

ABOVE THE HORIZON



AIMING HIGH 2007: THE PATH TO CORPORATE RESPONSIBILITY

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For nearly 80 years, Delta has tackled the tough, positive changes that have assisted our customers, employees, business partners and the communities we serve. Even in the midst of our turnaround, Delta continued to focus on its customers and operation, paving the way for our successful emergence from voluntary bankruptcy reorganization in 2007.

But there were even more milestones that helped to move us to the forefront of the airline industry, including:

- the first U.S. airline to offer customers carbon offsets
- the only airline to serve five continents nonstop from New York, adding 60+ new international routes
- the first airline to receive the Green Cross for Safety Medal for outstanding achievements in safety and health
- the recipient of the 2007 Workplace HR & Safety Magazine award for excellence in safety training

The story runs to the other side of the ticket counter, too. Our passengers can visit www.delta.com, which has been translated into multiple languages, making it even more accessible than ever before.

We've given customers more control over their travel arrangements by creating tools on delta.com that offer the ability to change tickets, calculate the SkyMiles needed to redeem award travel, check in for connecting flights operated by selected airlines and print boarding passes.

And with service to more destinations than any global airline, after adding more international capacity than all other major U.S. airlines combined, Delta is becoming the airline of choice.



A MESSAGE FROM THE CEO

DEAR READERS,

Delta is firmly committed to our environment, safety and social responsibility. We demonstrate these commitments in hundreds of ways throughout the world on a daily basis as we partner with our employees, vendors, customers, civic and non-profit organizations to make a difference in the communities where we live and work. Many of our programs are award-winning and industry-leading. We don't do them for the awards. We do them because they're the right thing to do.

Environment

We are committed to operating in an environmentally responsible manner beyond compliance with environmental laws and regulations. More than 70% of our fleet is Stage 4, the quietest among all aircraft. We use takeoff procedures to abate aircraft noise and have implemented programs to conserve fuel. In 2007, we reduced fuel usage by more than 40 million gallons. In 2008, we expect to reduce at least an additional 30 million gallons using winglet, TechOps and Information Technology initiatives.

We continue to look for environmental friendly solutions in running our airline. We have an industry-leading program in carpet recycling, on-board recycling and water conservation.

Safety

Delta is a recognized leader in safety performance and excellence in the aviation industry. Providing a safe, secure operation is Delta's first and most fundamental obligation to our customers and employees. At Delta, safety is embraced as our number one leadership value and we integrate this belief into everything we do. For aviation safety, we are leading the implementation of Safety Management Systems for the U.S., which the International Civil Aviation Organization (ICAO) recently established as a "best practice" requirement for membership. Additionally, we have a robust compliance program and are industry leaders in the analysis of safety data, enabling us to take proactive steps to prevent incidents from happening.

We view the Occupational Safety and Health Administration, or OSHA, and worldwide regulatory compliance as minimum standards. Delta actively participates in OSHA's Voluntary

Protection Programs. We were the first and continue to be the only major airline to be recognized with VPP Star Status.

Social Responsibility

Delta's long-standing history of helping those in need is expanding worldwide through the Delta Force for Global Good. In 2007, teams of employees and customers built Habitat for Humanity homes in West Africa and India. We have raised almost \$1 million for the Breast Cancer Research Foundation. Delta employees, along with the Delta Foundation, have contributed more than \$5 million in cash contributions to community charities and foundations like the American Cancer Society's Relay For Life, the Juvenile Diabetes Research Foundation and Aids Walk Atlanta, to name a few. For the past 8 years, Delta has been the largest corporate donor of blood for the American Red Cross, donating over 4,000 pints last year. We honor diversity with our employees, customers, communities and the partnerships we build.


I have touched on just a few of the things that demonstrate how we live out our values in the environment, safety and social responsibility. This 2007 Path to Corporate Responsibility Report covers in detail our commitment to excellence in these areas.

Richard H. Anderson
Chief Executive Officer





ABOVE THE HORIZON: ENVIRONMENTAL HEALTH



Delta Air Lines is committed to the health of our environment. This commitment to environmental health is an enduring cornerstone of our organization. Whether it's our passengers, employees, customers, partners, or those in the wider community, Delta believes that it is only by working together that we can ensure a sound future for ourselves, our children and future generations. And that means thinking of ourselves - individually and collectively - as caretakers of the environment.

ENVIRONMENTAL HEALTH

ENVIRONMENTAL STEWARDSHIP

Each of us is responsible for using and conserving resources to the best of our abilities. This is environmental stewardship and it requires involvement, commitment and accountability from all Delta employees – from top leadership to frontline employees working directly with our customers.

In this section of the report you will learn how Delta is aiming higher with environmental stewardship regarding our:

- Values and commitments
- Customer- and community-focused programs
- Climate change response
- World-class achievements in the effort to promote fuel efficiency, minimize waste, conserve water and reduce our noise footprint

Values and commitments

Our commitment to environmental stewardship is demonstrated by:

- Implementing an aggressive compliance program to observe all environmental laws and regulations
- Operating in an environmentally responsible manner beyond compliance
- Engaging stakeholders, such as The Conservation Fund, regarding issues of environmental concern

- Expanding awareness of environmental responsibilities within our organization and encouraging our employees to adopt and observe sound environmental practices

Our dedication to these principles is reflected by Delta's continued efforts this past year to enhance the overall strength and success of our environmental program. Some of these efforts have earned us the recognition of various groups for exceeding performance in our industry in several ways. Notable recognition has come from a variety of prominent sources including:

- The 2007 PACE award for Large Businesses by Georgia's Clean Air Campaign for having the most effective and innovative commute options programs in the state
- The Partnership for Air Transportation Noise and Emissions Reduction which provided distinctive praise for our noise reduction efforts
- Leader level status in the Kentucky Excellence in Environmental Leadership program as a result of Delta's voluntary leadership efforts
- The partnership between the Queens, New York Clean Air Project and Delta to reduce emissions by 19.2 tons per year through the increased use of electric service vehicles

DELTA'S AWARD-WINNING ENVIRONMENTAL ACTIVITIES

Manchester (MAN) – In September 2007, Delta received a *Skyliners' Award*, presented annually by Manchester Airport in the UK to noise conscious airlines for their commitment to the environment. The awards are given to airlines in recognition of their achievements in reducing the noise impact on local residents. To qualify for an award, an airline must fly at least 95% of their departures within the preferred noise routes.

Maggie Low, Delta's Manchester station manager, received the award on Delta's behalf, and was extremely pleased to accept the honor. "Very well done to all our pilots!" said Maggie.

Tim Walmsley, Manchester Airport's Environment Manager, commented, "I would like to thank all the airlines and their pilots, who use their expertise to meet this important environmental standard."



Delta has commute option programs in multiple cities that significantly reduce emissions while saving fuel and costs. According to the Clean Air Campaign, in Atlanta over the last five years, an estimated:

2,640,015 MILES of vehicle travel have been reduced by Delta employees

5.4 TONS of pollutants were prevented from being discharged into the air

\$1,320,007 estimated has been saved by Delta employees (gasoline not burned, reduced vehicle expenses, etc.)

- Leadership in Energy and Environmental Design (LEED) certification from the U.S. Green Building Council as the world's first airline to earn such green building qualification for its new terminal at Boston's Logan International airport

Delta is committed to developing and implementing comprehensive solutions to the environmental challenges and opportunities we all face. The recognition we have received is far-reaching because our efforts and commitments are

global. At Delta, we view our progress and success as directly attributable to the continuing cooperation that exists between Delta's employees, partners and the regulatory community. Examples include multiple programs that have minimized waste, promoted fuel efficiency, reduced fuel use and enhanced air quality. It also consists of expanding our Environmental Management System (EMS) to reach 100% of Delta's domestic stations by the end of 2007.

