

## TAM EXPRESS (SUL)

R Monsenhor Antonio Pepe 94, Jardim Aeroporto, São Paulo, Brazil  
Tel +55 4 552 31190 Fax +55 4 557 44114

Services scheduled, domestic, passenger

Parent organisation/shareholders TAM Holding (100%)

Description Operates scheduled feeder services to the TAM Group's mainline routes.

History Helisul was acquired by TAM in May 1996, and its name was changed to TAM Express.

## TAM LINHAS AEREAS (JJ) (BLC)

Av Jurandir, 856-Lote 4-Jardim Cecil, São Paulo, São Paulo, 04072-000, Brazil  
Tel +55 (11) 5582 8675 Fax +55 (11) 5581 9671

Sita BSBDBKK Website www.tam.com.br/

Services scheduled, regional, domestic, passenger and cargo

Parent organisation/shareholders TAM Holding

Airline subsidiaries/shareholdings AeroVIP, TAM

Mercosul (80%), TAM Express

Alliances Air France, American Airlines, Iberia, Pantanal Linhas Aereas, TAM Mercosul

Date established 1 August 1986

Date operations started 1 August 1986

Description Regional airline arm of the TAM Group providing scheduled services from São Paulo-Guarulhos to major points within Brazil, as well as international flights to neighbouring countries and to Miami in the USA, and across the Atlantic to Europe.

History Purchased by TAM Taxi Aereo Marília (founded in January 1961) in 1976, it operates in the mid-north region of the Integrated System of Regional Air Transportation (SITAR), with the assets absorbed from VOTEC, a former regional airline. Originally called Brasil Central Linhas Aereas Regionais, it changed its name to TAM Transportes Aereos Meridionais in December 1996. At the end of 2000, TAM-Transportes Aereos Regionais and TAM-Transportes Aereos Meridionais, merged becoming a single company now called Tam-Linhas Aereas SA.

Employees total 5,590

### Executives

President and Chief Executive	Daniel Martin
V.P. Financial	Marcos Bologna
VP Commercial and Marketing	Luiz Falco
Administration Director	Egberto Lima
Contracts Director	Jose Maluf
Domestic Commercial Director	Wagner Ferreira
International Commercial Director	Rubel Tomas
Planning Director	Armando Filho
Supply Director	Armando Berti

Fleet 6 x Airbus A319-100  
21 x Airbus A320-200  
7 x Airbus A330-200  
50 x Fokker 100  
Orders 8 x Airbus A319-100  
16 x Airbus A320-200

Destinations (domestic scheduled) Aracaju, Aracatuba, Bauru, Belem, Belo Horizonte, Brasilia, Cabo Frio, Campinas, Campo Grande, Caxias do Sul, Corumbá, Criciúma, Cuiabá, Curitiba, Florianópolis, Fortaleza, Goiania, Iguassu Falls, Ilheus, Imperatriz, Ji-Parana, Joao Pessoa, Joinville, Londrina, Macapá, Macelo, Manaus, Marabá, Marília, Natal, Navegantes, Palmas, Porto Alegre, Porto Seguro, Porto Velho, President Prudente, Recife, Ribeirão Preto, Rio de Janeiro, Salvador, Santarém, São José do Rio Preto, São José Dos Campos, São Luiz, São Paulo, Sorocaba, Teresina, Uberlândia, Una, Vitória

Destinations (international scheduled) Asunción, Buenos Aires, Frankfurt, Miami, Montevideo, Paris, Punta del Este, Zurich

## TAM MERCOSUL (PZ) (LAP)

Aeropuaero International Silvio Pettrossi, Hangar Tam/Arpa, Luque, Paraguay

Tel +595 21 646 000 Fax +595 21 645 408 Sita ASUSKPZ

Services scheduled, international, regional, domestic, passenger and cargo

Parent organisation/shareholders Government (20%),

TAM Linhas Aereas (80%)

Alliances Aerolíneas Argentinas, TAM Linhas Aereas

Date established 1962 Date operations started 1963

Description The national airline of Paraguay, operating domestic and international scheduled and charter services.

History Founded as LAPSA Air Paraguay and adopted the present title when the TAM Group of Brazil acquired an 80% stake in September 1996. In September 1998, the government of Paraguay announced its intention to sell its remaining 20% stake in the airline.

### Executives

President	Miguel Candia
VP Operations	Anibal Fuente
Commercial Manager	Javier Hicketier
Finance Manager	Oscar Johansen

Destinations (domestic scheduled) Asunción, Ciudad del Este, Concepción, Fuerte Olimpo, Vallemi

Destinations (international scheduled) Buenos Aires, Cochabamba, Florianópolis, Iquique, Montevideo, Punta del Este, Resistencia, Santa Cruz, Santiago, São Paulo

## TAME LINEA AEREA DEL ECUADOR (EQ) (TAE)

Avenue Amazonas 13-54 y Av Colon, 6 Piso, PO Box 8736, Sucursal Almagro, Quito, Ecuador

Tel +593 (2) 509 375/81 Fax +593 (2) 554 907

Website www.tame.com.ec/

Services scheduled, charter, international, regional, domestic, passenger and cargo

Parent organisation/shareholders Ecuadorean air force (100%)

Alliances Lloyd Aereo Boliviano

Date established December 1962

Date operations started 1962

Description Commercial branch of the Ecuadorian air force, operating scheduled domestic flights, as well as international services to South America and the Caribbean.

