



AAWW Investor Slides

MARCH 2020

Index

Page

3	Safe Harbor Statement
4	Continuing Leadership
5	Shaping a Powerful Future
6	Growth by Year
7	Fleet Count and Net Leverage Ratio
8	2019 Summary
9	Business Developments – ACMI/CMI
10	Business Developments – Charter/Dry Leasing
11	Amazon Service
12	Diversified Customer Base
13	Our Fleet
14	Global Presence
15	Executing Strategic Plan
16	Capital Allocation Strategy
17	2020 Objectives
18	International Global Airfreight – Annual Growth
19	The Key Underlying Express Market Is Growing
20	e-Commerce Growth

Page

21	Fleet Aligned with Express and e-Commerce
22	A Strong Leader in a Vital Industry
23	Appendix
24	Atlas Air Worldwide
25	Our Vision, Our Mission
26	Delivering a Strong Value Proposition
27	Global Operating Network
28	North America Operating Network
29	Tailoring Airfreight Networks for e-Commerce
30	Global Airfreight Drivers
31	Large Freighter Supply Trends
32	Limited Production Freighter Capacity on Order
33	Main Deck to Belly?
34	Financial and Operating Trends
35	2020 Framework
36	2020 Maintenance Expense
37	Reconciliation to Non-GAAP Measures

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.

Such forward-looking statements speak only as of the date of this presentation. 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 and expressly disclaims any obligation to revise or update publically any forward-looking statement to reflect future events or circumstances.

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 our earnings releases dated February 19, 2019 and February 20, 2020, which are posted at www.atlasairworldwide.com.

Continuing Leadership

■ John Dietrich became President and CEO on January 1, 2020; joined Board of Directors as well

■ Bill Flynn retired as CEO on December 31, 2019; remains Chairman of the Board

■ Gen. Duncan McNabb, USAF, Ret. to continue as Lead Independent Director

- John Dietrich
- 30+ years in aviation; 13 with United Airlines; 20+ with Atlas
 - Atlas COO for 13 years prior to becoming CEO
 - Visionary leader with industry expertise
 - Key member of senior leadership team
 - Unparalleled commitment to company, customers and employees



Shaping a Powerful Future

Global leader in
outsourced aviation

Strong core
of long-term,
marquee customers

Committed to **express,**
e-commerce,
U.S. military and
fast-growing markets

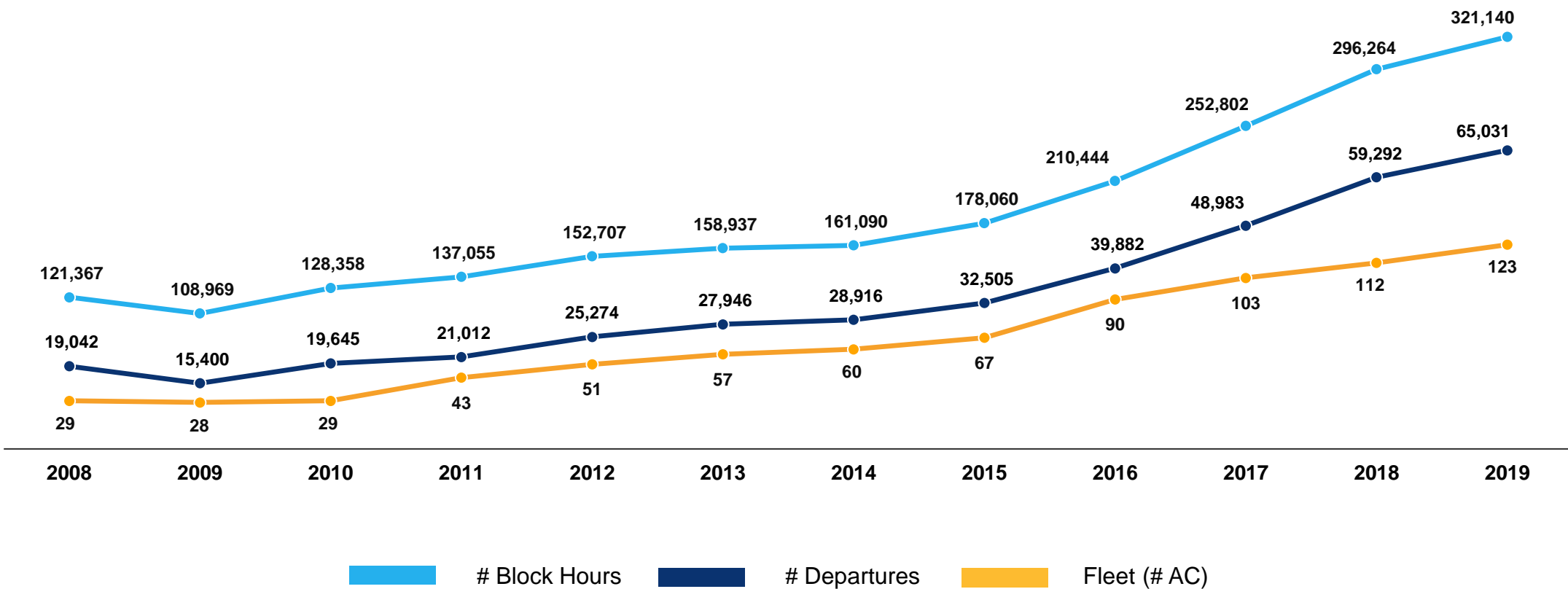
Focused on opportunities
that generate the best
returns

Adjusting our business
managing costs,
aligning resources
with **strategic priorities**

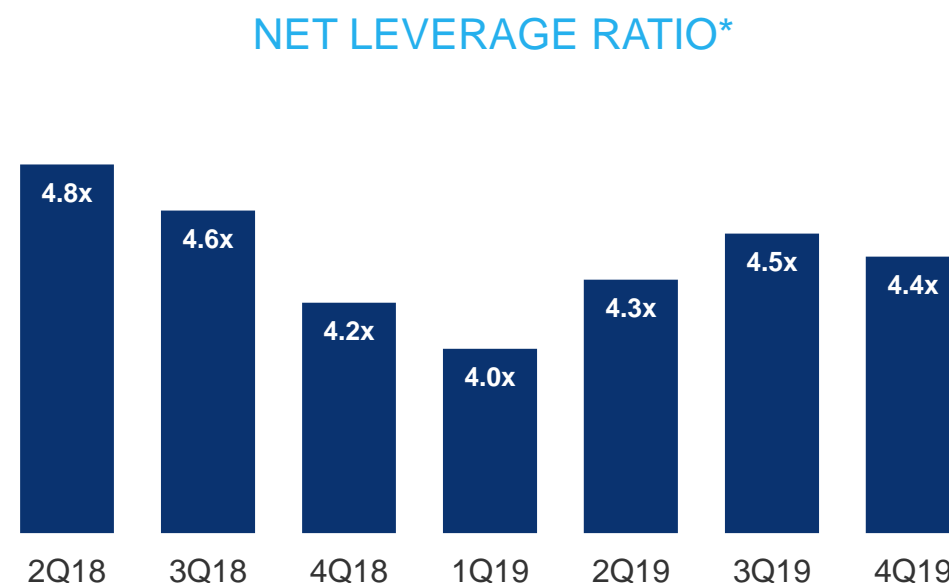
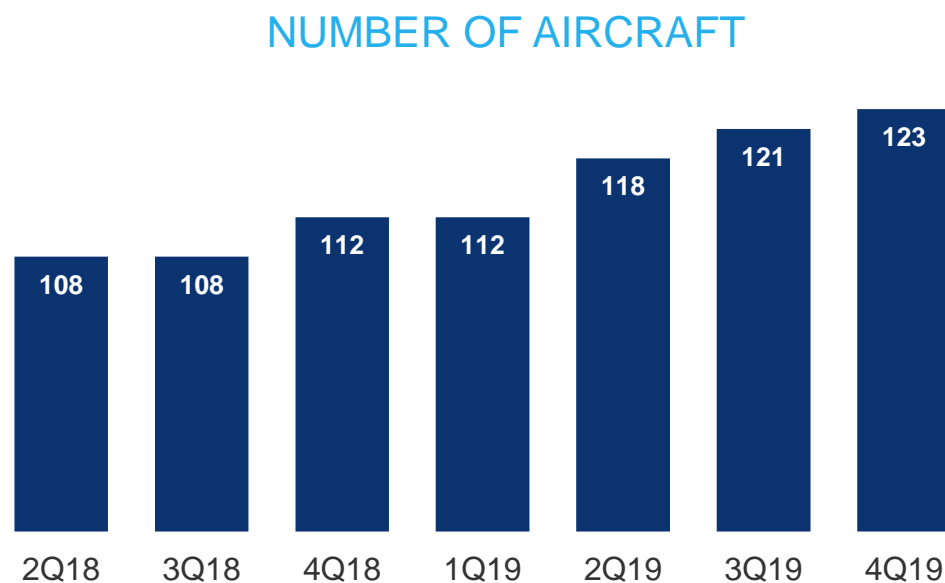
Capitalizing on initiatives
to drive value and benefit
for customers, employees
and shareholders



