



EQUITY STORY NOV/25



EMBRAER INVESTOR RELATIONS



OUR TEAM

- Antonio Garcia, CFO
- Gui Paiva, EAH CFO, Head IR, M&A and CVC
- Patrícia Mc Knight, IR manager
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STAY IN THE KNOW



LinkedIn



X



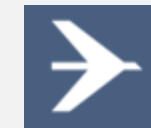
Instagram



Youtube



IR Alerts



3Q25 Backlog
& Deliveries



3Q25 Earnings
Release



EMBRAER AT-A-GLANCE

➤ **World Leading Manufacturer**
of jets up to 150-seats

➤ **2,000+ Executive Jets**
delivered in more than 70 countries

➤ **170+ Airlines Customers**
in more than 90 countries

➤ **60+ Armed Forces**
as clients in Defense & Security

➤ **20,000+ Employees**
across the globe

➤ **Ratings**

STANDARD
& POOR'S
BBB

FitchRatings
BBB-
Positive

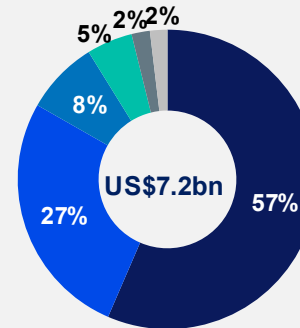
MOODY'S
Baa3
Positive

Source: Company | Note: (1) 3Q25 LTM – does not include BU Others;
(2) 3Q25 LTM – does not include BU Others and Non-Segmented; (3) 3Q25

