



## Contents

Structure and corporate organisation

Historical overview

Brief description of the SATA companies

Business units

Fleet

Technical data

Route network

## STRUCTURE AND CORPORATE ORGANISATION |

The SATA Group comprises air transport companies whose decision centre is located in the city of Ponta Delgada, on the island of São Miguel, in the archipelago of Azores. The current SATA SGPS emerged from Sociedade de Estudos Aéreos Açorianos, a company founded in 1941. It was set up to develop scheduled flights between the island of São Miguel and the other islands of the Archipelago, and between the islands and mainland Portugal.

After SATA SGPS was founded in late 2006, the SATA Group transformed its operating logic and internal organisation, in order to respond to new challenges. The holding company SATA SGPS has adopted the structure of a public limited company, which enables it to better leverage resources, as well as offering greater management flexibility and organisational transparency, and facilitating new business opportunities.

2

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SATA SGPS remains, as in past, wholly publicly owned, 100% of the shares in the economic group being held by the Autonomous Region of the Azores.

## ORGANISATIONAL STRUCTURE



INTEGRATED MANAGEMENT OF THE PORTFOLIO OF HOLDINGS OF THE AUTONOMOUS REGION  
OF THE AZORES IN AIR TRANSPORT



AIR TRANSPORT

AIRCRAFT HANDLING

MAINTENANCE AND ENGINEERING

FREQUENT FLYER

SHARED SERVICES

3

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AIR TRANSPORT

SHARED SERVICES



AIRFIELD MANAGEMENT



FLIGHT SALES IN CANADA



FLIGHT SALES IN THE USA

## HISTORICAL OVERVIEW |

### Six decades working for the Azores

#### The founders |

In 1941, José Bensaúde, Augusto d’Athaide, Albano da Silva Oliveira, António de Medeiros de Almeida, representing the company Bensaúde, and Augusto Rebelo Arruda had already begun to study the feasibility of air links between the nine islands of the Azores archipelago and between the islands and mainland Portugal. Six years later, the project was launched with a Beechcraft named “Açor” taking off from Santana airfield, on the island of São Miguel.

Following the success of the first flight, the aspiration was to write a new chapter in History. A new era, in which the Azores and their inhabitants would finally be a little closer to the rest of the world. Understanding the company's development and options will always involve a perception of the constraints of insularity and the priorities that have always guided the goals of what was theoretically the first Portuguese airline company. To serve the Azoreans, to end their isolation or simply to shorten distances to make known to the rest of the world a heritage that belongs after all to all Humanity. This was the aspiration behind SATA. Sixty years later, this resolve is reflected in the higher flights of SATA Internacional.

Today, the SATA Group comprises five companies: two airlines, two tour operators and a company that manages five of the nine airfields on the islands of the Azores. These five companies with distinct legal personalities are joined by the areas of ground handling and maintenance and engineering. The SATA Group today has more than 1200 employees working in the various departments at its administrative headquarters and its operating bases in Lisbon, Ponta Delgada and Funchal.

## Chronology |

**1941 | SATA IS FOUNDED AS SOCIEDADE AÇOREANA DE ESTUDOS AÉREOS, LDA, BASED IN PONTA DELGADA**

**1947 |** SATA adopts the name Sociedade Açoriana de Transportes Aéreos, Lda., and starts to operate with a Beechcraft CU-45B Expeditor (CS-TAA), named Açor. Now the Azores are brought closer to the rest of the world.

**1958 |** SATA helps to fly out the victims of the Capelinhos Volcano tragedy to the United States, first on Santa Maria, then to the Lajes air base.

In partnership with Pan American Airways, SATA organises a series of flights to carry the victims of the Capelinhos volcano to the United States, departing from the Lajes Air Base, using Pan Am DC-6B aircraft.

Slick Airways and American International Airways aircraft were also used to fly victims from Lajes Airport.

**1959 | SATA PURCHASES TWA INFRASTRUCTURE IN SANTA MARIA**

SATA acquires all the TWA facilities at the Santa Maria Airport and, continuing its strategy of growth and expansion, signs an agreement with Pan Am to merge services. This merger results in the use of Pan Am staff and equipment in SATA ground handling services.

**1963 | SATA BUYS ITS FIRST DC-3**

SATA takes delivery of its first DC-3 aircraft from the Irish airline Aer Lingus.

