

Alaska Air Group

VIRTUAL ANNUAL STOCKHOLDERS MEETING – May 8, 2025

RULES of CONDUCT

1. The Company's Board Chair serve as chair of the meeting.
2. The Company's General Counsel has the authority to make determinations on the conduct and order of the meeting.
3. We welcome questions from stockholders. Questions can be pre-submitted or submitted during the meeting by entering your voting control number and typing the question into the web portal at our virtual meeting site.
 - a. Questions regarding matters to be acted upon at the meeting will be answered after each matter has been presented, as appropriate.
 - b. There will also be a question-and-answer session near the end of the meeting for topics of general interest to stockholders. Please limit each question to one topic. Proxyvote.com limits questions to 4,000 characters. Questions that exceed the limit may be submitted to Allie Wittenberger at allie.wittenberger@alaskaair.com.
 - c. Questions from stockholders will be grouped by topic with a representative question read aloud and answered as time permits.
 - d. If a stockholder has a matter of individual concern or one that was not addressed during the meeting, please email the question to Alaska Air Group's Assistant Corporate Secretary (allie.wittenberger@alaskaair.com).
4. Recording of this meeting is prohibited. A webcast playback will be available at www.virtualshareholdermeeting.com/alk2025 within 24 hours of the meeting. The webcast will be available for replay for approximately one year.