Another way in which we intend to achieve better results is through candid internal evaluation. Identifying emerging challenges is a crucial part of that internal examination and key to our definition of success.

CLIMATE CHANGE

Delta views itself as a partner, both in the communities we serve and around the globe. We recognize that we have many partners in the broader effort to respond to global climate change and are working hard to create a healthier environment. That is why we have partnered with The Conservation Fund in looking for solutions that will help more people and communities enjoy a healthier environment. We have extended that same opportunity to all of our customers by offering them the chance to offset carbon emissions associated with air travel.

On Earth Day 2007, Delta made a contribution to The Conservation Fund for every worldwide Delta customer who flew with us on that day. To celebrate our commitment to our hardworking men and women, we are also planting trees for

WHAT IS DELTA DOING TO IMPROVE FUEL EFFICIENCY?

Delta's nearly ten year old cross-functional fuel team has identified various ways by which we have – and will continue – to reduce fuel consumption and CO₂ emissions including:

- Installing winglets on aircraft resulting in an estimated 3.5 – 4% fuel efficiency improvement
- Engine washes and engine refurbishments
- Single-engine taxi, which Delta pioneered in the 1970s and continues in as a leader, resulting in reduced fleet fuel consumption of approximately 40 million gallons per year along with a reduction in aircraft engine emissions including CO₂
- An additional 30 million gallons in fuel reduction is expected by the end of 2008 as a result of further improvements made through technical operations and IT initiatives
- Optimal fuel planning for flights saving 20 million gallons annually
- Continuous Descent Approaches (CDA) – Delta has partnered with the FAA and Georgia Tech on the development of fuel efficient CDA saving up to 60 gallons per flight
- Delta has promoted an Air Traffic Control (ATC) system – in Europe and the U.S. – that allows for more optimum aircraft routing thereby resulting in even further cuts to carbon emissions.
- Flight Planning System – A new internally developed flight planning system Delta has created that is proving to be the best in the industry in terms of fuel efficiency and estimated to save more than 10 million gallons of fuel per year
- Delta has improved the management of landings into Atlanta Hartsfield-Jackson International Airport during congested periods that is expected to reduce CO₂ emissions and noise

every worldwide Delta employee. As a result of this single step, nearly 200 acres of native forests will eventually be restored across the nation and abroad—with a focus on the Gulf Coast region, an area that has lost more than 20 million acres of beautiful forestland in the last century.

Our customers have the option to contribute toward the offset of carbon emissions by planting trees in the U.S. and abroad through a donation to the Conservation Fund when they purchase a ticket online at delta.com.

Reducing our environmental impact

We understand aircraft are contributors to carbon emissions. Although the Intergovernmental Panel on Climate Change states the airline industry contributes about 2% of global carbon dioxide (CO₂) emissions – significantly less than automobiles – all segments of the transportation industry must do their part to limit their impact on the environment. Not only does Delta understand the impact of aviation on the environment, but we have shown our willingness to create a safer, healthier environment for everyone by creating and expanding opportunities for our passengers, employees, customers and partners to join with us in reducing carbon emissions.

Understanding the challenges of climate change brings opportunity and responsibility that Delta openly embraces. As the first U.S. airline to help customers offset carbon emissions associated with their air travel, our environmental goals include improving fuel efficiency, reducing our carbon intensity, promoting conservation, and advancing technologies that encourage energy diversification.



As a result of Delta's fuel conservation efforts and other efficiency improvements, we have achieved an overall reduction in total aircraft CO₂ emissions per revenue passenger mile (RPM), a measure of our activity as shown in the chart on page 6. The chart illustrates the continuing decline of Delta's mainline aircraft CO₂ intensity as measured, in part, in accordance with the standards derived from the Greenhouse Gas Protocol Initiative – a collaborative effort of the World Resources Institute and the World Business Council for Sustainable Development.

Expanding our partnership with stakeholders

Delta's leadership in reducing carbon emissions and other greenhouse gases is not new, as we have been partnering with other companies and research organizations for years. Long before Delta's partnership with The Conservation Fund to contribute to reforestation efforts, we recognized the im-

HOW DELTA RECYCLES CARPET AND HELPS REDUCE ITS GREENHOUSE GAS EMISSIONS – AT THE SAME TIME

Delta's contribution to this effort means that for each full trailer of used material, we are saving approximately 22,000 pounds of carpet from Atlanta area landfills, reducing waste and therefore reducing greenhouse gas emissions. Rather than heading toward overburdened landfills, Delta sends its used carpet to Mohawk Aviation Carpet to be recycled into new carpet.

Delta is Mohawk's first airline client to implement a continuous carpet recycle program and is hopeful the program will serve as a model for recruiting other airlines to follow our lead.



DELTA IS THE FIRST U.S. AIRLINE

to offer customers the opportunity to offset carbon emissions associated with air travel.

importance of including others in the problem-solving process. In fact, seven years ago, Delta and Nike Inc. joined forces to address climate change as part of a continuing partnership.

Research and development partners are vital to creating a more sustainable model. As part of the effort to enhance technology, Delta supports research and development efforts by Georgia Tech that have produced applications which will help limit our impact on the environment. Other projects have involved efforts to prevent pollution. While there is some debate about the amount and nature of climate change, and also about aviation's role in that change, there is little that can be disputed about Delta's efforts to positively address this issue of mounting importance. Delta's response to climate change has been with efforts and resourcefulness that reach beyond compliance. Our voluntary endeavors in multiple environmental programs, research and development initiatives and conservation efforts highlight Delta's contributions to the communities it serves and to the environment.

Delta's commitment to voluntarily improve its fuel efficiency: Igniting innovation

One of the ways in which Delta is responding to climate change is by supporting accelerated advancements in technologies that will continue to reduce carbon emissions. Delta also has made a voluntary commitment to improve its

fuel efficiency by 10% between 2000 and 2010. The result: we are on track to surpass this target.

In addition, Delta supports the Commercial Aviation Alternative Fuels Initiative (CAAFI) program. The CAAFI program represents a significant step towards the development of alternative fuels, such as aviation bio-fuels, that are environmentally-friendly. The program's progress is highlighted by some of its more prominent achievements such as the completion in December 2007 of the first transcontinental flight by the U.S. Air Force using synthetic fuel.

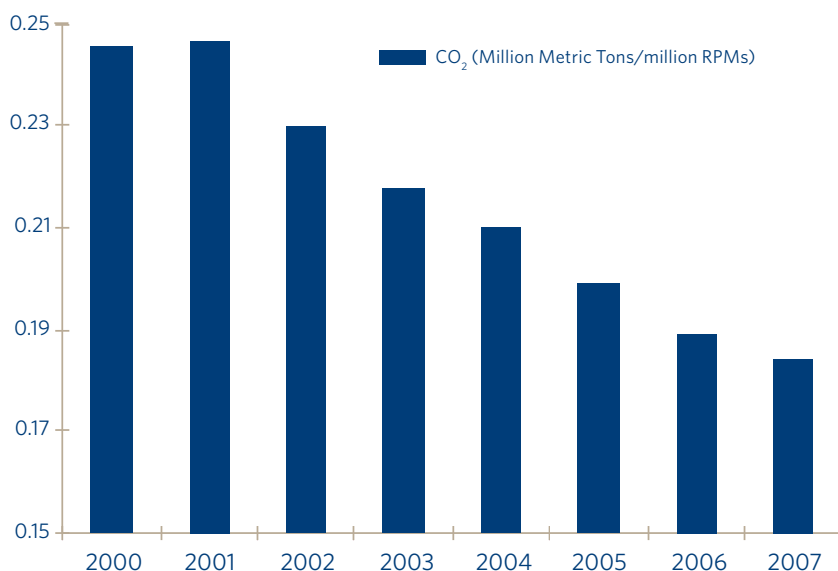
Ground Support Equipment—Reducing our emissions from the ground up

Another Delta initiative targets our ground support equipment (GSE). Engine emissions are directly related to the amount of fuel burned. Reducing fuel use results in cutting emissions and translates into savings.

