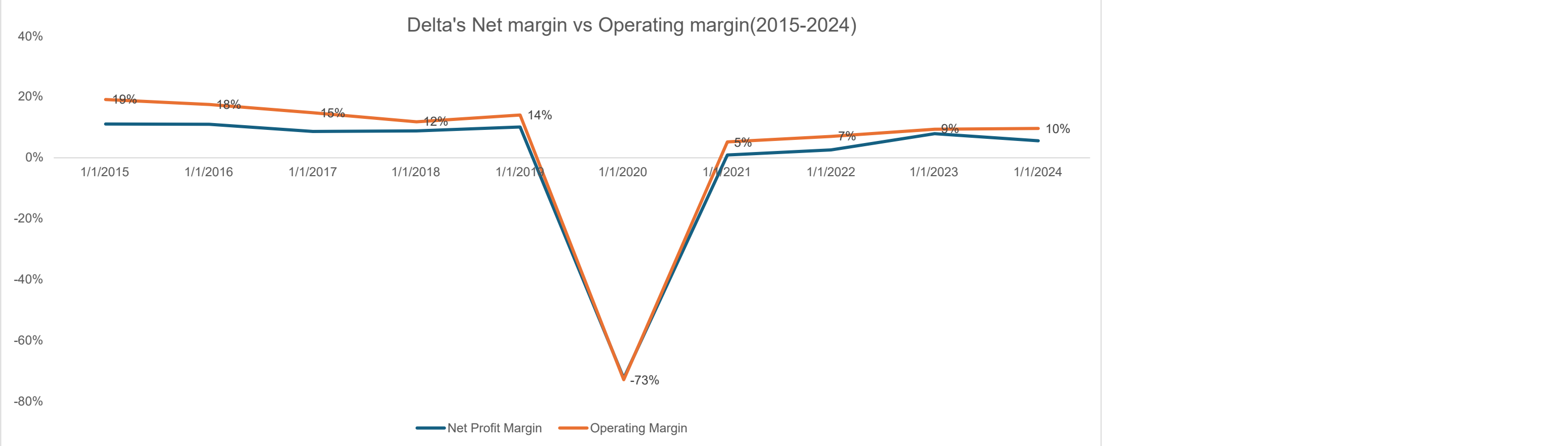


INCOME STATEMENT														
DELTA AIRLINES (DAL)														
FYE December	12/31/2015	12/31/2016	12/31/2017	12/31/2018	12/31/2019	12/31/2020	12/31/2021	12/31/2022	12/31/2023	12/31/2024				
Currency Scale	USD Million	USD Million	USD Million	USD Million	USD Million	USD Million	USD Million	USD Million	USD Million	USD Million				
	39%	-2%	10%	24%	0%	-41%	47%	57%	0%	7%	14.03%			
	-3%	4%	8%		6%	-64%	75%	69%	15%	6%	12.93%			
Total Revenue	\$40,704.00	\$39,639.00	\$41,244.00	\$44,438.00	\$47,007.00	\$17,095.00	\$29,899.00	\$50,582.00	\$58,048.00	\$61,643.00				
Cost of Revenue, Total	\$15,795.00	\$15,490.00	\$17,099.00	\$21,190.00	\$21,135.00	\$12,480.00	\$18,352.00	\$28,758.00	\$28,759.00	\$30,640.00				
Gross Profit	\$24,909.00	\$24,149.00	\$24,145.00	\$23,248.00	\$25,872.00	\$4,615.00	\$11,547.00	\$21,824.00	\$29,289.00	\$31,003.00				
Selling/General/Admin. Expenses, Total	11938	12859	13288	13985	14861	9336	10789	14356	18324	20035	7.9%			
Depreciation/Amortization	1835	0.04	0.18	0.04	0.11	-0.10	-0.14	0.05	0.11	0.07	4.01%			
Interest Exp.(Inc.), Net-Operating, Total	1301	1932	2235	2332	2581	2312	1998	2107	2341	2513				
Unusual Expense (Income)	35	-0.65	-0.42	-1.20	-1.77	-1.00	-1.99	-0.99	-39.63	-0.96				
Other Operating Expenses, Total	1998	0	0.13	-0.23	0.03	0.23	0.30	0.23	0.23	0.10	4.55%			
Total Operating Expense	32902	32687	35130	39174	40389	26332	47021	52590	56687	59687	8%			
Operating Income	7802	6952	6114	5264	6618	-12469	1567	3561	5458	5956	-3.07%			
Interest Inc.(Exp.),Net-Non-Op., Total	-481	-388	-388	-388	-388	-388	-388	-388	-388	-388	0.25%			
Other, Net	-164	-0.0040	0.0018	-0.0004	0.0004	-0.0051	0.0024	0.0131	-0.0048	-0.0038				
Net Income Before Taxes	7157	6636	5701	5151	6198	-15587	398	1914	5608	4658				
Provision for Income Taxes	2631	-0.14	-0.13	-0.38	0.18	-3.24	-1.04	4.05	0.68	0.20	2.00%			
Net Income	\$4,526.00	\$4,373.00	\$3,577.00	\$3,935.00	\$4,767.00	-\$12,385.00	\$280.00	\$1,318.00	\$4,609.00	\$3,457.00				
Net Profit Margin	11%	11%	9%	9%	10%	-72%	1%	3%	8%	6%				
Operating Margin	19%	18%	15%	12%	14%	-73%	5%	7%	9%	10%				

