

# 32nd CITIC CLSA Investors' Forum

10-11 SEPTEMBER 2025

# Strong Underlying Profitability

	1H 2025 US\$ million	1H 2024 US\$ million	Change
Total revenues and other income	1,242	1,174	↑ 6%
Core lease rental contribution <sup>1</sup>	342	276	↑ 24%
Profit before tax	406	509	↓ 20%
Net profit after tax	342	460	↓ 26%
Core net profit after tax <sup>2</sup>	342	284	↑ 20%
Growth in all business lines			

Notes:

1. Calculated as operating lease rental income and finance lease interest income less aircraft depreciation, finance expenses apportioned to operating lease rental income and finance lease interest income, amortisation of deferred debt issue costs and lease transaction closing costs
2. Excludes the net impact of write-downs related to aircraft in Russia

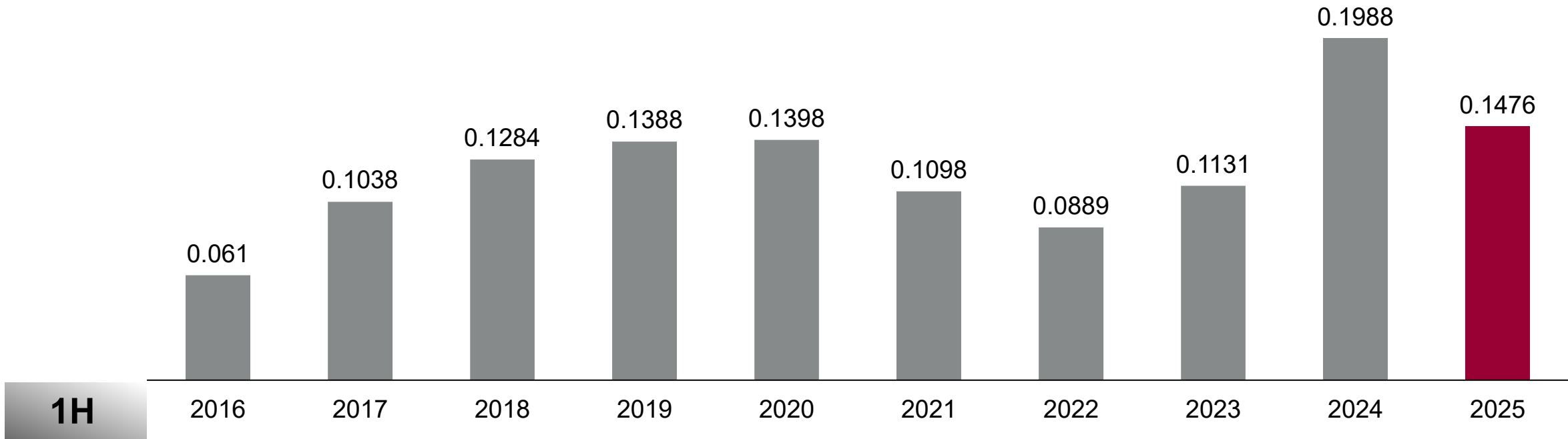
# Robust Balance Sheet and Liquidity

	30 Jun 2025	31 Dec 2024	Change
Total assets (US\$ billion)	25.6	25.1	↑ 2%
Net assets per share (US\$)	9.37	9.17	↑ 2%
Total equity (US\$ billion)	6.5	6.4	↑ 2%
Total liquidity (US\$ billion)	6.1	6.5	↓ 7%
Gross debt to equity (times)	2.6	2.6	↔ Stable

Strong balance sheet, low leverage and access to liquidity provide base for growth

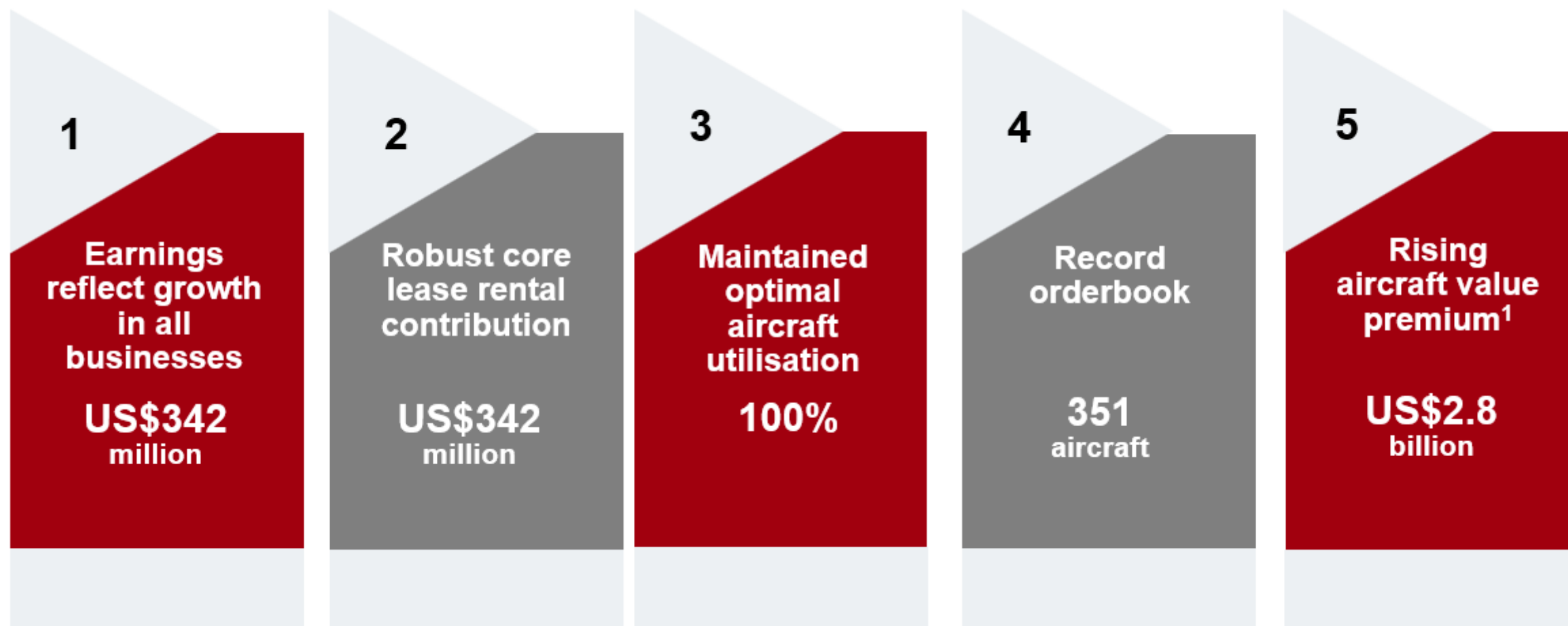
# 2025 Interim Dividend

US\$/share



2025 interim dividend per share of US\$0.1476 represents the second highest on record

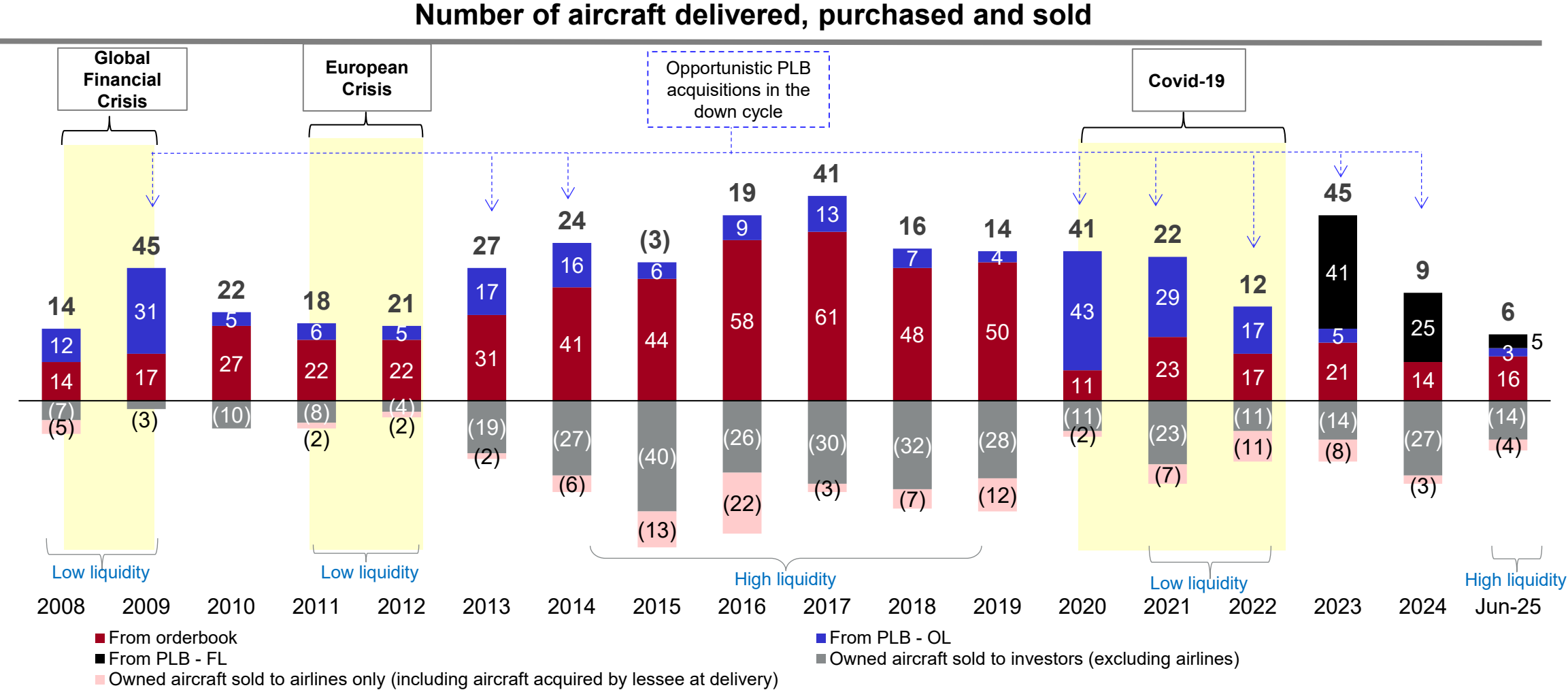
# 1H 2025 Highlights



Note:

1. Average appraised aircraft values in excess of aircraft net book value

# How We Invest



Orderbook provides the core of our future growth

# Total Portfolio Exceeded 830 Aircraft and Engines

## Our portfolio

Asset Type	Owned	Managed	On Order <sup>1</sup>	Total
Airbus A220 family	23	0	0	23
Airbus A320CEO family	60	13	0	73
Airbus A320NEO family	146	0	211	357
Airbus A330CEO family	8	1	0	9
Airbus A330NEO family	6	0	0	6
Airbus A350 family	9	0	0	9
Boeing 737NG family	53	13	0	66
Boeing 737-8/9	81	0	137	218
Boeing 777-300ER	18	3	0	21
Boeing 787 family	32	1	3	36
Freighters	5	1	0	6
Engines	10	0	0	10
<b>Grand total</b>	<b>451</b>	<b>32</b>	<b>351</b>	<b>834</b>

