Statements in this report that are not historical facts, including statements about estimates, expectations, beliefs, intentions, projections or strategies for the future, may be “forward-looking statements” as defined in the Private Securities Litigation Reform Act of 1995. Forward-looking statements involve risks and uncertainties that could cause actual results to differ materially from historical experience or present expectations. Known material risk factors applicable to Delta, other than risks that could apply to any issuer or offering, are described in Delta’s Annual Report on Form 10-K for the year that ended December 31, 2015. All forward-looking statements speak only as of the date made, and Delta undertakes no obligation to publicly update or revise any forward-looking statements to reflect events or circumstances that may arise after the date of this report.

Some information in this report is derived from the Consolidated Financial Statements but is not presented in accordance with Generally Accepted Accounting Principles in the U.S. (“GAAP”). Under U.S. Securities and Exchange Commission rules, this type of information, referred to as “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. Reconciliations of non-GAAP financial measures to their GAAP equivalents may be found in the appendix. All content is the property of Delta Air Lines, Inc.
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A MESSAGE FROM ED

Delta had a record year in 2015, with industry-leading operational reliability, investment-grade financial performance and unparalleled profit-sharing payouts. We have the right people, principles and guidelines in place to drive our business forward.

The people of Delta are breaking the mold and setting a new standard for airlines. While our industry remains volatile and faces ever-present challenges like fluctuating fuel prices and global unrest, Delta is focused on building a nimble and sustainable airline that can be profitable in good times and bad. We hold not only our business but our global supply chain to rigorous standards.

Since I assumed the position of CEO in 2016, I’ve often been asked, “What’s Delta’s secret?” My reply is always the same - there is no secret. Anyone flying Delta can see that we have the best employees in the business, 84,000 of them. They are the Delta Difference and will ensure that the Delta culture lives on.

Delta people are empowered to innovate and always find a way to say “yes” to our customers. Building long-lasting relationships with our customers increases the sustainability of our business, and we strive each day to provide the most reliable, safe and convenient experience possible on every flight and through every interaction. Continuing to elevate the product and service we offer is imperative to our continued success.

We also are investing in the long-term health of our community partners. Together, Delta Air Lines, The Delta Air Lines Foundation and Delta employees contribute thousands of volunteer hours and millions of dollars to a host of philanthropic causes. Delta provided more than 1.5 million meals to more than 10 food banks, donated 6,642 pints of blood to the American Red Cross, and built or rehabilitated 221 homes in 12 countries with Habitat for Humanity, all in 2015.

We’re raising the bar in 2016. Moving forward, Delta has committed to contribute 1 percent of its net income from the previous year to key charitable organizations. This commitment will be fulfilled through cash contributions and in-kind travel, as well as grants from The Delta Air Lines Foundation. In 2016, Delta is projected to give $37 million to charitable organizations worldwide.

While we celebrate our successes, we remain cognizant that the size and scale of our operation has an impact on the environment. Delta flies more than 5,000 flights a day around the globe. Jet fuel accounts for more than 98 percent of our carbon footprint. That’s why we are putting our business under the microscope and implementing measures to be a more carbon-conscious company in the air and on the ground.

Delta teams around the globe are hard at work implementing fuel-saving initiatives. For example, we actively seek financially and environmentally sustainable fleet enhancements, phasing out less fuel-efficient planes, like the Boeing 747, and replacing them with new aircraft that have a smaller impact on the environment.

This report tells the story of our ongoing commitment to being a good steward of the environment, a positive force in the communities we serve, and a great place to work and fly. Sustainability is driving us forward and will be a key element in Delta’s continued success.

Thank you for taking the time to learn about our corporate responsibility efforts.

Ed Bastian
Chief Executive Officer
Delta Air Lines, Inc.
At Delta Air Lines, Inc. (Delta), we are proud of our corporate responsibility efforts and have been voluntarily reporting on sustainability issues since 2000 in our annual Corporate Responsibility Reports (CRR). Since 2009 we have been publishing this report in alignment with Global Reporting Initiative (GRI) standards - the informally accepted global standard for corporate reporting. GRI Standards for Sustainability Reporting help companies evaluate and communicate the impact of our business in three focus areas of sustainability: environmental, social and governance (ESG).

This 2015 report marks our first year reporting in accordance with the GRI-G4 standard. To help all of our stakeholders better understand our ESG strategy, our CRR describes Delta’s strategic ESG sustainability approach and includes ESG goals and progress against these goals since our last report in 2014.

For more in-depth information on our ESG goals please see pages 2-9 through 2-12. ESG data points are for 2015 operations, unless otherwise noted, and operational metrics represent our GRI material areas of impact. Data is illustrated as year-over-year comparisons. For more information on how we define GRI-G4 materiality including how we determine our material ESG aspects, please see Chapter 2 - Stakeholder Engagement.

**CRR REPORTING PERIOD**

This CRR presents our defined material areas and metrics for 2015. In addition, we provide three years of metrics for material and other relevant Delta Key Performance Indicators (KPIs). For all material KPIs we present data for the current year, and data for three total consecutive years. An overview of all Material KPI Aspects can be found on pages 2-9 through 2-12.

**GRI CONTENT**

This report meets GRI standards, and is written in accordance with comprehensive guidelines for G4 reporting. In addition, this report provides significant amounts of additional information and data that we and our stakeholders deem relevant to business operations.

**GRI G4 CONTENT INDEX**

A complete GRI G4 content index is included in this report beginning on page 10-1.

**GRI INDICATORS**

Delta GRI indicator call-outs are represented as text inside colored bubbles (ex. G4-28). Call-outs are color coded to represent one of the three sustainability pillars as follow:

- **Green** - Environmental
- **Blue** - Social
- **Red** - Governance

Indicators are located near page content headings and titles, and are included in support of transparent and comparable disclosures within and across industries.

**EXTERNAL ASSURANCE**

GRI reporting guidelines do not require external assurance as a requirement; however, Delta believes that external assurance is integral to the credibility and transparency of sustainability efforts and the reporting process. For this reason, we engage experienced and respected third parties to assure and verify our main environmentally material reporting aspect — greenhouse gases (GHGs).

At Delta, authorization of third-party verification and assurance, including approval of third-party organizations, is provided by the Executive Environmental Leadership Council (EELC). The EELC is Delta’s highest governance body for sustainability efforts.

Delta’s external assurance for greenhouse gases is provided by SCS Global Services. SCS Global Services was engaged in 2015 to conduct GHG verification for emissions year 2014 and to provide a reasonable level of assurance on our Statement of Greenhouse Gas (GHG) Emissions. Verified GHG emissions data back to 2005 are publicly available on the Climate Registry at [www.cris4.org](http://www.cris4.org).

Note that Delta’s annual GRI reporting timeline and annual GHG verification and reporting timelines do not coincide. For this reason, annual verification of GHG emissions trail GRI reporting by one year. As a result, annual GHG emissions for the 2015 CRR reporting year will be verified after this CRR has been published.
Due to internal timeline reporting differences, any discrepancies from CRR reporting to final verification shall be noted in the SCS Global Services external verification statement - see page 10-14.

CONTACT INFORMATION

Please send comments or questions about this CRR to
Christine.Boucher@delta.com or in writing to:

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Attn: Christine Boucher, Managing Director,
Global Environment, Sustainability and Compliance
1020 Delta Blvd.
Fifth Floor, Department 885
Atlanta, GA 30354
Employing more than 84,000 employees worldwide and operating a mainline fleet of more than 800 aircraft, Delta has an industry-leading global network that includes Delta Connection carriers. Together we offer service to 340 destinations in 57 countries on six continents.

Delta is also a founding member of the SkyTeam global alliance, and we participate in the industry’s leading trans-Atlantic joint venture with Air France-KLM and Alitalia, as well as a joint venture with Virgin Atlantic.

Including our worldwide alliance partners, Delta offers customers more than 15,000 daily flights, with key hubs and markets that include Amsterdam, Atlanta, Boston, Detroit, Los Angeles, Minneapolis/St. Paul, New York-JFK and LaGuardia, Paris-Charles de Gaulle, Salt Lake City, Seattle and Tokyo-Narita.

In 2015 Delta served nearly 180 million customers and was named to FORTUNE magazine’s Top 50 World’s Most Admired Companies. In addition to being named one of the most admired airlines for the fourth time in five years, Delta was ranked No. 1 in the Business Travel News Annual Airline survey for an unprecedented five consecutive years.

Additional information is available at:
- Delta News Hub
- delta.com
- Twitter@DeltaNewsHub
- Google.com/+Delta
- Facebook.com/delta
- Delta’s blog takingoff.delta.com
Delta is a worldwide leader in the aviation industry, with headquarters in Atlanta, Georgia. We serve more than 180 million customers each year and offer service to more than 340 destinations in 64 countries worldwide.

As a worldwide airline we remain committed to operating in a sustainable and responsible manner. At Delta we are always looking for innovative ways to be more efficient, reduce our environmental footprint and exceed customer expectations while continuing to operate a business that is profitable in good times and bad.

GOVERNANCE AND ETHICS

Having the right people, principles and guidelines in place is extremely important. This values-based focus found in our Rules of the Road has helped us secure our current position as one of the most admired airlines.

SUSTAINABILITY AND RESPONSIBILITY

At Delta ESG-focused sustainability is defined as:

“Meeting the company’s financial goals of growth and profitability over time through business practices that minimize the environmental impacts of Delta operations [while promoting] the health, welfare and productivity of the individuals and communities we employ and serve.”

For us, meeting this commitment means more than simply satisfying legal obligations. Delta stakeholders, including investors, customers, SkyTeam partners, employees, non-governmental organizations (NGOs), governments and communities, all have come to expect that Delta produce sustainable and responsible positive financial results, operate our supply chain responsibly, invest in and serve our communities, take care of our customers and maintain a robust workforce that helps to protect the natural environment. Collectively, these expectations and our commitments drive Delta’s approach to sustainability and social responsibility.

DELTA PEOPLE

Our unprecedented success in 2015 can be attributed to the hard work and stellar performance of our biggest competitive advantage — and greatest strength — Delta people.

Our unique employee-focused culture, built on a foundation of strong core values that we live out every day, continues to drive Delta to new levels of customer service, reliability and long-term success.

We know Delta people are the best in the business, and our employees are part of a global team that adds immense value.

TAKING CARE OF OUR CUSTOMERS

Building long-lasting relationships with our customers is one of our top priorities. To do this we strive each day to provide the most thoughtful, reliable and innovative experience possible on every flight and through every interaction.

In addition, ensuring the health and safety of our customers is paramount. To fulfill this commitment while providing the highest levels of service in the air and on the ground, we are focused on two primary areas: customer health & safety and customer security.
Customer Health & Safety
- Flight Safety
- Emergency Preparedness
- Safeguarding Customer Health
- Dangerous Goods Handling

Customer Security
- Flight Security
- Airspace and Overflight Security
- Passenger Screening
- CyberSecurity

Serving Our Communities
At Delta we serve both international and U.S. stakeholders while proudly and actively supporting a network of communities around the world.

Delta and our employees believe we have a civic obligation to give back to the communities where we live, work and serve.

We actively encourage employees to pursue causes that align with their passions and concerns. For these reasons, our long-term commitment to action and outreach — through The Delta Air Lines Foundation and our Force for Global Good — is material to the continued global success of our company.

Annually Delta, The Delta Air Lines Foundation and Delta employees contribute thousands of volunteer hours and millions of dollars to philanthropic causes aligned with six pillars of Global Good.

Doing Business With Delta
Understanding the potential impact of managing the operations of a worldwide airline leader, Delta is firmly committed to environmental, social and governance (ESG) responsibility in our supply chain. This includes commitments to rigorous internal material standards for sourcing, procurement and selection of our suppliers and business partners.

Positive Business Performance
Positive economic performance is important to our stakeholders and is vital to the long-term operation and success of our airline. For this reason, economic performance plays a key role in helping to define all of the material issues for our business.

As a global leader in the airline industry, Delta’s positive economic performance also provides the financial capital to pursue and achieve our greater ESG business goals across all operations.
Delta engages investors, customers, employees, business partners, governments, communities and non-governmental organizations to continually evaluate the areas that are material to operating a world class airline. Using key performance indicators, we evaluate environmental, operational, community and governance issues, always listening to our stakeholders to drive improvements in our business.

— John Laughter, Senior Vice President Corporate, Safety, Security and Compliance
REPORTING IN 2015
Delta’s 2015 CRR is our first report following GRI-G4 (G4) reporting guidelines. This G4 standard requires all companies to complete a Materiality Assessment. The Materiality Assessment helps companies determine what environmental, social and governance (ESG) sustainability subjects (also known as Key Performance Indicator (KPI) Material Aspects) to include in their reports. Further, as part of this process stakeholders’ views are required to be considered when final KPI Material Aspects are determined.

This chapter sets forth Delta’s approach to the Materiality Assessment process, defines the stakeholder groups we engaged in the process, discusses Delta’s KPI Material Aspects for ESG sustainability reporting, explains our long-term ESG engagement commitments and provides an overview of some key aviation industry risks, trends and opportunities.

GRI MATERIALITY ASSESSMENT PROCESS
At Delta, in an effort to continually evaluate and determine which performance issues are key to operating a world class airline, we directly engage a defined set of stakeholder groups through phone calls and questionnaires. This type of direct engagement allows us to better understand the issues that are important to our stakeholders so we are able to provide excellent service in an evolving business environment. While our stakeholder engagement activities have historically been focused on customer service, satisfaction and support, our success in utilizing this type of engagement for continuous improvement became the starting point for our G4 Materiality Assessment process.

Building on our success in stakeholder engagement, the Materiality Assessment process for our CRR started with ESG-focused questionnaire outreach efforts targeting those stakeholder groups who had been defined and utilized prior to 2015. These stakeholder groups included:

- Investors
- Customers
- Employees
- Supply Chain
- Governments, NGOs and Communities via Delta’s Georgia Tech Innovation Center (page 2-5)

After completing the stakeholder outreach and engagement phase, we then focused on analysis of the information. During the analysis phase we aggregated, prioritized and categorized ESG issues. Our 2015 Materiality Assessment process examined more than 30 sustainability subjects, including areas of significant organizational and operational impacts as well as issues that included more broadly focused ESG sustainability trends affecting the airline industry. While the assessment process focused primarily on stakeholder priority issues, we also considered ESG issues not identified by stakeholders that we find important. More information on airline industry trends can be found at the end of this chapter.
GRI KPI
MATERIAL ASPECTS

The final result of our Materiality Assessment process demonstrated that our prior year sustainability reporting goals and subjects are consistent with 2015 defined KPI Material Aspects. Our 2015 Materiality Assessment helped define the KPI Material Aspects that will continue to be important to Delta’s long-term business success.

For comparison, our 2014 sustainability goal subjects are shown below and our 2015 KPI Material Aspects are shown at the right.

### 2014 & PRIOR YEAR SUSTAINABILITY GOAL SUBJECTS
- Climate change
- Energy efficiency
- Waste
- Environmental compliance
- Supply chain
- Employees
- Customers
- Finance
- Operations

### 2015 KPI MATERIAL ASPECTS

#### ENVIRONMENTAL KPIs
- Compliance
- Greenhouse Gas Emissions/Climate Change
- Waste
- Energy Use

#### SOCIAL KPIs
- Customer Service
- Customer Safety and Security
- Community Support and Engagement
- Supply Chain Management

#### GOVERNANCE KPIs
- Employee Satisfaction and Safety
- Labor Relations
- Financial Performance

An overview of all 2015 KPI Material Aspects, along with associated performance data and year-over-year progress, can be found in this report on pages 2-9 through 2-12. All reported KPI Material Aspects use either generally accepted or industry-standard metric protocols for reporting. Delta is committed to achieving stated goals, adhering to industry commitments and continuing to make progress annually on our KPI Material Aspects.

In addition to KPI Material Aspect data and metrics, we also include supplemental information in our CRR that may not directly correspond to material issues. We include this information because Delta believes these subjects are relevant to many stakeholders even though they may not be considered “material” for the purposes of G4 reporting.

Finally, to increase the relevance of our reporting efforts to all stakeholders, we also include financial performance data in Chapter 9 - Economic Performance. More comprehensive financial information can be found in our Annual Report on Form 10-K or on our Investor Relations web page.

### GRI MATERIAL ASPECT BOUNDARIES

Under G4 sustainability reporting standards, KPI Material Aspects define the important ESG issues that should be addressed in a company’s sustainability report. While KPI Material Aspects define reporting coverage, it is important to understand that all material aspects affect companies in different ways. Also, each KPI Material Aspect should be identified as either inside or outside of the organization’s direct control. This is known as an “aspect boundary.” These boundaries help Delta further determine what KPI Material Aspects we can directly address.
ENVIRONMENTAL ASPECT BOUNDARIES
Because Delta does not directly control all of the facilities where we operate, we have limited all environmental KPI Material Aspect boundaries to facilities and locations where Delta is in control of both the facility and its operations. Environmental KPI Material Aspects at non-Delta controlled facilities are considered outside of our material boundaries.

SOCIAL ASPECT BOUNDARIES
Delta limits our social aspect boundaries to the communities in which we live and work. Because Delta is a global company, we will continue to assess the boundaries of our social KPI Material Aspects annually.

GOVERNANCE ASPECT BOUNDARIES
Delta limits our governance KPI Material Aspect boundaries to Delta Air Lines, and does not include subsidiaries.

Evolving GRI ESG Materiality
While our Materiality Assessment for the 2015 CRR validated that we have been focused on the correct ESG sustainability topics, we recognize that worldwide stakeholder ESG issues and subjects will continue to evolve. For this reason, we anticipate that our ESG focus, including our stakeholder engagement efforts and future Materiality Assessments, will also continue to evolve.

Long-Term Stakeholder Engagement Commitments
At Delta, continual engagement and regular dialogue with our stakeholders through both formal and informal processes allows us to constantly innovate and proactively address emerging needs and risks.

In addition, our long-standing commitment to engagement allows us the opportunity to continue to refine corporate governance and corporate strategy overall. One example of our 86-year ongoing commitment to engaging stakeholders and continuing industry-leading firsts is an innovation collaborative with the Georgia Institute of Technology (Georgia Tech).

This innovation collaborative is a research center we use to engage stakeholders and enhance operations and customer experiences. In addition, the collaborative is intended to help promote business enhancements through research focused on the way stakeholders interact with Delta products.

Ongoing Employee Engagement
At Delta, we promote a culture of open, honest and direct communication based on employee feedback. Supporting these efforts, Delta’s annual employee survey is another example of a long-term stakeholder engagement commitment with employees. The survey, administered during the first quarter of the year, is used to assess employee attitudes and perceptions of the current work environment, leadership and specific strategic initiatives.

In 2015, survey results provided a positive score of 88 percent. Following the survey, divisional leaders used results to create action plans and strengthen strategy for the coming year.

Employee Involvement
Further focused on long-term engagement, Delta employees across the system have a variety of opportunities to become involved in company-wide initiatives. Divisional groups include In-Flight Service’s Employee Involvement Group (EIG), the TechOps EIG, Reservation Sales’ Reservations Liaison for information, Networking and Communication (ResLINC) and the Airport Customer Service and Cargo Frontline Involvement Team (FIT). Each of these groups promotes employee engagement and serves as a liaison between frontline employees and leadership.

Membership in these groups also provides multiple opportunities to increase knowledge and exposure to the complexities that drive the decisions affecting Delta’s work environment. In addition, group members partner with divisional leaders to ensure that employee issues and concerns are identified and addressed. For Delta, this kind of direct engagement and support allows creative and supportive continuous improvement of both the work environment and the customer experience.
As part of The Delta Air Lines Foundation’s mission to support education, the Foundation has committed a $3 million multi-year grant to the Georgia Tech Foundation for the Georgia Tech Advanced Manufacturing Pilot Facility (AMPF) located at 555 14th St. in Atlanta’s Midtown district.

Delta is seen as an innovator in the aviation industry. A commitment to constant improvement has driven the company’s success, leading to accolades such as being named to Fortune magazine’s list of the 50 Most Admired Companies. This space enhances Delta’s 86-year commitment to industry-leading firsts, like pioneering the use of a hub and spoke system in 1955, becoming the first U.S. airline with motion graphic maps in the cabin showing the aircraft’s position and route in 1992 and launching the first mobile baggage tracking app in 2011.

The collaborative space is designed to promote business enhancements and innovation through research that centers on the way people and products interact. The facility provides:

- Co-development and collaboration with Delta business and technology teams, Georgia Tech research staff and students from various colleges within the university.
- Delta-led project development with the ability to vet concepts and ideas to understand business impact and value, assessing feasibility in the work environment.
- Dedicated space for experimenting in a safe framework away from the operation to facilitate evaluating, envisioning and prototyping in a quick, iterative manner.
- Immersive opportunities to share a holistic view of Delta’s business operations with top-tier talent looking for collaborative, challenging work environments.

“Delta Air Lines and Georgia Tech have a rich heritage of working together in everything from research to hiring our co-ops and graduates. We are delighted that Delta’s collaborative research center will provide even greater opportunities for Georgia Tech students, faculty, and staff to work with this outstanding global airline,” said Georgia Tech President G. P. “Bud” Peterson.

The venture houses numerous corporate innovation partners and is part of Georgia Tech’s innovation neighborhood at Technology Square.

The AMPF establishes Georgia Tech as the national leader in advanced manufacturing with a collaboration of Mechanical Engineering, Aerospace Engineering, Industrial and Systems Engineering, Materials Science and Engineering, and Interactive Computing.

“At Delta we are continually seeking to improve and elevate our operations and the customer experience. This facility is the first of its kind for the domestic aviation industry. Tapping into the bright minds at Georgia Tech is an opportunity to gain new perspectives and approaches across Delta for changes that will advance our business now and for years to come.”

— Gil West, S.E.V.P and Chief Operating Officer for Delta
EXECUTIVE ENGAGEMENT

Delta also provides yearly programs for Delta employees to engage with leaders. Two such programs are Delta’s Velvet-360 Tour and the Town Hall Program. Both promote two-way, face-to-face conversations between executives and employees. These programs also provide employees with information and updates on priority issues for the company.

In addition, the Delta Board Council (DBC) is a unique tool that allows employees an opportunity to provide candid, unfiltered reports on the “pulse of the company.” The DBC is composed of five employee-members elected by peers and is further proof of Delta’s broader philosophy and commitment to employee engagement, inclusion and servant leadership.

EXTERNAL STAKEHOLDER ENGAGEMENT

In addition to ongoing internal stakeholder engagement efforts and commitments, we regularly engage with external stakeholders on trending and emerging issues that matter to their organizations.

To do this we periodically receive and respond to inquiries and requests for information related to the sustainability practices of our company. We also are open to initiating and taking part in new collaborative stakeholder engagement activities that can aid in informing our corporate strategy over the long-term.

AVIATION INDUSTRY RISKS, TRENDS & OPPORTUNITIES

In the airline industry, there are a number of existing and emerging global and national trends and risks that will continue to affect business over the long term. Some of the identified industry trends and risks include: global emissions and climate change; fuel pricing and alternative fuels; competition and market pricing; aviation security and terror attacks; and cybersecurity. These trends and risks will continue to affect all air carriers, and will continue to influence the industry over the long term.

GLOBAL EMISSIONS & CLIMATE CHANGE

Globally, the transportation sector includes cars, trucks, trains, ships, airplanes and other vehicles. The majority of greenhouse gas emissions (GHG) from transportation are carbon dioxide (CO₂) emissions resulting from the combustion of petroleum-based products, including gasoline and jet fuel.

In 2015, as noted by the Environmental Protection Agency, the largest source of transportation-related GHGs was small passenger vehicles. In total, small passenger sources account for over half of transportation sector emissions, with the remaining GHG emissions coming from other transportation sources including freight trucks, ships, boats, trains and commercial aircraft.

Prior to 2007, the aviation industry had been focused primarily on noise and pollutant emissions. In 2007, the Intergovernmental Panel on Climate Change (IPCC) estimated that aviation accounted for about 3 percent of global GHG emissions. Building on this information, the International Civil Aviation Organization (ICAO) and the Centre for Air Transport and the Environment at Manchester Metropolitan University projected that global air traffic (measured in paying-passenger kilometers) would peak by 2020, and would not contribute more than 5 percent of global emissions until at least 2050.

Responding to the IPCC assessment, the International Air Transport Association (IATA), representing 90 percent of international air traffic, committed in 2007 to a four pillar strategy to reduce CO₂ emissions, including technology, operations, infrastructure and positive economic measures. In addition, it set the following three goals:

INTERNATIONAL AIR TRANSPORT ASSOCIATION (IATA) GOALS

- Fuel efficiency improvement of 1.5% per year 2009 – 2020
- Carbon-neutral growth starting after 2020
- 50% reduction of the world air transport’s carbon footprint by 2050

Currently the aviation industry is the only global industrial sector formally committed to reduction goals.

Recognizing the ambitious nature of these three goals, some IATA members have also committed to replacing 10 percent of aircraft jet fuel (in total) with “alternative fuels” by 2017. Since February 2008, four airlines have experimented with biofuel mixes. In 2014, Delta joined these ranks by partnering with Virgin Atlantic on one international biofuel test flight.

While the industry is committed to reducing CO₂ emissions, it recently came under increasing pressure to further limit emissions. This pressure was due in part...
to the October 2015 Paris Climate Talks – although the airline industry was not engaged in the talks.

In February 2016, after more than six years of negotiations, ICAO’s Committee on Aviation Environmental Protection (CAEP) agreed on a new CO2 emissions standard for aircraft. The standard must now be approved by the ICAO Assembly, and then civil aviation authorities such as the FAA must incorporate the standard into certification requirements for new aircraft. The standard is set to go into effect for new aircraft types in 2020 and for in-production aircraft types in 2023. The standard will not apply to existing in-service aircraft, but could change operational tax structures for transport category aircraft.

For more information on Delta’s approach to addressing climate change issues and GHG emissions, please see Chapter 4 - Environmental Sustainability, pages 4-10 through 4-13.

FUEL PRICING AND ALTERNATIVE FUELS

In 2014, The National Renewable Energy Laboratory (NREL) noted that jet fuel has accounted for approximately 10 percent of U.S. petroleum refinery production for the past two decades. Additionally, it noted that jet fuel prices correlate with prices of crude, further stating that price volatility and the availability of jet fuel can have major impacts on the airline industry.

While commercial aviation fuel efficiency has improved and jet fuel consumption per aircraft has decreased over time (largely due to aircraft and engine upgrades and operational and air traffic control improvements), the airline industry also uses various strategies to manage pricing uncertainty. Some strategies include financial hedges and adjustments in aircraft utilization and size.

In 2015, the drop in crude prices and the resulting drop in the cost of jet fuel led the global airline industry to achieve record profitability due in part to spending an estimated one-third less on fuel than was spent in 2014. While the short-term financial benefits of low crude oil prices are undeniable, the long-term effects of price fluctuations in the cost of jet fuel have yet to be determined. A 2015 study by aircraft finance leader CIT Group Inc. noted that airlines are taking advantage of low fuel prices and preparing for future challenges around fuel price volatility.

While airlines reaped the benefits of low fuel prices in 2015, big-picture strategy related to fleet efficiency planning and capacity is still being utilized to address the long-term impact of industry growth and fuel use.

In addition, some members of the aviation industry believe sustainable alternative jet fuels are a way to help address the challenges related to both fuel costs and environmental concerns by making more sustainable alternative jet fuels available in times of petroleum-based jet fuel shortages.

Although alternative fuels align with the aviation industry’s goals to mitigate GHG emissions, and such fuels have been proven at fractional blends, alternative fuels are still largely unproven as a complete replacement for petroleum-based jet fuel with regard to scalability in commercial aviation.

For more information on Delta’s approach to addressing climate issues and GHG emissions related to efficiency and fuel usage, please see Chapter 4 - Environmental Sustainability, pages 4-10 through 4-13.

COMPETITION AND MARKET PRICING

The airline industry is highly competitive, marked by significant competition with respect to routes, fares, schedules (both timing and frequency), services, products, customer service and frequent flyer programs.

Consolidation in the airline industry; the rise of well-funded government sponsored international carriers; changes in international alliances and the creation of immunized joint ventures have altered and will continue to alter the competitive landscape in the industry by resulting in the formation of airlines and alliances with increased financial resources, more extensive global networks and competitive cost structures.

According to IATA, about 1,300 airlines have been established in the last 40 years and the industry (measured by revenue) has doubled over the past decade from $369 billion in 2004 to more than $746 billion in 2014. Despite this growth, the industry as a whole continues to experience long-term profitability issues.

