

AAWW Investor Slides

January 2019





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Safe Harbor Statement

This presentation contains “forward-looking statements” within the meaning of the Private Securities Litigation Reform Act of 1995 that reflect Atlas Air Worldwide Holdings, Inc.’s (AAWW) current views with respect to certain current and future events and financial performance. Such forward-looking statements are and will be, as the case may be, subject to many risks, uncertainties and factors relating to the operations and business environments of AAWW and its subsidiaries that may cause actual results to be materially different from any future results, express or implied, in such forward-looking statements.

For additional information, we refer you to the risk factors set forth in the documents filed by AAWW with the Securities and Exchange Commission. Other factors and assumptions not identified above are also involved in the preparation of forward-looking statements, and the failure of such other factors and assumptions to be realized may also cause actual results to differ materially from those discussed.

AAWW assumes no obligation to update the statements in this presentation to reflect actual results, changes in assumptions, or changes in other factors affecting such estimates, other than as required by law.

This presentation also includes some non-GAAP financial measures. You can find our presentations on the most directly comparable GAAP financial measures calculated in accordance with accounting principles generally accepted in the United States and our reconciliations in the appendix and our earnings releases dated February 22 and November 1, 2018, which are posted on our website at www.atlasairworldwide.com.



AAWW – Key Takeaways

Global leader in outsourced aviation

Era of **significant business growth and development**

Expect **sharply higher adjusted net earnings** in 2018

Focus on **express, e-Commerce, fast-growing markets**

Opportunities to grow with existing customers and with new ones

Strong foundation for **earnings and cash flow**

Capitalizing on initiatives to drive value and benefit for customers and investors

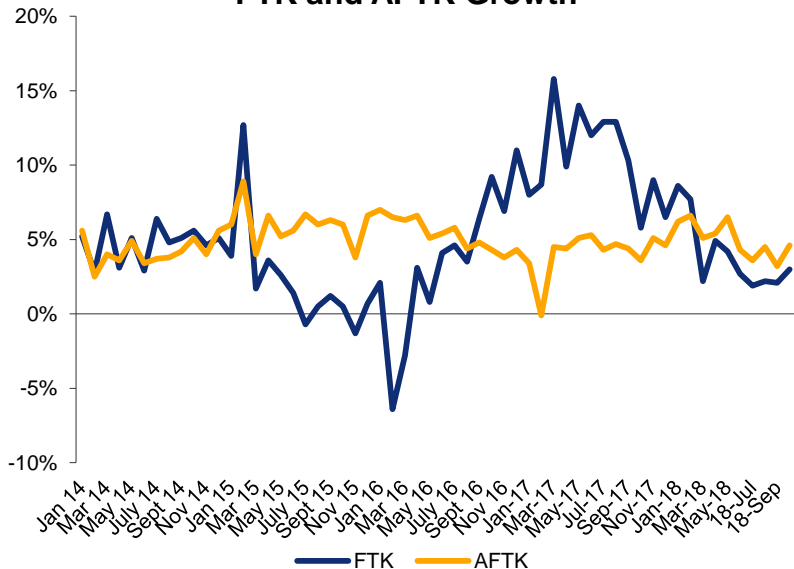
Shaping a
Powerful Future



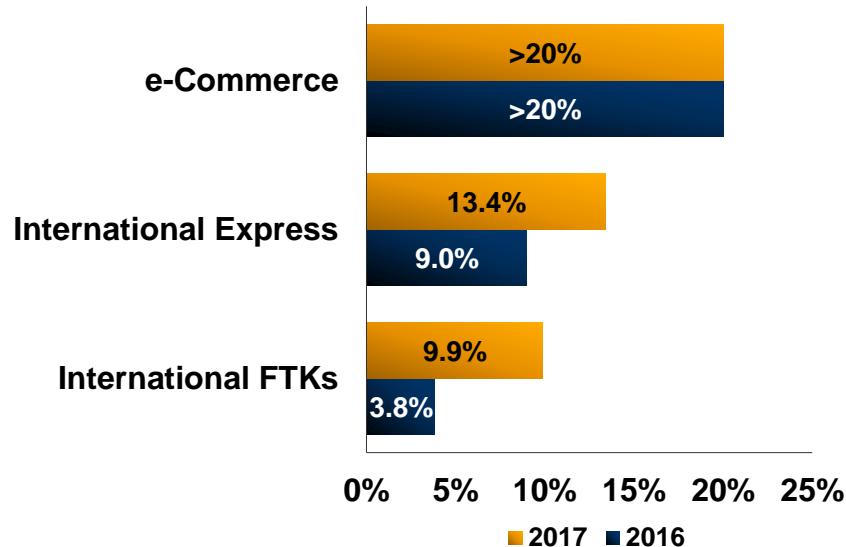


Airfreight Demand

FTK and AFTK Growth



Market Growth Rates

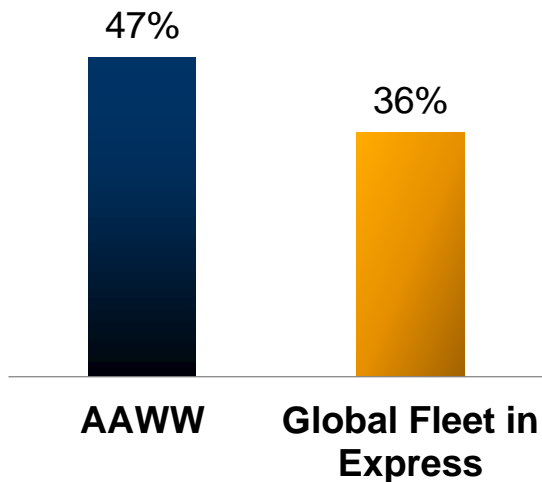




Fleet is Aligned with Express and e-Commerce

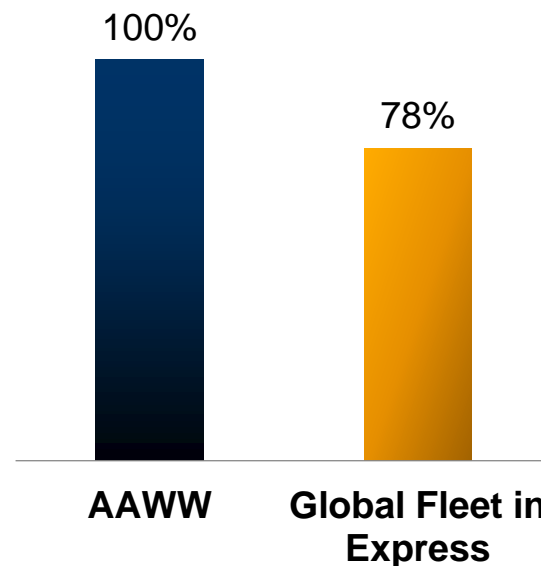
Atlas Fleet
in Express/
e-Commerce
Compared with
Global Fleet

