

## Industry Update

- An expanding U. S. economy, employment growth, rising personal incomes and highest U.S. Consumer sentiment in a decade driving increased demand for air travel, with A4A projecting a 2% increase in spring air to the highest levels in seven years
- In 2014 U.S. airlines overcame very difficult operating conditions to post respectable profit margins but trailed the S&P 500 average by a large margin
- With revenues outpacing costs, airlines were able to reduce debt a further \$8 billion in 2014 and increase capital expenditures to their highest level in 14 years, including the delivery of more than 300 aircraft; reinvestment is poised to rise again in 2015
- U.S. airlines increased staffing throughout 2014 and have boosted domestic seat supply to the highest levels in 14 years, with every U.S. carrier growing in 2015; seats supplied on international routes are at an all time high
- While competitive pressures continue domestically and internationally, the biggest financial risks may lie on the policy front

# Airlines Are Also Collaborating With TSA and CBP to Enhance Customer Experience

## Selected Examples in 2014

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### Working with TSA to enhance security, minimize hassle

- » In 2014, TSA opened 120 new Pre✓® lanes and began Pre✓® operations at 11 new airports, bringing the year-end total to 600 lanes at 125 U.S. airports
- » Over 40% of passengers received expedited screening
- » Only 0.32% of passengers waited in a line > 20 minutes



### Working with CBP to welcome international travelers



- » In 2014, CBP installed Automated Passport Control kiosks in 22 locations, reducing wait times by as much as 40%, and launched Mobile Passport Control, an app that expedites the entry process for U.S. citizens and Canadian visitors
- » Global Entry expanded to 1.7 million members, 42 U.S. airports and 12 Preclearance locations
- » In 2014, average wait times at JFK fell 28%

# Delta's Path

## Operational Excellence

- Delta remains laser-focused on running the safest, most reliable operation in the world.

## Industry Innovation

- Delta is making significant investments in its fleet, facilities and onboard products and services to assure an innovative, thoughtful and reliable customer experience.

## Valuable Partnerships

- Delta is working closely with our joint venture and strategic alliance partners to eliminate seams and provide a premium experience tailored to the needs of your business.

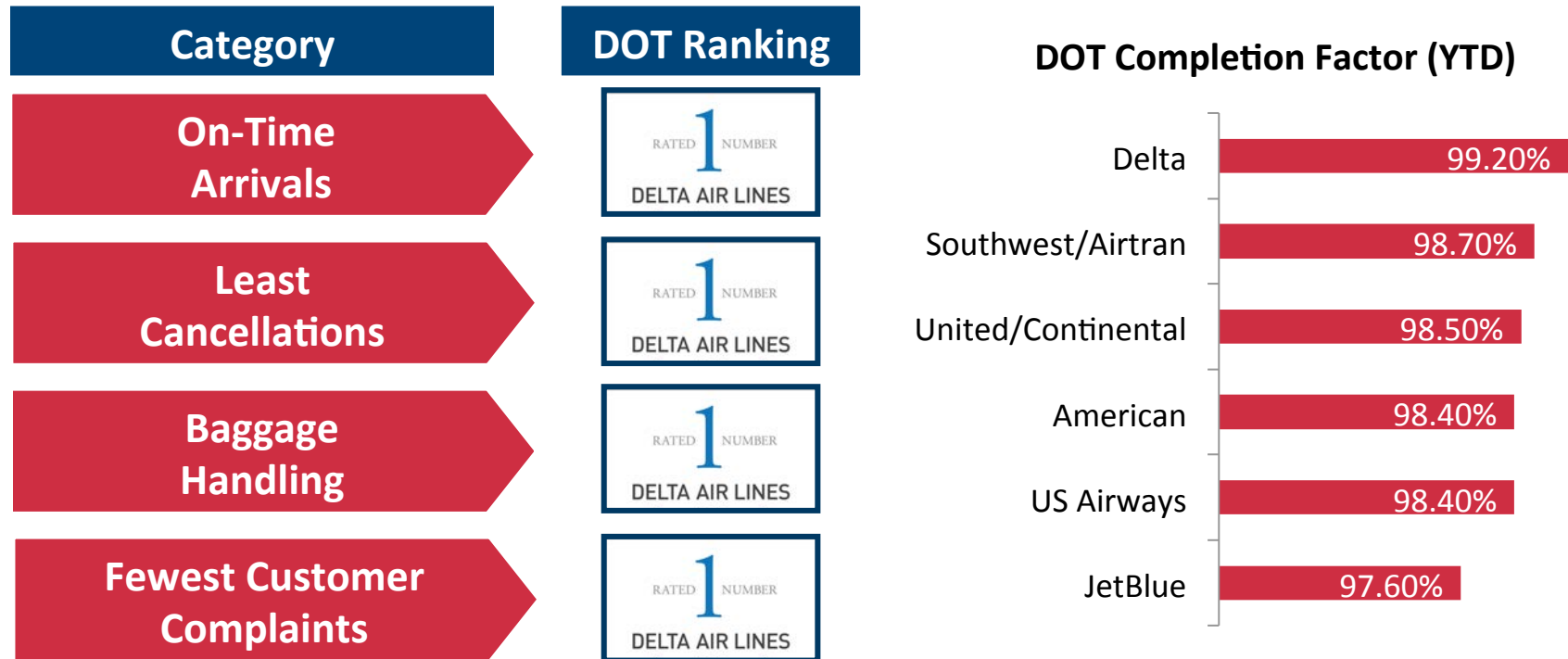
## Global Footprint

- Delta's global footprint is expanding, offering more service to key business destinations around the world.

