

INVESTOR DAY 2018



KEEP CLIMBING
 DELTA 



Agenda

Leading the Way

Ed Bastian, Chief Executive Officer

Great Runway of Opportunity

Glen Hauenstein, President

The World's Best Run Airline

Gil West, Chief Operating Officer

The Power of the Delta Brand

Tim Mapes, Chief Marketing Officer

Delivering Top-Line Growth

Eric Phillips, Senior Vice President – Revenue Management

Embracing Technology and Innovation

Rahul Samant, Chief Information Officer

Our People are Our Brand

Joanne Smith, Chief Human Resources Officer

Growing Our Lead

Paul Jacobson, Chief Financial Officer

Safe Harbor

Statements in this presentation that are not historical facts, including statements regarding our estimates, expectations, beliefs, intentions, projections or strategies for the future, may be "forward-looking statements" as defined in the Private Securities Litigation Reform Act of 1995. All forward-looking statements involve a number of risks and uncertainties that could cause actual results to differ materially from the estimates, expectations, beliefs, intentions, projections and strategies reflected in or suggested by the forward-looking statements. These risks and uncertainties include, but are not limited to, the cost of aircraft fuel; the impact of fuel hedging activity including rebalancing our hedge portfolio, recording mark-to-market adjustments or posting collateral in connection with our fuel hedge contracts; the availability of aircraft fuel; the performance of our significant investments in airlines in other parts of the world; the possible effects of accidents involving our aircraft; breaches or security lapses in our information technology systems; disruptions in our information technology infrastructure; our dependence on technology in our operations; the restrictions that financial covenants in our financing agreements could have on our financial and business operations; labor issues; the effects of weather, natural disasters and seasonality on our business; the effects of an extended disruption in services provided by third party regional carriers; failure or inability of insurance to cover a significant liability at Monroe's Trainer refinery; the impact of environmental regulation on the Trainer refinery, including costs related to renewable fuel standard regulations; our ability to retain senior management and key employees; damage to our reputation and brand if we are exposed to significant adverse publicity through social media; the effects of terrorist attacks or geopolitical conflict; competitive conditions in the airline industry; interruptions or disruptions in service at major airports at which we operate; the effects of extensive government regulation on our business; the sensitivity of the airline industry to prolonged periods of stagnant or weak economic conditions; uncertainty in economic conditions and regulatory environment in the United Kingdom related to the exit of the United Kingdom from the European Union; and the effects of the rapid spread of contagious illnesses.

Additional information concerning risks and uncertainties that could cause differences between actual results and forward-looking statements is contained in our Securities and Exchange Commission filings, including our Annual Report on Form 10-K for the fiscal year ended December 31, 2017 and our Quarterly Report on Form 10-Q for the period ended March 31, 2018. Caution should be taken not to place undue reliance on our forward-looking statements, which represent our views only as of December 13, 2018, and which we have no current intention to update.



LEADING THE WAY

Ed Bastian
Chief Executive Officer

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Delivering a Solid 2018

From Investor Day 2017

Run a safe and reliable, customer focused operation

Revenue-driven earnings growth with 4% to 6% top-line increase

Change non-fuel cost trajectory, with unit costs up 0% to 2%

Strengthen the brand

Continue to grow global franchise

2018 Accomplishments

Industry's best operational performance topping last year's reliability records

8% top-line growth offset 90% of \$2 billion fuel headwind

Non-fuel unit cost growth of 1.5%, below inflation

Sustained improvement in Net Promoter Scores, supporting industry-leading revenue premiums

Launched joint venture with Korean and signed definitive agreement with WestJet to launch a US-Canada joint venture

Note: Adjusted for special items; non-GAAP financial measures reconciled in Appendix

2019 Outlook – Margin Expansion is a Business Imperative

Macroeconomic View

- Solid demand for air travel despite slight deceleration in global GDP
- Fuel volatility continues with Brent prices estimated at \$65-70 per barrel
- Dollar strength drives modest foreign exchange headwind

4% - 6%

Top-line Growth
on ~3% Capacity

~1%

Non-Fuel Unit
Cost Growth

\$6 - \$7

Earnings per
Share

~100 bps

Pre-Tax
Margin Expansion
At Midpoint

Note: Forward-looking non-GAAP financial measures. See additional information in Appendix.

Well Prepared to Manage Macro Risk Factors

Strong business model provides flexibility to manage macroeconomic challenges

- ✓ *Powerful brand enables strong fuel recapture*
- ✓ *Maintaining capacity flexibility*
- ✓ *Disciplined cost management*

Fuel Volatility



- ✓ *Structurally improved business model and industry*
- ✓ *Investment-grade balance sheet*
- ✓ *Increased revenue diversity*

Economic Slowdown



Delta's Positioning Far Superior to Prior Cycles

U.S. airline industry has improved through consolidation and cost convergence

		2009	2018E
Substantially stronger financial foundation	Pre-Tax Income	(\$1.1B)	~\$5.0B
Brand strength and record customer satisfaction	Domestic Net Promoter Score	15%	45%
More resilient, higher margin revenue streams	Amex Contribution	\$1.2B	\$3.4B
Investment grade balance sheet	Interest Expense and Pension	\$1.7B	\$0.1B
Fuel hedge	Hedge Losses	(\$1.3B)	—

The Delta Difference



A Powerful Brand

+

A central blue box contains five circular icons arranged in two rows. The top row includes: a group of people (Culture), a world map (Global Network), and a credit rating logo (Fortress Balance Sheet). The bottom row includes: an airport gate (Operational Reliability) and a person at a desk (Customer Loyalty).

Culture Global Network S&P Global
Moody's
FitchRatings
Fortress
Balance Sheet

Operational Reliability Customer Loyalty

Unmatched Competitive Advantages

Top-Line Growth

Margin Expansion

Balanced Capital Allocation

Long-Term Value Creation

Five Things to Take Away From Today

1

Delivering superior financial results – 2019 expected to deliver profits over \$5 billion for a 5th consecutive year, with return to margin expansion driving double-digit EPS growth and 15% after-tax ROIC

2

A powerful consumer brand rooted in a unique culture, with building momentum and a sustainable revenue premium

3

Increasingly diverse revenue stream with less than half of revenues from main cabin and strong growth prospects from premium products

4

Non-fuel unit cost trajectory below inflation as efficiency initiatives gain momentum and fleet transformation continues

5

Pipeline of opportunity to drive top-line growth and margin expansion from fleet transformation, technology innovation, joint ventures, loyalty program, and MRO expansion

Note: Adjusted for special items; non-GAAP financial measures reconciled in Appendix



GREAT RUNWAY OF OPPORTUNITY

Glen Hauenstein
President

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Near-Term Revenue Trends

Unit revenue growth of more than 4% in 2018 leading the industry

- For December quarter, continue to expect unit revenue growth of ~3.5% with a ~7.5% increase in top line, excluding third-party refinery sales
 - Corporate revenue up high single-digits on both yield and volume gains
 - Leisure stable even with tougher comps
- Bright spots within international despite modest currency headwind
- Solid revenue momentum continuing into 2019
 - Travel budgets expected to expand into 2019, based on Morgan Stanley Global Corporate Travel Survey
 - Expecting 4% to 6% total revenue growth on ~3% capacity

Note: Adjusted for special items; non-GAAP financial measures reconciled in Appendix

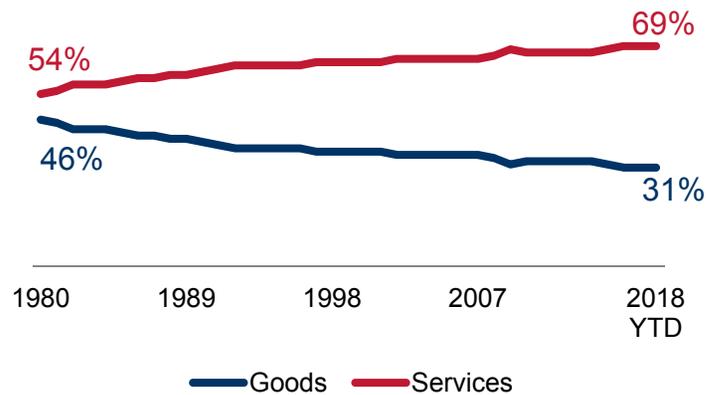


Delta is Uniquely Positioned to Meet Growing Demand for Experiences

Consumers increasingly look for connections to other people, places, and cultures

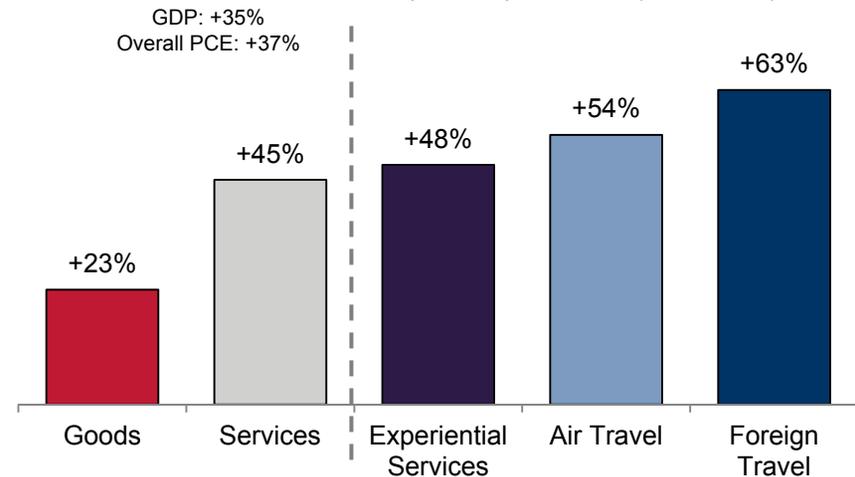
Consumer shift from *goods* to *services* continues to grow

Share of Personal Consumption Expenditures (1980-2018)



Experiential services are driving growth – particularly *air & foreign travel*

Growth in Personal Consumption Expenditures (2007-2017)

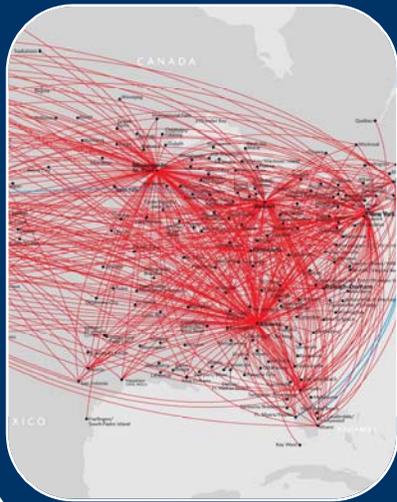


Note: Share of Personal Consumption Expenditures, source US Bureau of Economic Analysis (3Q18)
Growth in Personal Consumption Expenditures, source McKinsey & Co. (December 2017)

Great Runway of Opportunity

Pipeline of initiatives to grow and diversify revenue and margin

Domestic
Network Strength



Fleet
Transformation



Global
Franchise



Best-in-Class
Premium Products

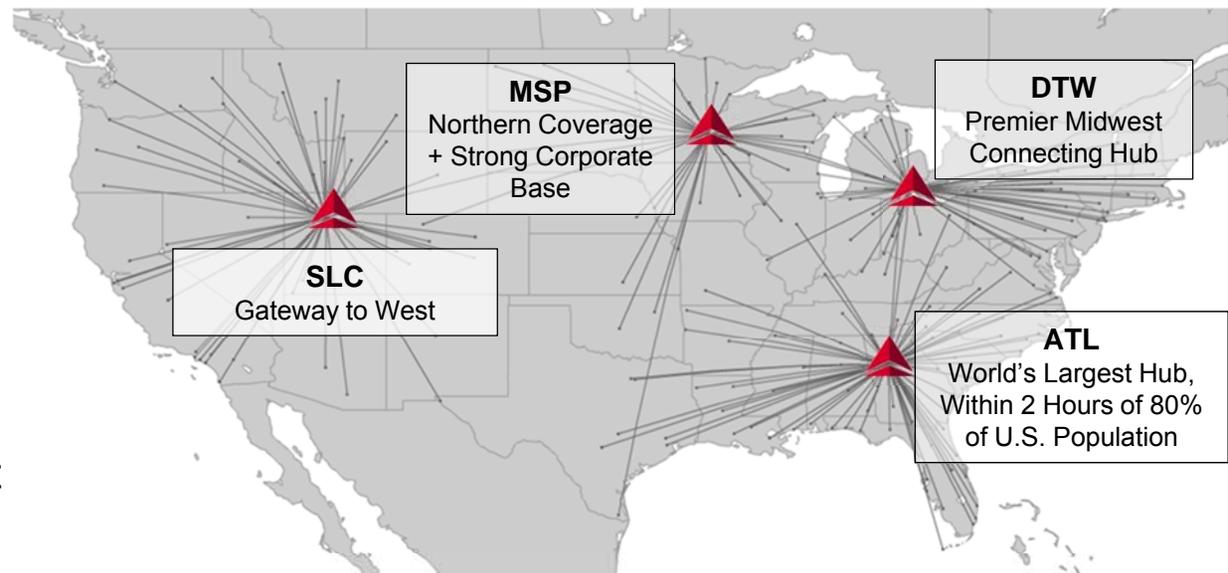


Core Interior Hubs Provide Unrivaled Connectivity

Fleet initiatives drive further efficiency and margin benefits to domestic hubs

Delta's Core Hubs Are Best in the Industry

- Industry-leading margins
- Ideal geographies
- Strong local position
- Best customer experience
- High operational reliability
- Low cost per enplanement



