of October 3, 2011, when GOL acquired 100% of the company. There were also variations in GOL's own operating costs, chiefly due to: (i) the 33.8% increase in fuel costs, in turn caused by the 19.5% upturn in the average per-barrel WTI oil price; (ii) the 24.6% rise in salaries, wages and benefits, especially due to the impact from the 8.75% pay rise in 2011, and the 10.6% period increase in the number of hours flown; (iii) the upturn in variable expenses due to higher operational volume (an increase of approximately 6.4% in the number of arrivals); (iv) non-recurring expenses in 2011 from the return of three Boeing 737-300s, flight cancellations due to the Chilean volcano eruption, expenses with contract terminations and system automation, and other sundry expenses; (v) the introduction of ANAC's new tariff methodology as of March 2011; and (vi) higher depreciation expenses due to the larger number of aircraft under financial leasing in 2011 (45, versus 35 in 2010). Operating costs per available seat-kilometer (CASK) increased by 13.9%, from 13.67 cents (R\$) in 2010 to 15.57 cents (R\$) in 2011.

As a result of the above-mentioned factors, the Company recorded an operating loss of R\$244.5 million in 2011, with a negative margin of 3.2%, versus operating income of R\$697.8 million and an operating margin of 10.0% in 2010.

The 2011 net financial result was an expense of R\$755.9 million, versus an expense of R\$311.3 million in 2010, partially due to the incorporation of Webjet's 87-day net financial expense of R\$19.4 million as of October 3, 2011, when GOL acquired 100% of the company. This figure also includes variations in GOL's own results, primarily due to: (i) the adverse impact of exchange-rate volatility in 2011 on the Company's foreign-currency-denominated assets and liabilities; and (ii) higher interest expenses due to the senior notes issue in July 2010 and the 4th and 5th debenture issues in September 2010 and June 2011, respectively. As a result of these factors, the Company recorded a net loss of R\$751.5 million in 2011, versus net income of R\$214.2 million in 2010.

Indebtedness and cash: in 2011, despite a difficult year, GOL was successful in its goal of increasing liquidity, maintaining a cash balance (comprising cash and cash equivalents, financial investments and restricted cash) equivalent to at least 25% of net revenue in the last 12 months. In fact, the Company closed the year with a cash position of R\$2,348.5 million, representing 31.1% of annual net revenue, 10.4% up on the previous quarter and 18.7% more than in the final quarter of 2010. On December 31, 2011, loans and financing totaled R\$4,991.4 million, 70% of which denominated in foreign currency and the remainder in reais.

Capex: GOL invested R\$685 million in 2011, 53% of which in aircraft pre-payments as part of the fleet expansion plan. The remainder was invested in spare parts, the Confins maintenance center, airports and the opening of stores in South America.

Capital market: at the close of 2011, the Company's capital stock comprised 270.4 million common and preferred shares. GOL's preferred shares have been listed on the São Paulo Stock Exchange (GOLL4) and the NYSE (GOL) since 2004. The free float came to 36.3% of the Company's total capital and 73.5% of preferred capital. GOL is among the most liquid companies in Brazil and is included in the Ibovespa (Bovespa Index), ITAG (Special Tag Along Stock Index), MSCI (Morgan Stanley Capital International Index), and the IBRX 100 (Brazil Index). In 2011, GOLL4's daily traded volume averaged R\$30 million. The Company's shares closed the year at R\$12.44 per share, 50.4% down on the R\$25.10 recorded in 2010.

Outlook: based on demand growth in recent years and financial market estimates for Brazilian GDP growth in 2012, the Company estimates an increase in domestic civil aviation demand of between 2.5 and 3.0 times GDP growth in 2012 (i.e. around 10%). This estimate also takes into consideration the ongoing expansion of Brazil's potential market due to the accelerated growth of the emerging middle class and the expansion of tourism in South America and the Caribbean. In 2012, the Company intends to increase its seat supply in the domestic market (including Webjet's route network) by between 0% and 2%, accompanied by a domestic load factor of between 71% and 75%. The Company expects a more rational approach to seat supply in 2012, resulting in higher yields. However, the Company also expects a negative EBIT margin, due to extreme volatility, a deteriorating economic scenario and a negative operating performance in the first half.



CORPORATE GOVERNANCE

INTRODUCTION

GRI 4.1

GOL conducts its business in accordance with best corporate governance practices. It has been listed in the Bovespa's Corporate Governance Level 2 trading segment since the simultaneous launch of its shares in the Brazilian and U.S. markets in 2004, and is subject to arbitration by the Market Arbitration Chamber, as per the arbitration clause envisaged in its Bylaws.

