

# Guiding Delta's sustainability journey

2021 MIT Research and  
Development Conference

*Resiliency Through  
Innovation*

November 17, 2021



# Delta's major objectives in environmental sustainability

*Operate a Carbon  
Neutral Airline  
from March 2020  
Onward*

*Replace 10% of  
Fuel with  
Sustainable  
Aviation Fuel*

*Set and Achieve a  
"Science Based  
Target"*

*Invest Toward a  
Future of Zero-  
Impact Aviation*

# Finding our long-term focus

## *The full sustainability agenda*

Single-Use Plastics

Waste Reduction

Optimized Recycling

Airport Air Quality

Electric Ground  
Vehicles

Renewable energy  
procurement

Noise Pollution

*... The list goes on ...*

## *Narrowing the focus to our Jet Fuel emissions*

**CO2**

Largest contributing factor from our operation to climate change

**98%**

Share of our CO2 footprint attributable to Jet engine fuel burn

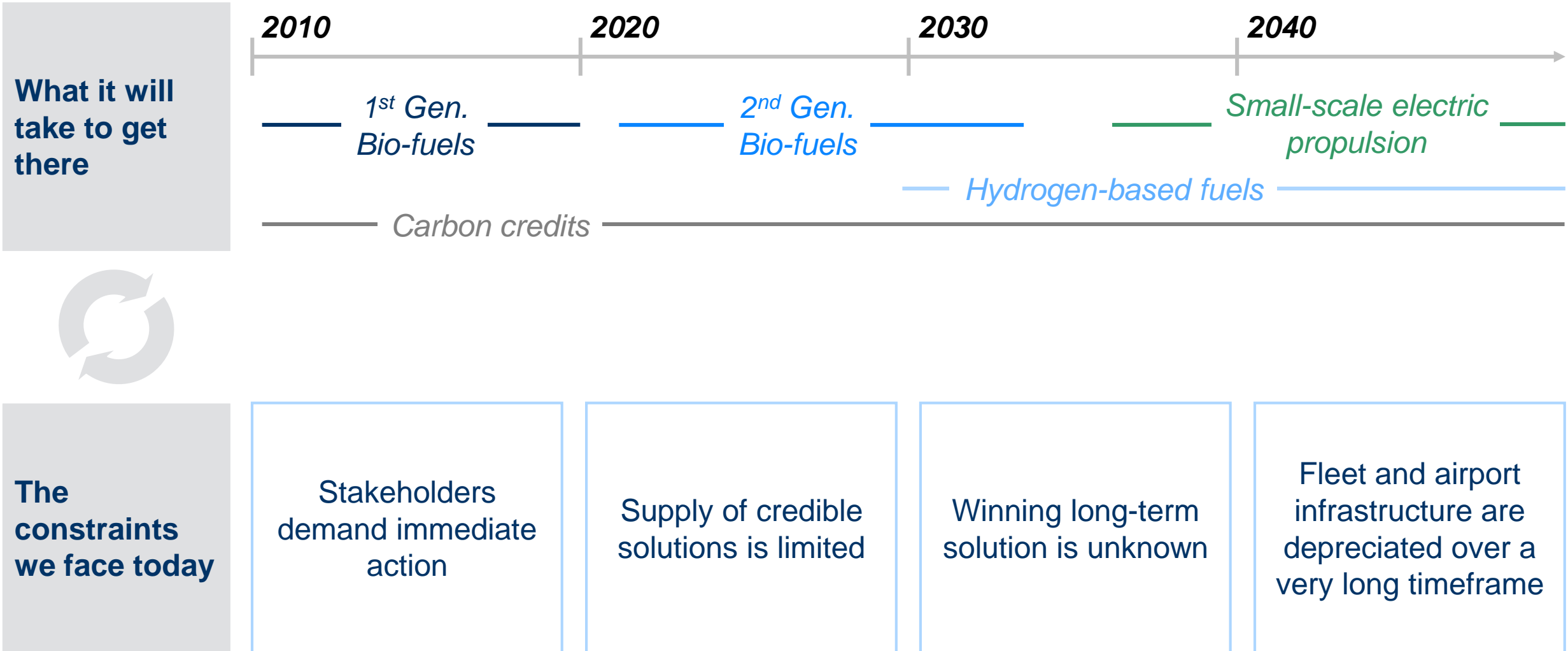
**4%**

Delta's share of Aviation's CO2 emissions

Our key takeaways:

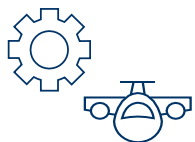
- 1** We have to “clean-up” jet fuel
- 2** Delta cannot do this alone

# Understanding the journey to success



# Balancing our strategy to serve our vision and our stakeholders

## 1 Take Action Today



### Operations & Fleet

*Opportunity still exists to improve efficiency of today's fleet and replace older fleets*



### Sustainable Aviation Fuel

*Commitments from airlines like Delta supports the economic viability of renewable fuels*



### Carbon Offsetting

*Not a perfect solution, but challenges like deforestation are critical for net-zero*

## 2 Invest in the solutions for tomorrow



### Research and Development

*Dollars committed to primary research will pay back in multiples for the cause*



### Targeted Investment

*Delta can accelerate the development of needed solutions with capital and the unique insights that come from operating the world's largest airline*

## 3 Partner across industry and engage stakeholders



### Coalition Building

*Delta cannot solve this challenge alone—accelerating progress requires actors inside and outside the aviation sector*



### Stakeholder engagement

*Success requires designing an approach with stakeholders' interests in mind and providing utmost transparency*

# Q&A

