THE DELTA DIFFERENCE

Delta brand held by three core pillars: Thoughtful, Innovative and Reliable

Employees drive our success. Delta people are proud to lead the industry:

- **Thoughtful**: Civic 50’s Most Community-Minded Companies in America (2018)
- **Innovative**: Fortune Magazine’s Most Admired Airline (2014-18)
BY THE NUMBERS
A GROWING FOOTPRINT IN CALIFORNIA

Delta, along with our Partners, is one of California’s largest networks in terms of flights, seats, and destinations:
• 414 peak-day departures
• 15.1 million annual passengers
• 78 airports served
• 156 nonstop routes
• 48,827 seats per day
• 227 million lbs. of cargo annually

From 2013 to 2017, Delta increased flying by over 40% from California:
• 4M additional seats
• Over 29,000 additional flights
DELTA PEOPLE IN CALIFORNIA
HIGH-PAYING JOBS FOR THE WORLD’S MOST ADMIRED EMPLOYEES

Over 5,900 California-based employees
- Pilots, Flight Attendants, Gate Agents, Aircraft Mechanics, Below-Wing
- Corporate & Management

Since 2015, Delta has increased base pay by over 25% for all employees

In 2017, Delta spent over $1.25B with 725 vendors based in California

Delta has paid $5B+ in profit sharing to employees in the last five years
DELTA IN THE COMMUNITY
GIVING BACK TO WHERE WE LIVE, WORK AND SERVE

Delta contributes 1% of prior year net income to charitable groups, amounting to $45M in total community contributions for 2017

Contributions invested into California communities through partnerships with local organizations:

The Civic 50 recognized Delta as one of the most community-minded companies in the U.S. (2018)
Sky featured Los Angeles – May ‘18
- Highlighted five of LA’s most inspiring women in music, sports, entertainment, media and food
- L.A. Eats article on local chefs
ROUTE MAP
FROM CALIFORNIA TO THE WORLD

Delta Route
(Includes JV-overlap)

JV / Partner Route
(AM, KE, AF, KL, AZ, VS, VA, MU, WS)

Delta:
345 Daily Flights to
44 Domestic and
14 International
Destinations

JV Partners*:
55 Daily Flights to
39 International
Destinations
JV AND EQUITY INVESTMENTS
CONNECTING CALIFORNIA TO BEYOND

Delta & Partners have the best global network
• Access to global demand growth, beyond destinations and local market expertise
• #1 or #2 carrier in 10 of the top-12 markets, covering 99% of global GDP

Top Markets Exit-U.S. by Industry Revenue

<table>
<thead>
<tr>
<th>Rank (DL &amp; Partner)</th>
<th>UK</th>
<th>China</th>
<th>Mexico</th>
<th>Japan</th>
<th>Canada</th>
<th>France</th>
<th>Germany</th>
<th>India</th>
<th>Italy</th>
<th>Brazil</th>
<th>Australia</th>
<th>S. Korea</th>
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<td>$8.2B</td>
<td>$5.4B</td>
<td>$4.8B</td>
<td>$4.7B</td>
<td>$4.6B</td>
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<td>$4.3B</td>
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<td>$3.2B</td>
<td>$3.0B</td>
<td>$2.8B</td>
<td>$2.3B</td>
</tr>
</tbody>
</table>

Local Partner  | No Local Partner

8 DELTA IN CALIFORNIA  9/19/2018  DELTA AIR LINES, INC.
ROUTE HIGHLIGHTS
PREMIUM DESTINATIONS WITH PREMIUM PRODUCTS

Intra-West: Features premium in-flight entertainment

NYC: Most seats from CA with 23x peak-day flights to NYC’s largest network

LAX-DCA: nonstop service with luxurious Delta One cabin with full flat-bed seating

Asia-Pacific: Daily flights to top cities with connectivity on Virgin Australia, China Eastern, and Korean

Latin America: First trans-border JV between Delta and Aeromexico provides connectivity to Latin America

Europe: New non-stop Delta service to Europe:
- 3x weekly LAX-AMS
- 4x weekly LAX-CDG
LATIN AMERICA

Latinos represent a growing economic and political force in California and across the US. Delta’s investment in the Latino community is highlighted with key accomplishments:

- First trans-border JCA with Aeromexico offers connectivity to 59 destinations in 15 LATAM countries

- Built first-ever Latino Leadership Advisory Board of 15 leaders within Latino Community

- Official airline of LAFC in partnership with AM; sponsor of employee-led community service and LAFC Youth Leadership Program
TECH AND ENTERTAINMENT

Delta continues investments as a business partner for top California industries of Tech and Entertainment

• Official Airline for top Entertainment organizations and events

• Sponsor and outreach partner for tech startups and businesses
INVESTING IN A WORLD-CLASS LAX
DELTA SKY WAY AT LAX
PROJECT COMPLETION OVER 6 YEARS
14,000 JOBS CREATED AND $860M IN LABOR INCOME FOR CALIFORNIA


Enabling Projects Start
Delta Sky Way at LAX Kick-Off
New Headhouse and T3 Concourse Open
New West Headhouse and T3 Satellite Open

Biggest Terminal Swap in Airline History
Phase I starts: Headhouse & T3 Concourse Reconstruction
Phase II starts: Remaining T3 Reconstruction
DELTA SKY WAY AT LAX
A LONG-TERM INVESTMENT IN CALIFORNIA
OPERATIONAL PERFORMANCE
BREAKING RECORDS

Delta was named as 2017 World’s Most On-Time Airline by FlightGlobal
- First US carrier to win industry-leading award
- 242 days in 2017 without a Delta-mainline cancel
- 85.94% of 2017 flights arrived on-time¹

¹ On-time as defined by DOT as flights arriving within 14 minutes of scheduled arrival
INDUSTRY LEADERSHIP & AWARDS
BREAKING RECORDS

Delta continues to pave the way as global leader and as one of America’s top companies:
• One of only 32 companies recognized as Fortune Blue Ribbon (2018)
• #1 – Business Travel News, Airline Survey (7-years in a row, 2011-17)
• #17 [#1 Airline] – Glassdoor, Best Places to Work (2018)
• #31 [#1 Airline] – Fortune, World’s Most Admired Companies (2018)