Delta: Setting A New Standard

Bank of America/Merrill Lynch Transportation Conference

May 14, 2015

Safe Harbor

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This presentation contains various projections and other forward-looking statements which represent Delta's estimates or expectations regarding future events. All forward-looking statements involve a number of assumptions, risks and uncertainties, many of which are beyond Delta's control, that could cause the actual results to differ materially from the projected results. Factors which could cause such differences include, without limitation, business, economic, competitive, industry, regulatory, market and financial uncertainties and contingencies, as well as the "Risk Factors" discussed in Delta's SEC filings. Caution should be taken not to place undue reliance on Delta's forward-looking statements, which represent Delta's views only as of the date of this presentation, and which Delta has no current intention to update.

In this presentation, we will discuss certain non-GAAP financial measures. You can find the reconciliations of those measures to comparable GAAP measures on our website at delta.com.

Delta: Setting A New Standard

- Delta has realized across the board improvements in the business, producing strong financial performance and cash generation

Significant Financial Progress

Results have improved materially over the last few years:
- Strategic growth, pricing enhancements, and cost productivity combined to generate strong revenue growth, margin expansion and cash generation
- On track to produce record earnings and cash flow in 2015 as Delta initiatives and lower fuel prices offset impact of foreign currency headwinds

A High Quality Industrial

Well positioned relative to our high quality industrial peers:
- Earnings growth and returns on capital compare favorably with the broader S&P Industrials
- Cash generation is markedly higher for Delta than the peers
- Shareholder returns approaching high quality industrial levels

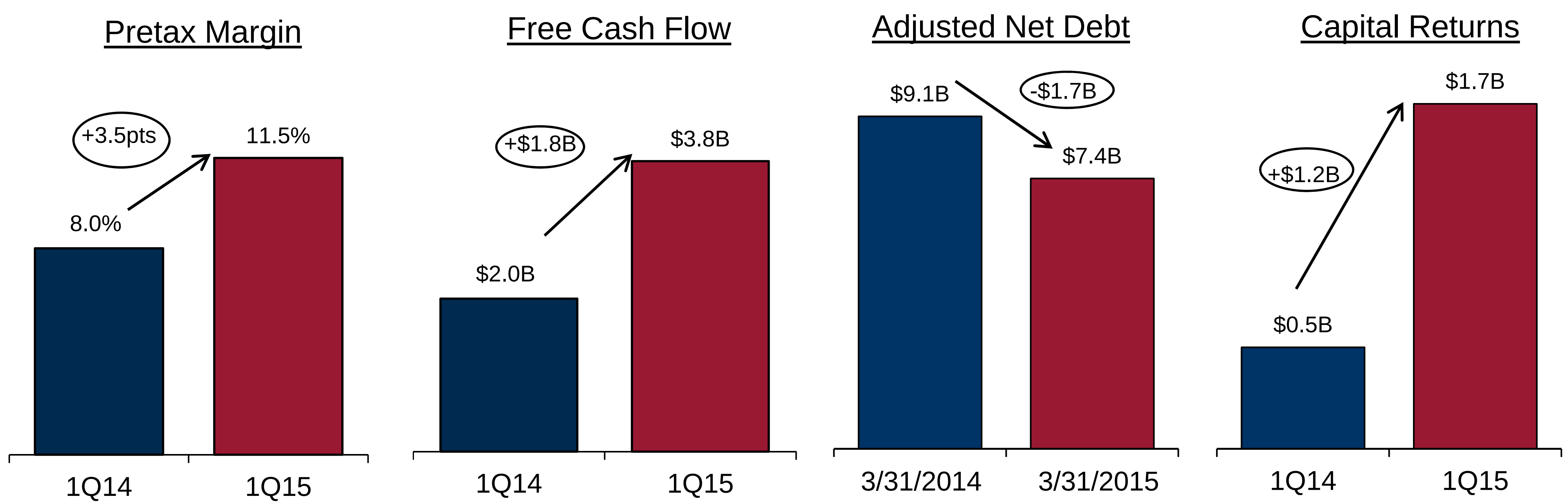
Capital Deployment Strategy Benefits Shareholders

Capital allocation strategy will continue to benefit shareholders:
- Reinvesting $2.5-$3 billion annually, which is the appropriate long-term investment level for the core business
- Approaching $4 billion long-term adjusted net debt target
- Lower cash requirements for balance sheet improvements will allow for increasing returns to shareholders

Across The Board Improvement In The Business

- Delta continues to deliver industry leading operational reliability and customer satisfaction
- Generated nearly $5 billion in pre-tax income in the LTM 1Q 2015,an increase of 54% YoY
- ROIC expanded 6 points in the last twelve months to 22.3%
- Lowered adjusted net debt by $4.3 billion and increased pension assets by $1.2 billion, while returning $2.2 billion to shareholders since 2012

LTM 1Q15 Financial Results



Excludes special items

The Path to Further Improvements

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- Delta's culture of continuous improvement drives benefits across the business

Operational Excellence

Delivering top-of-industry operational performance in completion factor, on-time arrivals, missed bag ratio

Combination of lowest fleet capital cost, lowest inventory ownership, lowest maintenance unit cost, and best reliability

Reducing maintenance cancellations and increasing 100% completion factor days

Revenue Generation

Continue to generate significant revenue premium to the industry at 115% domestically and 107% across the system

Reducing international capacity by 3% year-over-year post-Labor Day to address currency related revenue headwinds