In part, difficulties insuring year-over-year profitability are driven by low-cost carriers (LCCs), who control approximately 25 percent of the worldwide market. Impacts of LCCs include service and route adjustments by larger airlines due to increased LCC market penetration.

In this highly competitive and volatile industry, airline reactions to these industry trends will affect long-term KPI Material Aspects and industry performance.

AVIATION SECURITY

The global scale, impact and reach of aviation make it vulnerable to a variety of security risks and issues including:

- Terror attacks, geopolitical conflict or security events
- Cybersecurity breaches or lapses in the security of our technology systems
As these trending aviation security risks grow, governments and industry must continue to work together to proactively manage and develop responsive security systems and infrastructure that ensure passenger, asset and business security.

**TERROR ATTACKS**

As discussed in Delta’s Annual Report on Form 10-K, terror attacks, geopolitical conflict and other security events have the potential to adversely affect the industry, resulting in a loss of life, assets and loss of passenger confidence requiring changes in global industry operations.

The attacks of September 11, 2001, and the aftermath materially impacted the airline industry. Despite significantly heightened security measures at airports and airlines, the airline industry remains a high profile target for terrorist groups. In addition, terrorist activity, such as the attacks in Paris in November 2015, can also impact the industry by discouraging tourism and air travel. Security events, whether from external or internal sources, also pose a significant risk to airline operators globally.

**CYBERSECURITY**

As information technology (IT) systems become increasingly interconnected and interdependent and critical systems become reliant on technology, cybersecurity continues to become a significant concern in aviation.

The airline industry relies on computer-based systems in both ground and in-flight operations. These systems are responsible for ensuring aircraft safety, operational safety and, ultimately, for ensuring service, reputation and the financial health of the industry.

According to PriceWaterhouseCooper's 2015 Global Airline CEO Survey, 85 percent of airline CEOs view cybersecurity as a significant risk, likely reflecting the highly sensitive nature of flight systems and passenger data.

In addition, Tony Tyler, former Director General and CEO of IATA, has publicly stated that regulators have to work with airlines to develop a global security system that adopts “an end-to-end risk-based approach.” IATA’s position is that the industry can effectively deal with most attacks by focusing efforts on prioritizing and allocating resources to protect the airlines’ most valuable assets.

In the interim, without any uniform industry standards in place, each airline should consider how to reduce the risk of a cyber attack and how to deal with one if it happens.

For more information on Delta’s approach to addressing cybersecurity and customer security issues, please see Chapter 8 - Delta Customers.

**EXTERNAL INDUSTRY COMMITMENTS & ASSOCIATIONS**

Delta understands that increased transparency through corporate sustainability reporting helps us effectively engage with stakeholders, resulting in continuous improvement to our business over the long-term.

Actively supporting global ESG transparency standards and corporate ESG indices, we report to GRI, CDP (formerly Carbon Disclosure Project) and Climate Registry standards, and participate in Dow Jones Sustainability Index (DJSI), FTSE4Good and other ESG index assessments.

In 2012, Delta became the first global airline to join The Climate Registry and became the first airline to successfully verify greenhouse gas emissions inventories from 2005 through 2010. In addition, we annually provide responses to various stakeholder ESG questionnaires and are assessed annually by global sustainability indices including the Human Rights Campaign Corporate Equality Index, and have been listed on the DJSI for five consecutive years.

Delta is also a member of aviation industry groups directly addressing climate change issues including IATA, and the Center for Climate and Energy Solutions (C2ES) Business Environmental Leadership Council (BELC).
### 2015 COMPLIANCE GOALS

**SPILLS COMPLIANCE**  
**GOAL:** Class I + Class II Spill Goal = 100  
- 2013: 78  
- 2014: 81  
- 2015: 95  

**ACHIEVED:** The increase in spills from 2014 to 2015 is reflective of expanded operations.

**AIR QUALITY COMPLIANCE**  
**GOAL:** Monitoring and improvement of air quality at airports to achieve regulatory compliance  
- 2013: 100%  
- 2014: 100%  
- 2015: 100%  

**ON-TRACK:** Compliance was achieved at all airports.

**NOTICES OF VIOLATIONS (NOVs) COMPLIANCE**  
**GOAL:** 2 notices  
- 2013: 4  
- 2014: 5  
- 2015: 7  

**ROOM FOR IMPROVEMENT:** Seven NOVs were received, none resulted in monetary penalty.

### 2015 ENERGY GOAL

**ENERGY REDUCTION GOAL**  
**GOAL:** Year-over-year Scope 2 energy usage reduction  
- 2013: 571,399 MWH  
- 2014: 561,312 MWH  
- 2015: 553,076 MWH  

**ACHIEVED:** Ongoing efficiency projects and upgrades will continue to contribute to reductions.

### 2015 WASTE GOALS

**HAZARDOUS WASTE GENERATION**  
**GOAL:** Year-over-year reduction  
- 2013: 1,105 TONS  
- 2014: 1,405 TONS  
- 2015: 1,465 TONS  

**ACHIEVED:** At year end, despite growth of our operations, hazardous waste generation decreased.

**NON-HAZARDOUS WASTE GENERATION**  
**GOAL:** Year-over-year improvement  
- **IN TONS**  
  - 2013 (LANDFILLED): 827  
  - 2014 (RECYCLED): 42.8  
  - 2015 (UPCYCLED): 17.3  

**ROOM FOR IMPROVEMENT:** Landfilled waste increased due to expanded operations; however, total recycling/upcycling also increased.

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For more in-depth information on individual Environmental KPI Material Aspects, please see Chapter 4 - Environmental Sustainability. For information on all KPI Material Aspect boundaries, please see Chapter 2 - Stakeholder Engagement, pages 2-3 and 2-4.
2015 CLIMATE CHANGE GOALS

ABSOLUTE EMISSIONS REDUCTION
IATA ALIGNED GOAL: Reduce net aviation CO₂ emissions 50 percent by 2050, relative to 2005 levels

CARBON-NEUTRAL GROWTH
IATA ALIGNED GOAL: Cap net international aviation CO₂ emissions from 2020

FUEL EFFICIENCY
IATA ALIGNED GOAL: Improve fuel efficiency an average of 1.5% per year from 2009 to 2020

ROOM FOR IMPROVEMENT: Fuel efficiency has improved overall by 6 percent based on gallons per 100 RTM since 2009, and 4.4 percent based on gallons per 1,000 ASM since 2009. Delta continues to pursue initiatives to enhance fuel efficiency towards achieving the IATA goal

ON TRACK: Delta purchased and retired carbon offsets in 2013, 2014 and 2015 to achieve carbon-neutral growth compared to 2012

ON TRACK: Since 2005, absolute emissions have been reduced by 14 percent. Fuel savings and other initiatives in 2015 reduced emissions by 115,000 metric tons below projections

For more in-depth information on individual Environmental KPI Material Aspects, please see Chapter 4 - Environmental Sustainability. For information on all KPI Material Aspect boundaries, please see Chapter 2 - Stakeholder Engagement, pages 2-3 and 2-4.
2015 CUSTOMER GOALS

CUSTOMER SAFETY — NEW FOR 2015
GOAL: Proactively reduce risks by identifying, assessing, mitigating and/or eliminating hazards that may cause incidents, accidents, or injuries to customers

ACHIEVED: Despite Flight 1086 veering off of an icy runway in New York, no serious injuries to customers were reported

2015 COMMUNITY GOALS

COMMUNITY ENGAGEMENT AND SUPPORT
GOAL: Support six pillar causes through a commitment to give back to the communities where we live, work and serve

ACHIEVED: Achieved and growing across all six pillars

2015 SUPPLY CHAIN GOALS

SUPPLIER ESG ASSESSMENT
GOAL: Apply environmental, social and governance (ESG) guidelines and protocols during all assessments

ACHIEVED: At year end all supplier assessments utilized our Supplier Code of Conduct and Supplier Sustainability Guidelines

2015 DELTA CORPORATE RESPONSIBILITY REPORT
STAKEHOLDER ENGAGEMENT | 2 - 11
2015 EMPLOYEE GOALS

EMPLOYEE SATISFACTION
GOAL: Achieve 85 percent employee satisfaction

ACHIEVED: Since 2013 employee satisfaction has continued to rise

EMPLOYEE SAFETY
GOAL: Achieve a 3 percent improvement in the Global Injury rate over 2014

ACHIEVED: Delta exceeded the goal by achieving a 5 percent improvement; 2015 improvement score caps three successive years of record-setting improvements achieved through proactive work-related safety initiatives

2015 LABOR GOALS

PERFORMANCE MANAGEMENT
GOAL: Achieve 95 percent completion rate for employee performance management

ACHIEVED: At year end we achieved a 96 percent completion rate

2015 FINANCIAL GOALS

CORPORATE FINANCIAL PERFORMANCE
GOAL: Return at least $1.38 billion of capital to our shareholders

$5.9B PRE-TAX INCOME UP 29% FROM 2014

$1.5B PROFIT SHARING TO 84,000 GLOBAL EMPLOYEES

$2.6B IN DIVIDENDS AND SHARE REPURCHASES

ACHIEVED: In 2015 our financial performance remained positive, and we were able to reward 84,000 global employees with the largest profit-sharing payout in airline industry history

For more in-depth information on Employee and Financial KPI Material Aspects please see Chapters 5 and 9. For information on all KPI Material Aspect boundaries please see Chapter 2 - Stakeholder Engagement, pages 2-3 and 2-4.
Corporate governance at Delta empowers us to put the structure and tools in place to make our people successful. We have the best people in the business. Led by our core values as outlined in the Rules of the Road, we possess an ethical foundation that supports and enhances the Delta culture at every level of the company.

— Glen Hauenstein, President
Delta Air Lines

GOVERNANCE & ETHICS

IN THIS CHAPTER:
- Governance
- Board of Directors
- Board Composition
- Board Management & Review
- Board & Stakeholder Interaction
- Remuneration & Compensation Management Approach
- Employee Compensation
- ESG Sustainability & Responsibility
- Executive Environmental Leadership Council
- Board Sustainability Literacy
- Ethics & Integrity Approach
- Ethics, Anti-Corruption & Labor Practices Management Approach
- Ethics & Compliance HelpLine
Delta believes that having the right people, principles and guidelines in place is extremely important. In fact, this has helped us secure our current position as one of the world’s most admired airlines.

At Delta, we are proud of our history of good corporate governance. To learn more about our corporate structure, policies, processes and procedures, please visit our investor relations page at www.ir.delta.com.

Online Governance Documents Include:
- Certificate of Incorporation
- Bylaws
- Director Independence Standards
- Audit Committee Charter
- Corporate Governance Committee Charter
- Finance Committee Charter
- Personal and Compensation Committee Charter
- Safety and Security Committee Charter
- Employee Code of Ethics and Business Conduct
- Stock Ownership Guidelines
- Corporate Governance Principles

In addition, we make available on our website all relevant documents filed with the United States Securities and Exchange Commission (SEC), including our Annual Report on Form 10-K and Proxy Statements for each annual meeting. These filings contain detailed information about our activities, including financial performance, business strategy and executive compensation.

**BOARD OF DIRECTORS**

The business of Delta is managed under the direction and oversight of the Board of Directors, the members of which are elected annually by stockholders.

Delta’s Board of Directors is our highest governance body and sound corporate governance practices provide an important framework on which the Board fulfills its responsibilities. This framework is established in our Corporate Governance Principles. The Board reviews these Principles annually or more often if deemed necessary or appropriate.

To avoid conflicts of interest, meetings of the Board and its committees are conducted in a manner that ensures open communication, meaningful participation and timely resolution of issues. Directors review available materials concerning matters to be acted upon well in advance of meetings. Advance notification allows ample time for preparation.

The committees of the Delta Board include the Audit Committee, Corporate Governance Committee, Finance Committee, Personnel and Compensation Committee, and Safety and Security Committee. These committees focus on particular Board responsibilities. For more information on the responsibilities of each committee, please visit our investor relations page at www.ir.delta.com.

**BOARD COMPOSITION**

The Corporate Governance Committee recommends nominees for election to the Board of Directors who have the skills and experience to assist management in the operation of Delta’s business. The Corporate Governance Committee and the Board assess potential nominees (including incumbent directors) based on factors such as the individual’s business experience, character, judgment, diversity of experience, international background and other matters relevant to the Board’s needs and objectives at the particular time. Independence, financial literacy and the ability to devote significant time to Board activities and to the enhancement of the nominee’s knowledge of Delta’s business are also factors considered for Board membership.

**RULES OF THE ROAD**

Our Rules of the Road are the foundation of our core values and principles. Rules of the Road also outline expectations for modeling leadership at every level of the company.
BOARD MANAGEMENT & REVIEW

The Board of Directors counsels management and monitors for performance and adherence to corporate standards.

The Board of Directors and each of its committees conducts an annual self-evaluation. This evaluation includes a review of performance with respect to governance of economic, financial, operational, environmental and social topics. The specific input process varies from year to year in order to promote critical and productive self-evaluation. After self-evaluation the Board and each committee review the results and appropriate actions are taken to address any areas of concern.

Delta’s business is conducted by its employees, managers and officers under the direction of the Chief Executive Officer (CEO). The roles of the CEO and the Chairman of the Board are separate at Delta. The Chairman chairs Board meetings and has such other duties as the Board deems appropriate, which may include the responsibilities of the Chairman described in our Corporate Governance Principles located at www.ir.delta.com.

Since 2003 Delta has elected a chairman separate from the CEO. From 2003 to 2016, including 2015, the chairman has been an independent, non-executive role. In 2016, upon his retirement as CEO, Richard Anderson assumed the role of Executive Chairman and we appointed an independent non-executive Lead Director. Similar to the role of the non-executive chairman, the independent Lead Director plays an important governance leadership role that enhances long-term stockholder value. For more information on the separation of roles between the CEO and Chairman, please see our Corporate Governance Principles.

In 2015 the Board held five regular meetings, seven special meetings and also met in executive sessions without management.

Currently, the Board is made up of 14 members, 11 of whom are independent. Three independent members retired from the Board at our 2016 annual meeting. For a complete list of board members, please see the investor relations section of our website at www.ir.delta.com.

In 2015, no critical Environmental, Social or Governance (ESG) concern or issue required Board attention or action. Should a material ESG concern arise during any given year, the Board or an appropriate committee would be informed by the Executive Environmental Leadership Council or another management designee.

BOARD & STAKEHOLDER INTERACTION

The Board also considers, as appropriate, the concerns of other stakeholders and interested parties, including employees, customers, suppliers, government officials and the public at large. Individual directors may, from time to time, meet or otherwise communicate with Delta stakeholders; however, Board members only communicate with external stakeholders with the approval of management or the Chairman of the Board. In addition, stockholders and other interested parties may communicate with Delta’s non-management directors via e-mail at nonmgmt.directors@delta.com. Communications with non-management directors may also be mailed to:

   c/o Law Department, 981
   Attn: Chief Legal Officer
   1030 Delta Boulevard
   Atlanta, GA 30354

REMUNERATION & COMPENSATION MANAGEMENT APPROACH

Executive compensation at Delta is dependent on Delta’s performance and is aligned with compensation for all employees. The Personnel & Compensation Committee of the Board of Directors sets performance evaluation criteria and compensation for the CEO, and also reviews and approves compensation for other officers. The committee also produces an annual report on executive compensation for inclusion in Delta’s proxy statement, in accordance with the rules and regulations of the SEC. Achievements of operational and financial performance goals are essential to Delta success. These goals drive payouts to employees under the Profit Sharing Program and Shared Rewards Programs and are incorporated in Delta’s annual management incentive plan. If no profit sharing is paid to Delta employees in a given year, then payouts under the management incentive plan are capped at target award levels. This structure provides management with incentives to deliver value to Delta shareholders, customers and employees, and aligns their interests with those of employees.
EMPLOYEE COMPENSATION

Delta is firmly committed to a policy of equal employment opportunity. The company prohibits discrimination based on race, color, religion, national origin, creed, age, sex, pregnancy, disability, genetic information, marital or familial status, sexual orientation, gender identity, citizenship status, veteran status, arrest record, political affiliation, status with regard to public assistance and other characteristics that may be protected by law. Delta’s policy of equal employment opportunity and non-discrimination applies to every aspect of employment, including compensation. All employment decisions, including compensation decisions, are based on legitimate business reasons and work-related criteria, not on protected personal traits or characteristics.

Delta’s hourly employees are paid on a published pay scale with increases granted based on the time in the position and their step on the scale. Salaried employees are granted increases when the company establishes a merit pool. Funds from the pool are distributed based on factors such as relative contribution, and employee pay relative to his/her position within the job grouping. The process is designed to ensure decisions are objective and without bias.

In addition, Delta is committed to investments in base pay and provides a total compensation package. On April 1, 2015, nearly all Delta frontline employees worldwide received an increase in base pay of 4 percent at the top of the scale and 3 percent at other steps.

Base pay for international front-line employees not covered by industry, government or union collective agreements was increased by 2 to 3 percent. In addition, on December 1, 2015, eligible merit employees received a base pay rate increase of 14.5 percent. Combined with the April 2015 increase, pay rates for most merit employees are up 18 percent or more over 2014.

With a strong pay for performance culture and a track record of continued base pay rate increases, Delta’s pay philosophy aligns business success with employee total compensation, while enabling base pay rates which are highly competitive.

PROFIT SHARING

In 2016, Delta paid $1.5 billion to eligible employees under the company’s annual profit sharing program. This payout, based on 2015 profit, was the highest in Delta’s history, and was also the largest amount paid by any company. Profit sharing payouts in 2015 provided employees with a payment equal to 16.58 percent of their eligible earnings. Delta’s profit sharing program is one of the most generous in the industry and recognizes the achievement of our employees in meeting Delta’s financial targets for the year.

The Shared Rewards program provides a payout of $25 for meeting or exceeding one goal, $75 for two and $100 for all three, with a maximum payout of $1,200 per year for U.S. based employees. Eligible international employees participate in Shared Rewards with target payout values appropriate for each country.

In 2015, the three operational goals were met 35 times. This meant Delta employees received Shared Rewards payouts of $1175 for the year totaling approximately $94.9 million in shared rewards.

STOCK OWNERSHIP

In 2014, Delta implemented an Employee Stock Purchase Plan (ESPP). This plan allows employees to elect payroll deductions to purchase Delta stock.

ESG SUSTAINABILITY & RESPONSIBILITY

Delta’s stakeholders expect us to produce sustainable and responsible positive financial results while investing in healthy communities, maintaining a robust workforce and protecting natural environments. Collectively, these expectations drive our approach to ESG sustainability and responsibility. For this reason, ESG sustainability at Delta is defined as:

“Meeting the company’s financial goals of growth and profitability over time through innovative business practices that minimize the environmental impact of Delta operations and promote the health, welfare and productivity of the individuals and communities we employ and serve.”
Delta has an Executive Environmental Leadership Council (EELC) made up of senior leaders who help to establish and support sustainability and corporate responsibility policy, and strategy and action plans that address risks and opportunities annually.

Seeking continuous improvement, including self-evaluation and risk mitigation related to ESG, in 2015 the EELC met three times to further align and direct sustainability and climate change issues and initiatives.

2015 EELC issues included:
- Industry engagement on climate change policy at the International Civil Aviation Organization (ICAO)
- Performance against the International Air Transport Association’s 1.5 percent fuel efficiency improvement goal
- Climate change and biofuel strategy and action plan
- Stakeholder engagement on sustainability
- Environmental partnerships including carbon offsets from The Nature Conservancy
- Sustainability reporting and disclosures through the Corporate Responsibility Report, the CDP, the Dow Jones Sustainability Index and corporate customer questionnaires

EELC leader members include:
- Chief Operating Officer
- Chief Financial Officer
- Corporate Communications
- Corporate Real Estate
- Fleet Strategy and Transactions
- Flight Operations
- Fuel Optimization
- Government Affairs
- Legal
- Marketing
- Safety, Health and Environment
- Safety, Security and Compliance
- Supply Chain Management
- Technical Operations

While day-to-day environmental events are addressed by the affected operational division, the EELC serves as the primary non-operational governance body responsible for addressing ESG policy risks.

In 2015 the EELC received no reports of critical ESG concerns or issues. However, Delta remains aware of concerns related to the impact of greenhouse gas emissions and climate change from the aviation industry. In recognition of these concerns Delta is actively engaged with ICAO efforts to establish an efficiency standard and a carbon-neutral growth initiative.

The Board recognizes the importance of continuing education and encourages members to take advantage of education opportunities at Delta’s expense.

Additionally, the Board remains in touch with stakeholder concerns through a number of communication processes.

The Board and the EELC are also regularly briefed on trends related to material issues and of stakeholder ESG concerns. Relating directly to ESG, the Board enhances its knowledge by:
- Reviewing EELC reports on industry and general trends related to strategies, goals and performance
- Reviewing other Delta governance body reports
- Overseeing EELC efforts to develop, approve and update the corporate vision, values, strategies, policies and goals

Delta conducts its business ethically and in compliance with the law. This non-negotiable policy is critical to maintain Delta’s high level of performance as well as our well-earned reputation for excellence and integrity.

The “Delta Difference” separates our company and our people from our competitors. Since 1928, Delta people have worked diligently to build our record and reputation for delivering safe, high-quality service, and
for acting with honesty, integrity and professionalism in all we do. We are proud of this legacy.

Our culture of treating others with dignity and respect and doing what is right continues to make Delta a great place to work. At Delta we all have a responsibility to protect and enhance our reputation, culture and brand each and every day. Individually and collectively, we are the Delta Difference. Delta’s primary guides are:

- **Rules of the Road** are the foundation of our core values and principles. Rules of the Road also outline expectations for modeling leadership at every level of the company.

- **The Way We Fly** outlines our basic expectations of each other as employees.

- **The Code of Ethics and Business Conduct** defines how we conduct business around the world.

These documents describe and reinforce the fundamental values and basic behaviors required of all Delta employees, as well as what employees can expect of Delta in return.

Our Rules of the Road are at the heart of everything we do. It defines clear unifying behaviors that are our cultural foundation.

The Way We Fly helps us put our culture into practice. It outlines the basic expectations of trust, dignity, respect, common sense and good judgment.

The Delta Code of Ethics and Business Conduct provides the people of Delta, our subsidiaries and affiliates worldwide with a summary of standards for business conduct so that each of us understands the basic rules that apply. The Code also describes some of the resources available that help us maintain our standards. In this way, we can help ensure that our actions never fall short of our legal and ethical commitments.

These documents are the centerpiece of our company-wide compliance program and are supported by our Board of Directors and senior officers.

**ETHICS, ANTI-CORRUPTION & LABOR PRACTICES MANAGEMENT APPROACH**

Delta is committed to lawful and ethical conduct. We expect all Delta employees and agents to act accordingly when conducting our business, including in jurisdictions outside the United States. Delta’s Code of Ethics and Business Conduct as well as our Foreign Anti-Corruption and Anti-Bribery Compliance Policy go beyond compliance with the U.S. Foreign Corrupt Practices Act. Delta prohibits bribes to anyone, anywhere in the world, for any reason.

In 2013, Delta implemented an online Foreign Anti-Corruption and Anti-Bribery Compliance training to supplement in-person anti-corruption and anti-bribery training already in place. In 2015, Delta reviewed and updated our Foreign Anti-Corruption and Anti-Bribery Compliance Policy.

Also in 2015, we updated our online foreign anti-corruption and anti-bribery compliance training course and identified a specific target audience required to complete the course. This target audience was expanded to include subsidiaries and General Sales Agents.

**ETHICS & COMPLIANCE HELPLINE**

At Delta, we are committed to creating a great place to work by maintaining an Open Door Policy. Each employee is encouraged and expected to raise concerns if he or she becomes aware of practices or work environments that do not meet Delta’s expectations, particularly for issues like safety, harassment and discrimination. Employees are encouraged to speak directly to their leader about questions or concerns. While employees are encouraged to speak first with their immediate leader, employees may work through divisional and corporate leadership as appropriate, speak directly with their Human Resources professional or the Equal Opportunity department, or contact Delta’s Ethics & Compliance HelpLine.
The Delta Ethics and Compliance HelpLine was established to facilitate the reporting of conduct that may be unethical, illegal, a violation of professional standards or contradictory to Delta’s Code of Ethics and Business Conduct. The HelpLine is available to employees, customers, vendors and others in a business relationship with Delta, operating 24 hours a day, seven days a week. It is answered by The Network, a NAVEX Global company, an independent, third-party operator.

All calls to the Ethics and Compliance HelpLine can be made anonymously, and procedures ensure that confidentiality will be maintained to the extent consistent with Delta’s obligations under law.

On-the-job concerns including labor practices or complaints of harassment and discrimination, can be reported to the Delta Ethics and Compliance HelpLine.

The Delta Ethics and Compliance HelpLine can be accessed via the web at https://iwf.tnwgrc.com/delta or via toll-free global telephone numbers found on our investor relations page www.ir.delta.com.
ENVIRONMENTAL SUSTAINABILITY
At Delta, sustainability means meeting the company’s financial goals of growth and profitability through innovative business practices that minimize the environmental impact of our operations and promote the health, welfare and productivity of the individuals and communities we serve and employ.

— Christine Boucher, Managing Director Global Environment, Sustainability & Compliance
At Delta, we understand our responsibility to minimize the environmental impact of our operations and to conduct our business in an environmentally sustainable manner. As a business, we do this by addressing our environmental, social, and governance (ESG) issues with combined global strategies. Our environmental strategies directly address aircraft emissions and fuel efficiency, resource conservation, waste minimization and environmental compliance. They are driven by the daily actions of our people in the air and on the ground.

We also recognize the environmental challenges facing our society and are committed to engaging and working with industry and governmental leaders as well as non-governmental organizations to address these issues. To meet our commitments we focus on the main environmental areas material to our stakeholders. These areas include: compliance, waste, climate change and greenhouse gas (GHG) emissions, and energy usage.

**GRI MATERIAL**

**ENVIRONMENTAL ASPECTS**

**COMPLIANCE**

Compliance at Delta means acting in a responsible manner that complies with all environmental laws and regulations that govern the airline industry.

**WASTE**

As a component of our compliance commitments, we recognize that due to our complex business and maintenance operations we have an opportunity to further support the communities in which we operate by addressing and minimizing where possible our waste streams.

**ENERGY**

Our business operations depend on the efforts of hardworking Delta people at airport stations, maintenance facilities and in our offices. While we are limited in our ability to control or influence many of the facilities in which we operate, we recognize that controlling our consumption not only affects our bottom line, it also helps to reduce our global climate impact.

**CLIMATE CHANGE & GREENHOUSE GASES**

As a leader in the airline industry we acknowledge that our business operations contribute to global climate issues. Because of this we actively engage industry and governmental leaders to address climate issues and policy development while also seeking opportunities to advance continuous improvement through innovation.

**ENVIRONMENTAL COMPLIANCE MANAGEMENT APPROACH**

At Delta, acting in a sustainably responsible manner includes our commitment to complying with all environmental laws and regulations that govern the airline industry and all localities in which we operate. We also understand that this is a minimum requirement; therefore, where there is an absence of government regulation, Delta is committed to operating in an environmentally responsible manner as defined by the best practices of the aviation industry.

In addition to strictly adhering to regulatory guidelines, Delta also seeks to ensure proactive compliance by employing internally developed, robust management tools and standards. These compliance tools and standards include:

- An Environmental Audit Program
- An Environmental Programs Manual (EPM)
- An Environmental Management System (EMS)

One additional aspect of our approach to environmental compliance is developing annual environmental compliance goals. These annual goals provide a layer of accountability while also allowing us to work toward continuous compliance and improvement. Annual compliance goals include:

- Spills – count and volume
- Notices of Environmental Violations/Non-compliances
- Environmental Management Information System (EMIS) Core Task On Time Completion
- Air Quality Compliance
- Waste Handling – Hazardous Waste Compliance

Our efforts working toward continuous environmental compliance also include communicating progress on goals. Internal communication occurs on a monthly and quarterly basis with leadership. In an effort to be transparent with all stakeholders, we share progress on an annual basis in this report. Our 2015 Environmental Compliance KPI Material Aspect goals, and progress against these goals, can be found on page 2-9 of this report.

One final step in our compliance approach is the day-to-day work of our Environmental Coordinators (ECs).
Our ECs, located at airports and in Delta maintenance locations, are an important part of our operational compliance line of defense. Responsibilities of this position include ensuring compliance of operations and coordinating environmental actions on a daily basis.

