



INVESTING IN SEAMLESS PARTNERSHIPS

Jeff Moomaw
Managing Director, Alliances
Delta Air Lines

FUTURE DEMAND IS INTERNATIONAL

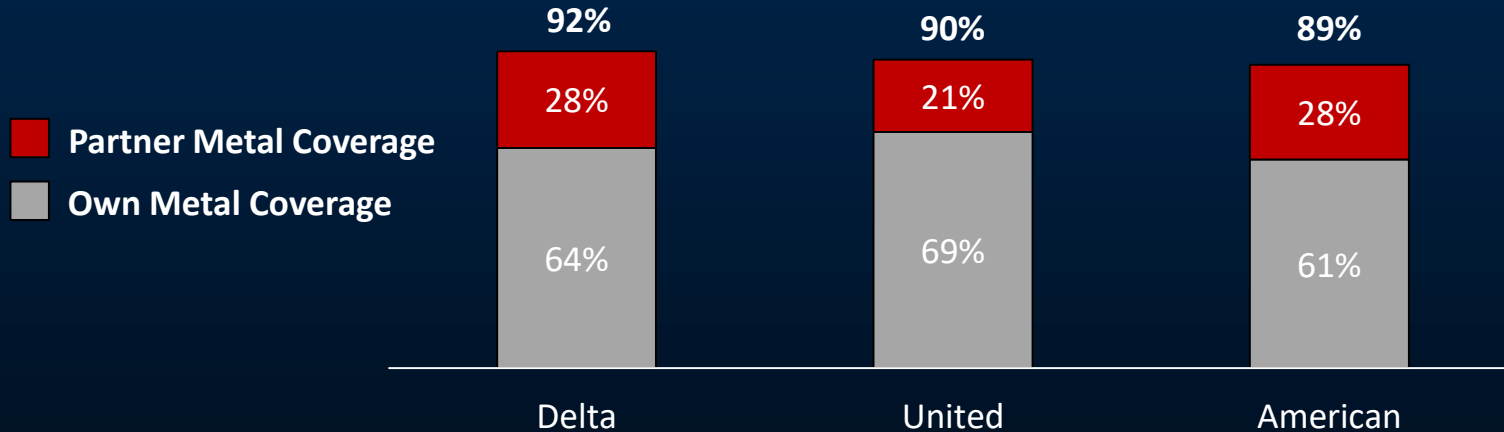
10 Year Forward Annual Growth Rate of U.S. Passenger Traffic Flows

Source: Airbus Global
Markets Forecast



PARTNERSHIPS ARE NECESSARY FOR GLOBAL REACH

% of International Demand (GDP) Served by Delta / American / United



PARTNERSHIPS HAVE EVOLVED TO BE DEEPER AND MORE IMPORTANT THAN EVER BEFORE

1989

First Major
Codeshare:
NW & KLM

1992

First Open
Skies – U.S. &
Netherlands

1993

First ATI:
Northwest
& KLM

2003

Delta,
Northwest and
Continental
form alliance

2007

Air France &
Delta JV

U.S. – EU
Open Skies

2010

Air France, KLM,
Delta and Alitalia
JV

AA, British
Airways and
Iberia JV

2011

UA / ANA JV

BA & Iberia merge

2012

Delta invests
in
Aeromexico

2013

Delta
invests in
Virgin
Atlantic

2014

Virgin
Atlantic
and Delta
JV

2015

Delta
invests in
China
Eastern

AM/DL JV

2017

AA invests
in China
Southern

DL/KE JV

2018

WestJet /
DL JV

2019

Delta
invests in
Korean

United
invests in
Avianca

1990

Basic Interline &
Codeshare (60's – 90's)

2000

ATI JVs begin, traditional Alliances develop
(mid-1990's)

2010

Mergers, growth of ATI JVs, Equity Investments
(2010's and beyond)

2020

CUSTOMERS ARE BECOMING MORE ACCUSTOMED TO CONSISTENCY AND CONTROL



AIRLINES ARE SHIFTING PARTNERSHIP FOCUS TO CUSTOMER EXPERIENCE



SEAT SELECTION



CHECK-IN



ONBOARD



BAG TRACKING



COMMUNICATIONS



SUSTAINABILITY

RESULTS OF INVESTMENTS ARE EVIDENT IN CUSTOMER SATISFACTION



NET PROMOTER SCORE (NPS)



CUSTOMER COMPLAINTS

BETTER CUSTOMER EXPERIENCE

INNOVATING FOR THE FUTURE