**More than 80% of existing fleet is latest technology aircraft<sup>2</sup>**

All data as at 30 June 2025

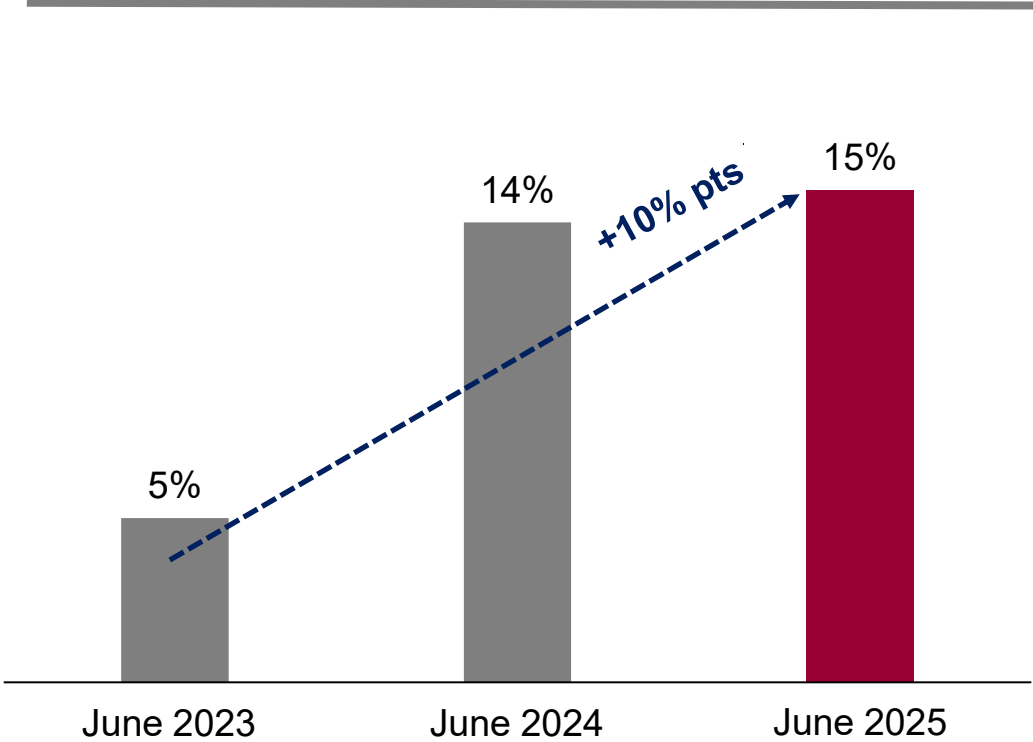
Notes:

1. Comprises all purchase commitments, including 10 where an airline customer has exercised the right to acquire the aircraft on delivery.
2. Based on net book value and finance lease receivables

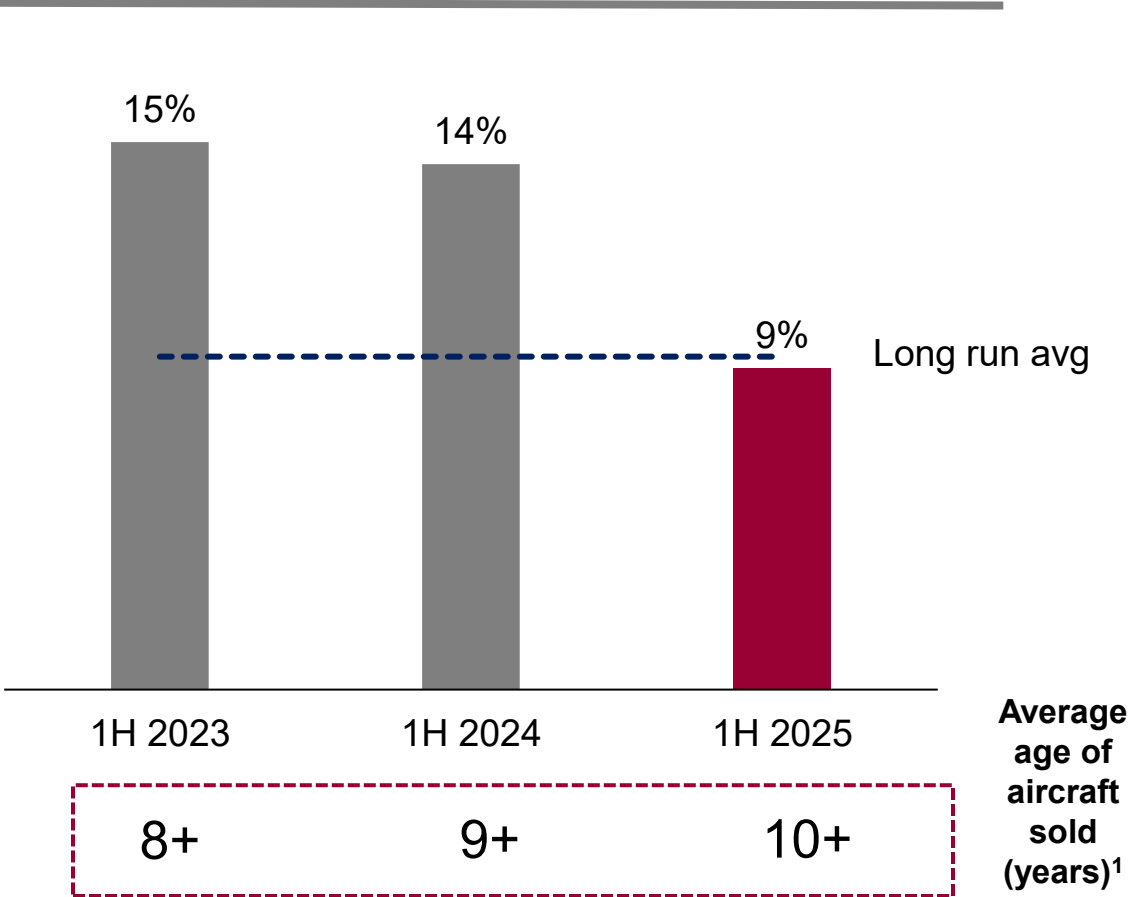


# Gains on Aircraft Sales Deliver Additional Business Value

Average appraised values > aircraft NBV



Gains on aircraft sales margin



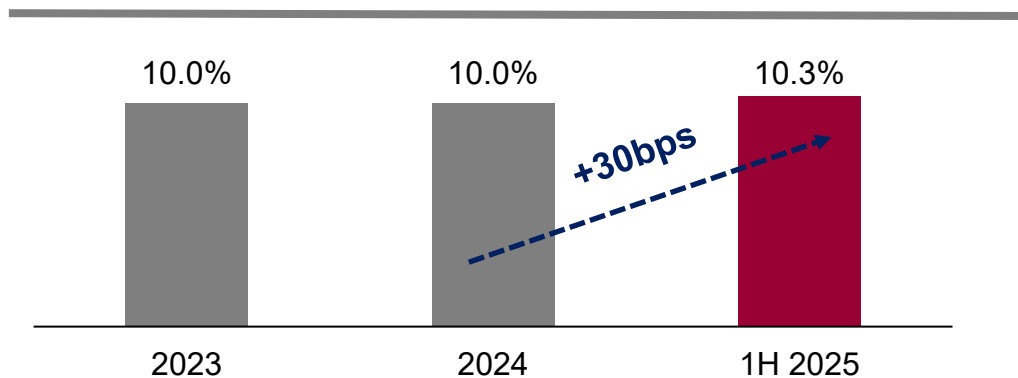
Gains on sale margin matches 9% long-run average but features older, lower-yielding disposals

