

INCOME STATEMENT													
DELTA AIRLINES (DAL)													
FYE December													
Currency													
Scale													
USD	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			
Million	Million	Million	Million	Million	Million	Million	Million	Million	Million	Million			
	39%		39%	41%	48%	45%	61%	57%	50%	50%			50.25%
	-3%		4%	6%	64%	6%	75%	15%	8%	12.93%			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	\$15,490.00	\$17,099.00	\$21,190.00	\$12,480.00	\$18,352.00	\$28,758.00	\$32,759.00	\$30,640.00			
Gross Profit	\$24,909.00	\$24,149.00	\$24,145.00	\$24,248.00	\$23,248.00	\$4,615.00	\$11,547.00	\$21,824.00	\$29,289.00	\$31,003.00			
Selling/General/Admin. Expenses, Total	0.29	0.32	0.32	0.31	0.31	0.32	0.55	0.36	0.28	0.32			34.0%
Depreciation/Amortization	13059	12859	12859	13085	13085	14891	13035	10709	10354	10305			5.79%
Interest Exp (Inc.), Net-Operating, Total	1835	1902	2235	2329	2329	2581	2312	1998	2107	2341			5.79%
Interest Exp (Inc.), Net-Operating, Total	0.03	0.01	0.01	0.01	0.00	0.00	0.00	0.00	0.00	0.00			0.49%
Unusual Expense (Income)	35	0	0.00	0.00	0.00	0.00	0.25	-0.14	0.00	0.02			1.26%
Other Operating Expenses, Total	1998	1986	2249	1723	1771	1163	1405	1824	2239	2460			4.60%
Total Operating Expense	32902	32687	35130	39174	40389	29564	28332	47021	52590	55687			
Operating Income	7802	6952	6114	5264	6618	-12469	1567	3561	5458	5956			
Interest Inc (Exp.), Net-Non-Op., Total	-0.01	-0.01	-0.01	-0.01	-0.01	-0.20	-0.05	-0.05	-0.05	-0.02			-3.43%
Other, Net	-164	72	17	184	-238	348	391	185	-279	-232			0.25%
Net Income Before Taxes	7157	6836	5701	5151	6198	-11587	398	1914	5608	4658			
Provision for Income Taxes	0.06	0.06	0.05	0.03	0.03	-0.19	0.00	0.01	0.02	0.02			0.93%
Net Income	\$4,526.00	\$4,733.00	\$3,777.00	\$3,935.00	\$4,767.00	\$11,385.00	\$280.00	\$1,188.00	\$4,609.00	\$3,457.00			
Net Profit Margin	11%	11%	9%	9%	10%	72%	1%	2%	8%	6%			
Operating Margin	19%	18%	15%	12%	12%	14%	-73%	5%	7%	9%			10%

BALANCE SHEET													
DELTA AIRLINES (DAL)													
Delta Air Lines Inc (DALV)													
Balance Sheet - Annual (As Reported)													
FYE December													
Currency													
USD	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			
Million	Million	Million	Million	Million	Million	Million	Million	Million	Million	Million			
Scale													
Cash & Equivalents	1972	2762	1814	1668	2882	8307	7933	3266	2741	3069			17.80%
Cash, Cash Equiv. & Short Term Inv.	3437	4098	2639	1768	2882	13139	13139	6534	3069	3069			6.06%
Total Receivables, Net	0.05	0.05	0.05	0.05	0.05	0.08	0.08	0.05	0.05	0.05			2.76%
Total Inventory	602	2513	2084	2314	2314	1088	1088	1424	1424	1424			3.10%
Prepaid Expenses	798	854	1499	1012	1012	988	988	1738	1758	1955			0.92%
Other Current Assets, Total	1987	390	250	91	250	192	163	138	199	188			30.64%
Total Current Assets	8202	0.19	0.19	0.14	0.18	1.02	0.53	0.26	0.18	0.16			131.61%
Property/Plant/Equipment, Total - Gross	33910	36831	40860	50152	53964	49773	54657	60515	64197	67467			17.80%
Accumulated Depreciation, Total	-10871	-12456	-14097	-15823	-17027	-17511	-20370	-21707	-23228	-24238			-44.44%
Property/Plant/Equipment, Total - Net	23039	24375	26763	34329	36937	32262	33986	40145	42969	44229			87.17%
Goodwill, Net	0.24	0.25	0.24	0.22	0.21	0.57	0.73	9753	9753	9753			26.69%
Intangibles, Net	4861	4844	4847	4830	5163	6011	5992	5983	5975	5975			14.48%
Long Term Investments						0.10	0.06	0.04	0.06	0.05			6.05%
Note Receivable - Long Term	0.16	0.12	0.10	0.11	0.09	0.29	0.10	0.02	0.03	0.04			10.74%
Other Long Term Assets, Total	6384	4797	4244		4402	4901	3067	1259	1692	2715			
Other Assets, Total	53194	51261	53292	62086	64532	71996	72469	72288	73644	75372			9.19%
Total Assets	0.07	0.06	0.09	0.07	0.07	0.17	0.14	0.10	0.08	0.08			
Accounts Payable	2743	2572	3874	2976	3266	2840	4240	5108	4446	4650			13.59%
Accrued Expenses	4501	5262	4173	5337	5561	4434	4906	5781	6937	7337			4.98%
Current Port. of LT Debt/Capital Leases	0.04	0.03	0.03	0.03	0.06	0.06	0.06	0.06	0.06	0.06			0.06%
Other Current Liabilities, Total	0.21	0.16	0.21	0.20	0.19	0.40	0.34	0.25	0.21	0.20			23.70%
Net Income	\$4,526.00	\$4,733.00	\$3,777.00	\$3,935.00	\$4,767.00	\$11,385.00	\$280.00	\$1,188.00	\$4,609.00	\$3,457.00			51.47%

