

LETTER OF AGREEMENT

between

HORIZON AIR INDUSTRIES, INC.

and the

ASSOCIATION OF FLIGHT ATTENDANTS-CWA

This Letter of Agreement (“LOA”) is entered into between Horizon Air Industries, Inc. (“Company”) and the Association of Flight Attendants-CWA (“Association”) (collectively, the “Parties”).

WHEREAS, the Company and the Association are parties to a collective-bargaining agreement ("CBA") setting forth the rates of pay, rules and terms of conditions of employment for the Company's Flight Attendants; and

WHEREAS, the CBA Article 12.C.2 UNIFORM MAINTENANCE EXPENSES states “A Full-Time Flight Attendant shall be paid \$40 per month for the maintenance of her/his uniform. A Part Time-Flight Attendant, or a Flight Attendant who is ineligible for benefits, shall be paid \$20 per month for the maintenance of her/his uniform.”; and

WHEREAS, the Parties recognize that Flight Attendants on a Leave of Absence of one (1) or more Bid Periods who do not receive pay are not receiving ongoing Uniform Maintenance payments during such leave; and

WHEREAS, the Parties wish to provide a consistent and administratively simple method to address Uniform Maintenance expenses upon return to Active Working Status;

NOW THEREFORE, the Company and the Association agree as follows:

1. Eligibility

A Flight Attendant who returns to Active Working Status from a Leave of Absence of a duration of one (1) or more full Bid Period(s) shall be eligible for a uniform maintenance expense payment as set forth in this LOA.

2. Payment

The Company shall provide a one-time payment equal to one (1) month of the Uniform Maintenance expense in effect at the time of the Flight Attendant's return to Active Working Status.

3. Timing of Payment

Payment shall be made no later than the paycheck for the 20th of the month following the month in which the Flight Attendant returned to Active Working Status.

4. Limitations

a. This payment shall be made once per continuous Leave of Absence, regardless of the number of Bid Periods included within that leave.

b. Leaves of less than one (1) full Bid Period shall not qualify for payment under this LOA.

5. Lookback

Any Flight Attendant who was on a Leave of Absence at any time during the period of September 1st, 2024 through August 31st, 2026 and who is actively employed by the Company as of the payment date described in this paragraph 5 shall be eligible for a payment under this LOA. The Company shall provide each eligible Flight Attendant with a one-time true-up payment equal to one (1) month of the Uniform Maintenance expense in effect at the time of payment for each separate, continuous Leave of Absence during the applicable period. Payment shall be made no later than the paycheck for the 20th of the month following the month this LOA becomes effective, or for Flight Attendants not on Active Working Status at that time, in the paycheck for the 20th of the month following the month in which the Flight Attendant returned to Active Working Status. Attached as Exhibit A hereto is a list of all Flight Attendants identified by the Company as eligible for a payment under this LOA as of July 31, 2026. The Company agrees to conduct an audit to identify Flight Attendants who returned to Active Working Status on or between August 1 and August 31, 2026 and, if eligible for a payment under this LOA, to make such payment on or before the paycheck for the 20th of September, 2026.

Any disputes regarding the application of this LOA shall be resolved in accordance with the Grievance and Arbitration provisions of the Collective Bargaining Agreement.

This LOA shall become effective on the date of signing and shall remain in full force and effect unless modified or terminated by mutual agreement of the Parties.

IN WITNESS WHEREOF, the parties hereto have signed this **LETTER OF AGREEMENT** this 31st day of August 2026.

FOR THE ASSOCIATION OF FLIGHT
ATTENDENTS-CWA



Lisa Davis-Warren
Master Executive Council President

FOR HORIZON AIR, INC.



Chéri Ruger
VP People and Labor Relations,
Inflight Ops

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Exhibit A

Name	PSID	Dollars
Adeline Bowers	1119814	\$ 60
Allenia Owens	1083028	\$ 40
Ally Love	1091072	\$ 60
Amanda Rasmussen	1045695	\$ 80
Amanda Smith	1092197	\$ 60
Andrea Pellman	1033170	\$ 20
Andrew Lopez Celaya	1091536	\$ 40
Ariel Wilson	1054214	\$ 40
Arleen Brown	1092158	\$ 20
Bonijean Shultz	1042522	\$ 40
Boyana Campbell	1038961	\$ 40
Brittany Garrahan	1092151	\$ 40
Brooke Loving	1119811	\$ 20
Caleb Salvadori	1093370	\$ 100
Carolyn Sharkey	1069225	\$ 40
Catherine Leilani Johnson	1074817	\$ 20
Catherine Robles	1091060	\$ 40
Catherine Satava	1052458	\$ 20
Chelsea Sanchez-Colombini	1093392	\$ 40
Chrishana Gates	1037247	\$ 40
Christine Tran	1076224	\$ 40
Christopher Metz	1071360	\$ 20
Christopher Murphy	1090138	\$ 20
Claire Michaels	1052042	\$ 60
Colin Matthew Bortmess	1119787	\$ 20
Corrine Wruk	1093366	\$ 20
Courtney Holmes	1091786	\$ 40
Courtney Renee Schilling	1052457	\$ 20
Danielle Seda	1120799	\$ 20
Darla Buyas	1072819	\$ 40
David Van Cott	1101818	\$ 60
DeAnn Tschantre	1119767	\$ 40
Denise Curcio	1036928	\$ 80
Denise Evans	1088807	\$ 40
Desiree Allen	1073680	\$ 60
Diamond Galbraith	1093371	\$ 20
Diana Laura Wanner Alcorn	1052178	\$ 20

