



**ANNUAL MEETING OF SHAREHOLDERS
JUNE 18, 2026**

AGENDA

- A. Call to Order and Opening Remarks – David Taylor, Chair of the Board
- B. Overview of Virtual Meeting – Alan Rosselot, Associate General Counsel and Assistant Secretary
- C. CEO Remarks – Ed Bastian, Chief Executive Officer
- D. Matters to be Submitted to Shareholders:
 - 1. Election of directors
 - 2. Advisory vote on the 2025 compensation for Delta’s named executive officers
 - 3. Ratification of the appointment of Ernst & Young LLP as Delta’s independent auditors for 2026
 - 4. Shareholder proposal requesting the ability for shareholders to act by written consent, if properly presented
 - 5. Shareholder proposal requesting the adoption of cumulative voting for the election of directors, if properly presented
- E. Closing of the Polls
- F. Preliminary Results of Voting
- G. 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 2026 Proxy Statement, dated May 8, 2026.
2. 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 vote on the virtual meeting website (<http://www.virtualshareholdermeeting.com/DAL2026>).
3. Only shareholders as of the close of business on April 30, 2026, the record date, or their duly authorized proxies, are entitled to vote and submit questions at the Annual Meeting.
4. During the presentation of the shareholder proposals, each shareholder proponent, or the proponent's representative, will have three minutes to present their proposal, whether live or in pre-recorded form. The presenter should limit any comments to the shareholder proposal being presented.
5. Shareholders may vote on the virtual meeting site until the polls close. The polls will close after the presentation of matters being submitted for a shareholder vote.
6. Shareholders may submit questions throughout the meeting using the question box in the bottom left corner of the virtual meeting screen. In order to give as many shareholders as possible the opportunity to ask questions, we ask that you limit yourself to one question. Only questions related to the items before the meeting will be answered during the meeting. Immediately following the meeting, there will be an opportunity for questions or comments that are relevant to matters of general interest to shareholders. Delta intends to answer questions from shareholders as time allows during this session. If we receive substantially similar questions, we will group them together and provide a single response to avoid repetition. If a question violates these rules of conduct, it will not be addressed. To the extent that there are questions that we are not able to answer during the question and answer session and that are of general interest to shareholders, we will post a summary of those questions and answers on **ir.delta.com** following the meeting.
7. 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;
 - 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.

8. In the event of technical malfunction or other significant problem that disrupts 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.
9. Any recording of the Annual Meeting other than the webcast provided by Delta is prohibited.
10. If you have difficulty accessing the Annual Meeting, please call 844-986-0822 (US) or 303-562-9302 (international). Technicians will be available to assist you.