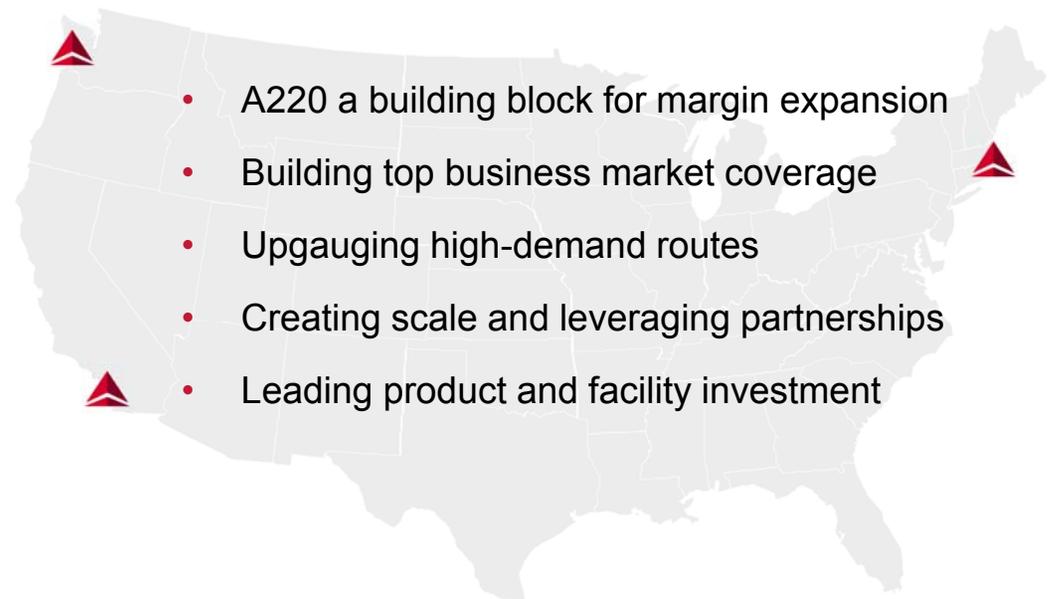
Coastal Gateways Provide Future Margin Opportunity

Our success in New York provides a proven playbook

Built a #1 Position in New York

	<u>2008 vs. 2018</u>
Peak Day Departures	323 → 509
Domestic Revenue Position	#3 → #1
Profit Margin	+18 pts

Replicating success in SEA/LAX/BOS

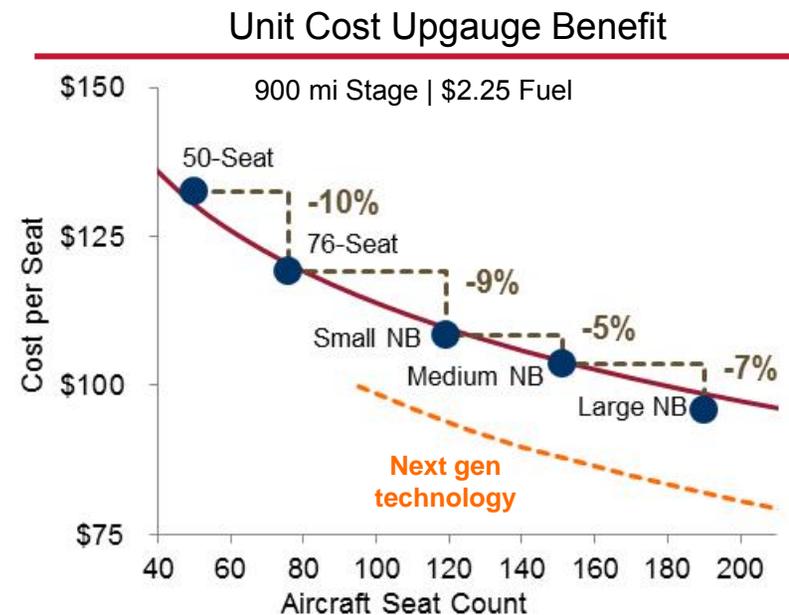


Note: New York City includes JFK and LGA

More Efficient Aircraft Further Strengthen Domestic Network

Large narrowbody aircraft with 160+ seats offer significant margin advantage

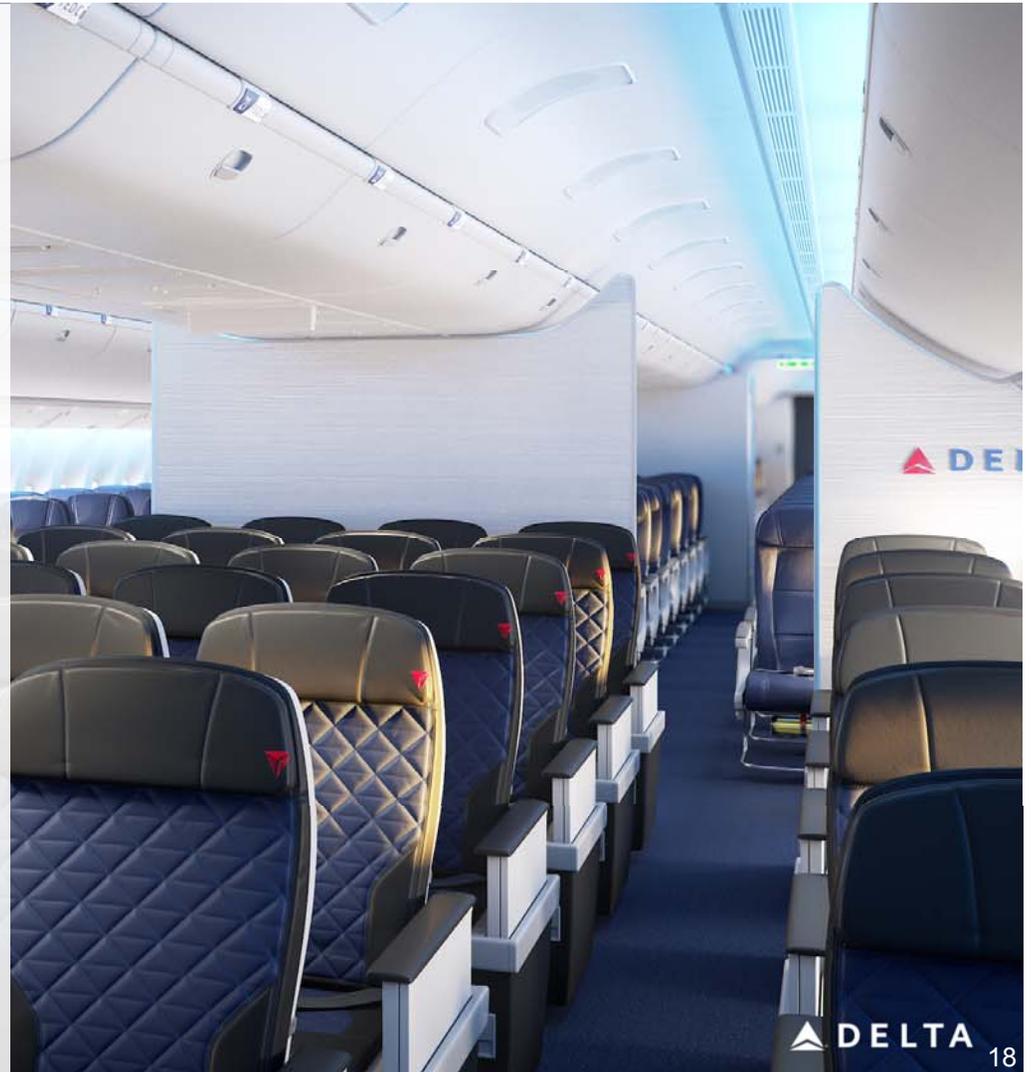
- Upgauging strategy continues with introduction of new aircraft types
 - A220 deliveries enable retirement of additional 50-seat regional jets
 - 85 MD88 aircraft remaining to retire by the end of 2020
- By 2023, 45% of domestic seats will be on large mainline aircraft, up from 30% in 2018
 - Gauge to increase by ~7% over next 5 years



Widebody Fleet Transformation Improves Product and Margin

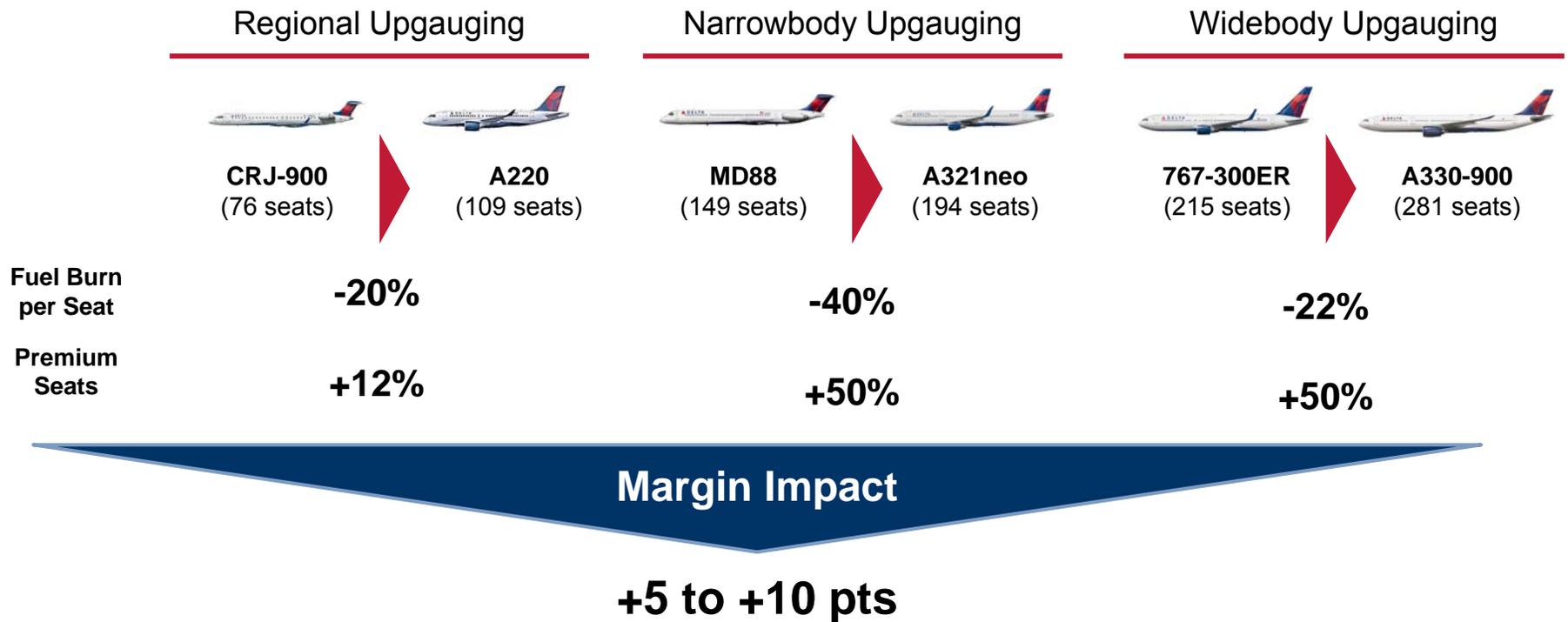
Expanding five-cabin strategy across international fleet by 2021