Investing in key network locations (New York, Seattle) and leveraging global alliances

Branded Fares opportunity estimated at $1.5B+ annually by 2018

Product Improvements

Highest Net Promoter Score among U.S. network carriers

Giving customers a better product that they are willing to pay more to experience

Introduction of four - cabin initiative for further customer segmentation

Continued investment in fleet upgrades / modifications with new interiors, in-seat power, seat-back entertainment and WiFi

Cost Productivity

Maintain non-fuel unit cost increases below inflation

Realizing improved operating leverage through upgauging and retirement of older-less efficient aircraft (747, 50-seat regional jets)

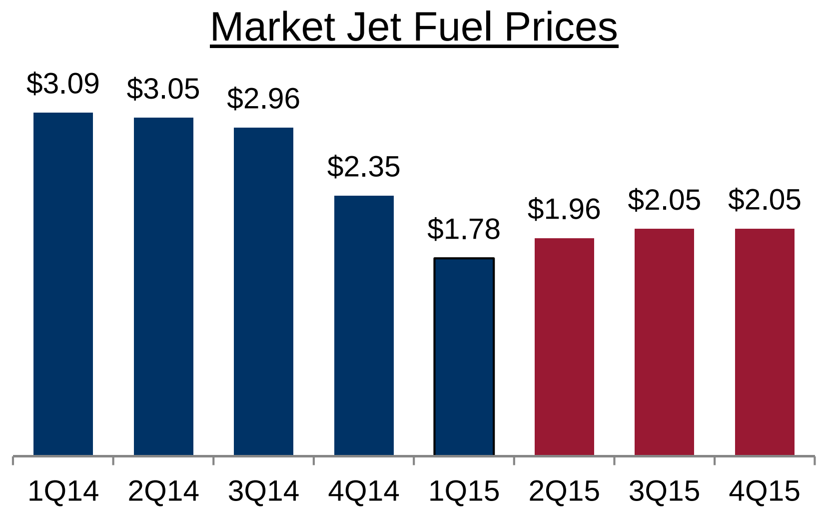
Ongoing utilization of part-out materials in maintenance

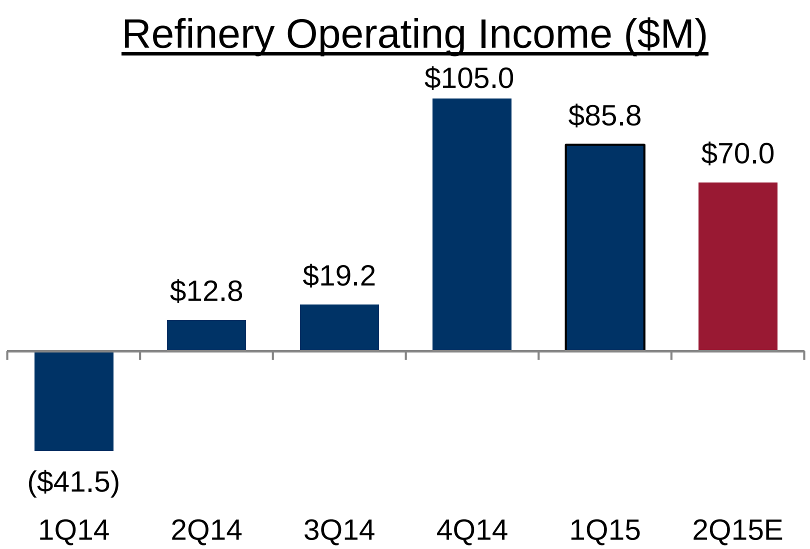
Leveraging scale to improve pricing in supply chain contracts

Fuel Declines Provide Earnings Tailwind

- At current market prices, fuel declines will provide a net $2 billion benefit for Delta in 2015

- Following the restructuring of our hedge book, the bulk of this year's hedge losses will be realized in the first half
  - Second half price per gallon will be ~20% lower than in the first half of the year
- Upside protection for the second half of 2015 is ~20% and the full year 2016 is ~25% for the next $10/bbl, while hedge book restructuring also provides for significant downside participation
- The refinery continues to build momentum, generating an $86 million profit in 1Q15, following a profit of more than $100 million in 4Q14