In order to further reduce our CO₂ and other emissions, GSE has incorporated more than 700 electric vehicles and other types of electric ground support equipment into the airline's fleet – all with zero emissions. The electric units help reduce pollution and lower the overall carbon footprint. Achievements in improving our GSE fleet include:

- Participating in a study with the Electric Power Research Institute on the modification to and performance of electric container loaders from diesel units
- Upgrading the Atlanta "T" Concourse Charging Stations
- Installing high speed charging ports at the Atlanta "E" Concourse

DELTA AIRCRAFT GREENHOUSE GAS EMISSIONS¹



Airline activity is represented by the metric Revenue Passenger Mile (RPM) which takes into account the miles flown and load factors

¹According to the International Air Transportation Association

- Adding electric belt loaders and electric baggage tractors to the Atlanta “E” concourse, augmenting the existing fleet of electric baggage tractors
- Expanding our fleet of alternative fuel vehicles (AFV), which consists of vehicles operated by dedicated compressed natural gas, dedicated propane, hybrid electric and pure electric vehicles

WASTE MINIMIZATION AND RECYCLING

Product stewardship: Reducing our impact by the ton

Product stewardship means that all parties involved in designing, manufacturing, selling and using a product take responsibility for environmental impacts at every stage of that product’s life. Delta’s industry-leading carpet recycling program is an example of Delta’s firm commitment to product stewardship and reducing greenhouse gas emissions.

Carpet disposal has been a growing challenge to the capacity of landfills, which are rapidly filling up. Moreover, filling landfills with carpet rather than recycling it contributes to greenhouse gas impacts on our environment. 70 million pounds of greenhouse gas emissions – in CO₂ equivalents – are avoided by recycling used carpet annually in the U.S.

With the assistance of Mohawk Aviation Carpet, Delta no longer landfills worn carpet from our aircraft, but recycles it into new carpet as part of an approach that is expected to reduce the environmental impacts of carpet throughout its life cycle — from design to end-of-life management.

Recycling

As an innovator, Delta is also the first U.S. airline to launch a comprehensive recycling program for our domestic flights into Atlanta, Georgia. For more than 10 years, Delta’s flight attendants have voluntarily undertaken an aluminum can recycling program.

Those efforts significantly expanded in 2007 with the creation of our formal In-Flight recycling program. Not only do we collect aluminum cans, but also plastic bottles, plastic trays and beverage cups, newspapers and magazines. Catering and Cabin Service also play a critical role by ensuring the deposit of these items into recycling bins.

In 2007, we recycled 193 tons in our In-Flight Recycling Program, raising enough money to build a Habitat for Humanity EarthCraft style home in 2008, designed specifically with energy saving appliances, fixtures and materials.

A catalyst for change

Additional achievements include:

- The replacement of old menus with new ones printed on recycled paper with soy ink
- The opening on October 1, 2007 of the Employee Recycling Center (ERC) at our world headquarters in Atlanta
- The donation of net proceeds from our employees’ recycling efforts at the ERC to the Delta Employees and Retirees Care Fund, which provides assistance to eligible individuals and their families who suffer severe financial hardship, including loss due to a catastrophic event



WHAT IS DELTA DOING TO MINIMIZE WASTE?

Atlanta In-Flight Recycling

Delta’s 2007 In-Flight program recycled 148.3 tons in just a seven month period alone, from June to December 2007. As a result, Delta has not only saved valuable landfill space, but has also been successful in generating net proceeds from recycling efforts – which Delta has returned to the community through programs such as Habitat for Humanity.

193 TONS¹: The amount of materials Delta's In-Flight Recycling program collected and recycled

7.43 MILLION¹: the approximate number of aluminum cans Delta has recycled just in Atlanta - enough aluminum to build a Boeing 747

32 TONS¹: The amount of materials Flight Attendants and Cabin Service Crews collected - with the help of our passengers - just in Salt Lake City

¹ June 1, 2007 to Dec. 31, 2007

WATER CONSERVATION

As a responsible corporate citizen, Delta is taking a leading role in water conservation efforts. Even prior to recent Georgia water shortages, Delta made water conservation a top priority.

The Fox McCarthy Water Wise award received in 2005; and our recognition as "Facility of the Year" in 2006 by the Georgia Association of Water Professionals are just two of the many reasons why Delta is a recognized leader in water conservation and water quality.

Our efforts have helped us reduce our water consumption by 50% at our Technical Operations Center (TOC) in

Atlanta. To ensure that equipment and parts are kept clean, an adequate water supply is required. Further reductions are planned that will result in savings of up to 80% over 2004 water usage levels. Focusing on technology that allows us to reduce our water consumption, Delta has not just saved \$5 million a year, but we also have significantly reduced water usage from the city of Atlanta.

In addition, Delta is honored to sponsor the Water Environment Federation (WEF). The WEF is a global, not-for-profit technical and educational organization with 32,000 individual members and 80 affiliated member associations representing an additional 50,000 water quality professionals throughout the world.

NOISE REDUCTION

Leading efforts result in quieter environment

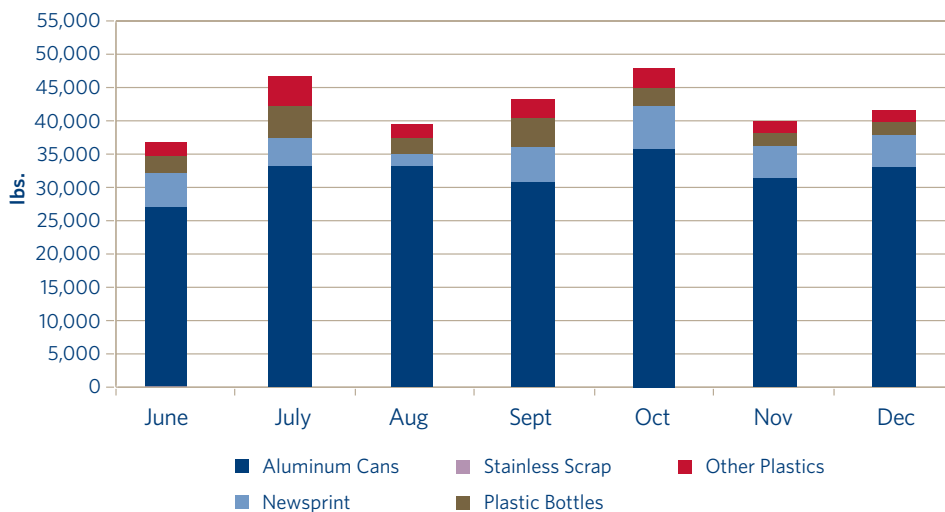
Stage 4 is the quietest aircraft category. Five years ago, 57% of Delta's jets conformed to the stringent Stage 4 standards. Delta has since upgraded its fleet, and currently 70% of Delta's aircraft meet Stage 4 criteria.