Other specific EC responsibilities include conducting inspections, maintaining recordkeeping and coordinating environmental responses. Additionally, ECs serve as liaisons to airport environmental staff and regulatory authorities and are responsible for overseeing contractors whose actions may directly impact the environment. Finally, seeking continuous improvement, ECs are also responsible for communicating compliance efforts to operating divisions and leadership at their respective stations.

COMPLIANCE TOOLS

AUDITS
Delta believes that a robust system of continuous environmental auditing promotes accountability and environmental awareness throughout our operational system.

Audits also enable improvement through education and awareness as audit team findings, concerns and on-site observations are communicated to station and divisional leaders. This process of education and awareness through audits ultimately allows us to work toward continuous compliance by identifying operational and process improvements at station and maintenance facilities.

ENVIRONMENTAL PROGRAMS MANUAL (EPM)
To further improve environmental regulatory compliance and awareness, Delta utilizes an internally developed manual that contains site-specific, as well as system-wide, compliance policies and procedures — the Environmental Programs Manual (EPM). The EPM helps to ensure compliance by providing on-site guidance for adherence to all applicable environmental regulations.

Additionally, the EPM is managed at a corporate level and frequently updated to ensure that all applicable federal, state and local environmental regulations are incorporated and that they provide a consistent set of guidelines and best management practices for all Delta operations.

ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)
Delta’s Environmental Management System (EMS) is also an internally developed management tool that is used to proactively manage and track station-specific compliance tasks. The EMS helps to ensure that airport stations establish and maintain best operational practices for environmental compliance documentation and monitoring.

The EMS includes descriptions for all airport station environmental roles and responsibilities, including tasks and requirements. This station-focused environmental compliance management tool also includes assessment and identification of environmental aspects and impacts, as well as inspection and documentation of control requirements.

Additionally, working in coordination with the EMS is our Environmental Management Information System (EMIS). The EMIS uses a commercial off-the-shelf (COTS) web-based compliance tracking tool to provide an additional layer of compliance support for stations. The EMIS allows for online compliance information and data entry while also allowing required reporting to be tracked and monitored by corporate, divisional and station leaders.

ANNUAL COMPLIANCE GOALS
SPILLS AND OTHER ENVIRONMENTAL COMPLIANCE
Delta is committed to reducing or eliminating the potential for spills to reach the environment from our operations. Working toward continuous improvement, Delta’s environmental operations policies include strict management and handling procedures for all materials in an effort to prevent any harmful substances from entering the environment. Our policies also include regulatory response guidelines that strictly adhere to mitigation procedures in the event of a spill.

Policies and procedures include guidelines for storing and handling of all Delta-required operational substances and materials. This includes petroleum products like jet fuel, diesel fuel, gasoline and hydraulic fluid as well as other substances such as glycol-based deicing fluids.

While we strive for zero incidents annually, in the event of an unavoidable spill, Delta personnel are trained to respond in accordance with internally approved processes and procedures that align with all applicable regulatory requirements.

At Delta, our first step in compliance is implementation
of policies and procedures designed to prevent spills from occurring. However, in the event of an unavoidable spill, our first required response is to manage the spill in an environmentally responsible manner, followed by containment of the spill and initiation of cleanup. After the spill has been contained and cleanup has begun, Delta then completes all required regulatory reporting and documentation of the incident. Next, involved personnel are then required to communicate the incident to station and division leadership.

After spills have been managed in a responsible manner, including cleaning up the environment, corporate environmental managers comprehensively analyze the entire incident. The goal of analysis is to identify opportunities that will allow us to develop enhanced corrective actions and avoid spill recurrence.

Seeking continuous improvement year-over-year, in 2015 Delta set spill goals for four operating divisions. These divisions and goals were as follows:
- Airport Customer Service (ACS) 74 spills
- Delta Connection Carrier (DCC) 19 spills
- Safety, Health & Environment (SHE) 0 spills
- Technical Operations (TOC) 7 spills

While the 2014 CRR noted Corporate Real Estate as a tracked division, in 2015 we decided that tracking spills from our Delta Connection Carriers (partners), rather than Corporate Real Estate, would provide a more accurate view of our potential to mitigate the risks and impacts of spills reaching the environment.

To continually assess our progress on spills in an effort to minimize our overall environmental impact, spill performance is tracked throughout the year and reported to leadership.

Other reportable environmental compliance areas include effluent, emissions and waste, but can include any regulated material that may enter the environment.

PROGRESS ON SPILLS & OTHER ENVIRONMENTAL COMPLIANCE GOALS
We are committed to reducing or eliminating the potential for spills and accept the responsibility of responding and cleaning up spills and affected environmental media. Where required under spill reporting guidelines, we report incidents to local, state and federal regulatory agencies.

Additionally, we investigate all Class I and II spills to determine root causes and identify contributing factors. These proactive actions help us continually develop corrective action plans for all of our stations and our wider operational system.

In 2015, Delta experienced a slight increase in the number of Class I and Class II Reportable Spills compared to 2014. This is attributable to incorporating our Delta Connection Carriers into our spill goal.

TOTAL NUMBER AND VOLUME OF SIGNIFICANT SPILLS
The following table breaks out the number of spills by division, material spilled and volume.

<table>
<thead>
<tr>
<th>SPILL MATERIAL</th>
<th>ACS</th>
<th></th>
<th>DCC</th>
<th></th>
<th>SHE</th>
<th></th>
<th>TOC</th>
<th></th>
<th>TOTAL</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>COUNT</td>
<td>VOLUME (GALS)</td>
<td>COUNT</td>
<td>VOLUME (GALS)</td>
<td>COUNT</td>
<td>VOLUME (GALS)</td>
<td>COUNT</td>
<td>VOLUME (GALS)</td>
<td>COUNT</td>
<td>VOLUME (GALS)</td>
</tr>
<tr>
<td>Diesel/Gasoline</td>
<td>6</td>
<td>125</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td>125</td>
</tr>
<tr>
<td>Glycol</td>
<td>11</td>
<td>987</td>
<td>7</td>
<td>1,325</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>10</td>
<td>19</td>
<td>2,322</td>
</tr>
<tr>
<td>Hydraulic Fluid</td>
<td>9</td>
<td>173</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>9</td>
<td>173</td>
</tr>
<tr>
<td>Jet A Fuel</td>
<td>15</td>
<td>269</td>
<td>14</td>
<td>197</td>
<td>0</td>
<td>0</td>
<td>18</td>
<td>534</td>
<td>47</td>
<td>1,000</td>
</tr>
<tr>
<td>Lav Fluid/Waste</td>
<td>8</td>
<td>187</td>
<td>2</td>
<td>11</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>10</td>
<td>198</td>
</tr>
<tr>
<td>Other*</td>
<td>1</td>
<td>8</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>301</td>
<td>1</td>
<td>5</td>
<td>4</td>
<td>314</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>50</strong></td>
<td><strong>1,749</strong></td>
<td><strong>23</strong></td>
<td><strong>1,533</strong></td>
<td><strong>2</strong></td>
<td><strong>301</strong></td>
<td><strong>20</strong></td>
<td><strong>549</strong></td>
<td><strong>95</strong></td>
<td><strong>4,132</strong></td>
</tr>
</tbody>
</table>

* aqueous film forming foam, antifreeze, engine oil, industrial waste water, varsol
Delta’s 2016 goal for spills is as follows:

- Airport Customer Service (ACS) 48 spills
- Delta Connection Carriers (DCC) 22 spills
- Safety, Health & Environment (SHE) 1 spill
- Technical Operations (TOC) 19 spills

RECORDED SPILLS AND SPILL GOALS

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class I1 Recorded Spills</td>
<td>35</td>
<td>38</td>
<td>41</td>
</tr>
<tr>
<td>Class II2 Recorded Spills</td>
<td>43</td>
<td>43</td>
<td>54</td>
</tr>
<tr>
<td>TOTAL RECORDED SPILLS (CLASS I + CLASS II)</td>
<td>78</td>
<td>81</td>
<td>95</td>
</tr>
<tr>
<td>Regulatory Reportable Spills3</td>
<td>17</td>
<td>22</td>
<td>28</td>
</tr>
</tbody>
</table>

ANNUAL SPILL GOAL (CLASS I + CLASS II) 55 69 1004

1. Class I: any spill that reaches soil and/or water and/or any spill equal to or greater than 25 gallons.
2. Class II: any spill that is equal to or more than 5 gallons, but less than 25 gallons and does not reach soil and/or water.
3. Spill that is reported to a regulatory authority under local, state or federal spill reporting guidelines.
4. Includes 19 spills for Delta Connection Carriers

IMPROVING AIR QUALITY

With the goal of continuous monitoring and improvement of air quality at airport locations, station level air quality efforts focus on achieving regulatory compliance with local, state, city, county and district requirements that impact Delta operations. To ensure compliance, Delta contracts third-party certified environmental professionals to review and audit airport station air quality compliance programs.

Airport station audits include a multi-faceted inspection and audit of both emissions records and work practices. Emission audits ensure Delta’s continuous improvement and air quality compliance.

OZONE-DEPLETING SUBSTANCES (ODS)

An ozone-depleting substance (ODS) is a chemical substance that has been shown to destroy stratospheric ozone. These substances are commonly found in aerosol products, foams and fire extinguishers. They are also used as refrigerants and in air conditioning and cooling equipment.

Delta tracks stationary and mobile equipment that contains ODS Class I or II refrigerants by issuing a unique identifier number. Because these units contain regulated substances, only certified technicians may perform maintenance that involves accessing the refrigerant containing circuits.

During required maintenance and servicing, all appropriate measures are taken to prevent a release to the atmosphere. Where feasible, Delta acquires or retrofits equipment that contains a substitute refrigerant with a lower global warming potential.

NOTICES OF VIOLATION

In 2015, seven Notices of Violation (NOV) were received from environmental regulatory agencies associated with waste management, wastewater permit conditions and aircraft drinking water compliance. No NOVs resulted in a monetary penalty to the company. However, in 2015, four NOVs were associated with routine potable water samples collected under the Aircraft Drinking Water Rule. These NOVs were addressed and closed following corrective action disinfection and follow up sampling of each aircraft.

Two of the seven NOVs were associated with permit conditions at the Atlanta Technical Operations Center wastewater treatment facility. The first NOV involved an exceedance of the permitted wastewater discharge limit for cadmium and the second NOV was for a late submission of a self-monitoring report.

Additionally, one of the seven NOVs received was for late reporting associated with a failure to provide copies of waste tire manifests during a waste inspection at one of our California stations. In total, all seven NOVs were promptly resolved with the appropriate regulatory authority and practices were established to reduce or eliminate the likelihood of a reoccurrence.

NOTICES OF VIOLATIONS/NON-COMPLIANCE

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notices of Violation Goal</td>
<td>4</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Non-Compliance/Permit Exceedences Goal</td>
<td>0</td>
<td>4</td>
<td>*</td>
</tr>
</tbody>
</table>

PERFORMANCE (by year)

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Notices of Violation</td>
<td>4</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Non-Compliance/Permit Exceedences</td>
<td>5</td>
<td>1</td>
<td>*</td>
</tr>
<tr>
<td>Monetary Value ($) of significant fines</td>
<td>$20.5K</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

* With the goal of continuous operational improvement, in 2015, Delta did not set a goal for non-compliance/permit exceedances. This decision was made due in part to the limited number of historically reported incidents as well as the goal to focus on identifying and minimizing the occurrence of documentable compliance violations. Refocusing of our efforts has also allowed us to establish best practices for the avoidance of reportable regulatory violations.
Additionally, eight Delta facilities must file routine emissions inventory reports due to individual state requirements. This includes tracking five criteria pollutants that may contribute to climate change. These tracked and reported criteria pollutant emissions are:

- CO
- NO\textsubscript{x}
- PM
- SO\textsubscript{2} (Sox)
- VOC

As required by state regulations, Delta tracks and reports air pollutant emissions at eight stations. Most sites require regulatory reporting annually; however, one requires reporting every three years. The eight facilities are:

- **Delta Airport Stations & Technical Operations Centers**
  - **Airport Stations**
    - Atlanta, GA (annual combined reporting with technical operations)
    - Los Angeles, CA (not required by law in 2015)
    - Salt Lake City, UT (required reporting every three years)
  - **Technical Operations Centers**
    - Minneapolis, MN (annual reporting - combined with Technical Operations)

- **Delta Corporate Offices** - Atlanta, GA (annual reporting)
- **Delta Information Technology Center** - Minneapolis, MN (annual reporting)

**Delta Hibbing Reservation Center** - Hibbing, MN (annual reporting)

**Cincinnati, OH Airport Station** (not required in 2016)

While the emissions are not broken down by state, Delta’s total emissions from the eight monitored facilities are shown in the table below.

<table>
<thead>
<tr>
<th>CRITERIA POLLUTANT EMISSIONS(^*)</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>CO emissions</td>
<td>56.6</td>
<td>57.1</td>
<td>53.8</td>
</tr>
<tr>
<td>NO\textsubscript{x} emissions</td>
<td>124.8</td>
<td>112.6</td>
<td>103.5</td>
</tr>
<tr>
<td>PM emissions</td>
<td>11.6</td>
<td>10.4</td>
<td>10.9</td>
</tr>
<tr>
<td>SO\textsubscript{2} emissions</td>
<td>13.0</td>
<td>17.1</td>
<td>12.1</td>
</tr>
<tr>
<td>VOC emissions</td>
<td>261.6</td>
<td>182.0</td>
<td>128.4</td>
</tr>
</tbody>
</table>

\(^*\)2014 Column title “Priority Emissions” has changed to “Criteria Pollutant Emissions.” Neither the emission nor any of their corresponding reporting criteria has changed; however, the new column title now more closely reflects what we are reporting.

Additionally, Delta voluntarily reports and verifies our corporate GHG emissions on an annual basis to the Climate Registry and to the CDP. For more information on our verified GHG emissions, please visit the CDP website and the Climate Registry website.

**PROGRESS ON AIR QUALITY**

At the end of 2015, Delta was in compliance with all off-road mobile source equipment rules in California — which are the strictest U.S. standards — and proactively seeking to attain many forward-looking emission goals and standards.

To meet emissions compliance requirements, Delta’s off-road diesel fleet in California achieved an average of 5.4 grams per brake horsepower-hour (g/bhp-hr — a standard measure for heavy-duty and non-road engines) of nitrogen oxides (NO\textsubscript{x}), which is below the mandate of 5.6 g/bhp-hr required by January 2016. If an electric vehicle credit is included, then the fleet average attained was 4.7 g/bhp-hr which was achieved in part from a conversion of more than a third of off-road diesel fleet vehicles to electricity.

Another fleet category that helped us meet hydrocarbon (HC) and NO\textsubscript{x} goals proactively was the large spark ignition (LSI) engine used in forklift and non-forklift subsets. For the forklift group we achieved the mandate for HC and NO\textsubscript{x} emissions set at 1.1 g/bhp-hr with the attainment of an average fleet rate of 0.69 g/bhp-hr. We also anticipate that these HC/NO\textsubscript{x} numbers will continue to fall for forklifts with the planned retirement of older units. In addition, for the non-forklift group, we continued to meet the 2013 target of 2.5 g/bhp-hr through 2015.

Lastly, in 2015, we continued to achieve compliance with the diesel Air Toxics Control Measure (ATCM), and proactively achieved 2017 compliance with a particulate matter (PM) average of 0.15 g/bhp-hr for engines under 175 horsepower. We continue to invest in our fleet to achieve the target for 175-750 horsepower engines by January 2017.

All Delta regulatory air quality goals are aligned with California air emissions requirements. Delta does not establish goals for air quality beyond those required by regulation.
ENVIRONMENTAL WASTE MANAGEMENT APPROACH

At Delta, the waste generated from operations is both an integral component of our environmental compliance commitment and an additional opportunity to further reduce our overall environmental impact. Working toward this dual purpose, we continually assess our waste streams and waste handling operations to identify high value materials for reuse and recycling, as well as opportunities that will allow us to minimize what we send to landfill.

As a result of continuous operations and maintenance throughout the Delta system, we have identified four main waste streams varying by material type and regulatory handling requirements.

DELTA’S FOUR MAIN WASTE STREAMS

HAZARDOUS WASTE
Regulated and must be disposed of in accordance with applicable local, state and federal handling requirements

NON-HAZARDOUS WASTE
Non-regulated, cannot be recycled and must be sent to landfills

RECYCLABLE MATERIAL
Non-regulated and can be diverted from landfills for reuse

REUSABLE MATERIALS
Non-regulated and can be diverted from landfills to become inputs or base materials for new products

Our 2015 Waste Generation KPI Material Aspect goals, and progress against these goals, can be found on page 2-9.

REGULATED HAZARDOUS WASTE
As a commercial airline, Delta is committed to meeting all operational and regulatory safety and maintenance standards. In meeting these required standards, we acknowledge that hazardous wastes are produced as a byproduct of operating a safe and compliant commercial airline.

Recognizing these commitments and the negative societal and environmental impacts of improper handling and disposal of hazardous waste — including harm to the health of our employees and local communities — Delta is committed to meeting applicable regulatory handling and disposal requirements.

NON-REGULATED NON-HAZARDOUS MATERIALS
The operation of a major airline is complex and includes not only operations and maintenance, but also includes management of customer-generated waste materials. Understanding and handling this complex mix of waste material streams means that not all non-hazardous waste that is generated can be recycled or diverted from a landfill.

Because we are committed to reducing the environmental impact of our operations we continue to assess our operations, seeking to identify both materials and opportunities to increase our landfill diversion efforts.

MATERIALS DIVERSION

DIVERSION THROUGH RECYCLING
One major ongoing effort to reduce our environmental impact is the constant identification and diversion of valuable recyclable materials from our waste streams. In addition to operational diversion efforts, we encourage all Delta employees to help reduce our, and their own, environmental impact by recycling at work and at home.

More than just reducing our operational environmental impact, Delta’s in-flight aluminum recycling program and our Atlanta-based Employee Recycling Center contribute to the communities we serve by donating all rebate funds earned from recycling efforts to Delta community and Delta employee support programs.

IN-FLIGHT RECYCLING
One example of our commitment to reducing our environmental impact in the air and on the ground is Delta’s in-flight single stream recycling program. This program has been operating since 2007. While the program is not available on every Delta flight due to destination airport availability, we do offer onboard recycling options at destination cities with existing recycling options.

At available airport destination locations, single stream materials including plastic, aluminum and paper are collected in flight and bagged for diversion. Upon arrival at gates, the single stream materials are then collected by the Cabin Service team and transported to airport recycling centers.
In addition to single stream bagged recycling, Delta catering partners at select airport stations are able to collect and recycle empty cans and bottles left in beverage carts by our in-flight employees. While we are committed to removing these materials from the waste stream, we are not always able to receive rebates or volumes for these materials due to airport established waste conveyance protocols that must be followed by our catering partners. Although we are not able to directly benefit from our efforts, we remain committed to capturing these items from the waste stream and recycling them in all available airport single stream recycling programs.

**EMPLOYEE RECYCLING PROGRAM**

In support of the largest concentration of Delta employees and Delta office space domestically, the Atlanta headquarters Employee Recycling Center (ERC) provides an opportunity for employees without access to curbside recycling at their homes to bring their recyclable materials to work for recycling. At the ERC, employees can recycle materials including aluminum cans, plastic bottles, glass, tin and paper.

**DIVERSION THROUGH REUSE — UPCYCLING**

Embracing the Delta culture of innovation, we have established relationships with a variety of vendors and partners to further reduce our environmental impact. Working in conjunction with Delta employees who have identified high value items for reuse, our vendors and partners receive the materials and give them a second life as new products or as product inputs. These innovative diversion programs, known as upcycling, also contribute to environmental responsibility by reducing the amount of new and virgin materials needed to produce new products in the marketplace.

**PROGRESS ON WASTE MANAGEMENT AND MATERIALS DIVERSION**

**HAZARDOUS WASTE MANAGEMENT**

Recognizing the complicated nature and growth of our airline operations – including maintenance for operations for competitor airlines - in 2015 and prior years we targeted year-over-year improvements for reducing the hazardous waste generated in our operations.

In 2016, seeking continuous improvement in our operations and supporting our goals of acting...
responsibly while minimizing our environmental impacts and conducting our business in an environmentally sustainable manner, we have established a new goal for Hazardous Waste.

This new 2016 goal will be tracked and monitored on a monthly and annual basis. Our intent in establishing this goal is to increase transparency while allowing us to continuously identify opportunities for reducing our environmental impacts in the communities we serve.

Delta’s 2016 goal for Hazardous Waste Management is 432.22 tons.

<table>
<thead>
<tr>
<th>HAZARDOUS WASTE (IN LBS)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Total Generated</td>
</tr>
<tr>
<td>Construction Debris</td>
</tr>
</tbody>
</table>

**2015 NON-HAZARDOUS REGULATED WASTE**

Non-hazardous waste generation includes all waste that is not categorized as hazardous that cannot be diverted from landfills or reused. This includes waste from operations, maintenance and construction activities at airports and other locations where partners are able to segregate our materials and send our individual volumes.

Similar to our approach to hazardous waste, in 2015 and prior years we targeted year-over-year improvements for reducing the non-hazardous waste volume generated in our operations.

In 2015 we produced 148.5 tons of non-hazardous waste that was unable to be diverted from the waste stream or recycled. While this number is slightly up from our reported 146.4 tons in 2014, we primarily attribute this uptick to growth and are continuing to analyze our non-hazardous waste stream for reduction opportunities.

**IN-FLIGHT RECYCLING**

At year end 2015 there were 35 participating domestic and 1 participating international recycling locations across the Delta system. This represents a three airport station increase in participating domestic locations, and no increase in international participation.

The result of this three domestic airport station increase was a corresponding 3.7 percent increase in in-flight recycling from 2014.

**PARTICIPATING DELTA IN-FLIGHT RECYCLING AIRPORT STATIONS**

In an effort to further support the communities we serve, rebates earned from Delta’s in-flight aluminum can recycling program are donated to Habitat for Humanity through Delta’s Force for Global Good foundation (page 7-3). Total rebates from 2007 to 2015 totaled more than $702,000. These funds have been used, along with Delta employee volunteer hours, to fund and build seven Habitat for Humanity houses in five Delta cities.

**IN-FLIGHT RECYCLING CHALLENGES**

In 2015 Delta faced continuing challenges to comprehensively increase in-flight recycling availability due to the following three issues:

- Airport materials handling challenges
- Airport infrastructure challenges
- International regulation challenges

**AIRPORT MATERIALS HANDLING AND INFRASTRUCTURE CHALLENGES**

Combined, material handling and infrastructure issues pose a challenge to capturing and reporting progress on in-flight recycling efforts.

At some domestic locations, we encounter challenges in capturing diversion rates and understanding trends for recycling efforts once materials leave our aircraft. At these stations, our waste and recycling material streams are co-mingled with other carriers’ or with the airport’s own recycling program. This difficulty, combined with more airports developing their own recycling programs, means that we anticipate continued challenges related to capturing data and tracking and monitoring total volumes for recycling.

**INTERNATIONAL REGULATION CHALLENGES**

In 2015 international flight regulations continued to pose challenges to increasing in-flight recycling.

U.S. Department of Agriculture regulations require that materials from international flights contaminated with meat, dairy and/or produce are considered regulated waste which must be incinerated or otherwise treated. For this reason, Delta’s greatest challenge remains
how best to collect recyclable materials both onboard the aircraft and upon arrival at the international flight kitchen in a manner compliant with rules and regulations.

In 2015, Delta planned to launch a trial international recycling program to demonstrate and explore challenges of international recycling. As of June 2016, Delta is working to obtain internal and regulatory permission to conduct an international recycling trial program.

EMPLOYEE RECYCLING
Delta’s Atlanta based ERC donates all rebate funds to the Delta Employee & Retiree Care Fund to help individuals who suffer from severe financial hardship resulting from unforeseen and unavoidable crises, such as natural disasters.

In 2015, employee recycling efforts in Atlanta were responsible for donating a total of $3,452.31. To date, a total of $56,596 has been donated since the program began in 2008.

In 2015, Delta committed to establishing a baseline for recycling which would allow us to proactively establish reduction goals and monitor progress against goals. As of June 2016, Delta is working with stakeholders to conduct an ERC analysis that will be used to establish our baseline for goals and monitoring.

REUSABLE MATERIALS
Working with our innovation reuse and upcycling partners, by year end of 2015 we had diverted 10,000 pounds of life vests and 24,570 pounds of leather seat covers from the landfill through upcycling efforts.

These reusable materials are examples of Delta’s culture of employee innovation. Seeking continued opportunities to positively impact our communities while also reducing our environmental impact, in January 2016 we began including reusable cabin curtains in landfill diversion efforts.

In order to achieve these three goals, and the long-term goal of reducing absolute emissions, a commitment from all stakeholders is required. This commitment means working together to address the global challenge of climate change through a mix of the following four approaches:

- Improving technology, including deployment of sustainable low-carbon fuels
- Use of more efficient aircraft
- Infrastructure improvements, including modernized air traffic management system
- A single global market-based measure (MBM) to help address emissions reduction

To reach the short-term goal of improving efficiency, airline operators and the industry use a mix of the first three approaches: technology, efficient aircraft and infrastructure improvements.

To reach the medium-term goal of carbon-neutral growth, the fourth approach is currently under discussion by the International Civil Aviation Organization (ICAO), the U.N. body for aviation.

The 39th ICAO Assembly will take place in late September and early October 2016, with the 191 ICAO
Member States attempting to reach agreement on the global MBM at that time. Any agreement will be implemented from 2020 onwards.

**CLIMATE CHANGE STRATEGY, GOALS & PROGRESS**

Prior to 2015, Delta began proactively quantifying and addressing the climate impact and emissions of our growing airline. To do this, in 2010 Delta developed a Carbon Emissions Policy intended to align with evolving ICAO and IATA guidelines and standards.

Delta’s climate change strategy and goals align with and support industry short, medium and long-term goals and initiatives. Strategy and goal determination is led annually by the Executive Environmental Leadership Council (EELC). Strategies and action items for 2015 included:

- Measuring, verifying and reporting Delta’s complete GHG emissions inventory to The Climate Registry
- Meeting mandatory carbon compliance reporting for the European Union Emissions Trading Scheme and the U.S. Environmental Protection Agency’s Title V Reporting
- Continued industry engagement on local, state and international regulation and best practices
- Continued partnership with the Center for Climate and Energy Solutions’ Business Environmental Leadership Council, a group working to develop efficient, effective solutions to climate issues

Our 2015 Climate Change and Greenhouse Gas KPI Material Aspect goals, and progress against these goals, can be found on page 2-10.

### IMPROVING FUEL EFFICIENCY

Delta’s operational fuel efficiency improvement goal directly aligns with the IATA short-term goal of a 1.5 percent average annual aircraft fuel efficiency improvement from 2009 to 2020.

IATA measures fuel efficiency by the amount of fuel it takes to carry a set amount of revenue weight (passengers or cargo) a certain distance. This calculation is expressed in gallons per 100 revenue ton miles (RTM).

To achieve our fuel efficiency goal, we use a variety of initiatives such as flying more efficient aircraft, upgauging and making changes to the current fleet to consume less fuel. Through these efforts, while total absolute fuel consumption may increase, fuel efficiency improves over time.

**UPDATE ON SHORT-TERM GOAL OF FUEL EFFICIENCY**

Delta’s operational fuel efficiency (measured by the amount of load transported) has increased by 9 percent since 2009, while fuel consumption has only increased 3 percent. Over the last 6 years, Delta has used 6 percent less fuel to transport the same load (100 revenue tons) one mile. At the end of 2015, Delta’s average annual fuel efficiency improvement when calculated using the RTM method was 1 percent, lower than the IATA goal of 1.5 percent.

While fuel consumption growth in 2015 slightly exceeded growth in load revenue ton miles, the result was flat efficiency year-over-year. An overview of all 2015 fuel saving initiatives can be found on page 4-13. In 2016, initiatives such as upgauging and retiring old aircraft with more efficient new aircraft aim to bridge that gap.

Delta measures our fuel efficiency progress both by the RTM method and by gallons per 1,000 available seat miles (ASM). Fuel efficiency on an ASM basis improved 0.62 percent in 2015, and 4.4 percent since 2009.

### GHG EMISSIONS INTENSITY

Emissions intensity is tied directly to fuel efficiency due to the fact that fuel efficiency (fuel per 100 revenue ton miles) is converted into emissions per 100 revenue ton miles.

Calculations of emissions intensity mirror the IATA goal of reducing emissions per 100 revenue ton miles (weight and distance) by 1.5 percent annually.