Note:  
1. Weighted based on net book value

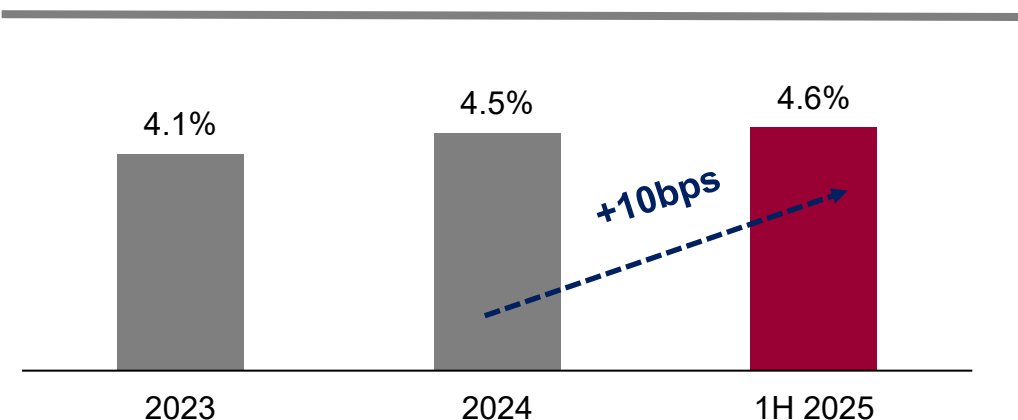


# Lease Yields Lift as Portfolio Composition Improves

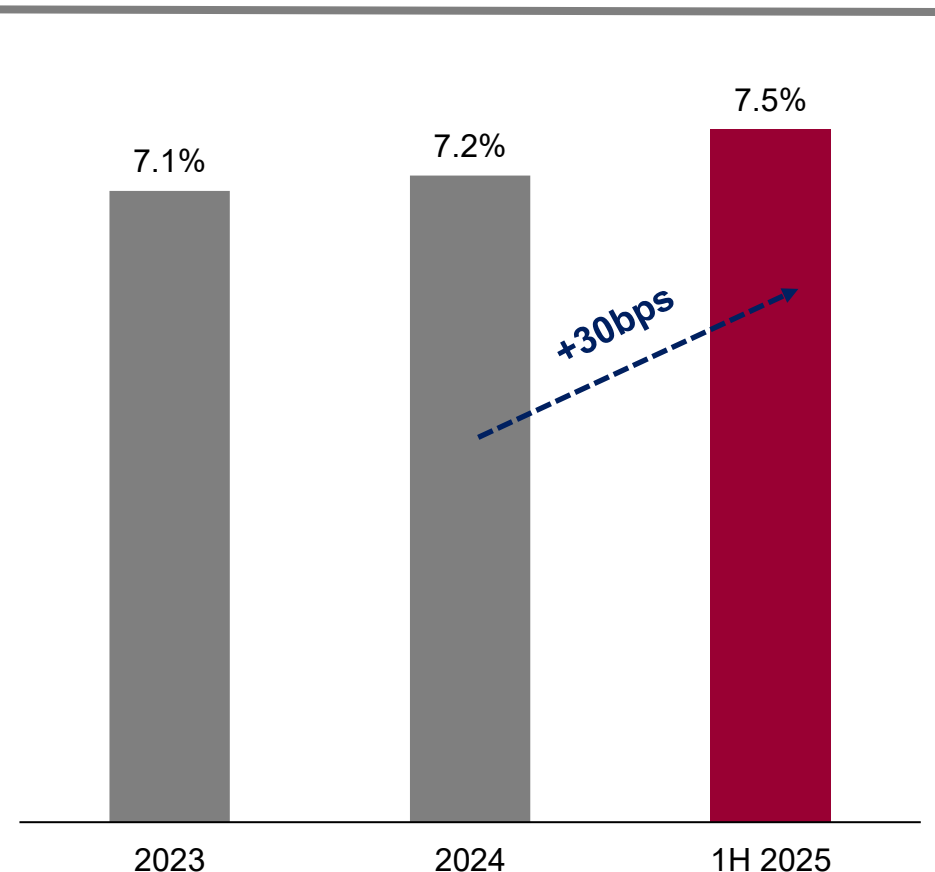
Operating lease rate factor<sup>1</sup>



Cost of debt<sup>2</sup>



Net operating lease yield<sup>3</sup>



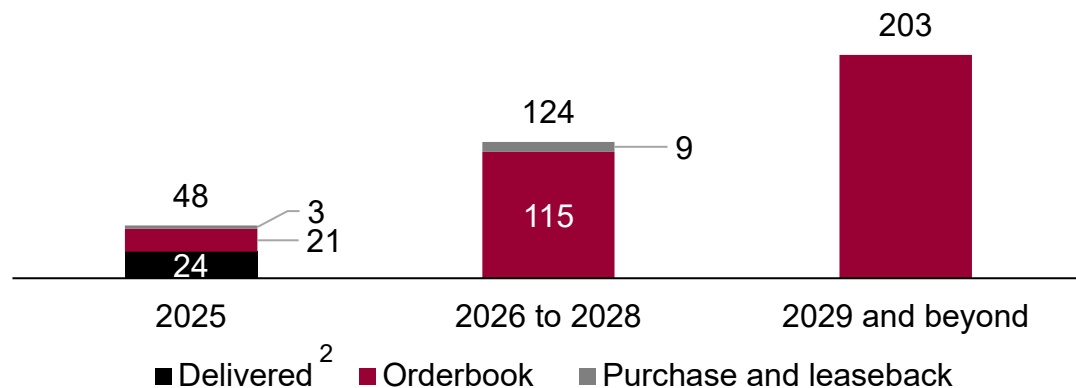
Notes:

1. Calculated as operating lease rental income divided by average aircraft net book value and multiplied by 100%. Annualised for 1H 2025
2. Calculated as the sum of finance expenses and capitalised interest, divided by average total indebtedness. Total indebtedness represents loans and borrowings before adjustments for deferred debt issue costs, fair values, revaluations and discounts/premiums on medium term notes. Annualised for 1H 2025
3. Calculated as operating lease rental income less finance expenses apportioned to operating lease rental income, divided by average aircraft net book value. Annualised for 1H 2025

# Strongest Pipeline of Deliveries in our History

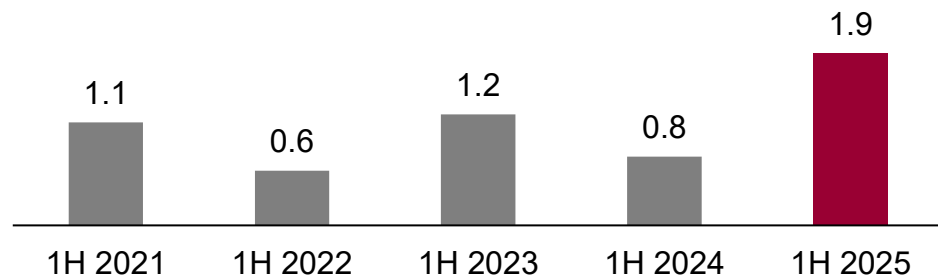
## Orderbook delivery schedule<sup>1</sup>

Number of aircraft



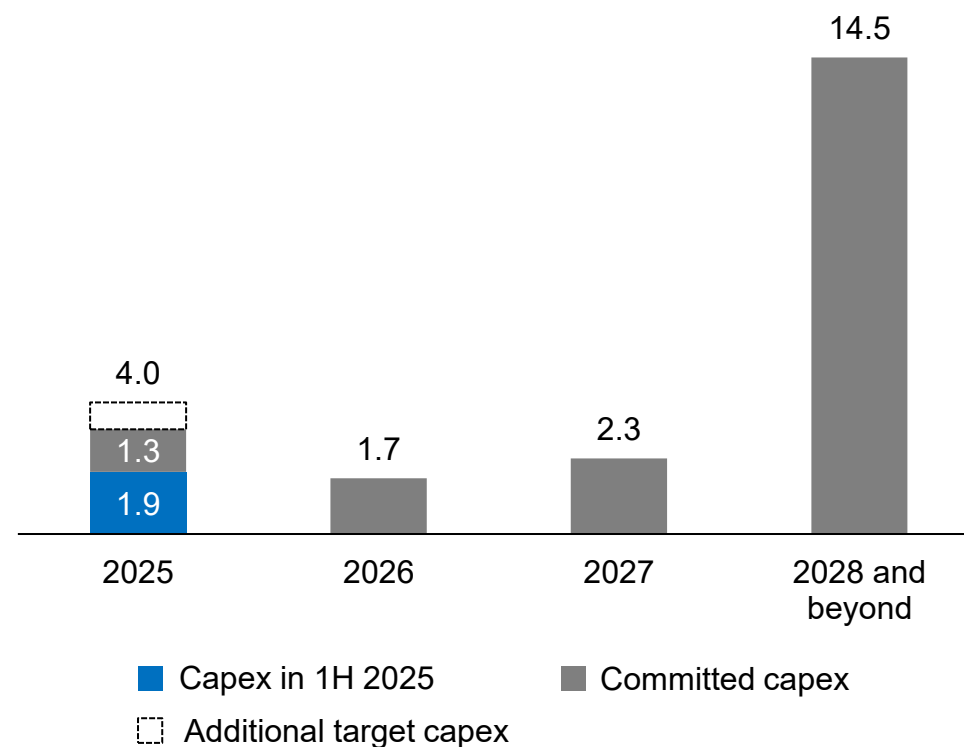
## Highest interim capex since 2020

US\$ billion



## Record total future committed capex of US\$20bn

US\$ billion



**Added 143 delivery positions in 1H 2025**

All data as at 30 June 2025 unless otherwise indicated

Notes:

1. Based on expected delivery dates as at 30 June 2025

2. Aircraft delivered in 1H 2025

# Passenger Traffic Improved in July

Passenger traffic<sup>1</sup>

---

**+4%**

Capacity<sup>2</sup>

---

**+4%**

Passenger load factor<sup>3</sup>

---

**83%**

**High aircraft utilisation driven by aircraft shortages**

Source: IATA, Air passenger market in detail – July 2025

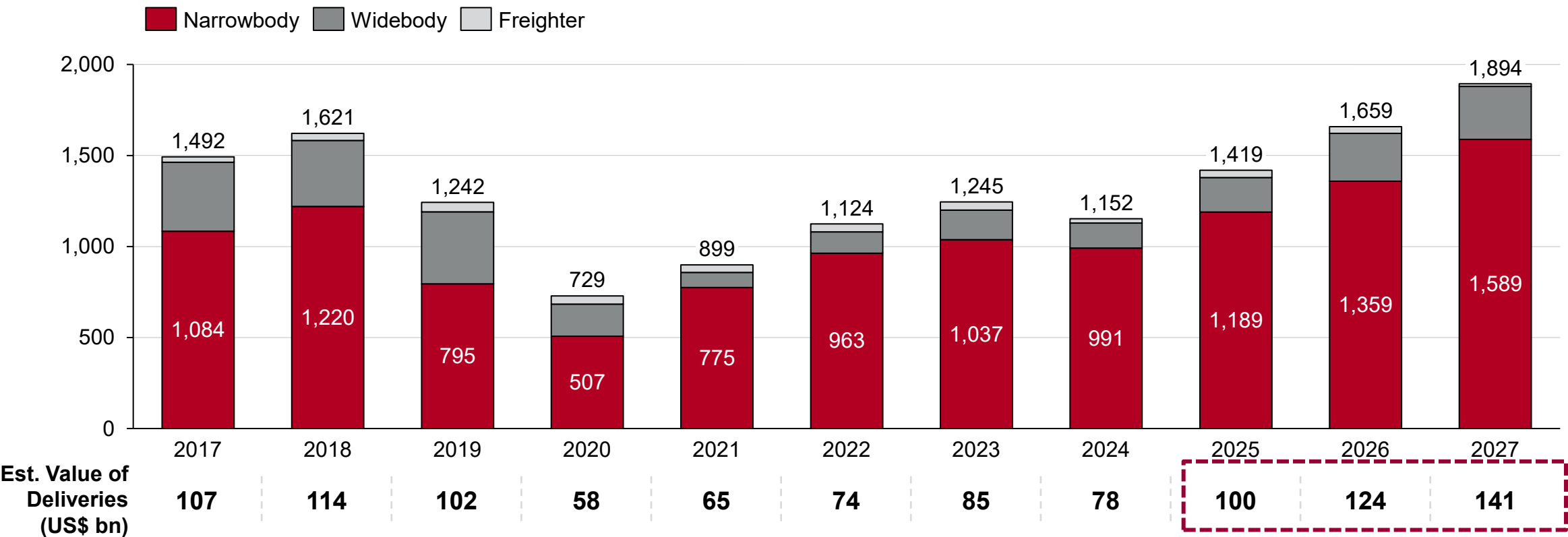
Notes

1. Revenue Passenger-Kilometers (RPK) YoY growth in July 2025
2. Available Seat-Kilometers (ASK) YoY growth in March 2025
3. Passenger load factor as at 31 July 2025

# Industry Will Need to Fund US\$124 Billion of Aircraft in 2026

Total aircraft deliveries

All aircraft<sup>1,2</sup>



Addressable market growing at over 20% per annum

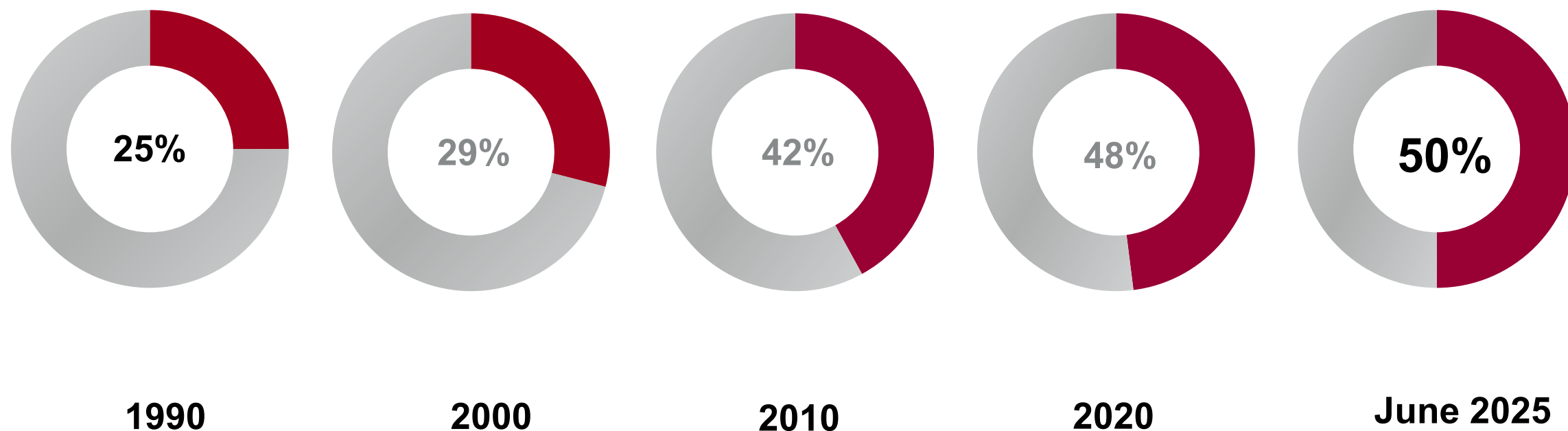
Sources: BOC Aviation analysis, Cirium fleet data, Forecast as at 18 July 2025, based on guidance published by OEMs

Notes:

1. Defined as widebody, narrowbody and large regional jets with more than 100 seats.  
2. Narrowbody deliveries include C919 from year 2022 onwards.