- Average seats per aircraft increasing by 2% annually between 2018 and 2023, with premium seats up 40% per aircraft
- Product segmentation drives revenue and profitability gains
 - Delta Premium Select product fully rolled out by 2021
- More fuel-efficient aircraft with lower seat cost



Upgauging Benefits Extend into Next Decade

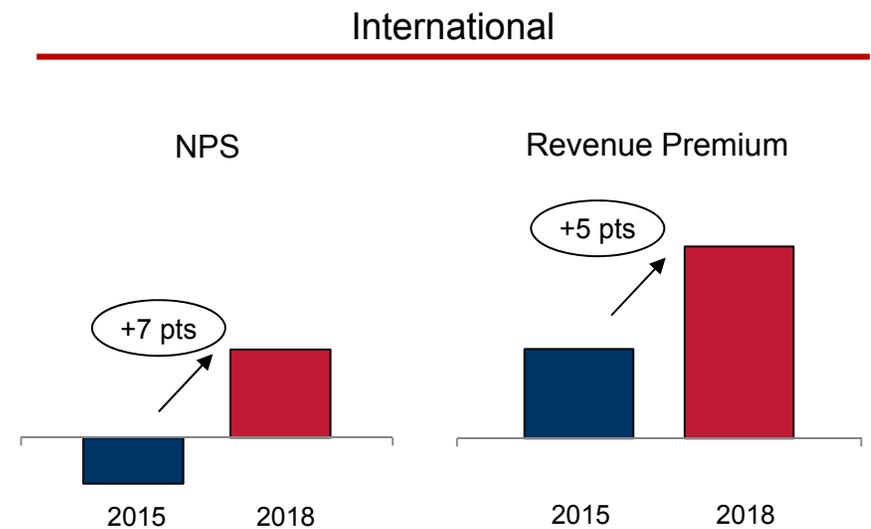
Order book allows for replacement of ~35% of mainline fleet by 2023



International Has Solid Upside

Opportunity across fleet, product, and partner integration

- International revenue premium and NPS consistently improving through better onboard product and service
- More consistent, higher-quality international experience creates brand strength for Delta and global partners
- Government support provides level playing field against subsidized carriers
- SkyMiles Medallion members who fly Delta internationally spend 4x more annually versus flying domestic only



Note: Domestic NPS as of YTD-Oct, International NPS as of YTD-Sep, Revenue premium LTM 3Q18

Delta's Joint Ventures and Equity Investments are Unique

60% of international revenue benefiting from joint ventures, up from 35% in 2008



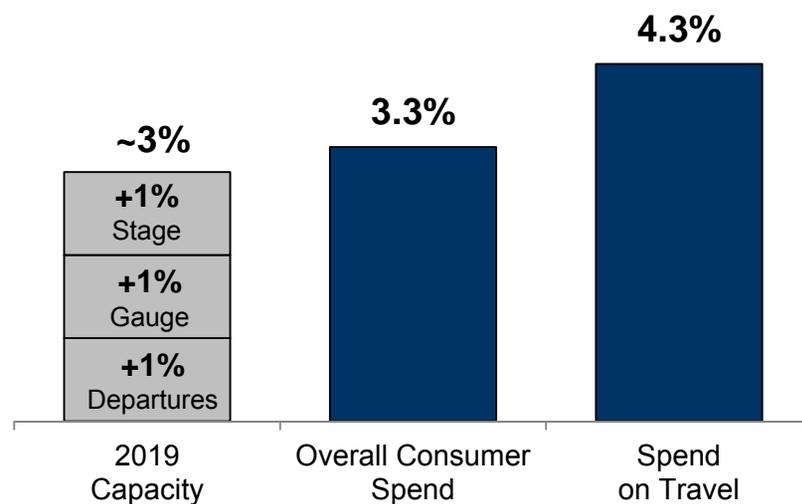
Note: WestJet JV and proposed combined trans-Atlantic JV subject to completion and government approvals

Commercial Strategy Supports Measured Growth

Majority of 2019 growth driven by fleet transformation

Delta Capacity Plan Aligned with Consumer Spending

(2019 Forecast)

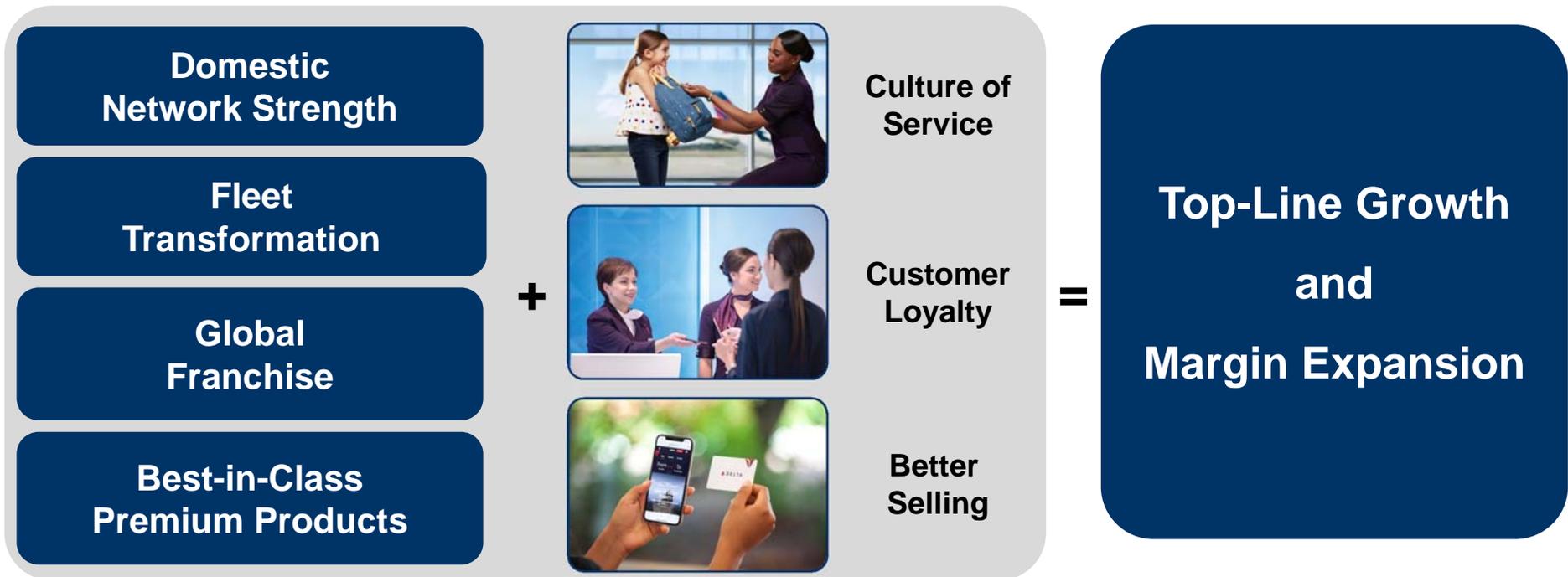


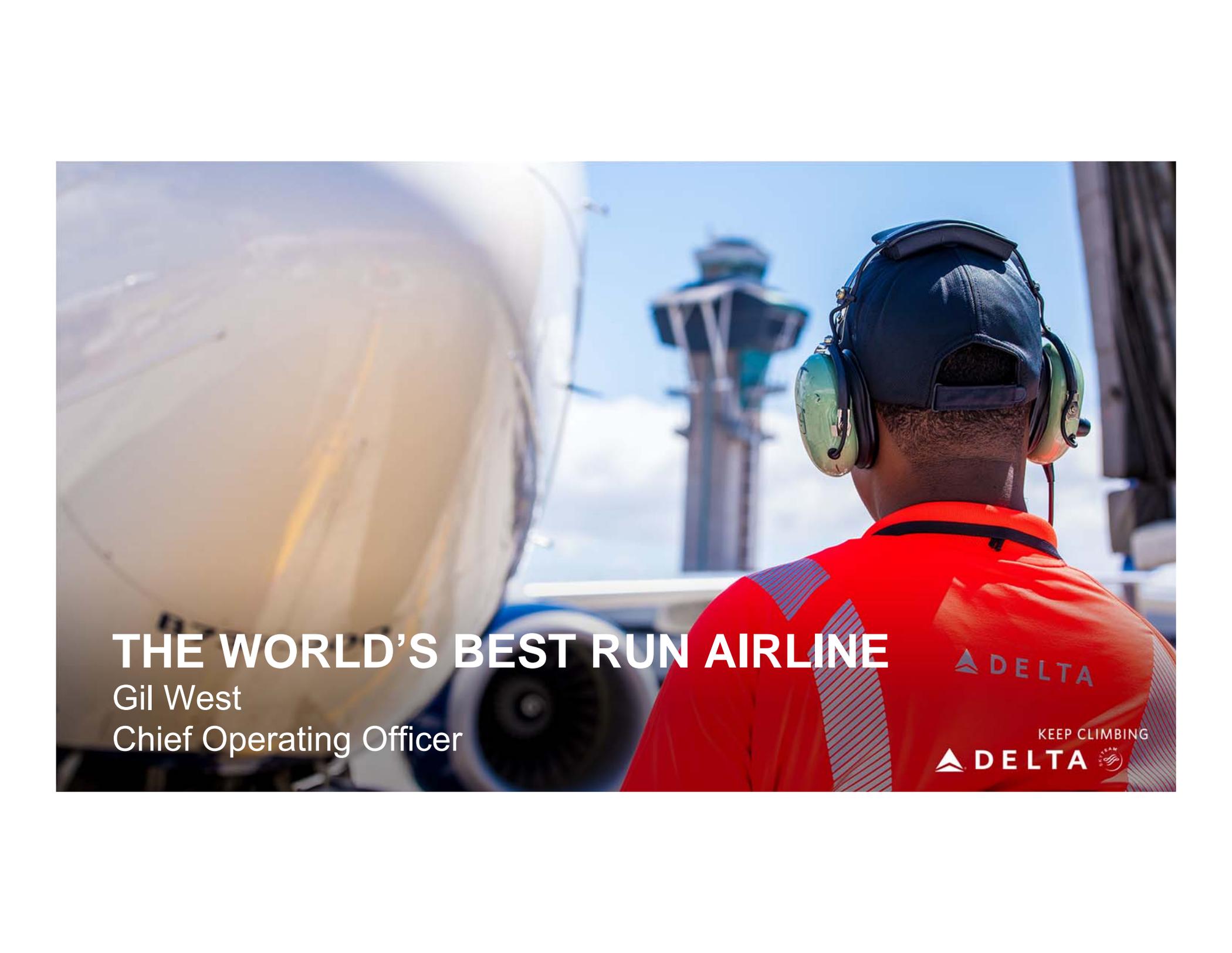
- Growth in consumer spend on travel expected to outpace overall consumer spend
- Domestic capacity growth expected to decelerate ~1 point
- International capacity growth is focused in partner hubs
- Flexibility to adjust as needed

Note: Growth in Personal Consumption Expenditures (PCE), source U.S. Bureau of Economic Analysis

Great Runway of Opportunity

Pipeline of initiatives to grow and diversify revenues and margin





THE WORLD'S BEST RUN AIRLINE

Gil West
Chief Operating Officer

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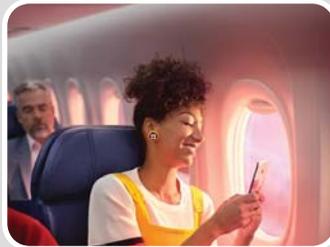
Continuing to Set the Bar

