

# THE FUTURE OF TRAVEL — INNOVATION FOR ALL.

How traveler-centric  
innovation can benefit your  
corporate travel program



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# A MESSAGE FROM RANJAN GOSWAMI

## S.V.P. – Customer Experience Design



When my colleagues and I took to the stages at CES in January 2023, we laid out our vision for the future of travel. We demonstrated how technology — in the hands of our purpose-driven, customer-focused company — could redefine consumer expectations.

We see technology as an enabler in delivering the welcoming, elevated and caring experiences Delta is known for. We respect your time and continued partnership and are dedicated to you and your travelers' ability to connect to the world in the safest and most reliable way.

Our innovations are anchored in our commitment to delivering industry-leading reliability, an elevated experience throughout the journey and a SkyMiles® program that continues to add membership value. These investments include improved airport experiences like Digital ID, to improve speed through the airport and onboard investments to fleet, cabin and onboard amenities including free Wi-Fi to help keep your travelers connected and refreshed.

It's been just over a year since our CEO Ed Bastian announced the introduction of fast, free Wi-Fi. We also launched Delta Sync: our vision for personalized experiences that delivers a connected journey from home to destination for your travelers who are Delta SkyMiles® Members. Over the course of 15-months, we've enabled Free Wi-Fi on more than 650 aircraft. In 2024, we will complete installations on our domestic mainline fleet and expand to international mainline and regional fleets. Delta Sync builds upon the success of free Wi-Fi with personalized offers and content including the launch of a newly personalized seatback experience, now available on over 185 aircraft.

Thanks to the power of transformative connection, industry-leading innovations and the Delta people — we were once again named one of Fast Company's Most Innovative Companies worldwide for the fifth time in the last seven years.

In this paper, we illustrate the benefits of how traveler-centric innovation can benefit your corporate travelers and your travel program.

We do so by how we think about where innovation matters most to your travelers. In our:

 WORLD

 AIRPORTS

 AIRCRAFT

 PARTNERSHIPS

We've always taken a meaningful approach to ensuring your travelers are taken care of during their journey — because connecting the world also means innovating for those in it — and helping them enjoy an elevated experience no matter where they are going.

We appreciate the trust you place in us as part of your travel program. We are pleased to present the following information on traveler-centric innovation. We hope you find it useful and look forward to your feedback on how we can continue to improve in addressing you and your travelers' needs.

# INNOVATION IN OUR WORLD

One of the most impactful and largest innovation-focused effects that Delta can have in the world is in our work toward a more sustainable future of travel. Simply put, our path forward is defined by our progress in reaching net-zero emissions by 2050 while delivering elevated, sustainable travel experiences for your travelers.

“Sustainability is a business imperative for Delta. Not only is it good for the planet and our communities, it’s also good for the business. While it may seem that sustainable can mean more expensive, reduced consumption — whether that’s in fuel savings, food and beverage, potable water, etc. — can help Delta save millions each year.”



**AMELIA DELUCA**  
V.P., Chief Sustainability Officer  
@ Delta

In early 2023, Delta launched a first-of-its-kind airline innovation lab to accelerate research, design and testing for a more sustainable future of air travel. Delta Sustainable Skies Lab features ongoing work across Delta while inspiring disruptive industry innovation and scaling known tech and actions to reach Delta’s goal of net zero emissions by 2050.

“At Delta, we are flying toward our 2050 net zero goals and part of the way that we’re doing that is by driving continuous innovation through our Sustainable Skies Lab. Within the lab, we’re pushing innovation at Delta across every facet of the operation and through transformative partnerships. We’re looking to make changes every day that can help us fly more sustainably. From the products you use when you fly Delta to the design of the future aircraft themselves.”



**SANGITA SHARMA**  
Director, Sustainable Skies Lab  
@ Delta

Delta’s work is organized under two guiding pillars that cover what we fly, how we fly, the fuel we use, the products we serve and the facilities we operate:

## 1. Embedding sustainability in everything we do:

This pillar includes initiatives such as removing single-use plastics from aircraft, transitioning ground equipment to electric and working toward a net-zero supply chain.



Reduced single-use plastics on board by nearly 5 million pounds annually.