### MAINLINE AND REGIONAL OPERATIONAL EFFICIENCY

<table>
<thead>
<tr>
<th></th>
<th>2009</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fuel in gallons</td>
<td>3,871,512,110</td>
<td>3,824,579,770</td>
<td>3,889,439,562</td>
<td>3,981,653,280</td>
</tr>
<tr>
<td>Load in revenue ton miles (RTM)</td>
<td>23,136,681,961</td>
<td>23,866,652,983</td>
<td>24,748,364,765</td>
<td>25,320,952,974</td>
</tr>
<tr>
<td>Efficiency (gallons per 100 RTM)</td>
<td>16.73</td>
<td>16.02</td>
<td>15.72</td>
<td>15.72</td>
</tr>
<tr>
<td>Average Annual Improvement Since 2009</td>
<td>N/A</td>
<td>1.06%</td>
<td>1.23%</td>
<td>1.02%</td>
</tr>
<tr>
<td>Efficiency (gallons per 1,000 ASM)</td>
<td>16.81</td>
<td>16.38</td>
<td>16.17</td>
<td>16.07</td>
</tr>
</tbody>
</table>
through initiatives such as flying more efficient aircraft, upgauging and making changes to the current fleet so fuel consumption and emissions decrease. Intensity also allows an airline to focus on growing. In this instance while total absolute emissions (direct conversion from fuel) may increase, emissions intensity (emissions to transport 100 revenue ton miles) is reduced over time.

MEASURING & MANAGING TOTAL EMISSIONS

EMISSIONS OVERVIEW
While jet fuel (Scope 1 and 3) accounts for 98.7 percent of Delta’s total emissions, Scope 1, 2, and 3 emissions and any offsets purchased and retired are calculated and third-party verified annually in accordance with The Climate Registry’s reporting protocols. Detailed emissions data and verification statements can be found on The Climate Registry’s (TCR) reporting website.

SCOPE 1 EMISSIONS
Scope 1 Emissions include: mainline Delta aircraft jet fuel usage, jet fuel usage from wholly owned subsidiaries (Delta Private Jets and Endeavor Air), ground support equipment fuel usage, natural gas usage, fuel usage for emergency generators, refrigerant usage in equipment, and usage of emission producing chemicals.

SCOPE 2 EMISSIONS
Scope 2 Emissions include: electricity usage in owned facilities, and electricity usage in leased airport spaces.

SCOPE 3 EMISSIONS
Scope 3 Emissions include: jet fuel usage from regional partner carriers that are not wholly owned.

UPDATE ON MEDIUM-TERM GOAL OF CARBON NEUTRAL GROWTH
While IATA’s medium-term goal of carbon-neutral growth (CNG) on international emissions starts in 2021, Delta has achieved CNG compared to its total 2012 emissions in 2013, 2014 and 2015. We do this by employing several approaches to reduce our absolute emissions. Starting in 2013, we began supplementing these approaches by purchasing carbon offsets to reduce our footprint to 2012 levels. In 2013, more than 500,000 excess EU ETS allowances were retired against our footprint. In 2014, the remaining EU ETS credits were retired, in addition to the purchase

<table>
<thead>
<tr>
<th>GHG EMISSIONS (Metric Tons CO₂)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EMISSIONS SOURCES</strong></td>
</tr>
<tr>
<td><strong>2005</strong></td>
</tr>
<tr>
<td><strong>Scope 1 - Direct emissions from owned or controlled sources²</strong></td>
</tr>
<tr>
<td>Jet fuel from mainline operations and wholly owned subsidiaries such as Delta Private Jets</td>
</tr>
<tr>
<td>Fuel used in Ground Support Equipment</td>
</tr>
<tr>
<td>Natural Gas (stationary combustion)</td>
</tr>
<tr>
<td>Chemicals</td>
</tr>
<tr>
<td>Refrigerants</td>
</tr>
<tr>
<td>Emergency Generators, Firepumps</td>
</tr>
<tr>
<td><strong>Scope 2 - Indirect emissions from purchased electricity</strong></td>
</tr>
<tr>
<td>Electricity from directly billed owned facilities</td>
</tr>
<tr>
<td>Electricity from leased facilities</td>
</tr>
<tr>
<td><strong>Scope 3 - Indirect emissions in value chain</strong></td>
</tr>
<tr>
<td>Jet fuel from regional partners</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
<tr>
<td>Offsets</td>
</tr>
<tr>
<td><strong>Our Net Emissions</strong></td>
</tr>
</tbody>
</table>

¹ The absolute emissions baseline year is 2005
² In prior years, Scope 1 mainline and wholly-owned subsidiary jet fuel were split
³ Correction of previously reported numbers

In addition, measuring and verifying comprehensive emissions also allows us to better analyze and assess the impact of future fuel savings projects. As of July 2016 emissions data for 2015 is currently undergoing verification.
and retirement of almost one million offsets. To address 2015 emissions, we will purchase more than two million offsets from a variety of projects that support local Asian and Latin American communities where Delta does business.

**UPDATE ON LONG-TERM GOAL OF REDUCING ABSOLUTE EMISSIONS**

Since 2005, Delta has reduced absolute emissions by 14 percent. To achieve this goal, annual fuel savings initiatives are set in an effort to responsibly reduce the environmental impact of Delta’s biggest emission source: jet fuel.

In 2015, fuel savings initiatives, saved nearly 12 million gallons of fuel which resulted in reducing emissions by more than 115,000 metric tons. The progress on fuel savings initiatives are reported on a monthly basis to management.

**FUEL SAVINGS INITIATIVES**

<table>
<thead>
<tr>
<th>Operational Fuel Savings/Efficiency</th>
<th>GALLONS</th>
<th>EMISSIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Using technology enhancements to fly more efficient and direct routes</td>
<td>4,583,462</td>
<td>45,155</td>
</tr>
<tr>
<td>Reducing Taxi Time</td>
<td>1,082,949</td>
<td>10,669</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Weight Removal Fuel Savings/Efficiency</th>
<th>GALLONS</th>
<th>EMISSIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Removal of Cargo Bin Sliding Carpet Loader on B757s</td>
<td>101,147</td>
<td>996.48</td>
</tr>
<tr>
<td>Replacing steel brakes with lighter carbon brakes on 737</td>
<td>178,190</td>
<td>1,755.49</td>
</tr>
<tr>
<td>Replacing Flight Attendant 500-page On Board Manual with Lumia 1520 phablets</td>
<td>76,556</td>
<td>754.21</td>
</tr>
<tr>
<td>Replacing 50 pound pilot flight bags with Microsoft Surface Tablets</td>
<td>145,182</td>
<td>1,430.30</td>
</tr>
<tr>
<td>Elimination of Skymall Magazine</td>
<td>542,451</td>
<td>5,344.10</td>
</tr>
<tr>
<td>Elimination of Duty Free</td>
<td>771,533</td>
<td>7,600.97</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Maintenance &amp; Improvements</th>
<th>GALLONS</th>
<th>EMISSIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>757/767 Winglets</td>
<td>3,233,453</td>
<td>31,855.23</td>
</tr>
<tr>
<td>739 Split Scimitar</td>
<td>395,505</td>
<td>3,896.42</td>
</tr>
<tr>
<td>Super98</td>
<td>476,858</td>
<td>4,697.90</td>
</tr>
<tr>
<td>Compressor Wash Program Expansion</td>
<td>207,075</td>
<td>2,040.06</td>
</tr>
</tbody>
</table>

**TOTALS** 11,794,311.59 116,194.85

**ENERGY MANAGEMENT APPROACH**

**ENERGY SAVINGS**

In addition to managing fuel consumption, which accounts for more than 98 percent of Delta’s total carbon footprint, Delta is focusing on building energy consumption with the goal of reducing emissions from Scope 2 electricity at Delta owned facilities.

Due to the age of buildings and the need to approach energy mitigation strategies in a cost-effective manner, a 2015 energy efficiency goal of 5 percent was established for the Atlanta headquarters. With regard to these goals, additional projects such as lighting rewiring and retrofits, additional building management system upgrades and variable frequency drive installations on air handler units across these facilities will help contribute to ongoing efforts.

Our 2015 Energy KPI Material Aspect goal, and progress against this goal, can be found on page 2-9.
ENVIRONMENTAL PROTECTION EXPENDITURES

While Delta believes it is our responsibility to act and operate our business in an environmentally responsible manner, we do not have a centralized system that captures, analyzes and reports all external environmental expenditures occurring across our entire operational system.

While there is no centralized system, Corporate Safety, Health and Environment (SHE) prepares budgets and tracks expenditures associated with environmental related staffing, consulting and contracted services. In addition, budgets are developed annually and expenditures are used to prepare required environmental compliance permits, plans and assessments across the company. These efforts also help to ensure compliance in our wastewater treatment and waste storage facility at the Technical Operations Center in Atlanta. Other budget items include managing and disposing of solid and hazardous waste generated by our operations system-wide and conducting required site investigation and remediation activities at airport locations. The total estimated environmental expenditures and investments in FY-2015 were $19 million, as presented in the table to the right.

While these expenditures are environmental, they do not include expenses associated with various fuel efficiency improvements such as the addition of winglets and split scimitars to selected aircraft fleet types, installation of Super 98 kits on MD-88 aircraft to improve the aerodynamics of the wings and reduce fuel consumption, implementation of engine compressor washes for fuel savings, and taxi time and auxiliary power unit (APU) usage reductions to promote additional fuel savings of our fleet operation.

In addition, the expenditures presented below do not include individual station expenses for environmental staffing or environmental projects that are paid locally. As such, the capital and operating expenses Delta currently tracks are a small fraction of our total environmental expenditures.

<table>
<thead>
<tr>
<th>FY2015 EXPENDITURES AND INVESTMENTS BY TYPE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MATERIAL STREAMS</strong></td>
</tr>
<tr>
<td><strong>2015</strong></td>
</tr>
<tr>
<td><strong>CAPITAL EXPENSES</strong></td>
</tr>
<tr>
<td>1. ATL Wastewater Treatment Plant Upgrades</td>
</tr>
<tr>
<td>$2,280,000</td>
</tr>
<tr>
<td><strong>OPERATING EXPENSES</strong></td>
</tr>
<tr>
<td>1. Remediation Sites</td>
</tr>
<tr>
<td>$1,680,000</td>
</tr>
<tr>
<td>2. System-wide Waste Disposal</td>
</tr>
<tr>
<td>$8,019,000</td>
</tr>
<tr>
<td>3. ATL Wastewater Treatment and Waste Storage Facility</td>
</tr>
<tr>
<td>$1,620,000</td>
</tr>
<tr>
<td>4. Corporate EHS Staffing, Consulting and Contracted Services</td>
</tr>
<tr>
<td>$5,418,000</td>
</tr>
<tr>
<td><strong>TOTAL CAPITAL AND OPERATING EXPENDITURES</strong></td>
</tr>
<tr>
<td>$19,007,000</td>
</tr>
<tr>
<td><strong>COMBINED SAVINGS, COST AVOIDANCE, ETC. (HABITAT AND CARE FUND DONATIONS)</strong></td>
</tr>
<tr>
<td>$113,000</td>
</tr>
</tbody>
</table>
SFO SKY CLUB

ACHIEVING LEED GOLD

LEED STATUS
• LEED Gold Certification

CONSTRUCTION PRACTICES
• Greater than 75 percent of construction waste was diverted from landfill disposal.
• The general contractor followed guidelines to reduce the amount of contaminants and debris allowed to circulate through the building’s mechanical system during construction. Merv 8 filters were installed on all HVAC returns during construction and replaced with Merv 13 filters prior to occupancy.

OPTIMIZE ENERGY PERFORMANCE
• Water use has been reduced by 35 percent due to the use of efficient plumbing fixtures in the restrooms and shower suites.
• The use of LED light fixtures and lighting controls contribute to an overall reduction of energy consumption by 20 percent.
• Over 84 percent of new equipment and appliances purchased for the project are Energy Star rated.
• Floor to ceiling windows provide occupants a connection between indoor and outside environments. The large windows allow for unobstructed views and natural light.

SUSTAINABLE MATERIALS
• The construction team utilized low volatile organic compound (VOC) adhesives, sealants, paints, and coatings throughout the project.
• 20 percent of materials used contained recycled content.
• Carpet tiles throughout the Delta Sky Club are made of 79 percent total recycled content.
• Certified wood was used throughout the construction. The use of certified wood encourages environmentally responsible forest management and can be used for general framing, flooring, sub-flooring, wood doors and finishes.
• Bamboo is a rapidly renewable resource and is found throughout the Delta Sky Club. Rapidly renewable materials must have a harvest cycle of 10 years or fewer.

SUSTAINABLE PRACTICES
• Receptacles designated for recycling are available in all service areas, offices, and in the kitchen area. Additionally, the club is served by attendants who help to ensure items are recycled properly.
• Existing equipment was reused from the vacated club where possible to help reduce waste.
• Washable cloth napkins are used by patrons while dining to reduce the use of disposable napkins.
HOW DELTA IS GOING LIGHTS OUT IN ATLANTA... LITERALLY!

As part of the airline’s ongoing commitment to its hometown, Delta has slashed energy use at four Atlanta facilities in 2014-2015. In line with the City of Atlanta’s goal of reducing commercial energy use, Delta reduced consumption by more than 15 million kWh, removing approximately 23 million* pounds of climate warming carbon dioxide (CO2) emissions from the atmosphere. Employees working in these facilities identified and led projects like replacing existing light fixtures with more energy efficient options, complete with sensors that know when people are around. Energy efficient upgrades were made to roofing, water heaters and chillers. These efforts not only brightened things up, but also turned off some lights that previously shined for much of the day. And these projects are already paying for themselves.

BUT WHAT DOES THAT MEAN?

At Delta’s General Offices, efficiency improvements meant eliminating 11.5 million pounds of CO2.
That’s the same amount of CO2 created by driving about 12.4 million miles. In Atlanta, that would mean getting rid of 1 million average one-way commutes.

At Delta’s Data Center, eliminating 3.2 million pounds of CO2 removes the same amount of CO2 emitted from burning 167,000 gallons of gasoline.
That much gas would fill the average 12 gallon tank nearly 14,000 times.

Efficiency enhancements at Delta’s Midfield Support Center and Atlanta Reservations Center collectively eliminated 880,000 pounds of CO2.
This is equivalent to swapping nearly 10,500 regular light bulbs with energy efficient options.

The 7.3 million pounds of CO2 reduced at Delta’s Technical Operations Center equals the emissions from power plants supplying 305 average Atlanta homes with energy for one year.
That’s like powering the homes of almost 1% of Delta’s Atlanta-based employees.

Delta’s emission reductions of over 23 million* pounds of CO2 add up to a positive hometown environmental impact in Atlanta.
A new forest of 270,000 trees would have to grow for 10 years in order to remove the same amount of CO2 from the atmosphere.

For more information on Delta’s commitment to being a sustainable company, visit www.delta.com/sustainability and news.delta.com.

*This reduction is based on average Georgia utility company emissions.
Delta Air Lines is powered by 84,000 people around the world all united around the Delta culture, our greatest strength. Our culture drives us to recognize and reward the contributions of individual employees. We provide the best training, benefits and communication, empowering our employees to succeed. Our employees are safe, engaged and motivated not only to run a sustainable business, but to drive results above and beyond industry expectations.

— Joanne Smith, Executive Vice President, Chief Human Resources Officer
THE WORLD VIEW OF OUR EMPLOYEES

TOTAL NUMBER OF DELTA EMPLOYEES

84,019 WORLDWIDE

41.23% FEMALE

58.77% MALE

40.52% ETHNIC MINORITIES

EMPLOYEES BY REGION

<table>
<thead>
<tr>
<th>Region</th>
<th>2014 %</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Canada</td>
<td>.36%</td>
<td>305 (2014 39%/310)</td>
</tr>
<tr>
<td>United States</td>
<td>96.22%</td>
<td>80,840 (2014 95.49%/76,675)</td>
</tr>
<tr>
<td>Latin America and Caribbean</td>
<td>.95%</td>
<td>800 (2014 11%/882)</td>
</tr>
<tr>
<td>Europe, Middle East and Africa</td>
<td>.56%</td>
<td>470 (2014 56%/447)</td>
</tr>
<tr>
<td>Asia-Pacific</td>
<td>1.91%</td>
<td>1,604 (2014 2.47%/1,980)</td>
</tr>
</tbody>
</table>

OPERATIONAL DIVISIONS

<table>
<thead>
<tr>
<th>Division</th>
<th>2014 %</th>
<th>2015 %</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airport Customer Service</td>
<td>33.68%</td>
<td>33.68%</td>
<td>28,295</td>
</tr>
<tr>
<td>Cargo</td>
<td>2.08%</td>
<td>2.08%</td>
<td>1,747</td>
</tr>
<tr>
<td>Flight Operations</td>
<td>14.8%</td>
<td>14.8%</td>
<td>12,437</td>
</tr>
<tr>
<td>In-Flight Service</td>
<td>24.25%</td>
<td>24.25%</td>
<td>20,372</td>
</tr>
<tr>
<td>Reservations</td>
<td>6.43%</td>
<td>6.43%</td>
<td>5,399</td>
</tr>
<tr>
<td>Technical Operations</td>
<td>11.96%</td>
<td>11.96%</td>
<td>10,045</td>
</tr>
<tr>
<td>Corporate</td>
<td>6.91%</td>
<td>6.91%</td>
<td>5,724</td>
</tr>
</tbody>
</table>

1 Ethnic minority = non-white
OUR EMPLOYEES

OUR GREATEST STRENGTH LIES IN OUR PEOPLE

Delta has achieved unprecedented success due to the hard work and stellar performance of our biggest competitive advantage – Delta people.

A unique employee-focused culture is driving Delta to new levels of success in customer service and reliability. Our culture is built on a foundation of strong core values and important behaviors that Delta people live out every day. Preserving and strengthening our culture is critical to Delta’s long-term success.

We know Delta people are the best in the business. Delta views its employees as part of a global team who all play key roles in our company’s success and add immense value to Delta.

One way we support our employees is through Delta’s total rewards package, which includes not only outstanding pay opportunities when Delta performs well, but also great benefits, from healthcare to retirement, travel privileges to career growth and development.

Together, these elements and our culture make Delta a great place to work – a place where we can all keep climbing together.

EMPLOYMENT & LABOR MANAGEMENT APPROACH

Delta manages employment and labor through comprehensive human resource strategies and policies that include compensation, benefits, training, performance planning and monitoring, and labor relations programs.

In addition, we annually track employee satisfaction rates as a KPI with our employee satisfaction survey. In 2015 we targeted a goal of 85 percent approval, and at year end survey results showed an 88 percent approval rate by Delta employees.

Our 2015 Employee KPI Material Aspect goals, and progress against these goals, can be found on page 2-12.

LABOR POLICY AND RESPONSIBILITY

At Delta, labor management in the form of employee policies and the responsibility for those policies falls under Human Resources (HR). Labor management includes policies focused on labor management and development, HR service delivery and other HR programs that help to preserve Delta’s unique culture of positive and continuous engagement with more than 84,000 employees.

Delta’s global human resource strategy and HR policies are the direct responsibility of Joanne Smith – E.V.P. and Chief Human Resources Officer.

NON-DISCRIMINATION MANAGEMENT APPROACH

Delta is committed to fostering a workplace that is safe and professional and that promotes teamwork and trust. Hostility, harassment, unwelcome sexual advances and other unprofessional conduct are not tolerated under any circumstances.

Additionally, Delta is committed to a workplace that is free from discrimination. This means we will recruit, hire, train, promote and provide other conditions of employment without regard to a person’s race, color, religion, national origin, sex, sexual orientation, gender identity, pregnancy, disability, genetic information, age, veteran status, citizen status, marital or familial status, or political affiliation. This includes providing reasonable accommodation for employees’ disabilities and pregnancies, and religious beliefs and practices.

FREEDOM OF ASSOCIATION & COLLECTIVE BARGAINING MANAGEMENT APPROACH

Delta respects all employees’ legal rights, including the rights to free association and collective bargaining. This includes the right to decide whether or not they wish to be represented by a union.

Our U.S. based employees are covered by the Railway Labor Act (RLA), the federal law governing labor relations between air carriers and their employees. Under the RLA, employees have the right to decide whether they wish to be represented by a union. They also have the right to reject union representation.

Two U.S. based Delta employee groups, pilots and dispatchers, are currently represented by unions and covered by collective bargaining agreements. Many other Delta employees have rejected union representation.

In 2015, the number of Delta employees represented by unions totaled 12,484.
Delta posted a record-breaking fourth quarter in 2015, with adjusted pre-tax income of $1.45 billion, up 42 percent from the previous year. In addition, the record setting quarter capped a historic year for Delta, which reported full-year 2015 adjusted pre-tax income of $5.9 billion, up 29 percent from 2014.

Following the record-setting year, in early 2016, Delta announced that $1.5 billion in profit sharing would be paid to more than 84,000 global employees. The February payout was the largest profit-sharing payout in airline history.

“In our 2015 performance ranks Delta among the top 10 percent of S&P industrials,” said then-Delta CEO Richard Anderson. “I want to thank the entire Delta team for all their hard work that contributed to another record year in 2015.”

Delta customers enjoyed the benefits of our industry-leading operational excellence during the year, with a total of 161 days with zero mainline cancellations, and an on-time rate of 85.9 percent. And investors were rewarded with $2.6 billion in dividends and share repurchases in 2015, including $530 million during the December quarter.

“Rigorous cost discipline is a key part of the Delta culture, which was proven by our ability to keep non-fuel unit costs flat in 2015 while significantly investing in our people, products and services,” said Paul Jacobson, Delta’s chief financial officer, in a press release.

In early 2016 Delta announced it would pay $1.5 billion in profit sharing for the year to its 84,000 global employees — the largest profit-sharing payout in airline history.

“Our 2015 performance was a record for Delta on all fronts — with industry-leading operational performance, superior customer satisfaction, and a $5.9 billion adjusted pre-tax profit.”

– Executive Chairman Richard Anderson
EMPLOYEE SUPPORT

EMPLOYEE RETENTION
In Q4 2015, Delta experienced a headcount reduction of merit (salaried) employees not affecting frontline employees, in an effort to improve productivity and stay nimble as revenue declined during the year. With the merit headcount reduction, Delta’s full-time employee retention rate for our global operations decreased to 93.5 percent at year end as hiring continued for flight attendants, pilots, reservations and other front-line employees. The reduction in merit employees places retention rates above the 2016 target rate goal of 87.5 percent.

BENEFITS
Most U.S.-based Delta employees are eligible to participate in a comprehensive program including benefits and privileges ranging from healthcare coverage, travel privileges, retirement plans, employee assistance and WorkLife programs to discounts on products and services.

Executives have the same health care and retirement plans as U.S.-based frontline employees. Outside the U.S., Delta typically provides a set of benefits that is competitive with what similar employers provide in each market.

COMPREHENSIVE HEALTHCARE COVERAGE
In addition to comprehensive healthcare coverage, Delta offers dental, vision and flexible spending account benefits to eligible employees. To promote disease prevention, employees enrolled in a Delta Account-Based Healthcare Plan are covered at 100 percent for preventive care services based on the recommendations of the U.S. Preventive Services Task Force (USPSTF). Beyond the USPSTF recommendations, employees covered by Delta’s medical plans also receive other preventive services, such as travel immunizations, and assistance with all of their healthcare questions and needs through the Delta Health Direct program.

DELTA HEALTH REWARDS
Delta Health Rewards is a voluntary, incentive-based wellness program for U.S. employees enrolled in a Delta account-based medical plan. It helps employees and their spouses or same-sex domestic partners reach health goals and allows each to earn Rewards dollars by completing specific “health actions,” including an annual physical exam, completing the online health assessment and refraining from the use of tobacco products. The Rewards dollars are put into employee health reimbursement accounts (HRA) or Optum Bank health savings accounts (HSA) each year and can be used to pay for eligible medical expenses.

TRAVEL HEALTH
Delta’s medical plans provide unique travel vaccine coverage in recognition of global travel by employees and covered family members. Separate Delta internal programs target education and prevention of illness among employees who travel internationally on company business, especially to developing countries with risks of malaria, yellow fever, dengue, chikungunya, Zika, food/waterborne illness and other diseases that may occur as outbreaks from time to time.

To address these health challenges, Delta provides education, travel health consultation, company-paid vaccination, company-paid anti-malaria medication and company-paid insect repellent to employees on business travel. Employee education focuses on promoting awareness about the use of personal protection measures, early symptom recognition, a 24/7 malaria hotline and prompt medical treatment.

Delta provides top-tier, global medical assistance to help employees who become ill or injured while on company business internationally. Telephone consultations available 24/7 can result in a hotel physician visit, a doctor’s office appointment or referral to an emergency room. Case management continues until the ill employee can travel back home. In rare circumstances, an air ambulance staffed with a highly skilled transport team of health care professionals is engaged.

DELTA HEALTH REWARDS PROGRAM

66% of employees completed their physical exam
39% of employees completed their biometric screening

These employees earned dollars for their HRA or HSA, and are more aware of their health status and can take necessary steps to avoid long-term health concerns.
**WORK HEALTH**

To continually ensure the health of all Delta employees, numerous employee medical surveillance programs, screenings and safety trainings were conducted at Delta airport stations in 2015. Programs include:

- **Hearing Screenings**
  Delta performed nearly 20,000 hearing screenings as part of our Hearing Conservation Program which correlated to an overall 98 percent accomplishment of annual hearing screenings. Hearing screening results are analyzed for changes that might indicate noise-related hearing loss and actions to preserve employee hearing. In support of this program, 20 new audio technicians were trained in 2015 from stations across the U.S. and five employees completed a recurrent training class.

- **Respirator Screenings**
  Nearly 2,000 employees were medically screened and cleared for their ability to wear a respirator while accomplishing specific work tasks.

- **Chromium Exposure Screenings**
  125 employees were screened for hexavalent chromium exposure with 100 percent of this population having normal results.

- **Vision Screenings**
  Nearly 900 employees were screened and cleared through vision screening to perform non-destructive testing, inspector and welding job duties.

- **Life Safety Awareness**
  CPR and automated external defibrillator awareness continues to be a focus through on-site classes scheduled by business units across the system in addition to our highly utilized online training course.

**WORK-LIFE**

Employees and their eligible family members have access to Delta’s Employee Assistance Program, which offers confidential counseling, assessment and referral service support. Delta also supports flexible employment opportunities. Ready Reserve employees are eligible to work fewer weekly hours, receive competitive pay, profit sharing, Shared Rewards and travel privileges, but in most locations are not eligible to participate in health and welfare or retirement income benefit plans. The Reservation Sales Flex-at-Home program allows employees to receive the same benefits as Ready Reserve employees without the time and expense of traveling between home and the call center.

**TRAVEL PERKS**

Through Delta’s pass travel program, employees and family members are eligible for free or reduced fare travel to any destination that Delta serves. Travel privileges may extend to eligible spouses and domestic partners, dependent and adult children, parents and stepparents, and extended family and close friends.

**TRAINING & EDUCATION MANAGEMENT APPROACH**

Delta values the diverse knowledge, skills and abilities that each employee brings to the table and is committed to helping our employees develop and grow professionally so they can excel in their current positions or increase their competitiveness for future opportunities. To do this, numerous training and career development opportunities are provided annually.

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**FEBRUARY 2015 A RACE AGAINST TIME**

On the morning of February 27, 2015, the CDC at Hartsfield-Jackson Atlanta International Airport turned to Delta in a race against time to save the lives of three children in Haiti. The sibling children were in dire need of diphtheria antitoxin; they were critically ill with diphtheria; a fourth sibling had already died. The lifesaving diphtheria antitoxin, not available to the public, was needed right away. The Delta OCC Duty Director quickly engaged cross-divisional Delta stakeholders with the CDC on a plan of action that enabled the prompt transport of this medication while ensuring we complied with applicable safety and security measures. Within an hour of the CDC’s urgent request to Delta, Delta had implemented the transport plan through collaborative efforts among the CDC, U.S. Customs and Border Protection, U.S. Department of Homeland Security, the Operations and Customer Care Center’s Duty Director, the flight’s Captain and the Atlanta Chief Pilot’s Office, Delta’s Dangerous Goods, Corporate Security and Air Crew and Passenger Health Services departments. The shipment was accepted by a CDC physician in Haiti and delivered to the hospital to treat the three children and begin their road to recovery. Without the OCC Duty Director’s expertise at coordinating highly complex situations requiring internal and external collaboration, these children’s lives might have been lost. This is just one example of daily operations in our 24/7 OCC.
The range of development and training opportunities includes mandatory compliance, new hire, annual recurrent training and general professional development. In addition, employees have various opportunities to increase their business knowledge, skills and abilities. Delta also has developed an online learning database that allows employees access to a broad range of courses at their convenience.