Large Widebody



543 Total global large widebody freighters (747s, 777s, MD-11s, DC-10-30s/40s)

Medium Widebody

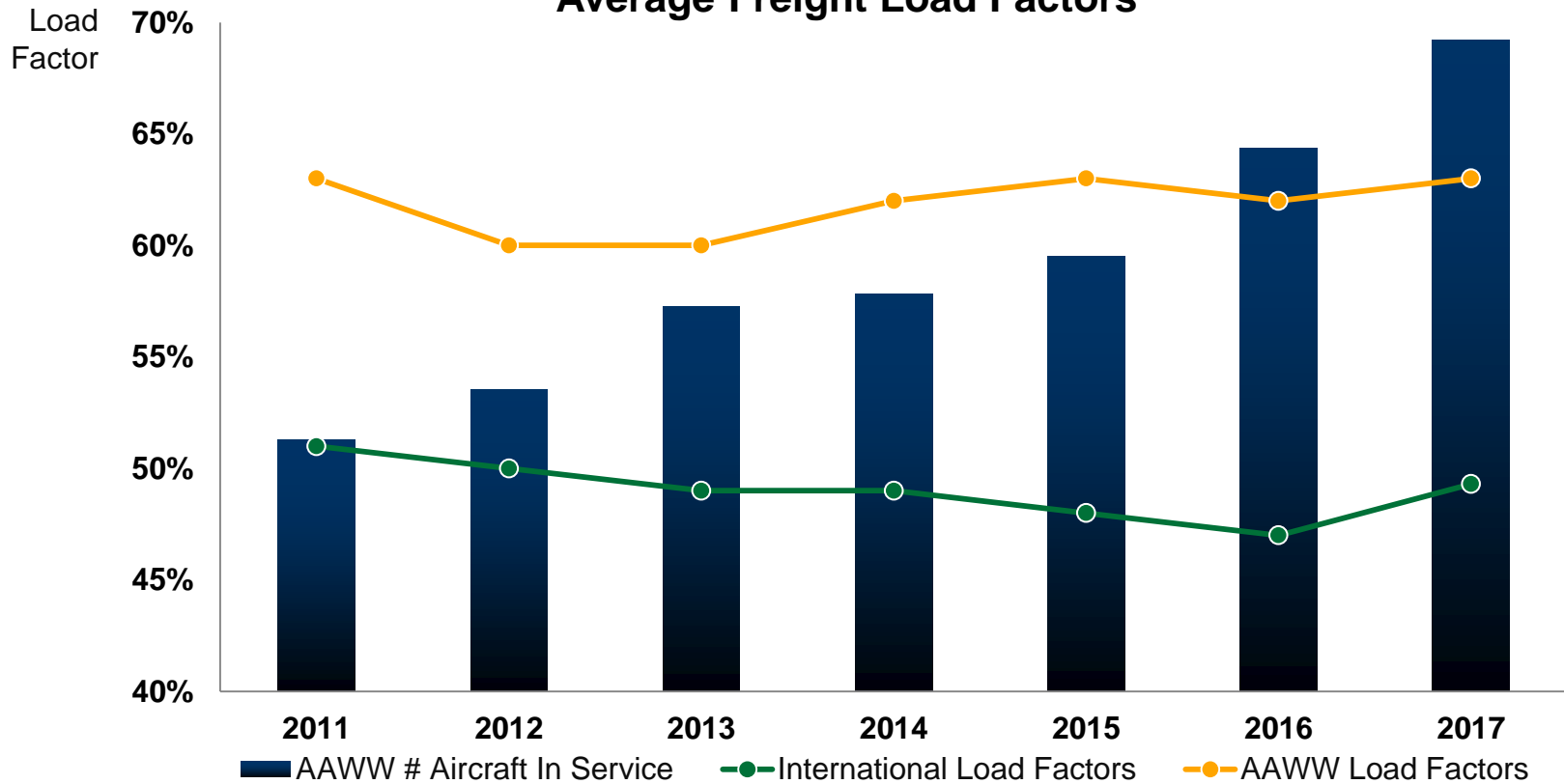


514 Total global medium widebody freighters (767s, A300-600s/B4s, A330-200s, A310-200s/300s, DC-10-10s)



Atlas Load Factors Outperforming

Average Freight Load Factors





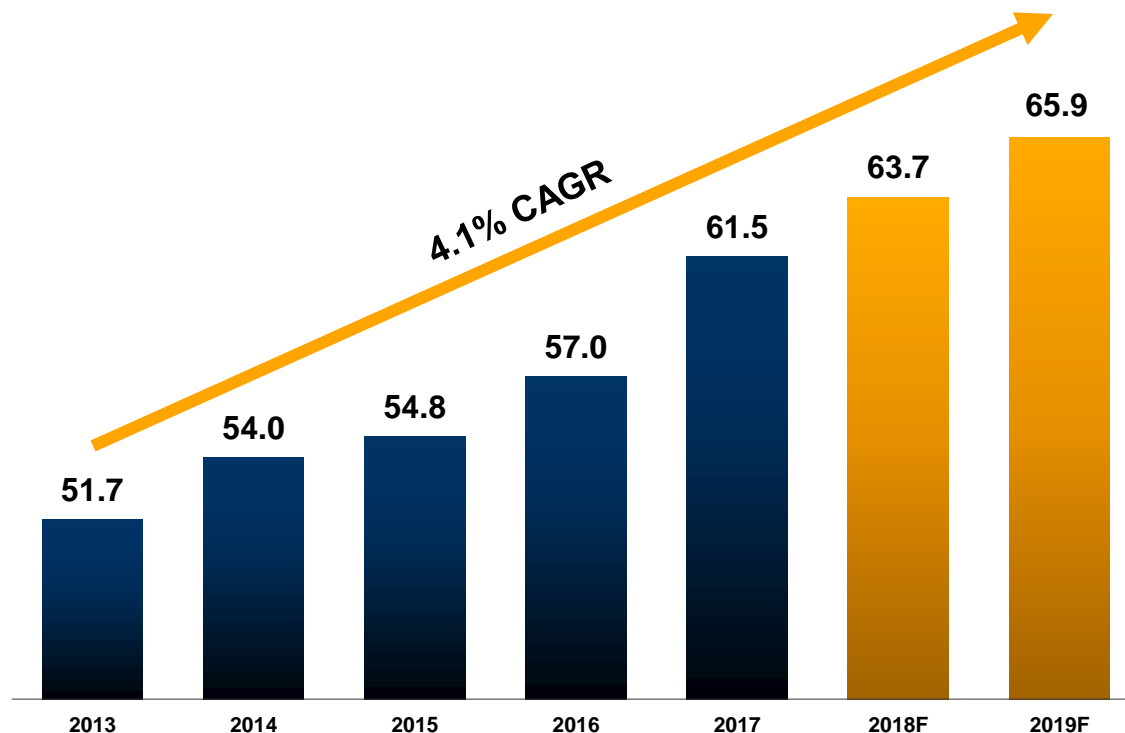
International Global Airfreight – Annual Growth

IATA – Global airfreight tonnage **growing from record levels**

IATA – International freight tonne kilometers (FTKs) flown **up 9.9% in 2017**

IATA – Expects very healthy **4.1% FTK growth in 2018**

IATA Reported Airfreight Tonnage Growing from Record Levels
(In \$Millions)



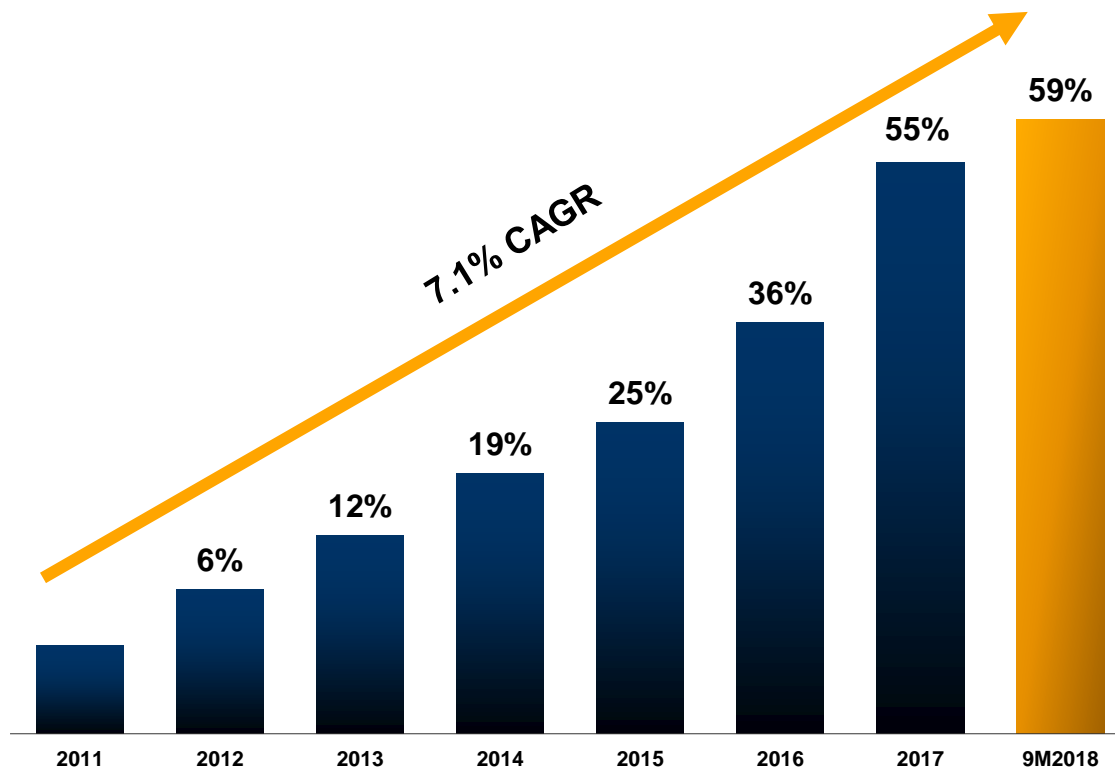


The Key Underlying Express Market is Growing

The International Express market is **showing robust growth**

7.1% CAGR since 2011, well above the pace of general airfreight

International Express Market – DHL, FedEx and UPS
Change in Package Volume (Base year 2011 - 100%)