Transitioned nearly 100% of core ground equipment vehicles to electric in BOS and SLC; LGA is approaching 100%.



MSP, SEA, and SFO Delta Sky Club® locations aim to be zero waste, defined as 90% landfill diversion; these clubs recycle, compost, and provide reusable food service items.



We have resumed onboard recycling at 40 domestic airports starting in 2022 and will continue to expand over the coming years where facilities and infrastructure is available.

## 2. Eliminating Delta’s climate impact from flying:

This pillar includes flying operations, partnering to accelerate clean fuel availability like Sustainable Aviation Fuel (SAF), and inspiring the next generation of revolutionary aircraft.



SAF is the most important tool we have to decarbonize aviation. There is no viable path to Net Zero in 2050 without scaling economical SAF. There isn’t enough SAF available today to fuel the world’s commercial airlines for a single day.



As an industry, we need billions and billions of gallons to hit our goals with an estimated 35 billion gallons of SAF needed in the US alone by 2050.



Delta is doing our part to grow demand, expand supply sources and increase accessibility of SAF to decrease the industry’s reliance on conventional jet fuel.



## INNOVATIVE SUSTAINABILITY TECHNOLOGY FOR FLEET

A key part of our sustainability strategy includes revolutionizing what and how we fly. Delta joined a sustainability coalition with Boeing and NASA to support the Sustainable Flight Demonstrator program. Delta will serve as an adviser on: a new aircraft design with a Transonic Truss-Braced Wing, which will be the first ever X-Plane focused on sustainability; designated X-66, an airplane incorporating a similar configuration; and other expected improvements in propulsion, systems and materials which could lead to up to 30% reductions of fuel burn and emissions relative to current best-in-class single-aisle airplanes. Delta sold two retired MD-90s to Boeing to support this innovative project. These retired Delta aircraft will become the test planes for the program.

Another initiative that was made in coordination with the U.S. Air Force Research Lab and the FAA CLEEN III program includes repairing Delta's 757 engine fan blades with an innovative, ceramic, leading-edge coating that reduces deterioration and preserves fuel efficiency. This fuel efficiency can be worth up to 1 million gallons of fuel savings a year.

Another key innovative technology improvement includes aircraft modifications and certification tests for a novel drag reduction system on the 737-800s with Aero Design Labs that kicked off late 2022; starting in 2024, we will begin testing a similar system on the 737-900s with Vortex Control Technologies.



## JOBY AVIATION

In another important step in our commitment to transform the future of travel, Delta has embarked on a multi-year, multi-market commercial and operational partnership with Joby Aviation, Inc. Joby operates all-electric, vertical take-off and landing (eVTOL) aircraft, enabling fast, quiet, sustainable short-range travel by air.

With this partnership, Delta's goal is for your travelers to one day have the opportunity to reserve a seat for seamless, zero-operating-emission, short-range journeys to and from city airports when booking their travel with Delta.

"Delta is differentiating and amplifying the customer experience with premium products, choices and solutions across the journey. Addressing what matters most to our customers is foundational to our focus, and our work with Joby is the latest in a series of ways we're making the experience of travel more seamless, enjoyable and wait-free."



**ALLISON AUSBAND**  
E.V.P. and Chief Customer  
Experience Officer @ Delta

Through this partnership, Delta and Joby will be working together to deliver a wholly new mode of sustainable home-to-airport transportation to Delta customers, beginning in New York and Los Angeles.

The initial launch, which we expect to be the first eVTOL service to market, builds on years of Delta investments in these two important hubs, and is another key step forward in our efforts to elevate the customer experience with innovative, elevated products that have sustainability and convenience at their core.

In November 2023, Joby, Delta's electric, vertical takeoff and landing (eVTOL) partner, successfully performed test flights in New York City, marking one of the first electric air taxi flights in the city and the first time Joby has flown in an urban setting. This electric air taxi flight was a critical demonstration of the adoption of electric air travel, and what's possible in the future for a quiet, emissions-free flight. Both Joby and Delta are working toward making New York an early launch market after Joby receives certification from the Federal Aviation Administration.