BALANCE SHEET														
DELTA AIRLINES (DAL)														
Delta Air Lines Inc (DALIV)	12/31/2015	12/31/2016	12/31/2017	12/31/2018	12/31/2019	12/31/2020	12/31/2021	12/31/2022	12/31/2023	12/31/2024				
Currency	USD Million	USD Million	USD Million	USD Million	USD Million	USD Million	USD Million	USD Million	USD Million	USD Million				
Scale	Million	Million	Million	Million	Million	Million	Million	Million	Million	Million				
Cash & Equivalents	0.05	0.07	0.04	0.04	0.06	0.49	0.27	0.06	0.05	0.05	11.71%			
Cash, Cash Equiv. & Short Term Inv.	1972	2702	1814	1965	2882	8307	7933	3266	2741	3069	17.80%			
Total Receivables, Net	2139	2064	2377	2314	2854	3176	3176	3176	3176	3224	6.06%			
Total Inventory	697	891	1329	1052	1251	732	1098	1424	1314	1428	2.76%			
Prepaid Expenses	0.02	0.02	0.04	0.03	0.02	0.03	0.03	0.03	0.03	0.03	3.10%			
Other Current Assets, Total	1987	393	0.01	0.00	0.01	0.01	0.01	0.00	0.00	0.00	0.92%			
Total Current Assets	9056	7451	7844	6340	8249	17404	15940	13011	10209	9844	30.64%			
Property/Plant/Equipment, Total - Gross	33910	30831	40860	50152	53964	49773	54657	60515	64197	67467	131.61%			
Accumulated Depreciation, Total	-10871	-12456	-14097	-15823	-17027	-17611	-18671	-20370	-21707	-23228	-44.44%			
Property/Plant/Equipment, Total - Net	23039	24375	26563	34329	36957	32262	35986	40145	42490	44239	87.17%			
Goodwill, Net	0.24	0.25	0.24	0.22	0.21	0.33	0.19	0.17	0.17	0.16	25.69%			
Intangibles, Net	0.12	0.12	0.11	0.11	0.35	0.20	0.12	0.10	0.10	0.10	14.48%			
Long Term Investments	4861	4844	4847	4830	5163	6011	6001	5992	5983	5975	6.05%			
Note Receivable - Long Term	0.16	0.12	0.10	0.11	0.08	0.29	0.10	0.02	0.03	0.04	10.74%			
Other Long Term Assets, Total	6394	4797	4244	4998	4402	4901	3067	1259	1692	2715				
Other Assets, Total	53134	51261	53292	60266	64532	71996	72459	72288	73644	75372	9.19%			
Accounts Payable	0.07	0.06	0.07	0.07	0.07	0.17	0.14	0.10	0.08	0.08				
Accrued Expenses	2743	2572	3074	2976	3296	2940	4240	5106	4446	4650				
Current Port. of LT Debt/Capital Leases	0.11	0.13	0.10	0.12	0.26	0.16	0.11	0.12	0.12	0.12	13.59%			
Other Current Liabilities, Total	4501	5052	4173	5337	5581	4895	5787	7337	7337	7337	4.98%			
Total Current Liabilities	17526	15239	18573	18578	20204	15927	20966	25940	26418	26670	51.47%			
Total Equity	35608	36022	34719	41688	44328	56069	51493	46348	47226	48702				
Total Debt	19089	16370	20815	20096	22491	17659	22748	28299	29401	28845				

