

2023 CEO Memo – Pay Raises

CONFIDENTIAL – FINAL

Feb. 7, 2023

Subject: A new era for Delta

It's hard to believe we're just a few weeks into the new year with all we've already accomplished together. From the launch of free Wi-Fi to well-deserved recognition by Fortune, Cirium, the Wall Street Journal and others, 2023 is off to an incredible start.

With the pandemic now behind us, we are focused on elevating our world-class performance and service to widen the gap with our competitors. When we deliver for our customers, their loyalty drives continued reinvestment in you and our business. This virtuous circle is powered by our 90,000 people, which is why I'm happy to announce our next pay increase, effective April 1.

The raise includes:

- A 5% base pay increase for ground and flight attendant employees worldwide at all steps of the pay scale.
- A 5% pool for eligible merit employees worldwide.

All employees worldwide are included, other than those covered by an industry or government requirement or collective bargaining agreement.

This well-earned increase is a direct result of your efforts. I can't thank you enough for your continued commitment and the care you demonstrate to each other, our customers, and the communities we serve.

Next week, we'll celebrate one of my favorite days of the year at Delta. On Valentine's Day, we'll pay out more than \$550 million to Delta people to share the company's success with all those who make it possible. This amount, about 5.57% per eligible employee, is more than the profit sharing pool of all our competitors combined.

Considering the depths of losses we suffered during the pandemic, including a \$1 billion first quarter loss just last year, this is truly a remarkable achievement. I'm confident that in the months and years ahead, our high-performance culture will take us to new heights, and that payout pool will continue to grow.

I continue to be incredibly proud of this team and optimistic about what's on the horizon. Delta people are the best in the business, and thanks to your efforts, we're well-positioned to take back the skies, and soar into the future together.

I'm both grateful and humbled to serve you. I look forward to celebrating with many of you next week and connecting with even more of you at VELVETs and other events in the weeks ahead.

Ed