Industry-leading safety, reliability, and record customer satisfaction



Best completion factor

99.6% DOT Completion Factor



More customers arrive on-time than any other airline

85.4% On-Time Arrivals



Record bag performance

1.8x Fewer lost bags versus industry



Lowest level of maintenance cancellations in history

98% Reduction in maintenance cancellations



Record customer satisfaction scores

45% Domestic NPS

Note: DOT completion factor, on-time arrivals (DOT A14) and maintenance cancellations are preliminary YTD-Nov 2018; DOT missed bag ratio (MBR) is YTD-Sep 2018; Domestic NPS is YTD-Oct 2018



Building Best-in-Class Airports

Enhancing reliability and customer experience

- Along with airport partners, undertaking over \$12 billion in facility infrastructure projects at key hubs
- Building “Airport of the Future” – anticipating future trends and technology, with flexibility to change to meet our needs
- Infrastructure improvements drive better customer experience, operational efficiency, more seamless partner connectivity, and enhanced reliability
- LaGuardia is Delta-managed and funded program
 - Leveraging construction management expertise to ensure on-time, on-budget result
 - Driving more certainty in our long-term cost structure

Technology Enables Continuous Improvement

Driving superior customer experience, efficiency, and cost savings through innovation



Provide a frictionless customer experience at ATL Concourse F

- Utilizing biometrics
- Speeding up process
- Delivering superior experience



Predict maintenance requirements and cost based on aircraft data



Utilizing data science to optimize the operation



Ancillary Businesses Provide Unique Value Streams



Global Logistics Business

- Delivering operational excellence in cargo market
- Leading yield performance and volume contributing to top-line growth
- Centralized internal transportation service through new Delta Logistics Control Center

Nearly \$900 million in 2018 revenue with strong double-digit margins



Largest MRO Operator in North America

- Delivering ~20% maintenance cost advantage to competitors
- Adding \$1+ billion of incremental annual revenue over next five years from new engine contracts
- Enhancing service and cost savings with new repair capabilities

More than \$700 million third-party sales in 2018 at double-digit margins

Scale and Scope Provide Vertical Integration Opportunity



Parts Sourcing & Sales

- Source used green-time engines and components to reduce input costs
- Sell surplus material on open market
- Scalable to partner airlines and Delta MRO
- ~\$4.5 billion used surplus material market growing at ~5% CAGR

Average maintenance savings of \$250 to \$300 million and \$40 million average surplus sales annually



Custom Interiors & Components

- Integrating aircraft cabin interior modifications and components
- New wireless IFE technology to be delivered on new A220, A330-900, A321neos, retrofit 767-400
- Expanding additive manufacturing and rapid prototype capabilities
- ~\$18 billion total interiors market size

**30% lower IFE cost per aircraft
Future opportunity for third-party sales**

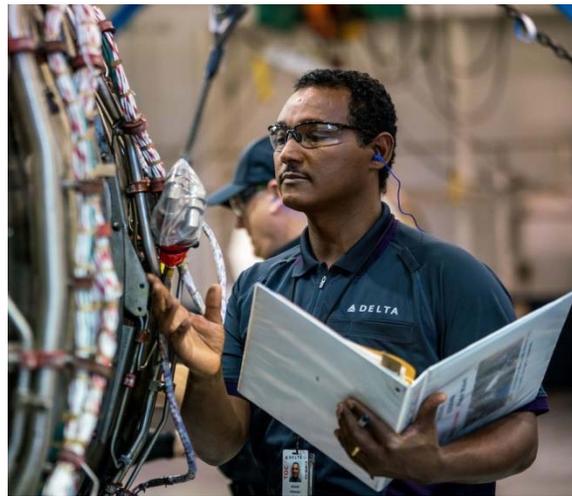
Delta: The World's Best Run Airline

Reliable Operation



Industry-leading operational performance driving customer loyalty and satisfaction

Continuous Improvement

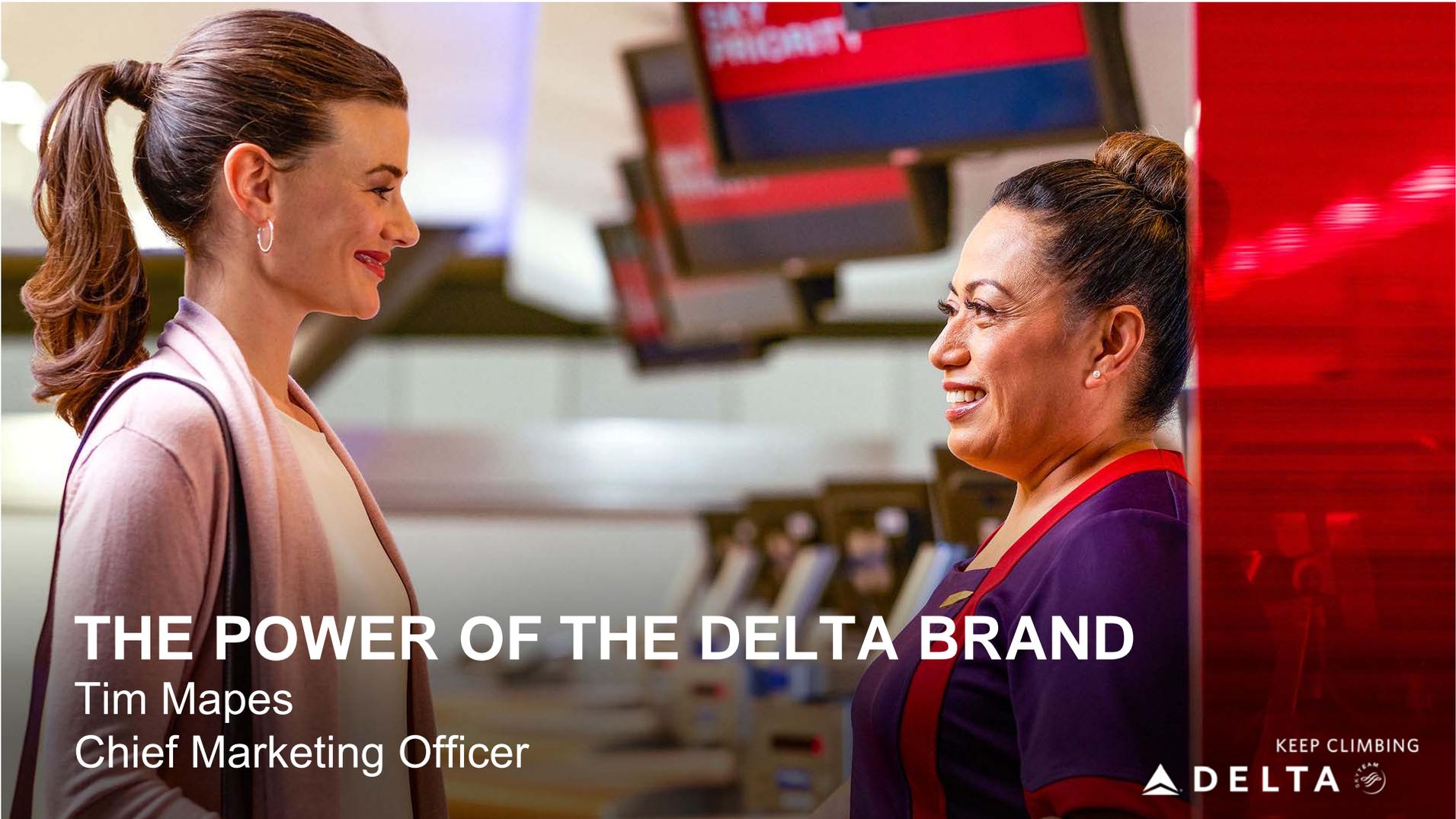


Utilizing technology to enhance the customer experience, operate more reliably, and reduce operating costs

Unique Value Streams



Driving competitive advantage and incremental value through subsidiary businesses



THE POWER OF THE DELTA BRAND

Tim Mapes
Chief Marketing Officer

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Delta is an Exceptional, Trusted Consumer Brand

MOST RELEVANT COMPANIES IN AMERICA
W2O GROUP CORPORATE RELEVANCE INDEX

COMPANY	OVERALL RELEVANCE
1 facebook	89
2 Alphabet Google	87
3 Microsoft	79
4 The Walt Disney Company	79
5 amazon	79
6 Apple	79
7 STARBUCKS	78
8 NIKE	77
9 airbnb	77
10 NETFLIX	77
11 DELTA	76
12 Spotify	76
13 TESLA	76
14 twitter	76
15 UBER	75

Source: W2O Group, November 2017



“A brand is the intangible sum of a product’s attributes.”
- David Ogilvy



Consistently Delivering Superior Travel Experiences

Broad customer choice combined with demonstrated service excellence

- Industry-leading reliability
- Culture of service, record brand engagement by customers
- Customer-centric portfolio of products driven by customer needs
- Award-winning SkyMiles loyalty program
- A reputation among customers as *caring*



Driving customer preference, loyalty, and a sustainable revenue premium

Leveraging Innovative Technology to Further Improve Experience

Creating a seamless experience throughout the customer's journey

- Enhancing mobile and digital functionality
- Modernizing the airport experience with biometrics, RFID expansion, TSA innovation
- Improving in-flight connectivity, in-seat power and entertainment options
- Investing in tools to enable proactive recovery during irregular operations

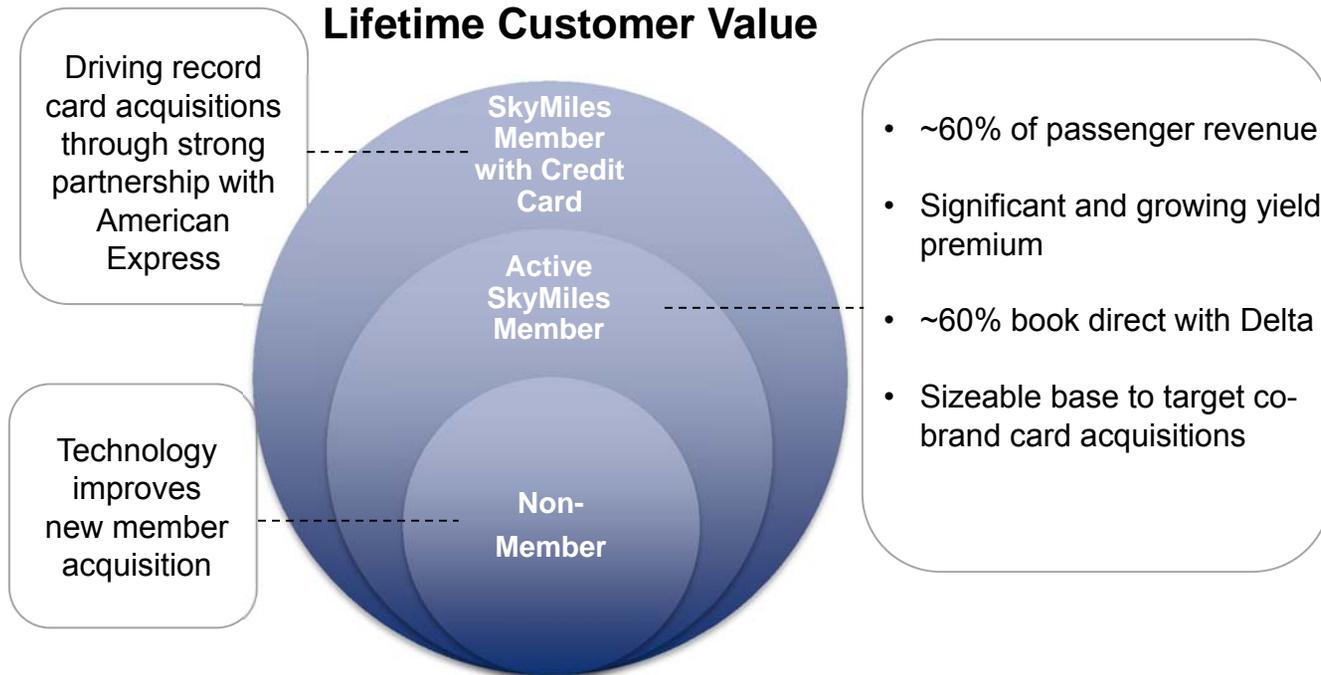


High Tech Enabling High Touch

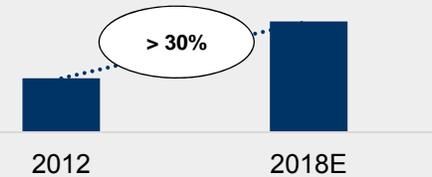
Growing Loyalty to Unlock Value

Expanding both the breadth and depth of customer connections

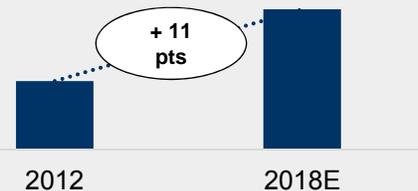
Lifetime Customer Value



Active SkyMiles Members



SkyMiles Yield Premium



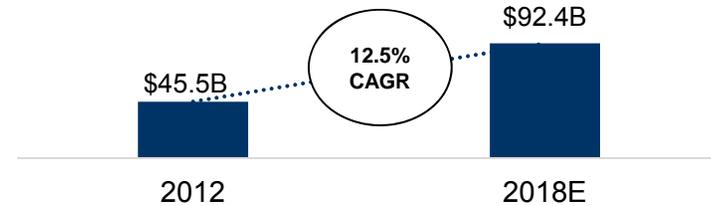
Strong Delta Brand Provides Opportunity To Extend Relationship