Domestic Crude %	42.1%	40.2%	62.8%	72.0%	78.3%	74.3%

Note: Market fuel prices include taxes and transportation costs

Strong Performance Relative To High Quality Peers

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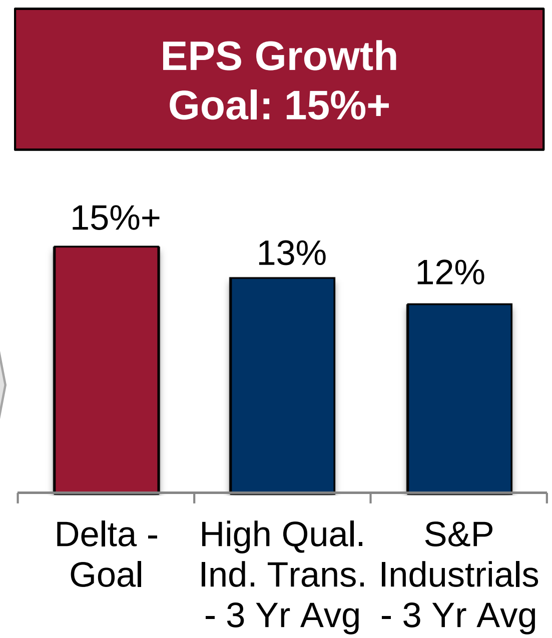
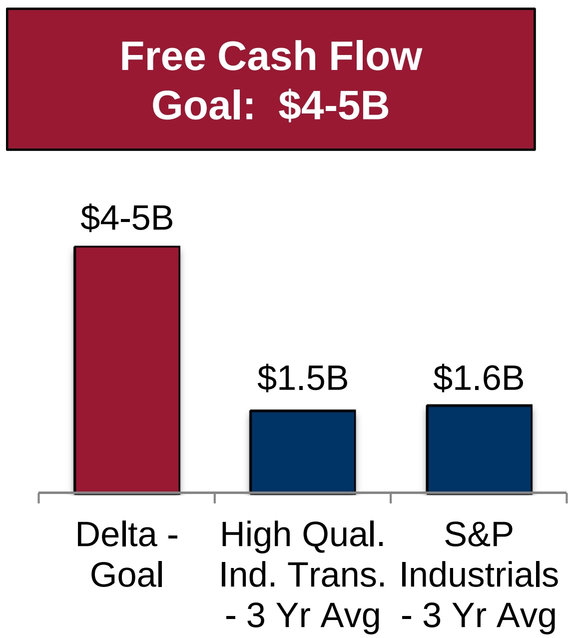
- Establishing new framework to further build a franchise that generates solid margins and cash flow, an investment grade balance sheet, and sustainable shareholder returns
- Strong progress drives the third upward revision to our targets in three years
- Delta is well positioned relative to the broader S&P Industrials and the High Quality Industrial Transports

2015-2017 Framework	
Operating Margin	14-16% *prior: 11-14%*
EPS Growth	15%+ *prior: 10-15%*
ROIC	20-25% *prior: 15-18%*
Cash Flow	$7-8B op. cash flow and $4-5B FCF *prior: $6B/$3B*
Balance Sheet	Maintain $4B adj. net debt & 80% funded pension by 2020 *prior: $5B adj. net debt by 2016*





Note: Delta ROIC reflects benefit of NOLs; High quality industrial transports are companies with similar index characteristics to Delta – part of S&P 500 and Dow Transportation Index (CHRW, CSX, EXPD, FDX, KSU, NSC, R, UNP, UPS); Excludes Special Items

Balanced Capital Deployment Drives Long-Term Value

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Balanced approach to capital deployment has driven significant value for shareholders

Reinvest In The Business

- ~50% of operating cash flow to be reinvested in the business
- Plan to invest $2.5 - $3 billion annually into fleet, products, facilities and technology
- Allows for replacement of 20% of Delta's mainline fleet over next 3 years

Strengthen The Balance Sheet

- Nearly $10 billion in debt reduction in last five years
- Approaching $4 billion long-term adjusted net debt target
- Committed to ~$1 billion per year in pension funding
- Progress toward investment grade metrics evident in three S&P upgrades in last 18 months
- Current ratings two notches away from investment grade

Return Cash To Shareholders

- Will complete $2 billion repurchase authorization this quarter, more than one year ahead of expiration. When completed, will have returned $3 billion in two years
- Announced new $5 billion repurchase authorization through 2017
- Will return at least 50% of free cash flow to shareholders until debt target is reached

Strong Cash Generation Funds Investment in Our Future, Reductions in Our Leverage, and Capital Returns to Our Owners

