



Delta Air Lines, inc

OUR HERITAGE AND LEGACY KEEPS CLIMBING

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Ron Little

Manager – Maintenance Programs



Our Founding Fathers

Delta Air Lines was founded by 4 men with a vision for the future of aviation.

C. E. Woolman – Owner, Vice President & GM (Later became President and CEO)

C. H. McHenry – Owner, board of directors

Travis Oliver – Owner, board of directors

Malcolm S. Biedenharn – Owner, board of directors

The Biedenharn family financially backed the dusting operation, the air service business and the airmail contract service. Joe Biedenharn, Malcolm's father was the first bottler of Coca-Cola and owned the bottling company in Monroe, Louisiana. Bernard, Malcolm's brother, was the largest shareholder of Delta stock for many years and was the reason for the annual stock holder's meeting being held in Monroe from 1957, when Delta became a public company, until 1998 when the meeting was moved to New York. This also explains the historical close relationship Delta has with Coca-Cola.

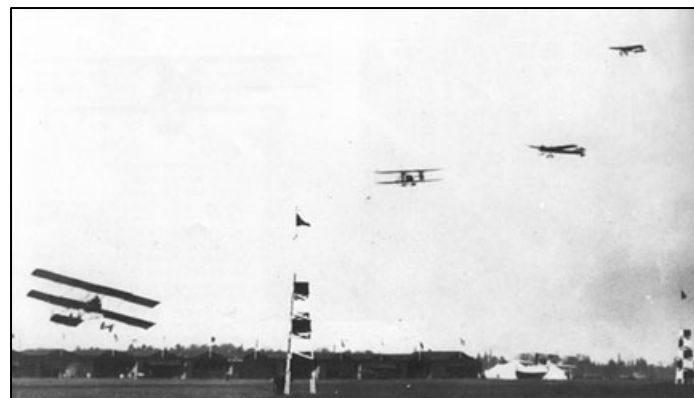


Collett Everman (C. E.) Woolman

Oct. 8, 1889 – Sept. 11, 1966



Born in Bloomington, Indiana and grew up in Urbana Illinois. In 1909, while on vacation in France a young C. E. Woolman attended the first organized airshow in Reim, France. It was here that he fell in love with flying. He soon learned to fly in the Curtiss Jenny that was designed by Glenn Curtis, who had won the speed race at Reim. This aircraft would prove instrumental in Delta's beginning.



Mr. Woolman graduated from the University of Illinois with a BA in Agriculture in 1912. He later married Helen Fairfield in 1916 and they moved to Monroe Louisiana in 1920. While in Monroe he managed a 7,000 acre farm and later became the County Agent for the Agricultural Extension Office. He and Helen had 2 daughters; Mrs. Sam Preston and Mrs. Martha Taylor. Helen died in 1962 and Mr. Woolman died in Houston, Texas in 1966.



1920's

The Boll Weevil

During the 1920's the Boll Weevil was ravaging the cotton crop of the South. It was while in Monroe that Mr. Woolman and Dr. Bert Coad developed calcium arsenate as their weapon against the Boll Weevil. Borrowing two Jennys from the Army, the two men began conducting experiments dusting crops by air which proved highly successful.



One of the Jenny's on loan from the army used to validate crop dusting.



One witness, George Post was so impressed, he and C. E. Woolman was able to convince the Huff Daland Manufacturing Company to form a separate Dusting Division in Macon, Georgia in 1924. Named the "Huff Daland Dusters", they began operation in May of 1924, with Mr. Post and Mr. Woolman as Vice Presidents. By 1925, they boasted the largest unsubsidized air fleet in the world with 18 planes.



The Duster Years



George Post, VP Huff Daland Dusters (Far left)



Huff Daland advertisement



One of the original Jenny Dusters (Aug. 1924)



Huff Daland Duster "Puffer"
This is a 1925 Petrel 31 now displayed in the Smithsonian Air & Space Museum, Washington D. C.



South America



Since crop dusting is only a seasonal job, Woolman moved south of the Equator during the winter months to capitalize on the reversal of seasons in South America.

During this time Woolman secured South American airmail rights on June 8th, 1928. But Woolman didn't remain in the airmail business for long.

“The South American operation was getting pretty big by the following year, when we found ourselves right in the middle of a red-hot local revolution,” he said. “Both sides tried to get a hold of our planes for their armies. We sold our dusters to a local company and our airmail routes to Pan-American Grace.”

The South American dusting operation continued until 1966.