More resilient co-brand revenue stream tied to consumer spending trends

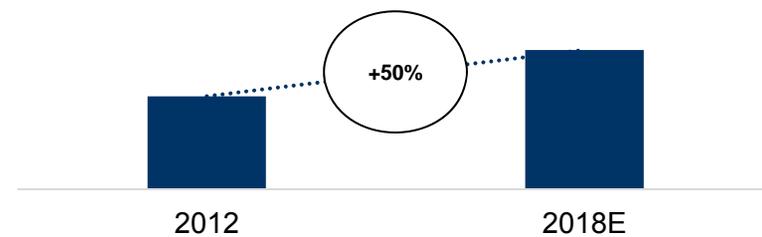
Delta-Amex Contribution



Delta-Amex Co-Brand Spend



Delta-Amex Co-Brand Cards



Values-Based Brand Appeal Transcends Travel



FAST COMPANY f t i in Q

TECH WORK LIFE CREATIVITY IMPACT AUDIO VIDEO NEWS

09.10.18 | FAST COMPANY INNOVATION FESTIVAL

Fast Company Innovation Festival to feature Kerry Washington, Tory Burch, Scooter Braun, Brian Grazer, Delta CEO Ed Bastian



CNBC

Delta plans to ditch plastic straws, stirrers on board next year

- Delta Air Lines plans to replace plastic straws and stirrers on board starting in mid-2019.
- Delta says it will also stop wrapping amenities kits in plastic.



Inc. HOW TO HIRE THE BEST

Millennials Rate Delta and Southwest Airlines Higher Than Apple (Top 25 Highest-Rated Millennial Employers, According to Indeed)

The list of highest-rated Millennial employers doesn't look like what most people think it would.

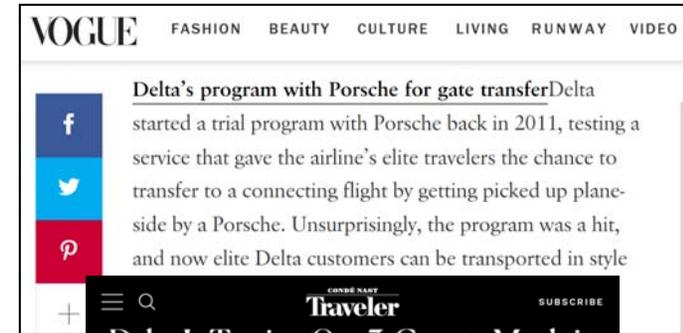


THE HOLLYWOOD REPORTER

STYLE

Zac Posen Debuts New 'Passport Plum' Delta Air Lines Uniforms

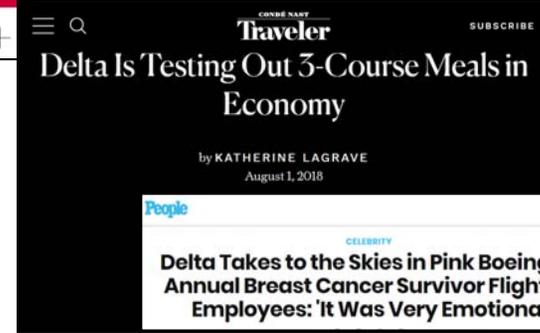
4:53 PM PDT 5/29/2018 by Lindsay Weinberg



VOGUE FASHION BEAUTY CULTURE LIVING RUNWAY VIDEO

Delta's program with Porsche for gate transferDelta started a trial program with Porsche back in 2011, testing a service that gave the airline's elite travelers the chance to transfer to a connecting flight by getting picked up plane-side by a Porsche. Unsurprisingly, the program was a hit, and now elite Delta customers can be transported in style

f t i in Q



CONDÉ NAST Traveler SUBSCRIBE

Delta Is Testing Out 3-Course Meals in Economy

by KATHERINE LAGRAVE August 1, 2018



People CELEBRITY

Delta Takes to the Skies in Pink Boeing for Annual Breast Cancer Survivor Flight for Employees: 'It Was Very Emotional'



The Opportunity We See

Millennials care about more than just what they buy...

- 39% will switch from brands that do not treat their employees well
- 44% actively buy from innovative, socially-responsible brands
- 55% will buy more from “vocal, visionary” brands



...and Delta is winning

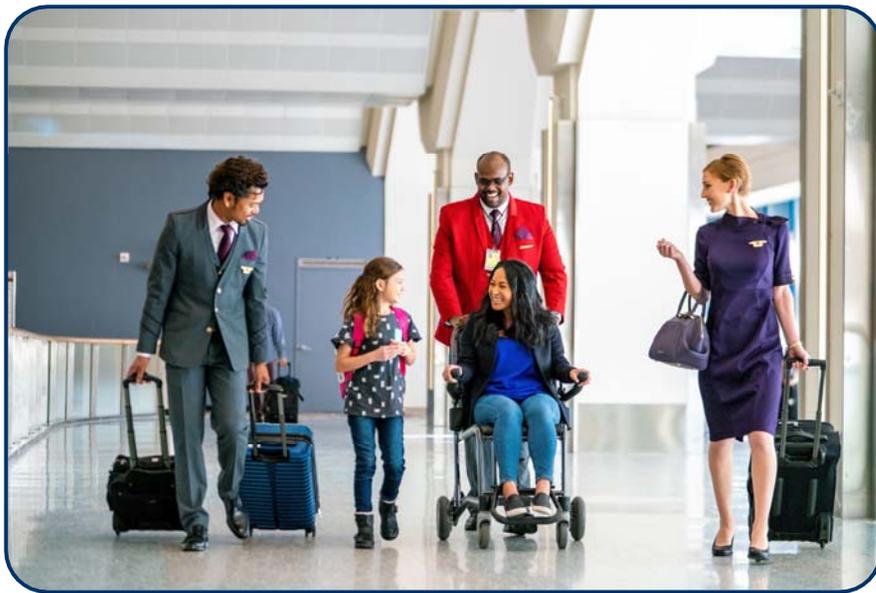
+11%
Consideration

+16%
Usage

+38%
Intent to recommend

Note: Source: YouGov Brand Index and Harris Insights & Analytics

The Power of the Delta Brand



- Powers growth that transcends the broader market
- Conveys values, attributes that lead customers to prefer Delta
- Reinforces customer loyalty and willingness to buy more, pay more
- Central to sustained revenue growth and margin expansion over time



DELIVERING TOP-LINE GROWTH

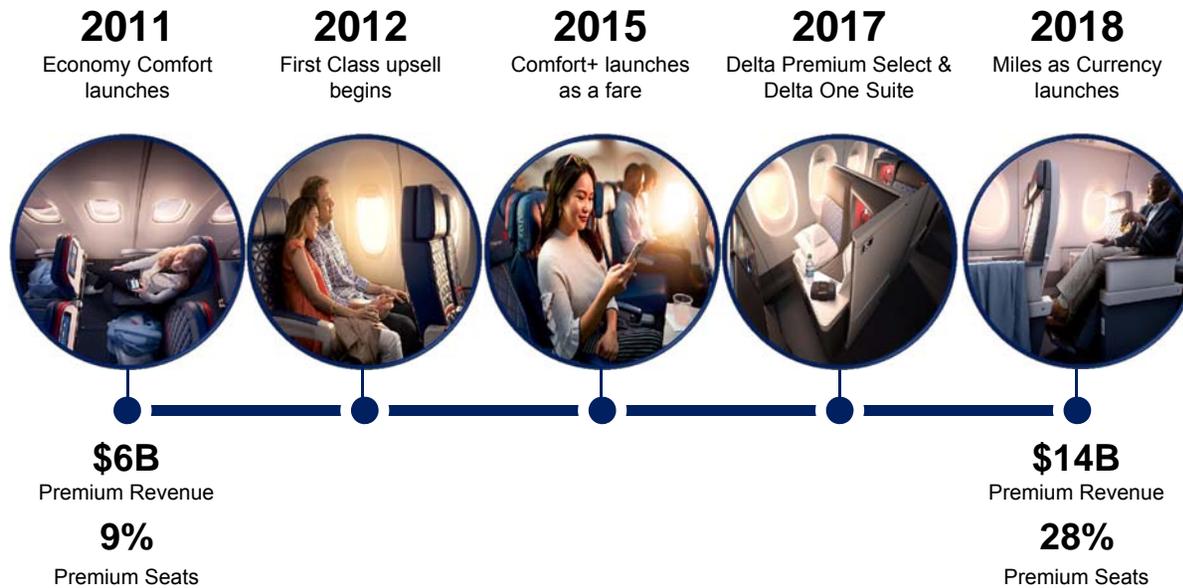
Eric Phillips

Senior Vice President – Revenue Management



Evolution of Delta's Best-in-Class Premium Experience

More than 30% premium seats by 2023



Premium	Delta One Suite / First Class Exceptional comfort and luxurious details
	Delta Premium Select A new cabin providing an elevated experience
	Comfort+ Enhanced travel with additional convenience and features
Coach	Main Cabin High standard of service with additional flexibility and choice
	Basic Economy Enjoy the same onboard experience at a lower cost in exchange for fewer options