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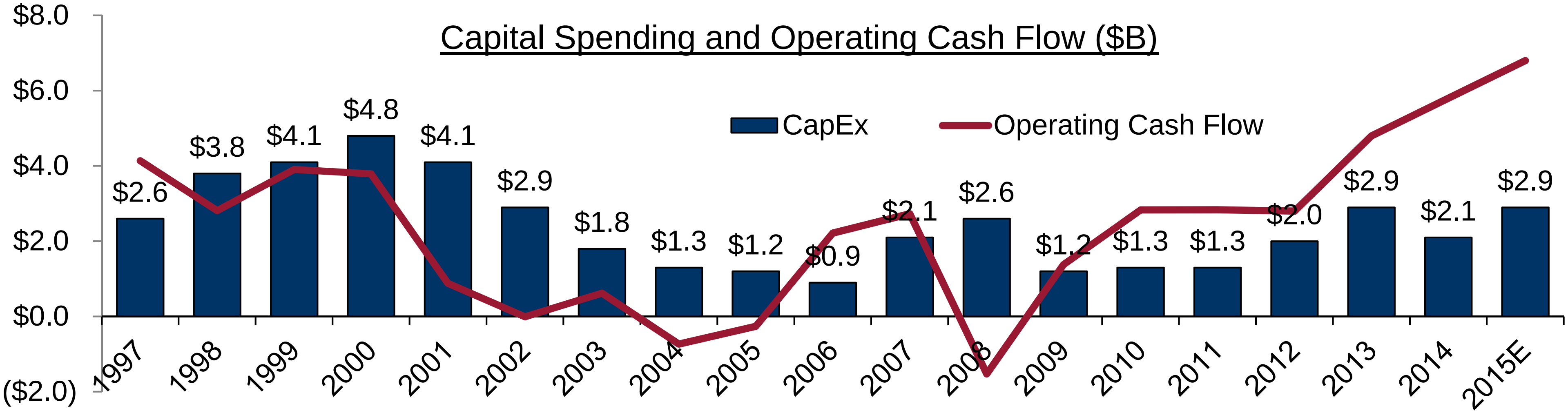
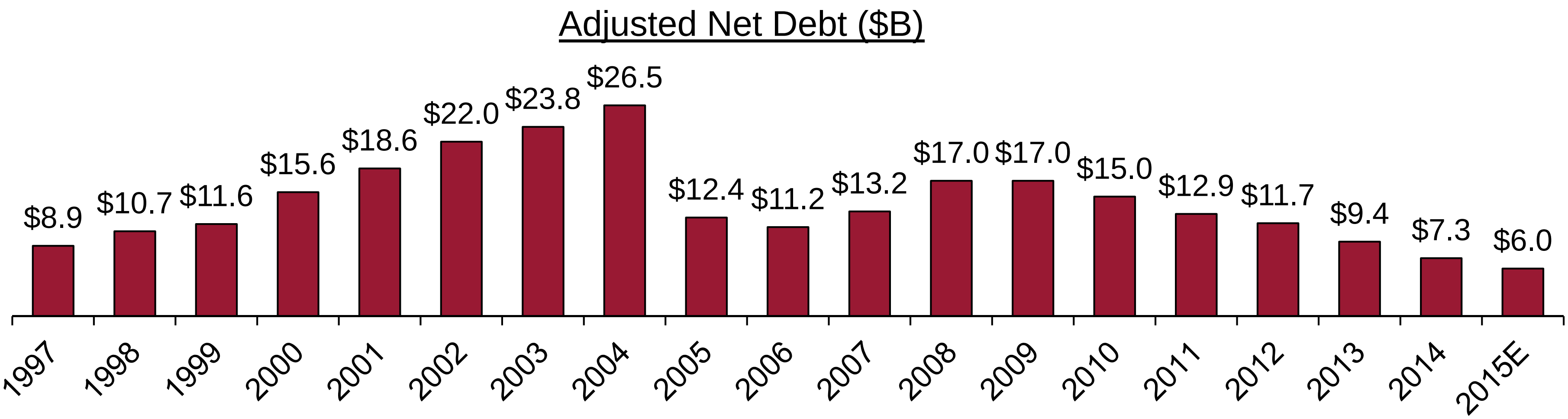
- Strong operating cash flow, combined with disciplined capital spending, produces sustainable free cash flow of $4-5 billion annually





Expect to produce over $20 billion in operating cash flow from 2015-2017

Note: Includes pre-merger NWA; Excludes special items

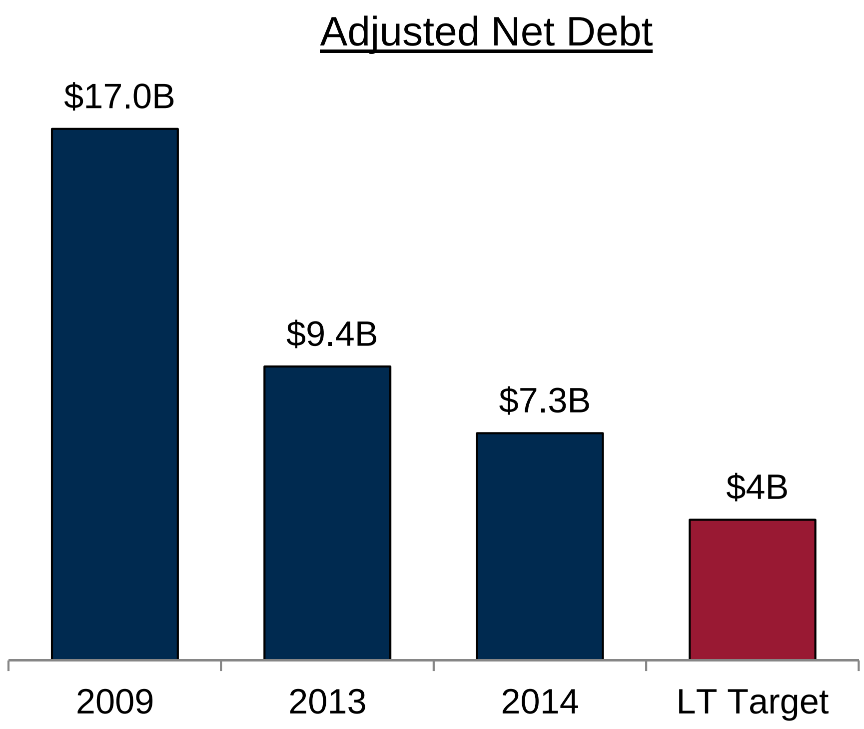
Setting Long-Term Adjusted Net Debt Target at $4B

- Goal is to achieve and maintain $4 billion adjusted net debt levels by 2017

- Determined $4 billion is optimal long-term debt level
  - Results in investment grade credit metrics and a manageable WACC
  - Balances EPS efficiency with future flexibility
  - Lowers financial risk for the business

- Debt reduction and optimization of debt portfolio provide earnings tailwind through lower interest expense
  - Interest expense at $4 billion adjusted net debt target will be $200 million annually – a reduction of $1.1 billion vs. 2009
  - Interest expense levels are similar to S&P Industrial peers

- Building a significant unencumbered asset base
  - Currently $3.2 billion in unencumbered assets
  - New aircraft deliveries through 2017 will increase this amount



Increasing Shareholder Returns

- Demonstrating a strong commitment to shareholder returns with 50% increase to the dividend and a new $5 billion share repurchase authorization
- Plan to return at least 50% of free cash flow to shareholders through 2017
- On track to complete remaining $725M of 2014 authorization by June 30