Delta Air Service

In 1928 Woolman discovered that Keystone Company, parent company of Huff Daland Dusters (Huff Daland had sold out to Keystone) was attempting to sell-off the dusting operation. He quickly aroused interest of 3 business men in Monroe, La.. They were C. H. McHenery, Travis Oliver and M. S. Biedenharn. They purchased the Dusting Operation and renamed the business to Delta Air Service then to Delta Air Corporation. D. Y. Smith was the first president with C. E. Woolman retained his role as vice president and general manager. C. H. McHenery, Travis Oliver and Malcolm S. Biedenharn were the first board of directors. Mr. Woolman's secretary, Catherine Fitzgerald, is credited with the name "Delta" derived from the Mississippi River delta. She would later become an executive within company. The first passenger aircraft was the Travel Air S-6000-B





Delta Air Service Takes off June 17, 1929

Delta's First Eastbound Flight – Departed Dallas, Texas at 8 a.m.

Aircraft - Travel Air S-6000B, Carried one pilot and up to five passengers.

Route - Dallas, Texas, scheduled stops at Shreveport and Monroe, Louisiana, Jackson, Mississippi.

Flight - The 427-mile flight took 5 hours.

Pilot - J. D. "Johnny" Howe, with six years flying experience. Howe had been one of the first pilots in the nation to receive a commercial pilot's license.

Passenger - J.S. Fox, Delta Air Service Operations Manager.

Fare - Fares from Dallas to Jackson were \$47.25 one-way, \$90.00 round trip.

Delta's First Westbound Flight – Departed Jackson, Mississippi at 10:20 a.m.

Aircraft - Travel Air S-6000B

Route - Jackson, Mississippi, scheduled stops at Monroe and Shreveport, Louisiana, Dallas, Texas.

Pilot - Elmer P. Rose, an Army Air Corps pilot who worked for Delta during the summer of 1929

Passengers - 2 passengers, names unknown.

Delta's First Non-Rev

June 18, 1929, Billie Rose, wife of pilot Elmer Rose on return the flight out of Dallas.



First Delta AMT's in 1929



One pilot, who had his plane repaired at Monroe after a crash, remarked: "Those fellows could take the tail of a plane and build the rest easily." "He was right in every respect excepting one," said C. E. Woolman, Delta's vice president and general manager, "They don't even need the tail to start on."



Delta Air Service Takes Off



DELTA AIR SERVICE

TEXAS SHREVEPORT LA MISS ALA

Now you can **FLY** between
[DALLAS - SHREVEPORT
MONROE - JACKSON
BIRMINGHAM]

Daily Service - De-Luxe Cabin Planes
SAFE - SWIFT - CLEAN - COMFORTABLE

INFORMATION AT TRANSPORTATION BUREAU,
VIRGINIA HOTEL.
OR AT GENERAL OFFICES, LOCAL PHONE BUREAU



DELTA AIR SERVICE, Inc.
Selman Field - Monroe



Interior of Cabin



1930's Airmail



1930

Service begins to Atlanta
Lack of mail contract forces suspension of passenger service
Company renamed Delta Air Corporation.

1934

Delta receives Air Mail Route 24 from Post Office
Resumes passenger service
Begins operating as Delta Air Lines.

1935

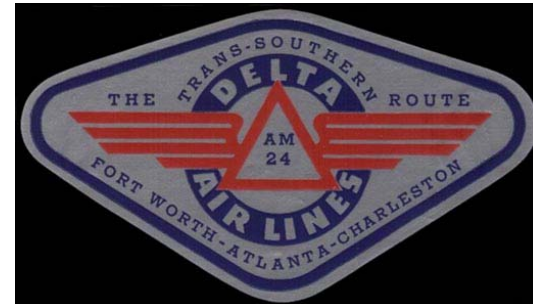
Delta offers first night service with the 2 pilot Stinson Model A



1934



1938



1938



1930's Aircraft



Stinson Model T



Stinson Model A



Lockheed 10 Electra



Lockheed 8a Sirius – Mail only



1940's

Delta Air Lines, Inc.

1940

Douglas DC-2 and DC-3 service introduced.
"stewardesses," added to flight crews.

1941

Delta headquarters moves from Monroe to Atlanta.

1942

Delta modifies 1,000+ aircraft, over-hauls engines/instruments and trains pilot and mechanics for Army.

1945

Official corporate name becomes **Delta Air Lines, Inc.**
C. E. Woolman is President and General Manger.

1946

Delta starts regularly scheduled cargo service.
The one-millionth passenger boards..



1940's Aircraft



DC-2



DC-3



DC-4



PT-7 Stearman



DC-6



Convair 440



1950's Jet Age



1953

Chicago and Southern Air Lines merger
First international routes (to the Caribbean and Caracas)
Airline called Delta-C&S for the next two years

1955

Delta pioneers the use of the hub and spoke system
Delta wins Atlanta to New York route (New Jersey)

1956

Radar installed in noses of all Delta aircraft.

1959

Delta is first airline to launch Douglas DC-8 jet service.
The "widget" becomes Delta's logo for the swept -wing appearance of a jet.





