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November 5<sup>th</sup> 2020

Subject: CAP1966 Economic Regulation of Heathrow Airport Ltd - Response to its request for a Covid 19 related RAB adjustment

Dear Mr. Smith,

Thank you for the opportunity to respond to the Civil Aviation Authorities (CAA) consultation CAP1966.

Heathrow Airport is a key UK gateway for Delta Air Lines' global customer base, as such we are committed to ensuring that sustainable airport access exists. As travel restrictions continue to stifle any meaningful signs of recovery, the aviation industry remains confronted by an extraordinary challenge as a result of the COVID-19 virus. Subsequently we have had to make complex decisions to restructure our business to adapt to the current environment. As operator of the airport our expectation is that Heathrow Airport Limited (HAL) similarly will take decisive action taking into account the role in which their business decisions can have on the recovery for the sector.

With consideration to HAL's recent request for COVID-19 RAB related adjustment we support the CAA view that there is no evidence for an urgent intervention or adjustment. With no justifiable nor beneficial basis for the end consumer we hope that the CAA will support the refocus of HAL towards forward looking action instead aimed at finding and implementing innovative cost reduction measures. Like with several of our other Airport partners around the world we look forward to the opportunity to work collaboratively with HAL and the airport community to uncover economic opportunities suited for this new environment and in the interest of enabling timely turn around for the aviation industry.

Thank you.

Sincerely,

A handwritten signature in blue ink, appearing to read "Morven M. McCrindle", written in a cursive style.