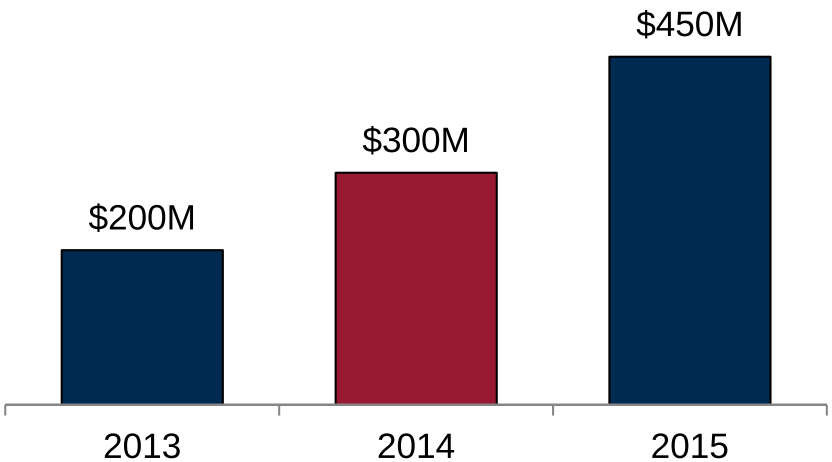
Regular Dividend Increased To $450 million per year

- Dividend represents a long-term commitment to consistently return cash to our owners
- Annual dividend per share will increase to $0.54, from $0.36, in the September quarter

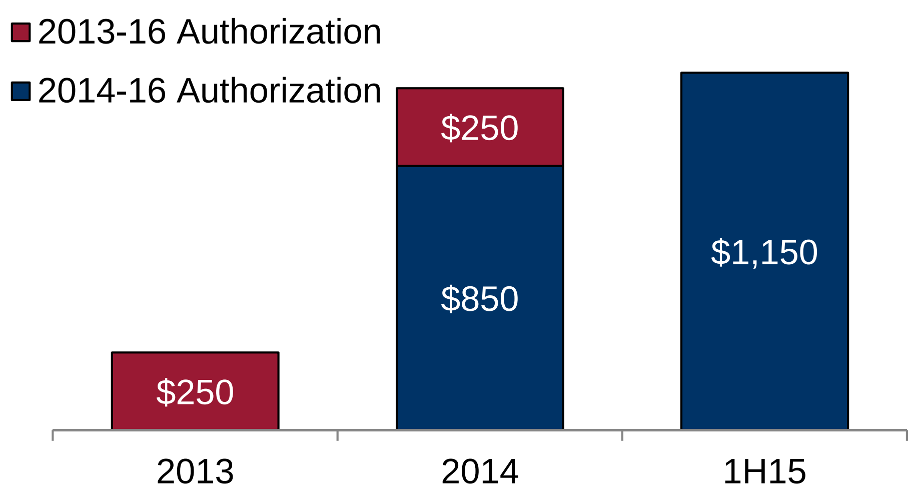
New $5B Share Repurchase Authorization through 2017

- Delta has demonstrated a willingness to accelerate buybacks with excess free cash flow
- Completed 2013 and 2014 authorizations ~2 years ahead of expiration

