

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
Washington, D.C. 20549

FORM 8-K

CURRENT REPORT
Pursuant to Section 13 OR 15(d) of the
Securities Exchange Act of 1934

Date of Report (Date of earliest event reported): February 27, 2026

DELTA AIR LINES, INC.

(Exact name of registrant as specified in its charter)

Delaware (State or other jurisdiction of incorporation)	001-05424 (Commission File Number)	58-0218548 (IRS Employer Identification No.)
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P.O. Box 20706, Atlanta, Georgia 30320-6001
(Address of principal executive offices)

Registrant's telephone number, including area code: (404) 715-2600

Registrant's Web site address: www.delta.com

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions (see General Instruction A.2. below):

- Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)
- Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)
- Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))
- Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

Securities registered pursuant to Section 12(b) of the Act:

Title of each class	Trading Symbol	Name of each exchange on which registered
Common Stock, par value \$0.0001 per share	DAL	New York Stock Exchange

Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (17 CFR 230.405) or Rule 12b-2 of the Securities Exchange Act of 1934 (17 CFR 240.12b-2).

Emerging growth company

If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.

Item 5.02 Departure of Directors or Certain Officers; Election of Directors; Appointment of Certain Officers; Compensatory Arrangements of Certain Officers.

Delta Air Lines, Inc. (“Delta”) today announced certain leadership changes, as further detailed in Delta’s News Hub story, a copy of which is attached to this report as Exhibit 99.1.

(b), (c) As part of these leadership changes, Delta announced that John E. Laughter, Delta’s Executive Vice President - Chief of Operations and President - Delta TechOps, will retire effective April 30, 2026. He has been designated as Delta’s principal operating officer.

Effective April 1, 2026, Peter W. Carter is being appointed as Delta’s President, Daniel C. Janki is being appointed as Delta’s Executive Vice President - Chief Operating Officer and Erik S. Snell is being appointed as Delta’s Executive Vice President - Chief Financial Officer.

Mr. Carter, age 62, has served as Delta’s Executive Vice President - Chief External Affairs Officer since October 2022. He previously served as Delta’s Executive Vice President - Chief Legal Officer from July 2015 to October 2022.

Mr. Janki, age 57, has served as Delta’s Executive Vice President - Chief Financial Officer since joining Delta in July 2021. Prior to joining Delta, he held roles of increasing responsibility at General Electric Company (GE), which he joined in 1992, most recently serving as Senior Vice President of GE and Chief Executive Officer of GE Power Portfolio from October 2020 to June 2021.

Mr. Snell, age 49, has served as Delta’s Executive Vice President - Chief Customer Experience Officer since January 2025. Prior to his current role, he served as Delta’s Senior Vice President - Airport Customer Service, Cargo Operations, Ground Support Equipment and Global Clean (June 2022 - December 2024); Senior Vice President - Operations & Customer Center, Operations Analytics, and Delta Connection (October 2020 - June 2022); Senior Vice President - Corporate Planning (March 2020 - October 2020) and Senior Vice President - Operations & Customer Center (September 2018 - March 2020). He joined Delta in 2005 in the Finance department.

Item 9.01 Financial Statements and Exhibits.

(d) Exhibits.

Exhibit 99.1	Delta News Hub Story titled “Delta Announces Leadership Changes as John Laughter Concludes Distinguished 30-Year Career”
Exhibit 104	The cover page from this Current Report on Form 8-K, formatted in Inline XBRL

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned hereunto duly authorized.

DELTA AIR LINES, INC.

By: /s/ Peter W. Carter
Peter W. Carter
Executive Vice President – Chief External Affairs Officer

Date: March 5, 2026

Delta News Hub Story**Delta Announces Leadership Changes as John Laughter Concludes Distinguished 30-Year Career**

- *Delta announces leadership updates, including Peter Carter promoted to President and Dan Janki named Chief Operating Officer following the retirement of longtime operations leader John Laughter.*
- *Erik Snell appointed Chief Financial Officer and Ranjan Goswami named Chief Marketing and Product Officer, as the company strengthens its executive team to support long-term growth.*
- *Alain Bellemare adds role of Chairman of Delta TechOps, with Carter, Janki, Snell and Goswami all reporting directly to CEO Ed Bastian.*

In a memo to Delta employees, CEO Ed Bastian shared leadership changes that support Delta's vision to build the world's leading airline for the next generation of customers and employees.

"Our success always relies on our ability to operate as one team, with shared values that reflect and strengthen our people-focused culture, elevating Delta to be the brand of choice for our customers," Bastian said. "These changes demonstrate Delta's deep bench of talent and commitment to developing and uplifting the leaders who will shape Delta's journey for years to come."

Peter Carter is being promoted to President, as he takes on a larger role driving enterprise strategy in addition to global policy and legal matters, Delta's international portfolio, real estate, and sustainability and diversity teams. In his decade at Delta, Bastian said, "Carter has led initiatives that touch many important aspects of Delta's business, and has been a constant source of strategic insight and long-term vision that will be essential to the company's future success."

After more than three decades of service, John Laughter will retire as Delta's E.V.P., Chief of Operations and President of Delta TechOps, effective April 30, Delta CEO Ed Bastian told employees in a memo today.

"John's career began more than three decades ago when he joined TechOps as an aircraft liaison engineer, and he has led Delta's teams through some of the most challenging and exciting times in our history," Bastian said. "Most importantly, John has always been known as a servant leader and advocate for Delta's people-focused culture. I want to personally thank John for all he has done to serve our employees, our customers and our communities during his tenure at Delta."

With John's retirement, Dan Janki will become Delta's Chief Operating Officer, overseeing all aspects of Delta's safe, reliable operation. In his new role, Janki will lead Delta's Airport Customer Service, Flight Operations, In-Flight Service, Operations & Customer Center, Reservation Sales and Customer Care, Technical Operations, and Corporate Safety, Security and Compliance teams.

"As our Chief Financial Officer, Dan has shown the operational depth and disciplined focus that drive the world-class performance our people, customers and investors expect," Bastian said. "Bringing our operating units together under his leadership will further strengthen alignment and coordination across our team, which is critical to succeeding in our fast-paced, dynamic environment."

Alain Bellemare, E.V.P and President – International, is assuming additional responsibilities as the Chairman of Delta TechOps. His extensive experience and longstanding industry relationships position him to elevate the TechOps culture of excellence, Bastian said.

Erik Snell will become Delta's new Chief Financial Officer. Snell, who joined Delta 20 years ago in finance, has led teams across the company's operating groups, and most recently served as Chief Customer Experience Officer. In his new role, Snell will oversee Delta's Finance organization, Fleet and Supply Chain teams, and refinery subsidiary Monroe Energy. "Erik brings a comprehensive understanding of Delta's operations and frontline employees to the Finance organization with keen analytical skills that will further boost our financial effectiveness and shared success," Bastian said.

Alicia Tillman, Chief Marketing Officer, has decided to pursue broader leadership opportunities outside of Delta. With Alicia's transition, Ranjan Goswami will become Delta's Chief Marketing and Product Officer. "Ranjan's vision has elevated Delta's brand, strengthened our partnerships, and improved travel for our customers, while always remaining deeply connected to our people," Bastian said.

Carter, Janki, Snell, and Goswami will all report directly to Bastian.