

Goldman Sachs 2025 Aircraft Leasing Conference

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CHIEF COMMERCIAL OFFICER

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NEW YORK

About Us

Ownership	Bank of China 70% owned by BOC	Listed on HKEX (2588 HK)
Market position	Top 5 Global aircraft operating lessor ¹	88 customers in 46 countries and regions ³
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	812 Aircraft and engines in fleet ²	343 / 5.0 years / 7.8 years Aircraft on order ³ / Avg aircraft fleet age ⁴ / Avg aircraft lease term remaining ⁴

Industry leader focused on long-term sustainable earnings

All data as at 30 June 2025 unless otherwise indicated

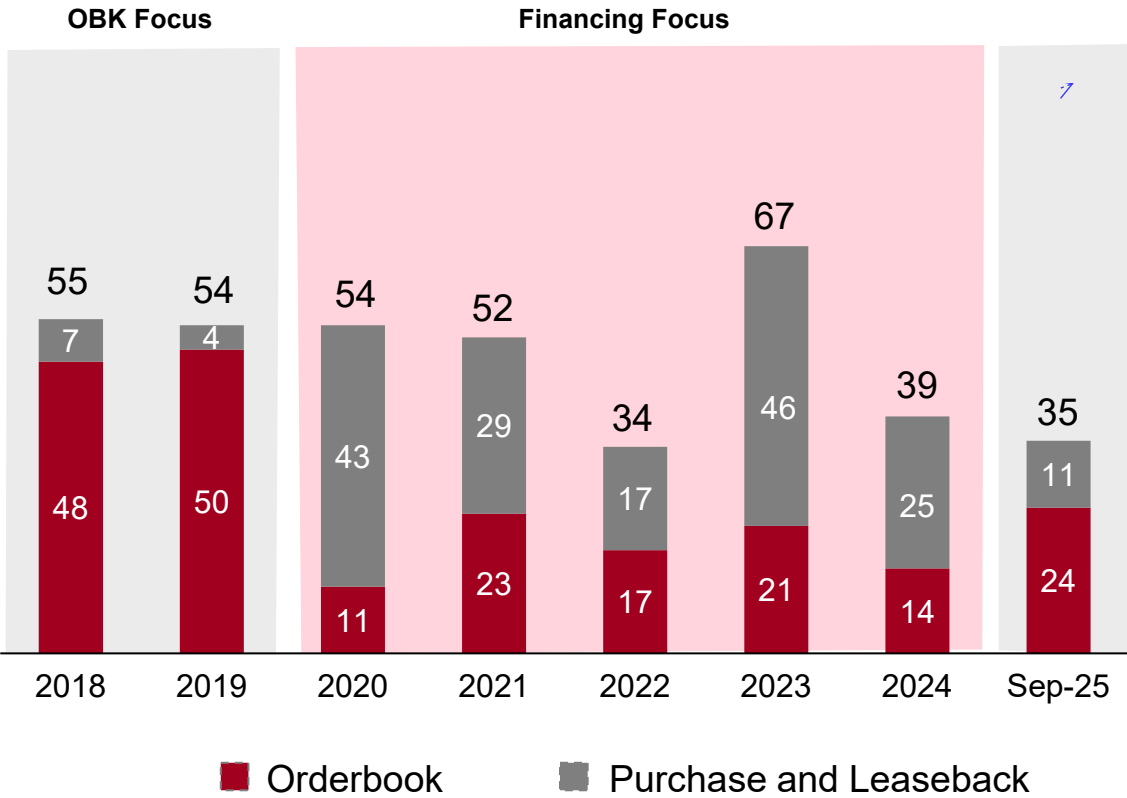
Notes:

- 1. By net book value of owned aircraft
- 2. Includes owned, managed and on order as at 30 September 2025
- 3. As at 30 September 2025
- 4. Weighted by net book value of owned aircraft and includes finance lease receivables as at 30 September 2025

