



Quarterly Review 2Q 2021

August 5, 2021

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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 release dated August 5, 2021, which is posted at www.atlasairworldwide.com.



Key Takeaways

SAFETY IS OUR TOP PRIORITY

- Taking extensive precautions to protect our employees and operations
- Delivering safe and high-quality service for our customers

PLAYING A VITAL ROLE IN THE GLOBAL SUPPLY CHAIN

- Bringing goods to market with unmatched speed and reliability
- Carrying express, e-commerce, manufacturing and other essentials
- Airfreight volumes now exceeding pre-pandemic levels
- Favorable economic and supply chain conditions

ACTIVELY MANAGING OUR FLEET

- Acquired three existing 747-400Fs previously on lease to us
- Purchasing five other 747-400Fs at the end of their existing lease terms
- Ensuring these aircraft remain in our fleet for our customers

EXECUTING OUR STRATEGIC PLAN

- Unmatched fleet of aircraft and global operating capabilities
- Leveraging the strength and flexibility of our business model
- Capitalizing on market conditions and positioning Atlas for the future



2Q21 Highlights

BUSINESS MOMENTUM CONTINUING

- Strong demand for our aircraft and services
- Increased aircraft utilization
- Significant reduction of international belly cargo capacity
- Disruption of global supply chains

RESULTS ALSO REFLECTED

- Long-term customer agreements with favorable rates
- Operating five aircraft reactivated in 2020
- Improved passenger flying for the U.S. military
- Lower commercial cargo Charter yields (ex. fuel) vs. exceptionally high rates in April and May 2020

COMPLETING NEW PILOT CONTRACT

- Union provided integrated seniority list
- Arbitration hearings concluded in April
- Both parties submitted post-hearing briefs in June
- Expecting arbitrator's binding decision in late 3Q21



Outlook

3Q21 OUTLOOK

Revenue

Nearly \$1.0 billion

Adj. EBITDA

~\$250 million

Adj. Net Income

To grow ~50% compared with 3Q20 adj. net income of \$82.7 million

Block Hours

>90,000

Maintenance Expense

~\$100 million

2021 COMMENTARY

Strong momentum continuing in 3Q21

Economic and supply chain conditions favorable for airfreight

Anticipate capacity on long-haul trade lanes to remain tight

Monitoring developments related to COVID-19 and expect continued expenses

2021 KEY ITEMS

Maintenance Expense

Expected to be lower than 2020

Depreciation/Amortization

~\$275 million

Core Capex

~\$105 to \$115 million

2Q21 Summary

BLOCK HOURS

93,190

REVENUE

\$990.4M

ADJ. EBITDA*

\$243.7M

DIRECT CONTRIBUTION

\$242.6M

ADJUSTED NET INCOME*

\$121.8 million

REPORTED NET INCOME

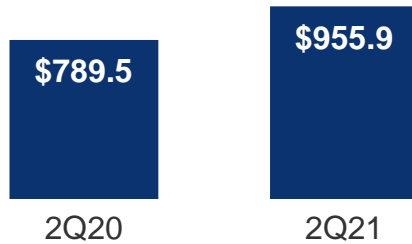
\$107.1 million

*See August 5, 2021 press release for Non-GAAP reconciliations.

