



March 23, 2016

Mr. Robert Barrow
Envoy MEC President
Association of Flight Attendants
6250 N. River Road
Suite 4020
Rosemont, IL 60018

Re: Profit Sharing Plan

Dear President Barrow:

This letter will confirm our understanding regarding profit sharing for **flight attendants** employed by Envoy.

American Airlines Group ("AAG") will establish a profit sharing arrangement (the "Profit Sharing Plan") that will allow eligible employees, including employees represented by the Association of Flight Attendants the opportunity to share in the financial success of AAG

The effective date of the Profit Sharing Plan, as to AFA-represented employees covered by this letter, will be the date on which AFA has approved and you have signed this letter on behalf of AFA. The terms and conditions set forth in the Profit Sharing Plan shall apply and shall govern the participation of employees represented by AFA.

This Letter of Agreement shall supersede all prior LOAs establishing a profit sharing program for AFA-represented employees and shall remain in effect for the duration of the Joint Collective Bargaining Agreement dated **6/30/2020**.

Sincerely,

Christopher J. Pappaioanou
V.P. Legal

Agreed to this 23 day of March 2016:

Name: Robert Barrow
Title: Envoy MEC President
Association of Flight Attendants