

ATLAS AIR WORLDWIDE HOLDINGS INC
Form DEFA14A
May 19, 2015

UNITED STATES
SECURITIES AND EXCHANGE COMMISSION

Washington, D.C. 20549

SCHEDULE 14A

**PROXY STATEMENT PURSUANT TO SECTION 14(A) OF THE SECURITIES
EXCHANGE ACT OF 1934**

Filed by the Registrant

Filed by a Party other than the Registrant

Check the appropriate box:

Preliminary Proxy Statement

Confidential, for Use of the Commission Only (as permitted by Rule 14a-6(e)(2))

Definitive Proxy Statement

Definitive Additional Materials

Soliciting Material Under Rule 14a-12

ATLAS AIR WORLDWIDE HOLDINGS, INC.
(Name of Registrant As Specified In Its Charter)

N/A

(Name of Person(s) Filing Proxy statement, if Other Than the Registrant)

Payment of Filing Fee (Check the appropriate box):

No fee required.

Fee computed on table below per Exchange Act Rules 14a-6(i)(4) and 0-11

(1) Title of each class of securities to which transaction applies:

- (2) Aggregate *number* of securities to which transaction applies:

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- (4) Proposed maximum aggregate value of transaction:

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- (1) Amount Previously Paid:

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Shareholder Engagement
Shareholder Engagement
Proxy Season 2015
Proxy Season 2015

Executive Summary

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Pay for

Performance

Alignment

Shareholder

Outreach and

Responsiveness

Business

Performance

Commitment to

Best Practices

Capital Allocation

Strategy

We made changes to our compensation program as a result of shareholder

engagement, including changes being implemented in 2014 after last year's vote

In
late
2014

early
2015,
we
reached
out
to
nearly
75%
of
shares
outstanding

to
discuss governance and compensation matters

We delivered strong performance in 2014 with total shareholder return of 21.3%,
significantly exceeding peers; this strong performance has continued into 2015

We
executed
on
a
strategic
plan
that
positioned
us
to
capitalize
on
market
improvement and the strong operating leverage of our model

We
remain
committed
returning
value
to
shareholders;

in
2014,
we
maintained
a
strong cash position and repurchased 1.8% of outstanding shares (after
repurchasing 6.5% in the prior year)

More
than

65%
of
total
compensation
opportunity
is
performance-based,
including
majority of long-term compensation
Robust
process
for
setting
performance
metrics
to
align
with
our
short-
and
long-
term operating plans, budget and anticipated market conditions
Payouts
strongly
linked
to
company
performance:
2012

2014
long-term
(3
year)
performance awards vested at 25% (50% of target) while 2014 annual incentive
payout was 2x target, reflecting performance during respective periods
We maintain strong, well-balanced governance practices, including a highly
qualified board, independent board leadership, and best practices that promote
accountability and protect shareholder rights

Following extensive shareholder outreach in 2013 and the first half of 2014, we continued to maintain an **active dialogue with our shareholders over the last year**

In late 2014

early 2015, we reached out to holders of **nearly 75% of our outstanding**

shares

to

help

our

Board

better

understand

the

evolving

perspectives

of

our
shareholders regarding the Company's governance and compensation practices
In response to these outreach efforts, we held in person or telephonic meetings with
holders of **approximately 55% of our outstanding shares**

We continue to engage extensively with our investors to **solicit their points of view**
and consider further improvement

Shareholder Outreach and Engagement

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We value our shareholders
input and continue to solicit feedback

Strong Performance in 2014

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The Company performed well in 2014, delivering strong stock price performance and total shareholder return

We executed on our strategic initiatives to strengthen and diversify our business mix, expand our customer base, generate cost savings through operating efficiencies, and enhance our portfolio of assets and services

Our results reflected the strength of our ACMI and Charter businesses, growth in Dry Leasing, progress in our efficiency and productivity initiatives, and an increase in the average utilization of our operating fleet during the year as we capitalized on improving market demand

Operating Revenue

\$1.8 billion

9% v. 2013

2014

Total

Shareholder

Return

Financial Results

Net Income

\$106.8 million

EPS

\$4.25

14% v. 2013

16% v. 2013

1

All calculations as of 12/31/2014. AAWW and Russell TSR calculations reflect change in share price plus returns of capital, including share repurchases; S&P SmallCap 600 reflects only change in index value

1

Strong TSR Performance for 2014 & 2015

AAWW and Russell 2000 Total Shareholder Return (TSR) calculations reflect change in share price plus returns of capital, including dividends and share repurchases.

S&P SmallCap 600 reflects only change in index value.

All calculations are as of May 15, 2015.

