

**Settlement Agreement  
between  
Horizon Air Industries, Inc.  
and  
Association of Flight Attendants-CWA**

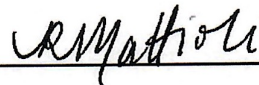
**Trainer and Instructor Daily Override  
Grievance Nos. 6-99-2-18-21 (Instructor Pay)  
and 6-99-2-19-21 (Trainer Pay)**

In full and final settlement of Grievance Nos. 6-99-2-18-21 and 6-99-2-19-21, Horizon Air Industries, Inc. ("the Company") and the Association of Flight Attendants-CWA ("the Association") agree as follows:

1. Pursuant to Article 3.D.2, trainers and instructors will receive the greater of \$16 per block hour or \$60 per day, determined on a daily basis.
2. The Company will appropriately compensate all trainers and instructor who were paid incorrectly, effective January 1, 2021. Any trainer or instructor who was not paid correctly on or after January 1, 2021, will be compensated retroactively on the November 5, 2021, paycheck.
3. AFA will withdraw the grievance.

Association of Flight Attendants-CWA

Horizon Air Industries, Inc.



Lisa Davis-Warren  
MEC President, Horizon

Rachael Mattioli  
Managing Director, Inflight

October 22, 2021