ASSUMPTIONS for Income Statement	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
RevenueGrowth Rate	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Cost of Revenue	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%	80.00%
SGA	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%
O&A	5.76%	5.76%	5.76%	5.76%	5.76%	5.76%	5.76%	5.76%	5.76%	5.76%	5.76%
Interest Exp.(Inc.), Net-Operating, Total	0.49%	0.49%	0.49%	0.49%	0.49%	0.49%	0.49%	0.49%	0.49%	0.49%	0.49%
Unusual Expense (Income)	1.26%	1.26%	1.26%	1.26%	1.26%	1.26%	1.26%	1.26%	1.26%	1.26%	1.26%
Other Operating Expenses, Total	4.60%	4.60%	4.60%	4.60%	4.60%	4.60%	4.60%	4.60%	4.60%	4.60%	4.60%
Interest Inc.(Exp.),Net-Non-Op., Total	-3.07%	-3.07%	-3.07%	-3.07%	-3.07%	-3.07%	-3.07%	-3.07%	-3.07%	-3.07%	-3.07%
Other, Net	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%
Taxes	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%
Cost of Debt	7.14%	7.14%	7.14%	7.14%	7.14%	7.14%	7.14%	7.14%	7.14%	7.14%	7.14%



ASSUMPTIONS for Balance Sheet	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Cash & Equivalents	11.71%	11.71%	11.71%	11.71%	11.71%	11.71%	11.71%	11.71%	11.71%	11.71%	11.71%
Cash, Cash Equiv. & Short Term Inv.	17.80%	17.80%	17.80%	17.80%	17.80%	17.80%	17.80%	17.80%	17.80%	17.80%	17.80%
Account Receivables	6.06%	6.06%	6.06%	6.06%	6.06%	6.06%	6.06%	6.06%	6.06%	6.06%	6.06%
Total Current Assets	30.64%	30.64%	30.64%	30.64%	30.64%	30.64%	30.64%	30.64%	30.64%	30.64%	30.64%
Inventory	2.76%	2.76%	2.76%	2.76%	2.76%	2.76%	2.76%	2.76%	2.76%	2.76%	2.76%
Fixed Assets	131.61%	131.61%	131.61%	131.61%	131.61%	131.61%	131.61%	131.61%	131.61%	131.61%	131.61%
Depreciation	-44.44%	-44.44%	-44.44%	-44.44%	-44.44%	-44.44%	-44.44%	-44.44%	-44.44%	-44.44%	-44.44%
Property Plant and Eqp	87.17%	87.17%	87.17%	87.17%	87.17%	87.17%	87.17%	87.17%	87.17%	87.17%	87.17%
Accounts Payable	9.19%	9.19%	9.19%	9.19%	9.19%	9.19%	9.19%	9.19%	9.19%	9.19%	9.19%
Accrued Expenses	13.59%	13.59%	13.59%	13.59%	13.59%	13.59%	13.59%	13.59%	13.59%	13.59%	13.59%
Prepaid Expenses	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%	3.10%
Current liabilities	23.70%	23.70%	23.70%	23.70%	23.70%	23.70%	23.70%	23.70%	23.70%	23.70%	23.70%
Other Current Assets	0.92%	0.92%	0.92%	0.92%	0.92%	0.92%	0.92%	0.92%	0.92%	0.92%	0.92%
Goodwill	25.69%	25.69%	25.69%	25.69%	25.69%	25.69%	25.69%	25.69%	25.69%	25.69%	25.69%
Intangibles	14.48%	14.48%	14.48%	14.48%	14.48%	14.48%	14.48%	14.48%	14.48%	14.48%	14.48%
Long Term Investments	6.05%	6.05%	6.05%	6.05%	6.05%	6.05%	6.05%	6.05%	6.05%	6.05%	6.05%
Other Long Term Assets	10.74%	10.74%	10.74%	10.74%	10.74%	10.74%	10.74%	10.74%	10.74%	10.74%	10.74%
Current Port. of LT Debt/Capital Leases	4.98%	4.98%	4.98%	4.98%	4.98%	4.98%	4.98%	4.98%	4.98%	4.98%	4.98%
CapEx	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%	8%
RI (Risk-Free)	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%	4.50%
ERP (Equity risk premium)	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%	5.50%