Employees are also supported informally with on-the-job training, coaching, mentoring and performance support as needed.

**PERFORMANCE MANAGEMENT**

Each year, merit employees participate in a performance management process to ensure that activities and outputs are connected to and support Delta’s goals and Rules of the Road.

In 2015, 96 percent of our total 9,516 merit employees completed performance reviews. This pool of merit employees is 11 percent of our total employees and 62 percent female.

This review process provides an opportunity for employees to receive feedback about their performance throughout the year.

The review process takes place in the following three phases:

- **Performance Planning**: Employees create performance objectives aligned with the goals of their manager, division and the overall corporation. Performance plans address both performance objectives and Delta’s High Performance Attributes (HPAs), demonstrated to achieve performance objectives.
- **Mid-year Review**: Each employee has an opportunity to discuss progress on performance objectives and HPAs made over the previous six months.
- **Year-end Review**: Individual performance is evaluated against the results delivered for each objective and demonstration of Delta’s HPAs. Each of these components accounts for 50 percent of an individual’s overall rating. A final performance summary and rating is provided at the end of the year.

For the 2015 year-end review process, there was an overall performance management completion rate of 96 percent among Delta’s merit employee population. Delta ensures that all other employees receive performance feedback and career development opportunities through their respective divisions.

Our 2015 Labor KPI Material Aspect goal, and progress against this goal, can be found on page 2-12.

**HEALTH, SAFETY & SECURITY**

Delta is committed to providing a safe work environment for all employees. Delta’s commitment to safety is further expressed by the Corporate Leadership Team’s annual Safety and Security Policy letter, which reiterates that every employee has specific responsibilities to comply with existing safety and health policies, procedures and regulations.

These responsibilities include, but are not limited to:

- Following all safety, security and environmental health policies and procedures
- Reporting all hazardous conditions or unsafe equipment
- Reporting any injuries, illnesses, ground damages or near misses
Using required safety equipment and protective clothing

Refraining from the use of any equipment without proper instructions

Our 2015 Employee KPI Material Aspect goals, and progress against these goals, can be found on page 2-12.

OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION (OSHA)

Delta’s Corporate Safety organization ensures that all of our safety procedures either meet or exceed the best safety practices of the airline industry. In most cases our proactive safety culture allows us to exceed OSHA and other regulatory standards.

At Delta our proactive culture of safety is a result of our commitments to strong compliance practice, internal audits, a cooperative relationship with OSHA, and a positive relationship with employees.

In 2015 we experienced a slight increase of 4 percent in our OSHA recordable occupational injury/illness rate compared to 2014. Despite this slight uptick, Delta’s safety record continues to be significantly stronger than the industry average based on 2015 Airlines for America benchmarking data, and based on a comparison with the most recent (2014) Bureau of Labor Statistics (BLS) industry averages.

At year-end 2015, our OSHA recordable rate was 57.3 percent better than the industry average and our Days Away Restricted Transferred (DART) rate was 59 percent better than the industry average. Additionally, there were no work-related fatalities during 2015.

OSHA BY THE NUMBERS

3.50 per 100 employees
Number of OSHA recordable injuries/illnesses

30.4% DECREASE
in lost time injury rate since 2010

2.78 per 100 employees
Number of lost time injuries/illnesses

32.0% DECREASE
in lost time injury/illness rate since 2010

SAFETY PROGRAMS

Delta’s safety strategy includes the utilization of site-specific Safety Business Plans, which are based on compliance with key elements of OSHA’s Voluntary Protection Programs (VPP).

To validate compliance, Delta conducts annual Safety and Health Gap Assessments with a third party at strategic locations. Utilizing third party subject matter experts (SMEs) from outside the company provides Delta an unbiased view of our safety efforts. The assessments performed by third parties focus on identifying gaps between OSHA regulation and Delta policies. Closing any identified gaps allows us to ensure a safe working environment for our employees.

Additionally, we conduct our own onsite visits, review required documentation and interview employees to help ensure that the Delta safety culture is present at all of our locations.

Finally, each of our facilities system-wide is required to prepare an annual Safety Business Plan (SBP) used for incident prevention, regulatory compliance, and divisional business and operating planning purposes.
A SBP is an approved document, specific to the facility, that describes how the individual operation will plan, organize, communicate, implement, measure, and enforce a local workplace safety process. Also included in the SBP are all elements of an occupational safety management system, including: an overview of Management Leadership and Employee Involvement, a Worksite Analysis, a Hazard Prevention and Control Plan, and a Safety and Health Training Plan. The SBP also provides action items with ownership, and a schedule that allows for measurement and completion of items with a required quarterly review.

**EMPLOYEE SAFETY COMMITTEES AND ENGAGEMENT SAFETY COMMITTEES**

One of Delta’s employee safety groups is the Corporate Personal Protective Equipment (PPE) Committee. The core focus of this committee is to provide our workforce with quality safety products that help ensure continuous safety. At the beginning of 2015, there were 986 PPE products available to employees.

In addition, with assistance from different operating divisions, the Corporate PPE Committee continues to test equipment and products that help drive down injuries and provide increasing protection for our employees. Some of the items tested in 2015 include two-way wireless headsets, a specially designed earbud that will facilitate enhanced communication and increased hearing protection, anti-fog goggles and face shields, as well as cold weather gloves. By year-end 2015, field tests by the Corporate PPE Committee were responsible for adding 24 new products to our catalog.

**EMPLOYEE SAFETY ENGAGEMENT**

Recognizing the opportunity to raise awareness while engaging employees, Delta celebrates National Safety Month each June. Each week of the month, employees are provided safety and health information related to specific focus areas and facilities across the system hold safety and health fairs. The largest fair is held in Atlanta at our Technical Operations Center. In 2015, the Atlanta fair hosted vendors who provided information, products and demonstrations designed to help employees at work, home or play.

**OSHA’S VOLUNTARY PROTECTION PROGRAMS**

Delta is the only major airline recognized with OSHA’s Voluntary Protection Programs (VPP) Star status at 20 VPP Star locations in the U.S. In 2015, less than 1 percent of more than 10 million U.S. worksites shared this distinction.

At 20 Delta VPP Star sites, the rate of on-the-job injury and illness was lower than the industry. Delta’s 1.45 per 100 employee on-the-job injury rate at VPP locations is a fraction of the scheduled air transportation industry rate of 8.2. Additionally, at our 20 VPP sites, the Delta DART rate is 0.66.

At Delta VPP is not an award, but an acknowledgement of success and commitment to continuous improvement in our occupational safety management system.

*John Laughter, S.V.P. — Corporate Safety, Security and Compliance,* explained, “Our employees strive to enhance Delta’s overall safety culture every day. It’s the Delta culture that makes this [VPP] possible.”

**RECOGNIZING EMPLOYEE CONTRIBUTIONS**

Delta’s Chairman’s Club recognizes employees, excluding officers and directors, who consistently demonstrate the highest standards of service to customers, coworkers and the communities Delta serves. Honorees are nominated by colleagues and are recognized at a gala hosted by senior Delta leaders in Atlanta each fall. Along with recognition at the gala, names are displayed on a Delta aircraft for one year, and they receive two confirmed travel tickets to anywhere Delta flies. In 2015, the 19th year for the program, more than 10,700 nominations were received for 100 spots to be recognized. Honorees represented 28 Delta stations in five countries. Their combined total was 2,237 years of service, with 22 years per honoree on average.

*Delta’s Chairman’s Club celebrates outstanding employees and their exemplary years of service to the company.*
CARING FOR OUR EMPLOYEES

DELTA EMPLOYEE & RETIREE CARE FUND

The Delta Employee & Retiree Care Fund is a nonprofit organization established and managed by Delta employees and retirees to provide assistance for Delta employees, retirees and their survivors during severe hardships and disasters.

Since the October 2007 launch of the Delta Employee & Retiree Care Fund, more than 7,000 Delta family members have received assistance in response to a personal hardship. In 2015, more than $1.4 million was provided as assistance to Delta families facing a crisis.

DELTA SCHOLARSHIP FUND

The Delta Scholarship Fund, a 501(c)(3) nonprofit organization directed by a volunteer board of employees, provides academic scholarships to employees, their spouse or domestic partner and eligible dependents pursuing an undergraduate or graduate degree. The program expanded in early 2015 to offer employee awards for a Flight Dispatcher license program and Project Management Professional certification.

More than $4 million has been contributed to 2,932 scholarships since the Fund launched in 2008, including 590 new awards worth $1.07 million that will be available for the 2016-17 academic year.

OUR APPROACH TO FOSTERING DIVERSITY

Delta’s global diversity initiatives strategically position the company for long-term success in a dynamic and challenging environment.

Key to our strategy is effecting improved workforce development to meet the complex and accelerating demands of changing demographics at home and abroad.

At Delta, the demands of a rapidly changing global business environment are being met by a creative process of design and implementation of 21st-century workforce initiatives. For example, the Realizing Individual Standards of Excellence (RISE) program provides mentors and mentor partners a forum for networking, mutual development, and self-empowerment, thereby increasing individual and collective career advancement.

The program provides opportunities for Delta employees by exposing them to other divisions within the organization and providing the opportunity to learn from the mentors’ experiences, challenges and successes in their careers. Mentors and partners also get involved in additional community service and educational opportunities offered by Delta.

In addition, our Supplier Diversity initiatives enhance opportunities for minorities, women, and small business owners.

Our global diversity initiatives are designed to promote better understanding of the varied communities and cultures we serve, to leverage our global alliances and partnerships, and to facilitate informed focus on new customer segments.

BENEFITS FOR SAME-SEX DOMESTIC PARTNERS

While Delta has offered spousal benefits that included tax-free benefits for legally married same-sex couples and their children, our policy for coverage will be changing in the coming years due to legislative healthcare and tax reforms.

Same-sex domestic partners who were eligible for coverage in 2015 will continue to be covered through December 31, 2017, if they continue to meet all eligibility criteria filed with Delta on October 1, 2015. However, after October 1, 2015, health and welfare benefits were no longer offered to same-sex domestic partners who were added (or reinstated) by an employee. In addition, natural born or legally adopted children of same-sex domestic partners who were on file with Delta on October 1, 2015, remain eligible for medical, dental and vision coverage through the end of the month in which they turn 26 years old (while the healthcare reform provisions are applicable) or through December 31, 2017, whichever is earlier.
Employee on heart transplant list pays it forward via Care Fund

All her life, Brittany C. had a clean bill of health, aside from the occasional common cold. But six years ago, all of that changed.

After the birth of her son in 2010, the Dallas-based online Reservation Sales supervisor experienced a sudden heart attack. Doctors told her she had developed a rare condition called peripartum cardiomyopathy, or weakness of the heart muscle.

Over the next few years, her heart grew weaker and weaker, and eventually she had a defibrillator implanted to control her heartbeat. Then in 2014, Brittany’s doctors gave her the prognosis she feared most: she needed a heart transplant.

“I was lost, confused and scared,” she said. The once active, healthy and independent-minded family breadwinner was unable to return to work. She began worrying about how her husband would make ends meet.

It was then she remembered the Delta Care Fund, to which she had automatically donated $2.50 from each paycheck ever since joining the airline. Since its launch in 2007, the Delta Employee and Retiree Care Fund has provided support to more than 7,000 Delta people and their families facing hardship or disaster. Last year, the fund distributed $1.47 million.

Asking for help wasn’t easy for Brittany. “I’ve been in a position most of my life to take care of things. Even as I was filling out the paperwork, I was thinking of ways to not have to do this… to not have to ask for money.”

But one phone call to the Care Fund team made her realize she didn’t have to go it alone because the entire Delta family was in her corner. Within days, she was notified she had been selected to receive a Care Fund grant.

“It literally put my family and I back on our feet. That money acted like overdraft protection for bills, food… whatever we needed. It gave us the ability to breathe again.”

Because of the support she received through the Care Fund, Brittany has been able to pay it forward herself, establishing her own nonprofit, HeartUNfailure, to raise awareness for organ donation. So far, over 1,000 people have signed up to become organ donors through her website.

“When you donate to the Delta Care Fund, you donate life,” said Brittany. “In one way or another, whether it’s a heart transplant or a house fire, you’re helping to save someone’s life. Delta is a family, and together, we can feed somebody, give somebody clothes… give somebody hope.”

Today, Brittany remains on the heart transplant list, but her fighting spirit is alive and well.
ENGAGING DELTA COMMUNITIES
As a global carrier, Delta is committed to increasing the sustainability of communities around the world. Our focus is to make a difference in our communities through corporate contributions, employee volunteerism and community engagement. As we continue to build our efforts and giving philosophy, Delta will invest 1 percent of its 2015 net income in the communities we serve — a model we will follow in 2016 and in years to come — which allows us to share corporate success with the communities that play a vital role in our story.

— Tad Hutcheson, Community Affairs
$23.5M in giving

- $18M Delta Air Lines (cash + in-kind)
- $5.5M The Delta Air Lines Foundation

13,402 Delta Employee Volunteers*

57,225 Volunteer Hours*

*Includes Delta Community Affairs-sponsored events, but is not representative of all departments and employee volunteer efforts

Approximately $5M raised by Employees for American Cancer Society, American Heart Association, Breast Cancer Research Foundation, and United Way

Efforts spanning five continents

Serving our communities

Supporting education
Promoting arts and culture
Improving global wellness
Advancing global diversity
Saluting armed services members & veterans
Sustaining the environment
OUR FORCE FOR
GLOBAL GOOD &
THE DELTA AIR LINES
FOUNDATION
Serving both international and U.S. stakeholders, Delta is proud to actively support a network of communities around the world.

In support of our global network, Delta and our employees believe we have a civic obligation to give back to the communities where we live, work and serve. For these reasons, we believe our long-term commitment to action and outreach — through The Delta Air Lines Foundation and our Force for Global Good — is material to the continued global success of our company.

ECONOMIC &
COMMUNITY IMPACT
MANAGEMENT
APPROACH
Delta actively encourages employees to pursue causes that align with their passions and concerns. Together, Delta, The Delta Air Lines Foundation and Delta employees contribute thousands of volunteer hours and millions of dollars to a host of philanthropic causes.

As we examined our civic obligation to give back to our communities, Delta developed six pillars that guide community involvement and action.

6 PILLARS OF GLOBAL GOOD – 2015

**WELLNESS**
- Provided more than 1.5 million meals annually to more than 10 food banks in key markets.
- Donated 6,642 pints of blood to the American Red Cross in FY 2015 making Delta the 6th largest corporate blood donor.
- Donated more than $1.7M to support the American Cancer Society’s lifesaving research and patient service programs including hosting the nation’s largest corporate Relay For Life.

**EDUCATION**
- Built or rehabilitated 221 homes in 12 countries in partnership with Habitat for Humanity International.
- Supported the United Way with $1.7M this year, with contributions from 100% of Delta senior leaders.
- Impacted more than 600,000 students through Junior Achievement programs.
- Supporting thousands of children through YMCA education and afterschool programs.

**ENVIRONMENT**
- The Delta Air Lines Foundation made a $1M grant for carbon offsets to sustain the environment.
- $109,000 raised through 779 tons of recycled materials onboard which helped fund a Habitat for Humanity home in 2015.

**MILITARY**
- Donated $250,000 in 2015 to Marine Toys for Tots campaign. Employees also built 676 bicycles to give to kids in need.
- Sponsored 2 Fisher House facilities in Long Beach, Calif., and Joint Base Lewis-McChord in Seattle.

**DIVERSITY**
- In 2015 more than 1,000 employees participated in 8 Pride events nationwide.
- Sponsored the National Center for Human Rights.

**ARTS AND CULTURE**
- Sponsored 25 arts and culture organizations globally, including, Woodruff Arts Center, Whitney Museum, Eccles Theater, and the GRAMMY Awards.
SUPPORTING EDUCATION
Delta supports the essential role of education in improving the lives of students, including teaching financial literacy, entrepreneurship, business readiness and economics, and as a result, is investing in future Delta employees and customers. In line with this commitment to education, Delta partners with Junior Achievement and the YMCA in key cities. In addition, Delta is the proud sponsor of Joseph E. Lowery scholarships affiliated with Morehouse and Spelman Colleges as well as Clark Atlanta University. The Delta Air Lines Foundation recently committed $5 million — the largest gift to date — to the University of Georgia, along with $3 million to the Georgia Institute of Technology and $2 million to Georgia State University. Other programs Delta supports include the Morehouse School of Medicine, the Atlanta Science Festival, United Negro College Fund and Zoo Atlanta.

JUNIOR ACHIEVEMENT
Through a partnership that now spans 10 states and Latin America, Delta has helped ignite an educational spark in more than 607,000 students in 2015. In New York and Minneapolis-St. Paul, for example, high school students spend time “job shadowing” Delta employees to learn what it takes to succeed in the business world. In Atlanta and Los Angeles, students learn financial literacy and budgeting skills through Junior Achievement’s Finance Park programs.

KABOOM!
Delta has partnered with the national non-profit KaBOOM! to build nine playgrounds since 2013 — three in Seattle, two in Atlanta, two in Los Angeles, one in Detroit and one in Minneapolis-St. Paul. More than 100 Delta volunteers participate in each build to help construct a playground in just one day, providing the gift of play to thousands of children.

YMCA
Whether learning to swim or attending after-school tutoring sessions, thousands of young people have also benefited from Delta’s partnership with the YMCA in 10 communities.

THE PRINCE’S TRUST
Delta officially partners with The Prince’s Trust, leading the way as the first airline partner of the charity. The Prince’s Trust, which was founded by His Royal Highness Prince Charles in 1976, supports teenagers and adults between the ages of 13 and 30 who are struggling in school, unemployed or are at risk of exclusion.

PROMOTING ARTS & CULTURE
Delta actively supports arts and cultural organizations, believing in the support they provide through information, enlightenment and inspiration. We know Delta customers and stakeholders appreciate the arts, and Delta is pleased to support these organizations.

Delta’s music partnerships include the Atlanta Symphony Orchestra and Seattle Symphony Orchestra. Performing arts venues supported by Delta include Atlanta’s Alliance Theatre, the True Colors Theatre Company, Fox Theatre, Woodruff Arts Center and the Alvin Ailey American Dance Theater, New York’s Brooklyn Academy of Music, Signature Theatre, Queens Theatre and The Public Theater. Through a partnership with True Colors Theatre Company,
Delta supports the annual August Wilson Monologue Competition held each May, which inspires kids to use their imagination and creativity through performance.

Visual arts partnerships include Atlanta’s High Museum of Art, the Seattle Art Museum, the Whitney Museum and Queens Museum in New York City, the Wing Luke Museum in Seattle, Minnesota Institute of Art, the Science Museum of Minnesota, Walker Art Center in Minneapolis and the Detroit Institute of the Arts, along with many others.

In addition, Delta continues its long-running support for the National Academy of Recording Arts & Sciences (NARAS), which produces the annual GRAMMY awards presentation.

IMPROVING GLOBAL WELLNESS

Committed to continuous support and improvement of global health and wellness efforts, Delta proactively addresses overall well-being from the core. To do this, each year Delta employees and customers raise millions of dollars for organizations actively working to promote wellness, combat disease, fight hunger, reduce homelessness and poverty, and find solutions to other issues.

AMERICAN RED CROSS
Delta is one of the American Red Cross’ top corporate blood donors, a partnership that began during World War II and has since spanned 70 years. Last year alone, Delta employees donated 6,642 pints of blood, saving many lives as the No. 6 corporate donor in the nation. In addition, Delta proactively partners with the American Red Cross to serve as an Annual Disaster Giving Program (ADGP) member, providing relief aid to those who need it most, as well as mobilizing donation efforts through Delta employees and customers in times of disaster.

AMERICAN CANCER SOCIETY
Delta has partnered with the American Cancer Society for 14 years to help people get well, stay well, find cures and fight back against a disease that has touched too many families. In 2015, more than 50,000 employees and customers joined the fight and donated more than $1.7 million to the Society by participating in the nation’s largest corporate Relay For Life at Delta’s headquarters in Atlanta, Delta Day of Hope in over 100 airports around the world and the Delta Jet Drag. Delta has contributed more than $7.2 million to the Society since 2001.

COVENANT HOUSE
Each November, Delta leaders participate in Covenant House’s Executive Sleep Out in which business leaders across the country spend one night on the streets in solidarity with homeless kids. The initiative aims to raise awareness and funds to support the life-changing work of Covenant House. Delta provides support through sponsorship of Covenant Houses in Atlanta, Detroit, Los Angeles, New York and Toronto, along with volunteer support during events throughout the year.

HABITAT FOR HUMANITY INTERNATIONAL
Over the past 15 years, Delta has built 221 homes in partnership with Habitat for Humanity International. Throughout 2015, more than 2,800 Delta employees partnered with Habitat to give deserving families safe and decent shelter during our domestic builds. Delta employees also worked with our airline partner, GOL, to build six homes in Argentina during the Delta Global Build in March 2015.

CHILDREN’S MIRACLE NETWORK
Through Delta’s partnership with Children’s Miracle Network Hospitals’ (CMNH) Champions program, Delta employees bring smiles to the parents of kids who have endured a remarkable medical journey. In addition, Delta supports local CMNH children’s hospitals in our key markets.

UNITED WAY
Committed as a corporate leader of sustainable change, Delta supports the United Way and its efforts in education, income, health and reducing homelessness. In 2015, Delta and its employees and
customers gave more than $1.7 million to help those less fortunate. Among Delta leaders, there is a 100 percent participation rate in giving to the United Way.

FOOD BANKS
Through Delta’s partnership with many community food banks nationwide, Delta employees contributed 1.42 million pounds of food in 2015. Delta’s financial support helps our Food Bank partners in key cities address food poverty through a variety of programs, as well as providing nutrition education to those in need.

ADVANCING GLOBAL DIVERSITY
Delta proudly embraces and supports diverse people and thinking. On a global scale, Delta is also committed to maintaining and supporting a culture of inclusion. Our employees are proud representatives of many different ethnicities, languages, religions, cultures, races and ages. Delta believes strongly that differences help strengthen the airline; therefore we emphasize and support global diversity as a core Delta value.

Whether it is supporting the National Center for Civil and Human Rights, the Japan Society, the National Association of Chinese Americans, Pride or One Hundred Black Men of America, Delta employees celebrate and promote diversity.

SALUTING ARMED SERVICE MEMBERS & VETERANS

FISHER HOUSE FOUNDATION
Delta is committed to supporting armed services members and veterans. With this commitment Delta employees proudly show their support of military men and women through action. Sponsorships and volunteer efforts by employees help support organizations like the Fisher House Foundation, Congressional Medal of Honor Society, Luke’s Wings, Marine Toys for Tots, the United Service Organization, airport military lounges, including the Freedom Center in Detroit and Minnesota Armed Forces Services Center, along with Serving Our Troops.

Dedicated to supporting active service members and veterans, Delta contributed to the construction of new Fisher House facilities at Joint Base Lewis-McChord near Seattle and Fisher House Southern California in Long Beach, California. Fisher Houses are places of comfort where families of military personnel can stay at no cost while their loved ones receive treatment. Fisher House Foundation also operates the Hero Miles Program, which uses donated frequent flyer miles and hotel points to bring family members to the bedside of injured service members and provides hotels rooms that allow family members to be near medical centers without charge.

MARINE TOYS FOR TOTS
Delta is a national sponsor of Marine Toys for Tots. In total, more than $250,000 in cash, thousands of toys and bicycles and significant volunteer hours have been donated to the Marine Toys for Tots campaign. In 2015 alone, Delta TechOps employees built and presented more than 670 bikes to children for the Toys for Tots campaign, which was funded through bake
sales, T-shirt sales and donation drives. Delta supports Marine Tots for Tots campaigns in Atlanta, Detroit, Los Angeles, Minneapolis, New York and Seattle, as well as the organization’s national literacy campaign.

USO AND FREEDOM CENTER
Delta supports the local USO through sponsorship and volunteer work at the USO of Georgia, Bob Hope USO (Los Angeles), Fleet Week at USO of Metro New York and USO Northwest Seattle. In addition, Delta also supports the Freedom Center in Detroit and Armed Forces Service Center in Minneapolis. At the Los Angeles airport (LAX), Delta employees show their support and appreciation for armed service members monthly by greeting them curbside, helping them tag and store luggage, and then serving them a barbecue dinner. Delta has also been a partner of the Bob Hope USO at LAX for the past three years.

SUSTAINING THE ENVIRONMENT
Delta employees are committed to operating in a sustainable manner and are continually looking for new ways to reduce our environmental footprint. Delta has created opportunities for customers to offset greenhouse gas emissions associated with their flights through the Nature Conservancy.

In addition, Delta employees have built six Habitat for Humanity homes, the most recent one in Queens, New York, using funds generated from onboard recycling initiatives.

In 2015, The Delta Air Lines Foundation committed a $1 million grant to Carbon Financial Services for use in the purchasing of carbon offsets. The grant in 2015 allowed Delta to work with a carbon offset broker to source and purchase carbon offset credits from a range of verified credible carbon offset projects. Ultimately Delta’s industry leading voluntary efforts in purchasing and verification of carbon offsets directly supports our environmental commitment to achieve carbon neutral growth.

Voluntary verification of offset purchases also helps to ensure the environmental integrity of offsets by confirming that all credits adhere to recognized industry best practice standards for carbon offset projects.

All carbon offset purchases are verified to be of 2012 or newer vintages, include social co-benefits to the environment and are located in the communities that Delta serves. All of the projects in the Delta Carbon Offset Portfolio have been verified as credible.

ENVIRONMENTAL ENGAGEMENT
Delta’s annual support for the environment also includes Earth Month volunteer engagements, recycling events and employee-led environmental sustainability engagement initiatives at airports.

In 2015 Delta invested in Georgia’s environment as a Water sponsor for EarthShare of Georgia’s 2015 Earth Day events. As a sponsor, $5,000 was donated to support watershed restoration efforts. In direct support of the EarthShare of Georgia sponsorship, a group of Delta employees came together in April at Sam’s Lake Sanctuary in Fayetteville, Georgia — a 57 acre restored wetland and wildlife preserve that feeds the Flint River — for an afternoon of park and trail maintenance and habitat restoration.

In November Delta celebrated America Recycles Day in Atlanta. The celebration was a day of action and an opportunity for Atlanta-based employees to reduce their personal environmental impact by properly and securely disposing of confidential paper documents and personal home electronics, including hard drives.

Of our nearly 30,000 Atlanta-based employees, more than 1,125 participated in the event representing divisions and teams across the organization.

At year-end 1.54 tons of paper were securely shredded and recycled along with more than 28,364 pounds of household electronics. Employee efforts equated to planting 26 trees, saving 9.62 cubic feet of landfill space, and conserving 6,160 kilowatts of electricity.

In 2015, the Delta Air Lines Foundation committed a $1M grant to Carbon Financial Services toward carbon offsets.
Jet fuel accounts for more than 98 percent of Delta’s carbon footprint. That’s why Delta led the industry in 2007 by launching a carbon offset program to produce measurable benefits to the atmosphere. Today, all Delta passengers can track the environmental impact of their flight and purchase offsets through a partnership with The Nature Conservancy, an organization that strives to stop deforestation and promote alternative energy.

Tim Mapes, Senior Vice President - Marketing, Chief Marketing Officer, not only helped set Delta’s sustainability standard in 2007, he personally buys carbon offsets. Delta News Hub interviewed Mapes to learn why.

Delta News Hub: What is your personal connection to sustainable living?

TM: Sustainability is very close to home in our family. My wife Mary actually serves on the Board of Directors for the Jane Goodall Institute. She grew up in Virginia (where the institute is based), marveling at the impact of Jane Goodall’s work and became very active in supporting the organization’s causes including human and social issues, animal welfare and environmental sustainability.

So in our family this has always been top of mind. Where possible we try to say, ‘Hey, what can we do as a family to give back.’ Purchasing carbon offsets was a natural choice.

DNH: How did the carbon offset program come to be and what is it?

TM: Delta focuses on supporting our customers and the communities we serve, a very important part of that is serving the environmental interests of these communities. As an airline that serves the whole planet, quite literally in over 60 countries, our focus has been on things that we as a company can do to ultimately help support the environment around the world.

The Nature Conservancy was a natural partner. They operate internationally and can help mitigate our environmental impact. This was unique a few years ago.