Rising aircraft, lowering noise

Delta also uses two different takeoff procedures to abate aircraft noise: one that minimizes noise for communities away from airports, and another special procedure which reduces noise for neighborhoods and homes in close proximity to airports.

At several European airports, including Brussels, Milan, Paris, Amsterdam, Madrid, and Rome, Delta has responded to the environmental needs of nearby high-density neighborhoods by incorporating the noise reduction procedures. This practice

ATLANTA IN-FLIGHT RECYCLING 6/1/07 TO 12/31/07



Aluminum Cans	112.60 tons
Plastics	19.64 tons
Newsprint	16.02 tons
Tons diverted from landfill	148.3 tons

has been extended to other locations including Johannesburg, South Africa, and Seoul/Incheon, Korea.

CLEAN AIR

Delta is the 2007 recipient of the Clean Air Campaign's PACE Award in the Large Business Category for having one of the most effective and innovative commuter options programs in the state of Georgia. With the mission to motivate Georgians to take action to improve air quality and reduce traffic congestion, The Clean Air Campaign has a well-respected reputation for producing results leading to a healthier environment.

Additionally, Delta has implemented a Work-at-Home program for some of our Reservation Agents and encourages commute alternatives for employees such as mass transit, carpools and vanpools.

“FOR DELTA, being a good citizen is not only about how and what we can do to help ourselves and the broader community, it is also about being a caretaker of the environment.”

Michael Quiello
vice president - Corporate Safety, Security and Compliance


WHAT IS DELTA DOING TO HELP REDUCE WATER CONSUMPTION?

As Atlanta Hartsfield-Jackson's largest carrier, Delta has established numerous water-savings measures and is always seeking additional ways to save water. Here are just some of the ways the Delta team is addressing water conservation at Hartsfield-Jackson:

- Installing a water recycling system at the Technical Operations Center (TOC) – expected to reduce water consumption at the facility by 300,000 gallons per day by early 2009
- Installing water meters at the Atlanta airport to regulate onboard water – also saves fuel by reducing onboard weight
- Reducing potable water between approximately 40 and 130 gallons per flight on its 767s and 777s
- Forming a water conservation task force with cross-divisional representatives exploring recommendations to help further reduce water use at the office and at home
- Creating a “water leak patrol” to identify any water loss at its airport facilities

ABOVE THE HORIZON:
OPERATIONAL
EXCELLENCE

FLY DELTA JETS



Delta's continuing pledge to operational excellence has resulted in our setting, achieving and maintaining the highest standards of safety in the airline industry. As a recognized leader in safety performance and excellence, we place the safety and health of our customers, employees, and business partners at the heart of our obligations. At Delta, safety is embraced as our number one leadership value and we integrate this belief into all of our activities.

OPERATIONAL EXCELLENCE

Delta views Occupational Safety and Health Administration (OSHA) and worldwide regulatory compliance as minimum standards and we strive to exceed these requirements. You will find that we aim high to lower workplace injuries and illnesses through the following measures:

- Top tier injury prevention programs
- Ergonomics
- Ground Support Equipment improvements
- Corporate Compliance and Quality
- Flight Safety enhancements
- Industrial Hygiene
- Continuous Improvement
- Emergency Planning

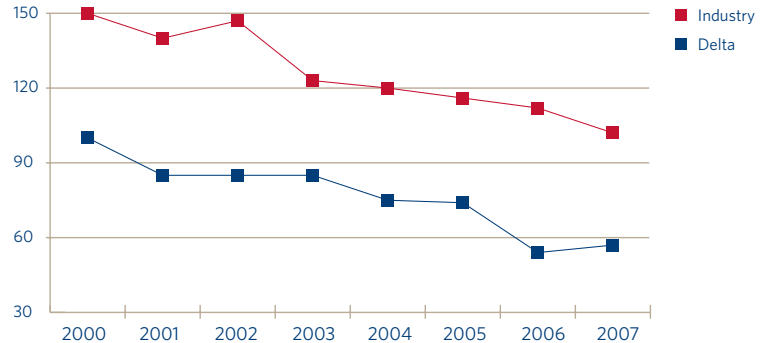
CORPORATE SAFETY

Top Tier Injury Prevention Programs

Delta's safety programs, a cooperative relationship with OSHA, and positive employee relationships are the keys to our success in this vital arena. Our Corporate Safety team ensures Delta's safety procedures represent the best and safest practices in the industry, generally exceeding OSHA and other regulatory standards. Consistent with that effort is Delta's active participation in OSHA's Voluntary Protection Programs (VPP).

VPP recognizes worksites that have achieved and are maintaining excellence in worker safety and health protection

OSHA RECORDABLE INJURY & ILLNESS RATES RELATIVE TO A 2000 BENCHMARK OF 100



through cooperation with government, industry and labor. To participate in VPP a site must submit a written application that addresses: management leadership and employee involvement; worksite analysis; hazard prevention and control; as well as safety and health training. Finally, an onsite review is conducted by OSHA officials to evaluate the workplace safety and health programs and to interview employees at the facilities. VPP is the optimal program for integrating safety into a facility's total management systems and ensuring continuous improvement.

Ergonomics

Ergonomics matches human capabilities with the job. It's the relationship between the physical work environment

DELTA'S STAR STATUS

VPP Star recognition establishes Delta as the leader in Safety

Approval into VPP is OSHA's official recognition of the outstanding efforts of employers and employees who have achieved exemplary safety and health.

Delta was the first and continues to be the only major airline to be recognized with VPP Star Status. Since obtaining its first VPP location at Atlanta, GA Technical Operations, OSHA has awarded Star status to many other Delta locations, including Airport Customer Service in Kansas City, MO; St. Louis, MO; Columbus, OH; Colorado Springs, CO; Melbourne, FL; Washington, DC; Line Maintenance in Washington, DC; Ground Support Equipment in Atlanta, GA; and Reservations Sales in Augusta, GA.



IN 2005, Delta was the first airline to be named one of America's Safest companies by Occupational Hazards Magazine

IN 2006, Delta received the Henshaw Award from SafetyXChange. The award is given to a company that integrates health and safety into its essential business mission and objectives

DELTA'S PROMINENT record of accomplishments in safety and health distinguishes us as an industry leader

and the human body, providing us with opportunities to maximize safety, comfort, efficiency, and job satisfaction.

Musculoskeletal Disorders (MSDs) are the leading types of injuries in many workplaces, including Delta. In order to help us better understand and correct conditions and practices that contribute to MSDs, Delta developed an effective corporate ergonomics program. This program not only helps to improve the overall health and safety of our employees, but also reduces costs such as those related to medical expenses, lost work days, absenteeism and turnover.

Recent accomplishments of Delta's Ergonomics Program include:

- Adding athletic trainers to address employee injuries, provide on-site rehabilitation as early as possible
- Forming the Worldport Injury Prevention Team where the injured employee, supervisor, department manager and airport management representative meet to discuss injury prevention -resulting in a 57% reduction in lost work days in just six months
- Training employees how to perform their specific jobs in a bio-mechanically correct manner
- Providing adjustable height workstations to all Reservations Agents with electronic systems for easier use by the employees
- Incorporating ergonomic concepts within the Delta Hartsfield-Jackson Atlanta International Airport lobby, such as adjusting ticket printers and angling ticket counters - also helping to improve customer service

Innovations + RampSnake = Leading Safety

Delta has purchased several new pieces of ground support equipment known as the RampSnake. This fully electric, self propelled, ground based, semi-automatic loading and unloading system works on all narrow-body and some wide-body aircraft.