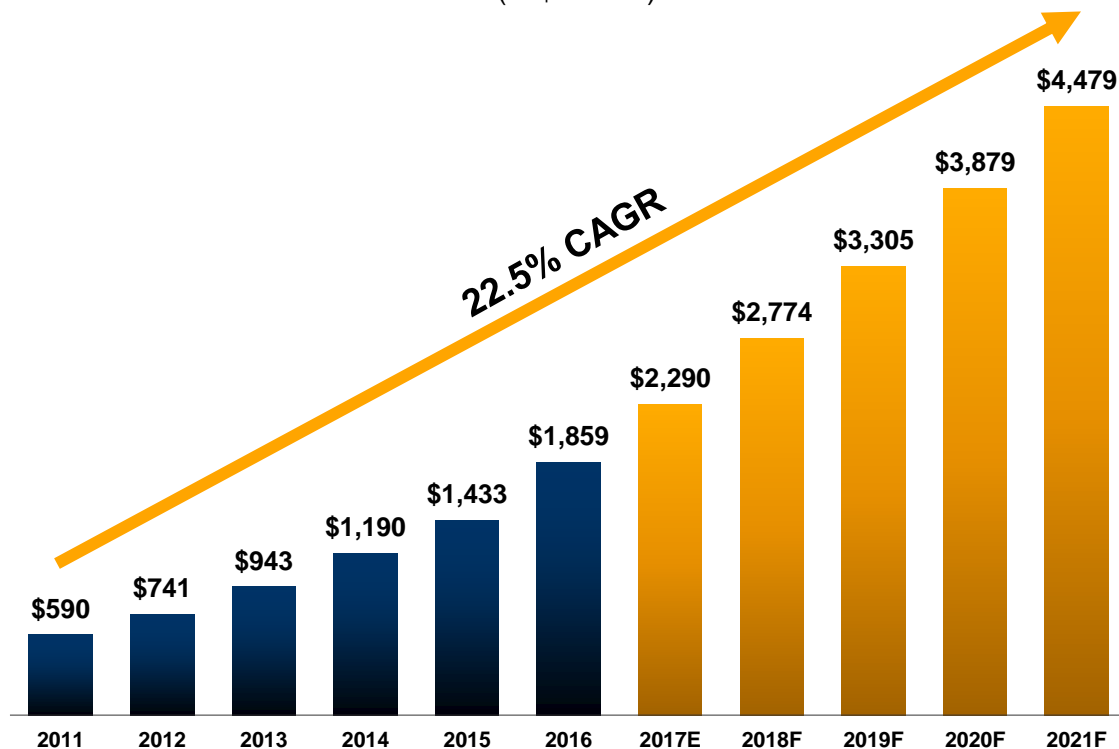




e-Commerce Projected Growth

Global e-Commerce
has grown and is
growing sharply

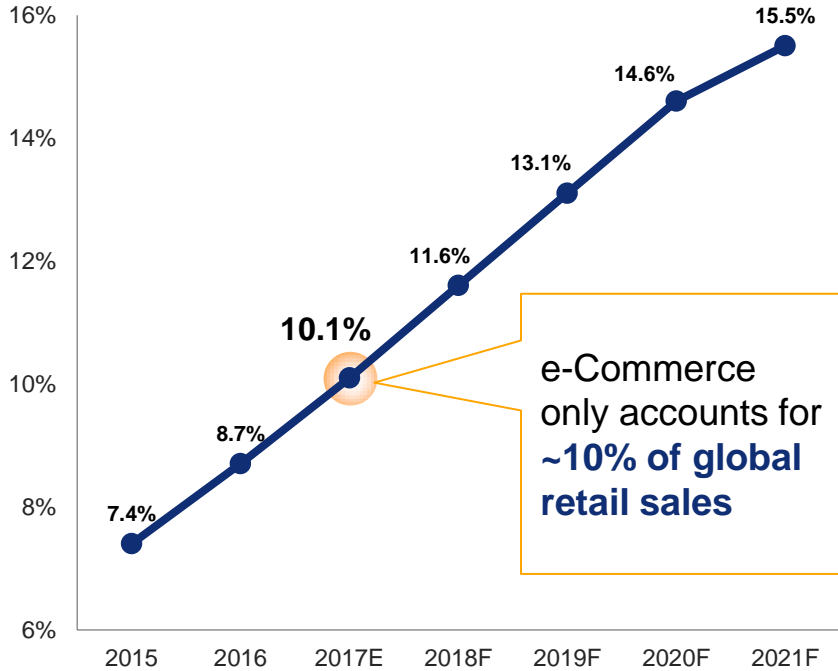
Global e-Commerce Sales
(In \$Billions)





e-Commerce – A Paradigm Shift

e-Commerce Penetration (as percentage of global retail sales)



e-Commerce Growth Drivers



USA 237M internet users
73% mobile penetration
9% e-Commerce penetration



China 700M internet users
50% mobile penetration
10% e-Commerce penetration



India 300M internet users
25% mobile penetration
2% e-Commerce penetration



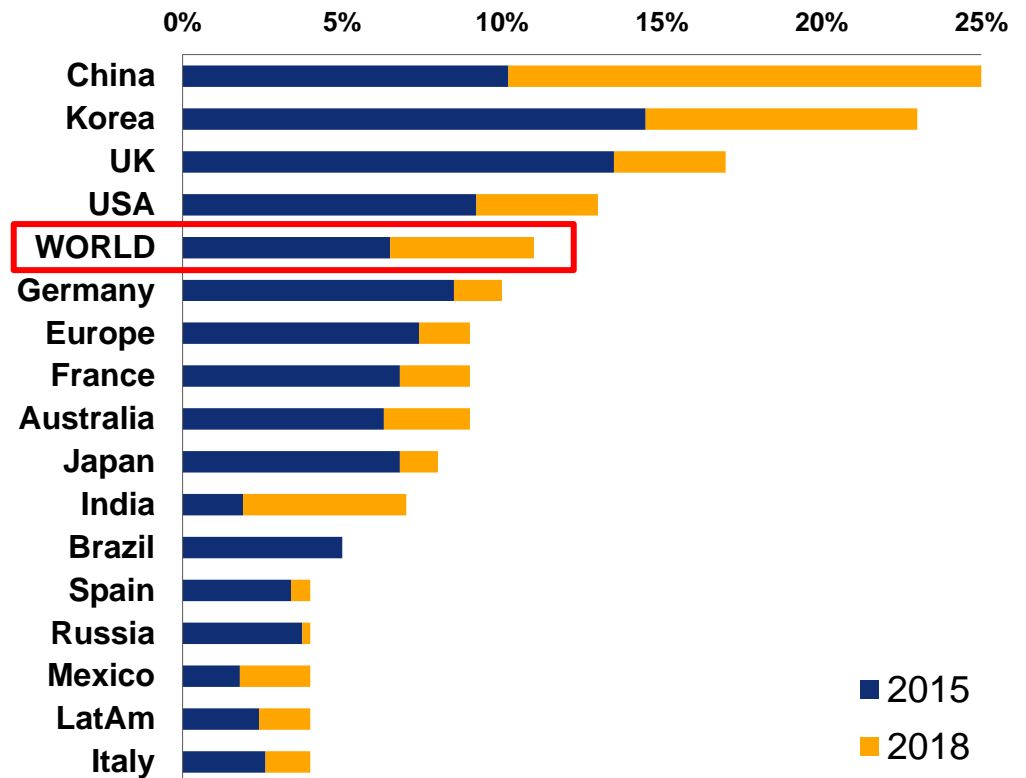
e-Commerce Penetration Growing Rapidly

e-Commerce accounts for upwards of **10% of global retail** sales and has significant opportunities to expand globally

Some markets, such as India, are just getting started

Demand from **mobile & voice** (e.g., Alexa) ordering is expected to **further accelerate growth**

e-Commerce Penetration by Country
(as percentage of total B2C retail sales)





Amazon Service

Strategic **long-term** relationship

Supporting fast deliveries for Amazon's customers

20 B767-300 converted freighters

10-year **dry leases**, 7- to 10-year **CMI**



20 Aircraft
Currently in
Service for
Amazon

Amazon granted **rights to acquire AAWW equity**

- Inherent value creation
- Aligns interests, strengthens long-term relationship

Meaningfully accretive

Agreement provides for **future growth opportunities**

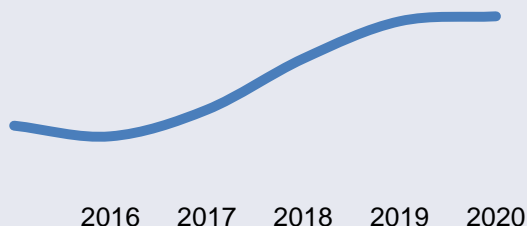


Amazon Service – Financial Impact

Adjusted Income from Continuing Operations and Cash Flow contributions to ramp up as aircraft enter service for Amazon

Net Leverage Ratio to increase initially, then decrease over time

Estimated Amazon Service
**Adjusted Income from Continuing
Operations Accretion** Over Time