In order to ensure management and business transparency for the benefit of all its shareholders and investors, the Company maintains a Securities Trading Policy, which establishes rules and procedures for executives and employees who have access to material information.

It also possesses a Material Fact Disclosure Policy, which defines the criteria and the appropriate timing for disclosing such information to investors, as well as the employees responsible for ensuring that the related data are distributed to the market in a comprehensive, transparent and equitable manner. This policy is supported by the Disclosure Committee, which includes professionals from several areas of the Company who are not directly involved in the preparation of the reports disclosed to the market. The committee is responsible for checking and cross-checking the accuracy of the reports.

GOL was one of the first private issuers in South America to comply with Section 404 of the Sarbanes-Oxley Act (SOX) and uses the criteria established by the Committee of Sponsoring Organizations of the Treadway Commission in its internal controls. The Company also

complies with Section 302 of SOX, which states that executive officers must declare their personal responsibility for disclosure controls and procedures. Thanks to these certifications, GOL has improved its internal processes and underlined its commitment to best corporate governance practices.

Transparency

GRI 4.6

In order to ensure transparent and equitable accountability with investors and analysts, the Company maintains various management policies and instruments in accordance with the regulations of the SEC and its Brazilian equivalent, the CVM.

It also has a Corporate Governance Committee responsible for ensuring the highest possible corporate governance standards, which assists GOL in avoiding any conflicts of interest, thereby complementing the Code of Ethics and the various management policies and instruments. It also reviews and recommends the forms of compensation to be paid to GOL's employees to the Board of Directors, including salary, bonus and stock options, as well as analyzing management career and succession plans.

GOL conducts its business in accordance with best corporate governance practices.



ORGANIZATIONAL STRUCTURE

GRI 2.3



BOARD OF DIRECTORS

GRI 4.1 | GRI 4.2 | GRI 4.3

GOL's Board of Directors is composed of nine members, three of whom independent, in accordance with NYSE criteria. Board members are elected by the Annual Shareholders' Meeting for a one-year mandate with the right to re-election (the current mandate expires in April 2012). The Board meets five times a year, on average, or whenever requested by the Chairman, or jointly by any three Board members.

The Board of Directors is responsible for defining GOL's overall strategies, appointing the executive officers and monitoring their performance, among other duties.

The table below shows the name and position of the current Board members and is followed by the résumé of each member.

Name	Position
Álvaro de Souza	Independent Member and Chairman
Henrique Constantino	Vice Chairman
Constantino de Oliveira Júnior	Member
Joaquim Constantino Neto	Member
Ricardo Constantino	Member
Richard F. Lark Jr.	Member
Edward H. Bastin	Member
Luiz Kaufmann	Independent Member
Antonio Kandir	Independent Member
Paulo Kakinoff	Independent Member

Álvaro de Souza

Mr. Souza has been an independent member of GOL's Board of Directors since August 2004, and was its Chairman from April 2009 to July 6, 2012. His position is in accordance with the requirements of the Security Exchange Commission (SEC) and the listing rules of the New York Stock Exchange (NYSE). Mr. Souza is a member of the Company's Audit, People Management and Corporate Governance Committees, an executive officer of AdS—Gestão, Consultoria e Investimentos Ltda.,

and Chairman of the Board of Directors of the World Wildlife Fund in Brazil (WWF). He is also a member of the Board of Directors of the following companies and organizations: WWF International Board of Trustees, the Brazilian Biodiversity Fund (FUNBIO), Duratex S/A, CSU-CardSystem and Santos Soccer Club, in addition to being the Coordinator of AMBEV's Audit Committee and Fiscal Council. He was also a member of the Board of Directors of Unidas Rent a Car until July 2011, having previously served as Chairman. Mr. Souza is a Director certified by the Brazilian Corporate Governance Institute (IBGC) and was the CEO of Citibank Brazil from 1991 to 1994 and Executive Vice-President of Citigroup, in New York, from 1995 to 2003. He holds a bachelor's degree in Economics and Business Administration from the Pontifical Catholic University of São Paulo (PUC-SP).