Since RampSnake replaces conventional belt loaders and in-plane mechanical loading systems, this unique piece of equipment reduces employee injuries associated with lifting and bending. It also helps to minimize ground damage caused by belt loaders and diminishes damaged baggage costs.

DELTA AIR LINES ANNOUNCED AS 2008 GREEN CROSS FOR SAFETY MEDAL RECIPIENT

The National Safety Council has selected Delta Air Lines to receive its prestigious ninth annual Green Cross for Safety Medal.

The award is presented annually to the CEO of an organization that has distinguished itself for outstanding achievements in workplace and off-the-job safety and health programs, community service, environmental stewardship and responsible citizenship. It honors corporations that embrace safety as a core value.

Delta earned the award by its consistent practice of emphasizing its number one asset: people. "We put people first - Delta people and Delta customers," says Richard H. Anderson, chief executive officer of Delta Air Lines. "It is our commitment to take the best possible care of Delta customers and each other while running a safe, highly professional and financially viable operation."

The selection of Delta, the United States' fastest growing international airline with more than 50,000 U.S. employees, was based on its exemplary commitment to safety that reaches back to 1929 when the company conducted its first passenger flights. The partnership between the honoree of the Green Cross for Safety Medal and the National Safety Council displays a firm commitment to safety not only in the work place, but also on the roads, and in America's home and communities.

As the Green Cross for Safety Medal recipient, Delta demonstrates its commitment to corporate responsibility and your safety. The award will be presented during a formal awards ceremony in the spring of 2008.

Delta is the first airline to receive the award. Our employees have made it possible for us to achieve this award with their leadership, focus and commitment on maintaining a strong safety culture at Delta.

Smaller footprints

Because RampSnake is electric, it reduces aircraft fuel burn by eliminating certain on-board systems. Electric GSE means lower environmental impact and a smaller carbon footprint. As an industry leader, Delta's view is to regularly seek ways to shrink its own footprint.

CORPORATE COMPLIANCE AND QUALITY

Every two years, Delta opens up its operation to two separate and very in-depth operational safety reviews. The first is a Department of Defense audit required of all airlines that carry military personnel.

The second, and equally rigorous review, is the International Air Transport Association Operational Safety Audit (IOSA). The IOSA Program is an internationally recognized and accepted evaluation system designed to assess the operational management and control systems of an airline. IOSA uses internationally recognized quality audit principles, and is designed so that audits are conducted in a standardized and consistent manner. Because quality, integrity and security are inherent in the IOSA Program, mutually interested airlines and regulators accept IOSA audit reports. The successful completion of this renewal is very important to Delta because both the International Air Transport Association (IATA) and the SkyTeam alliance require member airlines establish and maintain IOSA registration.

Delta achieved IOSA Operator status in 2005, and scheduled a Renewal IOSA in 2007. The Renewal IOSA was conducted by an independent third party audit team from Morten Beyer



& Agnew who made zero findings out of a total of more than 900 IOSA Standards and Recommended Practices. Consequently, Delta's registration as an IOSA Operator was extended for an additional twenty-four months.

Delta's strong performance did not happen by accident. Corporate Compliance and Quality partners work diligently to demonstrate Delta's compliance with the IOSA Standards and Recommended Practices on a daily basis.

FLIGHT SAFETY

The Delta Aviation Safety Department administers flight safety programs that manage risk and enhance operational safety. The Aviation Safety team puts into practice our belief that providing employees and customers with the highest quality service and always seeking ways to improve our processes is more than a pledge - it's who we are.

INDUSTRY LEADERSHIP ACROSS THE GLOBE

Delta maintains an industry leadership position through participation in the Air Transport Association's (ATA) Ground Safety Committee and the International Air Transportation Association's (IATA) Airside Safety Group (ASG).

We have been an active player in the development of IATA's Safety Audit for Ground Operations (ISAGO) program, credited with improving safety and environmental performance for ground handlers worldwide while reducing audits and associated costs. In this regard, Delta was privileged to host a group of global airline leaders in 2007 as part of the development process.

Delta also holds an active seat on the National Safety Council Board, benchmarking industries other than the airline industry. Being top of our own game means learning from others outside the aviation industry in an effort to reach unprecedented heights in safety performance.

Other activities include a seat on the advisory board of the Georgia Safety, Health and Environmental Conference, and sending a delegation to the fifth biennial United States-European Union Conference. This conference was an opportunity for government, industry and labor delegates from the US to join EU counterparts to share information and best practices to improve occupational safety and health for employees and employers.

Actively participating in these state, national and international safety events allows Delta to remain on the leading edge of safety or regulatory issues that may impact our employees.

THE FIRST large-scale Ramp Operations Safety Audit (ROSA) in the industry was launched by Delta's Aviation Safety as a component of our Safety Management Systems. ROSA builds on the highly successful Line Operations Safety Audit (LOSA) that has been utilized at Delta since 2000. The ROSA data is used to improve training programs and operational policy and procedures, and will ultimately mitigate hazards that may lead to accidents and incidents.

ISO 9001 Certified: Delta's Quality Management System

During 2007, the Aviation Safety Department achieved ISO 9001:2000 certification, which recognizes the establishment of a Quality Management System. The entire Aviation Safety team elected to become ISO certified demonstrating an abiding commitment to quality, continuous improvement and customer satisfaction.

Leading the Way for Implementation of Safety Management Systems

In May 2007, Delta was selected by the Federal Aviation Administration (FAA) as one of six air carriers to participate in a Pilot Program to shape airline implementation of

Safety Management Systems (SMS) within the United States. SMS is the "next generation" of proactive safety programs and provides a comprehensive tool to manage and mitigate risk. Although the FAA will, at some point, require SMS for all airlines, Delta is the only major carrier participating in the pilot program that elected to proceed with full-scale implementation.

New technologies improve operational safety

In 2007, the Aviation Safety Department integrated Flightscape technologies into daily activities. This technology provides aviation safety professionals with access to advanced, high fidelity animation. Flightscape products also help Delta pilots "see" airport layouts and local terrain before actual arrival, thereby enhancing their situational awareness while maximizing safety.

Aviation Safety Action Program

In a continuing effort to provide a safe, reliable, world class product to our customers, Delta's Technical Operations recently committed to improving flight safety through the Aviation Safety Action Program (ASAP). The primary purpose of ASAP is to provide an avenue for maintenance personnel to voluntarily report safety information that may be critical in identifying potential precursors to safety of flight incidents or accidents. This includes a systemic approach to implement corrective measures and allows all parties and the industry access to valuable safety information that might otherwise be unobtainable. As an incentive, the program fosters a cooperative, non-punitive environment for the open reporting regarding safety of flight concerns.

2007- DELTA'S LEADERSHIP IN SAFETY RESULTS IN AWARD FOR EXCELLENCE IN SAFETY TRAINING

Workplace HR & Safety magazine presented Delta with the 2007 *Excellence in Safety Training Award*. The award recognizes best practices in safety training.

The award was given in recognition of our computer-based training program that increases awareness of the hazards of hexavalent chromium and teaches employees how to protect themselves and their families from exposure. Hexavalent chromium (the subject of the movie *Erin Brockovich*) is an additive in primers and paints that we use on aircraft and aircraft parts. TechOps and some ground support workers are exposed to it in the course of doing jobs such as painting, priming, sanding, grinding, and welding.