Estimated Amazon Service
Cash Flows Over Time



Estimated Amazon Service **Net
Leverage Ratio** Impact Over Time





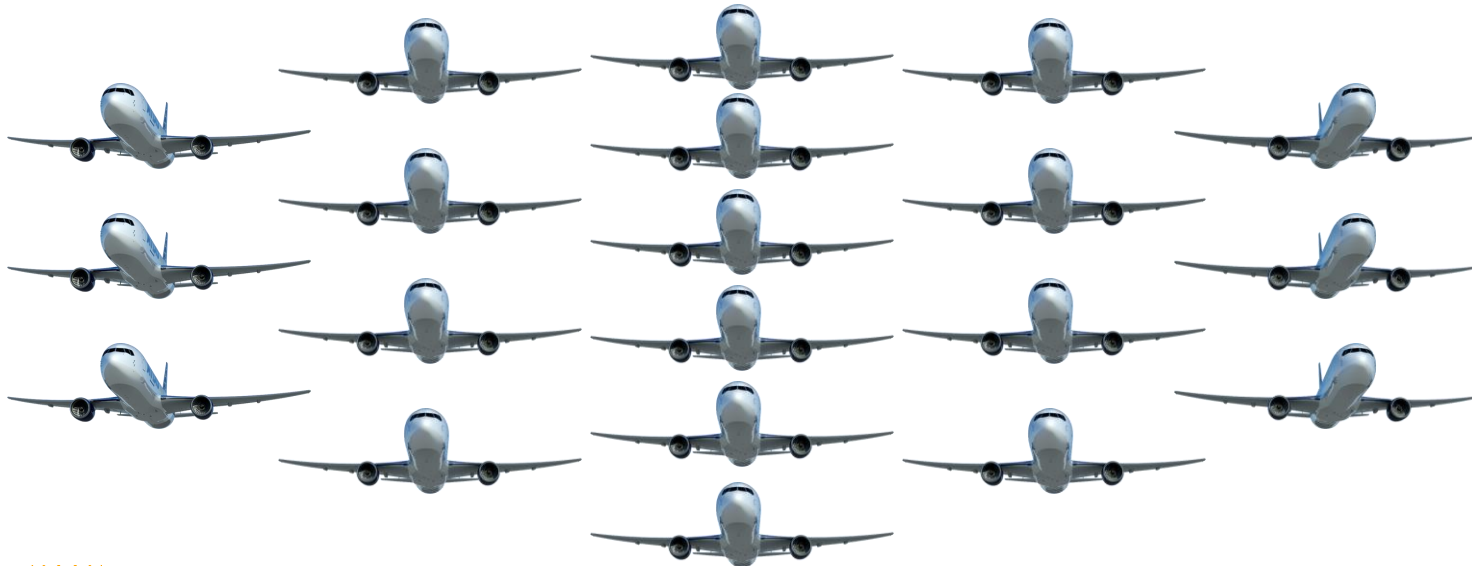
767-300 Financing

Aircraft acquisitions funded with secured aircraft financing and cash generated from operations

Strength of cash flows enhanced financings:

- Positive initial reaction
- Multiple financing avenues
- High LTVs
- Low coupons

20 B767-300 Converted Freighters





AAWW – Executing Strategic Plan





Our Fleet

Total Fleet: 112

Operating Fleet: 103

Dry Lease: 9

747



51 Boeing 747s

- 10 747-8Fs
- 33 747-400Fs
- 4 747-400 Passenger
- 4 Boeing Large Cargo Freighters (LCFs)

767



42 Boeing 767/757s

- 35 767-200/300Fs
- 6 767-200/300 Passenger
- 1 757-200 Freighter Titan

777



12 Boeing 777s

- 2 A+CMI 777Fs
- 4 CMI 777Fs
- 6 Titan 777Fs

737



7 Boeing 737s

- 5 737-400Fs
- 1 737-300 Freighter Titan
- 1 737-800 Passenger Titan

2018 Fleet Growth: 16 Aircraft

+Nine 767s +Six 747s +One 777



Capital Allocation Strategy

Balance Sheet Maintenance

Business Investment

Share Repurchases

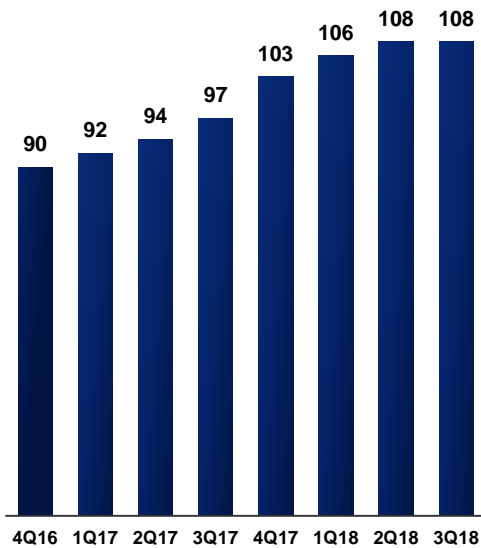
- Acquired/converted 20 767-300s for Amazon
- Acquired Southern Air
- Refinanced high-cost 747-400 EETC debt and higher-cost 747-8F term loans
- Acquired 10th 747-8F
- Acquired two 777s and two 767s for Dry Leasing; also operating them in CMI
- Acquired 4th and 5th 767 for AMC passenger service
- Repurchased >10% of outstanding stock
- Focused on maintaining healthy cash position



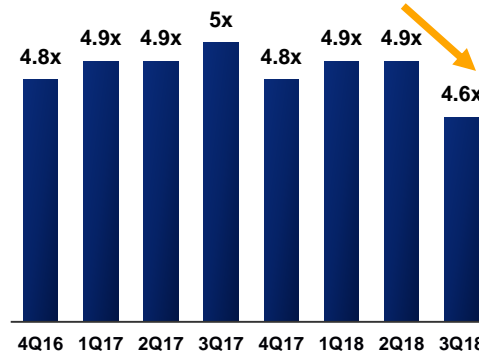


Growing/Diversifying Fleet/Managing Leverage

Number of Aircraft

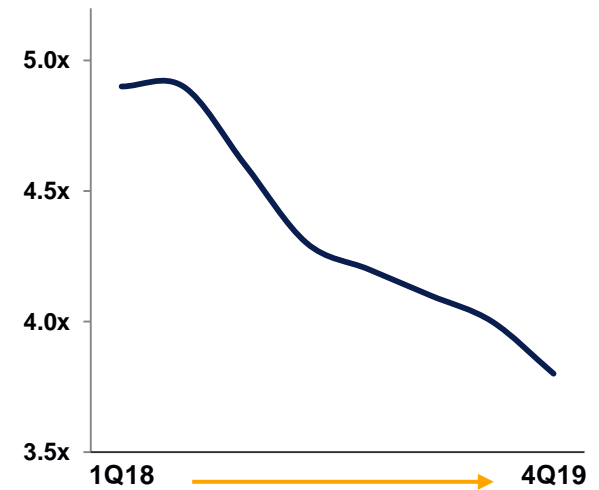


Net Leverage Ratio*



Estimated Net Leverage Ratio

Based on estimates of fleet growth, placement dates and financing plans





AAWW – Key Takeaways

Global leader in outsourced aviation

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Expect **sharply higher adjusted net earnings** in 2018

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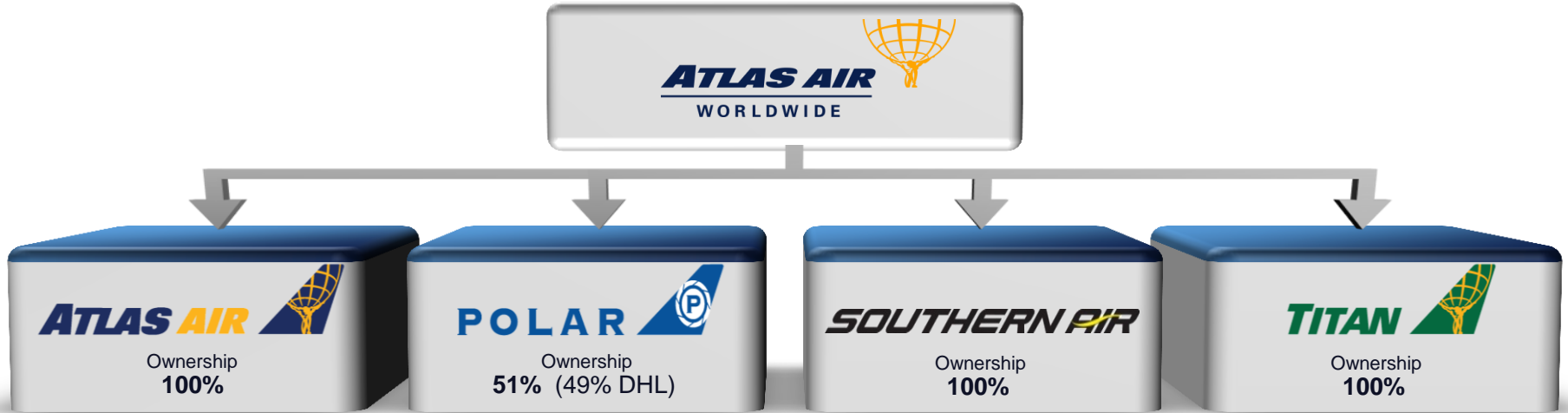
Shaping a
Powerful Future



Appendix



Atlas Air Worldwide



- We manage **diverse, complex and time-definite global networks**
- We **deliver superior performance and value-added solutions** across our business segments
- We manage a **world-class fleet** to service **multiple market segments**
- We are **strategically positioned in a strengthening market and focused** on new opportunities to **continue to deliver future growth**



