



Thursday, June 17, 2004

Dear All,

Numerous tough questions remain about the uncertain fate of Delta Air Lines.

In literally hundreds of discussions via phone calls, e-mails, town hall meetings, retirement seminars, in the hallways and cubicles, and out on the line, I have listened to the concerns, opinions, and criticisms from all sides - the pilots, spouses, most of the other employee groups, retirees, furloughees, Jerry, the management team (old and new), ALPA, Wall Street, other airline employees, bankers, neighbors, the business community, frequent flyers, million milers, the press, the nightly news, and the academic world.

With the same approach used in the article "Eyes Wide Open" written back in March, I am putting together another question and answer format based on the subjects everyone continues to wonder about every day.

To be as accurate as possible with the most current information and cover all the questions will take a few more days to complete.

In a nutshell, Jerry has communicated our situation and is confronting "the brutal facts of our reality", something Jim Collin's points out in his book, "*Good to Great*", as essential to not only the survival but the continued success of any great company.

ALPA concluded their special MEC meeting in LAX yesterday, June 16th. They passed a resolution to return to the table with the company negotiators. This can only be viewed as a major step in the right direction.

Neither ALPA nor Delta management view Chapter 11 as our path to recovery. The sacrifices necessary are going to be steep -- as time, the marketplace, and world events have worked against us. As Jerry has repeatedly conveyed - there has been a fundamental paradigm shift in our industry. We either adapt to the changes or die.

The question and answer format will be honest, objective, and hopefully informative - but it will also be positive. There is nothing good or constructive to be gained if we continue to criticize from afar -- with limited knowledge -- instead of helping repair the source and lifeblood of all of our families' good fortune via Delta Air Lines.

Poor leadership got us into this mess. Strong leadership will bring us back out. But it will require unselfish determination and cooperation between every single employee - from top to bottom - to do what must be done. We have the right people. It is now imperative those faces are in the right places - listening, caring, and taking definitive action.

The two quotes below will set the tone as the driving force of the next article:

"Coming together is a beginning, staying together is progress, and working together is success."

--Henry Ford

"Individual commitment to a group effort -- that is what makes a team work, a company work, a society work, a civilization work."

--Vince Lombardi

Respectfully, Mike Stark

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