# Growing Lessors' Share of the Market

Proportion of fleet on operating lease



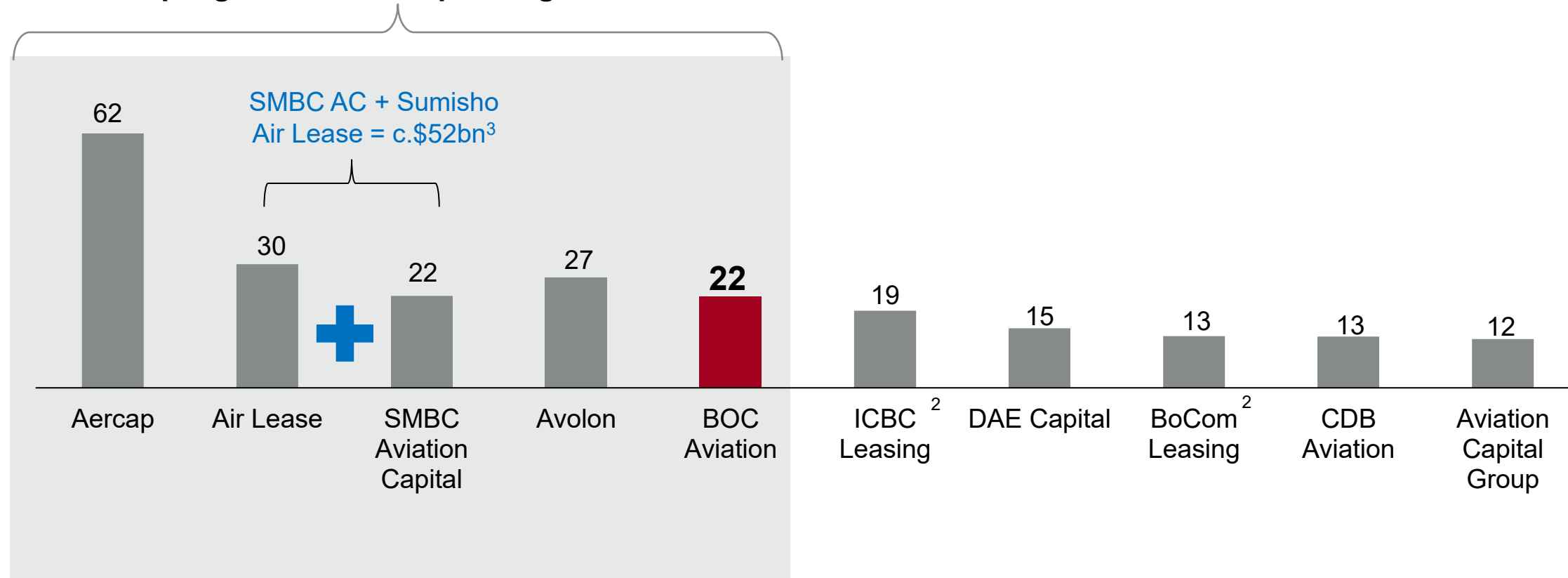
**Lessors own 50% of the aircraft market today**

Source: Ascend, BOC Aviation's analysis as at 30 June 2025 based on aircraft of 100 seats. Fleet data in 2020 included aircraft in service and aircraft additionally parked from end 2019 due to Covid fleet grounding

# The Competitive Landscape

Aircraft NBV<sup>1</sup>, US\$ billion

## Top 5 global aircraft operating lessors



**BOC Aviation is the largest aircraft lessor in Asia**

Source: Company filings, BOC Aviation's estimates, AFJ fleet database, Avitas (data as of 30 June 2025 unless indicated otherwise)

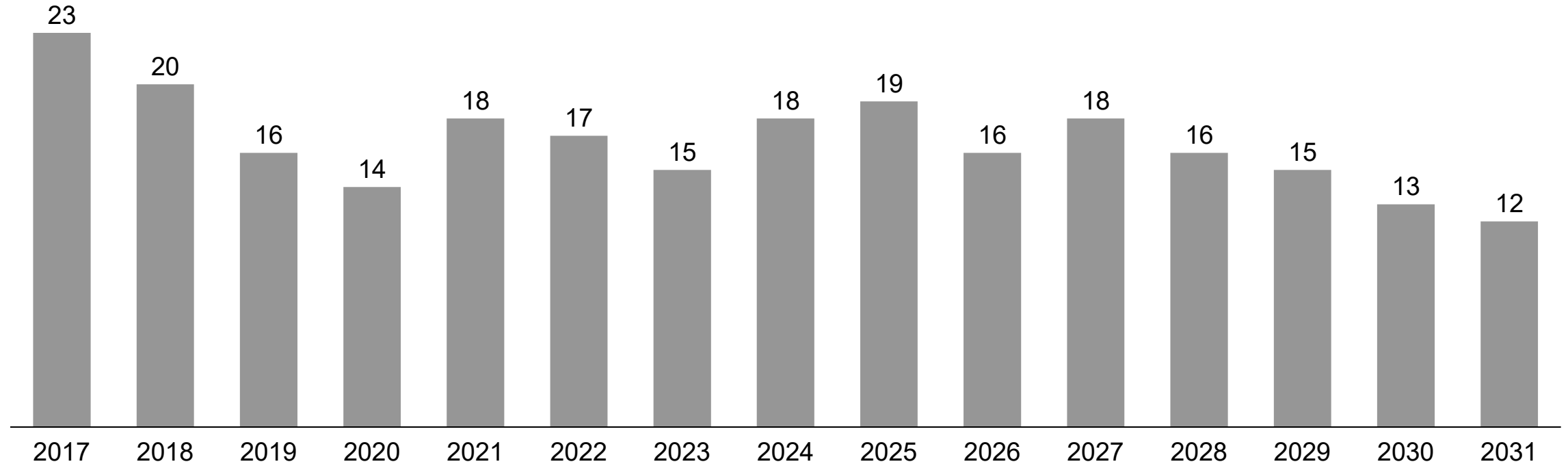
Notes:

1. Includes aircraft, engines, finance lease receivables and aircraft held for sale, where applicable
2. NBVs estimated as at 3 September 2025
3. On 3 September 2025, Sumitomo Corporation, alongside SMBC Aviation Capital, Apollo-managed funds, and Brookfield, has agreed to acquire Air Lease Corporation (ALC) for approximately US\$7.4 billion. The deal is expected to close in 1Q 2026, subject to regulatory approvals. Following completion, ALC will be renamed Sumisho Air Lease Corporation.



# Having An Orderbook is Valuable

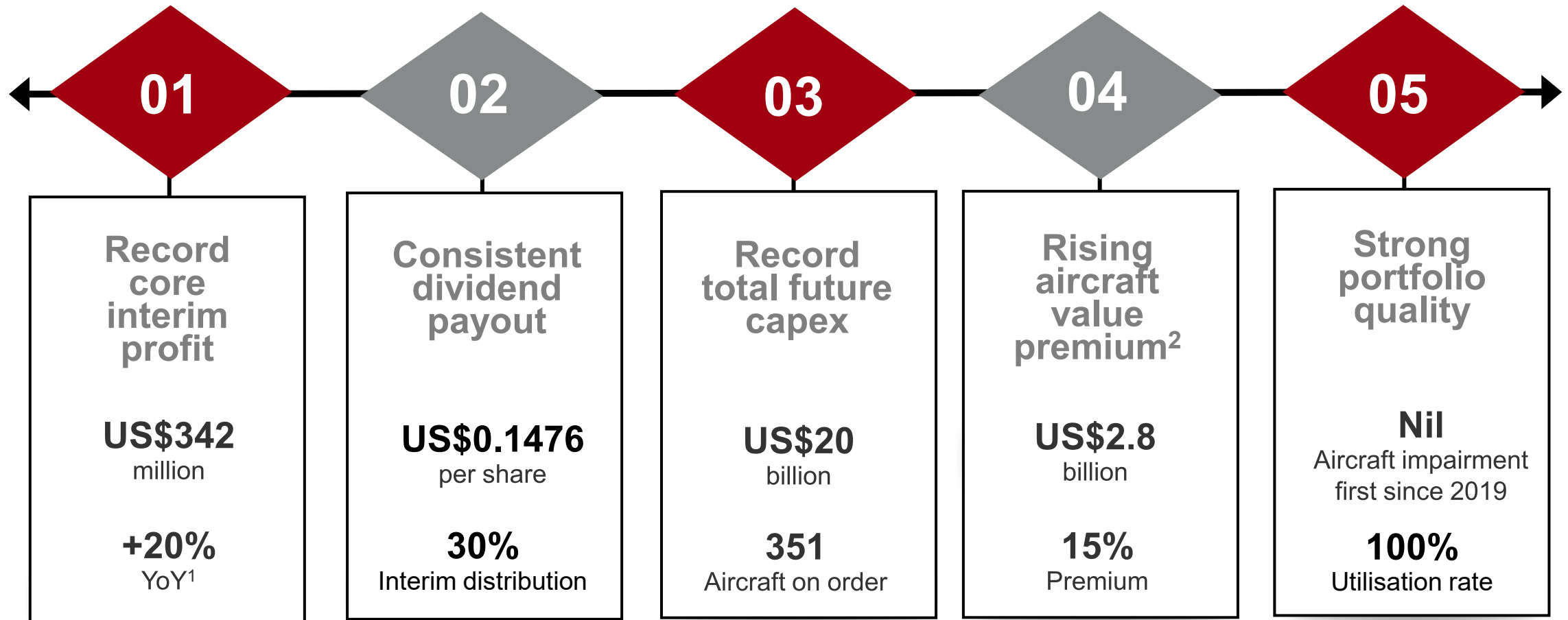
Number of lessors with orderbook deliveries



More rational competition in the placement market

Sources: BOC Aviation analysis, Cirium fleet data  
Note: Airbus and Boeing orderbooks only.