Growth by Year



Fleet Count and Net Leverage Ratio



Maintaining debt repayments of ~\$70 million per quarter

*See Appendix for Non-GAAP reconciliation

2019 Summary

BLOCK HOURS

321,140

REVENUE

\$2.7B

ADJ. EBITDA*

\$504.8M

DIRECT CONTRIBUTION

\$438.2M

ADJUSTED INCOME
FROM CONTINUING OPS*

\$139.6 million

REPORTED LOSS
FROM CONTINUING OPS

\$293.1 million

- \$503.1 million after-tax noncash special charge
- \$75.1 million noncash unrealized gain on outstanding warrants

*See February 20, 2020 press release for Non-GAAP reconciliations

Business Developments

ACMI/CMI

Strong record of placements and expanded service for existing customers

Added customers include:
Asiana, EL AL, Inditex,
Nippon Cargo Airlines, SF Express

Customer interest for both
777F and 747F CMI solutions

Placed and began operating
20 767-300Fs for Amazon

Began operating **five 737-800Fs**
for Amazon during 2019

Significant additional **placements**
with express operators:
DHL, FedEx and UPS



Business Developments

CHARTER

World's leading 747 charter operator

High-profile sports, racing, entertainment charters: NFL, FC Barcelona, Manchester United, Formula One, Taylor Swift and more

Expanded our network as the **leading operator in South America** market

Largest provider of cargo and passenger charters to **U.S. military**

DRY LEASING

World's 3rd largest freighter lessor by value

Added/converted **22 767-300s**; acquired **two additional 777-200Fs**

Formed **joint venture** with **Bain Capital Credit** to develop **separate freighter aircraft leasing portfolio** with anticipated value of ~\$1 billion

AeroLogic

amazon

中国邮政航空公司
China Postal Airlines

DHL

FedEx

Amazon Service

SUPPORTING FAST DELIVERIES FOR AMAZON'S CUSTOMERS

19 B767-300

converted freighters on lease;
17 in CMI

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

Five 737-800BCFs in 2019;
Potential for additional aircraft

7- to 10-year **CMI**

Strategic **long-term** relationship

Amazon granted **rights to acquire AAWW equity**

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

Agreements provide for **future growth opportunities**



Diversified Customer Base

LONG-TERM, PROFITABLE RELATIONSHIPS

SHIPPERS



INDITEX

FORWARDERS



KUEHNE+NAGEL

AIRLINES



EXPRESS



SPORTS CHARTERS



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

Our Fleet

Broad array of aircraft
for domestic, regional,
international cargo and
passenger operations

World's largest fleet
of 747 freighters

TOTAL FLEET: 115*

OPERATING FLEET: 107

DRY LEASE: 8



50 Boeing 747s

- 10 747-8Fs
- 31 747-400Fs
- 5 747-400 Passenger
- 4 Boeing Large Cargo Freighters (LCFs)



41 Boeing 767s

- 33 767-200/300Fs
- 6 767-200/300 Passenger
- 2 767-300 Freighters Titan



13 Boeing 777s

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



11 Boeing 737s

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

*As of 1Q20

Global Presence



321,140 Block Hours in 2019
65,031 Flights
400 Airports
90 Countries

Executing Strategic Plan

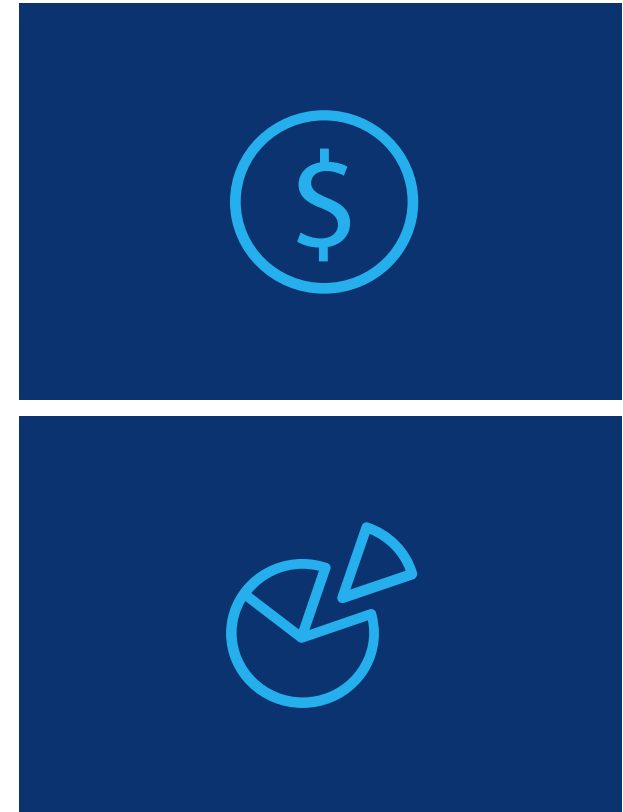


Capital Allocation Strategy

- Committed to **creating, enhancing, delivering value** for our shareholders
-

- **Cash Prioritization:**

- Balance Sheet Maintenance
- Business Investment
- Share Repurchases



2020 Objectives

- Deliver **superior service quality**
- Committed to **safe, secure, compliant operation**
- Maximize **business opportunities**
- Capitalize on **fleet development**
- Realize **continuous improvement**
- Maintain **solid balance sheet**