**1968 | FIRST FLIGHT ATTENDANTS**

In 1968, SATA's Azorean spirit of service takes to the skies: the company's new air hostesses impress passengers with their

helpful and friendly manner.

### **1969 | AIRPORT OPENED IN PONTA DELGADA**

Opening of Nordela Airport in Ponta Delgada featuring a runway that is 1800 m long and 45 m wide.

### **1971 | FAIAL AIRPORT OPENED**

Horta Airport, in Castelo Branco, is opened by the President of the Republic and scheduled SATA flights began to use this airport in 1972.

### **1973 | SATA REACHES FLORES**

SATA begins to link all the islands in the Archipelago. After starting scheduled flights to Horta, it was now time to start flying to the island of Flores, with non-scheduled flights from 1973 and scheduled flights from 1976.

### **1974 | SATA AND THE UNIONS**

After the 1974 Revolution in Portugal, all SATA employees become union members.

### **1976 | SATA PROVIDES GROUND HANDLING FOR CONCORDE**

Concorde, the most advanced aircraft in the history of civil aviation, makes technical stops at Santa Maria airport, with ground handling provided by SATA.

### **1977 | 1 MILLION PASSENGERS**

More and more people use SATA flights to join together what the sea separates. In 1977, SATA welcomes its one millionth passenger.

### **1981 | OPENING OF AIRFIELD ON THE ISLAND OF GRACIOSA**

### **1982 | OPENING OF AIRFIELD ON THE ISLAND OF PICO**

Continuing the process of connecting all the islands by air, the first two regional airfields are opened over a two-year period.

### **1983 | OPENING OF SÃO JORGE AIRPORT**

Another step is taken to bring together the whole Archipelago with the opening of São Jorge Airport.

### **1987 | SATA RENAMED SATA AIR AÇORES**

SATA is renamed SATA Air Açores and in the same year it is awarded a silver medal for Tourism Merit.

### **1989 | ATPs ARRIVE IN THE AZORES**

SATA buys its first BAe ATPs, which still fly between the Azores and Madeira, and between Madeira and the Canary Islands.

### **1990 | CHANGE AND EXPANSION**

Historic moments for SATA: the era of the AVRO HS 748 comes to an end, after twenty years of service; SATA joins the International Air Transport Association – IATA – and the European Regional Airlines Association – ERA; it acquires the Canadian Pacific Airlines offices in Lisbon; and takes delivery of two more ATPs.

### **1994 | SATA AIR AÇORES AWARDED MEDAL OF HONOUR**

In recognition of the quality of its flights and operations, SATA Air Açores is awarded a coveted medal of honour by the International Civil Aviation Organization.

### **1995 | SATA CONTINUES TO GROW**

SATA takes another step towards internationalisation with its first international charter flight, with a Boeing 737-200.

### **1998 | SATA RECEIVES AOC**

SATA Internacional diversifies its destinations, operating Boeing 737s, and is awarded its AOC (Air Operator's Certificate) which allows it to offer flights to destinations outside the Azores and thus enter the competitive world of international civil aviation.

### 1999 | SATA OFFERS NEW ROUTES

SATA Internacional is granted the routes between Ponta Delgada and the cities of Lisbon, Porto and Funchal, with a Boeing 737 and later the new A310.

### 2000 | FLIGHTS TO NORTH AMERICA

SATA starts operating scheduled flights to the United States and Canada, building a lasting bridge to the Azorean communities in those countries. Its fleet includes Airbus and Boeing aircraft.

### 2005 | SATA AERÓDROMOS CREATED

A new SATA group company, SATA Aeródromos, is set up to manage and maintain four of the nine airfields in the Azores.

### 2007 – SATA IN MADEIRA

SATA plays an increasingly important role in the archipelago, providing the service between Funchal and Porto Santo. SATA acquires a new *British Aerospace* ATP and a new Airbus A310. Its fleet includes five ATP aircraft, accommodating 60 passengers: 1 *Dornier DO 228* with a capacity for 17 passengers; three Airbus A320 with a passenger capacity of 165 or 161, depending on the variant, and four Airbus A310 with a passenger capacity of 222.

### 2009 | FLEET RENEWAL

On 28 May 2009, SATA Internacional adds a new A320 to its fleet, which now includes eight Airbus aircraft. This is followed in June by the arrival in Ponta Delgada of two Q200 to join the SATA Air Açores fleet. Following the arrival of the new aircraft,

the Dornier DO 228 is retired after two decades' service for the airline. The SATA fleet now consists of Bombardier Q200, BAe ATP, Airbus A320 and Airbus A310.

