

**LETTER of AGREEMENT**  
**Between**  
**HORIZON AIR INDUSTRIES INC.**  
**and**  
**ASSOCIATION OF FLIGHT ATTENDANTS-CWA**

This Ratification Incentive Agreement is made and entered into accordance with the provisions of Title II of the Railway Labor Act, as amended, by and between Horizon Air Industries, Inc. (the "Company") and the Association of Flight Attendants-CWA (the "Association").

WHEREAS, The parties wish to alter the method by which Flight Attendants have access to the Flight Attendant System Seniority List;

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

Section 13 of the parties' collective-bargaining agreement is amended as follows:

**D. Correction of Flight Attendant Seniority**

The Company shall post a Flight Attendant Seniority list at each Domicile. The Company will maintain a Flight Attendant Seniority List. If there have been no changes, this list shall be updated and sent to each Flight Attendant's company e-mail account no less frequently than once every bid period. In addition, a copy of the most current Flight Attendant Seniority list will be provided to any Flight Attendant upon request. The Company shall correct any error in the list that is submitted in writing to the Managing Director of Inflight within 60 days after the list was e-mailed posted, except that a Flight Attendant who is on vacation, leave of absence or furlough at the time the list was posted e-mailed may ask for a correction of any error affecting her/him within 60 days after returning to work. No Flight Attendant shall be entitled to any retroactive pay or other form of retroactive relief on account of an error in the Flight Attendant Seniority list, nor shall the Company be required to change any bid awards already made at the time an error is brought to its attention.

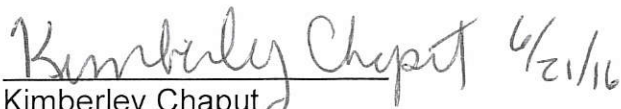
FOR ASSOCIATION OF FLIGHT  
ATTENDANTS-CWA, AFL-CIO



Sara Nelson  
International President



Lexie Graham  
MEC President



Kimberley Chaput  
Senior Staff Negotiator

FOR HORIZON AIR  
INDUSTRIES, INC.



DeeDee Caldwell  
Director of Inflight Operations and Labor  
Relations