# INNOVATION IN OUR AIRPORTS

In the past ten years, we've invested more than \$12 billion coast-to-coast in airport hubs for you and your travelers. Delta is doubling down on our vision for the future of travel, building airports which are comfortable, easy to navigate and part of an effortlessly connected journey that uses digital innovation to simplify your travelers' experience from curb to gate.



## BREEZE THROUGH WITH BIOMETRICS

Your travelers flying from LAX, LGA and JFK now have a quicker way to move through the airport - just in time to kick off the 2024 travel year.

Debuted in 2021 at the airline's Detroit and Atlanta hubs, Delta Digital ID provides customers with a seamless, hands-free way to navigate the airport. Now, this industry-leading technology — developed in close partnership with the Transportation Security Administration (TSA) — has expanded to three of our key coastal hubs.

"Delta Digital ID provides a huge benefit in both time-savings and convenience, and we've been working with our partners for years to expand its reach," said Greg Forbes, Managing Director, Airport Experience. "We're thrilled to bring this technology to a whole new subset of our customer base."

Delta Digital ID uses biometric facial matching to eliminate the need for an agent-facilitated document check, allowing customers to move through bag drop and security checkpoints with more convenience and ease. This completely optional technology is eligible to customers who:



Have a TSA PreCheck® membership



Have a (free) SkyMiles membership



Have passport information and a Known Traveler Number stored in their Delta profile



Have the Fly Delta app



Your eligible travelers will receive a notification in their Fly Delta app when traveling from a Digital ID-enabled airport: Hartsfield-Jackson Atlanta International Airport (ATL); Detroit Metro Airport (DTW); Los Angeles International Airport (LAX); LaGuardia Airport (LGA); and John F. Kennedy International Airport (JFK).

Once opted in, Delta Digital ID becomes part of a traveler's SkyMiles profile, though they may choose to opt out at any time. Delta does not save or store any biometric data.

Your eligible travelers can always opt into Digital ID via their SkyMiles profile on Delta.com. A passport and/or Known Traveler Number will need to be stored in their SkyMiles profile before they're able to opt in.

Your travelers can use Delta Digital ID to check bags and move through security without having to show a physical ID (following the post-launch verification period). They will simply navigate to the appropriate line — look for the green "Delta Digital ID" icon — look into the camera at bag drop and/or the security checkpoint, and use their digital identity in place of a physical ID.

Overall, customers using Delta Digital ID outperform other Fly Delta app users by double-digit margins in satisfaction with the check-in and security experiences.

"We know a frictionless airport experience is integral to your satisfaction with your Customer Experience Officer. "With Digital ID, our customers spend less time hassling with their wallets, and our agents spend less time checking documents. It opens an opportunity for our people and our customers to genuinely connect."



**ALLISON AUSBAND**

Since its implementation at ATL and DTW, Delta Digital ID's timesaving value has proven to be highly popular, with a large majority of eligible travelers opting into the technology. That popularity will drive expansion throughout the year; by the end of 2024, Delta plans for Digital ID to be available in all nine of its hubs.

As Delta Digital ID shows, we're investing heavily — in ways big and small — in our vision to transform travel into a more personalized and seamless experience for your travelers.



# INNOVATION IN OUR AIRCRAFT

When it comes to innovation in the air, Delta's goal has long been to deliver an in-flight connectivity experience at 30,000 feet that is fast, reliable and free of charge.



## STAYING CONNECTED

Delta remains focused on keeping innovation and personalization at the forefront of what we do. At CES 2023, the company announced the introduction of fast, free onboard Wi-Fi for SkyMiles members in partnership with T-Mobile, which became available on most domestic mainline aircraft as of February 1, 2023.

We continue to carry out our industry-leading commitment to bring free, streaming-quality connectivity to our entire global fleet. Our teams are hard at work ensuring the best technology is onboard to deliver the experience your travelers expect at scale and reliably across the network. Connectivity at this scale remains unmatched in the industry.

We expect nearly all domestic narrowbody aircraft will have Delta Sync Wi-Fi by the end 2024. Most widebody aircraft serving domestic and international routes are also expected to have upgraded Viasat connectivity by the end of the year, with free Wi-Fi offered on a route-by-route basis.

Streaming-capable Hughes connectivity is on its way to our fleet of more than 400 regional jets as well as to our Boeing 717 fleet. Delta Sync Wi-Fi will come onboard these regional and 717 aircraft through 2025.

