Marubeni IR Day 2026

Aviation Aftermarket and Asset Trading Business

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Transforming into a high-added-value aftermarket asset trading business and becoming a value-enhancement trader that upgrades the asset value of aircraft

Business Areas

New Aircraft / Engines Development & Manufacturing	New Aircraft / Engines Sales & Leasing	Used Aircraft / Engines Sales & Leasing	Aircraft / Engines Parts Sales	Aircraft / Engines Maintenance & Dismantling
	i.S.A.C. iStrings Aviation Capital Co. Ltd.	MAGELLAN AVIATION GROUP	DASI	KARBONMRO Your Future Needs. Today

Aviation Aftermarket and Asset Trading Business



Magellan Aviation Group LLLP

Purchase of used aircraft, dismantling, sales of used parts, leasing of aircraft parts
(United States and Ireland / 2012-)

iStrings Aviation Capital Co., Ltd.

Aircraft-related asset management for investors
(Japan / 2018-)

KarbonMRO Services Sdn. Bhd.

Aircraft maintenance, engine maintenance, dismantling
(Malaysia / 2023-)

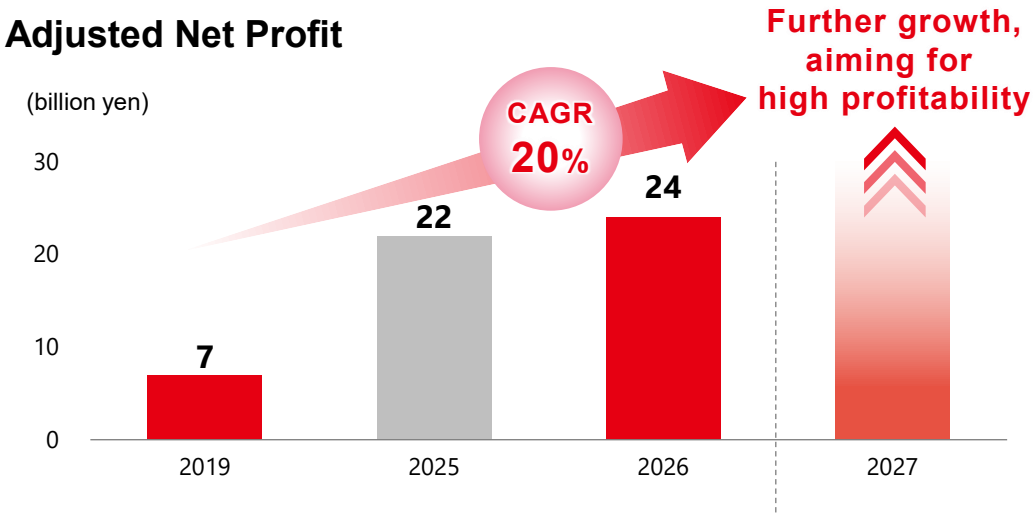
DASI, LLC

Sales of expendable and rotable parts for aircraft
(United States / 2023-)

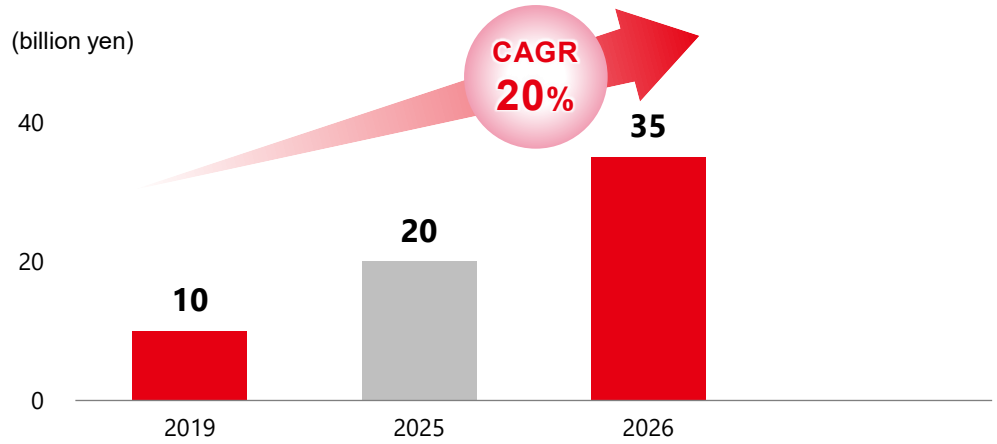
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Track Record & Outlook

