

The image is a wide-angle photograph of an airport at night. In the foreground, two Delta Air Lines aircraft are parked on the tarmac. The one in the center is a large 747, and the one to its left is a smaller jet. Both have their boarding stairs extended. The tarmac is lit with bright ground lights, creating starburst effects. In the background, the airport terminal is visible with various lights and signs, including one that says "FLY DELTA JETS". A control tower stands out in the distance. The sky is dark blue with a few wispy clouds. Several aircraft are in flight, leaving long, bright white contrails across the sky. The Delta logo, a white stylized triangle, is positioned to the left of the word "DELTA" in a large, white, sans-serif font. Below "DELTA" is the year "2021" in a similar font. The entire scene is captured in a cinematic style with high contrast between the bright lights and the dark sky.

DELTA

2021

COVID-19's Impact on Delta

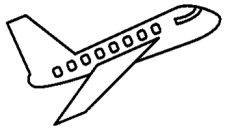
- **Passenger Demand is down about 70% from 2019**
 - Domestic traffic is down about 60% and international traffic has fallen over 85%.
 - Internationally Delta served 85 international destinations at the beginning of 2019, to a handful in the spring; we now serve over 40 locations.
- **Delta lost more than \$12 billion in 2020**
 - This is over a 400% drop from the same period in 2019.
- **Delta Employment has fallen from 90,000 to 75,000**
 - Through voluntary leave programs and creative options that temporarily offered different work programs to Delta people, we avoided involuntary furloughs. Approximately 17,000 employees left the company through early retirements and voluntary separation programs.

Responding to the Pandemic

Delta's top priority is protecting the health and safety of our employees and customers.



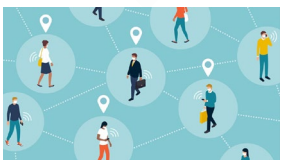
Mandating Masks Delta was one of the first airlines to mandate that all passengers and employees must wear a face covering while in the airport and onboard the aircraft. Those who do not comply are put on a 'no fly list'.



Blocking the Middle Seat Delta is the only airline to continue blocking middle seats on all aircraft through March 30, 2021.



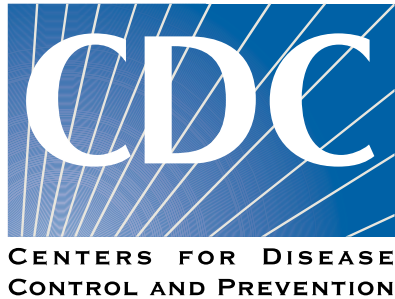
Providing COVID-19 Testing for Employees In partnership with the Mayo Clinic, Delta has ensured all employees have had the opportunity to be tested and protocols to test high risk employees regularly.



Instituting Contact Tracing In partnership with the CDC, Delta is the only airline instituting a contact tracing program, per CDC recommendations.

The Delta CareStandardSM

Working with the CDC, Mayo Clinic, Emory University, and Lysol, Delta quickly put in place more than 100 measures to ensure a safe experience for our customers and employees, known as the *Delta CareStandardSM*, including:



- Sanitizing all aircraft with electrostatic spraying before departure and extensive pre-flight disinfection
- Using state-of-the-art air circulation systems with HEPA filters that extract more than 99.99% of particles, including viruses
- Ensuring social distancing at check-in, the gate, and on jet bridges
- Boarding the aircraft from back to front

Moving Forward

- As vaccine distribution continues, travel restrictions start to ease, and consumer confidence begins to grow, hopefully we will see cash burn reaching breakeven or better by the second quarter of this year.
- We expect demand will start to accelerate as vaccinations become more widespread.
- In January, Delta will fly approximately 3,500 daily departures.
- We continue to build back our core hubs of Atlanta, Detroit, Minneapolis and Salt Lake City, which offer greater connectivity to other markets.
- We're adding service through our coastal hubs of Boston, Los Angeles, New York City (JFK, LGA), and Seattle as demand returns.
- On the international front, customers will see more trans-Atlantic and trans-Pacific flights through next summer, as we restart service in line with the lifting of travel restrictions, potential vaccine availability and the gradual return of demand.
- We plan to add over 50 transoceanic flights in summer 2021, compared to the summer 2020 schedule.