Diversified Customer Base

Long-term, profitable relationships

Resilient business model and predictable revenues

Shippers





INDITEX

... and Amazon

Forwarders/Brokers





KUEHNE+NAGEL



Airlines








Express





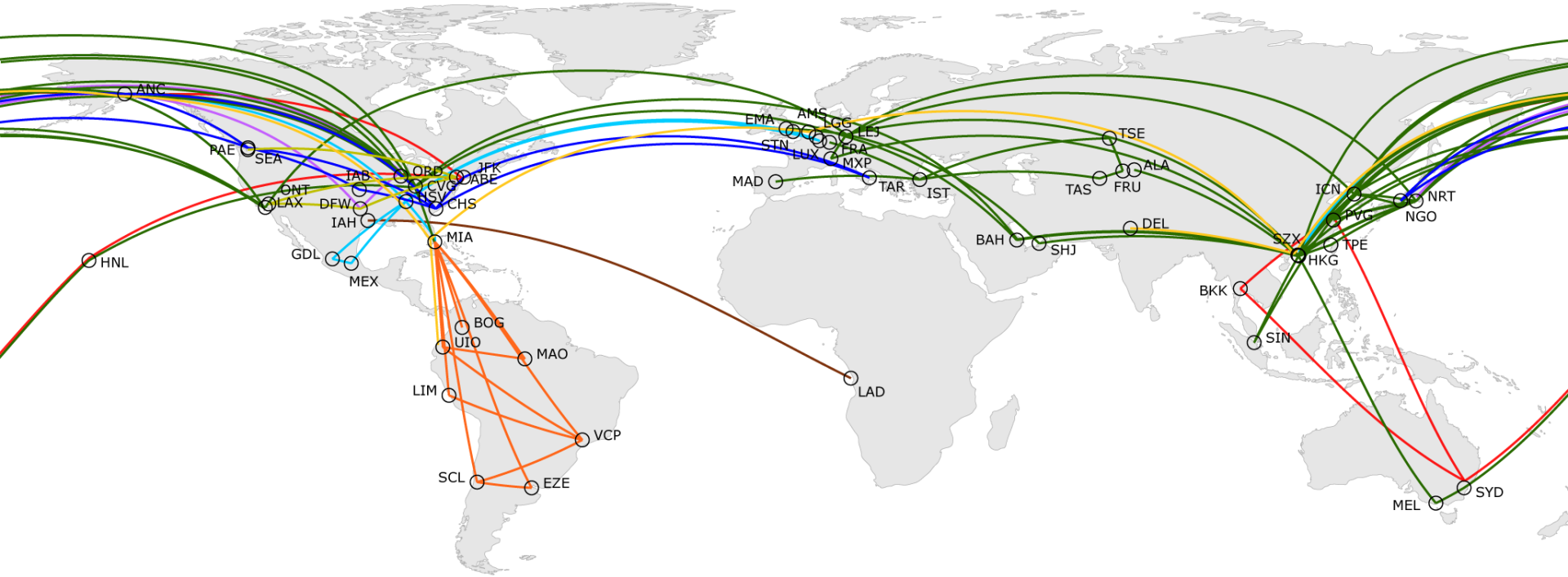


Our Strengths

- **Diversified portfolio** of growth-oriented market leaders
- Covering the **entire air cargo supply chain**
- High degree of **customer integration**
- Focused on **continuous development and growth**
- **Long-term** contractual commitments



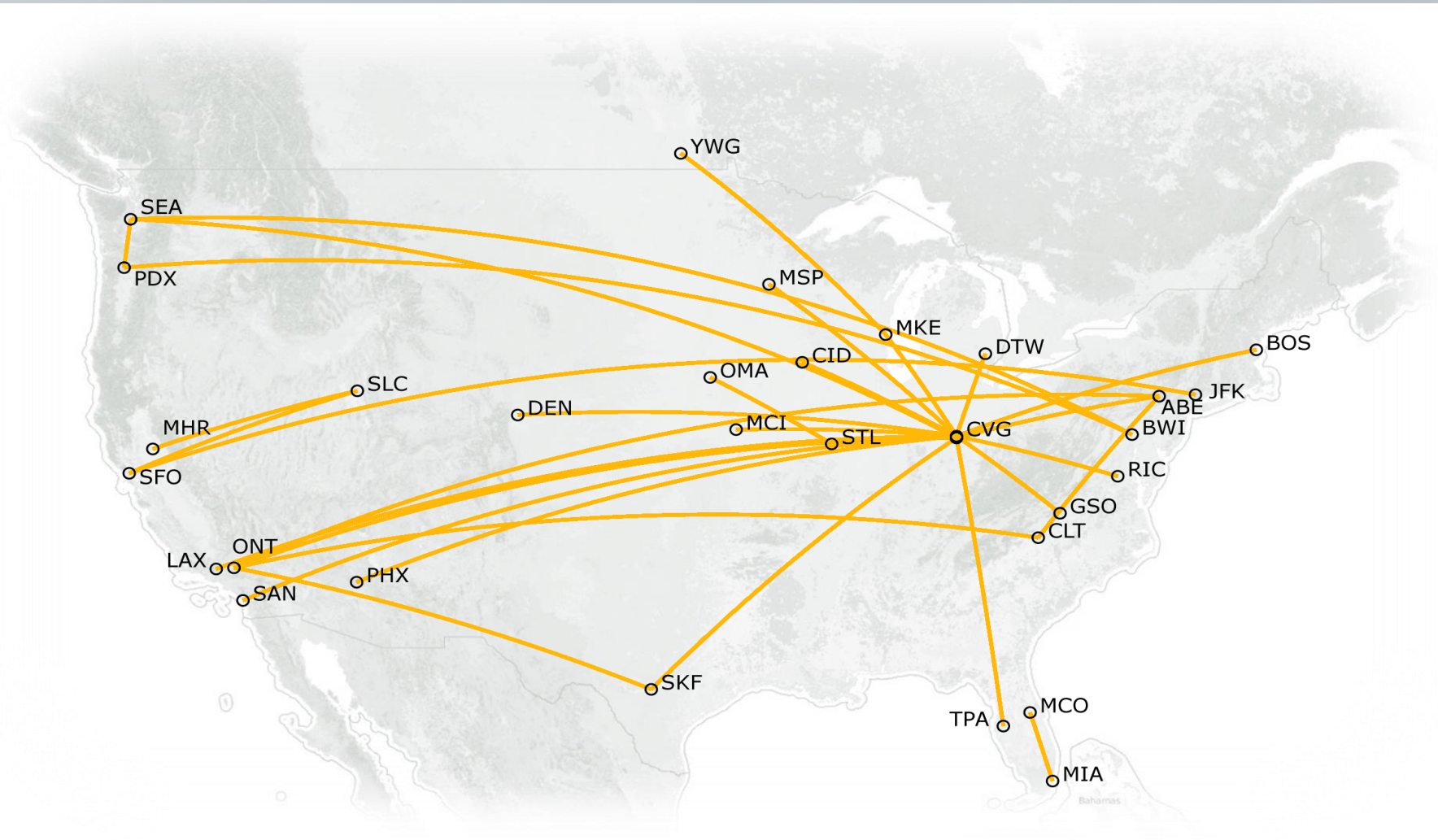
Global Operating Network – 2017



252,802 Total Block Hours Operated in 2017
48,983 Flights
422 Airports in 103 Countries
790 Charters Completed
80+ Unique Customers