Annual Dividend Run-Rate



Share Repurchases



Plan To Return Additional $6+ Billion to Shareholders Through 2017

Delta's Stock Has Outperformed the Industrial Peers…

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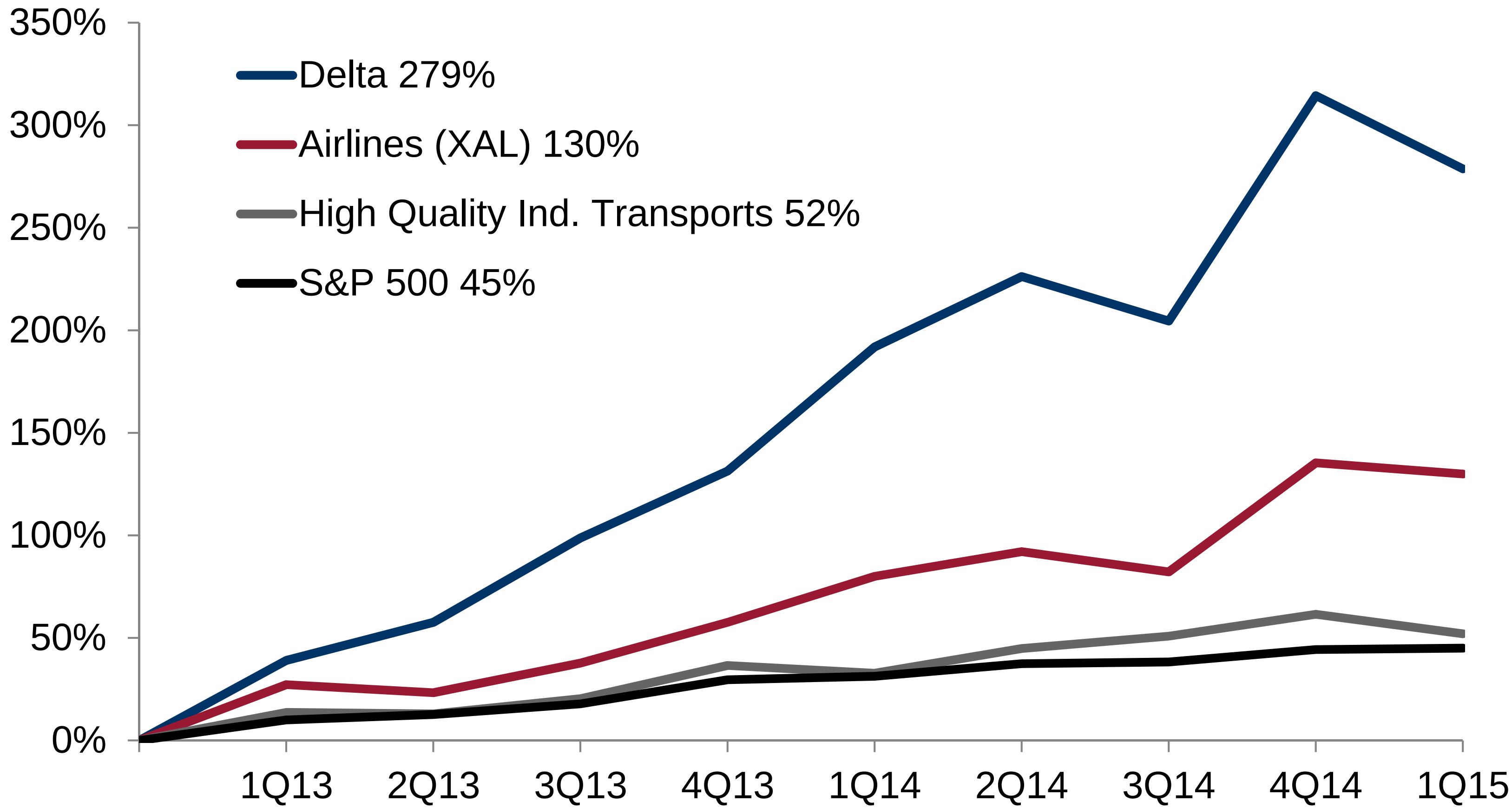
- Delta's strong financial performance and balanced capital deployment strategy has driven share price appreciation well in excess of the peer group over the last several years

Stock Price Performance 2013-Present



Note: High quality industrial transports are companies with similar index characteristics to Delta – part of S&P 500 and Dow Transportation Index (CHRW, CSX, EXPD, FDX, KSU, NSC, R, UNP, UPS)

…But Valuation Remains at a Significant Discount

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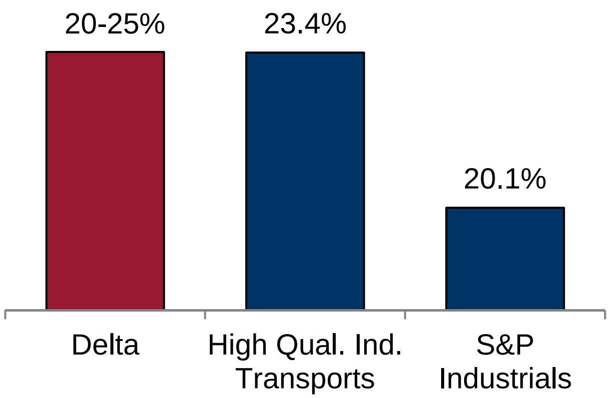
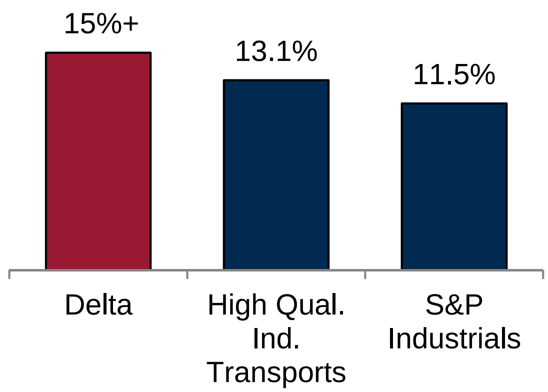
- Plan targets compare favorably with other industrials and should help drive better valuations