Henrique Constantino

Mr. Constantino has been a member of GOL's Board of Directors since March 2004. He also has been a member of the Board of Directors of VRG Linhas Aéreas S.A., the successor of GOL Transportes Aéreos S.A. since 2008 due to the merger that took place on September 30 of that year. He participated in the creation of GOL and served as its Chief Financial Officer from January 2001 to March 2003, when he became a member of the Board. He is also a member of the Board of Directors of Providência S.A., BR Vias S.A. and Global Aviation S.A. He has also been CFO of the Comporte Group since 1994 and is a member of GOL's Fiscal Policy, People Management and Financial Policy Committees. Mr. Constantino has a law degree from Centro de Ensino Unificado de Brasília (CEUB) and completed a post-graduate program in Business Administration at the Getulio Vargas Foundation (FGV).

Constantino de Oliveira Júnior

Mr. Oliveira has been Chairman of the Company's Board of Directors since July 6, 2012, having served as CEO and a member of the Board of Directors from March 2004 to July 2012. In addition, since 2001 he has been a member of the Board of Directors of VRG Linhas Aéreas S.A., the successor of GOL

Transportes Aéreos S.A. due to the merger that took place on September 30, 2008, and was its CEO from 2001 to July 2, 2012. He is also a member of GOL's People Management, Corporate Governance, Risk Policy and Financial Policy Committees. Mr. Oliveira introduced the low-cost, low-fare concept to the Brazilian civil aviation industry and was elected "Most Valuable Executive" by the Brazilian newspaper *Valor Econômico* in 2001 and 2002. He was also elected the "Leading Executive" in the logistics sector by the readers of *Gazeta Mercantil*, a Brazilian financial newspaper, in 2003, and in 2008 was named a "Distinguished Executive" in the Air Transportation category at the GALA (Latin American Aeronautics Gallery) awards, sponsored by IATA. Between 1994 and 2000 he was an Executive Officer at a passenger road transportation company. Mr. Oliveira has a bachelor's degree in Business Administration from the Federal District University, in Brasília, and attended the Executive Program on Corporate Management conducted by the Association for Overseas Technical Scholarships.

Joaquim Constantino Neto

Mr. Constantino Neto has been a member of GOL's Board of Directors since March 2004 and Chief Operating Officer of the Comporte Group since 1994. From 1984 to 1990, he was in charge of operations of Reunidas Paulista. Since 1990, he has been CEO of Breda Serviços, a road passenger transportation company. He also is a member of the Board of Directors of CMP Participações, which manages a fleet of 2,000 buses in the Paraná and São Paulo regions.

Ricardo Constantino

Mr. Constantino has been a member of GOL's Board of Directors since March 2004 and Chief Technical and Maintenance Officer of the Comporte Group since 1994. He is also a member of the Board of Directors of BR Vias S.A. and Global Aviation S.A., and Managing Director of Agrodiesel S.A., a company that provides supply support services to all Comporte Group companies.

Richard F. Lark Jr.

Mr. Lark has been a member of GOL's Board of Directors since June 2008. He served as the Company's Chief Financial and Investor Relations Officer from April 2003 to June 2008.

He is currently a managing partner of Endurance Capital Partners (an Anbima and ABVCAP member) and a member of the Board of Directors of Renar Maçãs S.A. (BM&FBOVESPA: RNAR). From 2000 to 2003, he was Chief Financial Officer of Americanas.com Comércio Eletrônico S.A., and from 1998 to 1999, he was an executive in the investment banking divisions of Morgan Stanley & Co., Citicorp and The First Boston Corporation. He was also a member of the Board of Governors of the American Society of São Paulo from 2003 to 2010, having served as its President between 2005 and 2007. He is also a portfolio manager authorized by the Brazilian Securities and Exchange Commission (CVM), an associate of the Brazilian Institute of Corporate Governance (IBGC), and a member of GOL's Financial and Risk Policy Committees, as well as of the Accounting, Tax and Financial Statement Policy Subcommittee. Mr. Lark holds a master's degree in Business Administration from the Anderson School at UCLA (class of 1994), and bachelor degrees in Finance & Business Economics and Philosophy from the University of Notre Dame (1988 class).

Edward H. Bastin

Mr. Bastin has been a member of the Company's Board of Directors since April 2012 and CEO of Delta Air Lines, based in Atlanta, USA, since 2007, having previously held the positions of Vice-President and Controller in 1998 and CFO in 2005. He has also been a member of Delta's Board of Directors since February 2010. Between 2008 and 2009, he was CEO of Northwest Airlines. He has also worked for PepsiCo and Frito-Lay, was a partner of Pricewaterhouse Coopers in New York and is currently a member of the Board of Directors of Habitat for Humanity and the Woodtruff Arts Center, both of which based in Atlanta. Mr. Bastin holds a bachelor's degree in Business Administration from St. Bonaventure University (class of 1979).