2Q20 vs. 2Q21 Segment Overview

AIRLINE OPERATIONS REVENUE

In \$Millions



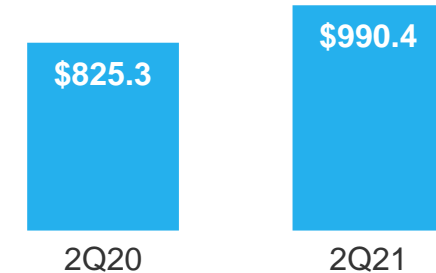
DRY LEASING REVENUE

In \$Millions



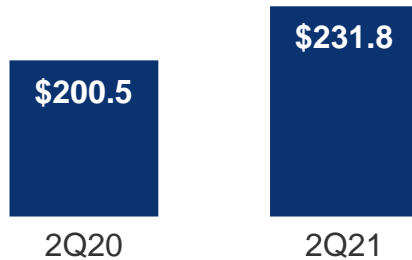
TOTAL REVENUE*

In \$Millions



AIRLINE OPERATIONS CONTRIBUTION

In \$Millions



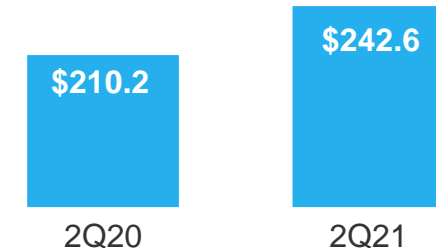
DRY LEASING CONTRIBUTION

In \$Millions



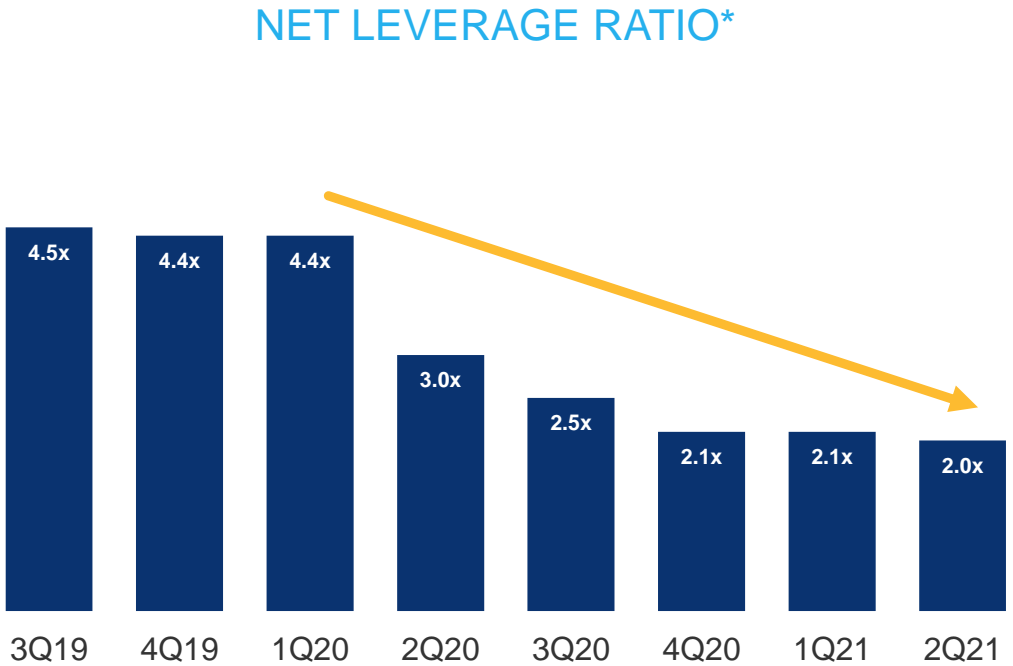
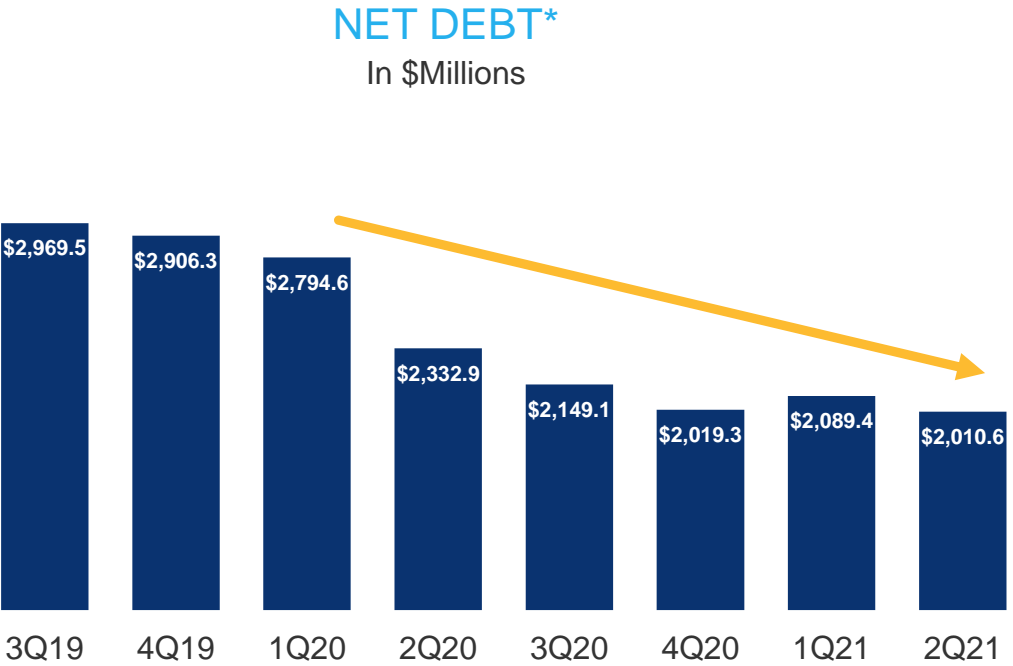
TOTAL CONTRIBUTION