Embraer's Business Segments

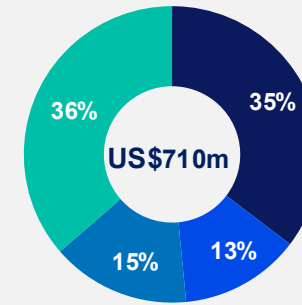


Revenue by Region¹



■ North America
■ Europe
■ Brazil
■ Asia Pacific
■ Latin America
■ Others

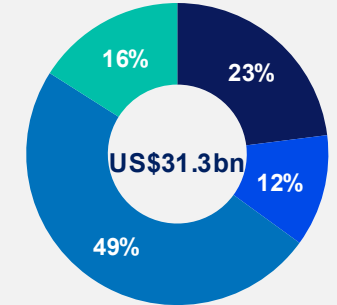
EBIT by Segment²



EBIT Margins



Firm Backlog by Segment³



■ Executive
■ D&S
■ Commercial
■ S&S

PROFITABLE GROWTH

Driven by Efficiency and Innovation



PROVEN RESULTS

Remarkable sales & revenue

Profitability

Improving operational efficiency

ON THE HORIZON

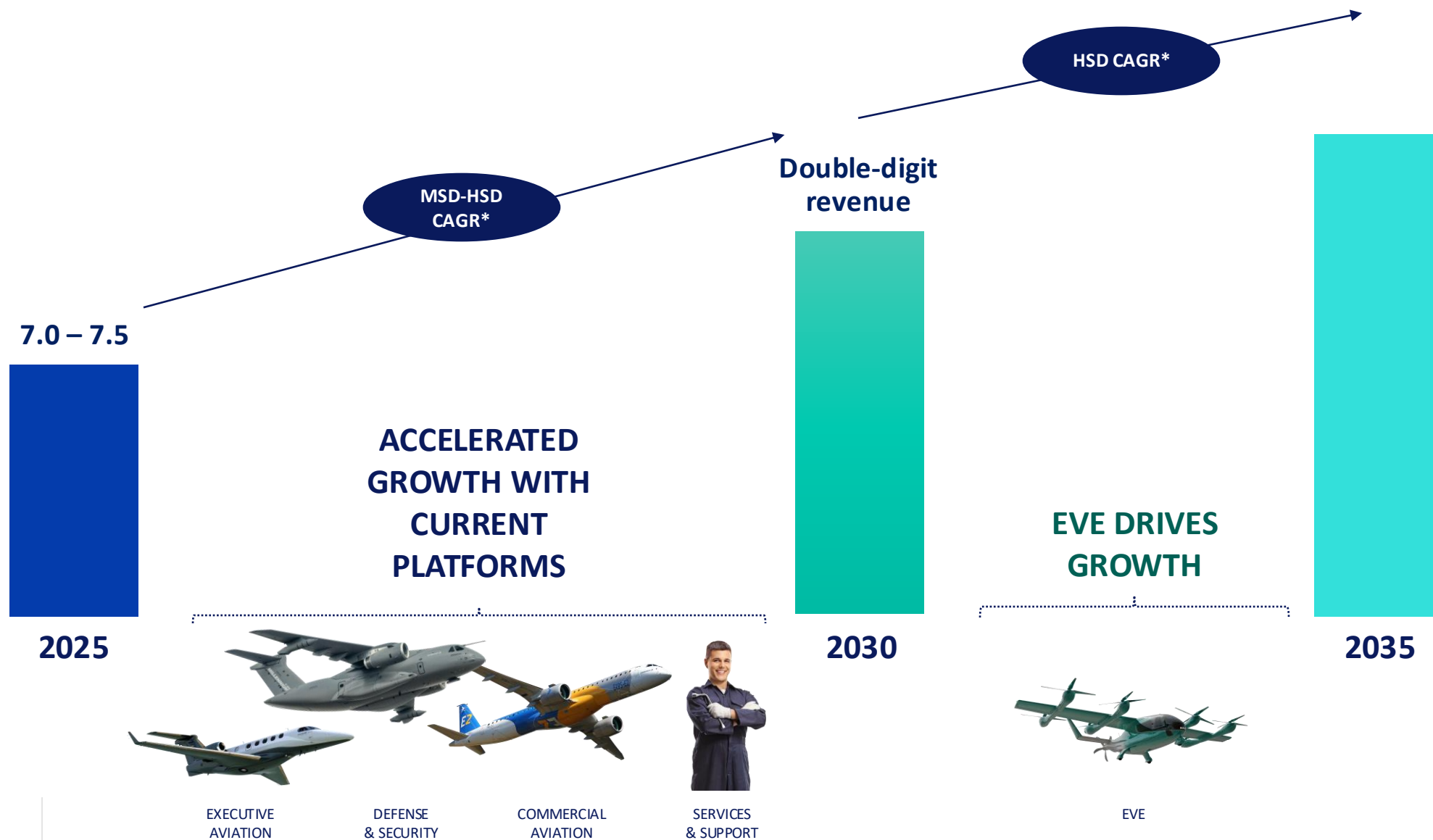
Substantial midterm growth

Ambitious long-term momentum

Next-gen product development

FLIGHT PLAN FOR THE NEXT 10 YEARS

US\$bn



WORLD-CLASS ENGINEERING

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4,000+
Engineering Team

1,400+
Employees have master's degrees, PhDs or post-graduate qualifications.