Discussion

In building Delta's projections from 2025 to 2035, We assumed steady revenue growth of about 13% each year, consistent with what Delta highlighted in its 2024 10-K about strong demand for international and premium travel. Costs were kept close to their historical levels, with operating costs just over half of sales and SG&A at roughly a third. Depreciation and capital spending were tied to the company's ongoing fleet renewal, with CapEx set at about \$5 billion in 2025 and continuing at 8–10% of sales, which matches the \$18 billion in aircraft commitments reported in the 10-K. Debt paydowns from the maturity schedule allowed me to gradually lower interest expense, and taxes were applied at the company's recent effective rate. For the balance sheet, items like receivables, inventory, payables, and accruals were forecast as a percentage of revenue based on recent years, while fixed assets were rolled forward with CapEx and depreciation. Free cash flow was calculated as operating profit after tax plus depreciation, minus CapEx and changes in working capital. The results show cash flow turning negative in the first few years because of heavy fleet investment, but then improving steadily as debt comes down and investments pay off, reaching over \$7 billion by 2035.

Projected Income Statement													
YEAR	12/31/2023	12/31/2024	12/31/2025	12/31/2026	12/31/2027	12/31/2028	12/31/2029	12/31/2030	12/31/2031	12/31/2032	12/31/2033	12/31/2034	12/31/2035
Total Revenue	\$58,048.00	\$61,643.00	\$64,725.15	\$67,961.41	\$71,399.48	\$74,927.45	\$78,673.82	\$82,607.52	\$86,737.89	\$91,074.75	\$95,628.53	\$100,409.95	\$105,430.45
Cost of Revenue, Total	\$28,759.00	\$30,640.00	\$32,751.00	\$35,045.74	\$37,444.38	\$40,066.74	\$42,996.41	\$46,086.01	\$49,390.31	\$52,859.83	\$56,502.82	\$60,327.96	\$64,343.35
Gross Profit	\$29,289.00	\$31,003.00	\$31,974.15	\$32,915.67	\$33,955.07	\$34,860.71	\$35,677.41	\$36,521.51	\$37,347.58	\$38,214.96	\$39,125.71	\$40,081.99	\$41,087.10
Selling/General/Admin. Expenses, Total	18324	20035	\$4,530.76	\$4,757.30	\$4,995.16	\$5,244.92	\$5,507.17	\$5,782.33	\$6,076.65	\$6,375.24	\$6,694.00	\$7,028.70	\$7,380.13
Depreciation/Amortization	2341	2513	\$3,236.26	\$3,398.07	\$3,567.97	\$3,746.37	\$3,933.09	\$4,130.38	\$4,346.69	\$4,553.74	\$4,781.43	\$5,020.75	\$5,271.52
Unusual Expense (Income)	227	39	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other Operating Expenses, Total	2239	2460	\$2,912.63	\$3,058.26	\$3,211.18	\$3,371.74	\$3,540.32	\$3,717.34	\$3,903.21	\$4,098.37	\$4,303.28	\$4,518.45	\$4,744.37
Total Operating Expense	52590	55587	\$63,430.65	\$66,262.37	\$69,218.69	\$72,429.77	\$75,976.07	\$79,716.25	\$83,702.07	\$87,887.17	\$92,281.53	\$96,895.69	\$101,740.38
Operating Income	59858	\$62,007.13	\$4,757.30	\$4,757.30	\$4,757.30	\$4,757.30	\$4,757.30	\$4,757.30	\$4,757.30	\$4,757.30	\$4,757.30	\$4,757.30	\$4,757.30
Interest Inc./Exp./Net-Non-Op., Total	429	-1066	\$1,987.06	\$2,085.42	\$2,190.74	\$2,300.27	\$2,415.29	\$2,536.05	\$2,662.85	\$2,796.00	\$2,935.80	\$3,082.59	\$3,236.71
	-279	232	\$161.81	\$169.90	\$176.60	\$187.32	\$196.68	\$206.60	\$216.88	\$226.69	\$239.07	\$253.58	\$269.10
Net Income Before Taxes	56508	4658	\$6,356.01	\$7,013.62	\$7,721.10	\$8,257.01	\$8,748.53	\$9,251.17	\$9,764.03	\$10,306.67	\$10,825.15	\$11,354.73	\$11,934.73
Provision for Income Taxes	699	1291	\$1,589.00	\$1,734.45	\$1,884.25	\$2,038.45	\$2,192.79	\$2,346.25	\$2,498.75	\$2,651.25	\$2,803.75	\$2,956.25	\$3,108.75
Net Income	\$4,609.00	\$4,609.00	\$4,767.01	\$5,260.21	\$5,796.82	\$6,192.75	\$6,561.40	\$6,903.38	\$7,316.05	\$7,732.25	\$8,118.86	\$8,586.48	\$8,951.05