Luiz Kaufmann

Mr. Kaufmann has been an independent member of GOL's Board of Directors since December 2004, in accordance with SEC and NYSE listing criteria. He is a partner of L. Kaufmann Consultores Associados and a member of the Board of Directors of VIVO and Providência S.A. He has been CEO of several companies, including Aracruz Celulose S.A.,

Vésper, Petropar, Grupo Multiplic and Arthur D. Little, and was a partner of GP Investimentos. He has also been a member of the Board of Directors of several companies, including Pioneer Hi-Bred International, América Latina Logística and Lojas Americanas, as well as a member of the Advisory Board of Global Corporate Governance. The latter body, comprising 20 internationally renowned business leaders from 16 different countries, was created to advance knowledge of the roles and responsibilities of boards of directors of international companies. He is also a member of GOL's Audit Committee and its financial expert, as defined by the current SEC rules.

Antonio Kandir

Mr. Kandir is a financial advisor and has been an independent member of the Company's Board of Directors since August 2004, in accordance with SEC and NYSE listing criteria. He is also a governance and management partner and a member of the Board of Directors of Medial Saúde and Providência S.A. He was a two-time member of Brazil's House of Representatives, as well as Planning and Budget Minister, Economic Policy Secretary and President of the Privatization Council. He is also a member of the GOL's Audit Committee. Mr. Kandir has a bachelor's degree in Production Engineering from the Polytechnic school of the University of São Paulo (USP) and bachelor's, master's and doctoral (PhD) degrees in Economics from the University of Campinas (Unicamp).

Paulo Kakinoff

Mr. Kakinoff was an independent member of the Board of Directors from January 2010 to July 2, 2012, when he left his position to become the Company's CEO. He was also the CEO of Audi Brazil until June 2012. Mr. Kakinoff has 18 years' experience in the auto industry, having served as Sales & Marketing Director at Volkswagen do Brasil and Executive Director for South America at the Volkswagen Group's headquarters in Germany. He is a member of GOL's People Management, Corporate Governance, Risk and Financial Policy Committees. Mr. Kakinoff holds a bachelor's degree in Business Administration from Mackenzie University, and was Vice-President of the Brazilian Automobile Importers Association (ABEIVA) and a member of the Board of Directors of Volkswagen Participações until June 2012.

BOARD OF EXECUTIVE OFFICERS

GRI 4.1 | GRI 4.2

Responsible for the day-to-day management of the business, the executive officers have extensive experience in the domestic and international passenger transport sectors. The individual responsibilities of each officer are established by the Board of Directors and the Bylaws.

The Board of Executive Officers is composed of at least two and at most seven members, all of whom are elected by the Board of Directors for a one-year mandate. Any officer may be removed from their position by the Board of Directors before the end of their term. The current mandate expires in March 2013.

The table below shows the name and position of each member of the Board of Executive Officers at the end of 2011, and is followed by their résumés.

Name	Position
Constantino de Oliveira Júnior	Chief Executive Officer
Adalberto Bogsan	Technical Vice President
Leonardo Porciúncula Gomes Pereira	Finance, Strategy, IT, Strategy and Investor Relations Vice President

Constantino de Oliveira Júnior

See page 81.

Adalberto Bogsan

Mr. Bogsan is GOL's Technical Vice President. In addition to being an experienced captain, with more than 13,000 flying hours, Mr. Bogsan is qualified in Airline Management and holds an MBA from the Getulio Vargas Foundation (FGV). He is also an examiner (ETA) certified by the Civil Aviation Institute (IAC) and has completed several specific courses, such as the Flight Safety/Accident Prevention module at CENIPA, Airline Emergency Planning and Response Management at IATA, and Civil Aviation Safety, among others. Mr. Bogsan began his career at the Brazilian airline Rio-Sul in 1989 and joined GOL in April 2002 as the Boeing 737 NG line captain. He has also served as co-pilot, captain, instructor, and flight inspector, in addition to heading the Operations and Operational Control areas. The Technical Vice President is responsible for Operations, Maintenance and Operational Safety

areas, as well as the Operational Control and Operational Technique departments.

