



Internal Memorandum

Date: April 30, 2004
To: All Delta People
From: Jerry Grinstein, Chief Executive Officer
Subject: Executive Management

As you may have seen, earlier today Delta made two significant announcements regarding executives. Here is what is happening.

First, it is a pleasure to announce that Mike Palumbo, an experienced airline finance expert, will join Delta May 11 as executive vice president and chief financial officer, replacing Michele Burns. Mike has experience at Trans World Airlines, Western Airlines and Pan American World Airways and in the airline finance practice at leading investment banking and consulting organizations. Mike worked with me at Western and we know each other well. He has the experience and the skill to help guide Delta financially through our current difficulties and put us in position to regain profitability. He will work with a great finance team at Delta and he will be an important part of our executive team.

Second, Bob Colman, executive vice president - Human Resources, has informed me of his decision to retire from Delta on June 1. Bob joined Delta almost six years ago and has built a well-respected and award-winning Human Resources organization focused on training, leadership development and performance management. Very shortly after the tragedy of September 11, 2001, Bob led a cross-functional team that developed and implemented industry-leading voluntary programs to reduce costs and staffing while maintaining dignity and respect for each Delta team member. Bob's guidance led Delta to create and enhance many programs for employees such as expanded Family & Friends passes, relaxation of the nepotism policy and of the nonrevenue dress codes, enhanced adoption and tuition reimbursement programs, and Delta University. His leadership in both corporate and community activities, including representing Delta on the Board of Governors of the Children's Miracle Network, has benefited Delta in many ways. Bob told me this has been a difficult decision, but he is looking forward to spending more time with his family. Join me in wishing Bob and his family well. We will name his replacement soon.

As you know, the Delta Board of Directors met last week. The Board members want you to know how supportive they are of what you are doing to face our financial challenges and to rebuild our company. They understand how difficult the task is, and they are determined to do what they can to work with us to get the job done. We are all in this together, and we will succeed together.

Work continues on naming the executive management team for our company. Mike Palumbo is part of that restructuring. His background fits our needs very well. Most of the people on the team will come from within Delta. An announcement regarding management will be coming in May. It has been important to take the time necessary to get the right people in the right place for this time at Delta.

We are heading into the busy summer season. Let's spend the time looking after our customers and each other with the true Delta style. When we do that very well every day, our prospects for the future are always brighter.

Thank you for working hard and well.

A handwritten signature in black ink that reads "Jerry".

Jerry Grinstein