When you fly, a certain amount of carbon dioxide (CO₂) is emitted for that flight, and our system lets you break that down by individual seat to see your personal impact. You can purchase carbon offsets that will neutralize the carbon impact right from Delta.com/co2. A carbon offset may mean planting a tree or investing in alternative forms of energy like wind or solar power. These offsets remove the same amount of harmful CO₂ that your flight produced.

DNH: So why do you feel it is important to purchase carbon offsets?

TM: Martin Luther King Jr. once said, “Everybody can be great because everybody can serve.” And that’s true. All of these problems and all of these massive issues that nobody can do anything about, well in reality we can do something, but it requires each individual person to do their part; whether it’s changing to energy efficient lightbulbs, driving a hybrid or adjusting the thermostat.

For us carbon offsets are just one more example of something we can do that cumulatively, over time has a positive potential impact.

When you think about the 80,000 Delta employees or 170 million Delta passengers around the world, if everyone flying did this one little thing, there’s potentially enormous impact from simply the Delta universe. Together we can really drive global change.
Delta employees volunteer at the Atlanta Community Food Bank in September.

Delta supports the Ghana Red Cross Society’s “Hang Up and Keep Up” malaria prevention campaign.

Over 50,000 employees and customers around the world joined together to support the American Cancer Society this May during the Delta Day of Hope and Relay For Life events, including the Delta Jet Drag.

Delta supported the Japan Society’s 2015 Junior Fellow Leadership program for program fellows, who traveled to Japan for a culturally immersive learning and leadership experience in July and August.

In June, Children’s Miracle Network Hospitals’ “U.S. Champions” spent the afternoon at the Delta Flight Museum. Delta flew the children and the guests to Washington, D.C. on a ‘Champions One’ private B767-300 charter flight.

Delta continued its support of the LGBT community through a series of national Pride festival partnerships, including New York Heritage of Pride, in the midst of the landmark Supreme Court ruling to legalize same-sex marriage.

In October, Delta representatives from Flight Ops, InFlight, ACS and TechOps broke ground on a new Fisher House in Long Beach, Calif. Delta is principal funder of the Long Beach house, which is slated to open in fall 2016.

Throughout 2015, more than 2,800 Delta volunteers built 14 homes in 7 markets in partnership with Habitat for Humanity International, including three homes in Atlanta.

Delta’s Tokyo and Singapore teams participated in a run and walk fundraiser for breast cancer survivors in Tokyo in July. The Japanese Breast Cancer Society brings together supporters to boost morale for survivors and their families.

DELTA’S 6 PILLARS OF GLOBAL GOOD

WELLNESS

EDUCATION

ENVIRONMENT

MILITARY

DIVERSITY

ARTS & CULTURE
A team of 62 volunteers traveled to Buenos Aires, Argentina, in March to build six homes during Delta’s 11th Global Build with Habitat for Humanity International.

University of Georgia and Delta leaders gather for the dedication of Delta Hall in Washington, D.C., following a $5 million grant from The Delta Air Lines Foundation.

Delta employees collectively donated 6,642 pints to the American Red Cross during the 2015 blood drive year.

Nearly 300 Delta employees, family and friends braved rainy conditions during the American Heart Association’s Metro Atlanta Heart Walk Sept. 26 at Centennial Olympic Park. Delta was the top fundraiser with nearly $430,000 raised.

Delta employees, retirees and customers built six homes in the Buenos Aires community of La Matanza during The Delta Global Build with Habitat for Humanity International and partner GOL.

University of Georgia and Delta leaders gather for the dedication of Delta Hall in Washington, D.C., following a $5 million grant from The Delta Air Lines Foundation.

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MANAGING OUR SUPPLY CHAIN
Delta’s supply chain organization prioritizes sustainable sourcing practices to exceed customer expectations in a cost effective way. We are committed to a supply chain that reflects the wonderful diversity of our customers and employees worldwide.

— Greg May, Senior Vice President, Supply Chain Management and Fleet Operations
Delta is firmly committed to social, environmental and economic responsibility in all of our operations.

Understanding the potential global impact of managing the supply chain of a global airline leader, Delta’s Supply Chain Management (SCM) professionals are committed to operating in line with rigorous internal material standards for sourcing, procurement and selection of our suppliers and business partners.

Delta’s SCM organization is composed of multiple units that partner with business divisions to formulate business and sourcing strategies to deliver sustainable results to the company. This ensures a continuous supply of cost-competitive, quality goods and services that meet the requirements for responsibility.

SCM PROCUREMENT MANAGEMENT APPROACH
As a provider of logistics and transportation services, Delta understands that our SCM is a component of providing long-term sustainable support to our customers. To do this we work hand in hand with vendors and suppliers to manage the services and products they provide as components of our services.

Adhering to Delta’s ethics & integrity commitments, SCM is committed to the following values:
- Integrity and ethical behavior
- Fact-based decision making
- Challenging the status quo
- Enhancing shareholder value
- Diversity
- Teamwork
- Continuous improvement
- Respect for people and the value they bring
- Innovation
- Excellence in performance

SUPPLIER ESG ASSESSMENT MANAGEMENT APPROACH
Delta has adopted a strategic sourcing process that defines how to manage and engage suppliers to ensure that they practice responsible and sustainable business. This includes a due-diligence policy to screen all key suppliers for potential environmental, social and governance (ESG) risk factors. The implementation of this process is key to continuous improvement and for mitigating any potential negative impacts of our global supply chain.

In addition, during supplier selection several documents are utilized to ensure that suppliers adhere to sustainable business practices. The entire due-diligence and vetting process allows Delta to both reduce and manage all supply chain risks — including environmental. Two assessment documents utilized to assess suppliers are:
- The Supplier Code of Conduct
- The Supplier Sustainability Guidelines

In addition to sourcing and supplier evaluation processes, SCM professionals understand the business value associated with adopting and monitoring sustainable business practices. Adhering to this ethic, Delta is also committed to ensuring operational ESG requirements and utilizing mechanisms for monitoring, reporting and correcting ESG issues.

To further ensure continuous improvement, 85 key suppliers participate in Delta’s Supplier Performance Management program which includes the use of monthly performance scorecards, periodic business reviews and discussions on developing and maintaining sustainable business processes.

Our 2015 Supplier KPI Material Aspect goals, and progress against this goal, can be found on page 2-11.

COMMİTMENT TO SUPPLIER DIVERSITY
Delta recognizes the critical role suppliers play in our global value chain. As a global service provider, “local” to us means maximizing our responsible returns to stakeholders through diversity and by requiring significant expenditures in the communities we serve.
Expenditures include contracted labor, facility rents and landing fees that support local airport station operations across the Delta system.

In 2015, about 17 percent or $4.4 billion of Delta’s $26 billion of supplier spend was sourced locally. If jet fuel and related items are excluded, the percentage of supplier spend that is sourced locally increases to about 32 percent.

Commitment to diversity in our supply chain means ensuring that our supplier base reflects the diversity of our customers. To do this we set annual spend targets with minority- and women-owned businesses, and we measure progress toward achieving these targets.

Since 2011, annual spend with minority-owned businesses has increased from $151 million to $370 million while spend with women-owned businesses has increased from $187 million to $493 million. Delta’s aggressive growth can be attributed to identifying viable diverse companies and our commitment to helping diverse companies understand and develop the capabilities required to compete successfully for Delta business.

In support of our commitment to diversity, SCM sourcing professionals proactively identify and build relationships with high-quality small-, minority-, and women-owned business enterprises (MBEs and WBEs) while encouraging Tier 1 suppliers to do the same.

SCM’s ability to deliver value through partnerships lies in our ability to establish relationships with diverse suppliers that deliver value through high quality products and services in a competitive and global environment.

SCM LABOR & HUMAN RIGHTS MANAGEMENT APPROACH

To further mitigate any potential negative impacts stemming from our supply chain, Delta includes material labor and human rights screening criteria as an integral part of our SCM Supplier Code of Conduct. Taking our labor and human rights commitments to the next level, screening criteria are applied to all suppliers, and all SCM contracts include language supporting both human rights and labor policies.

The screening assesses potential risks factors including supplier labor practices. This labor screening is also an integral part of the Delta due-diligence and supplier selection process as outlined in our SCM Business Case Template and in our SCM Policies and Ethics Manual.

Our commitment to stringent selection and assessment standards also encourages our suppliers to join in efforts to condemn all forms of human trafficking and sexual exploitation.

In 2015, our Supplier Code of Conduct also required all Delta suppliers to:

- Not use child labor
- Use only voluntary labor
- Comply with all applicable minimum wage laws and maximum hours laws
- Maintain a workplace that is free of hostility, harassment and discrimination
- Not participate in human trafficking and sexual exploitation of children
- Respect the right of freedom of association

Additionally, Delta adopted the Department of Homeland Security’s Blue Lightning Initiative training program that provides airline employees with tools to identify and report suspected instances of human trafficking.

As of January 2015 more than 68,000 Delta people completed the training.

SUPPLY CHAIN MANAGEMENT ESG RISK FACTORS

To understand and mitigate supplier risk, sourcing decisions should include an assessment of ESG risk factors as follows:

**ENVIRONMENTAL**
- Energy Use/Efficiency
- Environmental Breaches
- Waste Reduction
- Environmental Emissions
- Deployment of Renewables
- Carbon Footprint
- Hazardous Waste

**SOCIAL**
- Employee Health and Safety
- Lost Injury Days
- Community Investment
- Diversity Issues
- Employee Labor Practices
- Absence Rate/Turnover
- Customer Perception

**CORPORATE GOVERNANCE**
- Reporting & Transparency
- Audit Processes
- Notices of Violations (NOVs)
- Training & Development
- Performance Management
- Shareholder Interests
- Anticorruption Practices

Use of ESG factors in supplier section will add shareholder value by reducing risks and addressing our customer’s concern for doing business with a company that values ethical business practices.
Delta people drove record-setting operational performance for our customers in 2015, leading the U.S. global carriers in Department of Transportation metrics for on-time performance, completion factor and baggage performance. We are working to build lasting relationships with our customers by providing a safe, reliable and consistently thoughtful experience on every flight and through every interaction, every day.

— Gil West, Senior Executive Vice President and Chief Operating Officer
Building long-lasting relationships with our customers is one of Delta’s top priorities. To do this we strive each day to provide the most reliable, safe and convenient experience possible on every flight and through every interaction.

In addition, Delta continues to enhance the travel experience through improvements to technology, streamlined security procedures and an unrelenting focus on safety.

Our 2015 Customer Service KPI Material Aspect goal, and progress against this goal, can be found on page 2-11.

CUSTOMER HEALTH & SAFETY MANAGEMENT APPROACH

At Delta, ensuring the health and safety of our customers is paramount. To fulfill this commitment to our customers while providing the highest levels of service in the air and on the ground, we are focused on two primary areas: Customer Health & Safety and Customer Security.

Customer Health & Safety focus areas include:
- Flight Safety
- Emergency Preparedness
- Safeguarding Customer Health
- Dangerous Goods Handling

Customer Security focus areas include:
- Flight Security
- Airspace and Overflight Security
- Passenger Screening
- CyberSecurity

Our 2015 Customer Safety KPI Material Aspect goal, and progress against this goal, can be found on page 2-11.

FLIGHT SAFETY

The primary objective of Delta’s Flight Safety Program is to reduce risks proactively by identifying, assessing, mitigating and/or eliminating hazards that may cause incidents or accidents. Delta’s Flight Safety program strives to prevent the occurrence or recurrence of incidents or accidents that could result in injuries to persons or damage to aircraft or facilities. Delta’s committed dedication to our safety objective is demonstrated through the administration and growth of voluntary safety programs throughout our operations. These programs include the Aviation Safety Action Program (ASAP), Flight Operational Quality Assurance (FOQA) program and the adoption of a Safety Management System. During 2015, Delta advanced our culture of safety through program enhancements and continuous improvement. In addition to the advancements made internally, Delta also participated in and led many industry safety initiatives such as Aviation Safety Information Analysis and Sharing (ASIAS) and the Confidential Information Share Program (CISP) with Air Traffic Control.

AVIATION SAFETY ACTION PROGRAM (ASAP)

Delta’s voluntary safety reporting programs provide a confidential system for frontline employees to highlight safety concerns. Through the end of 2015, ASAP was available for pilots, dispatchers, load planners, maintenance workers and flight attendants. During 2015, Delta developed a program for its largest work group, Airport Customer Service and Cargo Operations. The ACS/CGO demonstration project will launch in 2016. Once completed, approximately 70,000 Delta employees will have access to ASAP.

In 2015, Delta ASAP continued participating in the Confidential Information Share Program (CISP) with Air Traffic Control. CISP was established in 2011 to allow safety information to be shared between participating airline Event Review Committees (ERCs) and the Air Traffic Safety Action Program (ATSAP) ERC. ASAP and ATSAP programs work collaboratively to address safety issues within the National Airspace System. The collaboration merges perspectives of both pilots and controllers allowing each organization to better understand the causal factors of both known and previously unknown events. Additionally, by providing a more complete representation of National Airspace System operations, the FAA and participating airlines can more accurately identify potential hazards and develop more robust mitigation strategies.

- During 2015, Delta’s ASAP analyzed approximately 23,000 reports from frontline employees.
FLIGHT OPERATIONAL QUALITY ASSURANCE (FOQA)

During 2015 Delta FOQA worked collaboratively with internal and external stakeholders to advance program policies, procedures and technology. In cooperation with the pilot labor union, a new agreement was ratified. The main objective of the agreement is to increase the utilization and dissemination of FOQA Data to improve the safety and efficiency of the airline. This ground-breaking agreement is a testament to the strength of the relationship and safety focus of the management and labor teams at Delta. In addition, the FOQA team implemented a new flight data replay or “animation” system. The new technology has provided an industry leading tool to improve the investigation, communication and educational opportunities for numerous work groups.

- During 2015, Delta’s FOQA program analyzed approximately 800,000 flight operations.

AVIATION SAFETY INFORMATION ANALYSIS AND SHARING (ASIAS)

Following an internal standard of continuous improvement, Delta supports industry safety objectives by participating in a working group that uses the Aviation Safety Information Analysis and Sharing (ASIAS) system. The ASIAS system is a tool provided by the FAA that promotes the open exchange of de-identified safety information in order to continuously improve aviation safety. Further utilizing safety information, in 2015, Delta advanced its participation and support of a data fusion project by moving from a demonstration initiative to a fully implemented project. The project fuses Delta’s safety data with other sources of information such as radar track, Air Traffic Control information and weather. This project continues to provide a greater level of analysis and insight related to contributing factors of adverse trends and National Airspace System concerns.

INDUSTRY COLLABORATION

In addition to the enhancements of internal Delta safety programs such as ASAP, FOQA, Safety Investigations and others, Delta remained an active participant leader with Delta Connection, SkyTeam and other organizations throughout the aviation industry. Leadership and participation in these groups ensures that Delta Flight Safety remains committed to the safety of every passenger and employee onboard our flights.

SAFETY MANAGEMENT SYSTEMS (SMS)

Delta executes a complex, well-orchestrated daily operation. Flight operations, ramp operations, catering, cargo, maintenance, crew scheduling, dispatch and meteorology must operate independently, but also in concert to succeed. Each operational area presents its own challenges and risks; however, Delta’s comprehensive SMS assesses each piece individually and systemically to identify potential hazards.

SMS is a formal, top-down approach to managing safety risk. In January 2011, Delta became the first passenger airline to implement SMS. Since that time, SMS has continued to mature into a strong, successful and healthy SMS program. One key to the continuing success of the SMS program is effective hazard reporting by all employees throughout the organization. Constant analysis of systems, processes and procedures provides ongoing opportunities to proactively identify hazards before an incident occurs.

Interaction and collaboration is another key to the success of Delta’s SMS program. Working with our connection carriers and SkyTeam Alliance partners helps Delta gather and assess safety-related data, best practices and lessons learned.
EMERGENCY PLANNING & OPERATIONS

In today's global environment, companies must be prepared for whatever challenges come their way. Delta’s Business Continuity and Emergency Response programs provide training and support that ensure plans are in place to appropriately respond to any crisis impacting our airline. Delta’s highly skilled responders are capable of working through any disaster by quickly assessing the situation, using pre-developed plans and developing an action plan to be used throughout the crisis. Frequent drills and simulations keep our employees familiar with response processes and equipped to respond at a moment’s notice. Additionally, they give us the ability to understand our shortcomings and continually make improvements to our plans outside of an actual emergency.

BUSINESS CONTINUITY

Business Continuity focuses on disasters that directly affect Delta’s daily operation and includes such events as the loss of key infrastructure, technology, or personnel. Significant business disruptions can vary widely in scope and duration. As a result, our comprehensive plans have been developed using industry-wide best practices, along with collaboration from private and public sector organizations, to ensure proper focus and applicability. While we realize we cannot eliminate all possibilities of disruption, our objective is to provide our customers with a safe, seamless travel experience, regardless of what is impacting our business at any given time.

EMERGENCY RESPONSE

Emergency Response at Delta works cross-divisionally with our teams to ensure every division understands their role and responsibility in responding to an aircraft disaster or hijack. These highly trained employees are passionate about Delta’s program and many volunteer their time to be part of the team. In 2015 Delta’s Emergency Response team visited 23 stations worldwide, training each station’s personnel on Local Emergency Response Action Plans (LERAP). The LERAP is a site-specific document that guides stations when they respond to aircraft incidents. This same document and training is utilized by our SkyTeam partners, Air France and KLM, to provide a consistent response for the three airlines around the world. The combined efforts of mutual assistance training provided training to over 60 worldwide stations in 2015.

Also in 2015 over 25 departmental, Delta Connection partner and corporate-wide emergency exercises were executed. Each of these simulated exercises was designed to rigorously test and challenge all Delta responders and response processes. These exercises also included the first joint exercise between two Delta Connection partners and Delta. Joint exercises allowed us to test our plans in ways that were unable to be tested in the past, such as coordination of communication, manifest processes and family assistance for our partner carriers.

THE DELTA CARE TEAM

The Delta Care Team is a primary component of our Emergency Response program. The team is a diverse cultural group of over 2,600 Delta employee volunteers from across the globe. These volunteers are specially trained to assist survivors and family members with compassion and professionalism. All of our Care Team members are required to attend initial and recurrent training to maintain their skills. In 2015, 386 Delta employees volunteered to join the Care Team and were initiated into the program.

Delta’s Passenger Inquiry Center (PIC), which is activated at the onset of an aircraft accident, utilizes 2,500 trained reservation personnel to answer inbound calls from the public. Our Reservation division is responsible for training and activating this vast team of responders. Another key responsibility of the division when an accident occurs is to produce the passenger manifest. To ensure accuracy and timeliness of this critical process, the team conducted over 900 manifest verification drills throughout the year.

In March 2015 Delta’s Emergency Response plan was activated immediately following news that Delta Flight 1086 veered off of an icy runway upon landing at LaGuardia Airport in New York. The station activated their local plan and worked hand-in-hand with the Operations and Customer Center (OCC) at our Atlanta headquarters to coordinate assistance to customers involved in the accident. Our LaGuardia team was very responsive in providing for the needs of our customers during this difficult time.
SAFEGUARDING CUSTOMER HEALTH

Delta is committed to supporting customer health and safety during flight. Because of this commitment, Delta voluntarily contracts with STAT-MD, a division of emergency medicine services of the University of Pittsburgh Medical Center. STAT-MD provides 24/7 ground-based medical support availability for all domestic and international in-flight medical events in addition to providing pre-flight medical fitness-to-fly consultative support.

STAT-MD physician consultants are board-certified emergency medicine physicians who are knowledgeable about Delta’s on-board medical capabilities and the effects of altitude on physiology during flight. During in-flight medical occurrences these trained STAT-MD physicians consult from the ground and provide treatment recommendations that may include a divert recommendation for more immediate medical care. All this occurs in an expanded team environment that includes pilots in the flight deck, flight attendant first responders, passenger medical volunteer/s if available and the flight’s dispatcher from the Operations and Customer Center. Delta’s in-flight medical capabilities provide best-in-class safety that exceeds FAA regulatory guidance for on-board medical equipment, supplies, medication and ground medical physician support.

Delta also accommodates battery-operated medical devices, including portable oxygen concentrators that have been pre-approved by the U.S. Department of Transportation (DOT) and Delta to ensure compatibility with aviation electronic systems.

DANGEROUS GOODS HANDLING

The Dangerous Goods Management Group (DG) at Delta manages and oversees the implementation of all dangerous goods handling, as well as implementation of companywide dangerous goods policies. In addition, due to strict regulations by domestic and international authorities related to acceptance, handling and transport, the DG program at Delta is operated as part of our quality management system.

DG is specifically tasked with:
- Establishing hazardous materials and dangerous goods standards
- Evaluating operations against those standards
- Recommending appropriate improvements
- Promoting awareness and compliance

HAZARDOUS MATERIALS TRANSPORT

Understanding the risks associated with carrying regulated materials on board, Delta accepts and transports Hazardous Materials (HazMat) through our Cargo/Airport Customer Service division, as well as transporting company required materials to Technical Operations facilities.

Delta’s HazMat program is fully compliant with applicable regulations as well as the International Civil Aviation Organization (ICAO) technical instructions. Further ensuring the safety of our employees and customers, all Delta employees who may be required to handle any type of HazMat are trained annually through an FAA-approved training program.

With safety as a core value, in 2015 in an effort to continuously improve both operations and safety, Delta further enhanced procedures to include the individual scanning of each DG item in all shipments. Our improvement efforts, including enhanced scanning

DANGEROUS GOODS BY THE NUMBERS:

- 62,129 flights that required a NOTOC form (notification to the captain)
- 205,283 pieces of Dangerous Goods
- 7.6 million Kilograms total weight
- 52 ASAP Reports received for Dangerous Goods shipments and classified by severity. Improvement from 2014.
- 5,278 emails sent to the FAA reporting undeclared Dangerous Goods removed from passenger checked baggage

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of shipments, helps us to improve the visibility of every item loaded onto our aircraft. Ultimately our commitment to continually improve in this area helps to ensure the safety of all passengers.

At year’s end, our proactive approach to continually addressing and reviewing procedures and issues led Delta to become the first major U.S. carrier to ban the transport of hoverboards in carry-on and checked baggage (effective December 11, 2015).

SECURITY MANAGEMENT APPROACH

CUSTOMER SECURITY
Delta continues to evolve our security program, seeking to mitigate security-related risks to passengers and employees while minimizing impacts through customer service initiatives. Delta’s approach is proactive and risk-based, and was recently noted as an industry leader in aviation security by U.S. Secretary of Homeland Security Jeh Johnson. In 2015, Delta continued to work with government and airport partners to expand customer service security initiatives for the benefit of all passengers, maintaining a focus on continually improving and streamlining processes to ensure that we provide a best-in-class overall travel experience in the safest possible environment.

AIRSPACE AND OVERFLIGHT SECURITY
As part of our commitment to continually assessing and managing security risks, Delta has enhanced the way the security of operational airspace is reviewed across the globe. In close collaboration with U.S. government partners, Delta conducts periodic and event-based reviews of flight routes. These reviews proactively identify areas of potential risk to airspace security, allowing for the restriction of flight operations as necessary to safeguard our customers, people and assets - above and beyond government guidance.

In addition to enhancing internal processes, Delta continues to work with partners and industry organizations to ensure that policy and regulations in these areas maintain focus on key risk areas, increasing security for the traveling public worldwide.

ENHANCED DATA ANALYSIS
Throughout 2015 Delta continued to focus on security innovation, merging enhanced data analytics and innovative technology to facilitate the identification and assessment of potential threats and managing security risks across the aviation environment. As worldwide security threats continue to evolve – Paris, Egypt and San Bernardino, for example – Delta remains committed to seeking out the most innovative sources of information and intelligence to secure our customers, people and assets, while maintaining the utmost standards and protections for the privacy of personal data.

CYBERSECURITY & INFORMATION MANAGEMENT APPROACH
The mission of CyberSecurity at Delta is:

“To protect Delta’s business and its customers, employees and partners from cyber threats while enabling Delta through innovative, forward-looking, cybersecurity services, products and solutions.”

To accomplish our mission, Delta leverages best practice strategies enabling four layers of protection:

1) Prevention
2) Detection
3) Response
4) Recovery

Recognizing that we operate globally, Delta acknowledges that our information and technology systems are subject to increasing threats of continually evolving cybersecurity risk. The CyberSecurity Division is committed to safeguarding all forms of internal business and customer information, as well as safeguarding all of our information systems from unauthorized access, use, disclosure, disruption, modification or destruction.

SECURITY MANAGEMENT GROUPS
To mitigate existing and emerging threats related to cybersecurity challenges, Delta has established four workgroups that support the information security of our global operations:

- Cyber Access Management provides controlled access to systems by employees, contractors and vendors.
Cyber Threat Unit works in cooperation with Information Technology (IT) to provide enterprise-wide response capability, strengthening Delta's front line of defense against a rapidly shifting threat environment.

CyberSecurity Governance establishes security policies and standards, conducts risk assessments, and promotes security-related training and awareness programs while ensuring legislative and regulatory compliance.

Security Solutions Group (SSG) provides enterprise solutions and shared services to the IT, Human Resources (HR) and Legal departments; including eDiscovery, Identity and Access Engineering and Automation.

CUSTOMER INFORMATION PRIVACY & SECURITY MANAGEMENT APPROACH

At Delta we have always placed a top priority on the security and privacy of our customer's personal information. Delta's information systems and networks are important business assets, critical to the success of Delta. To operate effectively in a large, diverse environment and compete successfully in the global economy, Delta commits to having information assets that are secure, accurate and available.

The CyberSecurity Program ensures the confidentiality, integrity and availability of the information necessary to achieve long-term business success. It also takes steps to maintain the privacy of information we hold regarding all of our customers and employees.

All Delta employees are expected to play their part in maintaining general information security and privacy as they handle corporate and customer information in their job functions.

PRIVACY AND COMPLIANCE

CyberSecurity independently and objectively assesses the controls, reliability and integrity of Delta’s IT environment to ensure compliance with legislation and regulatory requirements. These assessments help maintain or improve the efficiency and effectiveness of our internal controls, third-party compliance agreements, policies and procedures.

CYBERSECURITY AWARENESS

The CyberSecurity Division establishes and maintains the strategy for the security and privacy awareness program which outlines Delta's information security and privacy practices and clarifies the Information Security Policy and Standards.

At Delta, we strive to reinforce a cybersecurity-aware culture. Every employee and contractor with access to Delta's information systems is required to complete annual information security and privacy training that is tailored to our business environment and updated as new technology and associated security/privacy issues emerge. Additional training and education programs are provided to key audiences such as IT developers and people who process credit cards. Practical guidance on cybersecurity best practices is provided throughout the year to employees and managers across the company.

Our CyberSecurity Awareness Program also consists of quarterly awareness and engagement events, including National CyberSecurity Awareness Month and Privacy Day – an international effort held annually to create awareness about the importance of privacy and protecting personal information. Awareness campaigns throughout the year focus on hot topics such as phishing, anti-tampering, data classification and ensuring a secure workspace.

Our 2015 CyberSecurity KPI Material Aspect goal, and progress against this goal, can be found on page 2-11.
In today’s world of data breaches, cyber-attacks and increased connectivity, it is paramount that every Delta employee is prepared to protect Delta’s valuable information assets. Employees play a critical role in cyber threat defense, and the best strategy for detecting and thwarting attacks relies on a vigilant and cyber-aware workforce.

Cybersecurity training and awareness at Delta serves to not only educate employees about how to protect Delta’s information assets, but to give employees and their families the tools they need to protect themselves in the digital world. The CyberSecurity Division uses relatable games, tips and information that translates from the workplace to home.

Strong passwords, secure home networking, phishing awareness and safe online behavior are all skills that benefit the employee, their family and Delta. As the trend for smartphones and tablets in the workforce grows, we ensure that our educational campaigns teach skills that reduce risk and promote a secure brand that is serious about protecting our customer and employee information.

Cybersecurity education transcends the workplace, and because our employees know how to protect our customer’s privacy, they too are protected from the dangers of cybercrime and identity theft. Delta cares about our customers, and Delta cares about our employees. That is the Delta Difference.
ECONOMIC PERFORMANCE
At Delta we have one theme: Sustainability. Fuel efficiency is a key piece of that. We are investing in more fuel efficient aircraft and leveraging our diverse fleet to increase capacity. We need to build slowly and sustainably. We need to operate like a successful world-class business, not just a successful airline. We need to be sustainable through the worst times, so we’re making money then too. That’s why we’re doing things differently than other airlines. The status quo hasn’t worked for this industry.