Leonardo Porciúncula Gomes Pereira
Mr. Pereira has been Financial and Investor Relations Vice President since February 2009. Before joining GOL, he was CEO of Companhia do Vale do Araguaia, a Brazilian commercial forestry company, for two years and CFO and IRO of NET Servicos, a leading cable provider in Latin America listed on the BOVESPA, NASDAQ and Latibex, for six years. He was also Planning Officer at Globopar for five years and worked for Citibank Corporate Finance Bank in Brazil, Asia, Latin America and the United States for 13 years, where he held a number of positions. He was also head of the Aviation team for Latin America. He is currently a member of the Corporate Governance Committee of the American Chamber of Commerce in Sao Paulo. Mr. Pereira holds a bachelor's degree in Production Engineering from the Federal University of Rio de Janeiro (UFRJ) and in Economics from Candido Mendes University, as well as a master's degree in Business Administration from the University of Warwick, in the UK. He also completed extension courses in Finance at the IMD business school in Switzerland and General Management at the Wharton Business School, attended the Association for Overseas Technical Scholarship (AOTS) in Japan, and completed Columbia University's Senior Executive Education Program in New York.

FISCAL COUNCIL

GRI 4.1

In accordance with Brazilian Corporation Law, the Fiscal Council, or Fiscal Committee, is independent from the management and the independent auditors, and may be installed on a permanent or temporary basis, in which case it will remain in place for a specific fiscal year as determined by the shareholders.

A fiscal council is not equivalent to, or comparable with, a U.S. audit committee. Its main responsibility is to oversee management's activities, review the Company's financial statements, and report its findings to the shareholders. Brazilian Corporation Law requires

fiscal council members to receive as remuneration at least 10% of the average annual amount paid to the Company's executive officers. It also requires that the body be composed of at least three and at the most five members and their respective alternates.

As determined by the same law, Fiscal Council members may not be members of the Board of Directors or the Board of Executive Officers, or employees of GOL or its subsidiaries, or spouses or relatives of any member of Management, up to the third degree.

The Company's Bylaws establish a non-permanent Fiscal Council to be elected only by request of GOL's shareholders at Shareholders' Meeting. When elected, it will comprise at least three and at most five members and an equal number of alternate members. Currently, there is no Fiscal Council installed.

COMMITTEES OF THE BOARD OF DIRECTORS AND BOARD OF EXECUTIVE OFFICERS

GRI 4.1 | GRI 4.9

In order to ensure efficient management, GOL maintains five non-statutory management committees composed of Board members, executive officers and representatives of the independent auditors: the Personnel and Corporate Governance Committee; the Financial Policy Committee; the Risk Committee; the Audit Committee; and the Accounting, Tax and Financial Statement Policy Subcommittee. Their main objectives are listed below.

Audit committee

This committee provides assistance to the Board of Directors on matters involving accounting, internal controls, financial reporting and compliance. It recommends the appointment of the independent auditors to the Board of Directors and reviews the compensation of the independent auditors and helps coordinate their activities. It also evaluates the effectiveness of the internal financial and legal compliance controls. It comprises three independent members elected

by the Board of Directors for a one-year term with the right to re-election. All members meet the audit committee independence requirements of the SEC and NYSE.

People and corporate governance committee

This committee is responsible for the coordination, implementation and periodic review of best corporate governance practices, as well as for monitoring and informing the Board of Directors of legislative and market recommendations related to corporate governance. It also reviews and recommends to the Board of Directors the type of compensation, including salaries, bonuses and stock options, to be paid to GOL's employees, and analyzes management's career and succession plans.

It comprises up to five members elected by the Board of Directors, including the Chairman of the Board, one Board member, two outside specialists and the Vice-President of Management and Personnel, all of whom elected for a one-year term with the right to re-election.

Financial policy committee

This Board of Directors advisory body has the following duties and responsibilities:

- Reviewing and adopting measures to protect cash flow, the balance sheet, and profit and loss accounts against the volatility of fuel prices and those exchange rates and domestic and international interest rates applicable to the Company;
- Periodically evaluating the effectiveness of the above measures and recommending alterations whenever necessary;
- Preparing and approving the Company's corporate finance policies, and monitoring and analyzing their implementation and effectiveness;
- Periodically analyzing the Company's investment and financing plans, and recommending necessary operations to the Board of Directors;
- Periodically analyzing the impact of the investment and financing plans on the Company's capital structure and the consequences on results, and recommending necessary alterations to the Board of Directors;

- Establishing the parameters for maintaining the desired capital and liquidity structures, monitoring their application and approving the policies to be adopted in the following quarter.

