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**LETTER OF AGREEMENT
by and between
ALASKA AIRLINES, INC.
and the
ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO**

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AFA ALASKA AIRLINES - VIRGIN AMERICA MERGER AGREEMENT

12 This Letter of Agreement is made and entered into in accordance with the provisions of
13 the Railway Labor Act, as amended by and between Alaska Airlines, Inc. ("Company")
14 and the Flight Attendants in the service of Alaska Airlines, Inc., as represented by the
15 Association of Flight Attendants-CWA, AFL-CIO ("Association").

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17 WHEREAS, the Company is in the process of executing a merger of Legacy Virgin
18 America (L-VX) Flight Attendants with the Legacy Alaska Airline's (L-AS) Flight Attendant
19 work group, which requires a negotiated transition and Merger Agreement with the
20 Association;

21
22 WHEREAS, the Company and the Association have negotiated a Joint Collective
23 Bargaining Agreement (JCBA) during the Virgin America and Alaska Airlines merger
24 negotiations, which supersedes the 2014-2019 Alaska Airlines Flight Attendant Collective
25 Bargaining Agreement (CBA);

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27 WHEREAS, the integration of the L-AS and L-VX Flight Attendant groups requires
28 temporary transitional provisions for the L-VX Flight Attendants and allows them to
29 transition to the provisions of the JCBA;

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31 WHEREAS, the parties have executed several Letters of Agreement and a JCBA, which
32 will govern the integration of the two Flight Attendant groups;

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34 NOW, THEREFORE, the parties agree that the JCBA and all merger-related Letters of
35 Agreement will be known as the AFA Alaska Airlines-Virgin America Merger Agreement
36 ("Merger Agreement").

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38 The following Agreements are incorporated by reference and will collectively comprise
39 the Merger Agreement. Dates of implementation are specified within each document
40 and control the implementation of all provisions of each Agreement.

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1. 2018 – 2021 AFA Alaska Airlines Joint Collective Bargaining Agreement
 - a. Changes to the 2014-2019 AFA Alaska Airlines Flight Attendant CBA Letter of Agreement
 - b. Supplemental Reduction in Force Protection Letter of Agreement
 - c. Virgin America "Red Circled" Pay Rates Letter of Agreement
 2. Legacy Alaska Airlines Flight Attendant Transition Agreement 2018
 3. Legacy Virgin America Flight Attendant Transition Agreement 2018

- 49 4. L-VX JCBA Implementation Timetable
- 50 5. Virgin America InFlight Teammate Work Rules v.5

51
52 This Merger Agreement will become effective upon membership ratification and will
53 continue in force unless otherwise specified within each individual Agreement. The
54 Company agrees to every best effort to meet the implementation time frames specified
55 within each Agreement above. The time frames may be adjusted for circumstances
56 beyond the Company's control. If the Company determines that a time frame requires
57 adjustment, the Company and the Association will meet to discuss circumstances, the
58 necessary adjustments to time frames, and agree on new implementation dates.

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60 IN WITNESS WHEREOF, the parties hereto have signed this Letter of Agreement this 9th
61 day of February 2018.

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63 FOR:
64 ASSOCIATION OF FLIGHT
65 ATTENDANTS-CWA, AFL-CIO

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63 FOR:
64 ALASKA AIRLINES, INC.

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68 /s/ _____
69 Sara Nelson
70 International President

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68 /s/ _____
69 Jeff Butler
70 Vice President, Inflight & Call Center Svcs

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73 /s/ _____
74 Jeffrey Peterson
75 Master Executive Council President

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73 /s/ _____
74 Greg Mays
75 Vice President, Labor Relations

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78 /s/ _____
79 Jennifer Wise MacColl
80 Negotiating Committee Member

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78 /s/ _____
79 Elizabeth Ryan
80 Managing Director, Labor Relations

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83 /s/ _____
84 Jamie Cogen
85 Negotiating Committee Member

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83 /s/ _____
84 Emily Kimmel
85 Manager, Labor Relations

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88 /s/ _____
89 Lindsey Steele
90 Negotiating Committee Member

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93 /s/ _____
94 Paula Mastrangelo
95 Senior Staff Negotiator