As we outfit our widebody aircraft with upgraded Wi-Fi and rigorously evaluates its performance, free Wi-Fi will be phased by market as high-quality, reliable service becomes available. This strategy mirrors the approach taken with our domestic installations in 2022 as we aim to deliver a premium customer experience for your travelers.

"Fast, free Wi-Fi ranks among the top three drivers of customer satisfaction on Delta — so much that it actually improves the entire onboard experience as a result," said Julieta McCurry, Delta's V.P. of In-Flight Entertainment and Connectivity.

"Delta has long used technology as a tool to further its mission of connecting people and to redefine consumer expectations."

"The scale of our Wi-Fi initiative is a world first - no other airline comes close to what we are offering today across our fleet and operation. We're talking connectivity at a truly unprecedented scale," said McCurry.





“It’s been a labor of love across teams at Delta, and I’m in constant awe of the engineers, developers, designers, product leaders, technicians, satellite providers — everyone responsible for bringing this complex project to life.”



**JULIETA MCCURRY**  
V.P., In-Flight Entertainment  
and Connectivity @ Delta

From development to implementation, the scale of our global operation required a Delta-led team of engineers, developers, designers, product leaders and technicians working tirelessly to build, install and deploy an ecosystem of technologies fit to unlock the future of travel.

“We didn’t just want free Wi-Fi to offer base-level service — we wanted it to be transformative for the entire onboard experience,” said Bastian. “It is imperative all customers onboard can enjoy their favorite content just as they would at home, and we’ve put this system through meticulous tests to make that possible.”

And we’re not stopping there. Free Wi-Fi enables a more personalized journey when your travelers fly with us, including an ecosystem of experiences powered by their SkyMiles membership that we’re calling Delta Sync.



## PURPOSEFUL PERSONALIZATION

At Delta, we envision a future of travel where your traveler’s digital and physical experiences come together seamlessly.

If they are SkyMiles Members, your travelers now have access to sign into Delta Sync Wi-Fi — a first-of-its-kind personalization platform with unique offers, entertainment and more from brands everyone knows and loves, including Paramount+, Atlas Obscura, Resy, Walmart+ and New York Times Games.

Delta Sync has begun delivering a new in-flight seatback screen experience that lets your travelers customize their trip with tailored information, curated entertainment options and more, now available on over 185 aircraft.

These onboard innovations are just the beginning. You’ll be hearing more from us in the months to come as we continue to leverage technology to transform travel and enable meaningful connection.

All of this onboard innovation is fueled by our more than 100,000 Delta people worldwide who focus every day on providing the very best care to you and your travelers. Their warmth and professionalism paired with this innovative technology is a powerful combination, aimed to make every step of your traveler’s experience more meaningful and personal.





## FLEET OF THE FUTURE | INNOVATION IN OUR AIRCRAFT

To advance toward the fleet of Delta's future to better serve your travelers, we must first look toward our past. In 2021 we accelerated the retirement of our fleet and took delivery of 69 aircraft that are on average 25% more fuel efficient per seat mile than aircraft retired since 2019.

### AIRBUS A321NEO

# 155

Airbus A321neos ordered for delivery through 2027, featuring our new domestic First Class seats with more privacy, workspace and storage.

### BOEING 737-10

# 100

Boeing 737-10s ordered for delivery through 2029, up to 30% more fuel-efficient than the retiring aircraft.

### AIRBUS A220

# 12

new Airbus options have been executed by Delta for A220-300 aircraft, continuing the streamlining of its fuel-efficient fleet.

# 70

Airbus A220-300s ordered for delivery through 2028, bringing Delta to a total of 131 A220s

# 1<sup>st</sup>

Delta took delivery of its first Airbus A220 in October 2018 and was the first U.S. carrier to operate the aircraft type. The largest A220 operator in the world, Delta currently has 16 A220-300s in its fleet.

### AIRBUS A350-1000

# 20

Order for 20 A350-1000s, with options for 20 more widebody aircraft.

# #1

most capable and largest aircraft in Delta's fleet.

# ~15%

more premium seats than the retiring aircraft.

# 20%+

more fuel efficient than the retiring aircraft.