# Conclusion



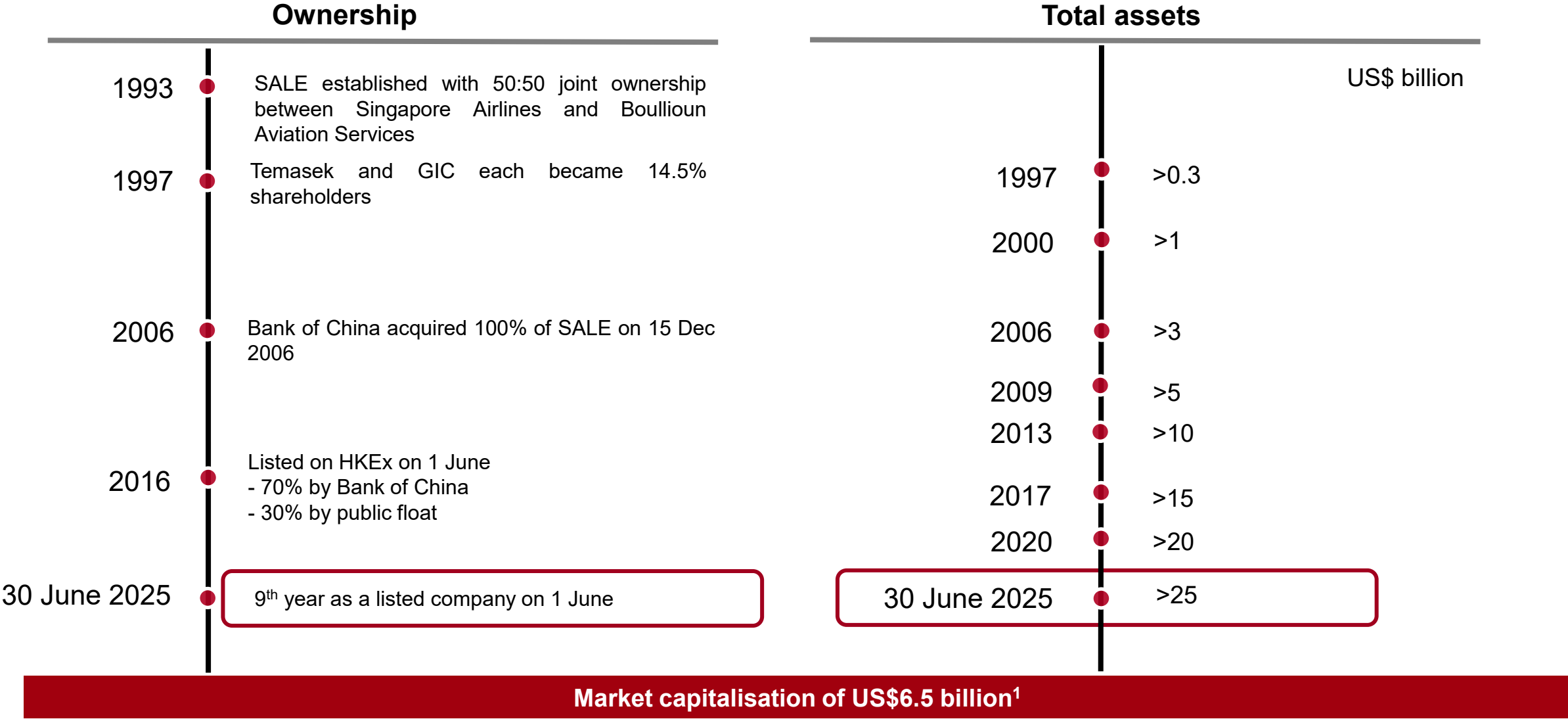
Notes:

1. Excludes the net impact of write-downs related to aircraft in Russia
2. Average appraised aircraft values in excess of aircraft net book value



# APPENDICES

# The BOC Aviation Journey – 32 Years in 2025



All data as at the end of the relevant period  
Note:  
1. Source: Bloomberg (as at 8 August 2025)

# About Us

## Ownership

### Bank of China

70% owned by BOC

### Listed on HKEX

(2588 HK)

## Market position

### Top 5

Global aircraft operating lessor<sup>1</sup>

**92** customers in **45** countries and regions

## Profit track record

### 31 years

Of unbroken profitability

### >US\$7.5 billion

Cumulative profits since inception

## Balance sheet

### US\$25.6 billion

Total assets

**D/E ratio of 2.6 times**

## Cash flow

### US\$6.1 billion

Available liquidity

### A- credit ratings

Fitch / S&P

## Total portfolio

### 834

Aircraft and engines in fleet<sup>2</sup>

### 351 / 5.0 years / 7.9 years

Aircraft on order/ Avg aircraft fleet age<sup>3</sup> /  
Avg aircraft lease term remaining<sup>3</sup>

**Industry leader focused on long-term sustainable earnings**

All data as at 30 June 2025

Notes:

1. By net book value of owned aircraft
2. Includes owned, managed and on order
3. Weighted by net book value of owned aircraft and includes finance lease receivables



# Our Management Team



**Steven Townend**  
*Chief Executive Officer & Managing Director*

**Wen Lan**  
*Chief Financial Officer*

**Tom Chandler**  
*Chief Operating Officer*

**Paul Kent**  
*Chief Commercial Officer*

**Max Qian**  
*Chief Commercial Officer (Asia Pacific & the Middle East)*

- 34 years of banking and leasing experience
- Appointed as a Director and Chief Executive Officer and Managing Director on 1 January 2024

- 26 years of banking experience
- Oversees FP&A, Financial Control, Accounting and Reporting, Tax, Treasury, Settlement and Board Secretariat departments

- 28 years of airline, legal, leasing and banking experience
- Oversees Procurement, Technical, Engines, Legal, Corporate and IT departments and all operations

- 29 years of aircraft finance and leasing experience
- Oversees global leasing activities

- 32 years of banking experience
- Oversees Aircraft Sales, Risk Management, Market Research and Financial Products departments

Nationality



Highly experienced senior management team

All data as at August 2025

# Core Competencies - BOC Aviation Track Record

## Since inception in 1993:

- Purchasing            More than 1,300 aircraft purchased totalling more than US\$75 billion
- Leasing                More than 1,500 leases executed with > 190 airlines in > 60 countries and regions
- Financing             More than US\$48 billion in debt raised

- Sales                  More than 480 owned and managed aircraft sold
- Transitions           158 transitions
- Repossessions<sup>1</sup>     70 aircraft in 21 jurisdictions

## The outcome:

- Total number of aircraft delivered            **950**
- Proportion of aircraft sold<sup>2</sup>                    **51%**
- Proportion of transitions<sup>3</sup>                    **10%**
- Proportion of repossessions<sup>3</sup>               **5%**

All data as at 30 June 2025, since inception

Notes:

1. Includes repossessions and consensual early returns
2. As a proportion of aircraft delivered
3. As a proportion of leases executed

# Recent Lessor Bond Deals

Issuer	Pricing Date	Tenor (years)	Amt Issued (US\$ million)	Coupon (%)	Yield (%)	T-Spread at Issue (bps)
<b>BOC Aviation Limited</b>	<b>26/8/2025</b>	<b>5.5</b>	<b>500</b>	<b>4.250</b>	<b>4.344</b>	<b>58</b>
<b>BOC Aviation USA Corp</b>	<b>7/1/2025</b>	<b>3</b>	<b>500</b>	<b>4.750</b>	<b>4.914</b>	<b>60</b>
Aercap	6/1/2025	3	750	4.875	5.061	75
<b>BOC Aviation USA Corp</b>	<b>7/5/2024</b>	<b>5.5</b>	<b>500</b>	<b>5.250</b>	<b>5.323</b>	<b>87.5</b>
Aercap	6/1/2025	7	750	5.375	5.497	98
SMBC	24/3/2025	5	500	5.100	5.123	103
Aircastle	28/1/2025	10	500	5.383	5.383	105
Aviation Capital Group	10/7/2025	5	750	4.800	5.006	107
Avolon	7/7/2025	5	650	4.900	5.044	108
Aircastle	28/1/2025	5	500	5.250	5.435	108
Avolon	4/9/2025	7	1,250	4.950	5.080	120
Macquarie AirFinance	24/3/2025	3	650	5.200	5.215	120
CALC	11/8/2025	3	160	6.000	6.000	229
Azorra Finance	24/6/2025	5.5	550	7.250	7.250	339
Phoenix Aviation Capital	18/6/2025	5	600	9.250	9.250	527