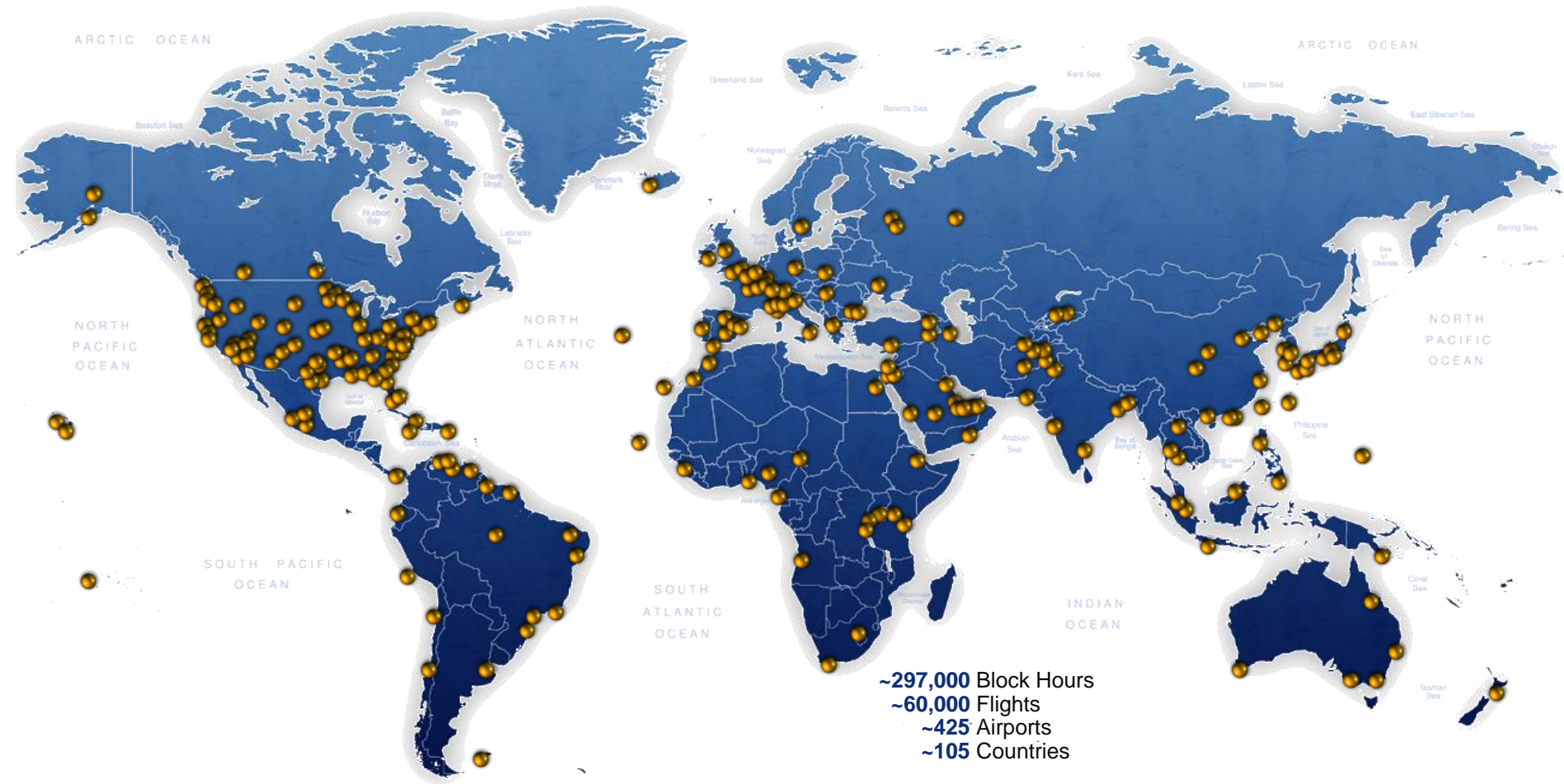


North America Operating Network





Global Presence – 2018



~297,000 Block Hours
~60,000 Flights
~425 Airports
~105 Countries



9M18 Summary

Adjusted income from continuing ops*
\$117.3 million, up 75%

Income from continuing ops,
\$59.6 million, including

**\$11.7 million noncash unrealized
loss on outstanding warrants**

Benefited from...

17%	25%	29%
increase	increase	increase
in block hours	in revenue	in adj. EBITDA*

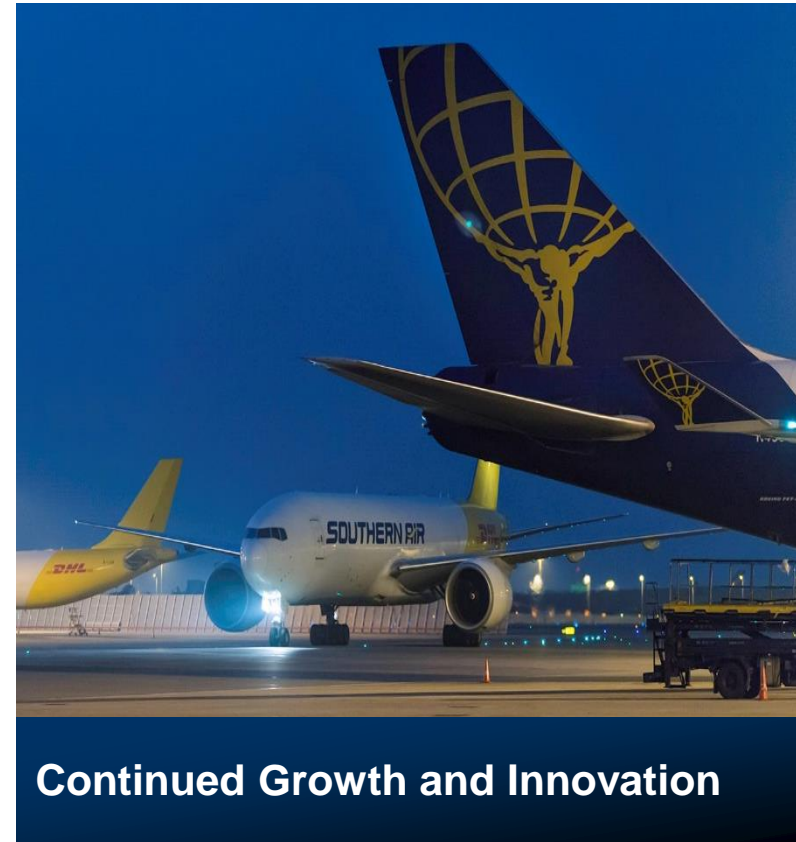
**Substantially higher
total direct contribution**





2018 Objectives

- Deliver **superior service quality**
- Ensure **safe, secure, compliant operation**
- Achieve **earnings goals**
- Maximize **business opportunities**
- Implement full **Amazon** service
- Capitalize on **Southern Air** platform for growth
- Realize **continuous improvement**
- Maintain **solid balance sheet**





2018 Framework

4Q18

- **Expect Record**
 - Block Hours
 - Revenue
 - Adj. EBITDA
 - Adj. Net Income
- **New flying for Asiana Cargo, SF Express**
- **Two more 767s for Amazon**

Revenue/Adj. EBITDA

- **Revenue >\$2.6 billion**
- **Adj. EBITDA >\$525 million**

Adj. Net Income

- To grow **near or over 50%** compared with 2017

Block Hours

- **~17% increase to ~297,000**
- ~75% of total in ACMI
- Balance in Charter

Other 2018 Key Items

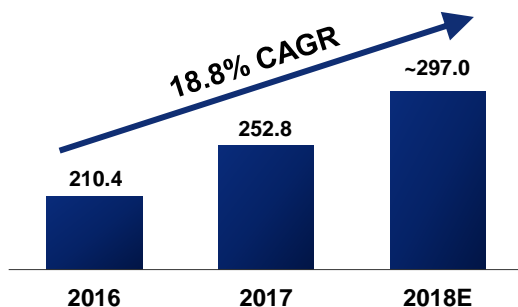
- **Maint Exp** ~\$335 million
- **Depr/Amort** ~\$215 million
- **Core Capex** ~\$105-115 million



Financial and Operating Trends

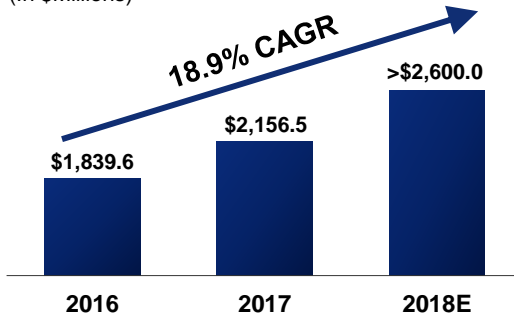
Block Hours

(In Thousands)



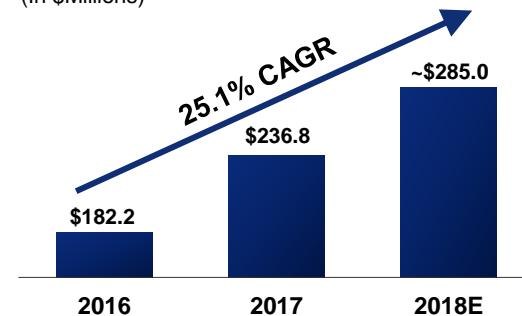
Revenue

(In \$Millions)



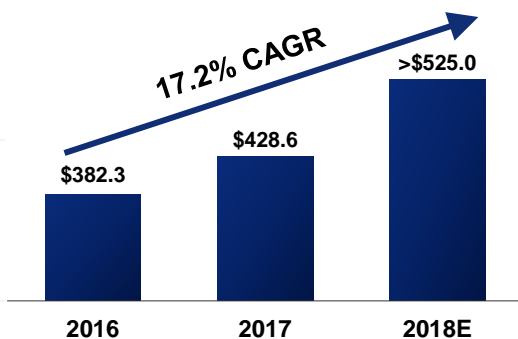
Free Cash Flow*

(In \$Millions)



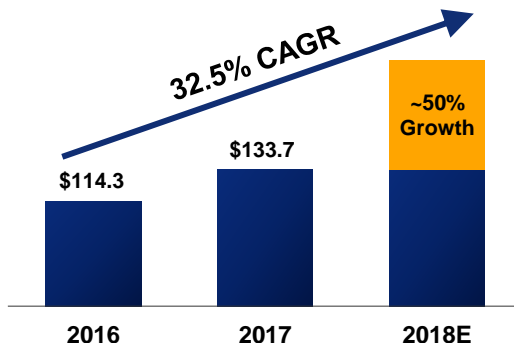
Adj. EBITDA*

(In \$Millions)



Adj. Net Income*

(In \$Millions)





2018 Maintenance Expense

(In \$Millions)