ASSUMPTIONS for Income Statement	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
Revenue/Growth Rate	12.93%	12.93%	12.93%	12.93%	12.93%	12.93%	12.93%	12.93%	12.93%	12.93%	12.93%
Cost of Revenue	50.25%	50.25%	50.25%	50.25%	50.25%	50.25%	50.25%	50.25%	50.25%	50.25%	50.25%
SGA	34.00%	34.00%	34.00%	34.00%	34.00%	34.00%	34.00%	34.00%	34.00%	34.00%	34.00%
D&A	5.79%	5.79%	5.79%	5.79%	5.79%	5.79%	5.79%	5.79%	5.79%	5.79%	5.79%
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	-3.43%	-3.43%	-3.43%	-3.43%	-3.43%	-3.43%	-3.43%	-3.43%	-3.43%	-3.43%	-3.43%
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	0.93%	0.93%	0.93%	0.93%	0.93%	0.93%	0.93%	0.93%	0.93%	0.93%	0.93%
Cost of Debt	-11%	-11%	-12%	-13%	-14%	-15%	-16%	-17%	-18%	-20%	-36%

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 Exp	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	0.02%	0.02%	0.02%	0.02%	0.02%	0.02%	0.02%	0.02%	0.02%	0.02%	0.02%
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%
RT (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	\$69,613.44	\$76,814.46	\$88,779.31	\$109,258.47	\$113,221.89	\$124,881.48	\$144,393.97	\$163,064.11	\$184,148.74	\$207,958.68	\$234,847.74
Cost of Revenue, Total	\$28,759.00	\$30,640.00	\$33,860.75	\$36,933.76	\$44,611.60	\$50,379.88	\$56,894.00	\$64,293.39	\$72,857.87	\$81,939.72	\$92,534.52	\$104,499.24	\$118,010.99
Gross Profit	\$29,289.00	\$31,003.00	\$34,632.69	\$39,180.69	\$44,167.71	\$58,878.59	\$56,327.89	\$60,588.09	\$71,536.10	\$81,124.40	\$91,619.72	\$105,459.44	\$116,836.75
Selling/General/Admin. Expenses, Total	2341	200	\$2,088.67	\$2,088.67	\$2,088.67	\$2,088.67	\$2,088.67	\$2,088.67	\$2,088.67	\$2,088.67	\$2,088.67	\$2,088.67	\$2,088.67
Depreciation/Amortization	2341	2513	\$4,000.62	\$4,511.78	\$5,140.32	\$5,804.97	\$6,555.55	\$7,403.18	\$8,340.41	\$9,344.61	\$10,462.92	\$11,720.81	\$13,109.68
Interest Expense (Income)	229	229	\$1,179.60	\$1,179.60	\$1,179.60	\$1,179.60	\$1,179.60	\$1,179.60	\$1,179.60	\$1,179.60	\$1,179.60	\$1,179.60	\$1,179.60
Other Operating Expenses, Total	229	2463	\$3,202.22	\$3,656.27	\$4,083.85	\$4,611.69	\$5,208.21	\$5,870.12	\$6,604.12	\$7,500.95	\$8,560.19	\$9,800.00	\$11,200.00
Total Operating Expenses, Total	52690	55887	\$68,750.29	\$75,391.26	\$85,138.96	\$96,447.87	\$108,979.79	\$123,619.76	\$138,473.82	\$156,376.16	\$176,682.22	\$199,432.76	\$225,218.96
Operating Income	4269	\$6,656.15	\$3,863.15	\$11,689.99	\$2,748.35	\$12,878.62	\$4,642.10	\$6,168.30	\$7,850.17	\$9,613.45	\$11,056.53	\$12,658.91	\$14,628.78
Interest Inc./Exp. Net-Non-Op. Total	4269	-1066	\$2,387.74	\$2,387.74	\$2,387.74	\$3,438.87	\$4,383.65	\$5,452.71	\$6,663.88	\$8,173.96	\$9,916.29	\$11,927.88	\$14,285.28
Interest Inc./Exp. Net-Non-Op. Total	4269	-1066	\$2,387.74	\$2,387.74	\$2,387.74	\$3,438.87	\$4,383.65	\$5,452.71	\$6,663.88	\$8,173.96	\$9,916.29	\$11,927.88	\$14,285.28
Net Income Before Taxes	4269	4658	\$6,446.44	\$7,231.25	\$8,167.77	\$9,922.30	\$11,041.64	\$12,716.33	\$15,328.42	\$18,100.19	\$21,064.16	\$24,313.22	\$27,916.06
Provision for Income Taxes	4269	4658	\$6,446.44	\$7,231.25	\$8,167.77	\$9,922.30	\$11,041.64	\$12,716.33	\$15,328.42	\$18,100.19	\$21,064.16	\$24,313.22	\$27,916.06
Net Income	\$4,609.00	\$3,457.00	\$4,768.00	\$4,768.00	\$4,768.00	\$4,768.00	\$4,768.00	\$4,768.00	\$4,768.00	\$4,768.00	\$4,768.00	\$4,768.00	\$4,768.00