



DELTA

FORTUNE
WORLD'S MOST
ADMIRABLE
COMPANIES[®] 2016

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Director – Global MRO Operations
Delta Air Lines

What Makes Delta an Admired Company?

DELTA #1 AIRLINE

5 OUT OF 6 YEARS

REPORT CARD OF CORPORATE REPUTATION
RANKED BY BUSINESS LEADERS AROUND THE WORLD.



YEAR-OVER-YEAR IMPROVEMENT

AMONG TOP 50 COMPANIES WORLDWIDE

| 2016 OVERALL RANKING | 2015 OVERALL RANKING | 2014 OVERALL RANKING |
|-------------------------|-------------------------|-------------------------|
| 30 | 39 | 48 |

9 KEY ATTRIBUTES

| | |
|------------------------------|---|
| INNOVATION | 1 |
| PEOPLE MANAGEMENT | 1 |
| USE OF CORPORATE ASSETS | 1 |
| SOCIAL RESPONSIBILITY | 2 |
| QUALITY OF MANAGEMENT | 1 |
| FINANCIAL SOUNDNESS | 1 |
| LONGTERM INVESTMENT VALUE | 1 |
| QUALITY OF PRODUCTS/SERVICES | 1 |
| GLOBAL COMPETITIVENESS | 1 |

INDUSTRY RANKING

| | |
|---|---|
|  DELTA | 1 |
|  SINGAPORE AIRLINES | 2 |
|  AIRFRANCE_KLM | 3 |
|  UNITED | 4 |

- Innovation
- People Management
- Use of Corporate Assets
- Quality of Management
- Financial Soundness
- Long-Term Investment Value
- Quality of Products and Services
- Global Competitiveness

SOURCE: FORTUNE.COM/worlds-most-admired-companies

For more information visit news.delta.com.

