

2013 FLIGHT PLAN

CUSTOMER SERVICE

- Earn J.D. Power award for customer service among network carriers
- Achieve top-tier ranking in all DOT consumer metrics against Delta's competitive set
- Utilize customer surveys to improve customer service in airports, Reservations, In-Flight and Delta Connection
- Boost trans-Pacific flight attendant customer survey results
- Enhance the role of pilots in providing excellent customer service
- Increase "net promoter" score for both Domestic and International service by 10%
- Reduce bag claims for trans-Atlantic JV customers
- Win Business Travel News survey
- Successfully launch international Wi-Fi product and complete 33% of fleet by year-end

OPERATIONS

- Maintain industry-leading safety performance
- Achieve top-tier system performance with goals of 99.3% for completion factor, 85.1% for on-time arrivals and 5.00 for system baggage handling
- Be industry leader in DO
- Improve international completion factor to 99.5%
- Achieve Cargo goals of 95% for DASH transfers, NFD, and domestic mail
- Achieve industry-standard taxi times
- Provide industry-best service recovery and notifications
- Earn top ranking for clean and cabin condition
- Achieve a Delta Connection experience consistent with mainline
- Achieve 1.5% fuel efficiency improvement and reduce greenhouse gas emissions below 2012 levels
- Successfully manage the Monroe Trainer Refinery to produce at least \$300M of value

PEOPLE

- Provide a safe work environment for employees
- Embrace Delta's "Rules of the Road" as the foundation of Delta's culture
- Promote a culture of open, honest and direct communication
- Treat each other with dignity and respect
- Continue building a great place to work and achieve a 5% overall improvement on the 2013 Employee Survey
- Embrace diverse people, thinking and styles; increase the diversity of leadership
- Pay profit sharing at or above target; earn 21 or more Shared Rewards payments
- Develop Delta's future leadership team

NETWORK

- Win in NYC and deliver new JFK T4 terminal on budget in May
- Build our brand and presence in West Coast gateways in conjunction with Alaska Airlines and other partners
- Maintain system PRASM premium of at least 105%
- Maintain 110% domestic PRASM premium while upgauging fleet
- Improve relative PRASM performance in all international entities
- Develop industry-leading international partnerships
- Grow corporate agency share premium by 7%
- Improve SkyTeam connectivity for the benefit of our customers
- Successfully restructure domestic fleet and route system by reducing the 50-seat RJ footprint and upgauging with mainline fleet growth

FINANCE

- Achieve 2013 earnings and cash flow targets
- Exercise vigilant cost controls to maintain industry-leading nonfuel CASM by reducing structural costs by at least \$1B over the next two years
- Mitigate high fuel expenses through successful hedging and revenue management
- Deliver projected returns of \$1B of annual revenue from ancillary and seat-related initiatives
- Grow cargo revenues faster than A4A average and meet revenue goals
- Continue prudent capital management to maintain minimum liquidity of \$5.0B and pay down net debt to \$10B
- Generate 10% return on invested capital
- Grow profits by 30% from Commercial Aviation Services, including Delta Private Jets, Delta TechOps, DGS and MLT

BUILD A BETTER AIRLINE

BE SAFE, RELIABLE AND CUSTOMER FOCUSED

WORK TOGETHER, WIN TOGETHER

BUILD A DIVERSIFIED, PROFITABLE WORLDWIDE NETWORK AND GLOBAL ALLIANCE

DELIVER INDUSTRY-LEADING FINANCIAL RESULTS