## **2010 | SATA AIR AÇORES TAKES DELIVERY OF FIRST Q400 NEXTGEN**

On 25 January 2010, SATA Air Açores takes delivery of the new Q400 NextGen at a ceremony held at the Bombardier factory in Toronto. The handover marks the start of a new stage in the airline's history. The carrier pursues its programme aimed at complete renewal of its fleet.

In March, SATA Air Açores takes delivery of three more new BOMBARDIER Q400 NEXTGEN.

## BRIEF DESCRIPTION OF THE SATA COMPANIES |

### SATA Air Açores

Founded in 1941, SATA began operating in 1947, with a Beechcraft flying between the islands of São Miguel and Santa Maria.

The current SATA Air Açores fleet comprises British Aerospace ATP, Bombardier Q200 and Bombardier Q400 NEXTGEN aircraft. SATA Air Açores has two operating bases: one at João Paulo II Airport, in Ponta Delgada, and the other at Madeira Airport. Sixty years after the inaugural flight, SATA Air Açores now serves the whole archipelago of the Azores, providing an absolutely essential public service. Since 2007, it has also provided flights between the islands of Madeira and Porto Santo. Each year the airline operates around 15 000 flights and carries around 450 thousand passengers.

### SATA Express and Azores Express

In 1985 SATA set up the operators SATA Express (in Canada) and Azores Express (in the USA). During the period of intense emigration from the Azores to the United States in the 1950s, 1960s and 1970s, SATA was both a spectator and a participant. Boston, in the United States, and Toronto were the business opportunities identified at the time. Initially limited to operating flights between North America and the Azores, today the SATA Group tour operators have extended their operations to mainland Portugal, with flights between Toronto and Lisbon, Porto, and Faro and between Boston and Lisbon.

### SATA Internacional

SATA Internacional was established in 1998 to take over and develop jet aircraft flights that had been operated since 1995 by SATA Air Açores. The airline's first aircraft was a Boeing 737-300, which was chartered to Portuguese and foreign tour operators. Since then, SATA Internacional has grown year after year and has gained increasing recognition in the civil aviation market, expanding its network of routes. Today, it operates with a fleet of Airbus A310 and Airbus A320.

SATA Internacional has an extended network of domestic flights to Lisbon, Porto, Funchal, Ponta Delgada, Horta, Terceira and Santa Maria, destinations with daily flights (Ponta Delgada, Funchal and Lisbon).

Besides domestic operations, with flights connecting the Azores and Madeira to mainland Portugal, the company is also responsible for shuttle services between the Azores and the United States and Canada, as well as between mainland Portugal and the North American continent, its operations extending as far as California. In addition to the United States, SATA Internacional offers scheduled flights to destinations such as Paris, London, Frankfurt, Amsterdam, Dublin, London, Stockholm and Madrid. Alongside its scheduled operations, the airline also devotes around 1/3 of its operations to charter flights, with destinations ranging from Europe to the Caribbean, seasonal operations dictated by tourism market trends. Cape Verde, Punta Cana, Porto Plata, Tenerife, Las Palmas are some of the destinations covered.

### **SATA – Gestão de Aeródromos**

Founded in 2005, this company operates four of the nine airfields on the Azores islands. It inherited and has built on the extensive experience of more than a century of operational support for aviation. SATA Aeródromos runs the airfields on Pico, Graciosa, Corvo and São Jorge, as well as the Flores air terminal, in the Azores archipelago.

## **BUSINESS UNITS |**

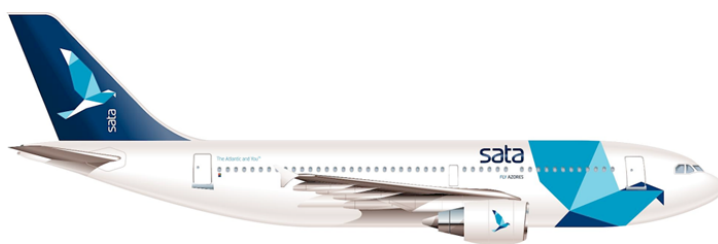
### **Maintenance and engineering**

Besides air transport and tour operating, the SATA Group also operates in the fields of ground handling and maintenance. Currently, maintenance and engineering are essentially concerned with the maintenance and repair of the company's aircraft.