Totals

\$334

Heavy Maintenance

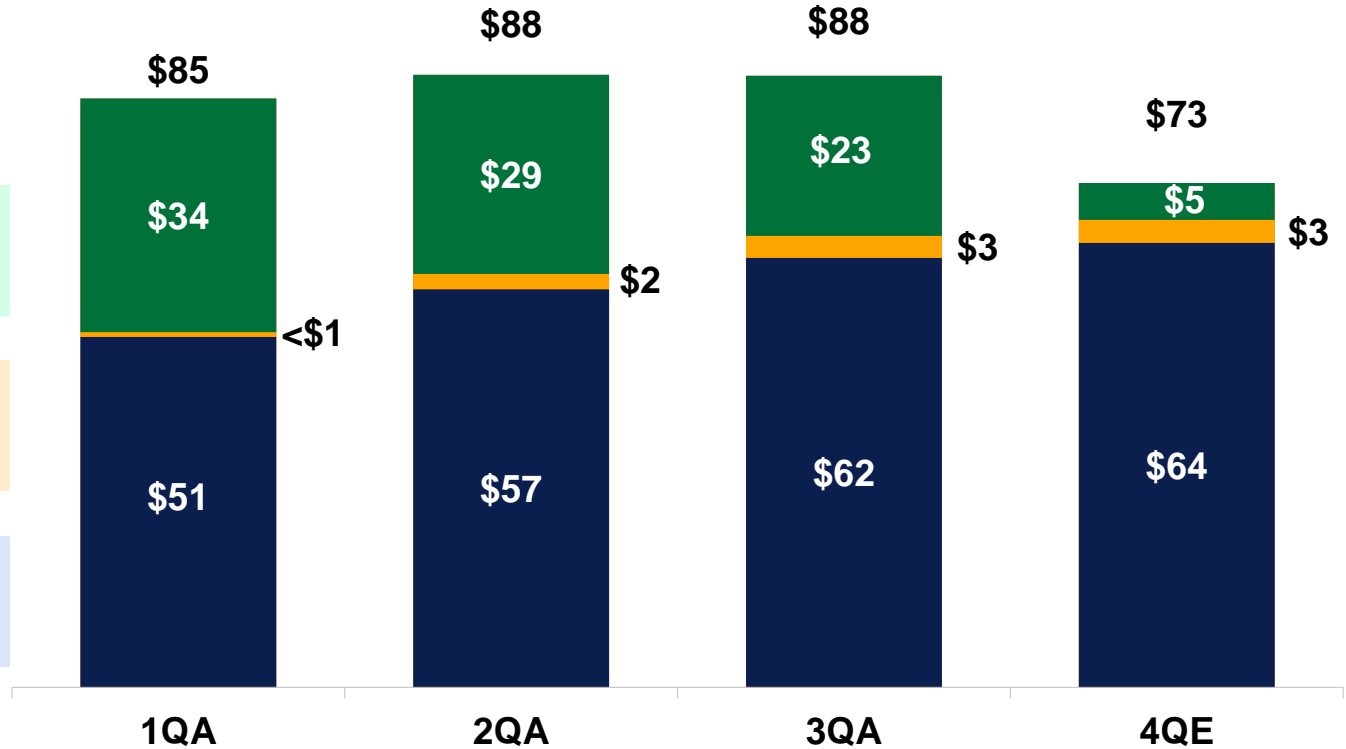
\$91

Non-Heavy Maintenance

\$9

Line Maintenance

\$234



- **Line maintenance** expense increases commensurate with additional block hour flying
- **Line maintenance** expense is approximately \$788 per block hour
- **Non-heavy maintenance** includes discrete events such as APU, thrust reverser, and landing gear overhauls



Global Airfreight Drivers

Market Size

Airfreight share:
1.5-2.5% global
volume, 35%
global value

Products

High-value,
time-sensitive
items; items with
short shelf lives

Strategic Choice

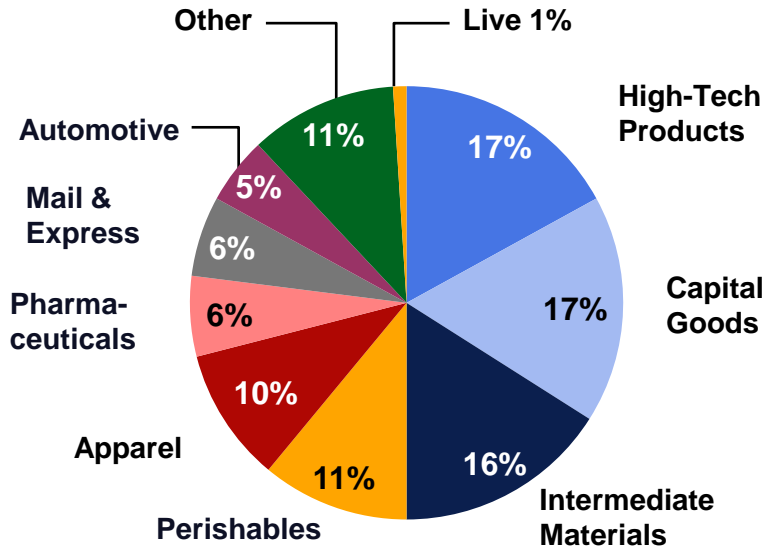
Products/supply
chains with
just-in-time delivery
requirements

Specialty Consideration

Products with
significant security
considerations

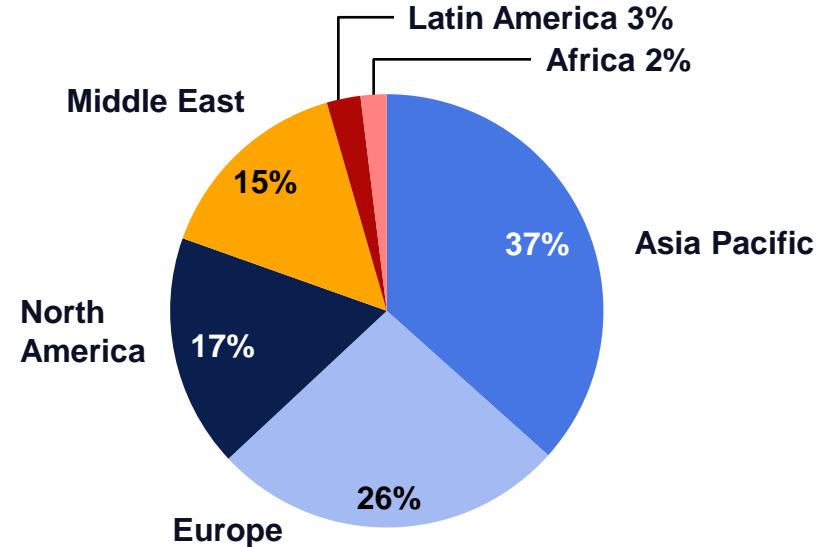
By Sectors

Industry Sectors Served by AAWW Customers



By Region

Percent of International Freight Tonne Kilometers (FTKs)





Delivering a Strong Value Proposition

Traditional Airfreight

- **Growing ~4%** through 2035
- Airfreight: **35% of the value** of world trade
- Airlines seeking **more efficient and flexible freighter solutions**

Express

- Strong growth with **~7.1% CAGR**
- Segment fueled by **strong e-Commerce growth**
- Express carriers require **incremental and flexible asset solutions**

e-Commerce

- Market **growing by >20%**
- Very **low penetration** globally
- Requires **dedicated freighter networks**

Multiple...
products
markets
fleet

Atlas Air
positioned to
deliver value
and growth



Tailoring Airfreight Networks for e-Commerce

Customers require tailored solutions, and Atlas provides:

- Customized air networks supported by an unparalleled range of freighters
- Global scale to operate domestic, regional and international networks

We match each customer with the **right assets**, the **most efficient networks** and **value-adding solutions**

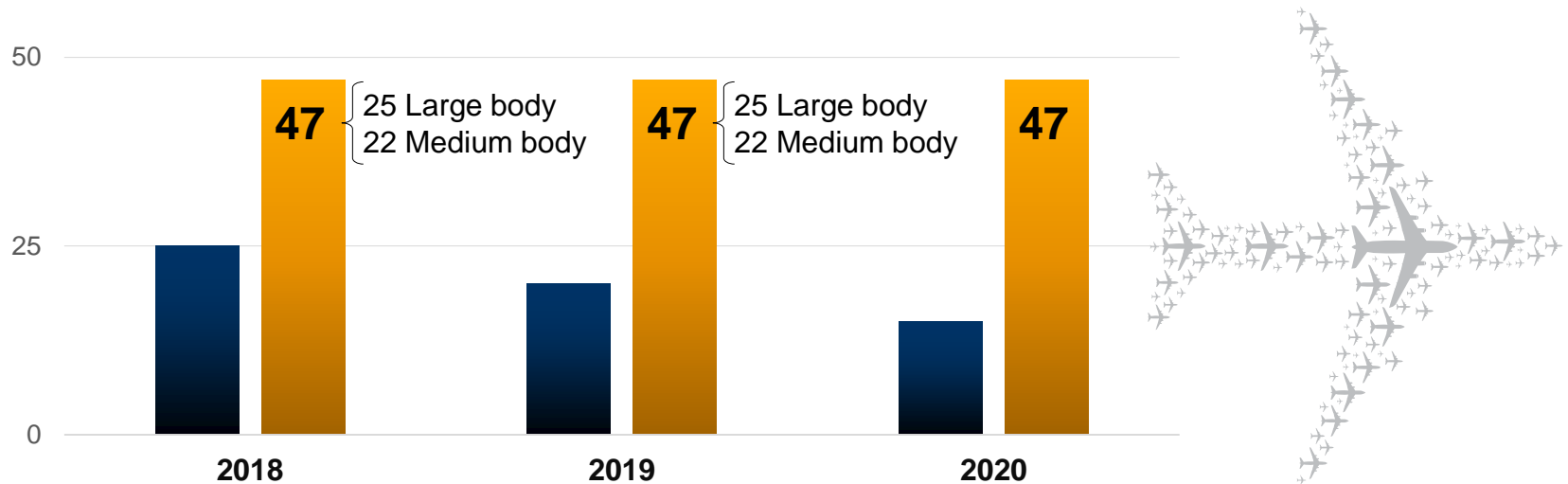




Demand Exceeding Current Orders

- **Current Orders**
- **New Large Freighters Needed**
(at ~4% growth)