Product Availability in All Channels Drives Revenue Upside

Delta.com / Reservations

Corporate / Agency

External Retail



\$400 to \$500 million

For each point shift in premium product mix
in external channels

Making Product Available to Customers at Right Time with Right Offer



**Best-in-Class
Product**



**Choice in
Shopping**

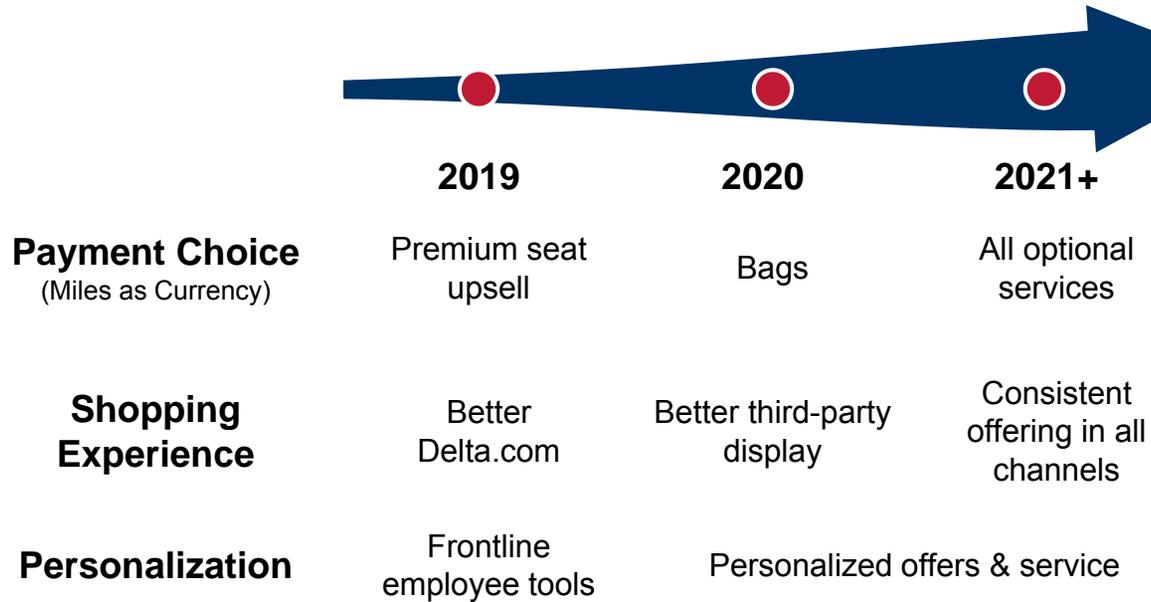


**Post-
Purchase
Offers**



**Seamless
Payment Options**

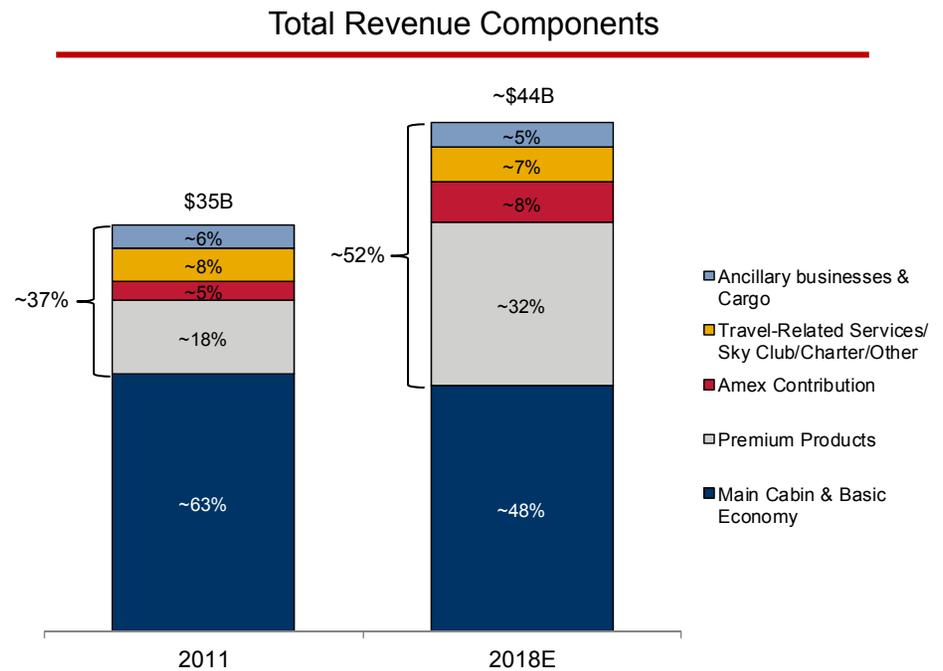
Improving All Aspects of Customer Experience



More Diversified Top Line

Momentum across the business with less reliance on Main Cabin product

- A larger portion of our revenue is now generated by more diverse, higher-margin revenue streams
 - Growth trajectory outpacing main cabin ticket sales
- Since 2011, both premium ticket revenue and American Express have more than doubled, with strong future growth prospects
- Ancillary businesses are increasing in importance given strong growth potential and above-average margins



Note: Ancillary businesses include MRO, DAL Global Services, Delta Private Jets, Delta Vacations, Delta Material Services, and Delta Flight Products
Premium Products and Main Cabin & Basic Economy revenue percentages represent lift revenue component of ticket revenue
2018E reflects new accounting standards

Delivering Top-Line Growth

Premium Mix and Upsell

Network Opportunities

American Express and Ancillary Businesses

**2019 Projected
Top-Line Growth
4% to 6%**



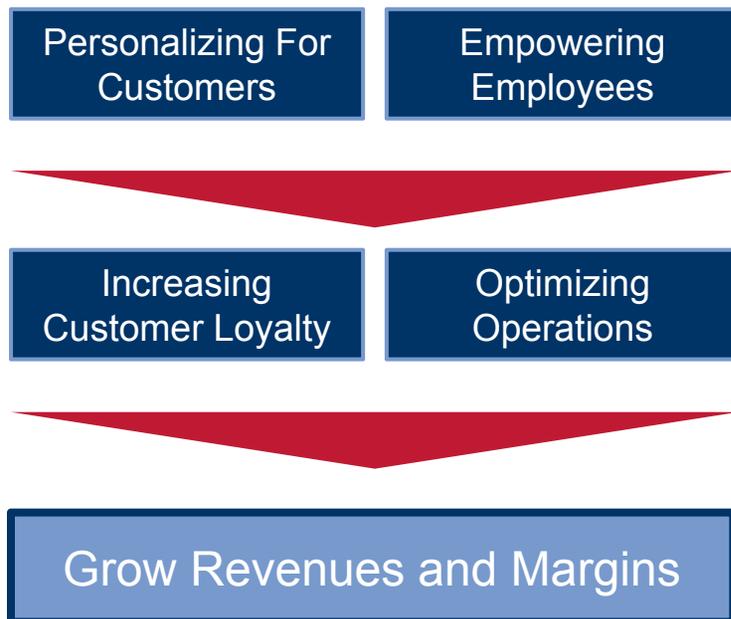
EMBRACING TECHNOLOGY AND INNOVATION

Rahul Samant
Chief Information Officer

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Digital Innovation at Delta – High Tech Enabling High Touch

A proven and sustainable approach that delivers for our customers, employees, and owners



- Focus on applied innovation
- Leverage joint business and IT innovation teams
- Partner with academia, venture capital, technology vendors, and startups at our global innovation center, “The Hangar”
- Think big, start small, learn fast

Empowering Delta's People and Delighting Our Customers

An enterprise-wide digital transformation is delivering superior travel experiences

Information-driven intelligent customer experiences



Pre-Select Meals



Automatic Check-in



Biometrics



In-flight Entertainment



RFID Bag Tracking

PRE-DEPARTURE

CHECK-IN

DEPARTURE

IN-FLIGHT

ARRIVAL



Optimized Crew Scheduling



"Nomad"



Flight Family Communicator



Single View of the Customer



Improved Service Recovery

Insight-driven employee capabilities

Technology Leadership Extends Our Competitive Advantage

Continually investigating new technologies to further improve the travel experience

- Exploring high impact technologies for future business value
- Using advanced analytics and machine learning to convert data to actionable insights
 - Optimize operations and reduce the impact of service interruptions
 - Leverage Single View of the Customer which will deliver personalized, contextual experiences in real time

Innovating for the Future

BLOCKCHAIN



*Cargo internal
part shipment*

*Materials
management*

INTERNET OF THINGS



*TechOps
predictive
maintenance*

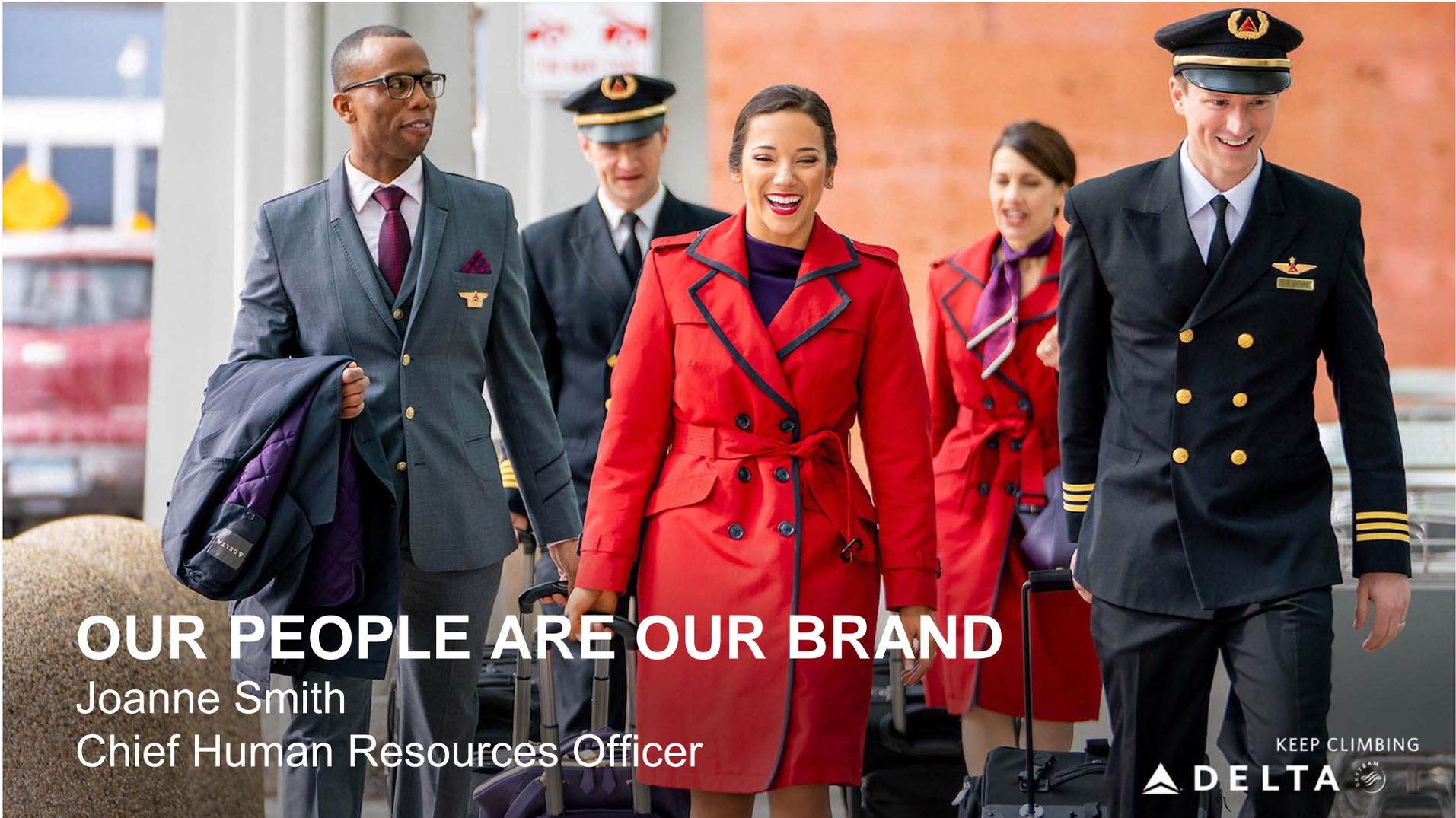
*Cargo
"smart pallets"*

NATURAL LANGUAGE PROCESSING



*Seamless customer
service bots*

*Automating aircraft
maintenance log*



OUR PEOPLE ARE OUR BRAND

Joanne Smith
Chief Human Resources Officer

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 DELTA 

Culture is Our Biggest Differentiator



**"An employee's devotion to his or her company, dedication to the job and consideration for the customer determine a company's reputation."
– C.E. Woolman, Delta Founder**

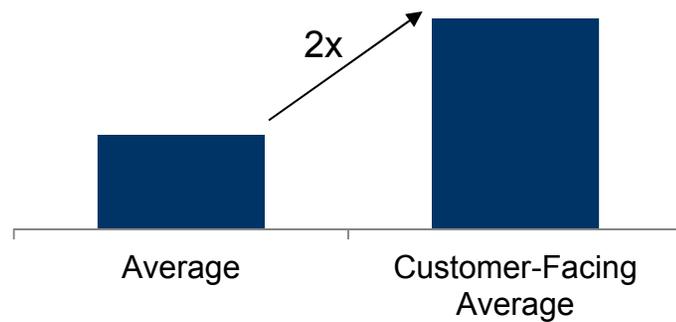


**"When you take care of your employees, they will take great care of your customers, who then reward you with their business and loyalty. Every major business decision we make at Delta is based on that philosophy, and it has been very successful for us."
– Ed Bastian, Delta CEO**

Our People Create Superior Travel Experiences

Satisfaction improves when our people interact with customers

Satisfaction Measures in the Customer Journey



How Culture Continues to Drive Better Results



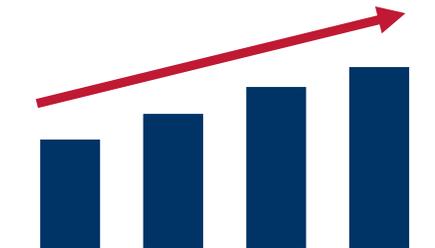
Attracting The Best Talent



Retaining Valued Employees



~90% Proud to Work for Delta



Further Growing Customer Satisfaction

Culture is the Foundation of Delta's Success

Creating the conditions for a sustained margin premium





GROWING OUR LEAD

Paul Jacobson
Chief Financial Officer

KEEP CLIMBING
 DELTA 

Growing Our Lead

Driving long-term value for our owners through top-line growth, margin expansion, and prudent deployment of our capital

Consistently Delivering Superior Financial Results

- Continued revenue momentum and improved cost trajectory position Delta for top-line growth and margin expansion in 2019

Driving Efficiency and Transforming Our Fleet

- Evolving into a more efficient airline with fleet transformation and One Delta
- Non-fuel unit cost growth is expected to be ~1% in 2019

Generating Cash Flow and Delivering Shareholder Returns

- Strong operating cash flow funds reinvestment in fleet, product, and technology
- Committed to returning 70% of free cash flow to shareholders, including ~\$2.5 billion in 2019

Note: Forward-looking non-GAAP financial measures. See additional information in Appendix.