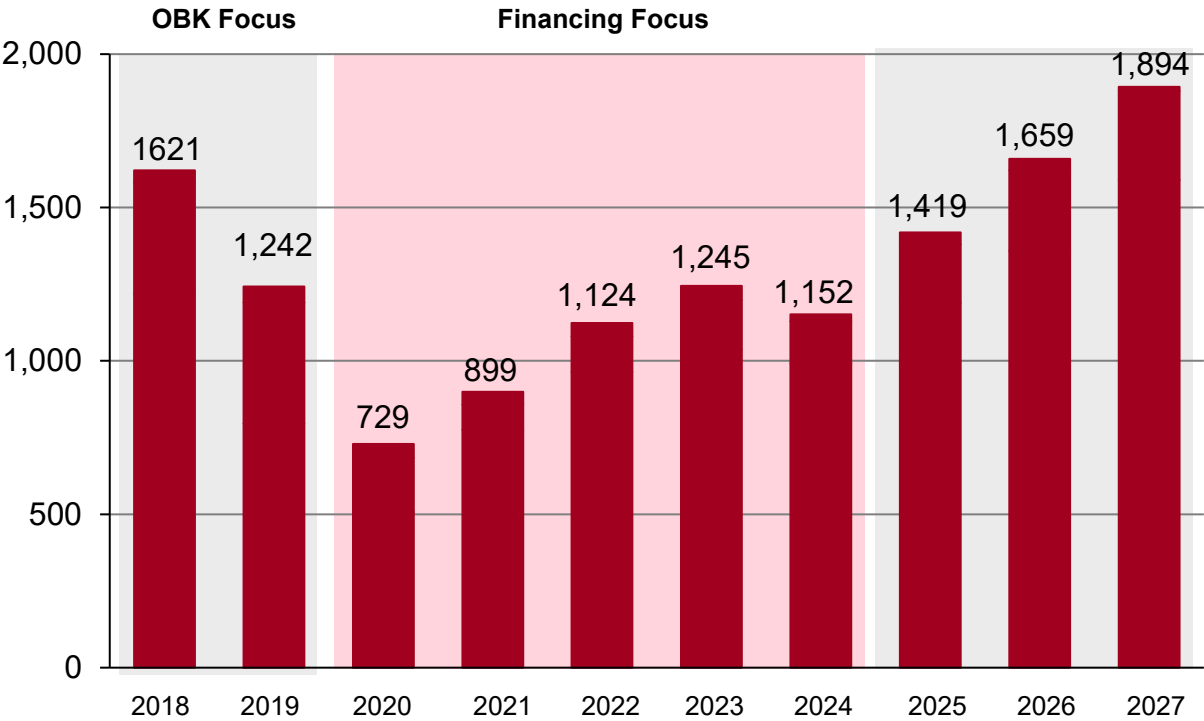


How We Invest vs Addressable Market

Number of aircraft delivered



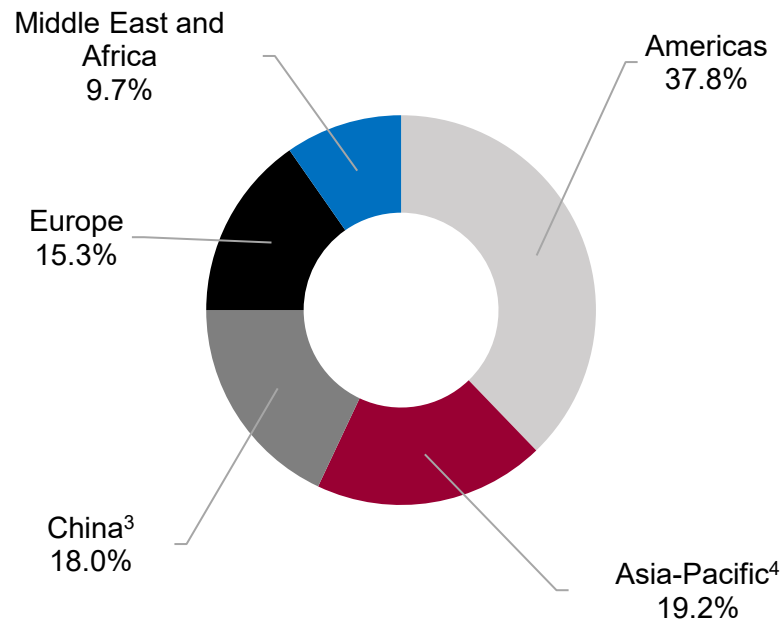
Total global aircraft deliveries



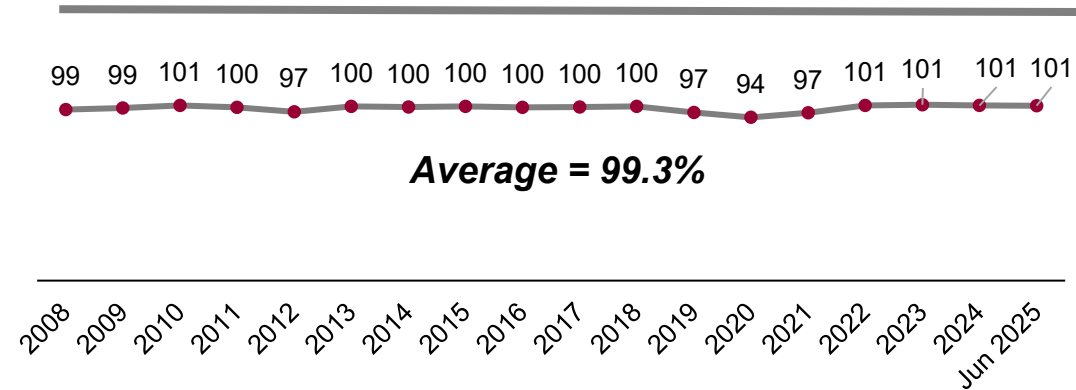
Operational and financial flexibility drives fleet growth across delivery cycles