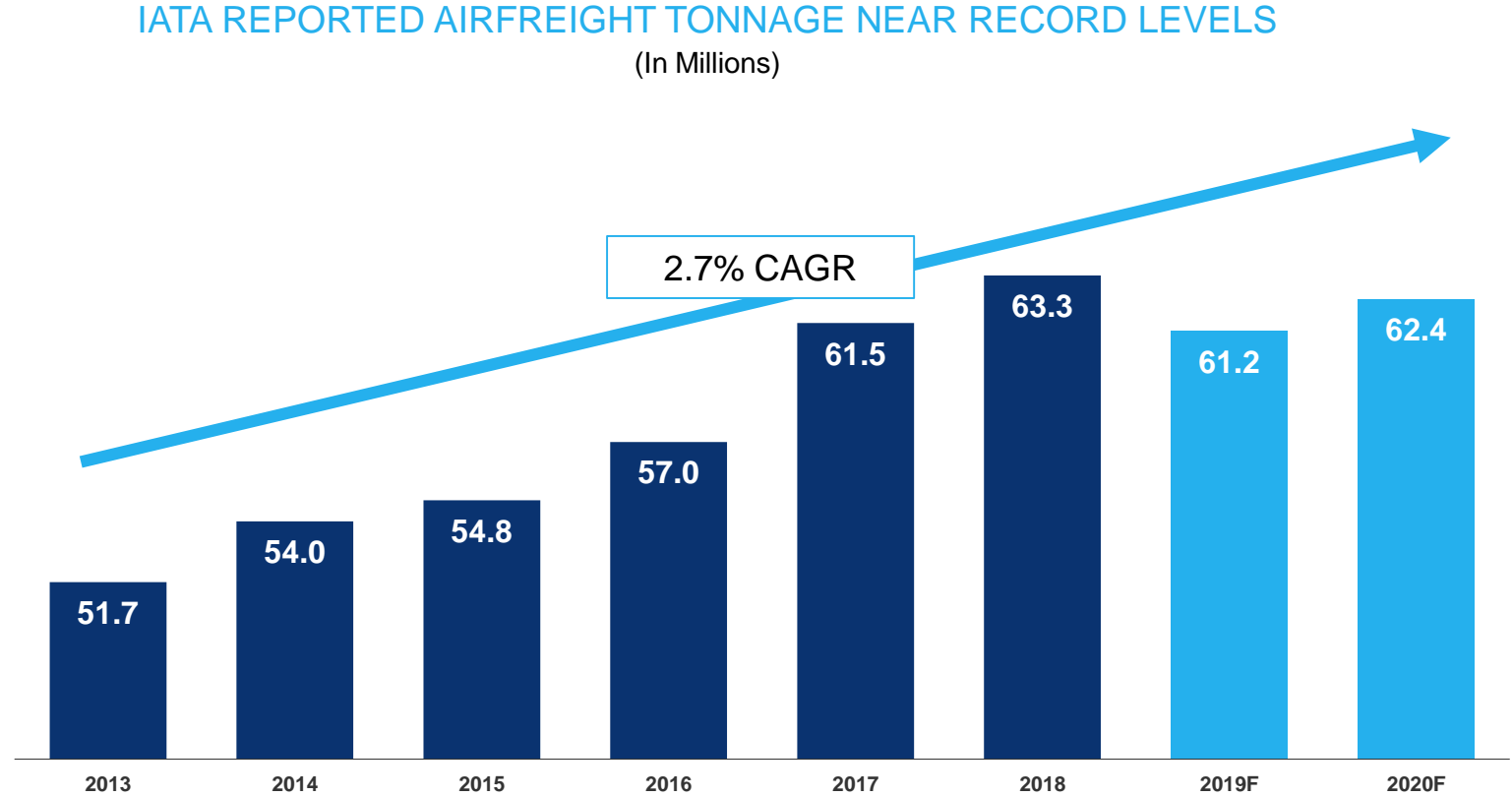


Continued Growth and Innovation

International Global Airfreight – Annual Growth

IATA – Global airfreight tonnage **near record levels**

IATA – Expects improved **2.0% FTK growth in 2020**

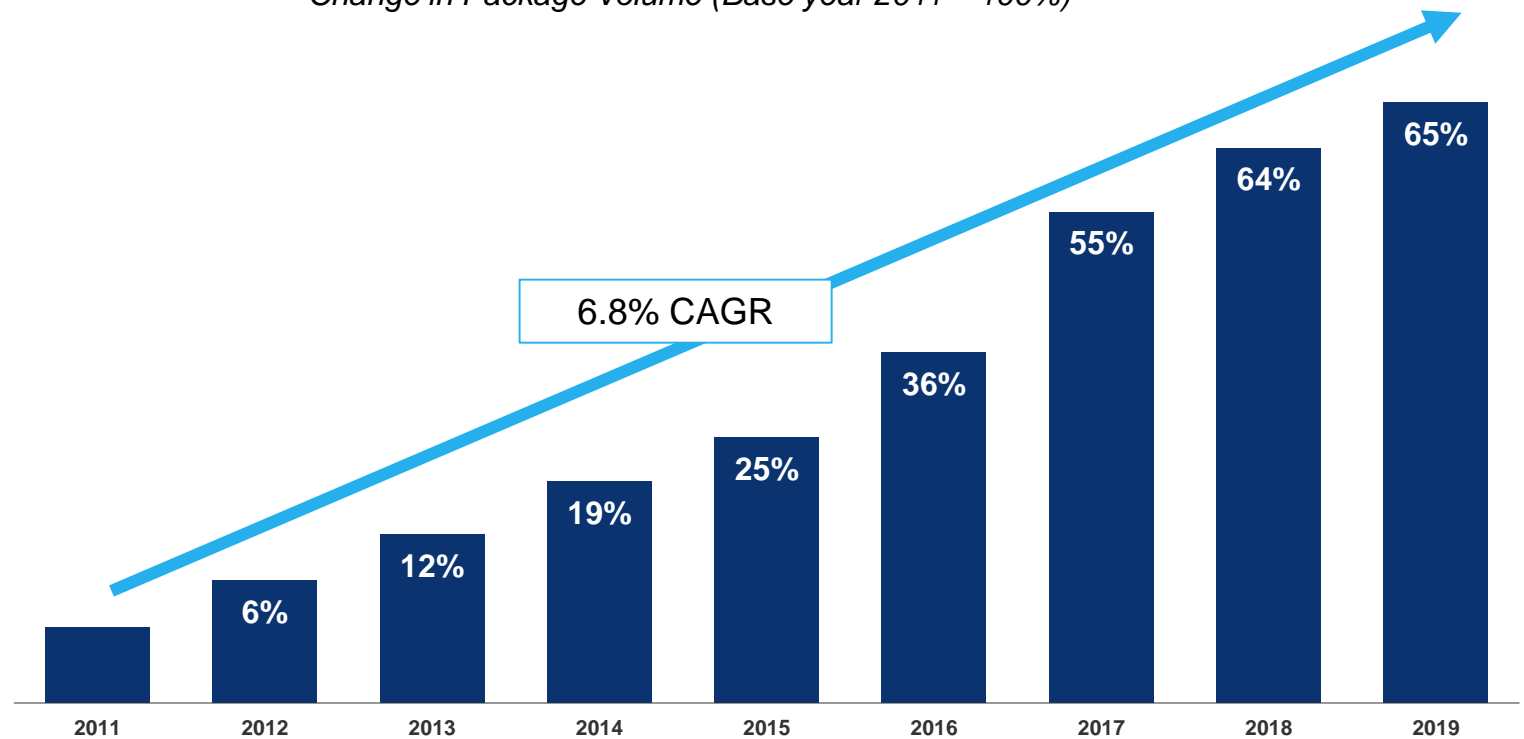


The Key Underlying Express Market is Growing

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

6.8% CAGR since 2011, well above the pace of general airfreight

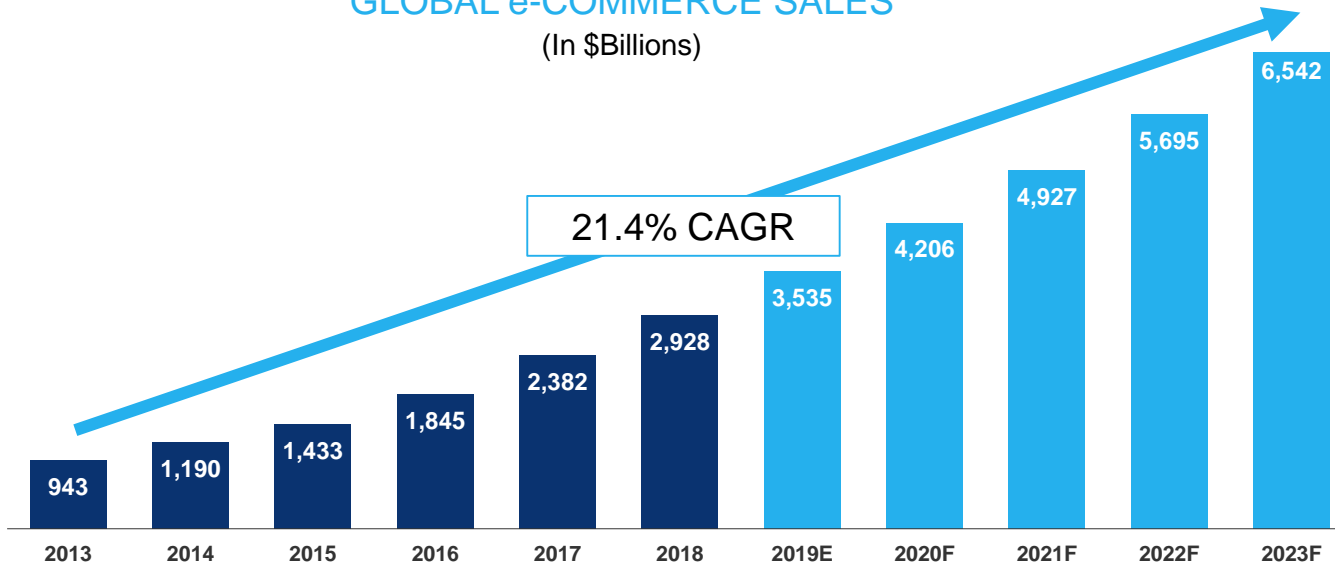
INTERNATIONAL EXPRESS MARKET – DHL, FedEx and UPS
Change in Package Volume (Base year 2011 – 100%)



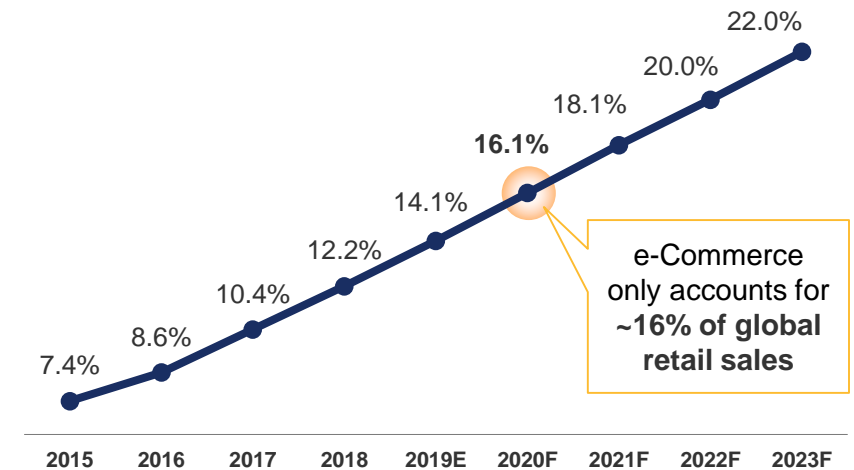
Notes: Weighted average of growth rates in international express package volume reported by these express operators
Weighting is 50% DHL, 25% UPS and 25% FedEx. 2016-2017 FedEx reported data reflects beneficial impact of TNT acquisition

e-Commerce Growth

GLOBAL e-COMMERCE SALES
(In \$Billions)



e-COMMERCE PENETRATION
(as percentage of global retail sales)



USA

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



CHINA

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



INDIA

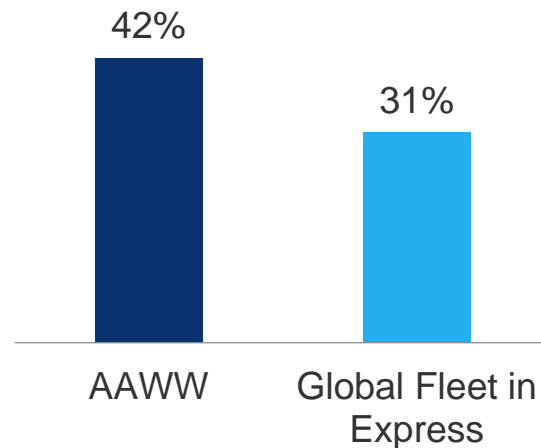
300M internet users
25% mobile penetration
2% e-Commerce penetration



Fleet Aligned with Express and e-Commerce

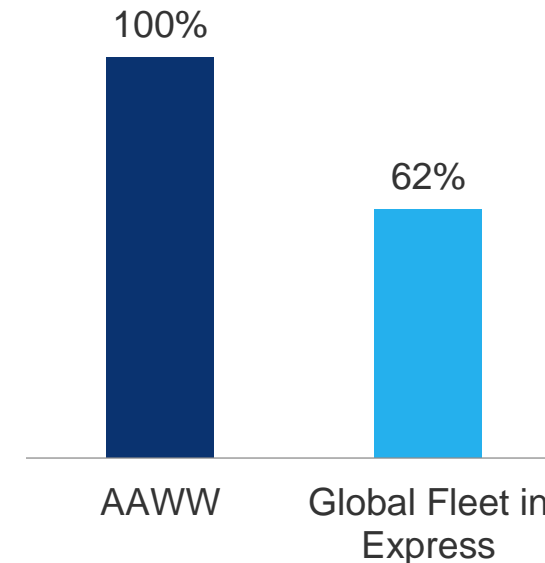
Atlas Fleet
in Express/
e-Commerce
Compared with
Global Fleet

LARGE WIDEBODY



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

MEDIUM WIDEBODY



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

A Strong Leader in a Vital Industry

ATLAS

Modern, reliable, fuel-efficient fleet

Differentiated fleet solutions:
747, 777, 767, 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**

THE INDUSTRY

Airfreight is **vital to global trade growth**

~\$6.7 trillion of goods airfreighted annually;
~35% of total world trade

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

Significant growth in **U.S. domestic** air markets

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

Airfreight provides **a compelling value
proposition**





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 long-term growth market** and focused on opportunities to **continue to deliver future growth**

OUR VISION

To be our customers'
most trusted partner

OUR MISSION

To leverage our core
competencies and
organizational capabilities



Delivering a Strong Value Proposition

TRADITIONAL AIRFREIGHT

- **To grow ~4%** through 2038
- Airfreight: **35% of the value** of world trade
- Airlines seeking **more efficient and flexible freighter solutions**

EXPRESS

- Strong growth with **~7% 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**