All the AMEs (aircraft maintenance engineers) are certified by the National Institute of Civil Aeronautics (Instituto Nacional de Aeronáutica Civil - INAC) and by the JAA (Joint Aviation Authority), in compliance with required internationally quality parameters, and the department is a JAR-145 certified aircraft maintenance centre.

### **Ground Handling**

Serving all airports operated by handling, this area offers all forms of ground services for aircraft. It is responsible for maintaining operability and ground services at all the island airports, ensuring servicing for all aircraft in scheduled or non-scheduled operations. The SATA Air Açores ground handling unit is certified to ISO 9001 / 2008.



**Airbus 310** (A310/304 e A310/325 modelos com as mesmas características)  
 Características técnicas :  
 Comprimento | Length 46.66m - Envergadura | Wing Span 46.90m - Altura | Height 15.80m  
 Vel.Cruzeiro | Cruising Speed 900km/h - Altitude Cruzeiro | Cruising Alt 11 900m - Alcance | Range 9 200km - Cap. Combustível | Fuel Capacity 68 260Lt.  
 Nº Passageiros | Seating Capacity 222



**Airbus 320** (A320/212 e A320/214 modelos com as mesmas características)  
 Características técnicas :  
 Comprimento | Length 37.57m - Envergadura | Wing Span 34.10m - Altura | Height 11.76m  
 Vel.Cruzeiro | Cruising Speed 900km/h - Altitude Cruzeiro | Cruising Alt 10 600m - Alcance | Range 4 400km - Cap. Combustível | Fuel Capacity 23 859Lt.  
 Nº Passageiros | Seating Capacity 161



**Bombardier Q400**  
 Características técnicas :  
 Comprimento | Length 32.83m - Envergadura | Wing Span 28.42m - Altura | Height 8.34m  
 Vel.Cruzeiro | Cruising Speed 667km/h - Altitude Cruzeiro | Cruising Alt 7 620 m - Alcance | Range 2 656 km - Cap. Combustível | Fuel Capacity 6 526Lt.  
 Nº Passageiros | Seating Capacity 80



**Bombardier Q200**  
 Características técnicas :  
 Comprimento | Length 22.25m - Envergadura | Wing Span 25.91m - Altura | Height 7.49m  
 Vel.Cruzeiro | Cruising Speed 535km/h - Altitude Cruzeiro | Cruising Alt 7 620 m - Alcance | Range 1 839km - Cap. Combustível | Fuel Capacity 3 160Lt.  
 Nº Passageiros | Seating Capacity 37

## FLEET |

The SATA Group fleet comprises BOMBARDIER Q200 and Q400 NEXTGEN aircraft and Airbus A310 and A320 aircraft.

This varied fleet covers short, medium and long haul routes. With this fleet, the SATA Group operates an average of 21 thousand flights a year, to a wide range of destinations.

