



May 7, 2018

2800 Executive Way
Miramar, FL 33025

spirit.com

Less Money. MORE GO.

Spirit Family:

Through the first four months of 2018, Spirit is putting up record on-time performance numbers, continuing a marked improvement that we've achieved starting last year. That shows consistent effort and care – a tribute to all of you, our hard-working Spirit Family. We should also be proud that our safety metrics continue to place us well above average in the U.S. industry. Let's make sure we build on our great start for the rest of this year!

The public generally thinks about airline safety as only including airport and aircraft operations, and that's partly true. Our Safety Department rightly emphasizes preventing Team Member injuries, minimizing aircraft and equipment damage, and reviewing flight practices. We believe our Pilot and Flight Attendant training strikes an effective balance between safety, compliance and service.

While we are proud of our efforts, safety is even more than that. It's also about how we treat each other. I was brought up to treat every individual I meet with courtesy, fairness and respect. As a service business, I believe it is critical to our future that we keep those values central at Spirit. That is why, for the safety and well-being of our Guests and Team Members, Spirit Airlines and our leadership team will not tolerate any form of harassment, including sexual harassment, intimidation, bullying, or any other demeaning or offensive conduct. We promote inclusion, equality and professionalism whether in our offices and crew rooms, on our planes and ramps, or at our ticket counters. We want all our Guests to feel safe and welcome when they travel on us, and our Team Members to feel safe and secure in our workplace. This is everyone's responsibility.

I've communicated that obligation to our senior leadership, and am happy to see real improvements being implemented throughout our airline. For example, in the past few years we have substantially strengthened our initial and recurrent crew training to include enhanced modules on anti-harassment policies, anti-bias training, conflict de-escalation, and training to spot and prevent human trafficking. It's the right thing to do. Period. We've also stepped up our skills to serve our Guests with our Spirit Signature Service (S3) program, which is showing great results. I'm proud of Spirit's initiatives, but this is an ongoing effort. We can't stand still, and we must know and trust we can get even better.

It's also gratifying to see more public dialogue on these issues. Grass-roots social media movements, like #MeToo, have had a profound effect in a short time. Late



2800 Executive Way
Miramar, FL 33025

spirit.com

Less Money. MORE GO.

last year, Sara Nelson, International President of the Association of Flight Attendants (AFA), wrote a persuasive op-ed piece on sexual harassment in the airline industry. We applaud that kind of leadership and call to action, and it works. In March, the U.S. Senate required the Department of Transportation to establish a sexual harassment task force to improve the commercial aviation industry's response and procedures in dealing with harassment.

In the past few months, we've noticed an uptick in the compliments we receive from our Guests. I've received personal letters about our professional crews, our clean planes, and how well-treated our Guests feel. I want to thank our top-rate flight crews of Flight Attendants and Pilots, and also our entire Spirit Family at our airports, call centers and offices who contribute every day to making our Guests feel welcome.

We are never going to rest on laurels. If you see harassing, intimidating or other inappropriate behavior by, or between, our Guests or Team Members, I urge you to speak up. I will not stand for this type of behavior or actions in our workplace and neither should you. I do believe de-escalation is often the wisest course onboard the aircraft, especially in flight, so I advise our Spirit Family to be thoughtful. But some behaviors are simply non-negotiable. If you see or experience violence or sexual assault, call 911. If in flight, make your fellow crew members aware. If a Guest behaves inappropriately, if necessary we will involve, and cooperate fully with, law enforcement, and we may deny boarding on a flight or ban an individual from future service on Spirit. For our Team Members, if you encounter workplace issues please reach out to your manager, your HR manager, or our confidential Ethics and Compliance Hotline, at 855-7-Ethics (855-738-4427). We investigate every reported incident and will take appropriate action in line with our policies and our values. It is our company policy to not retaliate against anyone for reporting an incident. Our Guests and Spirit Family should feel welcomed and safe anywhere in our network.

We are one Spirit Family, and we are all in this together. Stay safe and, as always, thanks for all that you do to serve each other and our Guests.

A handwritten signature in black ink that reads "Bob Fornaro".

Bob Fornaro
CEO