Projected Income Statement Assumptions		AVERAGES											
RevenueGrowth		0.05											
Cost of Rev/Rev			0.82	0.82	0.81	0.81	0.80	0.80	0.80	0.80	0.80	0.80	0.80
SGA/REV		0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.07
DEP/Rev		0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Tax/REV		0.25											
Debt Growth Rate		0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02

Projected Income Statement													
YEAR	12/31/2023	12/31/2024	12/31/2025	12/31/2026	12/31/2027	12/31/2028	12/31/2029	12/31/2030	12/31/2031	12/31/2032	12/31/2033	12/31/2034	12/31/2035
Total Revenue	\$58,048.00	\$ 61,643.00	\$ 64,725.15	\$ 67,961.41	\$ 71,359.48	\$ 74,927.45	\$ 78,673.82	\$ 82,607.52	\$ 86,737.89	\$ 91,074.79	\$ 95,628.53	\$ 100,409.95	\$ 105,430.45
Cost of Revenue, Total	\$28,759.00	\$30,640.00	\$52,751.00	\$55,048.74	\$57,444.38	\$60,166.74	\$63,096.41	\$66,086.01	\$69,390.31	\$72,859.83	\$76,502.82	\$80,327.96	\$84,344.36
Gross Profit	\$29,289.00	\$31,003.00	\$11,974.15	\$12,912.67	\$13,915.10	\$14,760.71	\$15,577.42	\$16,521.50	\$17,347.58	\$18,214.96	\$19,125.71	\$20,081.99	\$21,086.09
Selling/General/Admin. Expenses, Total	18324	20035	\$4,530.76	\$4,757.30	\$4,995.16	\$5,244.92	\$5,507.17	\$5,782.53	\$6,071.65	\$6,375.24	\$6,694.00	\$7,028.70	\$7,380.13
Depreciation/Amortization	2341	2513	\$3,236.26	\$3,398.07	\$3,567.97	\$3,746.37	\$3,933.69	\$4,130.38	\$4,336.89	\$4,553.74	\$4,781.43	\$5,020.50	\$5,271.52
Unusual Expense (Income)	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Operating Expenses, Total	2239	2460	\$2,912.63	\$3,058.26	\$3,211.18	\$3,371.74	\$3,540.32	\$3,717.34	\$3,903.21	\$4,098.37	\$4,303.28	\$4,518.45	\$4,744.37
Total Operating Expense	52590	55687	\$63,430.65	\$66,262.37	\$69,218.69	\$72,529.77	\$76,077.59	\$79,716.25	\$83,702.07	\$87,887.17	\$92,281.53	\$96,895.60	\$101,740.38
Operating Income	5458	5956	\$4,207.13	\$4,757.30	\$5,351.96	\$5,769.41	\$6,136.56	\$6,608.60	\$6,939.03	\$7,285.98	\$7,650.28	\$8,032.80	\$8,434.44
Interest Inc.(Exp.),Net-Non-Op., Total	429	-1066	-\$1,987.06	-\$2,086.42	-\$2,190.74	-\$2,300.27	-\$2,415.29	-\$2,536.05	-\$2,662.85	-\$2,796.00	-\$2,935.80	-\$3,082.59	-\$3,236.71
Other, Net	-279	-232	\$161.81	\$169.90	\$178.40	\$187.32	\$196.68	\$206.52	\$216.84	\$227.69	\$239.07	\$251.02	\$263.58
Net Income Before Taxes	5608	4658	\$6,356.01	\$7,013.62	\$7,721.10	\$8,257.01	\$8,748.53	\$9,351.17	\$9,818.73	\$10,309.67	\$10,825.15	\$11,366.41	\$11,934.73
Provision for Income Taxes	999	1201	\$1,589.00	\$1,753.40	\$1,930.27	\$2,064.25	\$2,187.13	\$2,337.79	\$2,454.68	\$2,577.42	\$2,706.29	\$2,841.60	\$2,983.68
Net Income	\$4,609.00	\$3,457.00	\$4,767.01	\$5,260.21	\$5,790.82	\$6,192.75	\$6,561.40	\$7,013.38	\$7,364.05	\$7,732.25	\$8,118.86	\$8,524.80	\$8,951.05
EBITDA			\$7,443.39	\$8,155.37	\$8,919.93	\$9,515.79	\$10,070.25	\$10,738.98	\$11,275.93	\$11,839.72	\$12,431.71	\$13,053.29	\$13,705.96
Total Debt	27,281	22,771	\$23,226.42	\$23,690.95	\$24,164.77	\$24,648.06	\$25,141.02	\$25,643.84	\$26,156.72	\$26,679.86	\$27,213.45	\$27,757.72	\$28,312.88
Net Debt	24,540	19,702	19,798	19,861	19,886	19,869	19,802	19,680	19,494	19,237	18,899	18,470	17,937

