



MEADFA CONFERENCE, NOV 2021

DELTA AIR LINES

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PRE-COVID DELTA

2nd

Largest Airline in
Fleet Size

90,000

Employees

\$47b

Annual Turnover
in 2019



Most Profitable
Airline in U.S.

5

Years of
Profit Sharing
(\$1.6b largest profit-sharing
payout in 2020)



Ranked Top 50
Most Admired Companies
by Fortune Magazine

WHEN PANDEMIC HIT...

HOW DID WE REACT?

1. Protecting People
and Delta Culture

2. Proactive
Communication

3. Listening
to Customers

4. Evolution of
Delta CareStandardSM

5. Re-evaluating
Business Strategy



A330-900

1. PROTECTING PEOPLE AND DELTA CULTURE



Largest capacity
reduction in DL history

40,000+

Employees volunteered
to take an unpaid leave

17,000

Employees took early retirement
and departure packages

10%-15%

Reduced Domestic
capacity

20%-25%

Reduced International
capacity

\$

Lowered daily cash burn
to \$27 million each day in June
from \$100 million in March

2. PROACTIVE COMMUNICATION

EMPLOYEES

Proactively communicate Delta's actions to keep employees protected while at work, in the office or at the airport.

MEDIA

Leverage media as third-party storytellers detailing Delta's industry-leading standards and instilling confidence in viewers.

CUSTOMERS

Proactively highlight what customers can expect when flying Delta and build confidence that the experience will be safe, clean, and flexible.

CORPORATE CLIENTS

Re-activate business travel by educating customers on our comprehensive, multi-layered approach.

GOVERNMENT RELATIONS

Build trust among local and federal policymakers in our risk mitigation approach.

3. LISTENING TO CUSTOMERS



Rebuilding Customer
Confidence



More
Flexibility



The 'Delta Difference'
Is Our People



**Domestic
mainline
NPS score
higher than
2019 levels**

4. EVOLUTION OF DELTA CARESTANDARDSM



Cleanliness - Hygiene
and sanitization procedures



More space by limiting
seat capacity until April 2021



Innovative solutions
to meet customer needs



Partnership with
Mayo clinic



Launches unique
Global Cleanliness Division

90%

Employees received
vaccination

5. RE-EVALUATING BUSINESS STRATEGY



Aircraft Utilization
Long Term Requirements



Partnerships – JV & Equity



Enterprise Level Selling



Accelerating Sustainability
Initiatives

KEY LEARNINGS



Inter Dependability



Integrated Approach



Evolving Consumer Pulse



Building Resilience





THANK YOU