— Paul Jacobson, Executive Vice President
Chief Financial Officer
Delta understands that positive economic performance is important to our stakeholders and to the operation of our airline. For this reason, economic performance serves as one of Delta’s long-term material KPIs. In addition, economic performance plays a key role in helping to define all of our other material issues for doing business.

As a global leader in the airline industry, Delta’s positive economic performance also provides the financial capital to achieve our pursuit of fulfilling greater social and environmental business goals. This includes investing in our employees and the communities we serve and our efforts to minimize our environmental impact across all operations.

Our 2015 Financial KPI Material Aspect goal, and progress against this goal, can be found on page 2-12.

### ECONOMIC PERFORMANCE & MARKET PRESENCE

#### MANAGEMENT APPROACH

Delta provides scheduled air transportation for passengers and cargo throughout the United States and around the world. Our global route network gives us a presence in every major domestic and international market. We serve 180 million customers in 64 countries with industry leading customer support and operational excellence.

By ensuring positive economic performance, Delta is positioned to continue a focus on system-wide capabilities and innovative solutions. Further, our history of producing strong financial results has allowed us to leverage brand and customer loyalty to address airline trends and risks.

### RISKS AFFECTING PERFORMANCE

Financial and operational risks include the following factors, among others:

- **Terrorist attacks, geopolitical conflict or security events** may adversely affect our business, financial condition and operating results.

- **High fuel costs or cost increases, the effect of rebalancing the fuel hedging program and related costs, including mark-to-market adjustments, as well as significant disruptions in the supply of aircraft fuel** could also negatively affect our business.

- **Our significant investments in airlines in other parts of the world and the commercial relationships we have with those carriers** may not produce the returns or results we expect.

- **We are at risk of losses and adverse publicity from a serious accident involving our aircraft.**

- **Employee strikes or other labor-related disruptions or extended disruptions of service at one of our key airports or by our third-party regional carriers** could have a material adverse effect on our operations.

- **Breaches or lapses in the security of our technology systems and the data we store, disruptions of our information technology infrastructure or the failure of our technology to perform reliably could possibly have a material adverse effect on our business.**

- **The global airline industry is highly competitive and, if we cannot successfully compete in the marketplace, our business, financial condition and operating results will be materially adversely affected.**

- **Increased competition in both the domestic and international markets** may have a material adverse effect on our business, financial condition and operating results.

- **The airline industry and the operation of an oil refinery are subject to extensive government regulation, and compliance with existing and new regulations** may increase our operating costs.

- **Prolonged periods of stagnant or weak economic conditions** could have a material adverse effect on our business.

- **The rapid spread of a contagious illness or the fear of it** could have a material adverse effect on our business and results of operations.

### FINANCIAL REPORTING

Delta primarily reports on the structure of our organization, changes in our structure and our financial performance through our Annual Report and investor relations website [http://ir.delta.com/](http://ir.delta.com/). In our annual CRR, financial performance data focuses on economic performance as it relates to sustainability and climate change. The organizational entities covered in this CRR are those also presented in our Annual Report.

### MANAGING OUR LARGEST EXPENSES

#### JET FUEL

Our results of operations are significantly affected by changes in the price of jet fuel. In 2015 global jet fuel prices fluctuated sharply, with prices of crude oil reaching lows around $40 a barrel in the fourth quarter. We have historically managed our fuel price risk through a hedging program, which we closely monitor and rebalance based on market conditions.
During 2015 and the first quarter of 2016, we entered into hedges designed to offset and effectively terminate our existing hedge positions in order to fully participate in further decreases in fuel prices during 2016.

Delta’s subsidiaries, Monroe Energy and Monroe Interstate Pipeline Company (MIPC), own and operate the Trainer oil refinery near Philadelphia, Pennsylvania, which annually provides approximately 80 percent of Delta’s domestic fuel needs.

**FLEET STRATEGY**

Delta’s ongoing sustainability and responsibility efforts include implementing innovative strategies that utilize a mix of new and used aircraft. Our comprehensive fleet strategy is based on the use of tried and tested aircraft with proven reliability. To achieve this financially feasible approach, Delta relies on the expertise of in-house maintenance operations to deliver the lowest maintenance costs in the industry.

To simultaneously achieve greater aircraft fuel efficiency and enhance aircraft capacity, Delta will continue to retire older aircraft as we receive more efficient and higher capacity aircraft. The combination of new aircraft deliveries and retirements allows Delta to generate the same passenger capacity levels with fewer departures, yielding economic improvement, reduced environmental impacts and reduced airspace congestion.

**CLIMATE EFFECTS ON OUR BUSINESS**

Climate change presents both opportunities and risks related to Delta’s economic performance.

**CLIMATE CHANGE AS OPPORTUNITY**

Delta continues to reduce emissions from operations as we increase operational efficiency and service to our customers. Within our operations we seek to minimize the impact of greenhouse gas (GHG) emissions primarily through reductions in fuel consumption.

To date we have realized reductions in our GHG emission levels since 2005 (our baseline CDP GHG year). We have achieved this reduction through retirement of older, less fuel efficient aircraft and replacement with newer, more fuel efficient aircraft. In addition, we have implemented fuel-saving procedures in our flight and ground support operations that further reduce carbon emissions.

As an emerging opportunity to both reduce emissions and minimize our impact on the environment, Delta continues to support efforts to develop alternative fuels and efforts to modernize the air traffic control system in the United States.

In addition, as we continue our long history of innovation, we anticipate the ability to leverage our management and mitigation capabilities to further reduce our GHG emissions and our climate impact.

**CLIMATE CHANGE AS RISK**

Seeking to act as a responsible leader in the airline industry, we recognize that climate change is also a material regulatory risk.

The U.S. Environmental Protection Agency (EPA) is authorized to regulate aircraft emissions and has historically implemented emissions control standards adopted by the International Civil Aviation Organization (ICAO).

Concern about aviation environmental issues, including climate change and greenhouse gases, has led to taxes on our operations in the United Kingdom and in Germany, both of which have levied taxes directly on our customers. Due to the changing regulatory landscape in the U.S. and abroad, Delta realizes that we may face increasing regulations, increasing tax burdens, additional charges or additional requirements related to operational permits including purchase allowances related to emission credits for GHG offsets. Increases in regulation could also result in taxation or permitting requirements from multiple jurisdictions for the same operations.

**CLIMATE CHANGE AND EUROPE**

Risks related to European operations include ongoing bilateral discussions between the U.S. and other nations. Ongoing discussions may lead to international treaties or other actions and obligations related to reducing GHG emissions from aviation.

One of these evolving obligations is the European Union’s Emissions Trading Scheme (ETS). Established in 2005, the ETS is the world’s largest trading mechanism for greenhouse gas emissions allowances. Beginning in 2012 the ETS required the purchase of emission allowance offsets for any flight originating and landing in the European Union. In 2015 Delta operated a limited number of flights that were subject to the ETS.

After 2016, the ETS would apply to all flights originating or landing in the European Union, unless the EU amends the current legislation following the ICAO Assembly.

In the U.S., cap and trade restrictions have also been proposed along with other legislative or regulatory action, including increasing EPA regulation of GHG emissions.
In the event that legislation or regulation is enacted in the U.S. or in the event similar legislation or regulation is enacted in jurisdictions other than the European Union where we operate, or where we may operate in the future, direct costs from regulation to the airline industry have yet to be determined.

Finally, at the 38th ICAO Assembly, concluded in 2013, a climate change resolution was adopted in which member countries decided to develop a global market-based measure (GMBM) seeking carbon-neutral growth beginning in 2020. At the ICAO Assembly commencing in late September 2016, a resolution adopting a GMBM for international aviation will be considered. If adopted, each affected country is expected to enact legislation to implement the GMBM for airlines based in that country.

**FINANCIAL PERFORMANCE**

**RECORD FINANCIAL RESULTS**

Delta’s 2015 pre-tax income, adjusted for special items (a non-GAAP financial measure), increased $1.3 billion to $5.9 billion, compared to 2014. 2015 results include $1.5 billion in profit sharing expense. Running a reliable, customer-focused airline produced a 28.3 percent return on invested capital (a non-GAAP financial measure), over $7 billion of adjusted operating cash flow (a non-GAAP financial measure) and $3.8 billion of free cash flow (a non-GAAP financial measure). Delta also contributed $1.2 billion, including an incremental $600 million above the minimum funding requirements for our defined benefit pension plans and returned $2.6 billion to shareholders through a combination of $359 million of dividends and $2.2 billion of share repurchases.

**STRENGTHENED BALANCE SHEET**

We continued our efforts to strengthen our balance sheet by reducing adjusted net debt (a non-GAAP financial measure) $600 million to $6.7 billion in 2015, which represents a more than $10 billion reduction since 2009. During 2015, all three major rating agencies upgraded Delta’s credit ratings, and in February 2016, Moody’s Investor Service further upgraded our credit rating to investment grade (Baa3). This improvement reflects Delta’s solid financial performance and the market’s confidence in our capital allocation strategy.

<table>
<thead>
<tr>
<th>ECONOMIC IMPACT</th>
<th>YEAR ENDED DECEMBER 31,</th>
</tr>
</thead>
<tbody>
<tr>
<td>(in millions USD, except per share data)</td>
<td>2013</td>
</tr>
<tr>
<td><strong>DIRECT ECONOMIC VALUE GENERATED</strong></td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>$37,773</td>
</tr>
<tr>
<td><strong>ECONOMIC VALUE DISTRIBUTED</strong></td>
<td></td>
</tr>
<tr>
<td>Non-Labor Operating Costs</td>
<td>$26,021</td>
</tr>
<tr>
<td>Employee Wages and Benefits</td>
<td>$8,226</td>
</tr>
<tr>
<td>Payments to Providers of Capital</td>
<td>$1,243</td>
</tr>
<tr>
<td><strong>PAYMENTS TO GOVERNMENT</strong></td>
<td></td>
</tr>
<tr>
<td>Property</td>
<td>$89</td>
</tr>
<tr>
<td>Payroll</td>
<td>$1,858</td>
</tr>
<tr>
<td>Other</td>
<td>$312</td>
</tr>
<tr>
<td><strong>COMMUNITY INVESTMENTS</strong></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>$23.4</td>
</tr>
<tr>
<td><strong>SHAREHOLDER VALUE</strong></td>
<td></td>
</tr>
<tr>
<td>Share price at Dec. 31</td>
<td>$27.47</td>
</tr>
<tr>
<td>Share price range</td>
<td>$11.97-29.44</td>
</tr>
<tr>
<td><strong>SUPPLIER SPEND</strong></td>
<td></td>
</tr>
<tr>
<td>Minority- and Women-Owned Business Enterprise spend</td>
<td>$461</td>
</tr>
<tr>
<td><strong>ECONOMIC VALUE RETAINED</strong></td>
<td></td>
</tr>
<tr>
<td>Net Income</td>
<td>$2,699</td>
</tr>
<tr>
<td>Operating Income</td>
<td>$3,526</td>
</tr>
</tbody>
</table>

1 These items are non-GAAP financial measures. Reconciliations to the corresponding GAAP financial measures and the reasons for non-GAAP financial measures.

2 Contributions include Delta Air Lines and The Delta Air Lines Foundation.
Minnesota native Paul Jacobson decided to attend Auburn University in Alabama for its aviation program, planning to fulfill his boyhood dream of becoming a pilot. He enrolled in Air Force ROTC and had earned his pilot’s license when he was asked about his medical history.

“I’d had asthma as a child but I grew out of it at age 14, but the ROTC program cut off was 12,” he recalled in a recent interview at Delta Headquarters in Atlanta. “I couldn’t be a pilot.”

Passionate about aviation, Jacobson charted a new path in the field through a degree in aviation management. Ultimately, he turned a career roadblock into a top position at one of the world’s foremost airlines.

“I’ve gotten more out of the setbacks in my career than the successes,” he said.

What do you think makes a successful leader?
I’m a fan of humility, of never asking your people to do something that you’re not willing to do yourself, and recognizing your own strengths and weaknesses. People tend to see executives as superhuman and that’s just not true.

In terms of leading people, constant feedback is important. Having candid conversations, being willing to have uncomfortable conversations. Coaching people, being honest and up front. In that dynamic, people can succeed and grow.

How would you describe your leadership style?
Servant leadership. My job is to provide as much opportunity for the people I’m responsible for while fulfilling the company’s mission. I think to myself, how can I leave the finance department in better shape than when I arrived? I think it’s by developing people and helping them to drive results. Our finance team does more than we ever thought we could do. Challenge your team and get out of the way, but of course there’s got to be accountability.
RECONCILIATION OF GAAP FINANCIAL MEASURES TO 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 non-GAAP tables show reconciliations of non-GAAP financial measures used in this report to the most directly comparable GAAP financial measures.

FORWARD-LOOKING PROJECTIONS

Statements in this report that are not historical facts, including statements regarding our estimates, expectations, beliefs, intentions, projections or strategies for the future, may be “forward-looking statements” as defined in the Private Securities Litigation Reform Act of 1995. All forward-looking statements involve a number of risks and uncertainties that could cause actual results to differ materially from the estimates, expectations, beliefs, intentions, projections and strategies reflected in or suggested by the forward-looking statements. Additional information concerning risks and uncertainties that could cause differences between actual results and forward-looking statements is contained in our Securities and Exchange Commission filings, including our Annual Report on Form 10-K for the fiscal year ended December 31, 2015. 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.

PRE-TAX INCOME, NET INCOME AND OPERATING INCOME, ADJUSTED FOR SPECIAL ITEMS

Delta adjusts for the following items to determine pre-tax income, net income and operating income 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 settled 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 our 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 our recurring core performance in the periods shown.

- Loss on extinguishment of debt — We adjusted for loss on extinguishment of debt in 2014 to assist investors with their analysis of our core financial performance.

- 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 our core financial performance in the periods shown.

- Release of tax valuation allowance — Because of the uniqueness of the net gain related to the reversal of the tax valuation allowance at the end of 2013, the adjustment for this gain allows investors to better understand and analyze our core operational performance in the period shown.
## Pre-Tax Income

<table>
<thead>
<tr>
<th></th>
<th>Year Ended December 31,</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2014</td>
<td>2015</td>
<td></td>
</tr>
<tr>
<td><strong>Pre-Tax Income</strong></td>
<td>$1,072</td>
<td>$7,157</td>
<td></td>
</tr>
<tr>
<td>Adjusted for:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MTM adjustments and settlements</td>
<td>2,346</td>
<td>(1,301)</td>
<td></td>
</tr>
<tr>
<td>Restructuring and other</td>
<td>716</td>
<td>35</td>
<td></td>
</tr>
<tr>
<td>Loss on extinguishment of debt</td>
<td>268</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Virgin Atlantic MTM adjustments</td>
<td>134</td>
<td>(26)</td>
<td></td>
</tr>
<tr>
<td><strong>Pre-Tax Income, Adjusted for Special Items</strong></td>
<td><strong>$4,536</strong></td>
<td><strong>$5,865</strong></td>
<td></td>
</tr>
</tbody>
</table>

## Net Income

<table>
<thead>
<tr>
<th></th>
<th>Year Ended December 31,</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
<td>2014</td>
<td>2015</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>$10,540</td>
<td>$659</td>
<td>$4,526</td>
</tr>
<tr>
<td>Adjusted for:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MTM adjustments and settlements</td>
<td>(276)</td>
<td>1,476</td>
<td>(822)</td>
</tr>
<tr>
<td>Restructuring and other</td>
<td>424</td>
<td>448</td>
<td>22</td>
</tr>
<tr>
<td>Loss on extinguishment of debt</td>
<td>-</td>
<td>175</td>
<td>-</td>
</tr>
<tr>
<td>Virgin Atlantic MTM adjustments</td>
<td>-</td>
<td>75</td>
<td>(17)</td>
</tr>
<tr>
<td>Release of tax valuation allowance</td>
<td>(7,989)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net income, adjusted for special items</strong></td>
<td><strong>$2,699</strong></td>
<td><strong>$2,833</strong></td>
<td><strong>$3,709</strong></td>
</tr>
</tbody>
</table>

## Operating Income

<table>
<thead>
<tr>
<th></th>
<th>Year Ended December 31,</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
<td>2014</td>
<td>2015</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td>$3,400</td>
<td>$2,206</td>
<td>$7,802</td>
</tr>
<tr>
<td>Adjusted for:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MTM adjustments and settlements</td>
<td>(276)</td>
<td>2,346</td>
<td>(1,301)</td>
</tr>
<tr>
<td>Restructuring and other</td>
<td>402</td>
<td>716</td>
<td>35</td>
</tr>
<tr>
<td><strong>Operating income, adjusted for special items</strong></td>
<td><strong>$3,526</strong></td>
<td><strong>$5,268</strong></td>
<td><strong>$6,536</strong></td>
</tr>
</tbody>
</table>
Delta presents return on invested capital as management believes this metric is helpful to investors in assessing our ability to generate returns using our invested capital and as a measure against the industry. Return on invested capital is adjusted total operating income divided by average invested capital.

### Return on Invested Capital

<table>
<thead>
<tr>
<th>(in billions, except % of return)</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted book value of equity</td>
<td>$17.6</td>
</tr>
<tr>
<td>Average adjusted net debt</td>
<td></td>
</tr>
<tr>
<td>Average invested capital</td>
<td>$24.5</td>
</tr>
<tr>
<td>Adjusted total operating income</td>
<td>6.9</td>
</tr>
<tr>
<td><strong>RETURN ON INVESTED CAPITAL</strong></td>
<td><strong>28.3%</strong></td>
</tr>
</tbody>
</table>

### Non-Labor Operating Costs

In addition to the special items described above, Delta adjusts for salaries and related costs and profit sharing to show non-labor operating costs. We do this because this metric allows investors to better understand and analyze recurring costs of the business other than labor.

<table>
<thead>
<tr>
<th>(in millions)</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>OPERATING EXPENSES</td>
<td>$34,373</td>
<td>$38,156</td>
<td>$32,902</td>
</tr>
<tr>
<td>Adjusted for:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MTM adjustments and settlements</td>
<td>276</td>
<td>(2,346)</td>
<td>1,301</td>
</tr>
<tr>
<td>Restructuring and other</td>
<td>(402)</td>
<td>(716)</td>
<td>(35)</td>
</tr>
<tr>
<td><strong>Operating expenses, adjusted for special items</strong></td>
<td>$34,247</td>
<td>$35,094</td>
<td>$34,168</td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and related costs</td>
<td>7,720</td>
<td>8,120</td>
<td>8,776</td>
</tr>
<tr>
<td>Profit sharing</td>
<td>506</td>
<td>1,085</td>
<td>1,490</td>
</tr>
<tr>
<td><strong>Non-Labor Operating Costs</strong></td>
<td>$26,021</td>
<td>$25,889</td>
<td>$23,902</td>
</tr>
</tbody>
</table>
We present adjusted operating cash flow and free cash flow because management believes adjusting for these amounts provides a more meaningful measure for investors. Adjustments include:

**Hedge Deferrals.** During the March 2015 quarter, we effectively deferred settlement of a portion of our hedge portfolio until 2016 by entering into fuel derivative transactions that, excluding market movements from the date of the transactions, would provide approximately $150 million in cash receipts during the September 2015 quarter and $150 million in cash receipts for the December 2015 quarter. Additionally, these transactions will require approximately $300 million in cash payments in 2016 (excluding market movements from the date of the transactions). By effectively deferring settlement of a portion of the original derivative transactions, the restructured hedge portfolio provides additional time for the fuel market to stabilize while adding some hedge protection in 2016. We adjust for these deferral transactions in order to allow investors to better understand the net impact of hedging activities in the period shown.

We adjust 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.
## 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.

<table>
<thead>
<tr>
<th></th>
<th>YEAR ENDED DECEMBER 31,</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2009</td>
</tr>
<tr>
<td><strong>DEBT AND CAPITAL LEASE OBLIGATIONS</strong></td>
<td></td>
</tr>
<tr>
<td>$17.2</td>
<td>$9.8</td>
</tr>
<tr>
<td>Plus: unamortized discount, net and debt issuance costs</td>
<td>1.1</td>
</tr>
<tr>
<td><strong>ADJUSTED DEBT AND CAPITAL LEASE OBLIGATIONS</strong></td>
<td>$18.3</td>
</tr>
<tr>
<td>Plus: 7x last twelve months’ aircraft rent</td>
<td>3.4</td>
</tr>
<tr>
<td><strong>ADJUSTED TOTAL DEBT</strong></td>
<td>$21.7</td>
</tr>
<tr>
<td>Less: cash, cash equivalents and short-term investments</td>
<td>(4.7)</td>
</tr>
<tr>
<td>Less: hedge margin receivable</td>
<td>-</td>
</tr>
<tr>
<td><strong>ADJUSTED NET DEBT</strong></td>
<td>$17.0</td>
</tr>
<tr>
<td>G4-1</td>
<td>1 - 3</td>
</tr>
<tr>
<td>G4-2</td>
<td>2 - 6</td>
</tr>
</tbody>
</table>