# Committed to Operational Excellence

Running the safest, most reliable operation in the world

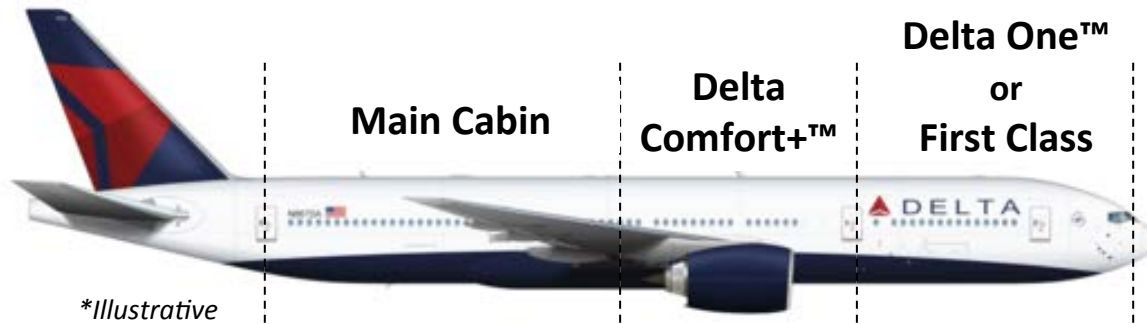
Delta achieved 95 days of 100 percent completion factor in 2014, beating the 2013 record of 72 days.



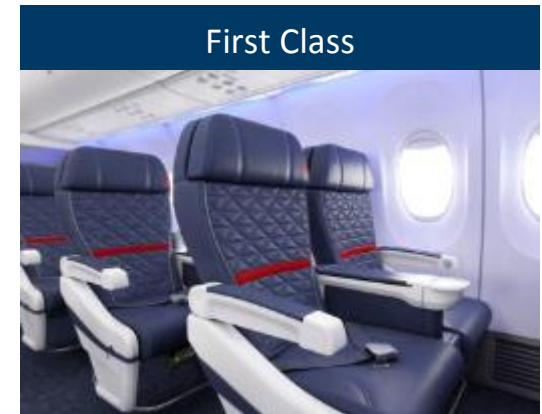
\*Source: U.S. DOT Air Travel Consumer Report, December 2014

# Redefining Cabins, Upgrading Options

## Offering customers more choice



*\*Illustrative*



**Effective March 1, travelers now benefit from a renewed suite of Delta experiences that represent billions of dollars of investment and further elevates the customer experience through differentiated service offerings:**

- **Delta One** is one of the most exclusive cabins in the sky and offered on long-haul international routes; also between New York-JFK and Los Angeles
- **First Class** is a premium cabin offering on domestic routes without Delta One\*
- **Delta Comfort+** offers an upgraded experience on all two cabin aircraft
- **Main Cabin** is available on all flights, offering Delta’s high standard of service

*\* First Class is also available on select short-haul international flights; Business Class may be offered in place of First Class. The amenities offered in Business Class vary by flight and aircraft.*



**BASIC ECONOMY****DOMESTIC ROUTES**

- Delta's basic fare product
- No advance seat selection
- No changes or refunds
- Complimentary non-alcoholic beverages and snacks on most flights
- Delta's EATS menu selections for purchase on flights >900 miles
- Access to in-flight Wi-Fi and Delta Studio™ when available

**MAIN CABIN****DOMESTIC ROUTES**

- Seat selection at time of purchase
- Flexibility for flight changes
- Complimentary non-alcoholic beverages and snacks on most flights
- Delta's EATS menu selections for purchase on flights >900 miles
- Access to in-flight Wi-Fi and Delta Studio when available

**LONG-HAUL INTERNATIONAL ROUTES**

- Complimentary beer, wine and spirits
- Meal service
- Delta sleep kit with eye shades and ear plugs

**DELTA COMFORT+™****INTERNATIONAL AND DOMESTIC ROUTES**

- Up to 4 more inches of legroom compared to our standard Main Cabin seats
- Priority Boarding and dedicated overhead space
- New quilted seat covers
- Complimentary beer, wine and spirits
- Complimentary premium snacks on domestic flights >900 miles
- Complimentary premium entertainment with Delta Studio
- Access to in-flight Wi-Fi on all domestic flights

**LONG-HAUL INTERNATIONAL ROUTES**

- Extra seat recline
- Meal service
- Complimentary pre-set pillow, blanket and sleep kit with eye shades and ear plugs

**NEW YORK-JFK TO LOS ANGELES AND SAN FRANCISCO**

- Complimentary pillow, blanket and sleep kit
- Luvo® snack wrap and frozen yogurt