## TECHNICAL DATA |



### Airbus A310-304 and Airbus A310-325

**ENGINES GENERAL ELECTRIC, MODEL CF6-80C2A2 - THRUST  
52,460 LBS**

**Number of aircraft in operation \_ 4**

#### Registration number and aircraft name

**CSTGU – TERCEIRA**

**CSTGV – SÃO MIGUEL**

**CSTKM – AUTONOMIA**

**CSTKN – MACARONESIA**

### AIRBUS A320-212 and AIRBUS A320 - 214

**ENGINES CFMI (ELECTRIC/SNECMA) MODEL CFM56-5B/P4 –  
THRUST 26,500 LBS**

**Number of aircraft in operation \_ 4**

#### Registration number and aircraft name

**CSTKJ – PICO**

**CSTKK – CORVO**

**CSTKO – DIÁSPORA**

**CSTKL – SÃO JORGE**



#### BOMBARDIER Q200

ENGINES PRATTS&WHITNEY CANADA PW123 C/D

TURBOPROP ENGINE – 2,150 SHP

Number of aircraft in operation \_ 2

Registration number and aircraft name

CSTRB – FAIAL

CSTRC – GRACIOSA

#### BOMBARDIER Q400 NEXTGEN

MOTORES PRATTS&WHITNEY CANADÁ

PW 150A TURBOPROPS 5,071 shp

Number of aircraft in operation \_4

Registration number and aircraft name

CS- TRD - Manuel de Arriaga

CS- TRE - Teófilo Braga

CS- TRF - Flores

CS- TRG - Santa Maria

## ROUTE NETWORK |



### Scheduled operations | Domestic flights

#### Mainland Portugal and the islands

Lisbon> Ponta Delgada> Lisbon | Lisbon> Horta> Lisbon | Lisbon> Terceira> Lisbon | Lisbon> Sta Maria> Ponta Delgada> Lisbon | Porto> Ponta Delgada> Porto | Lisbon> Funchal> Lisbon | Lisbon> Porto Santo> Lisbon | Ponta Delgada> Terceira> Ponta Delgada | Ponta Delgada> Santa Maria> Ponta Delgada | Ponta Delgada> Flores> Ponta Delgada | Ponta Delgada> Horta> Ponta Delgada | Ponta Delgada> São Jorge> Ponta Delgada | Ponta Delgada> Pico> Ponta Delgada | Ponta Delgada> Pico> Ponta Delgada | Terceira> Horta> Terceira | Terceira> Graciosa> Terceira | Terceira> São Jorge> Terceira | Terceira> Pico> Terceira | Terceira> Flores> Terceira | Horta> Flores> Horta | Horta> Corvo> Horta | Corvo> Flores> Corvo | Funchal> Porto Santo> Funchal | Funchal> Gran Canaria> Funchal | Funchal > Faro > Funchal .

#### Scheduled operations | Europe | International flights

Ponta Delgada> Frankfurt> Ponta Delgada | Ponta Delgada> Amsterdam> Ponta Delgada | Ponta Delgada> London> Manchester> Ponta Delgada | Funchal> Paris> Funchal | Funchal> Dublin> Funchal | Funchal> Las Palmas> Funchal | Funchal> Zurich> Funchal | Ponta Delgada> Oslo> Ponta Delgada | Ponta Delgada> Stockholm> Ponta Delgada | Ponta Delgada> Copenhagen> Ponta Delgada | Funchal> Oslo> Funchal | Funchal> Copenhagen> Funchal.

## Scheduled operations | North America

Ponta Delgada> Boston> Ponta Delgada | Ponta Delgada> Toronto> Ponta Delgada | Ponta Delgada> Montreal> Ponta Delgada | Terceira> Toronto> Terceira | Terceira> Montreal> Terceira | Terceira> Boston> Terceira | Terceira> Oakland> Terceira | Lisbon> Boston> Lisbon | Lisbon> Toronto> Lisbon | Faro> Toronto> Faro | Porto> Toronto> Porto | Porto> Boston> Porto.

Expansion of the route network and new commitments | The SATA Group operates in a vast, demanding and competitive international environment, comprising more than 50 destinations throughout the Western hemisphere, in the most demanding airspaces in the world: the European Union, the USA and Canada. The Group has extended the number of the destinations served by its scheduled routes in 2009 and 2010 through a new commitment to Scandinavian outbound travel markets, including flights between Sweden, Denmark and Norway and the archipelagos of Madeira and the Azores. In 2010, SATA Internacional operated direct scheduled flights between the Azores and Oakland, Boston, Toronto, Montreal, Lisbon, Porto, Funchal, Manchester, London, Amsterdam, Frankfurt, Copenhagen, Stockholm and Oslo. The Scandinavian capitals, Copenhagen, Stockholm and Oslo, appear for the first time in the portfolio of scheduled routes offered by SATA Internacional for the two-year period 2009-2010. Other outbound travel markets may be served by SATA Internacional in the near future. Madrid, Paris, Dublin, Vienna, Warsaw, Boavista, Sal, Punta Cana are among the destinations also associated with SATA Internacional.

## USEFUL LINKS

IATA /IOSA: <http://www.iata.org/search.htm?q=iosa&sc=all>

ERA: <http://www.eraa.org/>

BOMBARDIER: <http://www.bombardier.com/en/corporate/media-centre/index>

AIRBUS: <http://www.airbus.com/en/aircraftfamilies/>

ICAO: <http://www.icao.int/>

INAC: <http://www.inac.pt/VPT/IMPrensa/Paginas/HomepageDalmprensa.aspx>

EASA: [http://www.easa.eu.int/ws\\_prod/index.html](http://www.easa.eu.int/ws_prod/index.html)

EADS: <http://www.eads.com/1024/en/Homepage1024.html>