

Internal Memorandum

Date: February 22, 2007

To: Delta People Everywhere

From: Jerry Grinstein



Subject: A Message of Deep Gratitude

This company's survival through seven-plus decades in an industry where large numbers of well-known airlines have failed owes much to a long line of countless loyal, dedicated Delta people stretching back through the years. In recent months, faced with one of the most serious challenges in our history, tens of thousands of active and retired Delta people stepped forward yet again, this time determined to "Keep Delta My Delta."

With courage and resolve - and without ever losing sight of our customer service commitment - you proved once more the Delta team is unbowed and its legacy unbroken. This morning's two-page ad in USA Today celebrating your triumph is our way of sharing with the customers and communities we serve - who also supported our stand - the pride Delta takes in each and every one of you. And, most of all, it's a sincere and well-deserved "thank you" for all you do, day in and day out.

From putting a stop to US Airways' hostile takeover attempt to the new, healthy, competitive Delta poised to emerge from bankruptcy this spring, we've achieved a lot together. Our progress required hard work and sacrifice on the part of everyone at every level, including active and retired members of the Delta team. Building on the strength of this foundation, we can now look forward to a future where we will aim even higher and accomplish even more.

Again, please accept my gratitude for the important role you play in carrying on the proud traditions that made this an airline worth fighting to save - and for continuing to preserve and improve our company for the many generations of Delta people and customers in the future.