In \$Millions



*Total revenue includes other revenue and customer incentive asset amortization.

Net Debt and Net Leverage Ratio



**Debt and finance lease payments of
~\$100 million per quarter**

*See Appendix for Non-GAAP reconciliation.

Key Takeaways

SAFETY IS OUR TOP PRIORITY

- Taking every precaution to protect our employees and operations
 - Delivering safe and high-quality service for our customers
 - Safely transporting essential goods around the world
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ONGOING POSITIVE MARKET DYNAMICS

- Strong business momentum continuing in 3Q21
 - Capitalizing on current airfreight market
 - Entering and extending long-term customer agreements
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COMPLETING NEW PILOT CONTRACT

- Union provided integrated seniority list
- Arbitration hearings concluded in April
- Both parties submitted post-hearing briefs in June
- Expecting arbitrator's binding decision in late 3Q21

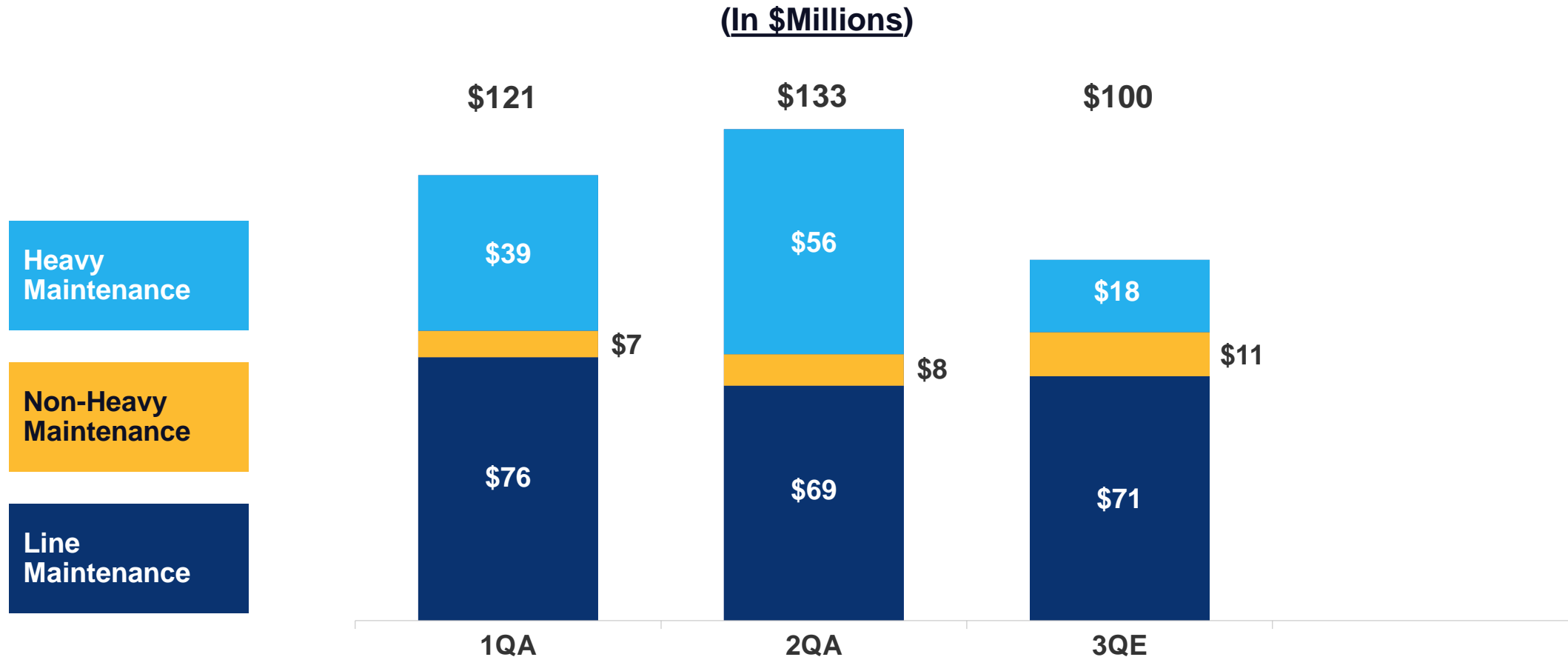




Appendix



2021 Maintenance Expense



- **Line maintenance** expense increases commensurate with additional block hour flying
- **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)	3Q19	4Q19	1Q20	2Q20	3Q20	4Q20	1Q21	2Q21
FACE VALUE OF DEBT	\$ 2,483.4	\$ 2,484.4	\$ 2,530.0	\$ 2,606.4	\$ 2,457.9	\$ 2,399.0	\$ 2,370.6	\$ 2,456.4