It consists of five members elected by the Board of Directors, comprising the CEO, CFO and three Board members, who are elected for a one-year term with the right to re-election.

Risk committee

GRI 4.11

This Board of Directors advisory body has the following duties and responsibilities: preparing and approving the Company's risk policies and monitoring and analyzing their implementation; periodically analyzing the impact of the assets, especially in regard to dollar exchange rates and fuel prices, and recommending necessary operations to the Board of Directors; periodically analyzing the Company's revenues and expenses, with a focus on the impact on results, and recommending necessary alterations to the Board of Directors; and preparing, approving and evaluating the Company's short and long-term risk policies, as well as monitoring the policies adopted.

The Risk Committee comprises up to five members elected by the Board of Directors, whether or not Board members, for a one-year term of office and the right to re-election.

Accounting, tax and financial statement policy subcommittee

This Board of Directors advisory body conducts periodic reviews of the Company's accounting and financial statement policies and evaluates and monitors compliance with them.

It meets on a quarterly basis and consists of at least three members elected by the Board of Directors, comprising the CFO, one member of the Board of Directors or Audit Committee, and one independent member, all of whom elected for a one-year term with the right to re-election.

GRI INDICATORS

GRI 3.12

GRI Indicators	Page and/or notes	
1.1	Statement from the most senior decision maker about the relevance of sustainability to the organization	page 5
1.2	Description of key impacts, risks and opportunities	page 20, 25
2.1	Name of the organization	page 13
2.2	Primary brands, products and/or services	page 13
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures	page 16, 80
2.4	Organization's headquarters	page 90
2.5	Number and name of countries where the organization operates	page 18
2.6	Nature of ownership and legal form	page 9, 13
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	page 13
2.8	Scale of organization	page 13, 18, 55, 76
2.9	Significant changes during the reporting period regarding size, structure or ownership	page 17, 74
2.10	Awards received during the reporting period	page 32
3.1	Reporting period	page 9
3.2	Date of most recent previous report	page 9 – The most recent prior report was published in 2010.
3.3	Reporting cycle	page 9
3.4	Contacts in case of doubts regarding the report or its content	page 90
3.5	Process for defining report content	page 10
3.6	Boundary of the report	page 9
3.7	State any specific limitations on the scope or boundary of the report	page 9
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities	page 9
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report.	page 9
3.10	Explanation of the effect of any re-statements of information provided in earlier reports	page 9

GRI Indicators	Page and/or notes	
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report	page 9
3.12	Table identifying the location of the standard disclosures in the report	page 86
3.13	External assurance of the data	
4.1	Governance structure	page 78, 81, 83, 84
4.2	Indicate whether the Chair of the highest governance body is also an executive officer	page 81, 83
4.3	For organizations that have a unitary board structure, state the number and gender of independent and/or non-executive members of the highest governance body	page 81
4.4	Systems to enable shareholders and employees to provide recommendations or direction to the highest governance body	page 52
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives	page 63
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	page 79
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental and social topics	The members of the Board of Directors, GOL's highest corporate governance body, are highly experienced professionals who are fully qualified to perform their functions. In 2010 and 2011, the Board's performance was evaluated by its members, who also assessed their own performance and that of the other members, including the Chairman. The same mechanism was implemented in the Board's advisory committees. GOL is constantly pursuing best corporate governance practices in order to improve the process of evaluating the performance of all its bodies. These evaluations do not include social and environmental topics, although the Company plans to adopt them in the future with a view to improving and reinforcing its initiatives in these areas.
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation	page 15, 49

GRI Indicators	Page and/or notes
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance (e.g.: Balanced Scorecard, IOSA, internal and external social indicators)
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.
4.13	Memberships in associations and/or national/international advocacy organizations in which the organization has positions in governance bodies, participates in projects or committees, provides substantive funding beyond routine membership dues, or views membership as strategic
4.14	List of stakeholder groups engaged by the organization
4.15	Basis for identification and selection of stakeholders with whom to engage
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and stakeholder group
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns
EC1	Direct economic value generated and distributed
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change

