DELTA

By the Numbers

180M+
CUSTOMERS

84,245
EMPLOYEES

58
COUNTRIES
ON **6**
CONTINENTS

335
DESTINATIONS

800+
AIRCRAFT

15,000+
DAILY FLIGHTS*
*Including worldwide alliance partners

15
KEY HUBS & MARKETS

- > Atlanta
- > Boston
- > Cincinnati
- > Detroit
- > Los Angeles
- > Minneapolis-St. Paul
- > New York-JFK
- > New York-LaGuardia
- > Salt Lake City
- > Seattle
- > Amsterdam
- > London-Heathrow
- > Paris-Charles de Gaulle
- > Shanghai
- > Tokyo-Narita

Sustainability

Sustainability is a natural evolution from Delta's corporate culture, history, and existing policies and programs:

- Delta's *Rules of the Road:* "minimize our impact on the environment"
- Delta *Code of Ethics:* "be a responsible global citizen"
- SkyTeam *Corporate Social Responsibility Statement*
- Delta *Environment* and *Carbon Emissions* Policies

In addition, there is increasing pressure from external stakeholders, including investors, customers, partners, and external ratings agencies, for transparency and beyond-compliance performance.

Goals

- Be a positive force for local and global change
- Improve external reporting
- Implement Climate Change Work Plan
- Engage employees, customers, and supply chain

Governance

- Corporate Leadership Team
- Executive Environmental Leadership Council

Trends in Managing and Communicating Sustainability Data

- Evolution from environmental stewardship reporting in 1990s to ESG reporting
  - ✓ Emerging issues: climate change, social inequality, equal pay
  - ✓ Changing social norms - millenials
  - ✓ Social media

- Failure to report transparently on ESG issues represents a business risk
  - ✓ Investment firms are buying up ESG research firms
  - ✓ ESG expectations of customers and employees have risen

- Coalescence around GRI, DJSI, CDP; fewer "one-off" inquiries
  - Alignment of reporting protocols, e.g., GRI and CDP

Trends in Managing and Communicating Sustainability Data

- More rankings and ratings based on public information
- Increasing expectations for interactive and parsable reports
  - ✓ Less prescriptive, more story-telling
- SASB attempting to develop SEC-compatible requirements for ESG reporting
- International expectations: Integrated Reporting
- Differing strategies to reach investors, customers & employees

Change Agent:
Carbon Offsets for Carbon-Neutral Growth

While the aviation sector has committed to carbon-neutral growth after 2020, Delta isn't waiting on the rest of the industry to start making a difference. 2016 marked the fourth straight year of our carbon-neutral growth journey, and carbon offsets have played an important role from the start.

Offsets help bridge the gap between efficiency improvements and increases in our fuel use. To address our increase in fuel use, we will purchase offsets from a range of carbon offset projects that help keep the equivalent of 2.3 million metric tons of carbon dioxide out of the atmosphere and maintain carbon-neutral growth relative to 2012 levels.

We chose projects purposefully making sure that each project provides both social and environmental benefits.

For example, we're supporting projects in Zimbabwe and the Democratic Republic of the Congo aligned with the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (REDD+). The Florestal Santa Maria project, meanwhile, promotes improved forest protection in the Mato Grosso region of Brazil. With the help of the local authorities, Florestal Santa Maria supports the community through reforestation and conservation education.

All of our offset purchases have been verified by third parties, which helps ensure their environmental integrity and adherence to industry standards. To further increase the transparency of our impacts and offsetting commitments, Delta offers a carbon calculator, accessible at www.delta.com/co2. Customers and other stakeholders can use the calculator to estimate the carbon emissions associated with their trips. Through our partnership with The Nature Conservancy, they can then make financial contributions toward offset projects of their choice.

Delta is proud to lead the aviation industry's transition to carbon-neutral growth with offsets that lessen our impact — and support developing communities in the process.