1950's Aircraft



C-46



Lockheed 749 Constellation



DC-7



Convair 340



DC-8



1960's



An aviation legend dies

1960

First airline to launch Convair 880 jet service.

1961

Flies first nonstop service from Atlanta to Los Angeles.

National Safety Award for flying 11 billion passenger miles without a fatality

1962

Delta activates the electronic SABRE system for "instant" reservations.

First commercial plane (DC-8) to fly Los Angeles-Atlanta in less than 3 hours

1964

The Deltamatic reservation system starts with IBM 7074 computers.

1965

Delta becomes first airline to launch Douglas DC-9 service (47 years later...)

1966

Delta founder C.E. Woolman dies in Houston, Texas

Charles H. Dolson becomes Delta's second CEO

Crop-dusting division ceases operations.

Delta is first with Lockheed L-100 Hercules cargo service.

1968

Huff Daland Duster presented to the Smithsonian as a memorial to Woolman



1960's Aircraft



Convair 880



DC-9



Lockheed L-100



1970's Deregulation

1970

Delta has an all-jet passenger airplane fleet
Boeing 747 service begins.

1971

W.T. Beebe becomes Chairman and CEO.
Delta Dash (cargo service for small packages) begins.

1972

Northeast Airlines merges with Delta.
Delta begins operating the Boeing 727.

1973

L-1011 TriStar service introduced.

1978

The Airline Deregulation Act passes
Delta begins trans-Atlantic service: Atlanta to London
David C. Garrett becomes CEO.

1979

Delta celebrates its 50th year of service
First airline to board one million passengers in one city in one month (Atlanta)



1970's Aircraft



B-747



Fairchild-Hiller FH-227B



B-727



L-1011



DC-10



1980's

1980

Development of computer reservations systems (CRS)

1981

Delta launches Frequent Flyer Program (changed to SkyMiles in 1995)

1982

Employees raise \$30M to purchase the first Boeing 767, "The Spirit of Delta."

1984

Delta partners with regionals through its Delta Connection program
Delta begins service to Hawaii

1987

Western Airlines merges with Delta
Becomes the fourth largest U.S. carrier and fifth largest world carrier
Delta's first trans-Pacific service begins
Ronald W. Allen becomes Chairman and CEO



1980's Aircraft



B-737-200



B-757



B-767
(Spirit of Delta)

MD-90



B-747-400



MD-88





1990's

Pan Am & 7.5



- 1990 Delta, Northwest Airlines, and TWA combine reservation system (WORLDSPAN)
Delta participates in the Civil Reserve Air Fleet (CRAF) during Desert Storm
- 1991 Delta purchases Pan Am's trans-Atlantic routes and the Pan Am Shuttle
- 1993 Delta introduces cost savings initiative "7.5" to reduce CASM to 7.5 cents
Delta lays off first employees in its history
- 1995 Delta named the official airline of the 1996 Centennial Olympic Games.
Received J.D. Power Award for best among major carriers
- 1996 Delta transports the Olympic Flame from Athens, Greece, to Los Angeles
Customers can make reservations via Delta's Web site SkyLinks
Delta starts low-fare airline Delta Express, with service from Orlando, Fla.
- 1997 Leo F. Mullin is named President and CEO.
Delta is the first airline to board more than 100 million passengers in a year.
Delta purchases the Boeing 777
BusinessElite® is introduced on international flights
- 1999 Air Transport World magazine named Delta its global Airline of the Year for 1998



1990's Aircraft



A-310



B-737NG



B-777-200ER



A-320



A-319



2000 to 2005 9/11 to Bankruptcy



2000

Delta launches SkyTeam, partnering with AeroMexico, AF and KAL
Launches delta.com Web site, replacing "SkyLinks."
Debuts the "soft" widget

2001

U.S. airspace closed for two days after terrorist attacks on Sept. 11th.
Delta posts first financial loss in six years

2002

Delta sponsors the 2002 Olympic Winter Games at its Salt Lake City hub.
Kiosks at check-in and virtual check-in on delta.com.

2003

Delta launches Song[®], a unique low-cost subsidiary airline

2004

Gerald Grinstein becomes Delta's seventh CEO. Brings back traditional widget

2005

"Operation Clockwork" is the largest single-day schedule redesign in history.
On Sept. 14, Delta files for reorganization under Chapter 11
Song operates its last flight on April 30.
The "Spirit of Delta" is retired into a museum at Delta's headquarters.



2000 to 2005 Aircraft



A-330



2007

Transformation Begins



2007

Richard H. Anderson becomes Delta's eighth CEO.

Delta defeats hostile takeover attempt by US Airways

Delta completes restructuring plan one year ahead of schedule

Delta emerges from bankruptcy on April 30

DAL relisted on the New York Stock Exchange on May 3

Adopts a new three-dimensional red widget logo and aircraft paint scheme.