Last Year Through The Present

Last 12 Months

5

~70-75% of AAWW block hours

ACMI

Provide outsourced cargo and passenger aircraft operating solutions, including aircraft, crew, maintenance and insurance. Customers assume fuel, demand and yield (rate) risk and most other operational fees and costs

CMI (Crew, Maintenance and Insurance)

Provides outsourced cargo and passenger aircraft operating solutions, including the provision of crew, maintenance and insurance, while customers provide the aircraft and assume fuel, demand and yield risk and most other operational fees and costs

We

are
a
leading
global
provider
of
outsourced
aircraft
and
aviation
services,
operating
the
world's
largest
fleet
of
Boeing
747
freighters,
as
well
as
Boeing
747
and
767
passenger
aircraft
and Boeing 767 freighters
ACMI
(Aircraft, Crew, Maintenance, and Insurance)
A Diverse Service Provider of Global Airfreight
6
~25-30% of AAWW block
hours
Provides cargo and passenger
aircraft charter services to
customers including the U.S.
Military Air Mobility Command,
brokers, freight forwarders,
direct shippers, airlines, sports
teams and fans, and private
charter customers
Charter
Revenue not tied to block
hours
Provide cargo and
passenger aircraft and
engine leasing solutions

Significantly growing part of
our business
Dry
Leasing
Reportable Segments

Disciplined Capital Allocation Strategy

7

2014 Actions

Share Repurchases

Paid

down

~\$200

million

of

debt

Acquired

three 777Fs for Dry Leasing

Maintained

strong cash position

Repurchased

1.8%
of
outstanding
shares (after repurchasing 6.5% the prior
year)
Remaining
authority
for
up
to
\$45
million
Repurchases
do
not
affect
EPS
or
other incentive metric calculations
We
are
committed
to
creating,
enhancing
and
returning
value
to
our
shareholders
through
the
disciplined execution of our capital allocation strategy

Changes to Compensation Program for 2014 and
Beyond in Response to Shareholder Feedback

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In
response
to
shareholder
feedback
last
year,
our
Compensation
Committee
made
significant

changes

to

our

2014

compensation

program

to

further

link

pay

and

performance and enhance market alignment

CEO Compensation

Benchmarking

2014 CEO long-term incentive plan (LTI) award grants targeted at median of benchmark peer group; all future CEO total direct compensation pay decisions targeted at median of peers

Annual Bonus

Performance Metrics

Further decreased individual performance element weight for CEO to 20% in 2014 (versus 30% in 2013)

Annual CEO incentive objective weightings include: 60% EPS, 20% customer service and 20% individual

Peer Group

Revised the 2014 peer group to consist of 20 companies in industries similar to ours, with median revenue size approximately equal to AAWW revenues (including revenues of Polar)

Multiple Peer Groups

Single new representative and relevant peer group to benchmark 2014 compensation

Incentive Plans

Performance Metrics

Long-term incentive plan metrics changed from relative to absolute measures tied to our long-term business strategy and metrics important to shareholders (ROIC and EBITDA).

Clawback

Adopted incentive plan clawback policy

Change-in-Control

Provisions

Only

legacy

single

trigger

agreements

remain

outstanding.

Beginning

in

2014,

all

equity

and

other

long-term

incentive

awards

under
our
incentive
plan
include
double

trigger
change-in-control
provisions

As of 2015, less than one half of all outstanding long-term grants are subject to single-trigger change-in-control arrangements; once the outstanding awards vest or expire by their terms, there will be no remaining single-trigger arrangements

Robust Target-Setting Process

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The Compensation Committee sets the annual performance targets for performance-based executive compensation in the beginning of each year

At the time they are set, the Committee believes each target is challenging to achieve under anticipated market conditions; tied directly into annual budget and publicly disclosed outlook

If targets are achieved, it means the Company has successfully met the significant challenges posed

by
business
conditions,
competition,
and

a
volatile

global
market

In setting each target, the Compensation Committee reviews and considers the following factors through a bottoms-up process that starts with department budgets and plans throughout the Company:

- (1) Short- and long-term operating plans and budget
- (2) Publicly disclosed outlook and financial targets
- (3) Company and market performance history
- (4) Economic and air freight industry conditions
- (5) Anticipated difficulty of each target

1
Target performance is set in line with the Company's publicly disclosed outlook, which ensures transparency and rewards management at target only if it is successful in achieving financial results that align with expectations communicated to the market

Approach to Setting Challenging 2014 Metrics

10

The rigor of our targets derives from their alignment with our financial plan which takes into account all relevant factors that may influence our results

for
the
coming
year,
positively
or
negatively

and
not
how
they
compare
to
the
prior year

Our target setting process takes into account prior year results, short-term volatility of our business and the market generally to ensure that our employees are incentivized appropriately to achieve challenging goals