Dorinda Lee Cisneros	1074131	\$	40
Douglas Martyn	1035764	\$	40
Elena Combs	1035817	\$	60
Elissa Maples	1076268	\$	40
Elizabeth Runge	1089285	\$	60
Elton Santana	1103104	\$	40
Emily Camacho	1091073	\$	20
Emily Wasson	1069221	\$	20
Enrique Unzueta-Miranda	1120806	\$	20
Erik Wecks	1090158	\$	20
Evangel McGreene	1071609	\$	40
Frayne Ballard	1057937	\$	20
Gabriel Dorsey	1090168	\$	20
Gabriella Baker	1092144	\$	20
Georgia Zachary	1102542	\$	20
Gracen Johnson	1119788	\$	20
Hannah Elmer	1089356	\$	40
Harmony Kunzler	1119770	\$	20
Heather Hicks	1086455	\$	60
Holly Forrest	1063254	\$	80
Ivan White	1089353	\$	80
Jackie Thornton	1062660	\$	20
Jaclynn Updegraff	1093391	\$	40
Jacob E Miller	1055261	\$	20
Jaden Munger	1081236	\$	40
Jamie Middleton	1034056	\$	40
Jamie Moore	1030362	\$	40
Jane Brogi	1064239	\$	40
Janice Morrow	1049075	\$	60
Jeffrey Scott Patovisti	1093346	\$	20
Jennifer Derr	1075583	\$	40
Jennifer Harris	1103102	\$	20
Jennifer Sommer-Plenge	1103129	\$	20
Jessica Marie Riverrain	1037875	\$	20
Joann Goebel	1035132	\$	40
Jodi Tancel	1037628	\$	40
Joelle Jaeger	1040388	\$	40
Joseph Summers	1093363	\$	60
Joshua Celeski	1091767	\$	40
Judi Ann Harrison Goold	1034090	\$	20
Julie Lodwig	1057304	\$	20
Kailani Young	1091749	\$	40
Kaley Yap	1092167	\$	40

Karen Creighton	1076215	\$	20
Kathryn Ashton	1090149	\$	40
Katie Sutliff	1042881	\$	40
Kellee Spangenberg	1045596	\$	40
Kelly Smith	1075983	\$	40
Kenida Lyde	1091056	\$	40
Kristina Long-Cargal	1092129	\$	20
Kristina Shrader	1091760	\$	40
Kyle Reinhart	1073700	\$	20
Lance Crawford	1102549	\$	40
Lauren Molina	1092155	\$	40
Leonel Glees	1090131	\$	40
Lilly Carlisle	1093395	\$	20
Lisa Paternoster	1075585	\$	40
Lori Kordosky	1045524	\$	40
Loriann Frome	1039335	\$	40
Lucia Rose Sedoo	1092169	\$	20
Madelyn Medina	1091791	\$	40
Madisyn Bryan	1088803	\$	40
Mai Nhia Xiong	1083862	\$	20
Maria Chang Serrano	1083209	\$	40
Maria Crescenzo	1093381	\$	20
Maria Sosa	1092140	\$	60
Marjorie Rhyan-Baker	1103107	\$	40
Martha Bell	1050574	\$	20
Matthew Hays	1092152	\$	80
Mayar Ibrahim	1119771	\$	20
Melissa Van Vleck	1054253	\$	80
Melyssa Glatte	1055259	\$	80
Mercedes O'Callaghan	1037223	\$	40
Merry Lew	1044129	\$	20
Michele Archuleta	1090140	\$	40
Michele Crowley	1093385	\$	40
Michele Veenker	1093373	\$	40
Michelle Calkins	1121402	\$	40
Monte Tamasa Isaia	1047807	\$	20
Nancy Elaine Garcia	1081381	\$	20
Natasha McCullough	1041861	\$	60
Nicole LaJuett	1054197	\$	40
Nicole Morris	1091066	\$	40
Noelle Pearson	1062956	\$	120
Paulalynn Maynard	1082269	\$	40
Peggy Koch	1036486	\$	60
Qaadira Joyner	1103091	\$	40
Rachel Johnston	1121913	\$	40

Ralph Crouse	1036167	\$	80
Rebecca McHood	1103095	\$	40
Rene Hoover	1040915	\$	20
Royce Meniffee	1090161	\$	20
Sally Wilson	1031224	\$	40
Sandra Chei	1091757	\$	40
Sarah Biafore	1119826	\$	40
Sarah Fernandez	1073690	\$	20
Sarah Isabel Smith	1101697	\$	20
Sarah Phillips	1091769	\$	40
Shannon Powell	1068825	\$	20
Shaquanna Thomas	1101709	\$	40
Shawna Cox	1037309	\$	40
Shayanna Jolley	1093378	\$	20
Sheryl Smith	1088804	\$	60
Sheryl Timm-Berg	1090226	\$	20
Shuwona Marlow	1061290	\$	20
Sidney Elizabeth Fellows	1090137	\$	20
Sierra Gansert	1077240	\$	20
Stacy Gurule	1049619	\$	20
Stefanie Schweitzer	1052021	\$	40
Stephanie Hearn	1092150	\$	40
Steven Sturgeon	1085975	\$	40
Steven Wayne Gilman	1045108	\$	20
Tanner Allen Williams	1102529	\$	20
Tanya Lubonski	1074802	\$	20
Taryn Buchan	1056501	\$	40
Tatyana Munoz	1042815	\$	40
Taylen Tolentino	1091534	\$	60
Taylor Martin	1077227	\$	40
Taylor Resa	1121918	\$	20
Tonia Gebhart	1083042	\$	80
Tracey Williamson	1091784	\$	20
Vanessa Calvin	1092139	\$	40
Vieannie Wu	1102565	\$	60
Wiseman Mafundikwa	1091538	\$	20
Yecaira McAllister	1089237	\$	40
Total		\$	6,120