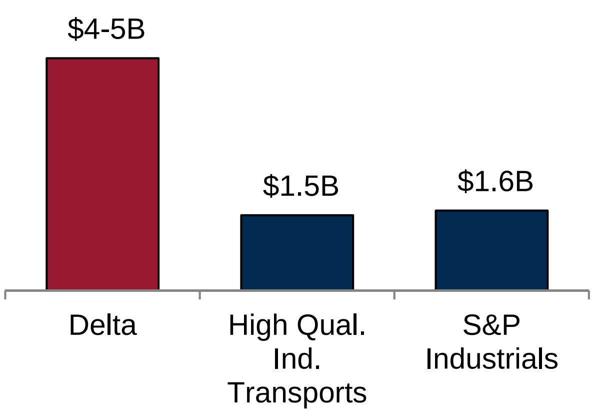
ROIC



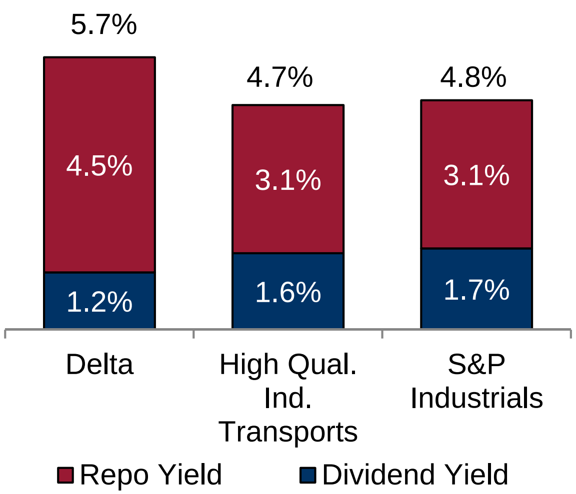
EPS Growth



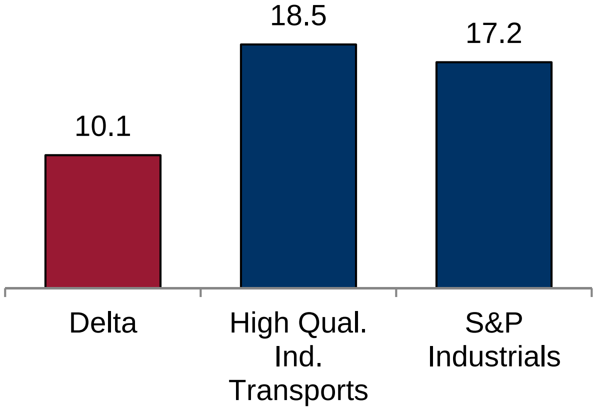
Free Cash Flow



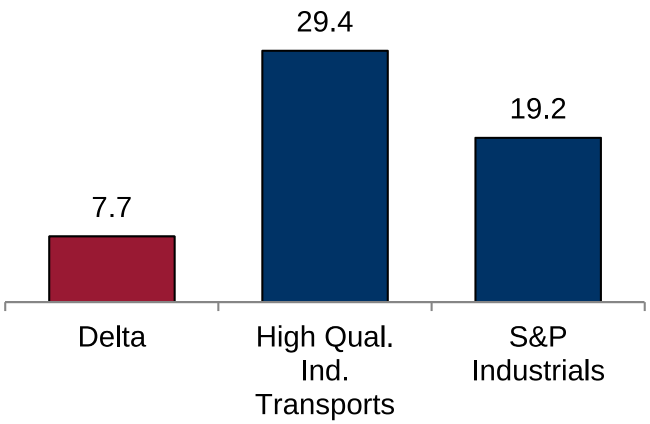
Shareholder Returns



Forward Price to Earnings



Forward Price to Free Cash Flow



Note: High quality industrial transports are companies with similar index characteristics to Delta – part of S&P 500 and Dow Transportation Index (CHRW, CSX, EXPD, FDX, KSU, NSC, R, UNP, UPS); For both peer groups, ROIC is the LTM 1Q15 average, shareholder returns are for FY14, and free cash flow and EPS growth is the 2013-15E (cons.) average. Data source is FactSet; Delta ROIC & P/E reflect benefit of NOLs; P/E and P/FCF as of 3/31/15; Excludes Special Items

Non-GAAP Reconciliations

Non-GAAP Reconciliations

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Non-GAAP Financial Measures

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. Delta is unable to reconcile certain forward-looking projections to GAAP as the nature or amount of special items cannot be estimated at this time.

Non-GAAP Reconciliations

Pre-Tax Income and Pre-Tax Margin, adjusted for special items

Delta adjusts for the following items to determine pre-tax income and pre-tax margin, adjusted for special items, for the reasons described below:

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 settling during the period. These items adjust fuel expense to show the economic impact of hedging, including cash received or paid on hedge contracts during the period. Adjusting for these items allows investors to better understand and analyze the company's core operational performance in the periods shown.

Restructuring and other. Because of the variability in restructuring and other, the adjustment for this item is helpful to investors to analyze the company's recurring core operational performance in the periods shown.

Loss on extinguishment of debt. Because of the variability in loss on extinguishment of debt, the adjustment for this item is helpful to investors to analyze the company's recurring core operational performance in the periods shown.

Virgin Atlantic MTM adjustments. We record our proportionate share of earnings from our equity investment in Virgin Atlantic in other expense. We adjust for Virgin Atlantic's MTM adjustments to allow investors to better understand and analyze the company's financial performance in the periods shown.

	Last Twelve Months Ended March 31,	
(in millions)	**2014**	**2015**
Pre-tax income	2,859	1,923
Adjusted for:		
MTM adjustments and settlements	(218)	1,723
Restructuring and other	371	677
Loss on extinguishment of debt	18	250
Virgin Atlantic MTM adjustments	8	113
Pre-tax income, adjusted	3,038	4,686

	Last Twelve Months Ended March 31,	
	2014	**2015**
Pre-tax margin	7.5%	4.7%
Adjusted for:		
MTM adjustments and settlements	(0.6)%	4.2%
Restructuring and other	1.0%	1.7%
Loss on extinguishment of debt	0.1%	0.6%
Virgin Atlantic MTM adjustments	-	0.3%
Pre-tax margin, adjusted	8.0%	11.5%

Non-GAAP Reconciliations

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Return on Invested Capital

Delta presents return on invested capital as management believes this metric is helpful to investors in assessing the company's ability to generate returns using its invested capital and as a measure against the industry. Return on invested capital is adjusted total operating income divided by average invested capital.