2019 Outlook

- Top-line growth and margin expansion
 - 2019 EPS: \$6 to \$7
 - 4% to 6% top-line increase
 - ~100 bps pre-tax margin expansion at midpoint
- Solid cost foundation
 - Non-fuel unit cost growth ~1%
 - Non-op expense higher in 2019, expected to be \$450 to \$500 million
- Strong free cash flow
 - Expecting \$3 to \$4 billion in free cash flow
 - ~\$4.5 billion in capital expenditures
- Consistent shareholder returns
 - Expecting \$2.5 billion in shareholder returns

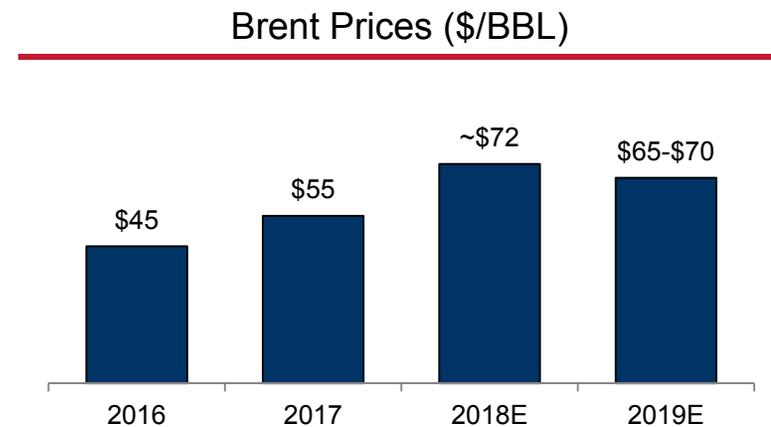


Note: Forward-looking non-GAAP financial measures. See additional information in Appendix.

Fuel Price Expectations

Projecting 2019 Brent prices to average \$65 to \$70 per barrel

- Lower market jet fuel prices expected to result in a reduction of ~\$300 million in fuel costs
- Planning for higher jet crack spreads in back half of 2019 due to IMO 2020
- Refinery supplies 80% of Delta's domestic fuel consumption, providing a natural offset to ~30% of jet crack exposure
- Well-prepared to manage through volatile fuel price environment with ~90% of fuel run-up in 2018 recovered

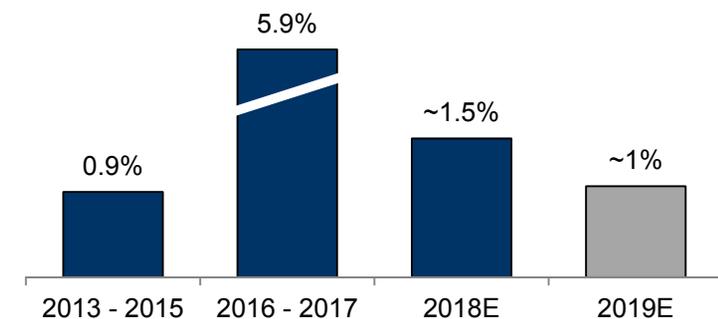


Target Maintaining Non-Fuel Expense Below Inflation in 2019

Disciplined cost trajectory remains a top priority

- Drove inflection in non-fuel unit costs in 2018 with ramping benefits from efficiency initiatives, fleet transformation, and strong performance from operating units
- 2019 non-fuel unit cost growth expected to be ~1%, with balanced trajectory throughout the year
 - Annualizing higher aircraft ownership costs, in addition to airport, product, and technology investments
 - Driving efficiency with continued fleet upgauging as MD88 aircraft and 50-seaters retire
 - Successfully mitigating cost pressures through upgauging and productivity initiatives

Non-Fuel Unit Cost Trajectory



Note: Adjusted for special items; non-GAAP financial measures reconciled in Appendix

Building on One Delta Momentum into 2020

Expected cost savings to ramp up as initiatives take hold



Balanced Capital Allocation Strategy

Reinvestment in the business while protecting the balance sheet and returning cash to owners

Reinvest in the Business

- Disciplined reinvestment of operating cash flow
- Enables fleet transformation and technology investment
- Replacing ~35% of Delta's mainline fleet by 2023

Strengthen the Balance Sheet

- Targeting adjusted debt to EBITDAR target range of 1.5x – 2.5x
- Expect to maintain Investment Grade rating through the cycle
- Ability to shift cash outlays from debt and pension to cash taxes in 2020

Return Cash to Owners

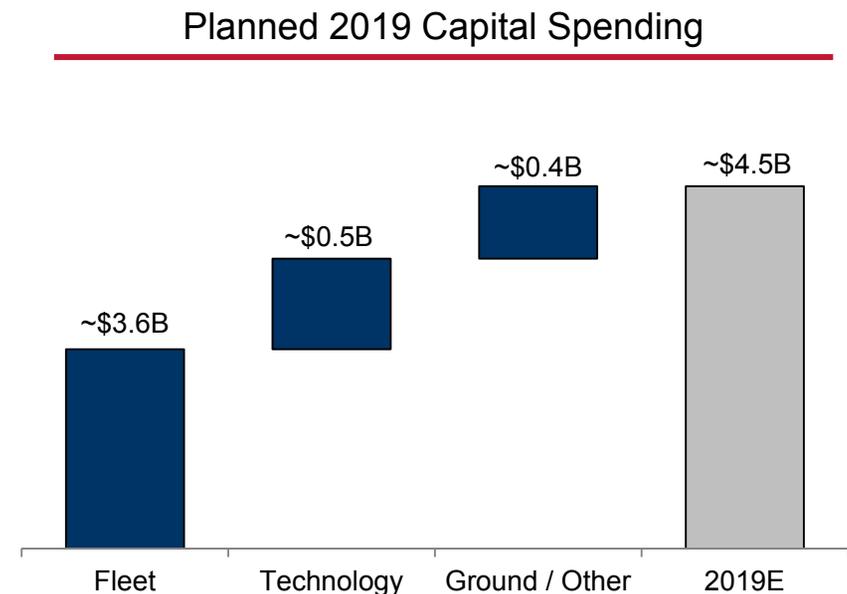
- Expect to return 70% of free cash flow to owners with one-third through dividends
- Reduced share count by 20% since 2013, while reducing debt
- Track record of five consecutive annual dividend increases

Note: Adjusted for special items; non-GAAP financial measures reconciled in Appendix

Investing in the Business for the Long Term

Commitment to disciplined capital deployment

- Planning for 2019 capital spending of ~\$4.5 billion
 - Investing \$450 million in technology infrastructure to improve operational reliability and grow digital footprint
- Substantial flexibility with future capital spending
 - Robust deferral rights of up to \$2 billion in aircraft capital spending over three year period
 - Flexibility built into ~50% of planned non-aircraft capital spending

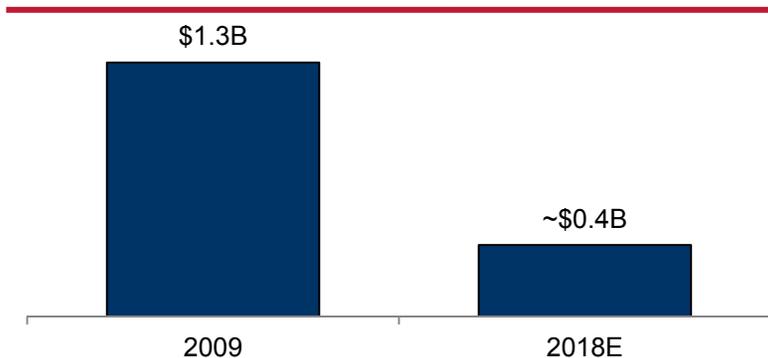


Harnessing the Power of Our Investment Grade Balance Sheet

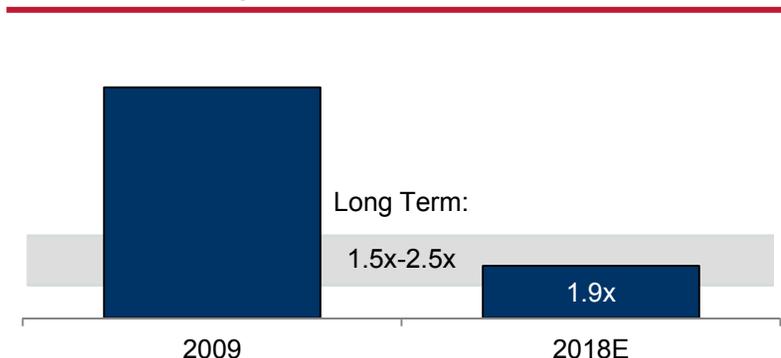
Stronger balance sheet provides access to lower-cost financing, more business flexibility

- Establishing long-term leverage ratio target of 1.5x to 2.5x adjusted debt to EBITDAR
- Target should allow us to maintain investment grade ratings through a business cycle
- Continuing to grow our unencumbered asset base, currently at ~\$17 billion

Interest Expense



Adjusted Debt / EBITDAR

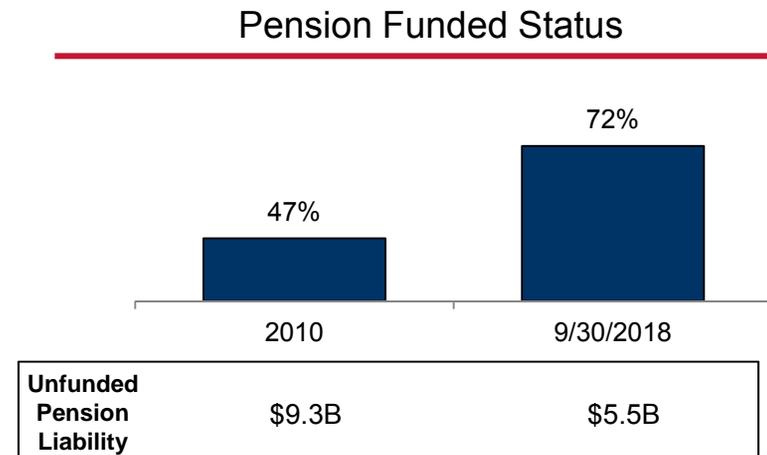


Note: Adjusted Debt / EBITDAR is calculated as on balance sheet debt plus estimated operating lease liabilities divided by TTM EBITDAR
Adjusted for special items; non-GAAP financial measures reconciled in Appendix

Pension De-Risking Continues

Health of Delta's pension has improved dramatically in recent years

- Pension expected to be greater than 80% funded by 2020
- Funded status would improve through contributions, higher interest rates, and strong asset performance
 - \$500 million in voluntary contributions planned in both 2019 and 2020
 - Airline Relief creates flexibility through 2025
 - Every 50 basis point move up in discount rates reduces pension obligation by \$1.2 billion
- Benefit from pension expected \$200 - \$250 million lower in 2019 due to below-average returns in 2018
- Long-term goal is to immunize Delta's financials from pension plan impacts