Aircraft to provide world-class customer experience on long-haul routes and international hubs.

### DELIVERIES TO BEGIN IN

# 2026



# INNOVATION IN OUR PARTNERSHIPS

Everything we do at Delta is focused not only on the products we provide, but also the service we deliver at every touchpoint, with you and your travelers at the center of everything that we do. Our team is committed to driving customer-centric innovation and constantly looking for new ways to elevate the traveler experience while maximizing value for your travel program.

When looking toward the future, it is important to understand where we've been and how we can continue to build upon our partnership with you. Through our "Listen. Act. Listen." mission we are constantly taking your feedback and turning that into products, services and solutions that put you and your organization first. We're excited to share three innovative programs and solutions that our team has been working on to better serve you.



## INNOVATING MEETINGS & EVENTS

As our industry has emerged from a global pandemic and business travel trends have evolved, we know that business meetings remain an important focus for you, our corporate partners.

Whether your organization's travel needs are for a conference, or you're bringing together employees who now work in a hybrid environment, we understand you need flexible solutions that meet your diverse business needs.

That's why we're enhancing our Meetings & Events experience to simplify and streamline our products to provide you with the innovative self-service tools you deserve.

"Over the next few years, our Global Meetings & Events products you've come to know and love, will be consolidated under a single product: Delta Business Meetings & Events. Your one-stop meetings & events solution! And of course, we'll continue to offer flexibility in our meetings pricing, honoring the 'best of both' prices, providing you with either the event pricing or your corporate discount pricing, whichever is better."



**ROB LEBEL**  
Managing Director, International  
and Specialty Sales @ Delta

These Meetings & Events updates are a direct response to the feedback we've heard from you, making it even easier for you to drive program value in partnership with Delta Business.





## SKYMILES FOR BUSINESS

SkyMiles for Business is our elevated loyalty program for small and medium-sized enterprises providing exclusive rewards, offers, and a suite of travel management resources.

Our agency partners now have access to an innovative digital platform complete with many resources and self-management tools. Through this custom application, agencies will be able to view and service their SkyMiles for Business accounts, and check miles balances, tier status and performance, all from an intuitive dashboard.

As we embark on this journey of making business travel more rewarding, we recognize our valuable partnership with agencies in supporting business travel for small and medium-sized companies.



## TRAVELER BENEFITS

In addition to these major updates for you — our partners in business travel — we're also continuing to focus on your travelers, dedicated not only to getting them to their destination on time, safely, and with bags, but creating an elevated experience for them along their journey.

Whether it's the corporate priority benefits offered by Delta and our global partners or the investments around Delta Sync and our fast, free Wi-Fi, we continue to invest in an experience that drives value for you and more engaged and satisfied business travelers.



# WHAT IS INNOVATION AND WHAT DOES IT MEAN AT DELTA?



Innovation — at its core — is all about new methods, ideas and services. At Delta, we're focused on customer-centric innovation because your travelers — and our ability to help them create meaningful, powerful connections — are at center of all that we do.

"Taking care of you and your travelers and supporting your business goals is the most important job we have. Our relentless focus on the corporate customer has not — and will never — waiver. Thank you for your partnership, the value you bring to our relationship, and for trusting us with your business needs. It's truly an honor to be your partner in travel."



**BOB SOMERS**  
Senior Vice President,  
Global Sales @ Delta

According to the Harvard Business Review, customer-centric innovation isn't just a strategy — it's a mindset founded on the belief that a win for customers and employees is a win for the company. Delta founder C.E. Woolman understood the need for an empathy-focused employee culture when he encouraged Delta employees to "put ourselves on the other side of the counter." We carry C.E. Woolman's mindset with us each and every day with our own 'Listen. Act. Listen.' motto.

As we continually drive positive change in the travel industry, Delta is committed to customer-centric innovation to make the future of travel personalized, seamless and even more enjoyable. Delta is focused on addressing what matters most to your travelers and delivering an unmatched customer experience through state-of-the-art airports, digital experiences like Delta Sync, continuing to advance the Fly Delta app, leading global partnerships and of course, the Delta people, who make it all possible.

## NEXT STEPS

For more information, or to ask about any of the initiatives mentioned in this paper, please contact your Delta Sales representative.