(in billions, except % of return)	Last Twelve Months Ended March 31, 2014	Last Twelve Months Ended March 31, 2015
Adjusted book value of equity	$ 16.1	$ 17.6
Average adjusted net debt	10.0	7.8
Average invested capital	$ 26.1	$ 25.4
Adjusted total operating income	$ 4.27	$ 5.7
Return on invested capital	16.4%	22.3%

Adjusted Net Debt

Delta uses adjusted total debt, including aircraft rent, in addition to long-term adjusted debt and capital leases, to present estimated financial obligations. Delta reduces adjusted debt by cash, cash equivalents and short-term investments, and hedge margin receivable, resulting in adjusted net debt, to present the amount of assets needed to satisfy the debt. Management believes this metric is helpful to investors in assessing the company's overall debt profile. Management has reduced adjusted debt by the amount of hedge margin receivable, which reflects cash posted to counterparties, as we believe this removes the impact of current market volatility on our unsettled hedges and is a better representation of the continued progress we have made on our debt initiatives.

(in billions)	December 31, 2009		December 31, 2010		December 31, 2011		December 31, 2012		December 31, 2013		December 31, 2014	
Debt and capital lease obligations	$ 17.2		$ 15.3		$ 13.8		$ 12.7		$ 11.3		$ 9.8	
Plus: unamortized discount, net from purchase accounting and fresh start reporting	1.1		0.6		0.6		0.5		0.4		0.1	
Adjusted debt and capital lease obligations		$ 18.3		$ 15.9		$ 14.4		$ 13.2		$ 11.7		$ 9.9
Plus: 7x last twelve months' aircraft rent		3.4		2.7		2.1		1.9		1.5		1.6
Adjusted total debt		21.7		18.6		16.5		15.1		13.2		11.5
Less: cash, cash equivalents and short-term investments		(4.7)		(3.6)		(3.6)		(3.4)		(3.8)		(3.3)
Less: hedge margin receivable		-		-		-		-		-		(0.9)
Adjusted net debt		$ 17.0		$ 15.0		$ 12.9		$ 11.7		$ 9.4		$ 7.3

(in billions)	March 31, 2014		March 31, 2015	
Debt and capital lease obligations	$ 11.0		$ 9.6	
Plus: unamortized discount, net from purchase accounting and fresh start reporting	0.4		0.1	
Adjusted debt and capital lease obligations		$ 11.4		$ 9.7
Plus: 7x last twelve months' aircraft rent		1.4		1.7
Adjusted total debt		12.8		11.4
Less: cash, cash equivalents and short-term investments		(3.7)		(3.6)
Less: hedge margin receivable		-		(0.4)
Adjusted net debt		$ 9.1		$ 7.4

Non-GAAP Reconciliations

Free Cash Flow

Delta presents free cash flow because management believes this metric is helpful to investors to evaluate the company's ability to generate cash that is available for use for debt service or general corporate initiatives. This metric is adjusted for hedge margin as we believe this adjustment removes the impact of current market volatility on our unsettled hedges and allows investors to better understand and analyze the company's core operational performance in the period shown.

(in billions)	Last Twelve Months Ended March 31, 2014	Last Twelve Months Ended March 31, 2015
Net cash provided by operating activities	$ 4.4	$ 5.6
Net cash used in investing activities	(2.7)	(2.7)
Adjustments:		
Net purchases of short-term investments and other	-	0.5
Hedge margin	-	0.4
SkyMiles used pursuant to advance purchase under AMEX agreement and other	0.3	-
Total free cash flow	$ 2.0	$ 3.8

Capital Expenditures, net

Delta presents net capital expenditures because management believes adjusting for these amounts provides a more meaningful financial measure for investors. This metric is adjusted for reimbursements related to build-to-suit leased facilities and other because management believes investors should be informed that these reimbursements for build-to-suit leased facilities effectively reduce net cash provided by operating activities and related capital expenditures. Delta also presents combined capital expenditures, net as if the company's merger with Northwest Airlines had occurred at the beginning of the period presented because management believes this metric is helpful to investors to evaluate the company's combined investing activities and provide a more meaningful comparison to our post-merger amounts.

(in billions)	Year Ended December 31, 2008	Year Ended December 31, 2013	Year Ended December 31, 2014
Property and equipment additions	$ 1.5	$ 2.6	$ 2.2
Reimbursements related to build-to-suit leased facilities and other	-	-	(0.1)
Investment in Virgin Atlantic	-	0.3	-
Northwest capital expenditures	1.1	-	-
Total combined capital expenditures, net	$ 2.6	$ 2.9	$ 2.1

Non-GAAP Reconciliations

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Operating Cash Flow, adjusted

Delta presents operating cash flow, adjusted because management believes adjusting for these amounts provides a more meaningful financial measure for investors. This metric is adjusted for hedge margin for the same reason described above under the heading Free Cash Flow. The 2008 metric includes the Northwest Airlines operating cash flow as if the company's merger with Northwest Airlines had occurred at the beginning of the year because management believes this metric is helpful to investors to evaluate the company's combined operating cash flows and provide a more meaningful comparison to our post-merger amounts.

(in billions)	Year Ended December 31, 2008	Year Ended December 31, 2012	Year Ended December 31, 2013	Year Ended December 31, 2014
Net cash provided by operating activities (GAAP)	$ (1.7)	$ 2.5	$ 4.5	$ 4.9
Adjustments:				
Hedge margin	-	-	-	0.9
SkyMiles used pursuant to advance purchase under AMEX agreement	-	0.3	0.3	-
Northwest operating cash flow	0.2	-	-	-
Operating cash flow, adjusted	$ (1.5)	$ 2.8	$ 4.8	$ 5.8