800+
Patents registered in 7 different countries

MANAGEMENT BY VALUE STREAMS



IPANEMA



~55%
REDUCTION IN
LEAD TIME*

Baseline: 2021

PRAETOR



~40%
REDUCTION IN
LEAD TIME*

Baseline: 2019

KC-390



~35%
REDUCTION IN
LEAD TIME*

Baseline: 2019

E1



~30%
REDUCTION IN
LEAD TIME*

Baseline: 2020

PHENOM



~20%
REDUCTION IN
LEAD TIME*

Baseline: 2020

E2

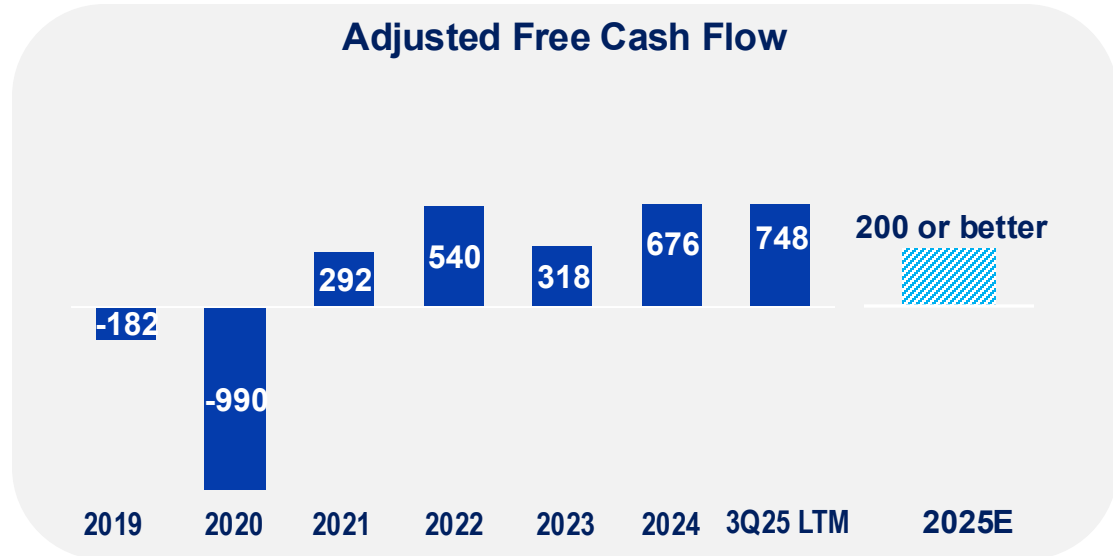
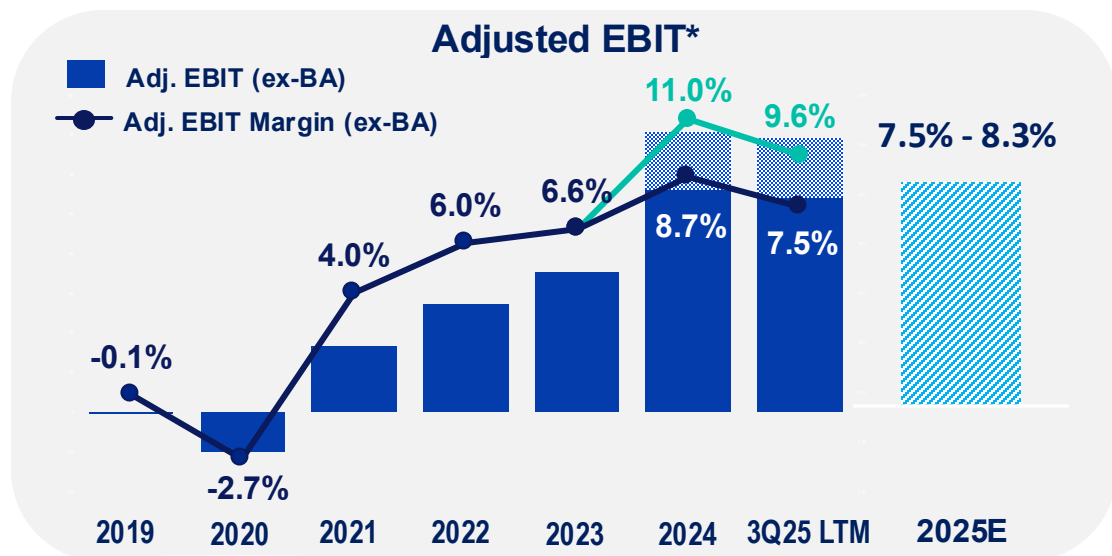
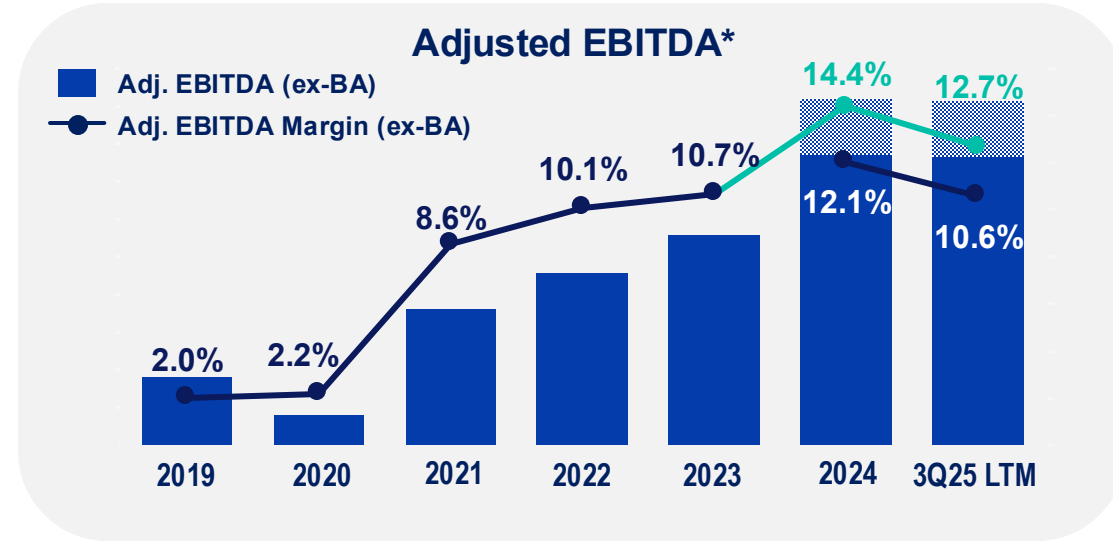
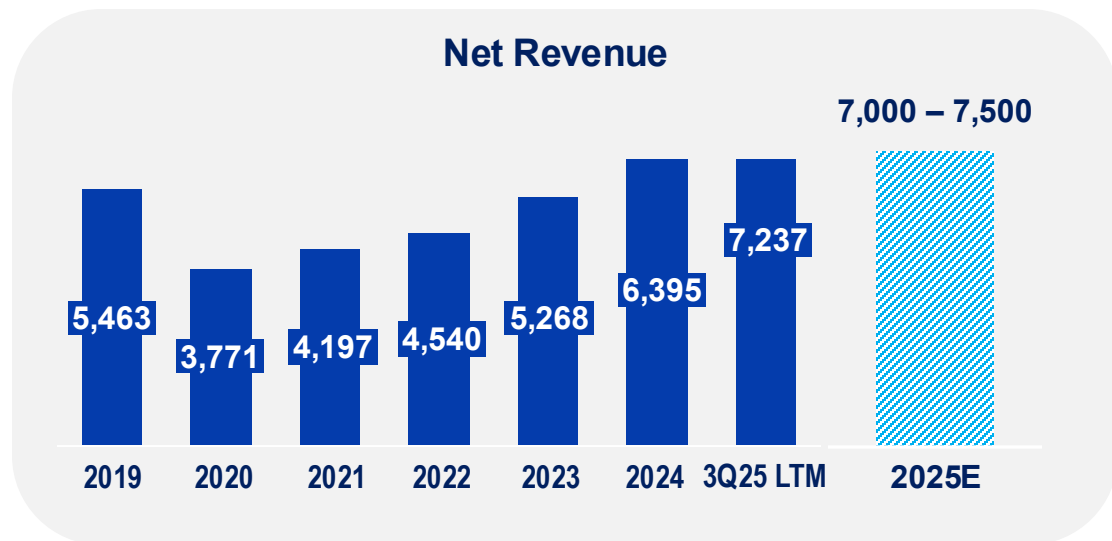