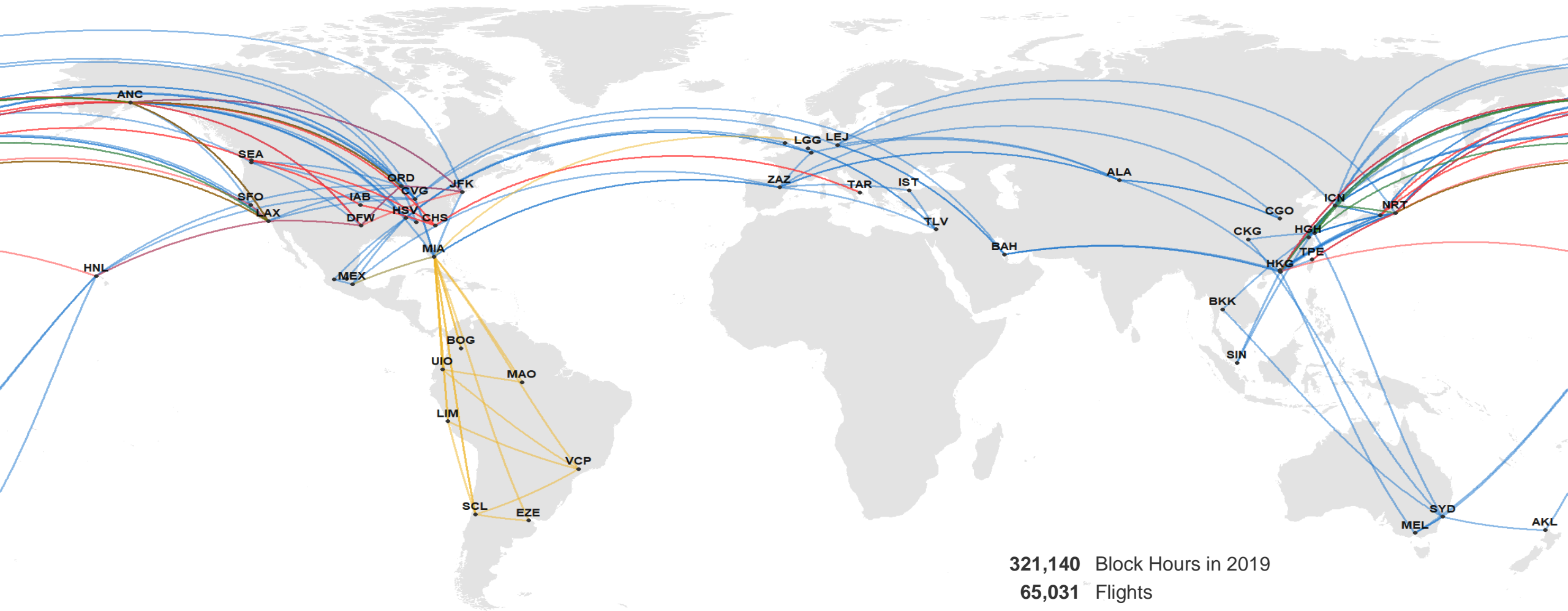
MULTIPLE...

services
markets
fleet types

ATLAS AIR

positioned to
deliver value
and growth

Global Operating Network



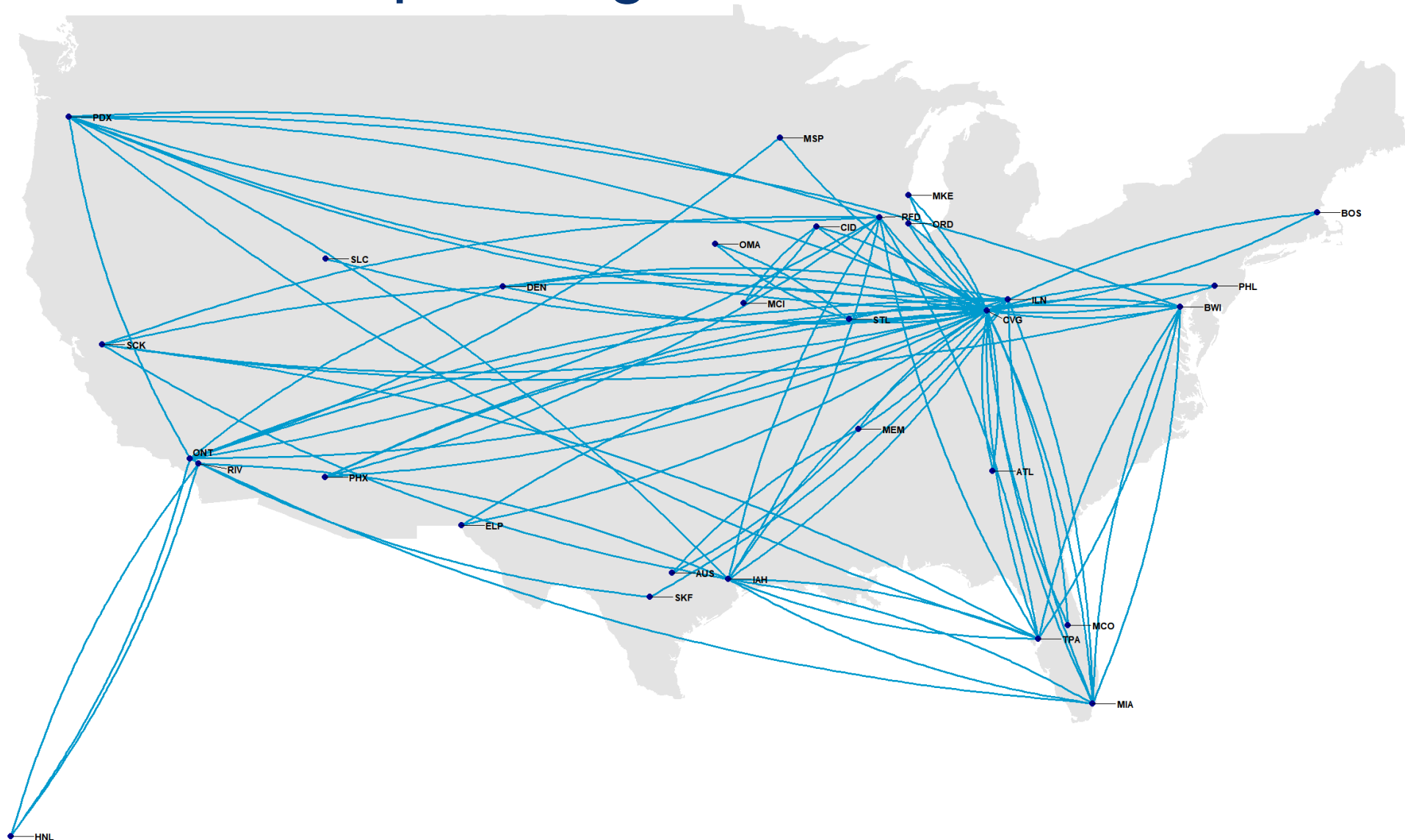
321,140 Block Hours in 2019

65,031 Flights

400 Airports

90 Countries

North America Operating Network



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**



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

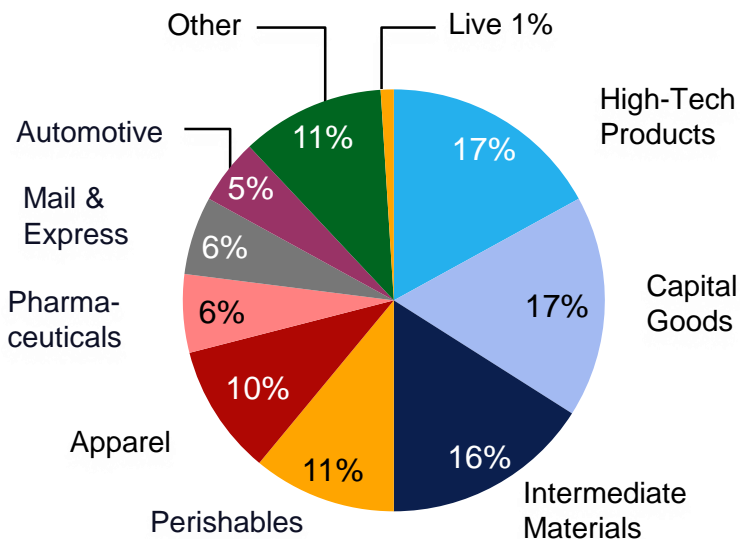
Products/supply
chains with
just-in-time delivery
requirements