PLUS: PRESENT VALUE OF OPERATING LEASES	568.8	536.2	500.2	465.7	420.5	476.6	432.8	314.7
TOTAL DEBT	\$ 3,052.3	\$ 3,020.6	\$ 3,030.2	\$ 3,072.1	\$ 2,878.4	\$ 2,875.6	\$ 2,803.4	\$ 2,771.1
LESS: CASH AND EQUIVALENTS	\$ 80.7	\$ 113.4	\$ 235.6	\$ 739.2	\$ 729.3	\$ 856.3	\$ 714.0	\$ 760.5
LESS: EETC ASSET	2.1	0.9	0.0	0.0	0.0	0.0	0.0	0.0
NET DEBT	\$ 2,969.5	\$ 2,906.3	\$ 2,794.6	\$ 2,332.9	\$ 2,149.1	\$ 2,019.3	\$ 2,089.4	\$ 2,010.6
LTM EBITDAR	\$ 659.6	\$ 658.8	\$ 642.2	\$ 789.5	\$ 874.9	\$ 941.1	\$ 998.0	\$ 988.1
NET LEVERAGE RATIO	4.5x	4.4x	4.4x	3.0x	2.5x	2.1x	2.1x	2.0x

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 and amortization, aircraft rent expense, customer incentive asset amortization, CARES Act grant income, loss (gain) on disposal of aircraft, special charge, costs associated with the Payroll Support Program, costs associated with a customer transaction with warrants, costs associated with our acquisition of Southern Air, accrual for legal matters and professional fees, costs associated with refinancing debt, leadership transition costs, certain contract start-up costs, net insurance recovery and unrealized loss (gain) on financial instruments, as applicable.



Thank You



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