"As a Voluntary Protection Programs employer, we're constantly looking for opportunities to improve workplace safety and health," said Jim Swartz, director-Global Safety and Environmental Health. "It's gratifying to receive this acknowledgement for the team's efforts." Safety award recipients were featured in the October issue of *Workplace HR & Safety* magazine

Jim Swartz, Josh Smith, Marvin Hightower and Betty Hintch, editor of Workplace HR & Safety Magazine



All reports are reviewed by an executive review committee (ERC) and must meet acceptance criteria outlined in a signed Memorandum Of Understanding. The information and data, which is deidentified, collected and analyzed can be used as a measure of the aviation safety system.

INDUSTRIAL HYGIENE

Delta has a long history of working with cabin air quality researchers and public health officials. For instance, Delta participates on the American Society of Heating, Refrigerating, and Air-conditioning Engineers (ASHRAE) committee, which is in the process of finalizing a standard on aircraft cabin air quality. Delta is also advancing progress by serving as an industry partner in the FAA-sponsored Center of Excellence for Airliner Cabin Environment Research (ACER), and is currently involved in ACER studies of cabin ozone and particulates.

Delta's Environmental Health department further encourages and promotes the use of refrigerants and chemicals that do not harm the environment. Wherever possible, Delta uses low volatile organic compound containing non-ozone depleting refrigerants.

CONTINUOUS IMPROVEMENT

Delta's business partners are an important piece of our operation and safety programs.

The Underwing Partners Safety Leadership Team (UPSLT) is one example. Created more than 10 years ago and developing into a highly functioning business tool which yields mutual

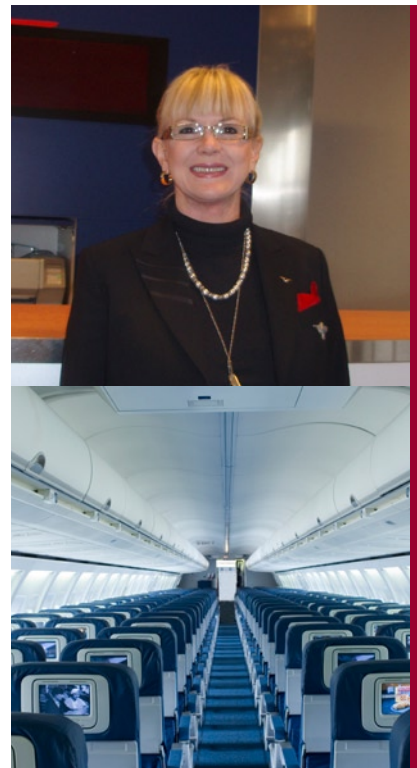
THE ANNUAL Delta Aviation Safety Award was presented to the crew of a Boeing 767-400 that struck a large flock of seagulls during takeoff from Rome, Italy in July, 2007. The flight crew, led by Captain Peter Hupperich, and the Flight Attendant crew, led by OnBoard Leader Francis Passamano, worked together to bring the aircraft back to Rome for a safe landing, despite damage to both engines. The performance of these crewmembers reduced risk to personnel and equipment and demonstrated their commitment to operational excellence at Delta.

benefits for both Delta and our partners, the team consists of safety leaders from Delta's key domestic business partners.

There is no competition in safety

Meeting several times a year to share best practices, review performance, and develop enduring partnerships, UPSLT's philosophy is there is no competition in safety. Delta's belief is that together we can improve industry performance as a whole and simultaneously reduce the costs associated with failure.

FLIGHT ATTENDANT Susan Doras received a 'Saved-the-Day' Award for her actions in rendering life-saving CPR to a Delta customer in-flight. Susan found the passenger unconscious and without a pulse. Her quick actions and training saved his life.



“SAFETY IS everyone’s concern. It plays an integral role in every single aspect of our business.”

*Michael Quiello
vice president - Corporate Safety, Security and Compliance*

Building on the success of UPSLT, the Global Partners in Safety (GPS) Team was launched to promote safety goals with international suppliers. This team meets frequently throughout the year and adds an important and heightened safety dimension to Delta’s strategy in view of our international expansion.

Being a leader means being responsive to change

Delta’s changing business model demands innovation and this is most evident in our industry-leading safety programs. The Maintenance, Repair and Overhaul (MRO) Safety Leadership Team is one example. Created in 2007 in the UPSLT and GPS model to specifically address relationships with MRO contractors, Delta has engaged service providers throughout the world and continues to look above the horizon for opportunities to expand our successful model from ground operations to the maintenance environment.

EMERGENCY PLANNING

Through leadership, planning and exercising, we make every effort to ensure all Delta people are prepared to respond to

a crisis. This is accomplished through the active assessment of company operations in our Operations Control Center as well as with drills occurring regularly throughout the year. These drills cover aviation disasters, business interruptions, natural and manmade disasters, security issues and other significant crisis events.

Family Assistance

Crisis management at Delta includes not just maintaining an emergency response program but also the vital elements of compassion, care and goodwill that our employees, customers, partners and communities deserve.

In the unlikely event of an aviation disaster, a unique team of trained front line employees and employee volunteers is prepared to compassionately respond to the needs of family members and survivors. While we hope our Family Assistance team of over 2,200 Delta professionals is never needed, we will always be prepared to provide comfort, compassion, and a complete circle of support to our customers and other victims of any accident involving Delta, its subsidiaries and airline business partners.

EXCEEDING OSHA STANDARDS

Augusta Reservations is first airline call center in the U.S. earning Star distinction.


Our Augusta, Georgia reservations call center is a great and safe place to work. In August, it received the prestigious Star site designation by the U.S. Occupational Safety and Health Administration as part of its Voluntary Protection Programs (VPP) -- the first airline call center in the U.S. to earn this distinction and Delta’s 10th VPP site.

Recognition as a VPP Star site is given to employers and workplaces that have implemented a comprehensive safety and health management system that exceeds OSHA requirements and have achieved an exemplary record of occupational safety and health.

“I’m extremely proud of our team here in Augusta as they carry on our long tradition and commitment to safety,” said Steve Scheper, vice-president Reservations Sales and Customer Care. “Safety is our No. 1 value – not only in the skies, but also in the workplace. I want to thank the team for taking safety seriously, for the hard work it took to reach this great achievement, and for your commitment to taking care of each other.”

*L-R Steve Scheper,
VP Reservations
Sales & Customer
Care, Charles Myers,
Augusta Call Center
Director, Augusta
Mayor Deke Copen-
haver, and OSHA’s
Bill Grimes celebrate
the call center’s
designation as a VPP
Star site*





Delta's Force for Global Good includes our employees, customers, and community partners who have joined forces to make positive local and global change. These changes reflect our dedication to improving standards of living and the health of the environment where we and our customers live and work.

COMMUNITY STEWARDSHIP

DELTA'S FORCE FOR GLOBAL GOOD

As a global company, Delta is a leader in philanthropic and community outreach efforts where our employees are committed to serving through volunteerism and hard work.

Delta's longstanding history of assisting those in need is evident in our communities and cities systemwide, and we believe strongly in continuing to support the efforts of our employees. Force for Global Good encourages and brings together the many generous people within Delta, who give their time and knowledge to enhance the lives of those less fortunate.

A few of our programs are highlighted below.

American Cancer Society's Relay For Life

The American Cancer Society's Relay For Life is one of the most highly supported charitable fundraising activities among Delta employees. The Relay offers employees an opportunity to join the fight against cancer. With over 1,500 employees participating nationwide, this overnight event generates approximately \$400,000 dollars in fundraising each year. In honor and remembrance of those who battle cancer, team members take turns walking the Relay track throughout the night. For those who do not walk, there is around the clock fundraising action to keep everyone busy and engaged. Activities include entertainment, food, games, a memorable candlelight luminary ceremony and stories of inspiration that

in every aspect salute the victims, honor survivors and provide support to those in the fight against cancer.

