

**GOL LINHAS AÉREAS INTELIGENTES S.A.**  
**("Company")**  
**CNPJ/MF No. 06.164.253/0001-87**  
**NIRE 35.300.314.441**

**NOTICE OF NON-INSTALLATION OF THE EXTRAORDINARY SHAREHOLDERS 'MEETING  
HELD ON MARCH 15, 2021**

- 1. DATE, TIME AND PLACE:** March 15, 2021, at 02:00 p.m., at Praça Comte. Linneu Gomes, S/N, Portaria 3 – Meeting Room of the Board of Directors, Jardim Aeroporto, São Paulo – SP.
- 2. CALL NOTICE:** The call notice was published on February 12, 17 and 18, 2020 in Valor Econômico, on pages A11, B05 and B07, respectively, and on February 12, 13 and 16, 2020 in Diário Oficial do Estado de São Paulo, on pages 43, 39 and 09 of such editions, respectively.
- 3. ATTENDANCE:** Shareholders representing 0.13% of the total capital stock of the Company, in accordance with the signatures in the Shareholders' Attendance Book.
- 4. BOARD:** Chairman: Mr. Constantino de Oliveira Junior, Secretary: Ms. Ana Beatriz Margarido Pires de Almeida Lobo.
- 5. AGENDA:** (i) approving the Protocol and Justification ("**Protocol and Justification**") to be executed between the management of the Company, Gol Linhas Aéreas S.A., a privately-held company, enrolled with the Corporate Taxpayers' Registry (CNPJ/MF) under No.07.575.651/0001-59, headquartered in the city of Rio de Janeiro, state of Rio de Janeiro, at Praça Senador Salgado Filho, S/N, Aeroporto Santos Dumont, ground floor, public area, between hubs 46-48/O-P, ("**GLA**") and SMILES Fidelidade S.A., a publicly-held company, enrolled with the Corporate Taxpayers' Registry (CNPJ/MF) under No. 05.730.375/0001-20, headquartered in the city of Barueri, state of São Paulo, at Alameda Rio Negro, 585, bloco B, 2<sup>nd</sup> floor, Alphaville, 06454-000 ("**SMILES**"), setting forth the terms and conditions of the corporate reorganization, whose acts and events are connected and interdependent, in accordance with which shares issued by SMILES will be merged by GLA, and shares issued by GLA will be merged by the Company. As a result, the Company will become the indirect holder of all shares issued by SMILES, combining the operations and shareholder bases of the Company and SMILES ("**Reorganization**"); (ii) ratifying the appointment of expert company Apsis Consultoria e Avaliações Ltda., enrolled with the Corporate Taxpayers' Registry (CNPJ/MF) under No.08.681.365/0001-30 and CRC/RJ No. 005112/O-9, headquartered in the city of Rio de Janeiro, state of Rio de Janeiro, at Rua do Passeio, 62 / 6<sup>th</sup> floor, as responsible for the preparation of the appraisal report on the economic value of the equity of GLA, for purposes of the merger of shares issued by GLA by the Company ("**Appraisal Report of GLA Shares**"); (iii) approving the Appraisal Report of GLA Shares; (iv) approving the proposed Reorganization, in accordance with the Protocol and Justification; (v) authorizing, as a result of the Merger of the GLA Shares, GOL's capital increase, to be subscribed for and paid by the members of management of GLA, and subsequent amendment to its bylaws (once the final number of shares has been determined, depending on the swap ratio to be elected by SMILES shareholders, and, therefore, the final number of GOL shares to be issued as a result of the Merger of GLA Shares), including the authorization of the Board of Directors to determine, at the time of consummation of the Reorganization, the exact number of shares to be issued, as well as the amounts to be allocated to the capital stock

and the capital reserve; and (vi) approving the creation of preferred shares and redeemable preferred shares issued by the Company.

**6. NON-INSTALLATION OF THE MEETING:** The Shareholders' Meeting convened for this date was not installed, since the minimum legal quorum for its installation at the first call was not reached, therefore the Company's Management will promote the second call of the Extraordinary General Meeting. On second call, the referred Meeting will be installed with the presence of any number of shareholders, who will deliberate on the matters included in the agenda indicated in the call notice in accordance with the applicable legal and regulatory provisions.

**7. APPROVAL AND SIGNATURE OF THE MINUTES:** As none of the shareholders took the floor, the meeting was adjourned for the time required to draft these minutes and, once resumed, these minutes were read, checked and signed by all in attendance.

São Paulo, March 15, 2021

Board:

---

Constantino de Oliveira Junior  
**Chairman**

---

Ana Beatriz Margarido Pires de Almeida  
Lobo  
**Secretary**

Shareholders in attendance:

---

CALIFORNIA PUBLIC EMPLOYEES' RETIREMENT SYSTEM; COLLEGE RETIREMENT EQUITIES FUND; EATON VANCE RICHARD BERNSTEIN EQUITY STRATEGY FUND; FIDELITY SALEM STREET TRUST; FIDELITY TOTAL INTERNATIONAL INDEX FUND; GAM MULTISTOCK; IBM 401(K) PLUS PLAN; JAPAN TRUSTEE SERVICES BANK, LTD. RE: RTB NIKKO BRAZIL EQUITY ACTIVE MOTHER FUND; JOHN HANCOCK FUNDS II EMERGING MARKETS FUND; KAISER PERMANENTE GROUP TRUST; NORGE BANK; NTGI - QM COMMON DAILY ALL COUNTRY WORLD EX-US INVESTABLE MARKET INDEX FUND – LENDING; PARAMETRIC TAX-MANAGED EMERGING MARKETS FUND; PUBLIC EMPLOYEES RETIREMENT ASSOCIATION OF NEW MEXICO; SPDR PORTFOLIO MSCI GLOBAL STOCK MARKET ETF; SPDR S&P EMERGING MARKETS ETF; SPDR S&P EMERGING MARKETS FUND; SSGA SPDR ETFS EUROPE I PLC; STATE STREET GLOBAL ADVISORS TRUST COMPANY INVESTMENT FUNDS FOR TAX EXEMPT RETIREMENT PLANS; STATE STREET GLOBAL ADVISORS TRUST COMPANY INVESTMENT FUNDS FOR TAX EXEMPT; ETIREMENT PLANS - STATE STREET MSCI EMERGING MARKETS SMALL CAP INDEX SECURITIES LENDING FUND; STATE STREET GLOBAL ALL CAP EQUITY EX-U.S. INDEX PORTFOLIO; STATE STREET MSCI EMERGING MARKETS SMALL CAP INDEX NON-LENDING COMMON TRUST FUND; THE MASTER TRUST BANK OF JAPAN, LTD. AS TRUSTEE OF NIKKO BRAZIL EQUITY MOTHER FUND; TIAA-CREF QUANT INTERNATIONAL SMALL-CAP EQUITY FUND; VANGUARD INVESTMENTS FUNDS ICVC-VANGUARD FTSE GLOBAL ALL CAP INDEX FUND; VANGUARD TOTAL WORLD STOCK INDEX FUND, A SERIES OF VANGUARD INTERNATIONAL EQUITY INDEX FUNDS; CAPITAL INTERNATIONAL FUND; PUBLIC EMPLOYEES RETIREMENT SYSTEM OF OHIO; VANGUARD ESG INTERNATIONAL STOCK ETF; VANGUARD

FIDUCIARY TRUST COMPANY INSTITUTIONAL TOTAL INTERNATIONAL STOCK MARKET INDEX  
TRUST (represented by Lívia Beatriz Silva do Prado)