1
Aligning Targets
with Financial
Plan and Market
Conditions
Reasons for
Decline in 2014
Target v. 2013
Results
Transparency to
Shareholders
Regarding
Target Setting

We communicated clearly on the expected decline in earnings related to a decline in military spending to shareholders and the broader market in February 2014

Throughout
the
year,
we
were
able
to
redeploy
the
three
returned
aircraft
in
new long-term contracts
Specifically,

the
2014
target
was
set
early
in
the
year,
and
was
lower
than
the

2013 results due to several important factors, including:

- (1)
Anticipated continued strong contraction in military spending on outsourced airlift
- (2)
Anticipated challenges to redeploying three aircraft that were returned from a long-term contract with British Airways
- (3)
Three consecutive years of essentially no growth in the global airfreight market

Close Link Between Pay and Performance

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Our Compensation Program:

Aligns
annual
incentives
with
key
annual
financial
objectives
that
directly
tie
to

our
strategy
Aligns
long-term
incentive
awards
with
executive
retention
and
our
shareholders
interests
Creates
a
pay
mix
portfolio
with
an
appropriate
balance
of
fixed
and
variable
pay,
as
well
as
performance-
based
pay
having
short-term
and
long-term
components

1
Represents maximum total compensation opportunity in 2014 that was performance-based, including 43.2% in performance-based opportunity and 24.1% in annual incentive opportunity.

2014 CEO Compensation Opportunity

2014 Payouts Reflect Performance Outcomes

Performance-Based Long-Term Incentive (for
3 year period 2012-2014)

Payout at 25% (50% of target),
reflecting a challenging operating
environment in 2012 and 2013

Annual Incentive (2014)

Payout at 2x target, reflecting our strong

2014 performance

1

Effective Compensation Policies and Procedures

12

Significant

At

Risk

Compensation:

>65%

of

maximum

total

CEO

and

total

other

NEOs

target
compensation
is
at
risk
Clawback
Policy:
Adoption
of
a
clawback
of
annual
incentive
compensation
to
discourage
imprudent
risk
taking
Double
Trigger
Vesting
Acceleration:
Double
trigger
in
long-term
equity
and
cash
performance
incentive
awards
No
Change
of
Control
Gross
Ups:
Change
of
control
payments
are
not
grossed
up
for
tax

purposes
Extended
Vesting
Requirements:
Time-based
equity
award
agreements
provide
for
a
four-year
vesting
schedule
Limited
Perquisites:
Strict
limits
on
perquisites
No
Adjustments
for
Shareholder
Buybacks:
Shareholder
buybacks
are
not
factored
in
EPS
calculation
for
AIP
purposes
No
Repricing:
Repricing
of
underwater
stock
options
not
allowed
Stock
Ownership
Requirements:
Minimum
stock

ownership
guidelines
and
recommended
holding
periods
for
stock
No
Hedging
or
Pledging
of
Shares:
Insiders
prohibited
from
hedging
and
pledging
activities
involving
Company
stock
Risk
Management:
Compensation
program
design
does
not
promote
excessive
risk
taking
Independent
Compensation
Consultant:
Retained
by
our
independent
Compensation
Committee
No
Grants
of
Stock
Options:
Equity

awards
with
either
performance-based
vesting
or
extended
time-vesting
requirements
162(m)
Compliant:
AIP
compensation
is
designed
to
qualify
as
performance-based
compensation
under
Section
162(m)
Performance
Assessment:
The
Compensation
Committee
annually
assesses
its
own
performance

Annually elected directors

Majority voting for uncontested Director elections; **adopted new voting** standard, effective at our 2015 annual meeting

Separate CEO and Chairman positions, with a strong independent Chairman role; **appointed a new Chairman, Frederick McCorkle as of May 2014**

All board committees are 100% independent; **appointed a new Chair of the Compensation Committee, Carol Hallett**

All directors are independent (except our CEO)

No poison pill in place

Ongoing dialogue with shareholders

Continued Commitment to Corporate

Governance Best Practices

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1

2

3
4
5
6
7

Our
Board
includes
an
appropriate
balance
of
experience,
tenure,
diversity,
leadership,
skills and qualifications in areas of importance to our Company
Given the diversity of our operations, it is important to bring experience from all areas
key to understanding our business
Balance of Skills, Diversity and Experience

14

Strategic

Planning

Mergers and

Acquisitions

Capital Structure

Civil and

Governmental

Aviation

Legal, Regulatory

and

Government Affairs

Corporate

Governance

Global

Operations

Transportation

and Security

Finance and

Risk

Management

International

and

National Trade

Military

Affairs

Procurement

and

Distribution

Board of Directors

Expertise