Delivering on Performance

Q1

2016 EARNINGS BY THE NUMBERS

MOST PROFITABLE Q1 IN DELTA HISTORY

DELTA'S 1ST QUARTER PRE-TAX PROFIT*

\$1.5 BILLION



AMERICA'S
BEST RUN AIRLINE

99.4%
MAINLINE COMPLETION FACTOR

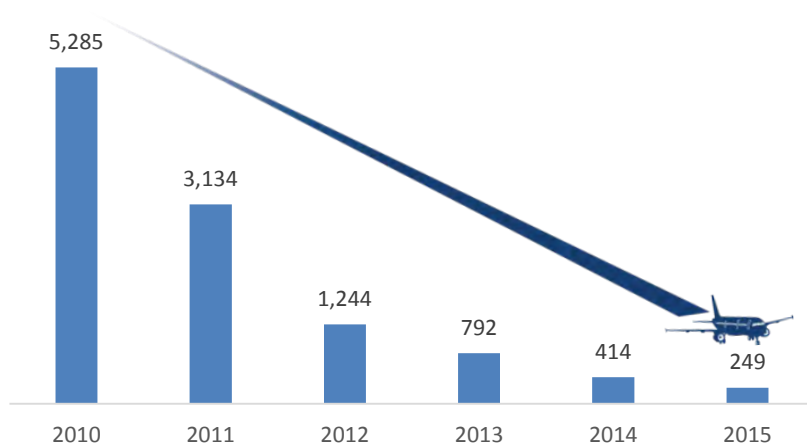
86.5%
MAINLINE ON-TIME RATE

49 DAYS
ZERO MAINLINE CANCELLATIONS

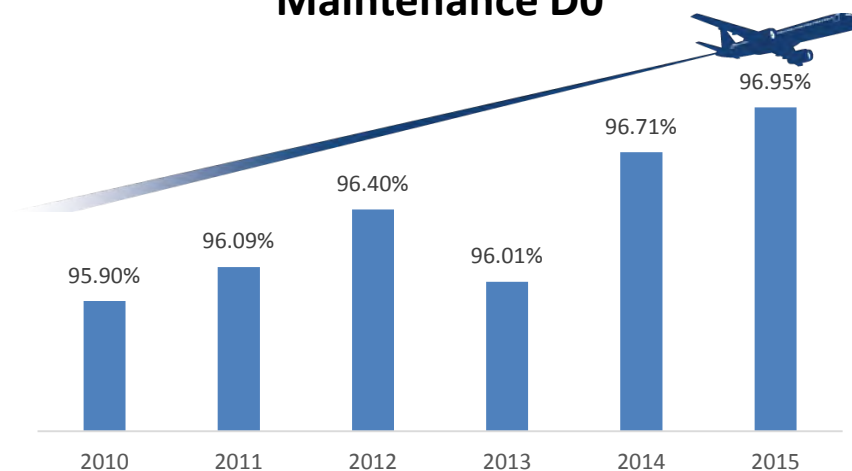
*Non-GAAP financial measure. Reconciliation to GAAP measures can be found on Delta's website at <http://ir.delta.com/stock-and-financial/earnings-releases/>

Continuous Operational Improvements

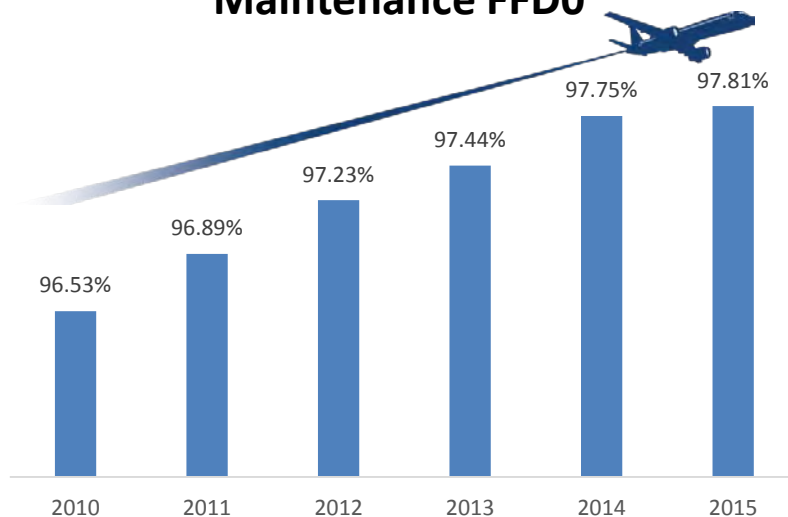
Maintenance Cancels



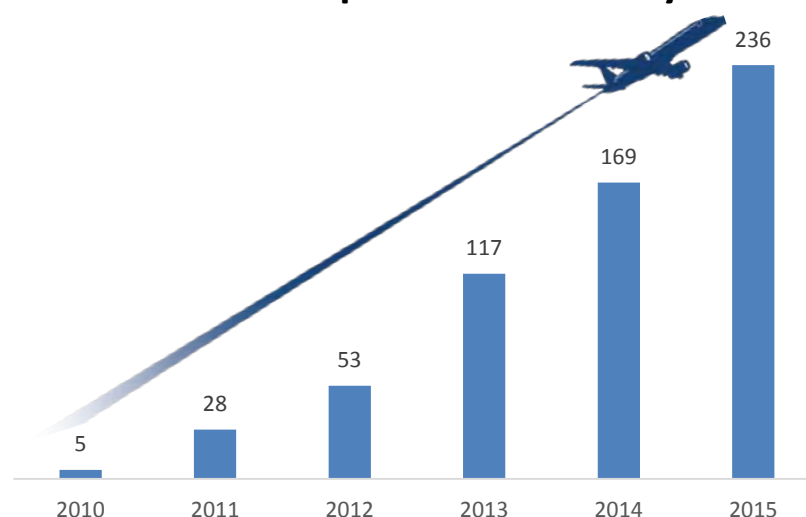
Maintenance D0



Maintenance FFD0



100% Mtc Completion Factor Days



Our People & Culture

THE PEOPLE WHO DRIVE THE ON-TIME MACHINE.

Thank You, Delta Employees, for a Record-Breaking Summer.