Led all network carriers in on-time performance for the year.

J.D. Power ranks Delta second in customer service among network carriers

Announces trans-Atlantic joint venture with Air France.

Open Skies agreement with EU allows Delta to fly to London-Heathrow

Delta announces a net income of \$1.6B

Delta pays out \$158M in profit sharing



2008

The new beginning



2008

© Delta Air Lines

Delta and Northwest Airlines merge

Becomes the world's largest airline operating in every region of the world

Becomes first U.S. airline to announce onboard Wi-Fi

Delta takes delivery of the first B-777-200LR

Delta grants employees \$900M or 15% equity stock in the new Delta

Delta announces a \$1.4B loss for 2008 including \$900M in stock equity



2008 Aircraft



B-777-232LR



2009 - 2011

Keep Climbing

2009

Delta celebrates 80 years of passenger service.
Becomes the only U.S. airline to serve six continents w/nonstop to Australia
Re-brands more than 240 domestic airports with the new Delta logos
Delta reported a \$1.2B loss that included \$168M special charges and \$1.4B fuel hedge loss
Delta pays out \$66M in shared rewards

2010

Officially completed merger
\$2B investment in Delta equipment
In-seat video added to all international flights, Lie flat upgrades
Install winglets on certain fleets
Delta announces \$1.4B annual profit. (\$2.6B improvement over 2009)
Employee profit share \$313M
Delta meets obligation to bring Delta base pay to industry standard

2011

Delta announces a new aircraft order of B737-900
Ranked #1 by *Business Travel News* and *Fortune's* Most Admired Airline
Delta announces an annual profit of \$1.2B despite \$3B higher fuel costs
Employee profit share \$264M (4.85%)
Delta pays \$60M in shared rewards



Delta CEO's

D. Y. Smith (President) – 1928 to 1930

C. E. Woolman – 1930 to 1966 (Founder)

Charles H. Dolson – 1966 to 1971 (First CEO with an all Jet fleet, brings in B747)

W. T. Beebe – 1971 to 1978 (Northeast merger, brings in B727 and L-1011)

David C. Garrett – 1978 to 1987 (Deregulation, Western Merger, Spirit of Delta)

Ronald W. Allen – 1987 to 1997 (Pam Am acquisition, “7.5”)

Leo F. Mullin – 1997 to 2004 (Technology upgrade, 9/11, Song)

Gerald Grinstein – 2004 to 2007 (Brought Delta through bankruptcy, refused salary)

Richard Anderson – 2007 to Present (Fought off US Air, NWA merger, \$2.6B profit in 2 years, brought back “Rules of the Road” and keeps climbing)



Board of Directors

Daniel A. Carp - Chairman of Delta's Board of Directors

Richard H. Anderson - Chief Executive Officer

Edward H. Bastian - President

Roy J. Bostock – Principal at Sealedge Investments

John S. Brinzo – Chairman of the Board for Cleveland-Cliffs inc.

David G. DeWalt – Former President and CEO of McAfee

John M. Engler – CEO Nat'l Assoc. of Manf. , Former Gov. of Michigan 3 terms

Mickey Foret- President Aviation Consultants LLC, Former CFO NWA Cargo

Shirley C. Franklin – CEO Purpose Built Community, Former Mayor of ATL

David R. Goode – Chairman of the Board of Norfolk Southern Corp

Paula Rospot Reynolds – CEO of PreferWest

Kenneth B. Woodrow – Vice Chairman of Target

Kenneth C. Rogers – Delta pilot non-voting member



Delta Executives

Richard Anderson – Chief Executive Officer

Ed Bastian – President

Mike Campbell – EVP Human Resources

Steve Gorman – EVP Chief Operating Officer

Glen Haunstein – EVP Network Planning / Revenue Management

Hank Halter – SVP Chief Financial Officer

Richard Hirst – SVP General Counsel

Andrea Newman – SVP Government Affairs

Holden Shannon – SVP Corporate Strategy and Real Estate

John Walker – SVP Corporate Communication

Theresa Wise – SVP Chief Information Officer



Delta's Future

Solid financial plan for sustained profitability

Continued commitment to keep Delta pay at industry standard

Expanding our Global markets

TechOps MRO growth - \$1B in sales

Strengthen Alliances / Skyteam

Lie Flat on all 747, 777, A330 and 767 fleets

Additional merger opportunities???

American

Alaska

USAir

B-737-900ER – 100 aircraft / 3200 NM range / Boeing new “Sky Interior”

B-787-800 – 18 aircraft with RR engines / 20% fuel savings / 330 min. ETOPS



What this means to us today

Recognize and build on the heritage and legacy entrusted to us

Adhere to the guiding principles found in the “Rules of Road”

Leave a legacy of our own