**FIRST CLASS****DOMESTIC ROUTES**

- First to board the aircraft
- Dedicated overhead space
- New quilted seat covers
- Complimentary pre-departure beverages and beer wine and spirits
- Complimentary premium snacks on flights >250 miles
- Complimentary meals on flights >900 miles
- Complimentary premium entertainment with Delta Studio
- Access to in-flight Wi-Fi on all domestic flights
- Access to power ports on most aircraft

**DELTA ONE™****LONG-HAUL INTERNATIONAL; NEW YORK-JFK TO LOS ANGELES AND SAN FRANCISCO ROUTES**

- Access to Delta Sky Clubs®
- First to board the aircraft
- New quilted seat covers
- Full flat-bed seats with direct aisle access on widebody aircraft
- Westin Heavenly® In-Flight bedding
- Chef-curated menus and master sommelier selected wine pairings
- Tumi amenity kit with Malin+Goetz skincare products
- Noise-reduction headsets
- Complimentary premium entertainment with Delta Studio
- Access to in-flight Wi-Fi where available

# Investing in Our Fleet

Making smart investments to enhance the customer experience

**Delta ordered 25 Airbus A350-900 aircraft and 25 Airbus A330-900neo aircraft to replace the Boeing B747 and B767 aircraft.**

- **A350-900** will operate on long-range routes between the U.S. and Asia. Delivery will begin in the second quarter of 2017.
- **A330-900neo** will operate on medium-haul trans-Atlantic markets as well as select routes connecting the U.S. West Coast and Asia. Delivery will begin in 2019.



Boeing 717

# Delta is Committed to Salt Lake City

## *New LEED-Certified Terminal, International Service*



### Expansion

- \$1.8B terminal redevelopment program
- Expand capacity by 8% over next 5 years
  - New 10-year lease with SLC
- 73 gates at new LEED-certified terminal
- New terminal to be completed in 2024
  - Phase 1 to be completed in 2019

### Highlights

- Electronic ground service equipment
- Open layout with consolidated security checkpoint
- More efficient concourse and ramp, allowing for shorter taxi times
- New daily nonstop service to Amsterdam and Mexico City





# Delta is Committed to Salt Lake City

*New Daily Nonstop Service to Amsterdam and Mexico City*



## Amsterdam

- Daily nonstop service from SLC to Amsterdam's Schiphol Airport beginning May 1, 2015
- 60+ connecting opportunities
- Only airline to operate trans-Atlantic service from SLC
  - Boeing 767-300ER aircraft
  - Full flat-bed seats with direct aisle access in Delta One™
- Seatback entertainment options at every seat

## Mexico City

- Daily year-round service from SLC to Mexico City International Airport began Dec. 20, 2014
  - Airbus A319 aircraft

# DELTA MEETING NETWORK®



## CONVENIENT & SIMPLE

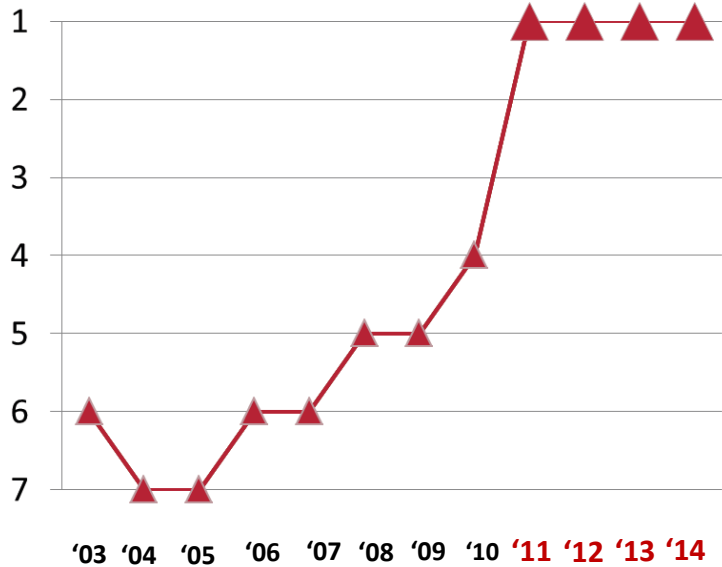
- Discounted pricing options
- Earned travel certificates
- Online meeting request form for meeting planners at [www.delta.com/meetings](http://www.delta.com/meetings)
- Online booking at [www.delta.com/meetings](http://www.delta.com/meetings) for attendees or through preferred travel agency
- Single or Multi-meetings

## Future Initiative - New Corporate Meeting Program

- **Simplified process: travel experience similar to business travel providing many of the same value added services.**
- **Various pricing options based on needs of customer.**
- **Meeting travel would count towards Corporate Sales Agreement revenue spend and goals.**
- **Individuals on meeting business would be recognized within Delta's system, receiving the same great premium service.**
- **New program would allow for proper tracking of meeting spend vs. business transient spend.**

# Honored to Serve You and Your Colleagues

## BTN RANKING





# THANK YOU