Today, we salute our 80,000 employees around the world for their performance this summer—all while flying a record number of passengers. For the first time, Delta carried more than 600,000 passengers in one day, getting customers to their destinations safely and reliably. In fact, our on-time performance was greater than any other U.S. global airline this June. And with 99.7% of our domestic flights taking off, we did it all with the lowest cancellation rate among our peers in the same peak period, too. Our employees' hard work is evidence of the strength of Delta's culture and further reinforces our commitment to providing customers with the most innovative products, thoughtful service, and industry-leading operational reliability.

\$1.5 BILLION WAYS TO SAY THANKS.

Celebrating Delta Employees for Another Record-Breaking Year.

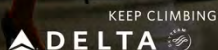
Tomorrow, we are rewarding our 80,000 employees worldwide with \$1.5 billion in profit sharing—the most generous profit sharing program among large corporations in the world. Together, we run our business on a set of core values—honesty, integrity, respect, perseverance and servant leadership—that keep our focus squarely on taking care of each other, our customers and our communities. That's why our people are running the best operation of any global airline.

#DELTAPROUD



KEEP CLIMBING



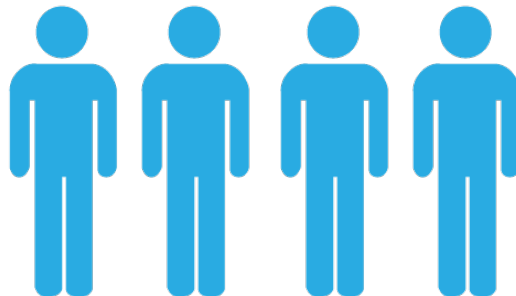
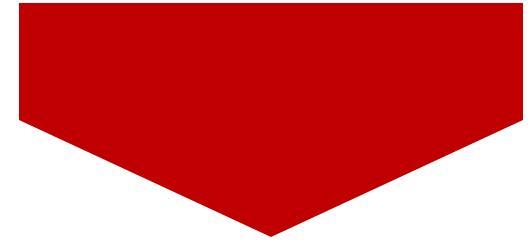
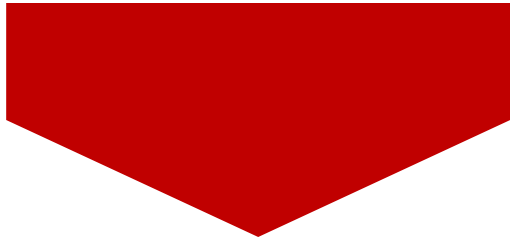
KEEP CLIMBING


Leveraging Innovation & Technology

Implement Mobile
Strategy in Line
Maintenance

Continue TDY
Station Strategy to
Increase Capture

Continue to
Leverage RFID
Technology



Award-Winning MRO

Best Total Solutions Provider 3 years in Row



Best Total Solutions Provider

Presented to

Delta TechOps



What's Next For Delta?

FUTURE OUTLOOK

Investments & Strategic Partnerships

Significant Investment in New Engine And Repair Capabilities
(Shop ground breaking in 2017 with completion expected in 2019)



Rolls-Royce

Add More Airbus Capabilities to Speed the Repair Process And Lower Inventory



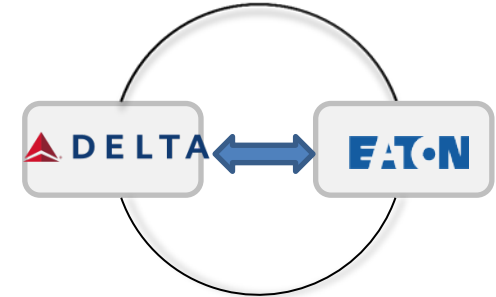
AIRBUS

Profitably Grow the MRO Business and Global Presence Through Additional Capabilities And Partnerships



More Strategic Relationships

Evaluate Supplier Network & Long-Term Commitments



- Select a few strategic partners
- Establish reciprocal agreements
- Create win-win partnerships through reciprocal agreements

Our Alliances = More Strategic Opportunities



Questions?

A large, red, three-dimensional sign that reads "FLY DELTA" in capital letters. The sign is mounted on a metal framework and is positioned on the roof of a building with a corrugated metal facade. The background is a bright blue sky with scattered white clouds.

FLY DELTA

Thank You!