



## Internal Memorandum

**Date:** March 12, 2004

**To:** All Delta People  
**From:** Jerry Grinstein, Chief Executive Officer  
**Subject:** FRED REID

Today, Fred Reid announced his decision to leave Delta, effective April 1, 2004. Fred made many valuable contributions to our company since he joined Delta in 1998 and helped position Delta as a strong competitor both domestically and globally. Join me in sharing our appreciation for his efforts and in wishing him well with the next stage of his career.

Initially, the overall responsibility for the Chief Operating Officer Team will come under my direction, with the expert support of the operational leaders. I have asked each of these leaders to remain on the COO Team, although some responsibilities may shift as the result of organizational changes. We will keep Delta people fully informed as further changes occur.

Leadership transitions can sometimes be unsettling. With any change in leadership, some members of the previous management will move on for a variety of reasons. That is expected. Fortunately, our company has the talent within its own ranks to step into most key leadership positions. We will promote from within, whenever possible, to strengthen our company for the long-term.

That doesn't mean we won't sometimes look outside to find people with special talents, but my first priority will always be to turn to Delta people first.

During this time, it is important that we continue to work together and remain focused on restoring our financial health, watching out for each other and delivering great customer service. Each of you plays a critical role in the long-term success of the Delta team.

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

Jerry Grinstein