

A NOTE FROM

Ed



Earlier this summer, Chief Operating Officer Mike Spanos shared with me that he was considering opportunities outside of Delta. I'm writing today to announce that Mike will be departing in early September to take a position at another company.

Since joining Delta, Mike immersed himself with our frontline teams, prioritizing safety first and always. Under Mike's leadership, he has helped to advance Delta's performance over the past year, and we continue to lead the industry across all operating metrics. Importantly, we've seen significant reductions in injuries during the first half of 2024 versus last year. He also partnered closely with our finance and commercial teams to improve our asset utilization and go-forward strategy.

Even before joining the team, Mike was a great admirer of Delta's culture and shared our core values of always putting people first. He embraced our servant leadership philosophy and fostered strong connections with the people of Delta through his humble and empathetic style of leadership.

At this time, we do not plan to backfill his role. John Laughter, E.V.P. and Chief of Operations and President, Delta TechOps, and Allison Ausband, E.V.P. and Chief Customer Experience Officer, will report to me.

Please join me in thanking Mike for his service and wishing him the very best in his future endeavors.

Ed