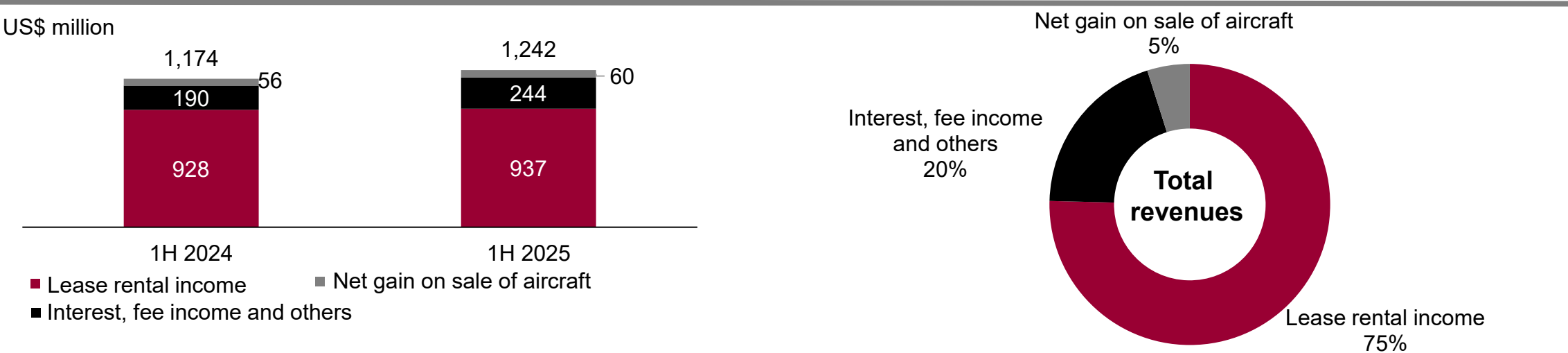
Strength in our cost of debt

Sources: Bloomberg and BOC Aviation's estimates

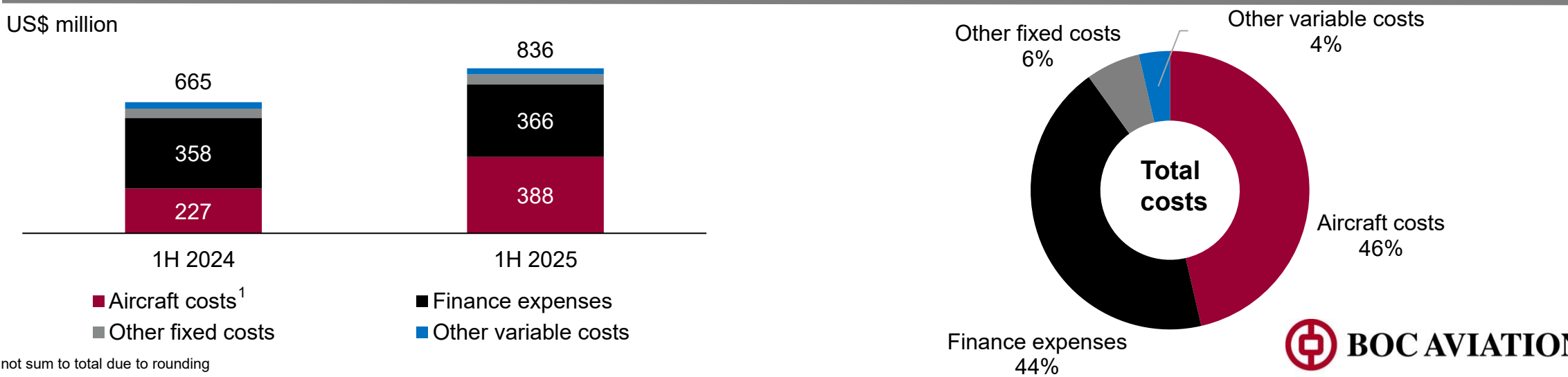


# Lease Rental Income Drives Revenue

Lease rental income drives total revenues and other income



Depreciation of aircraft and financing costs are major costs

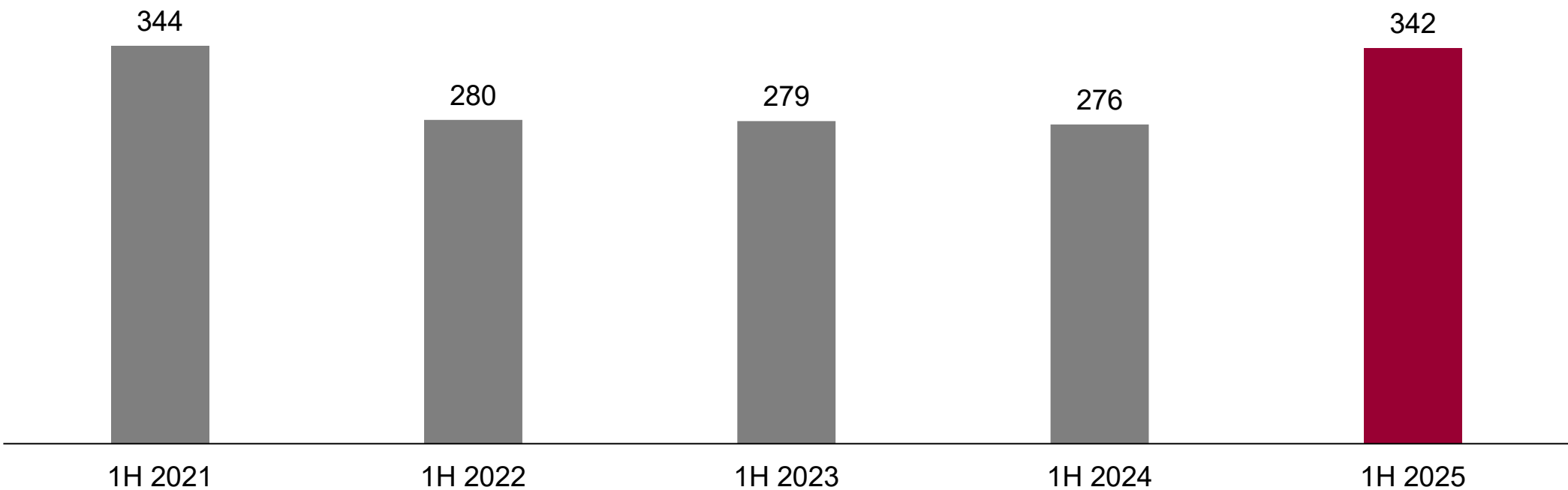


May not sum to total due to rounding  
Note:  
1. Comprises aircraft depreciation and impairment charges (includes the reversal of impairment loss of US\$175 million in respect of two aircraft in 1H 2024)

# Rising Core Lease Rental Contributions

Core operating and finance leasing activities drive earnings growth

Core lease rental contribution (US\$ million)<sup>1</sup>



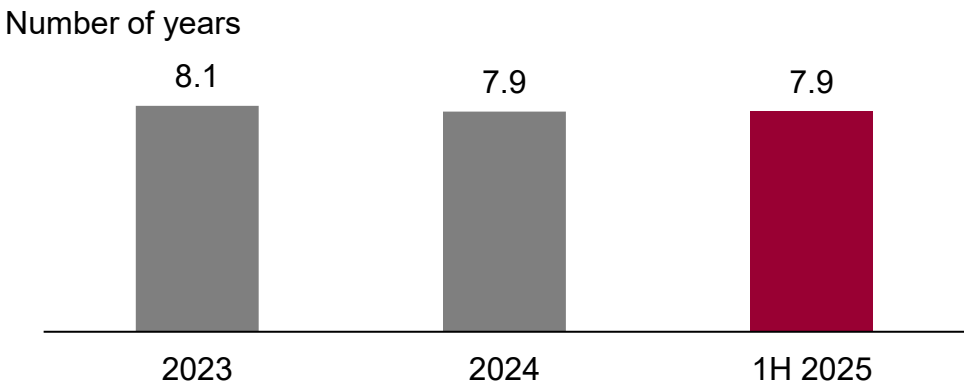
Highest interim core lease rental contribution since 2021's record

Note:  
1. Calculated as operating lease rental income and finance lease interest income less aircraft depreciation, finance expenses apportioned to operating lease rental income and finance lease interest income, amortisation of deferred debt issue costs and lease transaction closing costs

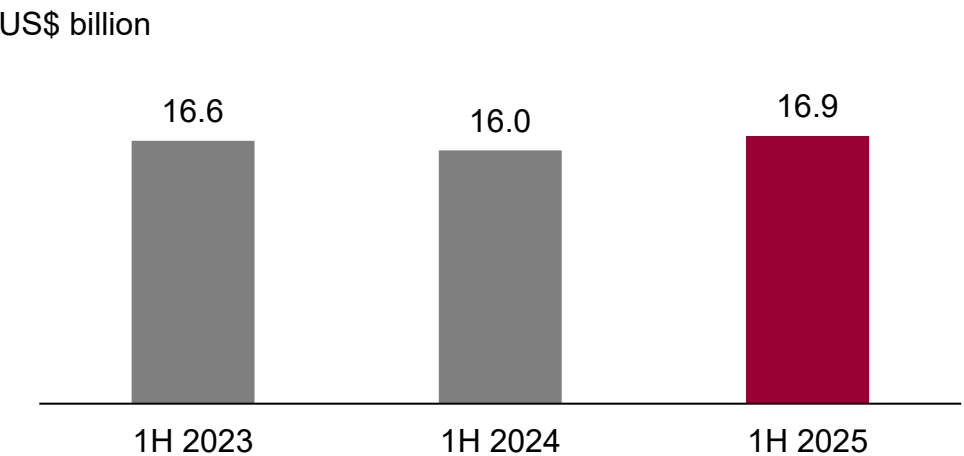


# Long-Term Leases A Key Feature of the Company

## A long average remaining lease term<sup>1</sup>



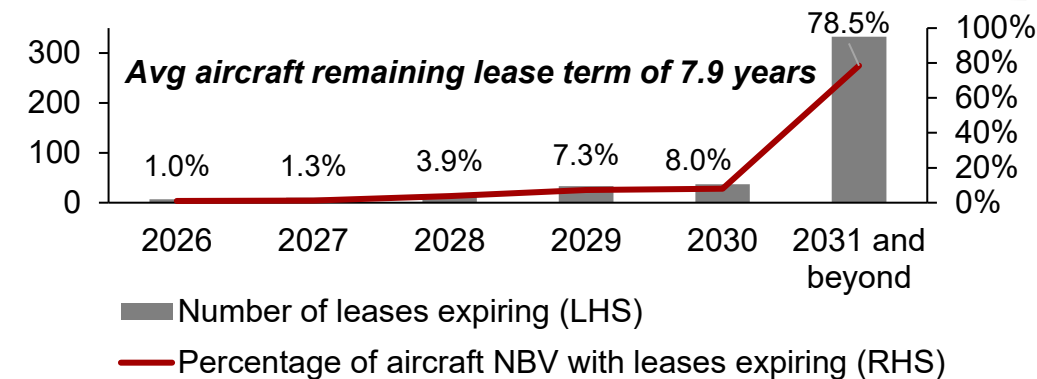
## Rising future committed operating lease revenue



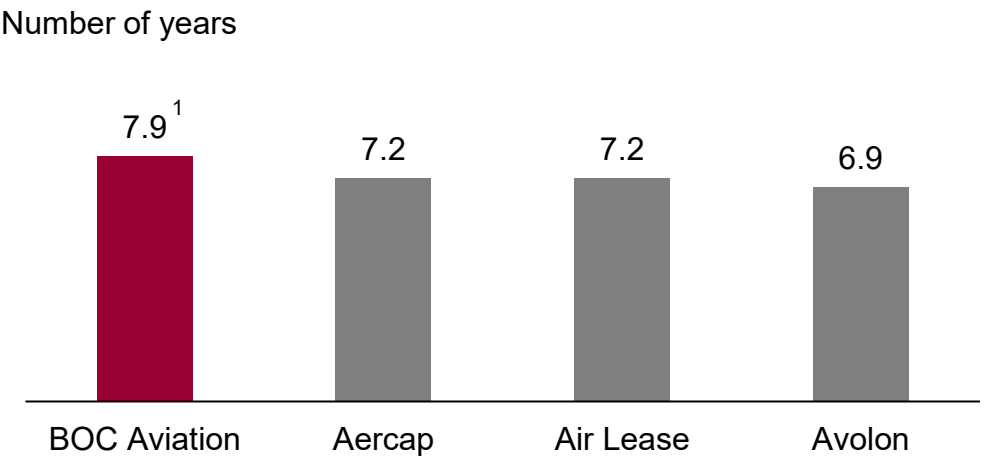
Notes:

1. Weighted by net book value of owned fleet and finance lease receivables
2. Owned aircraft with leases expiring in each calendar year, weighted by net book value including finance lease receivables.
3. Updated as at 30 June 2025