Global Lessor With a Highly Diversified Portfolio

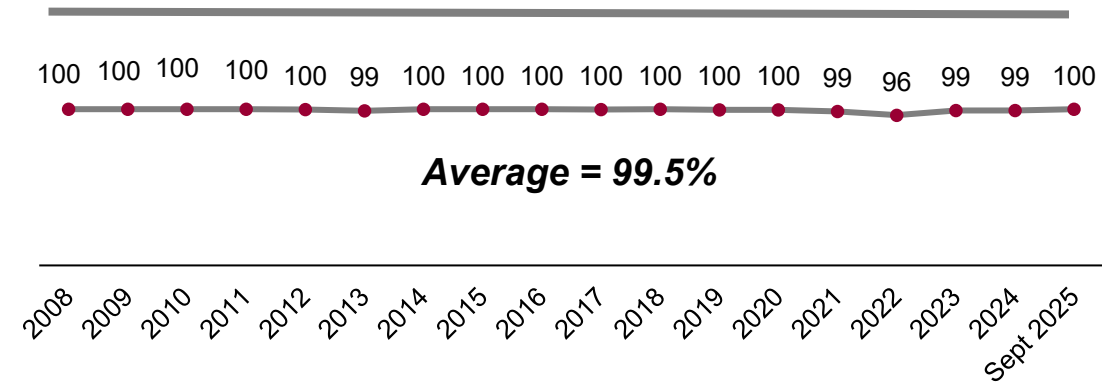
Lease portfolio diversified by geography¹



Collection rate (%)



Fleet utilisation (%)²



All data as at 30 June 2025 unless otherwise indicated

Notes:

- 1. Based on net book value of aircraft and finance lease receivables
- 2. Fleet utilisation is the total days on-lease in the period as a percentage of total available lease days in the period
- 3. China includes Chinese Mainland, Hong Kong SAR, Macau SAR and Taiwan
- 4. Asia-Pacific excludes Chinese Mainland, Hong Kong SAR, Macau SAR and Taiwan

Total Portfolio of More than 800 Aircraft and Engines

Our portfolio

Asset Type	Owned	Managed	On Order ¹	Total
Airbus A220 family	23	0	0	23
Airbus A320CEO family	57	7	0	64
Airbus A320NEO family	148	0	211	359
Airbus A330CEO family	8	0	0	8
Airbus A330NEO family	6	0	0	6
Airbus A350 family	9	0	0	9
Boeing 737NG family	53	7	0	60
Boeing 737-8/9	80	0	132	212
Boeing 777-300ER	18	2	0	20
Boeing 787 family	35	1	0	36
Freighters	5	0	0	5
Engines	10	0	0	10
Grand total	452	17	343	812

Portfolio size drives scale advantages in purchasing and funding

All data as at 30 September 2025 unless otherwise indicated

Notes:

1. Comprises all purchase commitments, including 10 where an airline customer has exercised the right to acquire the aircraft on delivery.



Latest Developments



STRONG ASSET QUALITY

- Leading lessor fleet metrics: 5.0 years average fleet age; 7.8 years average remaining lease term¹
- 100% aircraft utilisation rate YTD for first time in five years



PROACTIVE INVESTMENT STRATEGY

- September 2025 order book of 343 aircraft includes 146 aircraft in 2025 alone
- Signed nine leases for new aircraft so far in 4Q, all PLBs and representing around USD\$0.9 bn in incremental capex for 2025/26



ROBUST LIQUIDITY

- Total liquidity in excess of US\$6 billion² with strong bank and DCM support
- Issued US\$500 million of 5.5Y bonds in Aug 2025 at 4.25%; spread of 58 bp tightest in our history



STRONG CREDIT RATINGS

- A- by S&P Global Ratings
- A- by Fitch Ratings

Long-term sustainable growth

All data as at 30 September 2025 unless otherwise indicated

Notes:

1. Weighted by net book value and finance lease receivables

2. As at 30 June 2025

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