Breast Cancer Research Foundation (BCRF)

Delta's Pink Plane serves as a banner for Delta's goodwill in support of the campaign to raise funds for the Breast Cancer Research Foundation (BCRF). Breast Cancer Awareness Month in October launches initiatives that invite greater employee participation and hands-on experience in helping to find a cure. In addition to our employees offering pink lemonade on the planes, they also offer for sale t-shirts, lapel pins, lunch boxes, and other items at various hub stations throughout our organization. Delta raised more than \$650,000 through the sales of various signature pink products and onboard donations, in addition to a \$250,000 donation from the Delta Foundation in 2007.

Habitat for Humanity

The Habitat for Humanity plane serves as a beacon of hope for those less fortunate. For millions worldwide, the ideals associated with home are not a reality because home does not exist. Decades ago, a community outreach organization engaged local people in Atlanta to help those in need realize the dream of home ownership and thus was born Habitat for Humanity. The Delta Force for Global Good joined with Habitat for Humanity in support of this basic need. Our goal is to create a "global village" of homes connected by the hearts and souls of those who volunteer to build. There are



BREAST CANCER RESEARCH FOUNDATION (BCRF)



AMERICAN CANCER SOCIETY'S RELAY FOR LIFE



HABITAT FOR HUMANITY

no boundaries as we reach out around the world, building in areas where we work and live. To date, the Delta Force for Global Good has built homes in the following places: Johannesburg, South Africa; Ghana, West Africa; Mumbai, India; Brooklyn, New York; and Atlanta, Georgia.

Building for Good in Ghana

Creating a “global village” of homes extends beyond the simple building of a house. For Delta employees who donated their vacation time to build homes in Ghana for Habitat for Humanity in June 2007, it means making certain that the local community has the means to continue developing the required infrastructure.

It took only nine days for the 40 Delta volunteers to join their hearts and minds with the residents of Mowire, a community just outside of Kumasi, Ghana’s second largest city. Delta employees reached out beyond the \$100,000 contribution for new homes and Delta established a fund to provide residents with clean water and electricity. This enables all Delta employees to contribute to a Delta Community Credit Union account that will help build a well in Mowire.

During the dedication ceremony, volunteers and Mowire residents expressed their gratitude. Through stirring words, participants freely shared their experiences with one another.

“It’s a privilege and opportunity to say thank you,” said Christian Adu Doku, one of the new homeowners during the June 21st dedication of the new homes. “We’d like to see the continuation of Delta’s Force for Global Good. Thank you for

“THE SPIRIT OF GIVING embodied by Delta employee volunteers symbolizes the heart and soul of Delta people worldwide. It’s because of them that our company is recognized as more than just an airline. We are some of the most giving corporate citizens in the world.”

*Scarlet Pressley-Brown
general manager-Community Affairs
and Delta’s Force for Global Good*

leaving the comfort of your homes to come down and realize the long-awaited dreams of being a homeowner. The blessings of God will be shared on you all of the days of your life.”

Other Programs

Some of the other organizations we support include: the American Red Cross, AIDS Walk Atlanta, CARE, Children’s Miracle Network, Juvenile Diabetes Research Foundation and United Way, to name a few. We offer opportunities for all of our employees to get involved and help make a difference in the lives of others.

VPPPA SCHOLARSHIPS

Delta, as part of its Force for Global Good, partnered with the Voluntary Protection Programs Participants’ Association (VPPPA) in the 2007 Safety, Health and Environmental Scholarship Program. This scholarship program unites Delta’s commitment to positive local and global change and the Association’s mission to promote safety, health and environmental excellence. Together they recognize students who actively engage in occupational safety, health or environmental outreach in their schools, communities and workplaces.

“This joint venture represents both our organizations’ efforts to advance occupational excellence in the safety, health and environment field” says R. Davis Layne, Executive Director, VPPPA. “By supporting students pursuing a degree in this field, we hope to help develop our future leaders.”

“This scholarship program reflects Delta’s values and beliefs in safety, health and environmental leadership and social responsibility” says Jim Swartz, director of Global Safety and Environmental Health. The five Delta-sponsored scholarships, at \$2,000 each, are the newest addition to VPPPA’s scholarship program established in 2005.



ABOVE THE HORIZON: WORKPLACE & MARKETPLACE



Supporting our employees and partners to achieve their best is one of Delta's core values. In the workplace and the marketplace, it means promoting diversity as a means of creating an environment where all of our employees and partners feel welcome and involved. Fostering an environment where individual excellence and superior teamwork are equally engaged is best achieved through inclusion. Delta believes that it's our differences that is one of our primary strengths.

WORKPLACE & MARKETPLACE

SUPPLY CHAIN

There is no question that transportation needs are rapidly expanding. Global mobility is at an all-time high and is expected to continue rising. As a result, social and economic issues are of mounting importance.

We aim higher by contributing to our growing network of suppliers in a manner consistent with the highest standards of social responsibility.

As an airline, we depend on a widening group of suppliers to achieve excellence in performance and service. Our diverse group of worldwide suppliers is an integral part of the Delta team in assisting our approximately 50,000 employees and serving the 68 million passengers who fly more than 621 million miles with Delta each year.

One way in which Delta demonstrates its commitment to social responsibility is through its dedication to supplier diversity. Providing procurement opportunities to small, minority and women-owned businesses is one of Delta's core values.

A key objective of the Supply Chain Management organization is promoting strategic business relationships with diverse suppliers. As a result of our efforts, Delta projections recorded a five year record high in 2007 of contracting for more than \$200 million with minority and women-owned businesses.

Delta's leadership in encouraging supplier diversity was recognized in 2007 by:

- Hispanic Trends Magazine as one of the Top 50 Corporations for Supplier Diversity
- Atlanta Tribune Magazine as one of the "Best Companies for Supplier Diversity in Georgia"
- DiversityBusiness.com as one of the "Nation's Top 50 for multicultural businesses (honorable mention)"

Delta's current and future initiatives include:

- A performance management program establishing expectations for suppliers and ensuring ethical supplier conduct
- Supply chain management targets promoting practices that improve supplier environmental performance
- Enhancing safe and healthy work environments

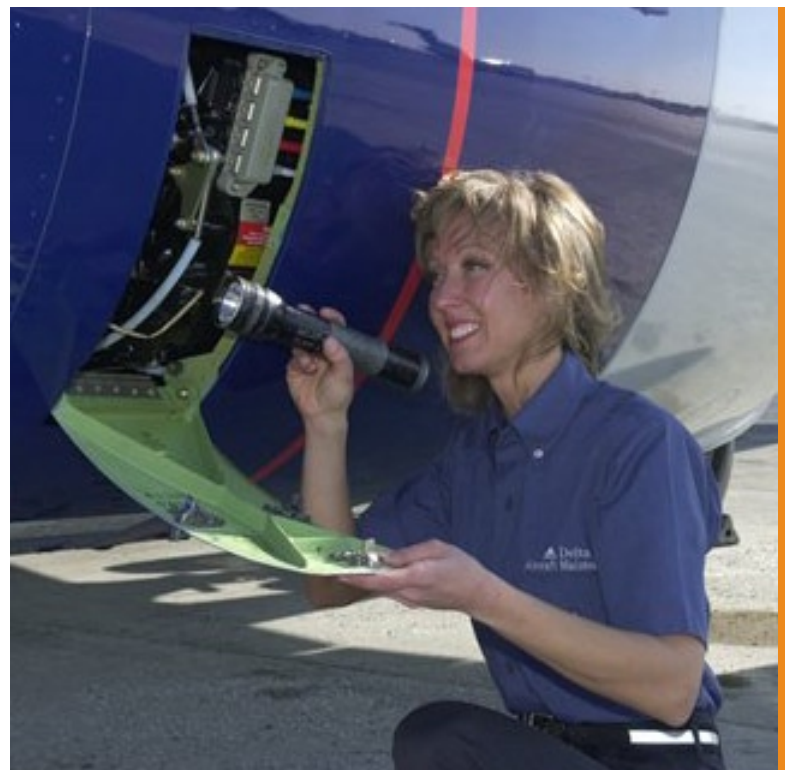
Additionally, we request our suppliers and subcontractors to implement measures aimed at reducing the environmental impact of their activities.

