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USA

Adria Pilots
Association

Air Canada Pilots
Association

Air Line Pilots
Association Singapore

All Nippon Airways
Crew Association

Asiana Airlines Pilot
Union

Associação dos
Tripulantes da TAM -
ATT

Austrian Airlines
Group Crew Union

Blue1 Pilot Association

British Midland Master
Executive Council-
BALPA

Continental Airlines
Master Executive
Council-U.S. ALPA

Croatian ALPA

Danish Air Line Pilots
Union

Egyptian Airline Pilots
Association

LOT Pilots Union

New Zealand Air Line
Pilots Association

Sindicato dos Pilotos
da Aviação Civil - TAP

SAS Pilots Association,
Norway

SEPLA - Sindicato
Español de Pilotos de
Líneas Aéreas

Swiss Air Line Pilots
Association

South African Airways
Pilots' Association

Swedish Air Line Pilots
Association

Thai Pilots' Association

Turkish Airline Pilots
Association

United Airlines Master
Executive Council-U.S.
ALPA

Vereinigung Cockpit
e.V

The Associations of Star Alliance Pilots

December 1, 2011

Sr. Engenheiro Fernando Pinto
Presidente Executivo/CEO
TAP Portugal
Apartado 50194
1704-801 Lisboa

Dear Mr. Pinto,

I am writing to you as the Chairman of the Associations of Star Alliance Pilots (ASAP), which represents over 50,000 airline pilots collectively within the Star Alliance. It has come to our attention and the attention of the Industrial Subcommittee of ASAP (ASAP-I) that our colleagues at TAP Portugal may be forced to engage in industrial action. We understand that all attempts to resolve a number of outstanding issues and enforce the current agreement have failed. We are advised that management has shown little interest in reaching a settlement that is fair and beneficial to both the carrier and its employees.

It is our view that the TAP pilots are central to the successful implementation of TAP's privatization process. We have been advised that you have agreed that SPAC will be immediately provided access to the information necessary to undertake an independent evaluation of the Company's financial status. That is certainly a good first step. But there is more that must be done. We believe that there are three additional steps that management needs to take to resolve the situation. First, TAP management should immediately take measures to comply with the Collective Labor Agreement's provisions governing pilot operations and rest requirements. Second, TAP pilots should be provided equity in the future restructured airline. Third, the very negative relationship that has developed between the TAP Pilots and their respective management counterparts needs to be changed into a positive one to assure a successful enterprise in the future.

Please be advised that if legal industrial action becomes unavoidable at TAP Portugal, every effort will be made by the members of ASAP-I to provide immediate support to SPAC in order to assist them in reaching an agreement that is in the mutual interest of all parties. We stand in solidarity with the pilots of TAP Portugal and SPAC members know that they have the full support of their pilot colleagues within the STAR Alliance.

It is important for the future of TAP Portugal to reach a fair and equitable resolution to these disputes that fully recognizes and values the important role pilots have in ensuring the success of your airline. This is a very serious issue and we respectfully request that you intervene to bring this matter to a timely and fair resolution. We stand ready to assist in any way.

Sincerely,

Ron Abel

ASAP Executive Board Chairman