GRI Indicators	Page and/or notes
EC4	Financial support from the government
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation
EC7	Procedures for local hiring and percentage of top management members recruited in local communities of important locations of operation
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or <i>pro bono</i> engagement
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts
EN1	Materials used by weight or volume
EN2	Percentage of materials used that are recycled input materials
EN3	Direct energy consumption by primary energy source
EN4	Indirect energy consumption by primary source
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives
EN8	Total water withdrawal by source
EN10	Percentage and total volume of water recycled and reused
EN11	Location and size of the area owned, leased or managed in, or adjacent to, protected areas and areas of high biodiversity outside protected areas
EN12	Description of significant impacts of activities, products and services on biodiversity in protected areas and areas of high biodiversity outside protected areas

	GRI Indicators	Page and/or notes
EN16	Total direct and indirect greenhouse gas emissions by weight	page 39
EN17	Other relevant indirect greenhouse gas emissions by weight	page 39
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	page 42
EN19	Emissions of substances hazardous to the ozone layer by weight	page 41
EN20	NOx, SOx, and other significant air emissions by type and weight	page 42
EN21	Total water discharge waste by quality and destination	page 46
EN22	Total weight of waste by type and disposal method	page 46
EN23	Total number and volume of significant spills	page 40
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	GOL and GOLLOG do not transport any type of hazardous material in their aircraft as they are not authorized to do so, neither does the Company import waste of this type.
EN25	Identity, size, protected status and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and run-off	The Company does not monitor the biodiversity value of water bodies and related habitats significantly affected by discharges of water and run-off.
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	page 36, 44
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Unlike in 2010, when the Company was fined R\$20,001.00, no significant fines or non-monetary sanctions were imposed in 2011 for non-compliance with environmental laws and regulations.
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	page 41
EN30	Total environmental protection expenditures and investments by type.	page 47

	GRI Indicators	Page and/or notes
LA1	Total workforce by employment type, employment contract and region	page 55
LA2	Total number and rate of new employee hires and employee turnover by age group, gender and region	page 56
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	page 63
LA4	Percentage of employees covered by collective bargaining agreements	page 64
LA5	Minimum notice period (s) regarding operational changes, including whether specified in collective agreements	GOL maintains a Transference Policy that describes the rules regarding operational changes used by the HR area, although it does not determine a minimum notice period for announcing such changes to the employees.
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	page 57
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	page 57
LA9	Health and safety topics covered in formal agreements with trade unions	page 64
LA10	Average hours of training per year per employee by gender, and by employee category	page 57
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	All initiatives related to development, skills management and employability are detailed on pages XX-XX. The company does not offer any programs to support career transitions in cases of retirement or resignation.
LA12	Percentage of employees receiving regular performance and career development reviews	page 62
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	page 55

	GRI Indicators	Page and/or notes
LA14	Ratio of basic salary of men to women by employee category	page 63
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	page 69
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	page 49, 51
HR4	Total number of incidents of discrimination and corrective actions taken	page 52
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights	page 64
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations	page 51
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	As in 2010, no violations of the rights of indigenous people were registered in 2011.
S01	Nature, scope and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting	page 69
S03	Percentage of employees trained in organization's anti-corruption policies and procedures	page 49, 52
S04	Actions taken in response to incidents of corruption	page 52
S05	Public policy positions and participation in public policy development and lobbying	page 42, 45
S07	Total number of legal actions for anticompetitive behavior, anti-trust, and monopoly practices and their outcomes	As in 2010, no incidences of legal actions for anticompetitive behavior, anti-trust, and monopoly practices were registered in 2011.

	GRI Indicators	Page and/or notes
S08	Monetary value of significant fines and total number of non-monetary sanctions for noncompliance with laws and regulations	On December 31, 2011, the Company and its subsidiaries were parties to 23,267 lawsuits and administrative procedures. The lawsuits are classified as Operational (arising from the Company's normal course of operations) and Successive (arising from succession recognition petitions related to obligations of the former Varig S.A.). Lawsuits involving possible indemnifications or the imposition of fines are still ongoing and GOL did not therefore disburse significant amounts in 2011 in regard to these matters.
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant product and service categories subject to such procedures	page 34
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	page 66
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	In terms of communications and marketing, GOL follows the guidelines and best practices established by recognized bodies, including the CENP (Executive Council for Standard Norms), ABA (Brazilian Association of Advertisers) and Conar (Brazilian Advertising Self-Regulatory Council).
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcome	No cases of non-compliance with regulations and voluntary codes related to communications and marketing, including advertising, promotion and sponsorship, were registered in 2011.
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	As in 2010, no breaches of customer privacy were registered in 2011. GOL uses an operational platform to classify all customer complaints (CRM), which ensures the reliability of the classifications and generates operational indicators for internal improvements to our products and services.