History Founded by the Ecuadorean air force as Transportes Aéreos Militares Ecuatorianos (TAME), later Transportes Aéreos Mercantiles Ecuatorianos, and was converted into a separate branch by constitutional decree in the summer of 1990. It is now largely run by civilian personnel, although high-ranking air force officials still retain key management positions.

### Executives

Executive President	William Birkett
Commercial Manager	Lucia Quiros
Finance Manager	Marco Rodriguez
Human Resources Manager	Raul Valencia
Maintenance Manager	Marcelo Soasti
Materials Manager	German Flores
Operations Manager	Eduardo Esparza

Fleet 2 x Boeing 727-100  
5 x Boeing 727-200 Advanced  
1 x Fokker F28 Mk4000

Destinations (domestic scheduled) Guayaquil, Quito

Destinations (international scheduled) Havana, Lima, Santiago

## TAMPA AIRLINES (QT) (TPA)

Carrera 76, No 34a-61, Medellín, Antioquia, Colombia

Tel +57 4 409 9200 Fax +57 4 409 9249

Website www.tampacargo.com

Services scheduled, charter, international, cargo

Parent organisation/shareholders Martinair (40%)

Date established 11 March 1973

Date operations started 11 March 1973

Description Specialist all-cargo carrier transporting flowers from Latin America to Miami, as well as pre-cut textiles, gas tanks and flammable materials. The airline operates up to 35 flights a week.

History Martinair of Holland acquired 40% of the airline in 1996.

### Executives

President and Chief Executive	Fredrik Jacobsen
Administration and Financial VP	Carlos Ivan Villegas
VP Commercial	Liborio Cuellar Araujo

Fleet 3 x McDonnell Douglas DC-8 Series 70

Hubs Cali-Alfonso Bonilla Aragón (CLO), Miami International (MIA), Barranquilla-Ernesto Cortissoz (BAQ),

Bogotá-Eldorado (BOG)

## TANGO

PO Box 64239, Thorncliffe Outlet, 5512 4th Street, NW, Calgary, Alberta, T2K 6J0, Canada

Tel +1 800 315 1390 Fax +1 866 584 0380

Website www.flytango.com

Services scheduled, international, domestic

Parent organisation/shareholders Air Canada

Date established 1 November 2001

Date operations started 1 November 2001

Description Offers non-stop services with Airbus A320s transferred from Air Canada among eight major Canadian cities - Toronto, Vancouver, Calgary, Edmonton, Winnipeg, Ottawa, Montreal and Halifax. In addition there will be non-stop services between Toronto and Fort Lauderdale, Orlando and Tampa and between Montreal and Fort Lauderdale and Orlando. Tango is not a subsidiary but a "separately branded" Air Canada service that will operate parallel to many of the carrier's mainline operations.

## TANS-TRANSPORTES AEREOS NACIONALES

### DE LA SELVA (TJ) (ELV)

Avenida Arequipa 5200, Miraflores, Lima, Peru

Tel +51 1 241 8519 Fax +51 1 445 7107

Website www.tans.com.pe/

Services scheduled, domestic, passenger and cargo

Parent organisation/shareholders Peruvian government (100%)

Date established 1963

Description Operates scheduled flights from Lima to major destinations in Peru.

History Originally part of the Peruvian air force. It underwent Civil Aviation Authority certification in October 1999 and switched its military operations licence to a civilian certificate in November 1999.

### Executives

President	Fernando Suito Hermosilla
Chief Executive	Pedro Suarez Gallego
Deputy Chief Executive	Luis Aros Espinoza
Commercial Director	Augusto Dalmau
Finance Director	Alfredo Landeo Lema
Maintenance Director	Javier Aleman Ortega
Operations Director	Marco Carrion Rondon

Fleet 3 x Boeing 737-200  
2 x Boeing 737-200 Advanced  
7 x de Havilland DHC-6 Twin Otter Series 300  
1 x Fokker F28 Mk1000  
4 x Harbin Y-12-II

Main base Lima-Jorge Chavez International (LIM)

Destinations (domestic scheduled) Arequipa, Cuzco, Iquitos, Juliaca, Lima, Pucallpa, Puerto Maldonado, Tacna, Tarapoto

## TAP AIR PORTUGAL (TP) (TAP)

Aeroporto de Lisboa, Apartado 50194, Lisboa Codex, 1704-801, Portugal

Tel +351 (21) 841 5000 Fax +351 (21) 841 5881

Website www.tap-airportugal.pt

Services scheduled, international, domestic, passenger and cargo

Parent organisation/shareholders Portuguese government (100%)

Airline subsidiaries/shareholdings Air Macau (15%), Air Sao Tomé e Príncipe (40%), Linhas Aereas de Sao Tome and Príncipe (40%), Yes Charter Airlines (51%)

Alliances Air Afrique, Air Europa, American Airlines, BMI British Midland, Deutsche BA, Finnair, Linhas Aereas de Moçambique LAM, Olympic Airways, PGA-Portugália Airlines, Qualiflier, Royal Air Maroc, SATA International, Swiss, TACV, Transbrasil

Date established 14 March 1945

Date operations started 19 September 1946

Description National airline serving destinations in Europe, Africa, North, Central and South America (increased by a number of destinations operated in codeshare).

History Began operations between Lisbon and Madrid under the airline's original banner Transportes Aéreos