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

AFA ALASKA AIRLINES - VIRGIN AMERICA MERGER AGREEMENT

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

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

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

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

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

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

The following Agreements are incorporated by reference and will collectively comprise the Merger Agreement. Dates of implementation are specified within each document and control the implementation of all provisions of each 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
4. L-VX JCBA Implementation Timetable

5. Virgin America InFlight Teammate Work Rules v.5

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

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

FOR:

ASSOCIATION OF FLIGHT ATTENDANTS-CWA, AFL-CIO

/s/ ______________________________
Sara Nelson
International President

/s/ ______________________________
Jeffrey Peterson
Master Executive Council President

/s/ ______________________________
Jennifer Wise MacColl
Negotiating Committee Member

/s/ ______________________________
Jamie Cogen
Negotiating Committee Member

/s/ ______________________________
Lindsey Steele
Negotiating Committee Member

/s/ ______________________________
Paula Mastrangelo
Senior Staff Negotiator

FOR:

ALASKA AIRLINES, INC.

/s/ ______________________________
Jeff Butler
Vice President, Inflight & Call Center Svcs

/s/ ______________________________
Greg Mays
Vice President, Labor Relations

/s/ ______________________________
Elizabeth Ryan
Managing Director, Labor Relations

/s/ ______________________________
Emily Kimmel
Manager, Labor Relations