



Delta Air Lines Europe, Middle East, and Africa

Mary Loeffelholz – Vice President, ACS International Operations

Industry-Leading Transatlantic Network

OFFERING MORE TRANSATLANTIC SEATS

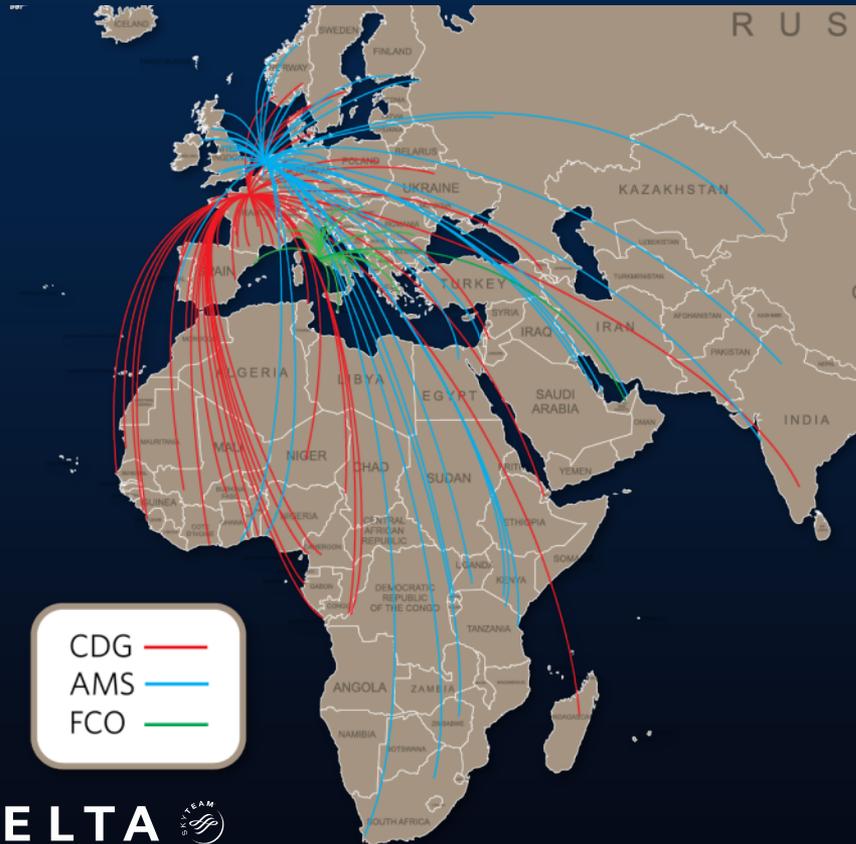
**THAN ANY
OTHER AIRLINE.**



- #1 transatlantic airline with 175 peak daily flights between the US and Europe, Middle East and Africa
- Over 90,000 peak daily nonstop seats between 28 North American gateways and 37 EMEA destinations in conjunction with our JV partners
 - Nearly 30% of Delta and partner transatlantic seats operate via NYC
- Fourteen of the top 15 European business markets served nonstop from North America