SPECIALTY CONSIDERATION

Products with
significant security
considerations

BY SECTOR

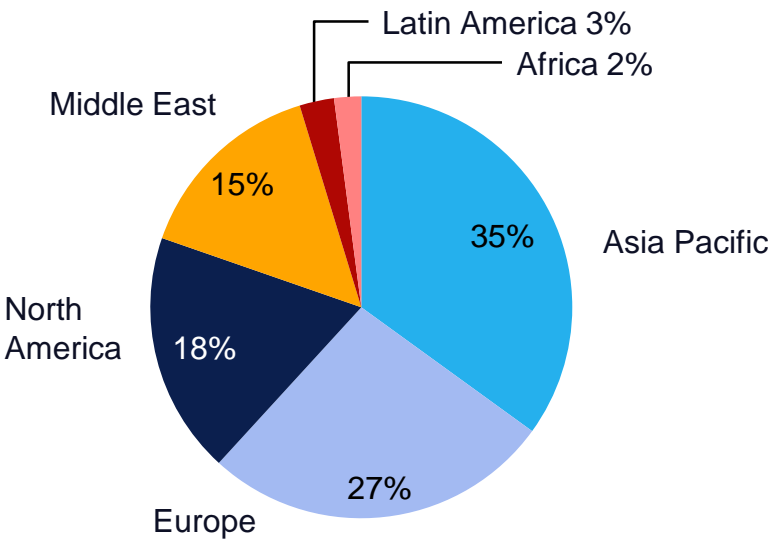
Industry Sectors Served by AAWW Customers



By Sectors Chart Source: Atlas research
By Region Chart Source: International Air Transport Association – January 2020

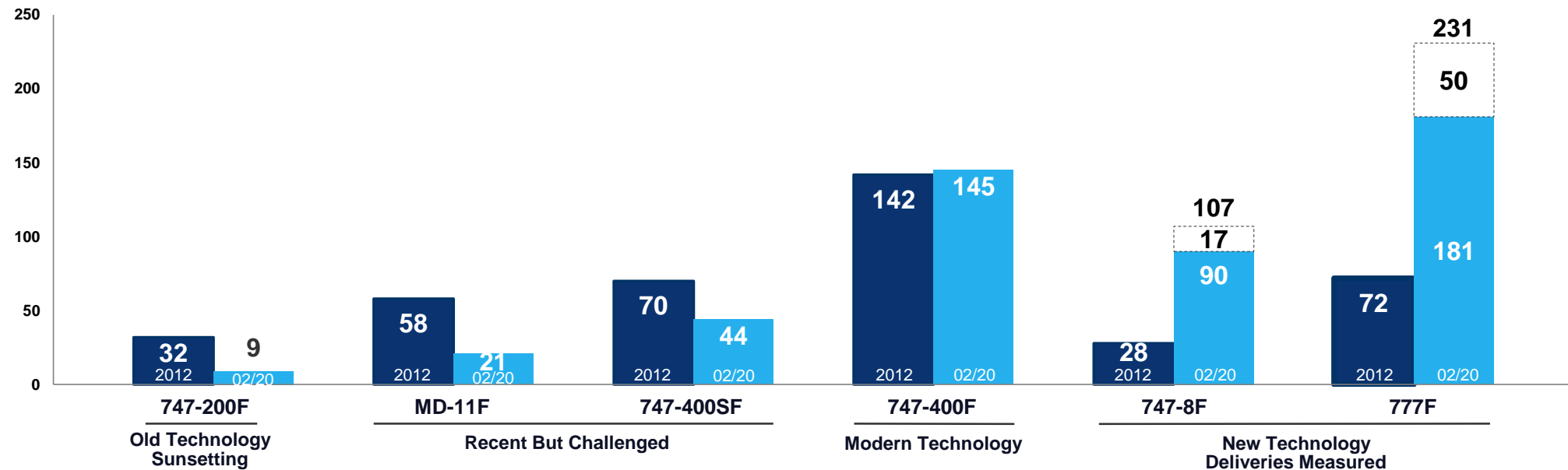
BY REGION

Percent of International Freight Tonne Kilometers (FTKs)



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

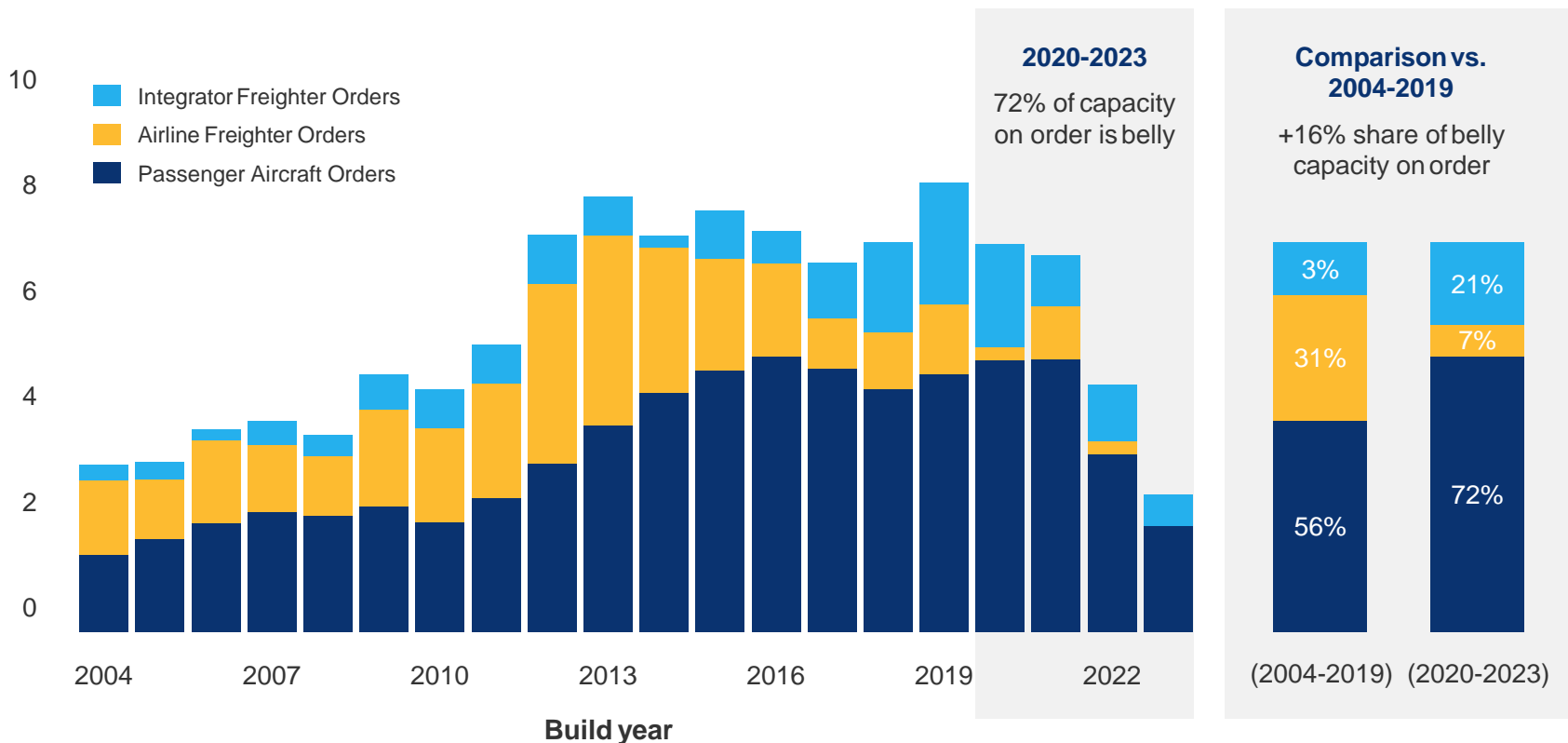


Sources: Atlas (February 2020), Ascend (February 2020), Boeing (February 2020), company reports. Excludes parked aircraft, aircraft in Express operations, combis and tankers; 747-200F total includes -100s and -300s. Boeing February 2020 777F total includes 66 with express operators (43 with FedEx, 14 AeroLogic/DHL, and 9 for DHL Express)