## Well-dispersed scheduled lease expiries<sup>2</sup>

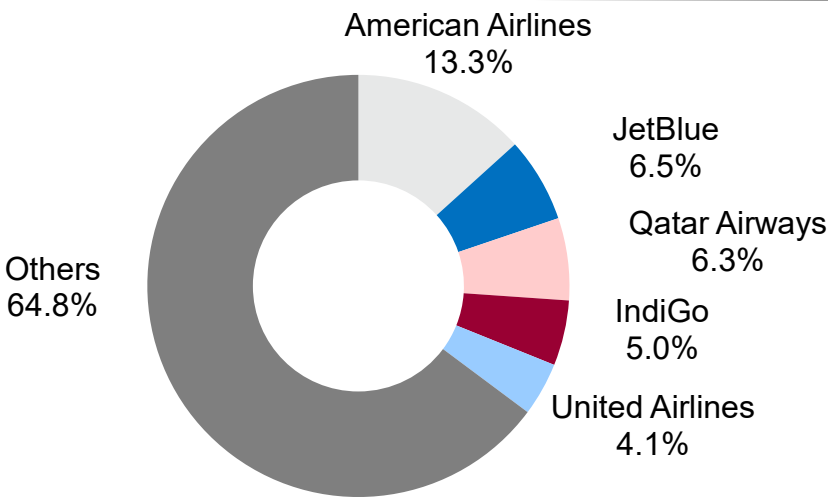


## Industry-leading average remaining lease term<sup>3</sup>



# Global Lessor With a Highly Diversified Portfolio

Lease portfolio diversified by customer<sup>1</sup>



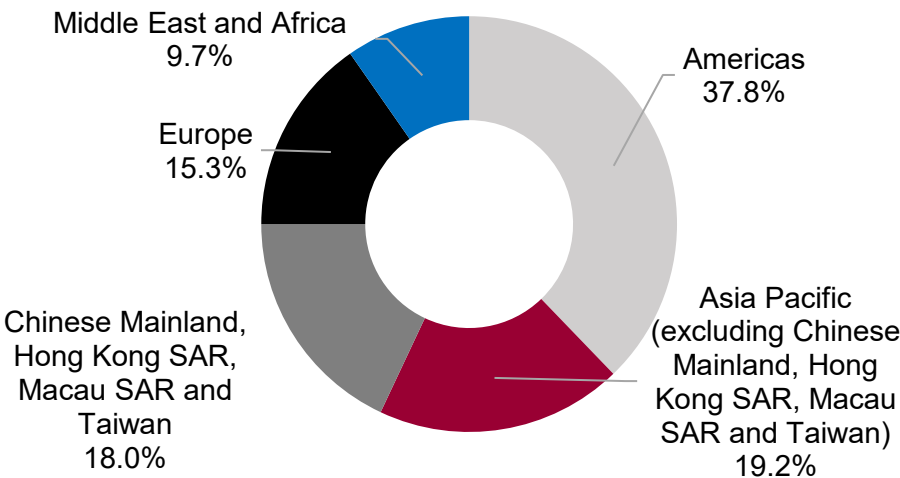
Collection rate (%)



Average = 99.3%



...and diversified by geography<sup>1</sup>



Fleet utilisation (%)<sup>2</sup>



Average = 99.5%



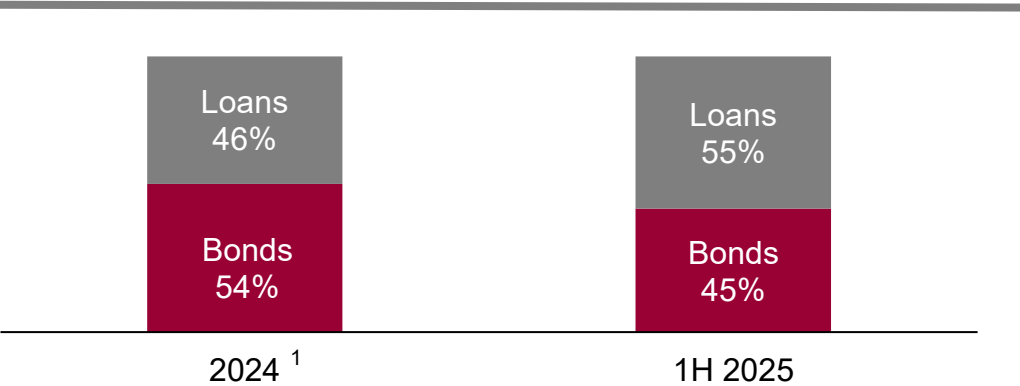
All data as at 30 June 2025 unless otherwise indicated

Notes:

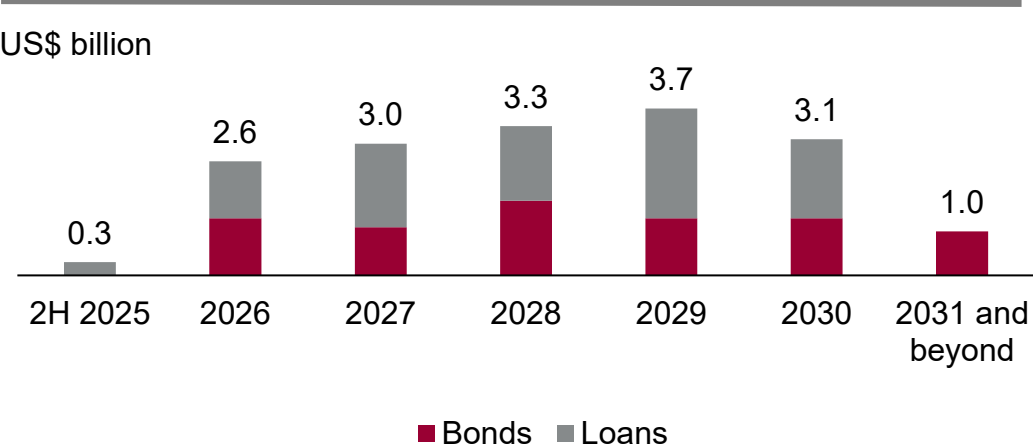
- Based on net book value of aircraft and finance lease receivables
- Fleet utilisation is the total days on-lease in the period as a percentage of total available lease days in the period

# Flexible Capital Structure

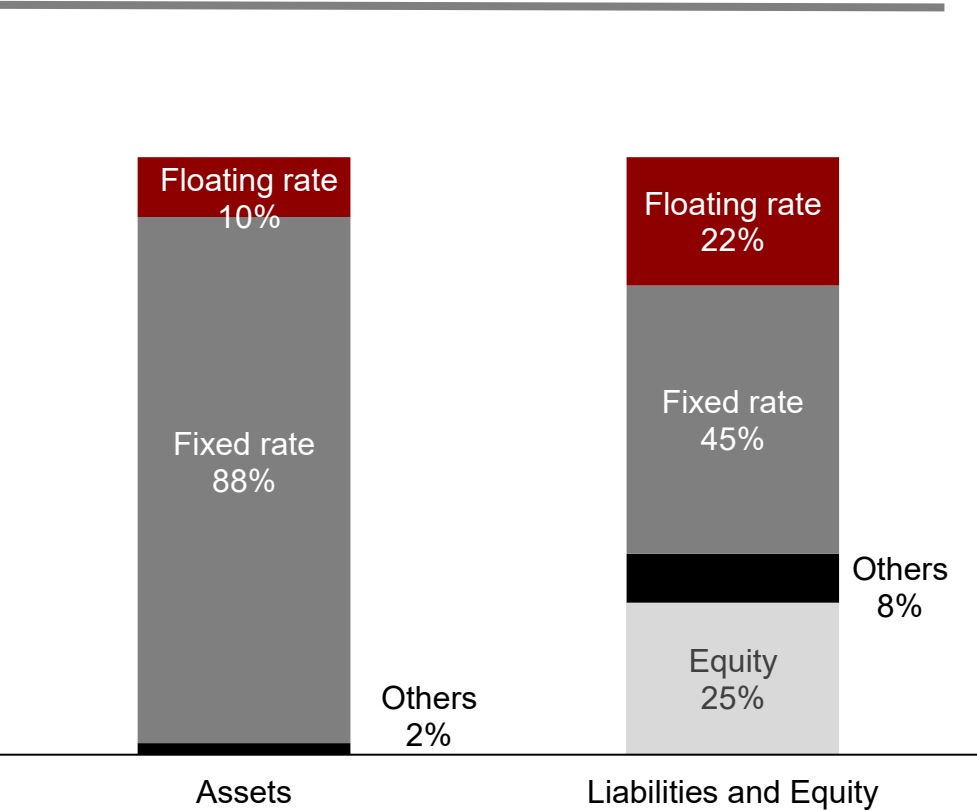
Sources of debt



Outstanding debt maturity profile



Asset and liability profile

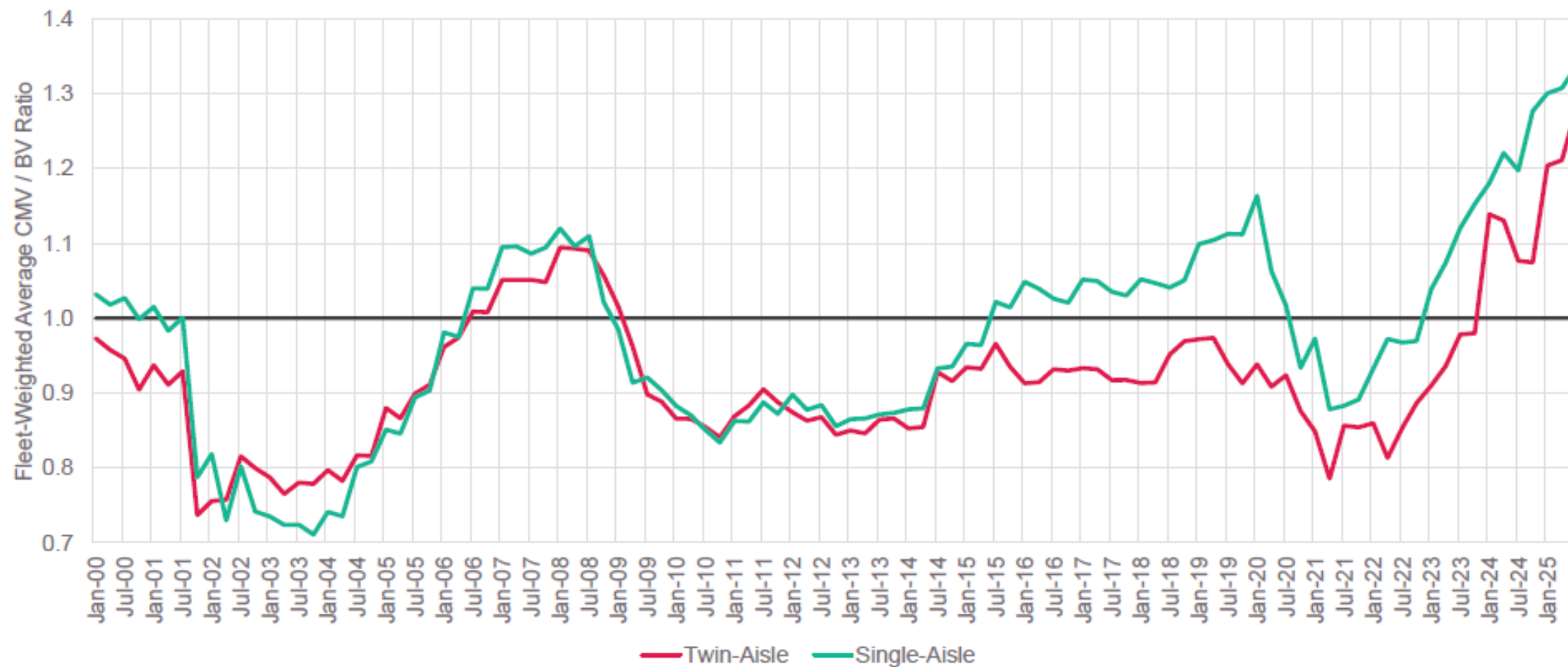


Long-term assets funded by long-term debt

All data as at 30 June 2025 unless otherwise indicated  
 Note:  
 1. As at 31 December 2024