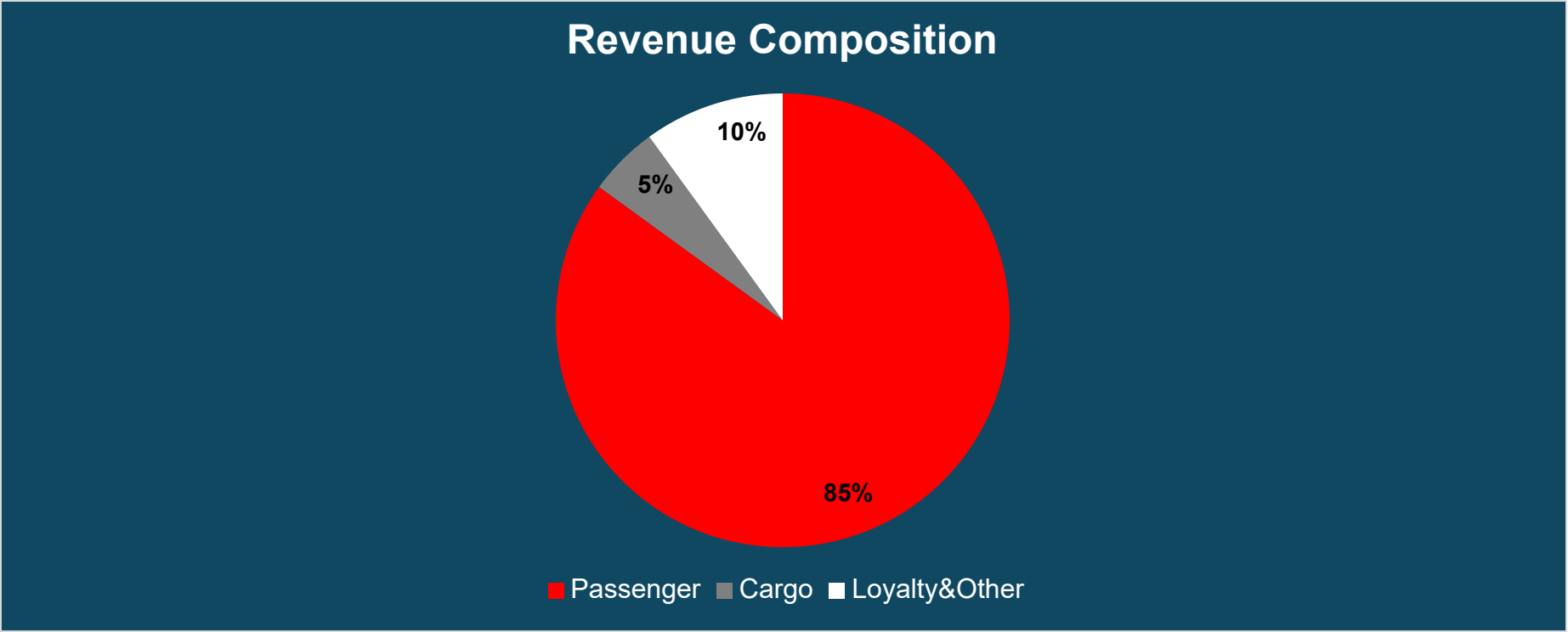
Projected Cash Flow	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Depreciation	3,236	3,398	3,568	3,746	3,934	4,130	4,337	4,554	4,781	5,020	5,272
EBIT	4,207	4,757	5,352	5,769	6,137	6,609	6,939	7,286	7,650	8,033	8,434
Tax Rate	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
NOPAT	3155.35	3567.97	4013.97	4327.06	4602.42	4956.45	5204.27	5464.49	5737.71	6024.60	6325.83
Operating Cash Flow	7,970	8,330	8,920	9,360	9,830	10,410	10,950	11,550	12,190	12,880	13,630
CAPEX (6% of Revenue)	3,884	4,078	4,282	4,496	4,720	4,956	5,204	5,464	5,738	6,025	6,326
Increase/Decrease in NWC (0.5% of Revenue)	324	340	357	375	393	413	434	455	478	502	527
Free Cash Flow	2,190	2,550	2,950	3,210	3,430	3,720	3,910	4,100	4,310	4,520	4,750

Discount Rate @7.49	0.930319099	0.865493627	0.805185251	0.749079218	0.696882704	0.648323289	0.603147539	0.561119675	0.522020351	0.485645502	0.451805287	