HUMAN RESOURCES

Delta is committed to global diversity

The global marketplace requires an innovative, inclusive workforce for business growth. Global diversity must be valued, respected and leveraged to achieve the excellence required for success. Delta understands that our growth globally

*Advancing diversity reaches
beyond the horizon*



“AS DELTA BECOMES a truly global airline, our diversity efforts are focused on embracing diverse people, thinking and styles among our customers, workforce, suppliers, as well as the communities in which we live and contribute.”

Beth Johnston
senior vice-president
Human Resources

requires a mindset shift from a compliance-focused, domestic paradigm to a competitive advantage-focused model that creates an engaged and committed global workforce.

Delta's definition of global diversity

The Delta definition of global diversity is *recognizing, appreciating, respecting and benefitting from the opportunities that human diversity offers* in its various expressions. Delta is about global inclusion of differences - different languages, ethnicity, cultures, gender, race, age, sexual orientation, education, religion, work experience, family status, capabilities, political views, geographical and regional identification, values, skills, personalities, education, citizenship status, socioeconomic background, community membership and even communication styles. It is those differences that strengthen and complete us - whether throughout the

Delta team or within our customer base.

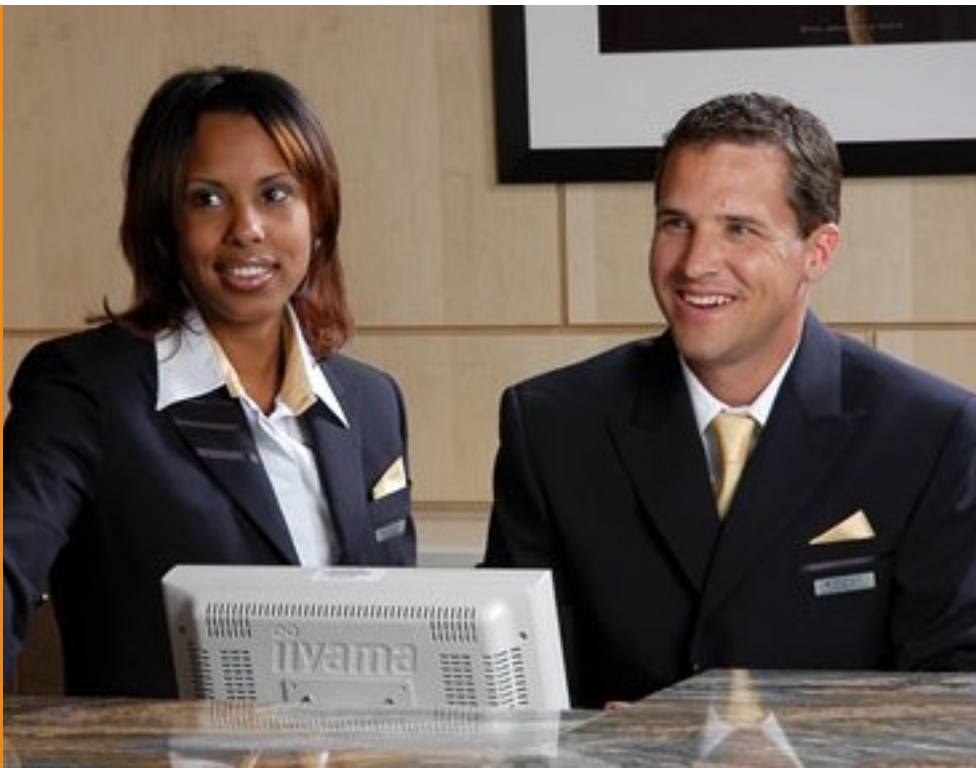
Global Diversity is a Delta value

For Delta, global diversity is a human value and a corporate value. Delta takes into account the view of all individuals to bring an added dimension to problem solving, decision making and conflict resolution in ways that optimize differences for better, longer-lasting and more innovative results. Our goal is to maximize organizational achievement by respecting both the individual and collective potential of our employees.

Delta Affinity Groups

As part of our continuing effort to expand inclusiveness, Delta has several affinity groups that provide networking and community outreach opportunities for employees from diverse backgrounds. Each affinity group has a senior leader champion that provides guidance and support to help the group be successful in reaching its strategic goals and objectives. As part of our Spirit of Inclusion, all are welcome to join any affinity group. These include:

- APEN (Asian and Pacific Islander Employee Network)
- BEN (Black Employee Network)
- GLEN (Gay and Lesbian Employee Network)
- LAHEN (Latin American Hispanic Employee Network)
- WEN (Women's Employee Network)



Our employees make the difference at Delta

THE FUTURE

As Delta looks beyond the horizon, we prepare for the future by taking steps today that will allow us to reach higher than ever before as a leader in operational excellence, safety, environmental health and diversity.

Some of our goals for achieving new heights in 2008 include:

- Expanding our participation in OSHA's Voluntary Protection Programs (VPP) by increasing our reach and advancing excellence in employee safety and health protection
- Expanding the use of alternative fuel vehicles
- Expanding electric ground support equipment to facilitate the reduction in emissions
- Introducing technology by 2009 that will recycle and reuse 300,000 of the 400,000 gallons of water per day the TOC uses to clean equipment and airplane parts that help keep our passengers safe
- Adding resources to those efforts - such as CAAFI - that continue to explore and develop alternative fuel for aircraft
- Participating in efforts that identify noise issues and assess noise abatement measures to achieve the maximum environmental benefit in the most cost-effective manner possible to help reduce environmental noise near airports

- Expanding In-Flight recycling to all hubs and additional destinations by the end of 2008
- Implementing a comprehensive effort to execute multiple recycling programs across our headquarters combined with programs to encourage all employees to adopt their own recycling efforts at home
- Expanding Supply Chain's performance management program regarding expectations for suppliers and facilitating ethical supplier conduct

While we continue to pursue new technologies that enhance our operational excellence, promote our environmental and community stewardship, and advance our efforts to make the workplace and marketplace more inclusive, we look forward to providing you with the highest standards in safety and service the airline industry has to offer.

DELTA AIR LINES FACTS

- Founded in 1929
- Headquartered in Atlanta, Georgia
- 50,000 employees worldwide
- Delta operates service to more worldwide destinations than any airline with Delta and Delta Connection flights to 306 destinations in 58 countries
- Delta has added more international capacity than any major U.S. airline during the last two years and is the leader across the Atlantic with flights to 37 trans-Atlantic markets. Including its SkyTeam and worldwide codeshare partners, Delta offers flights to 841 worldwide destinations in 162 countries.

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