# Record Aircraft Valuations – and Rising

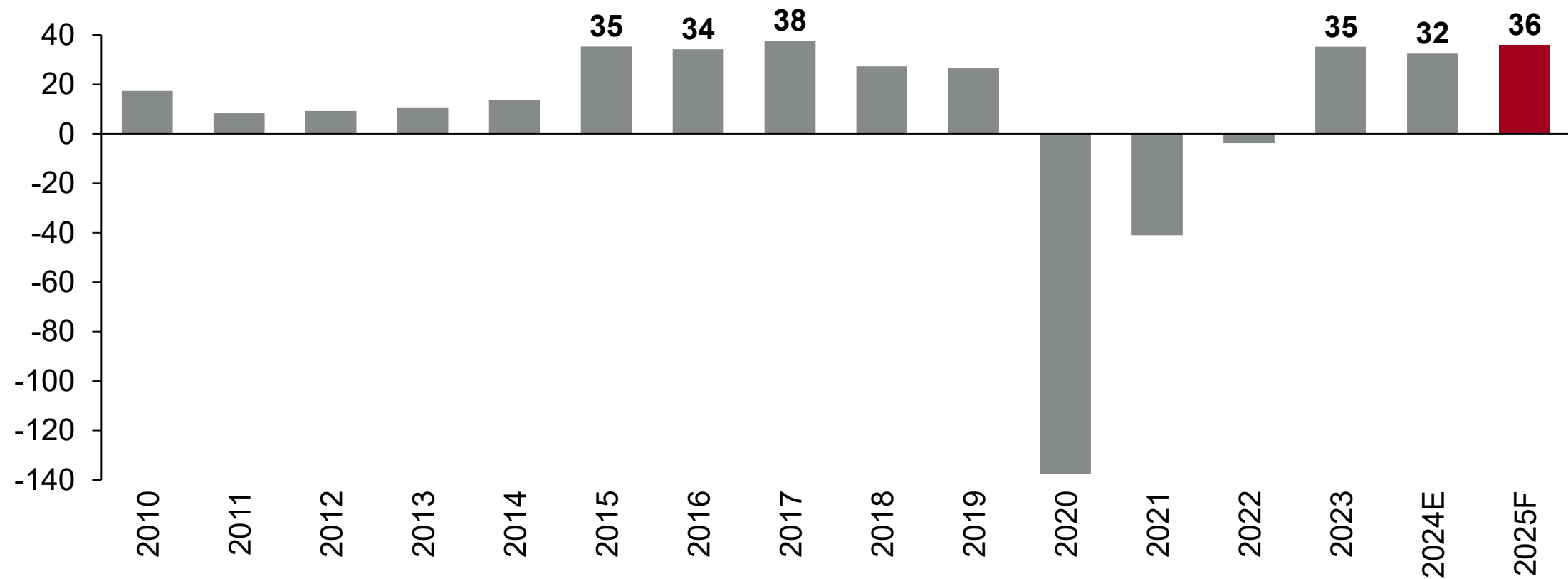
Aircraft shortages continue to drive values for both narrowbodies and widebodies to unprecedented levels, and that despite significant increases in BV around mid-2024, artificially lowering ratios



# Near Record Airline Industry Profits

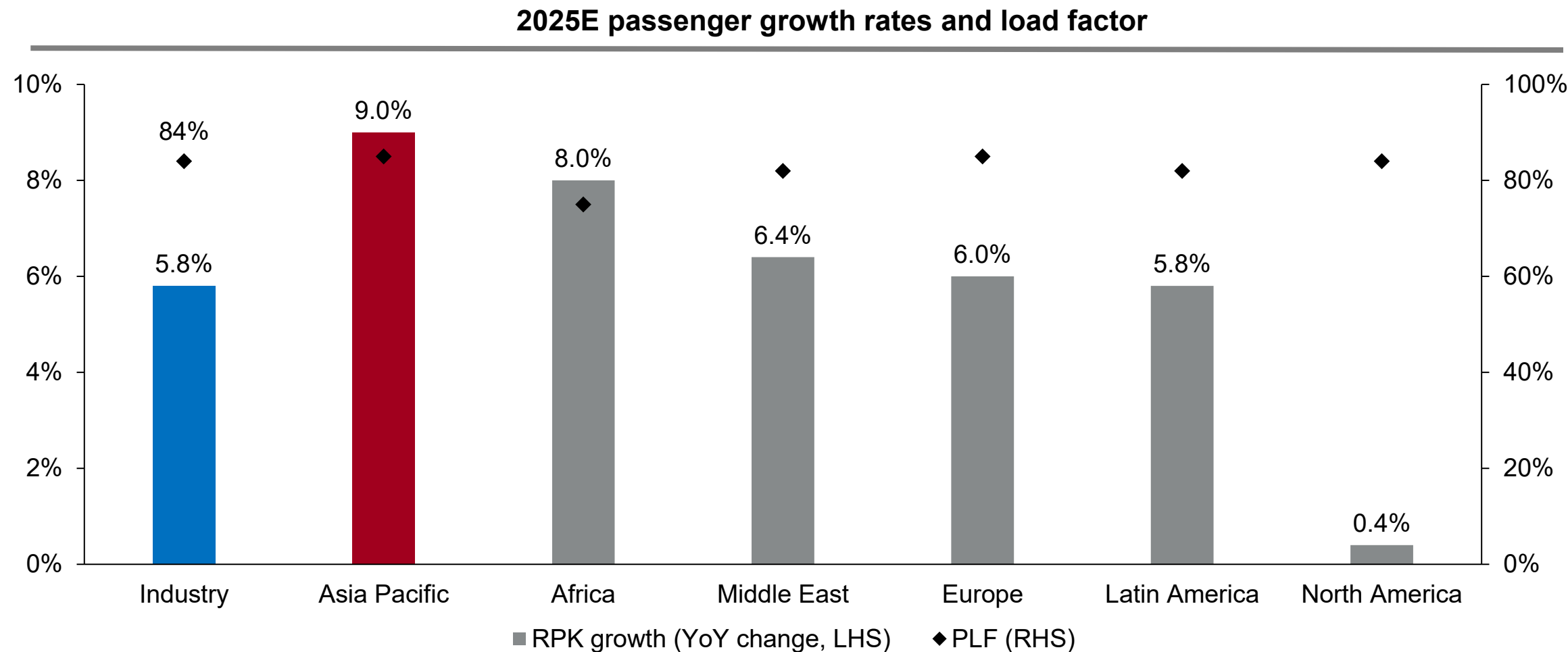
IATA global airline industry net post-tax profit

Estimated / Forecast by IATA Economics, US\$ billion



Source: Global Outlook for Air Transport (June 2025)

# Asia Pacific to Lead Industry's Growth in 2025



Source: IATA (Chart of the week: Asia Pacific is the engine of growth in 2025), 6 June 2025

# Disclaimer

This presentation contains information about BOC Aviation Limited ("BOC Aviation"), current as at the date hereof or as at such earlier date as may be specified herein. This document does not constitute or form part of and should not be construed as, an offer to sell or issue or the solicitation of an offer to buy or acquire securities of BOC Aviation or any of its subsidiaries or affiliates or any other person in any jurisdiction or an inducement to enter into investment activity and does not constitute marketing material in connection with any such securities.

Certain of the information contained in this document has not been independently verified and no representation or warranty, expressed or implied, is made as to, and no reliance should be placed on, the information or opinions contained herein or in any verbal or written communication made in connection with this presentation. The information set out herein may be subject to revision and may change materially. BOC Aviation is not under any obligation to keep current the information contained in this document and any opinions expressed in it are subject to change without notice.

No part of this document, nor the fact of its distribution, should form the basis of, or be relied on in connection with, any contract or commitment or investment decision whatsoever. No representation, warranty or undertaking, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or the opinions contained herein. Neither BOC Aviation nor any of its affiliates, advisors, agents or representatives including directors, officers and employees shall have any liability whatsoever (in negligence or otherwise) for any loss howsoever arising from any use of this document or its contents or otherwise arising in connection with this document. This document is highly confidential and is being given solely for your information and for your use and may not be shared, copied, reproduced or redistributed to any other person in any manner.

This document may contain "forward-looking statements", which include all statements other than statements of historical facts, including, without limitation, any statements preceded by, followed by or that include the words "will", "would", "aim", "aimed", "will likely result", "is likely", "are likely", "believe", "expect", "expected to", "will continue", "will achieve", "anticipate", "estimate", "estimating", "intend", "plan", "contemplate", "seek to", "seeking to", "trying to", "target", "propose to", "future", "objective", "goal", "project", "should", "can", "could", "may", "will pursue" or similar expressions or the negative thereof. Such forward-looking statements involve known and unknown risks, uncertainties and other important factors beyond BOC Aviation's control that could cause the actual results, performance or achievements of BOC Aviation to be materially different from future results, performance or achievements expressed or implied by such forward-looking statements. Neither BOC Aviation nor any of its affiliates, agents, advisors or representatives (including directors, officers and employees) intends or has any duty or obligation to supplement, amend, update or revise any of the forward-looking statements contained in this document.

Any securities or strategies mentioned herein (if any) may not be suitable for all investors. Recipients of this document are required to make their own independent investigation and appraisal of the business and financial condition of BOC Aviation and/or any other relevant person, and any tax, legal, accounting and economic considerations that may be relevant. This document contains data sourced from and the views of independent third parties. In replicating such data in this document, BOC Aviation does not make any representation, whether express or implied, as to the accuracy of such data. The replication of any views in this document should not be treated as an indication that BOC Aviation agrees with or concurs with such views.



[www.bocaviation.com](http://www.bocaviation.com)

**BOC Aviation Limited**    79 Robinson Road    #15-01    Singapore 068897    Phone +65 6323 5559  
Incorporated in the Republic of Singapore with limited liability  
Company Registration No. 199307789K