(Convenience Translation into English from the Original Previously Issued in Portuguese)

INDEPENDENT AUDITORS' LIMITED ASSURANCE REPORT RELATED TO 2011 SUSTAINABILITY INFORMATION

To the Board of Directors,
Management and Shareholders of
GOL Linhas Aéreas Inteligentes S.A.
São Paulo –SP

Introduction

We have been engaged by GOL Linhas Aéreas Inteligentes S.A. (the "Company") to provide our limited assurance report on the compilation of the information included in the Company's Sustainability Report for the year ended December 31, 2011.

Management's responsibility

The Company's Management is responsible for the preparation and presentation of the information included in the Sustainability Report in accordance with the requirements of the Global Reporting Initiative ("GRI G3") and internal control as Management determines is necessary to enable the preparation of such information that is free of material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express a conclusion on the information included in the Company's 2011 Sustainability Report based on our limited assurance engagement conducted in accordance with Technical Bulletin 07/2012, approved by the Federal Accounting Council (CFC), and prepared in accordance with NBC TO 3000 – Assurance Engagements Other Than Audits or Reviews of Historical Financial Information, issued by CFC, which is equivalent to International Standard ISAE 300 – Assurance Engagements, issued by the International Federation of Accountants – IFAC. Those standards require that we comply with ethical requirements, including independence requirements, and perform our work so as to obtain reasonable assurance about whether the information included in the Sustainability Report taken as a whole is free of material misstatement.

A limited assurance engagement conducted in accordance with NBC TO 3000 (ISAE 3000) primarily consists of making enquiries of the Company's Management and the other persons responsible for preparing the information in the Sustainability Report and applying analytical procedures to obtain evidence that enables us to express a limited assurance conclusion on the information taken as a whole. A limited assurance engagement also requires that we

perform additional procedures in the event matters come to our attention that cause us to believe that the information included in the Sustainability Report taken as a whole may contain material misstatements.

The selected procedures were based on our understanding of the compilation and presentation of the information included in the Sustainability Report, and other engagement circumstances, as well as on our consideration of areas where material misstatements might exist. These procedures encompassed the following:

- (a) Plan our work, considering the relevance, volume of quantitative and qualitative information and operating systems and internal controls based on which the information included in the Sustainability Report was prepared.
- (b) Understand the computation method and the procedures performance for compiling the indicators gained by interviewing the line managers responsible or the relevant information.
- (c) Apply analytical procedures on the quantitative information and making enquires about qualitative information and its relationship with the indicators disclosed in the information contained in the Sustainability Report.
- (d) Match financial indicators to the financial statements and/or accounting records.

Our limited assurance engagement was also conducted in accordance with the GRI G3 framework and guidelines applicable to the preparation of Sustainability Report information.

We believe that the evidence we have obtained during our work is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Scope and limitations

The producers applied in a limited assurance engagement are substantially less in scope than those applied to an assurance engagement the objective of which is to provide an opinion on the information included in the Sustainability Report. Consequently, these produces do not enable us to obtain assurance that all matters that might be identified in an assurance engagement designed to provide an opinion came to our attention. Had we performed an engagement the objective of which would be expressing an opinion, we could have identified other matters and material misstatements that might exist in the information included in the Sustainability Report. Accordingly, we do not express a opinion on this information.

Nonfinancial data is subject to more limitations than financial information, given both it's the nature and the methods used for determining, calculating or estimating such data. Qualitative interpretations of

materiality, relevance and accuracy of the data are subject to individual assumptions and judgments. Additionally, we did not perform any analysis in connection with future projections and targets.

Conclusion

Based on our work describe in this report, nothing has come to our attention that causes to believe that the information included in the Sustainability Report is not compiled, in all material respects, in accordance with GRI G3 guidelines.

Other matters

This report has been translated into English for the convenience of readers outside Brazil

São Paulo, January 15, 2013

DELOITTE BRASIL
Auditores Independentes Ltda.



Andre Ricardo Aguillar Paulon
Engagement Partner

CREDITS

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"GOL would like to thank all those employees who participated in the preparation of this Sustainability Report for their efforts and dedication."

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GRAPHIC AND EDITORIAL PROJECT

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Image bank
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78, 79: Cassio Vasconcellos
Page 20: Fabrício Barros
Page 24: Bernadeta Szanto-Ozimec
Page 28: Luis Altamirano
Page 60: Masban Pereira
Page 61: S Braswell

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