Limited Production Freighter Capacity on Order

FACTORY BUILT FREIGHTER & BELLY CAPACITY (ON ORDER)

Thousand tonnes



2019-2037*

980 NEW FREIGHTERS

1,670 CONVERTED

800+ TO BE RETIRED

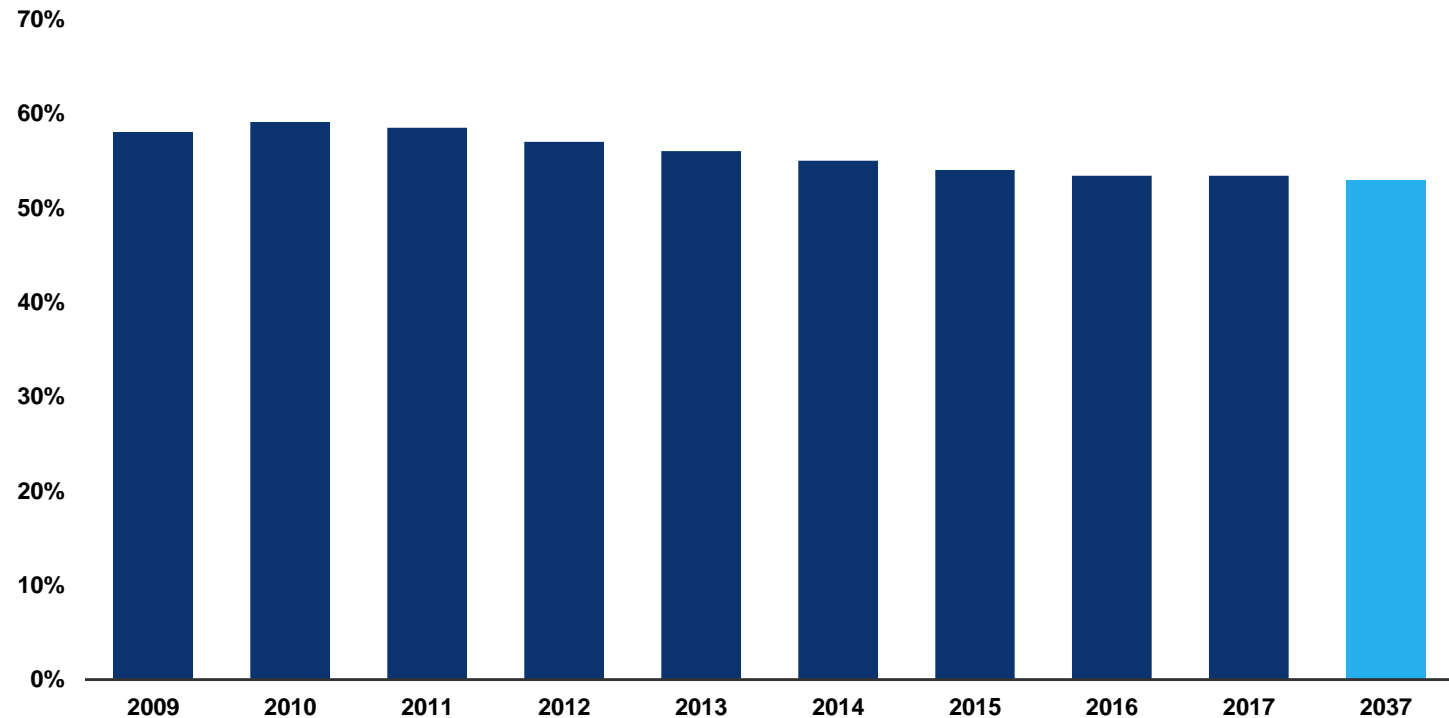
Source: Ascend Fleet Database, Boeing World Air Cargo Forecast
*Based on 4.2% annual demand growth

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



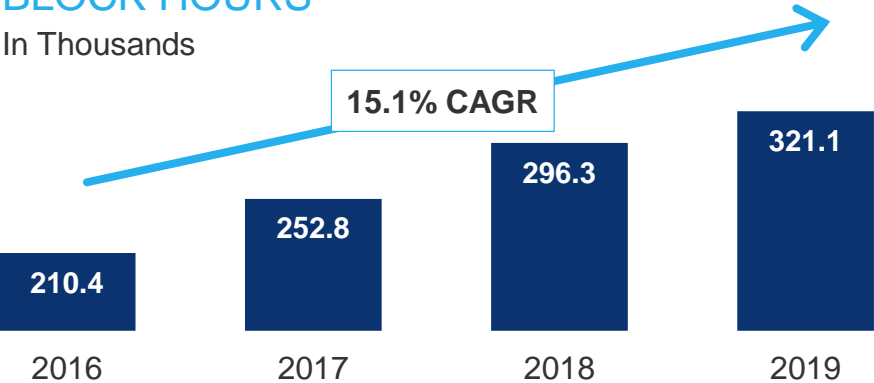
DEDICATED FREIGHTERS WILL CONTINUE TO CARRY MORE THAN HALF OF AIR CARGO TRAFFIC

*Considering 28 tonnes max structural cargo capacity available after allocating capacity to bags carried
Sources: Atlas, Boeing