Air France / KLM / Alitalia Joint Venture

Cornerstone of our Transatlantic Network

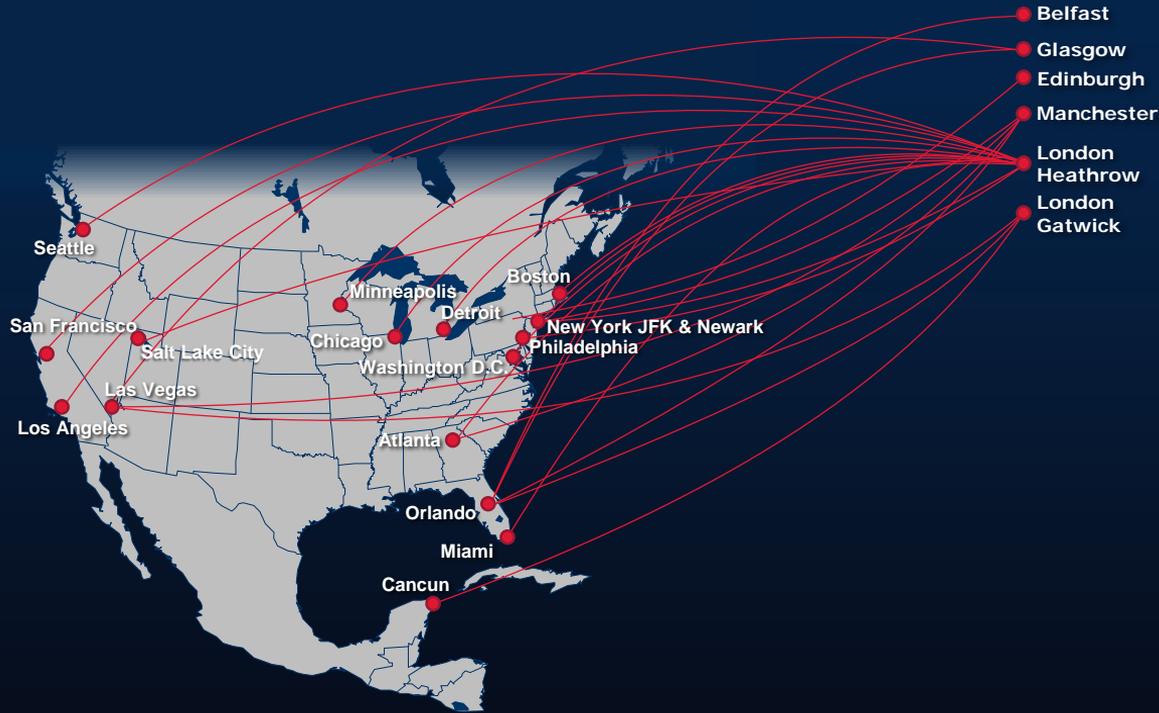


Industry standard for international airline cooperation, providing vast benefits for consumers

- ~25% of TATL capacity with over 320 peak TATL flights per day
- #1 alliance from New York with over 50 daily departures to 30 destinations
- Enhanced access to India and Europe with new Jet Airways and Transavia codeshare agreements

Virgin Atlantic Joint Venture

Growing our footprint to better serve our customers



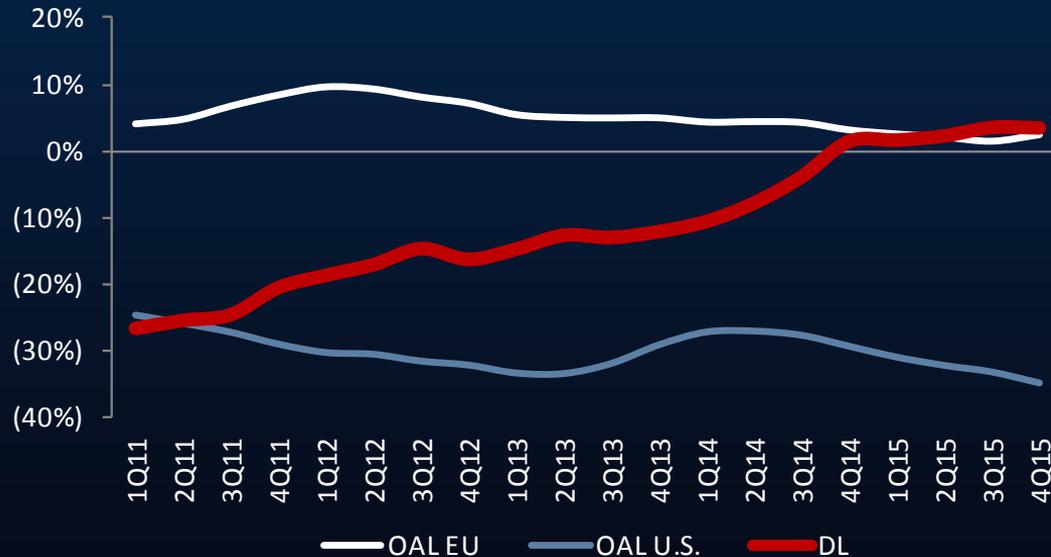
99% of US-LHR demand covered nonstop or 1-stop thanks to superior hub network

