



**ANNUAL MEETING OF SHAREHOLDERS
JUNE 15, 2023**

AGENDA

- A. Call to Order and Opening Remarks – Frank Blake, Chair of the Board
- B. CEO Remarks – Ed Bastian, Chief Executive Officer
- C. Matters to be Submitted to Shareholders
 - 1. Election of directors
 - 2. Advisory vote on 2022 compensation for Delta's named executive officers
 - 3. Advisory vote on frequency of future advisory votes on executive compensation
 - 4. Ratification of the appointment of Ernst & Young LLP as Delta's independent auditors for 2023
 - 5. Shareholder Proposal requesting shareholder ratification of termination pay, if properly presented
 - 6. Shareholder Proposal requesting a freedom of association and collective bargaining policy, if properly presented
- D. Closing of the Polls
- E. Preliminary Results of Voting
- F. Adjournment

Question and Answer Session will immediately follow the Annual Meeting.

RULES OF CONDUCT FOR ANNUAL MEETING AND QUESTION AND ANSWER SESSION

Welcome to the Annual Meeting of Shareholders of Delta Air Lines, Inc. In fairness to all attendees, and in the interest of an orderly and constructive meeting and question and answer session after the meeting, the following rules will apply:

1. The business of the meeting will follow the order shown on the Agenda. The only business matters to be conducted at the Annual Meeting are those set forth in the Notice of Annual Meeting of Shareholders and 2023 Proxy Statement, dated May 5, 2023.
2. All shareholders and proxy holders must register at the reception desk before entering the meeting.
3. You need not vote at the meeting if you have already voted by proxy (either by mailing the written proxy card or using the internet or telephone voting system). If you wish to change your vote or if you have not voted, you will have an opportunity during the meeting to obtain a ballot and to vote.
4. Only shareholders as of the close of business on April 28, 2023, the record date, or their duly authorized proxies, are entitled to vote and submit questions at the Annual Meeting.
5. During the presentation of the shareholder proposals, each shareholder proponent or its representative will have three minutes to present their proposal. The presenter should limit any comments to the shareholder proposal being presented.
6. Only shareholders or a representative of a shareholder may address the meeting or the question and answer session following the meeting.
7. Immediately following the meeting, there will be an opportunity for questions or comments that are relevant to matters of general interest to shareholders. At that time, all questions and comments should be directed to the Chair.
8. If you wish to speak during the meeting or the question and answer session, please stand at one of the microphones and wait until you are recognized by the Chair. When you are recognized by the Chair, please state your name and whether you are an individual shareholder or a representative of an organization holding shares. We request that you limit your question or comment to two minutes. In addition, please give other shareholders the opportunity to speak before asking to be recognized for a second time. If a question violates these rules of conduct, it will not be addressed.
9. If an item is of individual concern to a shareholder but is not appropriate for general discussion, please defer discussion of the item until after the question and answer session when Delta officials will be available to meet with individual shareholders.
10. The views and comments of all shareholders are appreciated. The Chair will not address questions that are:
 - Not relevant to the business of the company;
 - Derogatory references that are not in good taste;
 - Unduly prolonged;

- Related to pending or threatened litigation;
- Repetitious of statements made, or questions asked, by others; or
- Related to personal matters, such as individual employee relations matters and customer service complaints.

Additionally, the Chair will not address proposals or nominations that were not previously submitted properly under SEC Rule 14a-8 or in accordance with Delta's bylaw provisions.

11. In the event of a significant disruption of the Annual Meeting, the Chair may adjourn, recess, or expedite the Annual Meeting, or take such other action that he determines is appropriate in light of the circumstances.
12. The use of cell phones or other communication devices, cameras, sound recording equipment or any other similar equipment is prohibited during the meeting and Q&A session without Delta's prior written consent.
13. Participants who do not follow these rules may be asked to leave or may be removed from the meeting.