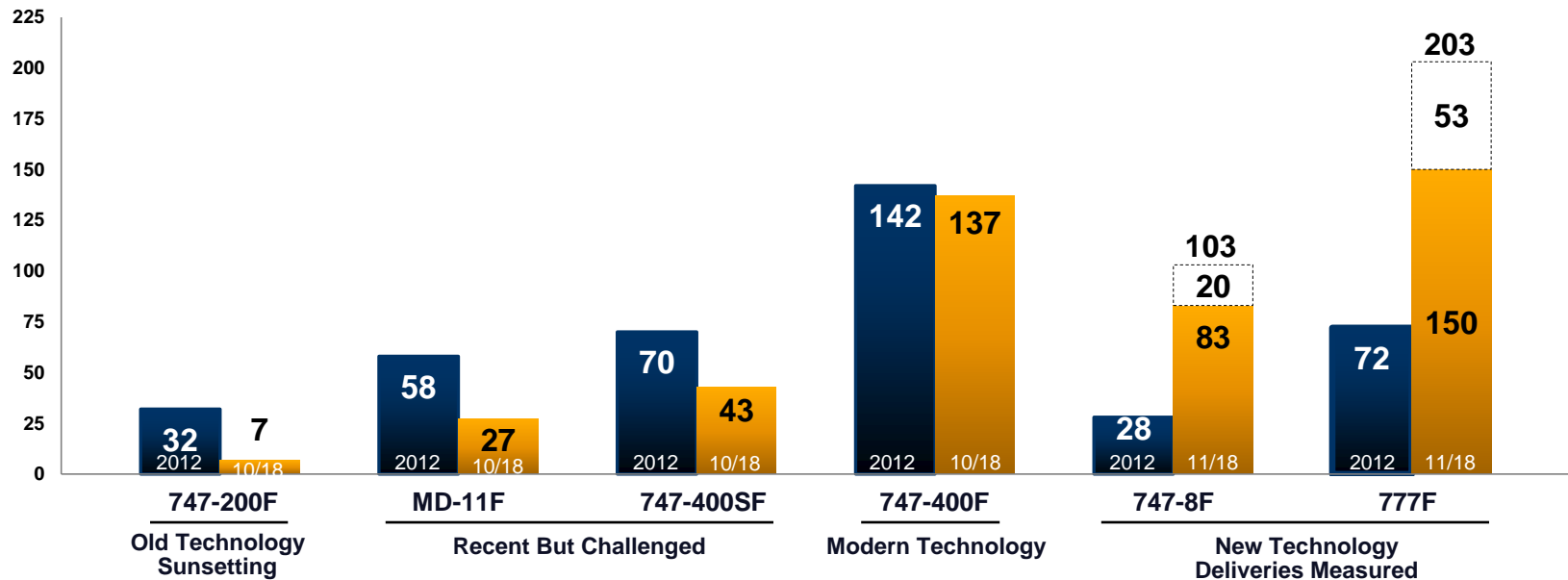
980 new production freighters needed over next 19 years (2018 – 2037)





Large Freighter Supply Trends

- Fleet expected to grow <1% annually; forecast long-term demand growth of ~4%
- Older technology is nearly gone
- MD-11F and 747-400 converted freighter fleets are shrinking
- Large wide-body freighters will continue to dominate the major trade lanes
- Belly capacity cannot displace freighters



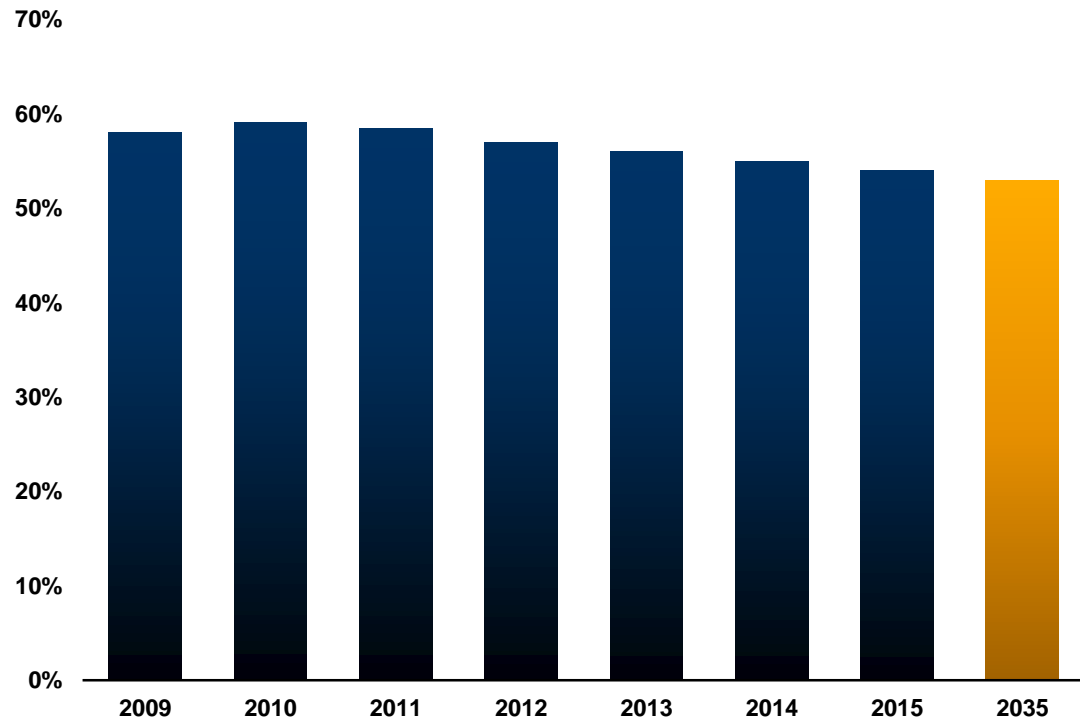


Main Deck to Belly?

Key Considerations

- 10% shift of Trans-Pac market from main deck to Pax belly requires 50 incremental aircraft
- Limitations on slot and route availability; not enough passenger demand; limited access to aircraft
- Global average capacity availability on a 777-300ER is 18-20 tonnes*
- New Pax 787s fly point-to-point, e.g. London to Phoenix; good for passengers, not cargo

Percentage of World RTKs Carried on Freighters





A Strong Leader in a Vital Industry

The Industry

Airfreight is **vital to global trade growth**

~**\$6.9 trillion** of goods airfreighted annually;
~**35% of total world trade**

Higher-growth e-Commerce and express markets **demand dedicated freighter services**

High-value, time-sensitive inventories **demand airfreight-based supply chain**

Airfreight provides a **compelling value proposition**

Atlas

Modern, reliable, fuel-efficient fleet

Differentiated fleet solutions:
747, 777, 767, 757, 737

Strong portfolio of long-term customers **committed to further expansion**

Operating on **five continents**

Serving the **entire air cargo supply chain**

Unique integrated value proposition

High degree of **customer collaboration**

Focused on innovation and thought leadership





Our Vision

**To be our customers'
most trusted partner**

Our Mission

**To leverage our core
competencies and
organizational capabilities**



Reconciliation to Non-GAAP Measures

(In \$Millions)	3Q18	2Q18	1Q18	4Q17	3Q17	2Q17	1Q17	4Q16
Face Value of Debt	\$ 2,674.2	\$ 2,644.1	\$ 2,416.6	\$ 2,378.8	\$ 2,259.8	\$ 2,307.2	\$ 2,068.1	\$ 1,943.4
Plus: Present Value of Operating Leases	656.4	684.2	709.7	656.6	681.9	661.0	678.6	749.9
Total Debt	3,330.6	3,328.3	3,126.2	3,035.4	2,941.8	2,968.2	2,746.7	2,693.2
Less: Cash and Equivalents	\$ 226.2	\$ 227.9	\$ 130.4	\$ 291.9	\$ 176.3	\$ 282.7	\$ 118.9	\$ 138.3
Less: EETC Asset	20.2	24.1	27.8	29.0	29.9	30.9	31.9	32.3
LTM EBITDAR	\$ 663.9	\$ 632.6	\$ 603.0	\$ 570.4	\$ 546.8	\$ 543.1	\$ 525.6	\$ 526.0
Net Leverage Ratio	4.6x	4.9x	4.9x	4.8x	5.0x	4.9x	4.9x	4.8x

Thank You

ATLAS AIR

WORLDWIDE