Adjusted Net Profit



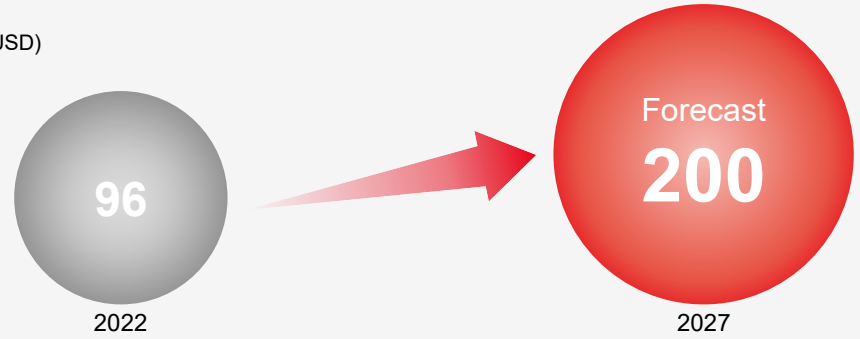
Core Operating Cash Flow



Key KPI: Asset Acquisition Amount

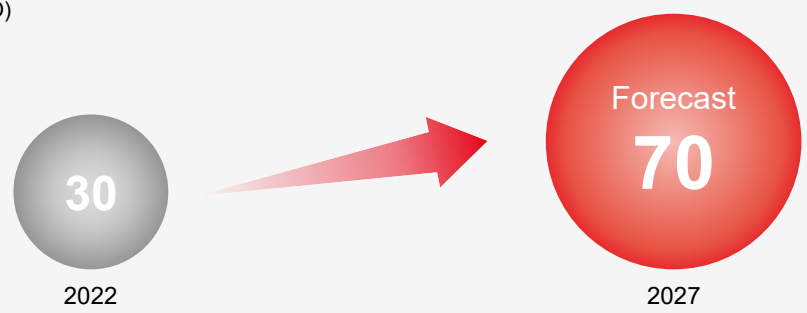
MAGELLAN AVIATION GROUP

(million USD)



DASI

(million USD)



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Growth Domains, High Added-Value, and Scalability

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Delivering high-value solutions tailored to customers' needs in the aircraft market, which requires specialized technical expertise and has high entry barriers

Growth Domains

- **Demand Increase:** Steady growth due to strong air passenger demand and the increase of middle-income consumers in Asia
- **Supply Shortage:** Significant shortage of new aircraft supply compared to strong demand
- **Cost Consciousness:** Demand for Used Serviceable Materials (USM) is expanding as a solution to reduce maintenance expenses

High Added Value

- **Safety:**
  We have obtained various certifications from national aviation authorities in accordance with strict industry standards achieving safe and high-quality aircraft/engine maintenance and used parts sales
- **Customer Convenience:**
  In addition to a wide selection of products, customers can purchase low-cost, small parts individually with a single click through the online store, and immediate, around-the-clock supply is available to meet urgent needs

➡ Providing optimal solutions to more than 3,500 customers worldwide by leveraging functions in USM procurement and sales, maintenance and dismantling, and asset trading

Scalability

- Strengthening revenue base through M&A and the sharing of sales channels between Magellan and DASI
- Pursuing group synergies between Magellan and DASI through utilization of DASI's online platform to sell parts in Magellan's inventory
- Building an aircraft aftermarket ecosystem in Asia using KarbonMRO to capture the growing demand for parts in the region

Example **DASI's Value Drivers**



Proposal of fair pricing solutions

- **Utilizing big data for over 30 years**
- **Bulk purchase of surplus parts**
- **Procurement from over 40 countries worldwide**

Inventory collection at self-owned warehouse
Airworthiness certificate management

- **2.5 million part numbers in inventory**
- **Employees holding qualifications certified by the Civil Aviation Bureau**
- **Warehouse space equivalent to 6 soccer fields**

Proprietary online platform
Highly efficient operation

- **7,000 quotes per day**
- **Over 3,500 customers worldwide**
- **Dynamic pricing**

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Expanding into adjacent fields through M&A and strengthening Group collaboration
Expanding our business foundation and aiming for further growth

Further expanding our business foundation through M&A in adjacent fields with expected synergies

Next Phase 〉Expansion of Asset Trading Functions

- Access to overseas customers
- Strengthening Group synergies (expansion of managed assets)
- Expanding the networks of lease companies and airlines

Next Phase 〉Engine Maintenance

- Expanding scope of maintenance
- Expanding regions of operation
- Strengthening Group synergies by increasing parts sales



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