**Organizational Profile**

<p>| G4-3 | 1 - 4 | - | Report the name of the organization. |
| G4-4 | 1 - 6 | - | Report the primary brands, products, and services. |
| G4-5 | 1 - 7 | - | Report the location of the organization’s headquarters. |
| G4-6 | 1 - 6 | - | Report the number of countries where the organization operates. |
| G4-7 | 1 - 4 and 1 - 6 | - | Report the nature of ownership and legal form. |
| G4-8 | 1 - 6 | - | Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries). |
| G4-9 | 1 - 6 | - | Report the scale of the organization. |
| G4-10 | 5 - 2 | - | Breakdown of Employee Type. |
| G4-11 | 5 - 3 | - | Report the percentage of total employees covered by collective bargaining agreements. |
| G4-12 | 7 - 2 | - | Describe the organization’s supply chain. |
| G4-13 | 9 - 2 | - | Report any significant changes during the reporting period regarding the organization’s size, structure, ownership, or its supply chain. |
| G4-14 | - | Delta has not formally adopted use of the precautionary principle. For Delta, adoption of the principle would apply primarily to potential harm related to use of fossil fuels and emission of greenhouse gases. While the principle is not formally used we are aware of risks; we meet all SEC and compliance reporting standards; we have established a Climate Change Policy; and we are actively engaged with the airline industry regarding mitigation efforts. | Report whether and how the precautionary approach or principle is addressed by the organization. |
| G4-15 | 2 - 8 | - | List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses. |
| G4-16 | 2 - 8 | - | List memberships of associations (such as industry associations) and national or international advocacy organizations. |</p>
<table>
<thead>
<tr>
<th>Material Aspects &amp; Boundaries</th>
<th>CRR PAGE</th>
<th>OMISSION</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-17</td>
<td>9 - 2</td>
<td>-</td>
<td>List all entities included in the organization’s consolidated financial statements or equivalent documents.</td>
</tr>
<tr>
<td>G4-18</td>
<td>2 - 2</td>
<td>-</td>
<td>Explain the process for defining the report content and the Aspect Boundaries.</td>
</tr>
<tr>
<td>G4-19</td>
<td>2 - 3 and 10 - 15</td>
<td>-</td>
<td>List all the material Aspects identified in the process for defining report content.</td>
</tr>
<tr>
<td>G4-20</td>
<td>2 - 3</td>
<td>-</td>
<td>For each material Aspect, report the Aspect Boundary within the organization. Report whether the Aspect is material within the organization.</td>
</tr>
<tr>
<td>G4-21</td>
<td>2 - 3</td>
<td>-</td>
<td>For each material Aspect, report the Aspect Boundary outside the organization.</td>
</tr>
<tr>
<td>G4-22</td>
<td>2 - 3 and 4 - 12</td>
<td>-</td>
<td>Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.</td>
</tr>
<tr>
<td>G4-23</td>
<td>1 - 4 and 2 - 3</td>
<td>-</td>
<td>Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stakeholder Engagement</th>
<th>CRR PAGE</th>
<th>OMISSION</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>G4-24</td>
<td>2 - 2</td>
<td>-</td>
<td>Provide a list of stakeholder groups engaged by the organization.</td>
</tr>
<tr>
<td>G4-25</td>
<td>2 - 2</td>
<td>-</td>
<td>Report the basis for identification and selection of stakeholders with whom to engage.</td>
</tr>
<tr>
<td>G4-26</td>
<td>2 - 2 and 2 - 4</td>
<td>-</td>
<td>Report the organization’s approach to stakeholder engagement.</td>
</tr>
<tr>
<td>G4-27</td>
<td>2 - 3, 2 - 4 and 10 - 15</td>
<td>-</td>
<td>Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
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<td>-</td>
<td>Reporting period for information provided.</td>
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<tr>
<td>G4-29</td>
<td>1 - 4</td>
<td>-</td>
<td>Date of most recent previous report.</td>
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<td>G4-30</td>
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<td>-</td>
<td>Reporting cycle.</td>
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<td>G4-31</td>
<td>1 - 5</td>
<td>-</td>
<td>Provide the contact point for questions regarding the report or its contents.</td>
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<tr>
<td>G4-32</td>
<td>1 - 4</td>
<td>-</td>
<td>Report the ‘in accordance’ option the organization has chosen.</td>
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<tr>
<td>G4-33</td>
<td>1 - 4 and 10 - 14</td>
<td>-</td>
<td>Report the organization’s policy and current practice with regard to seeking external assurance for the report.</td>
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</tr>
<tr>
<td>Governance</td>
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<tr>
<td>G4-34</td>
<td>3 - 2</td>
<td>-</td>
<td>Report the governance structure of the organization, including committees of the highest governance body.</td>
</tr>
<tr>
<td>G4-35</td>
<td>3 - 4</td>
<td>-</td>
<td>Report the process for delegating authority for economic, environmental, and social topics from the highest governance body to senior executives and other employees.</td>
</tr>
<tr>
<td>G4-36</td>
<td>3 - 4</td>
<td>-</td>
<td>Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental, and social topics, and whether post holders report directly to the highest governance body.</td>
</tr>
<tr>
<td>G4-37</td>
<td>3 - 3</td>
<td>-</td>
<td>Report processes for consultation between stakeholders and the highest governance body on economic, environmental, and social topics.</td>
</tr>
<tr>
<td>G4-38</td>
<td>3 - 2</td>
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<td>Report the composition of the highest governance body and its committees.</td>
</tr>
<tr>
<td>G4-39</td>
<td>3 - 3</td>
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<td>Report whether the Chair of highest governance body is executive officer.</td>
</tr>
<tr>
<td>G4-40</td>
<td>3 - 2</td>
<td></td>
<td>Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members.</td>
</tr>
<tr>
<td>G4-41</td>
<td>3 - 2</td>
<td>-</td>
<td>Report processes for the highest governance body to ensure conflicts of interest are avoided and managed.</td>
</tr>
<tr>
<td>G4-42</td>
<td>3 - 4</td>
<td>-</td>
<td>Report the highest governance body’s and senior executives’ roles in the development, approval, and updating of the organization’s purpose, value or mission statements, strategies, policies, and goals related to economic, environmental, and social impacts.</td>
</tr>
<tr>
<td>G4-43</td>
<td>3 - 5</td>
<td>-</td>
<td>Report the measures taken to develop and enhance the highest governance body’s collective knowledge of economic, environmental, and social topics.</td>
</tr>
<tr>
<td>G4-44</td>
<td>3 - 3</td>
<td>-</td>
<td>Report the processes for evaluation of the highest governance body’s performance with respect to governance of economic, environmental, and social topics.</td>
</tr>
<tr>
<td>G4-45</td>
<td>3 - 5</td>
<td>-</td>
<td>Report the highest governance body’s role in the identification and management of economic, environmental and social impacts, risks, and opportunities.</td>
</tr>
<tr>
<td>G4-46</td>
<td>3 - 5</td>
<td>-</td>
<td>Report the highest governance body’s role in reviewing the effectiveness of the organization’s risk management processes for economic, environmental, and social topics.</td>
</tr>
<tr>
<td>G4-47</td>
<td>3 - 5</td>
<td>-</td>
<td>Report the frequency of the highest governance body’s review of economic, environmental and social impacts, risks, and opportunities.</td>
</tr>
<tr>
<td>G4-48</td>
<td>3 - 4</td>
<td>-</td>
<td>Report the highest committee or position that formally reviews and approves the organization’s sustainability report.</td>
</tr>
<tr>
<td>G4-49</td>
<td>3 - 3</td>
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<td>Report the process for communicating critical concerns to the highest governance body.</td>
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<tr>
<td>G4-50</td>
<td>3 - 5</td>
<td>-</td>
<td>Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.</td>
</tr>
<tr>
<td>G4-51</td>
<td>3 - 3</td>
<td>-</td>
<td>Report the remuneration policies for the highest governance body and senior executives.</td>
</tr>
<tr>
<td>G4-52</td>
<td>3 - 3</td>
<td>-</td>
<td>Report the process for determining remuneration.</td>
</tr>
<tr>
<td>G4-53</td>
<td>3 - 3</td>
<td>-</td>
<td>Report how stakeholders’ views are sought and taken into account regarding remuneration.</td>
</tr>
<tr>
<td>G4-54</td>
<td>Confidentiality constraints maintain that Delta does not report ratios based on individual compensation or make pay decisions based on these ratios. Delta considers this data confidential. The Securities and Exchange Commission in the United States is in the process of establishing guidelines to require disclosure of the ratio of CEO pay to median employee pay. Delta will reevaluate disclosure of this information in accordance with the final SEC guidelines.</td>
<td>-</td>
<td>Report the ratio of the annual total compensation for the organization’s highest-paid individual in each country of significant operations to the median annual total compensation for all employees.</td>
</tr>
<tr>
<td>G4-55</td>
<td>Confidentiality constraints maintain that Delta does not report ratios based on individual compensation or make pay decisions based on these ratios. Delta considers this data confidential. The Securities and Exchange Commission in the United States is in the process of establishing guidelines to require disclosure of the ratio of CEO pay to median employee pay. Delta will reevaluate disclosure of this information in accordance with the final SEC guidelines.</td>
<td>-</td>
<td>Report the ratio of percentage increase in annual total compensation for the organization’s highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.</td>
</tr>
<tr>
<td>Ethics &amp; Integrity</td>
<td></td>
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</tr>
<tr>
<td>G4-56</td>
<td>3 - 5</td>
<td>-</td>
<td>Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.</td>
</tr>
<tr>
<td>G4-57</td>
<td>3 - 6</td>
<td>-</td>
<td>Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.</td>
</tr>
<tr>
<td>G4-58</td>
<td>3 - 6</td>
<td>-</td>
<td>Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistle-blowing mechanisms, or hot-lines.</td>
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<td>9 - 2</td>
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<td>Management Approach</td>
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<tr>
<td>G4-EC1</td>
<td>9 - 4</td>
<td>-</td>
<td>Direct economic value generated and distributed</td>
</tr>
<tr>
<td>G4-EC2</td>
<td>9 - 2 and 9 - 3</td>
<td>-</td>
<td>Financial implications and other risks and opportunities for the organization’s activities due to climate change</td>
</tr>
<tr>
<td>G4-EC3</td>
<td>Delta provides detailed disclosures and discussions about pension and post retirement plan obligations in our Annual Report. See our investor relations page at <a href="http://ir.delta.com/">http://ir.delta.com/</a></td>
<td>-</td>
<td>Coverage of the organization’s defined benefit plan obligations</td>
</tr>
<tr>
<td>G4-EC4</td>
<td>Delta does not receive significant financial assistance from the government. We do voluntarily participate in public-private partnerships that may involve tax incentives, however financial assistance is not the main reason we participate</td>
<td>-</td>
<td>Financial assistance received from government</td>
</tr>
<tr>
<td><strong>ASPECT: ETHICS &amp; INTEGRITY</strong></td>
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<tr>
<td><strong>ASPECT: MARKET PRESENCE</strong></td>
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<tr>
<td>G4-DMA</td>
<td>9 - 2</td>
<td>-</td>
<td>Management Approach</td>
</tr>
<tr>
<td>G4-EC5</td>
<td>Entry-level pay for published scale positions meets or exceeds all U.S. federal, state and local minimum wage requirements and complies with the U.S. Equal Pay Act that requires men and women in the same workplace be given equal pay for equal work. Delta is equally committed to competitive pay in all international locations</td>
<td>-</td>
<td>Ratios of the standard entry level wage by gender compared to local minimum wage at significant locations of operation</td>
</tr>
<tr>
<td>G4-EC6</td>
<td>82.3% of total management employees are hired locally</td>
<td>-</td>
<td>Proportion of senior management hired from the local community at significant locations of operation</td>
</tr>
<tr>
<td><strong>ASPECT: ECONOMIC IMPACTS</strong></td>
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<tr>
<td>G4-DMA</td>
<td>6 - 2 and 6 - 3</td>
<td>-</td>
<td>Management Approach</td>
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<tr>
<td>G4-EC7</td>
<td>6 - 2</td>
<td>-</td>
<td>Development and impact of infrastructure investments and services supported</td>
</tr>
<tr>
<td>G4-EC8</td>
<td>6 - 2 and 9 - 4</td>
<td>-</td>
<td>Significant indirect economic impacts, including the extent of impacts</td>
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<tr>
<td><strong>ASPECT: PROCUREMENT PRACTICES</strong></td>
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<td>-</td>
<td>Management Approach</td>
</tr>
<tr>
<td>G4-EC9</td>
<td>7 - 2</td>
<td>-</td>
<td>Proportion of spending on local suppliers at significant locations of operations</td>
</tr>
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<td><strong>ASPECT: ENERGY</strong></td>
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<td>Management Approach</td>
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<tr>
<td>G4-EN3</td>
<td>4 - 12</td>
<td>-</td>
<td>Energy consumption within the organization</td>
</tr>
<tr>
<td>G4-EN4</td>
<td>4 - 12</td>
<td>-</td>
<td>Energy consumption outside of the organization</td>
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<tr>
<td>G4-EN5</td>
<td>4 - 12 and 4 - 13</td>
<td>-</td>
<td>Energy intensity</td>
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<tr>
<td>G4-EN6</td>
<td>4 - 13, 4 - 15 and 4 - 16</td>
<td>-</td>
<td>Reduction of energy consumption</td>
</tr>
<tr>
<td>G4-EN7</td>
<td>4 - 13, 4 - 15 and 4 - 16</td>
<td>-</td>
<td>Reduction in energy requirements of products and services</td>
</tr>
<tr>
<td>GR-EN13</td>
<td>While biodiversity is not considered a material aspect of operations, nor is it considered to be a KPI, Delta does support the protection and restoration of biodiverse habitats</td>
<td>-</td>
<td>Habitats protected or restored</td>
</tr>
<tr>
<td><strong>ASPECT: EMISSIONS</strong></td>
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<td>Management Approach</td>
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<tr>
<td>G4-EN15</td>
<td>4 - 12</td>
<td>-</td>
<td>Direct GHG emissions (Scope 1)</td>
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<tr>
<td>G4-EN16</td>
<td>4 - 12</td>
<td>-</td>
<td>Energy indirect GHG emissions (Scope 2)</td>
</tr>
<tr>
<td>G4-EN17</td>
<td>4 - 12</td>
<td>-</td>
<td>Other indirect GHG emissions (Scope 3)</td>
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<tr>
<td>G4-EN18</td>
<td>4 - 11</td>
<td>-</td>
<td>GHG emissions intensity</td>
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<tr>
<td>G4-EN19</td>
<td>4 - 11</td>
<td>-</td>
<td>Reduction of GHG emissions</td>
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<tr>
<td>G4-EN20</td>
<td>4 - 5</td>
<td>-</td>
<td>Emission of ozone-depleting substances (ODS)</td>
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<td>G4-EN21</td>
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<td>-</td>
<td>NOx, Sox and other significant air emissions</td>
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<td><strong>ASPECT: EFFLUENTS AND WASTE</strong></td>
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<tr>
<td>G4-DMA</td>
<td>4 - 7</td>
<td>-</td>
<td>Management Approach</td>
</tr>
<tr>
<td>G4-EN22</td>
<td>Delta recognizes the importance of proper wastewater treatment and discharge; however, water issues were determined not to be a material KPI during our materiality assessment. Delta operates wastewater treatment plants at its Atlanta and Minneapolis maintenance facilities in full compliance with applicable regulations, and we recently invested over $5 million in capital upgrades to the oily wastewater treatment plant in Atlanta</td>
<td>-</td>
<td>Total water discharge by quality and destination</td>
</tr>
<tr>
<td>G4-EN23</td>
<td>4 - 8</td>
<td>-</td>
<td>Total weight of waste by type and disposal method</td>
</tr>
<tr>
<td>G4-EN24</td>
<td>4 - 4</td>
<td>-</td>
<td>Total number and volume of significant spills</td>
</tr>
<tr>
<td>G4-EN25</td>
<td>4 - 8</td>
<td>-</td>
<td>Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III and VIII, and percentage of transported waste shipped internationally</td>
</tr>
<tr>
<td>G4-EN26</td>
<td>As noted above, Delta does not significantly affect water bodies through discharges of water or runoff from operations</td>
<td>-</td>
<td>Identify, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization’s discharges of water and runoff</td>
</tr>
<tr>
<td><strong>ASPECT: COMPLIANCE</strong></td>
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<td>Management Approach</td>
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<tr>
<td>G4-EN29</td>
<td>4 - 4 and 4 - 5</td>
<td>-</td>
<td>Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations</td>
</tr>
<tr>
<td><strong>ASPECT: OVERALL</strong></td>
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<tr>
<td>G4-EN31</td>
<td>4 - 14</td>
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<td>Total environmental protection expenditures and investments by type</td>
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<td><strong>ASPECT: SUPPLIER ENVIRONMENTAL ASSESSMENT</strong></td>
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<td>-</td>
<td>Management Approach</td>
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<tr>
<td>G4-EN32</td>
<td>7 - 2</td>
<td>-</td>
<td>Percentage of new suppliers that were screened using environmental criteria.</td>
</tr>
<tr>
<td>G4-EN33</td>
<td>7 - 2</td>
<td>-</td>
<td>Significant actual and potential negative environmental impacts in the supply chain and actions taken</td>
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### ASPECT: ENVIRONMENTAL GRIEVANCE MECHANISMS

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<td>Management Approach</td>
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</table>

As a global airline leader, Delta understands the global environmental impacts of our business operations. Because of this realization, we strive to mitigate all environmental impacts of our operations.

For purposes of this report, Delta defines grievances for impacts on society as grievances related to our environmental material aspects including: Energy, Emissions, Fuel, Waste and Compliance.

Delta does not manufacture process, or distribute products or raw materials. For this reason Delta is not at risk for any product-related grievances.

Delta does recognize that operations do produce significant impacts related to greenhouse gas emissions. For this reason we present data related to climate change and GHG strategies associated with avoiding and reducing GHGs.

The airline industry is highly regulated and Delta adheres to all applicable local, state, and national laws and regulations. In addition, we have procedures in place to support compliance and address environmental incidents. We also audit compliance efforts, and are subject to inspections by relevant authorities.

#### G4-EN34

Delta is unaware of any environmental grievances presented in 2015. External stakeholders can voice grievances through Delta’s Safety Ethics & Compliance HelpLine (800-253-7879).

### ASPECT: SOCIAL

#### SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK

#### ASPECT: EMPLOYMENT

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<tr>
<td>G4-LA1</td>
<td>5 - 5</td>
<td>-</td>
<td>Total number and rates of new employee hires and employee turnover by age group, gender and region</td>
</tr>
<tr>
<td>G4-LA2</td>
<td>5 - 5</td>
<td>-</td>
<td>Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operations</td>
</tr>
<tr>
<td>G4-LA3</td>
<td></td>
<td>Delta does report or track this information.</td>
<td>Return to work and retention rates after parental leave, by gender</td>
</tr>
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<td>Management Approach</td>
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<tr>
<td>G4-LA4</td>
<td></td>
<td></td>
<td>In rare instances where Delta must close a facility or significantly reduce the size of its workforce, affected employees are usually offered an opportunity for employment in a similar position in another city or voluntary retirement incentive programs. In addition, Delta follows the Worker Adjustment and Retraining Notification (WARN) Act requirements for U.S.-based employees, which requires most employers with 100 or more employees to provide notification 60 calendar days in advance of station closings and significant workforce reductions. Similarly, all individual country legal requirements are adhered to prior to significant operational changes at Delta's international stations.</td>
</tr>
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<td><strong>ASPECT: OCCUPATIONAL HEALTH AND SAFETY</strong></td>
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<td>Management Approach</td>
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<tr>
<td>G4-LA5</td>
<td>5 - 8 and 5 - 9</td>
<td>-</td>
<td>Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs</td>
</tr>
<tr>
<td>G4-LA6</td>
<td>5 - 8</td>
<td>-</td>
<td>Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender</td>
</tr>
<tr>
<td>G4-LA7</td>
<td></td>
<td></td>
<td>Delta is unaware of any high risk for disease incidence based on work type in the airline industry.</td>
</tr>
<tr>
<td>G4-LA8</td>
<td>5 - 7</td>
<td>-</td>
<td>Health and safety topics covered in formal agreements with trade unions</td>
</tr>
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<td><strong>ASPECT: TRAINING AND EDUCATION</strong></td>
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<tr>
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<tr>
<td>G4-LA9</td>
<td>5 - 7</td>
<td>-</td>
<td>Average hours of training per year per employee by gender, and by employee category</td>
</tr>
<tr>
<td>G4-LA10</td>
<td></td>
<td></td>
<td>To support employees in meeting financial goals for retirement, Delta sponsors both defined benefit and defined contribution 401(k) plans in the U.S. and in some international locations. Employee resources for the management of career endings include financial planning services, EAP retirement counseling and pension and 401(k) investment advice and modeling.</td>
</tr>
<tr>
<td>G4-LA11</td>
<td>5 - 7</td>
<td>-</td>
<td>Percentage of employees receiving regular performance and career development reviews, by gender and by employee category</td>
</tr>
<tr>
<td>SPECIFIC STANDARD DISCLOSURES</td>
<td>CRR PAGE</td>
<td>OMISSION</td>
<td>DESCRIPTION</td>
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<tr>
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</tr>
<tr>
<td>ASPECT: DIVERSITY AND EQUAL OPPORTUNITY</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G4-DMA</td>
<td>5 - 10</td>
<td>-</td>
<td>Management Approach</td>
</tr>
<tr>
<td>G4-LA12</td>
<td>3 - 2 and 5 - 2</td>
<td>-</td>
<td>Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity</td>
</tr>
<tr>
<td>ASPECT: EQUAL REMUNERATION FOR WOMEN AND MEN</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G4-DMA</td>
<td>3 - 3</td>
<td>-</td>
<td>Management Approach</td>
</tr>
<tr>
<td>G4-LA13</td>
<td></td>
<td>Delta does not report these ratios based on gender, and does not make pay decisions based on gender.</td>
<td>Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation</td>
</tr>
<tr>
<td>ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>G4-DMA</td>
<td>7 - 3</td>
<td>-</td>
<td>Management Approach</td>
</tr>
<tr>
<td>G4-LA14</td>
<td>7 - 2</td>
<td>-</td>
<td>Percentage of new suppliers that were screened using labor practice criteria</td>
</tr>
<tr>
<td>G4-LA15</td>
<td>7 - 3</td>
<td>-</td>
<td>Significant actual and potential negative impacts for labor practices in the supply chain and actions taken</td>
</tr>
<tr>
<td>ASPECT: LABOR PRACTICES GRIEVANCE MECHANISMS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G4-DMA</td>
<td>3 - 6</td>
<td>-</td>
<td>Management Approach</td>
</tr>
<tr>
<td>G4-LA16</td>
<td></td>
<td>Confidentiality constraints maintain that Delta does not report this information. Stakeholders can voice labor grievances through Delta’s Safety Ethics &amp; Compliance HelpLine (800-253-7879).</td>
<td>Number of grievances about labor practices filed, addressed, and resolved through formal grievance mechanisms</td>
</tr>
<tr>
<td>ASPECT: SOCIAL</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUB-CATEGORY: HUMAN RIGHTS</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ASPECT: INVESTMENT</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G4-DMA</td>
<td>7 - 3</td>
<td>-</td>
<td>Management Approach</td>
</tr>
<tr>
<td>G4-HR1</td>
<td>7 - 3</td>
<td>-</td>
<td>Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening</td>
</tr>
<tr>
<td>G4-HR2</td>
<td>7 - 3</td>
<td>-</td>
<td>Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained</td>
</tr>
<tr>
<td>SPECIFIC STANDARD DISCLOSURES</td>
<td>CRR PAGE</td>
<td>OMISSION</td>
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</tr>
<tr>
<td><strong>ASPECT: NON-DISCRIMINATION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G4-DMA 5 - 3</td>
<td></td>
<td></td>
<td>Management Approach</td>
</tr>
<tr>
<td>G4-HR3</td>
<td>Confidentiality constraints maintain that Delta does not report this information. Stakeholders can voice discrimination grievances through Delta’s Safety Ethics &amp; Compliance HelpLine (800-253-7879).</td>
<td>-</td>
<td>Total number of incidents of discrimination and corrective actions taken</td>
</tr>
<tr>
<td><strong>ASPECT: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G4-DMA 5 - 3</td>
<td></td>
<td></td>
<td>Management Approach</td>
</tr>
<tr>
<td>G4-HR4 5 - 3</td>
<td>Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measure taken to support these rights</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>ASPECT: SECURITY PRACTICES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G4-DMA 5 - 7</td>
<td></td>
<td></td>
<td>Management Approach</td>
</tr>
<tr>
<td>G4-HR7</td>
<td>Delta Air Lines adopted the Department of Homeland Security’s Blue Lightning Initiative training program that provides airline employees with tools to identify and report suspected instances of human trafficking. More than 68,000 Delta people have taken the training as of January 2015.</td>
<td>-</td>
<td>Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations</td>
</tr>
<tr>
<td><strong>ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G4-DMA 7 - 3</td>
<td></td>
<td></td>
<td>Management Approach</td>
</tr>
<tr>
<td>G4-HR10 7 - 3</td>
<td>Percentage of new suppliers that were screened using human rights criteria</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>G4-HR11 7 - 3</td>
<td>Significant actual and potential negative human rights impacts in the supply chain and actions taken</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>ASPECT: SOCIAL</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>SUB-CATEGORY: SOCIETY</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>ASPECT: LOCAL COMMUNITIES</strong></td>
<td></td>
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</tr>
<tr>
<td>G4-DMA 6 - 3</td>
<td></td>
<td></td>
<td>Management Approach</td>
</tr>
<tr>
<td>G4-SO1 6 - 3</td>
<td>Percentage of operations with implemented local community engagement, impact assessments, and development programs</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>G4-SO2 6 - 3</td>
<td>Operations with significant actual and potential negative impacts on local communities.</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>SPECIFIC STANDARD DISCLOSURES</td>
<td>CRR PAGE</td>
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<tr>
<td><strong>ASPECT: ANTI-CORRUPTION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G4-DMA</td>
<td>3 - 6</td>
<td></td>
<td>Management Approach</td>
</tr>
<tr>
<td>G4-SO3</td>
<td>3 - 6</td>
<td>-</td>
<td>Total number and percentage of operations assessed for risks related to corruption and the significant risks identified</td>
</tr>
<tr>
<td>G4-SO4</td>
<td>3 - 6</td>
<td>-</td>
<td>Communications and training on anti-corruption policies and procedures</td>
</tr>
<tr>
<td>G4-SO5</td>
<td></td>
<td></td>
<td>Confirmed incidents of corruption and actions taken</td>
</tr>
</tbody>
</table>

Delta reports all material litigation matters in its annual reports filed with the U.S. Securities and Exchange Commission. To the extent Delta was involved in a material legal proceeding involving antitrust matters, such a proceeding would be reported in these filings. In addition, Delta’s management regularly provides the Audit Committee of the Board of Directors with information regarding significant litigation matters, which would include antitrust matters.

Delta’s SEC filings can be found at the following link: http://ir.delta.com/stock-and-financial/sec-filings/default.aspx.

| **ASPECT: PUBLIC POLICY**     |          |          |             |
| G4-DMA                        | 3 - 6    | -        | Management Approach |
| G4-SO6                        |          |          | Total value of political contributions by country and recipient/beneficiary |

In 2015, DeltaPAC contributed a total of $214,500 to various candidates for federal election campaigns. Corporate political contributions totaled $135,000 in Georgia, $20,000 in Minnesota, $27,500 in Michigan, and $51,500 in Florida.

| **ASPECT: ANTI-COMPETITIVE BEHAVIOR** |          |          |             |
| G4-DMA                            | 3 - 6    | -        | Management Approach |
| G4-SO7                            |          |          | Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes |

Delta reports all material litigation matters in its annual reports filed with the U.S. Securities and Exchange Commission. To the extent Delta were involved in a material legal proceeding involving antitrust matters, such a proceeding would be reported in these filings. In addition, Delta’s management regularly provides the Audit Committee of the Board of Directors with information regarding significant litigation matters, which would include antitrust matters.

Delta’s SEC filings can be found at the following link: http://ir.delta.com/stock-and-financial/sec-filings/default.aspx.
<table>
<thead>
<tr>
<th>SPECIFIC STANDARD DISCLOSURES</th>
<th>CRR PAGE</th>
<th>OMISSION</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASPECT: COMPLIANCE</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>G4-DMA</td>
<td>4 - 2</td>
<td>-</td>
<td>Management Approach</td>
</tr>
<tr>
<td>G4-SO8</td>
<td>4 - 5</td>
<td>-</td>
<td>Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations</td>
</tr>
<tr>
<td><strong>ASPECT: SUPPLIER ASSESSMENT FOR IMPACTS ON SOCIETY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G4-DMA</td>
<td>7 - 2</td>
<td>-</td>
<td>Management Approach</td>
</tr>
<tr>
<td>G4-SO9</td>
<td>7 - 2</td>
<td>-</td>
<td>Percentage of new suppliers that were screened using criteria for impacts on society</td>
</tr>
<tr>
<td>G4-SO10</td>
<td>7 - 2</td>
<td>-</td>
<td>Significant actual and potential negative impacts on society in the supply chain and actions taken</td>
</tr>
<tr>
<td><strong>ASPECT: GRIEVANCE MECHANISMS FOR IMPACTS ON SOCIETY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>G4-DMA</td>
<td>3 - 6</td>
<td>-</td>
<td>Management Approach</td>
</tr>
<tr>
<td>G4-SO11</td>
<td></td>
<td>-</td>
<td>Number of grievances about impacts on society filed, addressed, and resolved through formal grievance mechanisms</td>
</tr>
<tr>
<td><strong>ASPECT: SOCIAL</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SUB-CATEGORY: PRODUCT RESPONSIBILITY</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>ASPECT: CUSTOMER HEALTH AND SAFETY</strong></td>
<td></td>
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</tr>
<tr>
<td>G4-DMA</td>
<td>8 - 2</td>
<td>-</td>
<td>Management Approach</td>
</tr>
<tr>
<td>G4-PR1</td>
<td></td>
<td>-</td>
<td>Percentage of significant product and service categories for which health and safety impacts are assessed for improvement</td>
</tr>
<tr>
<td>G4-PR2</td>
<td></td>
<td>-</td>
<td>Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life-cycle, by product type</td>
</tr>
<tr>
<td><strong>ASPECT: CUSTOMER PRIVACY</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>G4-DMA</td>
<td>8 - 7</td>
<td>-</td>
<td>Management Approach</td>
</tr>
<tr>
<td>G4-PR8</td>
<td></td>
<td>-</td>
<td>Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data</td>
</tr>
</tbody>
</table>
SCS Global Services (SCS) was contracted by Delta Air Lines (Delta) to perform an independent third-party verification of its greenhouse gas (GHG) emissions inventory – the measurement of their direct and indirect carbon dioxide equivalent emissions (CO2e) emitted as part of its entity-wide operations – for the period of January 1, 2014 to December 31, 2014.

The inventory was measured and reported by Delta to The Climate Registry (TCR), a non-profit organization that assists organizations in measuring, reporting, and verifying the carbon emissions from their operations in order to manage and reduce emissions. This verification was conducted by SCS in accordance with the ISO 14064-3 standard and requirements under TCR’s GHG reporting program.

SCS has verified Delta’s annual GHG inventory for every emission year since the baseline year 2005. In 2015 SCS verified Delta’s EV 2014 GHG inventory – the data and information under review were historical in nature as reporting and verification occur for the previous year’s emissions.

Roles and Responsibilities
Delta’s internal team was responsible for managing their GHG information system, including developing and maintaining records and reporting procedures, and measuring, calculating and reporting the total GHG emissions.

SCS was responsible for the independent verification of Delta’s information system, including ensuring compliance with TCR’s GHG reporting program and the accurate measurement of their entity-wide GHG emissions for emission year (EV) 2014. This review focused on the completeness of Delta’s GHG inventory and the accuracy of its calculations. The verification team also reviewed the data management system, the organizational boundary delineation and relevant supporting documentation provided by Delta. SCS produced a verification opinion to express their findings from the verification.

Objectives
The objective of this verification was to evaluate whether Delta has a GHG emissions reporting program consistent with TCR’s General Reporting Protocol (GRP) and to evaluate the reasonableness of the data submitted to TCR for EV 2014 against the verification criteria.

Scope
- Reporting Period: January 1, 2014 to December 31, 2014 (EV 2014)
- Organizational Boundary: Emissions under Delta’s operational control domestically and internationally, and jet fuel consumption from the contracted regional airlines.
- Geographical Boundary: Worldwide operations

GHG Sources:
- Aircraft fuel
- Natural gas
- Additional fuels combusted in stationary and mobile sources
- Emissions from vents and maintenance activities

GHGs included in scope: CO2, CH4, NO2, HFCs, PFCs, SF6, and NF3.

Level of Assurance and Materiality
SCS performed this verification to a reasonable level of assurance. A materiality threshold of 5 percent was applied.

Description of Activities:
SCS conducted a desk review of Delta’s data and documentation and determined that there were no significant changes to the inventory or the data collection process since the last full verification for EV 2013. This enabled the SCS audit team to conduct a streamlined verification for EV 2014 and as a result, no site visit was necessary. SCS verified the total inventory emissions for all of Delta’s operations:

Total Emissions: 38,894,796.4 tCO2e

Scope 1 Emissions: 34,112,775.23 tCO2e
- CO2: 33,547,737.11
- CH4: 936.73
- N2O: 1,071.31
- HFCs: 6,139.94
- PFCs: 121.52
- SF6 & NF3: 0.00

Scope 2 Emissions: 336,788.11 tCO2e
- CO2: 33,547,737.11
- CH4: 936.73
- N2O: 1,071.31
- HFCs: 6,139.94
- PFCs: 121.52
- SF6 & NF3: 0.00

Scope 3 Emissions: 4,445,233.06 tCO2e
- CO2: 4,399,313.26
- CH4: 121.83
- N2O: 139.88
- HFCs, PFCs, SF6 & NF3: 0.00

Criteria
The verification was conducted by SCS against the following criteria:

- GRP 2.0 Updates and Clarifications, (June 30, 2014)
- TCR’s General Verification Protocol Version 2.1, (June 2014)
- GVP 2.1 Updates and Clarifications, (June 24, 2015)
- ISO 14064-3: 2006 Specification with guidance for the validation and verification of GHG assertions

Conclusion
SCS’s risk-based approach to, included the development of a sampling plan to identify sources of the largest GHG emissions within each scope as well as the sources of GHG emissions with the greatest percent change from the previous emission year. Any inconsistencies were evaluated, issued as findings, and corrected by Delta. Any discrepancies between the 2014 verification report and 2015 GHG report produced by Delta will be reported in the EV 2015 verification, which will occur in 2016.

SCS concluded that Delta’s emissions report is in compliance with TCR’s program requirements. The SCS audit team determined that Delta correctly identified the organizational boundaries and included all emissions sources in the inventory. In addition, SCS confirmed Delta had correctly identified Simplified Emission Estimates. Delta also met other TCR program requirements including the correct use of most emissions factors, accurate calculations, and correct GHG inventory reporting. Based on SCS’ verification activities and findings, Delta’s emissions report is prepared in all material respects in accordance with the reporting criteria.
### DELTA'S GRI MATERIAL AREAS OF ESG SUSTAINABILITY IMPACT

- Customer & Flight Safety
- Customer Service
- Employee Compensation
- Employee Engagement
- Employee Health, Safety & Wellness
- Employee Satisfaction
- Energy Consumption, Global Emissions & Climate Change
- Ethical Conduct
- Human Rights
- Labor Relations
- Recruitment, Training & Development
- Responsible Supply Chain
- Sustainable Facilities
- Waste Management
- Workforce Diversity

### INDUSTRY TRENDS, RISKS & OPPORTUNITIES INFLUENCING DELTA'S BUSINESS AND OUR ESG SUSTAINABILITY APPROACH

- Airport Security
- Alternative Fuels
- Competition & Market Pricing
- CyberSecurity
- Fleet Noise
- Fuel Pricing
- Marketing
- Operational Performance
- Pricing
- Terrorism & Political Unrest
- Third-Party Management
- Water Use