



SNA/Delta Pilot Protocol I

May 30, 2018
Sao Paulo, SP, Brazil

1. The Gol and Delta pilots, as represented respectively by the Sindicato Nacional dos Aeronautas (SNA) and the Air Line Pilots Association, Int'l (ALPA), recognize that the airline industry in general, and our airlines in particular, are faced with a dynamic airline environment. We recognize our airlines desire to maximize the potential of their relationship with each other by entering into an advanced code share and equity investment by Delta Air Lines. We understand this combination may have significant long-term effects on the pilots we represent. We will revise this Protocol in case the relationship between Gol and Delta matures into a joint venture or by request of one Union to the other Union.
2. We understand the vital importance of ensuring that the management of our airlines do not use this new relationship as a means to weaken pilot bargaining positions or pilot unity, or attempt to leverage one pilot group against other pilot groups, or to diminish the legitimate career expectations and social and contractual conditions of the pilots represented by our Unions.
3. We agree to cooperate to ensure that fairness and proportionality become the cornerstones on which our respective pilot groups will engage in our discussions.
4. The basic objectives of this cooperation between SNA and ALPA are:
 - a. To establish an ongoing dialogue and exchange of information between the two signatory unions related to the special relationship between our companies' managements.
 - b. To share our knowledge and experience in the airline industry, including details of our collective bargaining agreements, national laws and regulations.
 - c. To share other information important to protect and enhance our professional interests.
 - d. To avoid any action that could reduce the leverage available for the Gol or Delta pilot groups.
 - e. To prepare for the further development of the commercial relationship between Gol and Delta to include codeshare agreements and/or a future joint venture.
5. SNA (Gol pilots) and the ALPA (Delta MEC) believe that mutual cooperation and unity of purpose are essential to protect our mutual professional interests in relation to the Gol/Delta relationship. To further our mutual goals, the Unions commit to:



- a. Establish necessary procedures for a timely exchange of information and meet on a regular basis to protect and further our mutual professional interests;
- b. Develop a common strategy to protect the professional interests of our pilots;
- c. Produce additional written protocols between our Unions that further our common professional objectives;
- d. Use all appropriate lawful actions to protect our members contractual and legal rights, professional interests and career expectations, including the joint development of negotiations strategies designed to achieve our common goals;
- e. Work together to prepare for the many challenges that our unions and our members are certain to face in the future as a result of this relationship between Gol and Delta.

6. The Unions agree to respect the autonomy and rights of each union. We further agree to respect the legitimate efforts of each union to secure fair labor agreements with its respective airline.

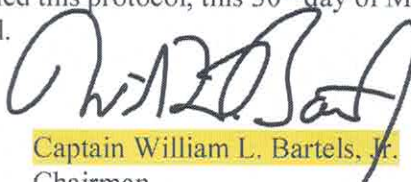
7. The Unions agree to seek provisions in their respective labor agreements that in the event of a strike would prevent our airlines from requiring pilots to perform the work normally done by pilots of the other airline. In the event such protective provisions are not secured or are breached after they have been secured, the Unions agree to take all appropriate lawful actions to refrain from performing the work normally done by the pilots of the other airline.

8. The unions, from time to time, may designate working groups to further the goals of this protocol. Each union shall designate a representative or representatives who shall be responsible for participating in any joint working group and coordinating between the Unions on matters concerning the business between the companies Gol and Delta, including joint venture or codeshare agreements.

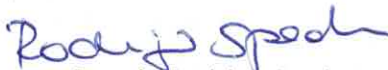
IN WITNESS WHEREOF, the parties have signed this protocol, this 30th day of May 2018, in the City of Sao Paulo, State of Sao Paulo, Brazil.



Captain Tiago Rosa da Silva
General Secretary
SNA



Captain William L. Bartels, Jr.
Chairman
ALPA - Delta MEC



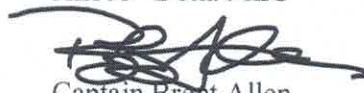
Captain Rodrigo Spader
Legal Director
SNA



Captain Luigie Martinez
Chairman, Int'l Affairs and Alliances
ALPA - Delta MEC

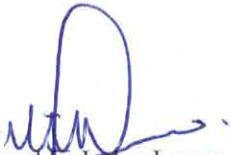


Marcelo Ceriotti
Int'l Affairs Director
SNA




Captain Brent Allen
Chairman, Scope Compliance and Analysis
ALPA - Delta MEC






Captain Osvaldo Jodas Lopes Neto
IFALPA Director
SNA



Captain Mario Amato
Director
SNA



Captain Rick Hale
Vice Chairman, Int'l Affairs and Alliances
ALPA - Delta MEC