Financial and Operating Trends

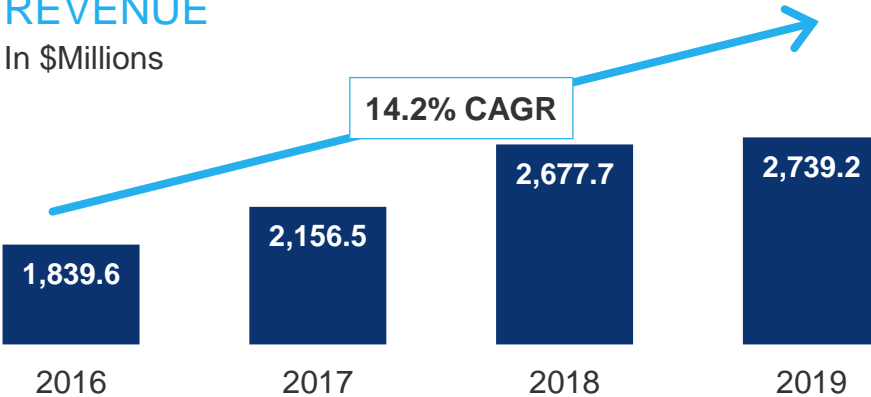
BLOCK HOURS

In Thousands



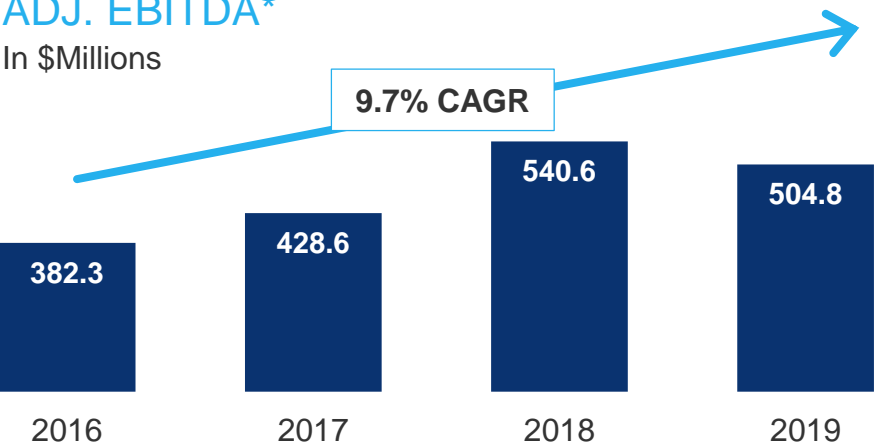
REVENUE

In \$Millions



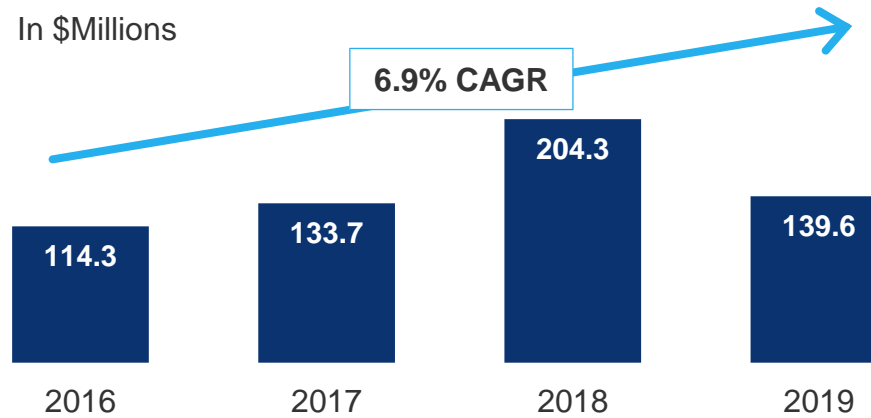
ADJ. EBITDA*

In \$Millions



ADJ. NET INCOME*

In \$Millions



*See February 20, 2020 press release for Non-GAAP reconciliations

2020 Framework

REVENUE/EARNINGS

Revenue

~\$2.8 billion

Adj. EBITDA

To grow by a mid-teens percentage compared with 2019

Adj. Net Income

To increase by a high-30% to low-40% level compared with 2019

OTHER 2020 KEY ITEMS

Block Hours

~325,000

~75% of total in ACMI

Balance in Charter

Maintenance Expense

~\$380 million

Depreciation/Amortization

~\$250 million

Core Capex

~\$90 to \$100 million

Adj. Effective Tax Rate

~21.0%

1Q20 OUTLOOK

Block Hours

~75,000

Revenue

~\$640 million

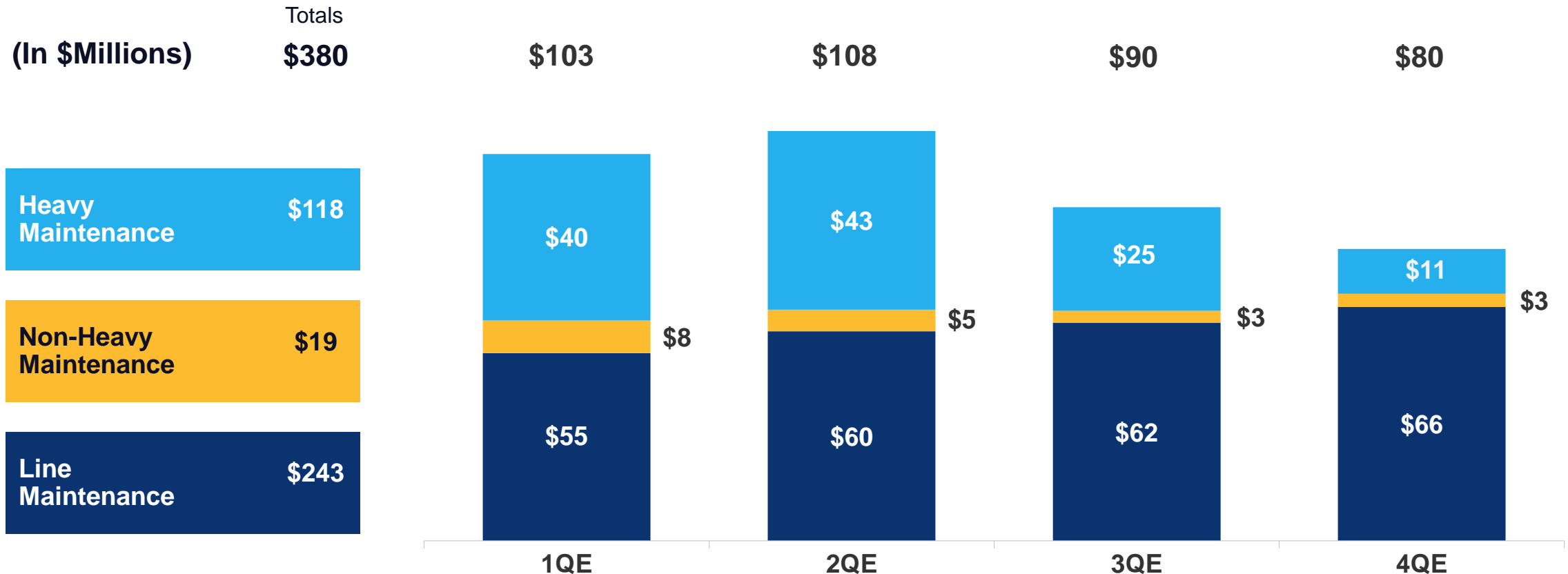
Adj. EBITDA

~\$90 million

Adj. Net Income

To range from approximately breakeven to a modest profit

2020 Maintenance Expense



- **Line maintenance** expense increases commensurate with additional block hour flying
- **Line maintenance** expense is approximately \$750 per block hour
- **Non-heavy maintenance** includes discrete events such as APU, thrust reverser, and landing gear overhauls

Note: Figures subject to rounding

Reconciliation to Non-GAAP Measures

(In \$Millions)	2Q18	3Q18	4Q18	1Q19	2Q19	3Q19	4Q19
FACE VALUE OF DEBT	\$ 2,644.1	\$ 2,674.2	\$ 2,601.3	\$ 2,530.4	\$ 2,511.4	\$ 2,483.4	\$ 2,484.4
PLUS: PRESENT VALUE OF OPERATING LEASES	684.2	656.4	626.0	621.8	591.9	568.8	536.2
TOTAL DEBT	\$ 3,328.3	\$ 3,330.6	\$ 3,227.3	\$ 3,152.2	\$ 3,103.3	\$ 3,052.3	\$ 3,020.6
LESS: CASH AND EQUIVALENTS	\$ 227.9	\$ 226.2	\$ 232.7	\$ 164.5	\$ 120.8	\$ 80.7	\$ 113.4
LESS: EETC ASSET	24.1	20.2	16.3	11.4	7.2	2.1	0.9
LTM EBITDAR	\$ 645.5	\$ 674.7	\$ 711.8	\$ 736.3	\$ 687.7	\$ 659.6	\$ 658.8
NET LEVERAGE RATIO	4.8x	4.6x	4.2x	4.0x	4.3x	4.5x	4.4x

Present Value of Operating Leases: As of January 1, 2019, operating leases are recognized on the consolidated balance sheet.

EBITDAR: Earnings before interest, taxes, depreciation, amortization, aircraft rent expense, customer incentive asset amortization, special charge, costs associated with transactions, leadership transition costs, unrealized loss (gain) on financial instruments, other, net, as applicable.



Thank You