Discounted FCF	2037.398828	2207.008748	2375.296492	2404.54429	2390.307673	2411.762636	2358.306876	2300.590667	2249.907711	2195.117671	2146.075111	\$ 25,076.32
Terminal Growth Rate	0.025											

Terminal Value	\$ 97,570.14
Present Value	\$ 44,082.71
Market Cap	\$ 36,326.73
Number of Share	646 Millions
PV of FCFs	\$ 25,076.32
Enterprise Value (EV)	\$ 69,159.02
Net Debt	\$ 17,937.37
EV/Share	107.0573094
Equity Value	\$ 51,221.66
Intrinsic Value	79.2904886

P/E	7.67	6.95	6.32	5.91	5.58	5.22	4.97	4.73	4.51	4.29	4.09
EV/EBITDA	9.29	8.48	7.75	7.27	6.87	6.44	6.13	5.84	5.56	5.30	5.05
EV/EBIT	16.44	14.54	12.92	11.99	11.27	10.47	9.97	9.49	9.04	8.61	8.20

Passenger	85%
Cargo	5%
Loyalty&Other	10%



FYE December	12/31/2015	12/31/2016	12/31/2017	12/31/2018	12/31/2019	12/31/2020	12/31/2021	12/31/2022	12/31/2023	12/31/2024
Total Equity	35608	36022	34719	41688	44328	56069	51493	46348	47226	48702