- 39 peak-day departures between North America and the UK this summer
- Nine daily departures between New York and Heathrow
- Addition of year-round JFK to Edinburgh continues expansion to secondary UK market.
- New year-round service between LHR and Salt Lake City

Keeping EMEA Satisfaction Scores Flying High

Continuous investment in the customer experience has Delta breaking away from US competition into a new consideration set

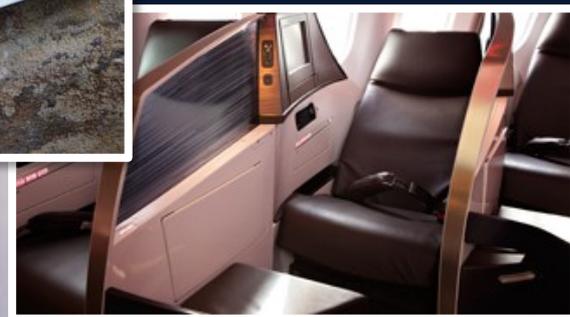
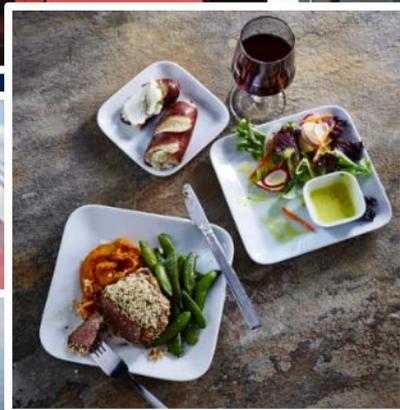
EMEA Net Promoter Score*



* Rolling 12-month average



All Partners Investing in Onboard Experience



Robust 2016 Plan

Strengths



AIRFRANCE

KLM

Alitalia



Challenges



Key EMEA initiatives 2016

DL/VS Joint Venture “Win in London”

- Achieve DLVS JV margin of 15% (Corporate Flight Plan goal)
- Improve JFKLHR margin and focus on successful new route launches
- Enhance Delta brand presence in London

DL/AFKL/AZ Joint Venture “Revitalize JV”

- Maximize North Atlantic JV margin with AFKL
- Expanded Network footprint
- Restore operational excellence and improve customer travel experience

Bundle II and Commercial Development

- Enhance India position with new Jet partnership
- Specialty sales focus to stimulate demand against aggressive capacity growth
- Continue to increase Ancillary revenue

Win in London

Keys to Unlocking Synergy Value and Growing Profit Margins

- Expanded Delta Sales Force
- Improve UK PoS Share Gap



Intense Focus on UK PoS Share Gap Improvement

- JFKLHR remains most important Premium market in the world
- Expanding U.S. – UK Network with new LHRSLC / EDIJFK



JV of Choice in NYC and Continued Network Expansion

- Be the best U.S. carrier from London by strengthening UK brand and product



Brand Focus “Win in London”

Revitalize the AFKL/AZ Partnership

Focus Areas Support DL Internal Goals/JV Margin Expansion

- **North Atlantic JV Cooperation**
 - Restore operational excellence
 - Grow TATL business as a JV
- **Focus Markets Support P&L Goals**
 - Cross-functional efforts in key opportunity markets, including JFKZRH and CDGRDU
- **Customer Satisfaction**
 - 2016 focus on improving performance targets to achieve 10% NPS score





THANK YOU



AIRFRANCE / KLM *Alitalia* |  virginatlantic 