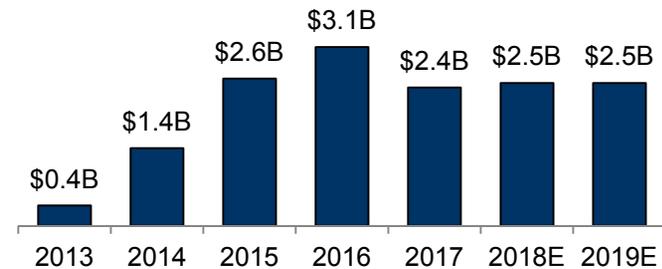


Committed to Consistent Shareholder Returns

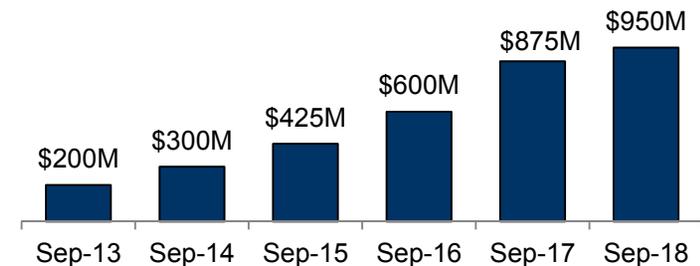
Target returning 70% of free cash flow to owners with one-third through dividends

- Returned ~\$12 billion since 2013
- 2018 marks 5th consecutive annual dividend increase, with current dividend yield ~2.5%
- Reduced share count by ~20% since 2013, while significantly reducing debt
- Expect to return ~\$2.5 billion to shareholders in 2019, in line with 2018
- On track to complete current \$5 billion share repurchase authorization in 2020

Total Shareholder Returns



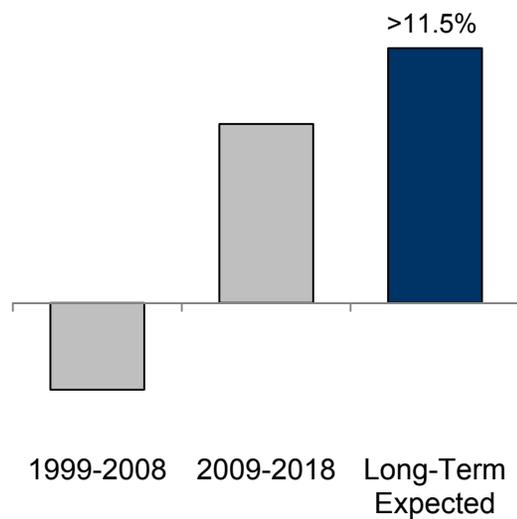
Annual Dividend Run Rate



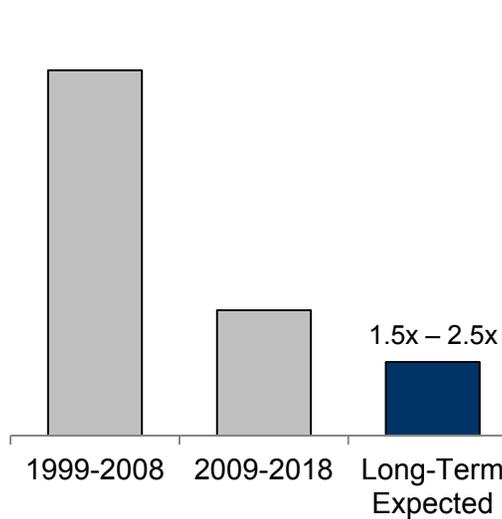
Repositioned to Deliver Strong Results Through the Cycle

Business transformation has created a durable franchise

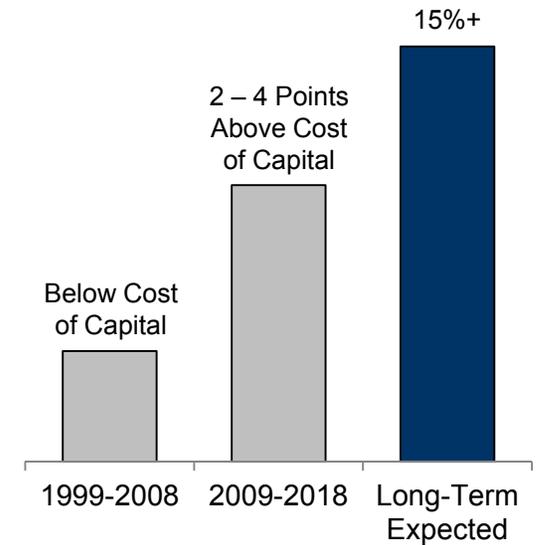
Pre-Tax Margin



Adjusted Debt / EBITDAR



ROIC



Note: Forward-looking non-GAAP financial measures. See additional information in Appendix.

Five Things to Take Away From Today

1

Delivering superior financial results – 2019 expected to deliver profits over \$5 billion for a 5th consecutive year, with return to margin expansion driving double-digit EPS growth and 15% after-tax ROIC

2

A powerful consumer brand rooted in a unique culture, with building momentum and a sustainable revenue premium

3

Increasingly diverse revenue stream with less than half of revenues from main cabin and strong growth prospects from premium products

4

Non-fuel unit cost trajectory below inflation as efficiency initiatives gain momentum and fleet transformation continues

5

Pipeline of opportunity to drive top-line growth and margin expansion from fleet transformation, technology innovation, joint ventures, loyalty program, and MRO expansion

Note: Adjusted for special items; non-GAAP financial measures reconciled in Appendix

Non-GAAP Reconciliations

Non-GAAP Financial Measures

The following tables show reconciliations of non-GAAP financial measures. The reasons Delta uses these measures are described below. Reconciliations may not calculate due to rounding.

Delta sometimes uses information ("non-GAAP financial measures") that is derived from the Consolidated Financial Statements, but that is not presented in accordance with accounting principles generally accepted in the U.S. ("GAAP"). Under the U.S. Securities and Exchange Commission rules, non-GAAP financial measures may be considered in addition to results prepared in accordance with GAAP, but should not be considered a substitute for or superior to GAAP results. The tables below show reconciliations of non-GAAP financial measures used in this presentation to the most directly comparable GAAP financial measures.

Forward Looking Projections. While we are able to reconcile forward looking non-GAAP financial measures related to 2018, we do not reconcile future period measures (i.e., beyond 2018) because mark-to-market ("MTM") adjustments and settlements will not be known until the end of the period and could be significant.

Non-GAAP Reconciliations

Non-Fuel Unit Cost or Cost per Available Seat Mile, (“CASM-Ex”)

We adjust CASM for the following items to determine CASM-Ex for the reasons described below:

Aircraft fuel and related taxes. The volatility in fuel prices impacts the comparability of year-over-year financial performance. The adjustment for aircraft fuel and related taxes allows investors to understand and analyze our non-fuel costs and year-over-year financial performance.

Ancillary businesses and refinery. These expenses include aircraft maintenance and staffing services we provide to third parties, our vacation wholesale operations and refinery cost of sales to third parties. Because these businesses are not related to the generation of a seat mile, we adjust for the costs related to these areas to provide a more meaningful comparison of the costs of our airline operations to the rest of the airline industry.

Profit sharing. We adjust for profit sharing because this adjustment allows investors to better understand and analyze our recurring cost performance and provides a more meaningful comparison of our core operating costs to the airline industry.

Restructuring and other items. We exclude restructuring and other items from CASM for the same reasons described above under the heading pre-tax income/(loss) adjusted.

	(Projected) Year Ended December 31, 2018	Year Ended December 31, 2017	Year Ended December 31, 2016	Year Ended December 31, 2015	Year Ended December 31, 2014	Year Ended December 31, 2013	Year Ended December 31, 2012
CASM (cents)	~14.90	13.83	12.89	13.33	15.92	14.77	14.97
Adjusted for:							
Aircraft fuel and related taxes	~(3.43)	(2.66)	(2.38)	(3.07)	(5.64)	(4.92)	(5.31)
Ancillary businesses and refinery	~(0.65)	(0.58)	(0.47)	(0.48)	(0.37)	(0.32)	(0.38)
Profit sharing	~(0.50)	(0.42)	(0.44)	(0.60)	(0.45)	(0.22)	(0.16)
Restructuring and other items	-	-	-	(0.01)	(0.30)	(0.17)	(0.20)
CASM-Ex	~10.32	10.17	9.60	9.17	9.16	9.14	8.92
YOY Change	~1.5%	5.9%		0.1%	0.2%	2.5%	
Average YOY Change 2013-2015	0.9%						

Non-GAAP Reconciliations

Pre-tax income/(loss), adjusted

We adjust pre-tax income/(loss) for the following items to determine pre-tax income/(loss), adjusted:

Mark-to-market ("MTM") adjustments and settlements. MTM adjustments are defined as fair value changes recorded in periods other than the settlement period. Such fair value changes are not necessarily indicative of the actual settlement value of the underlying hedge in the contract settlement period. Settlements represent cash received or paid on hedge contracts settled during the period.

Equity investment MTM adjustments. We record our proportionate share of earnings/loss from our equity investments in Virgin Atlantic and Aeroméxico in non-operating expense. We adjust for our equity method investees' MTM adjustments to allow investors to better understand and analyze our core operational performance in the periods shown.

Restructuring and other and Loss on extinguishment of debt. Because of the variability from period to period, the adjustments for these items are helpful to investors to analyze the company's recurring core performance in the periods shown.

(in billions)	Year Ended December 31, 2017	Year Ended December 31, 2016	Year Ended December 31, 2015	Year Ended December 31, 2009
GAAP	\$ 5.5	\$ 6.4	\$ 7.2	\$ (1.6)
Adjusted for:				
MTM adjustments and settlements	(0.3)	(0.4)	(1.3)	-
Equity investment MTM adjustments	0.1	(0.1)	-	-
Restructuring and other	-	-	-	0.4
Loss on extinguishment of debt	-	-	-	0.1
Total adjustments	(0.2)	(0.5)	(1.3)	0.5
Non-GAAP	\$ 5.3	\$ 5.9	\$ 5.9	\$ (1.1)

Non-GAAP Reconciliations

Operating Revenue, adjusted and Total Revenue Per Available Seat Mile "TRASM", adjusted

We adjust operating revenue and TRASM for refinery sales to third parties to determine operating revenue, adjusted and TRASM, adjusted because refinery sales to third parties are not related to our airline segment. Operating revenue, adjusted and TRASM, adjusted therefore provide a more meaningful comparison of revenue from our airline operations to the rest of the airline industry.

	(Projected) Three Months Ended December 31, 2018	Three Months Ended December 31, 2017	Change
TRASM (cents)	~17.21	17.03	
Third-party refinery sales	~(0.03)	(0.41)	
TRASM, adjusted	~17.18	16.62	~3.5%

	(Projected) Year Ended December 31, 2018	Year Ended December 31, 2017	Change
TRASM (cents)	~16.88	16.18	
Third-party refinery sales	~(0.21)	(0.20)	
TRASM, adjusted	~16.67	15.98	~4.3%

	(Projected) Three Months Ended December 31, 2018	Three Months Ended December 31, 2017	Change
(in millions)			
Operating revenue	~\$10,758	\$10,229	
Third-party refinery sales	~(21)	(245)	
Operating revenue, adjusted	~\$10,737	\$9,984	~7.5%

Non-GAAP Reconciliations

Adjusted Debt to EBITDAR, adjusted

Delta presents adjusted debt to EBITDAR, adjusted because management believes this metric is helpful to investors in assessing the company's overall debt profile. Adjusted debt includes an estimate of the operating lease liability that will be on the balance sheet upon adoption of the new lease accounting standard. We adjust EBITDAR for an estimate of the fixed portion of operating leases to determine EBITDAR, adjusted.

(in billions)	(Projected) December 31, 2018
Debt and capital lease obligations	~ \$8
Plus: LGA bonds	~ 1
Plus: Operating lease liability	~ 7
Adjusted debt and capital lease obligations	~ \$16

(in billions)	(Projected) Year Ended December 31, 2018
GAAP operating income	~ \$5
Adjusted for:	
Depreciation and amortization	~ 3
Fixed portion of operating lease expense	~ 1
EBITDAR, adjusted	~ \$9
Adjusted Debt to EBITDAR, adjusted	~1.9x