~15%
REDUCTION IN
LEAD TIME*

Baseline: 2020

** The gains indicated are based on the evolution in 2024 compared to the baseline of each program.*

PROFITABLE GROWTH

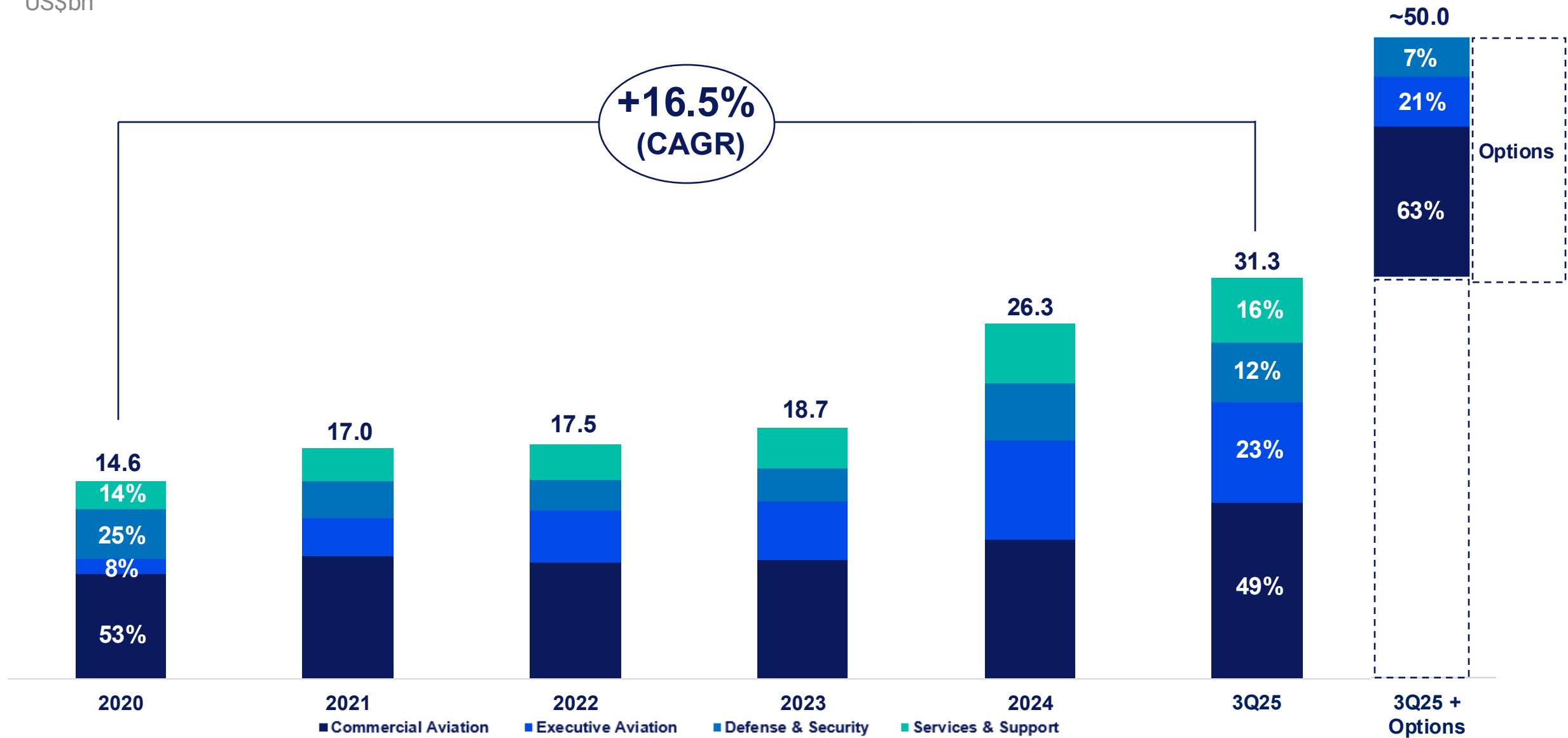


Note: Revenue, adjusted EBITDA, adjusted EBIT and FCF do not consider EVE.
 * Headline margin figures includes US\$150 million from Boeing agreement in 3Q24

ALL TIME HIGH AND WELL-BALANCED PORTFOLIO ➤

BACKLOG PER SEGMENT

US\$bn



INVESTMENT ON SUSTAINABLE GROWTH



3 main projects



Executive Aviation (2024-27)

US\$m

90

- Increase in production capacity by 2027;
- Gavião Peixoto SP, Brazil & Melbourne FL, USA;
- In-line with backlog growth.

Capex

Services – OGMA (2021-26)

US\$m

90

- Brand new P&W engines induction line;
- Operation started in April 2024;
- Full ramp (US\$500m revenues) in 2028.

Capex

Services – MRO (2025-26)

US\$m

70

- Fort Worth TX, USA;
- +50% increase in North America Commercial Aviation clients in 2027.

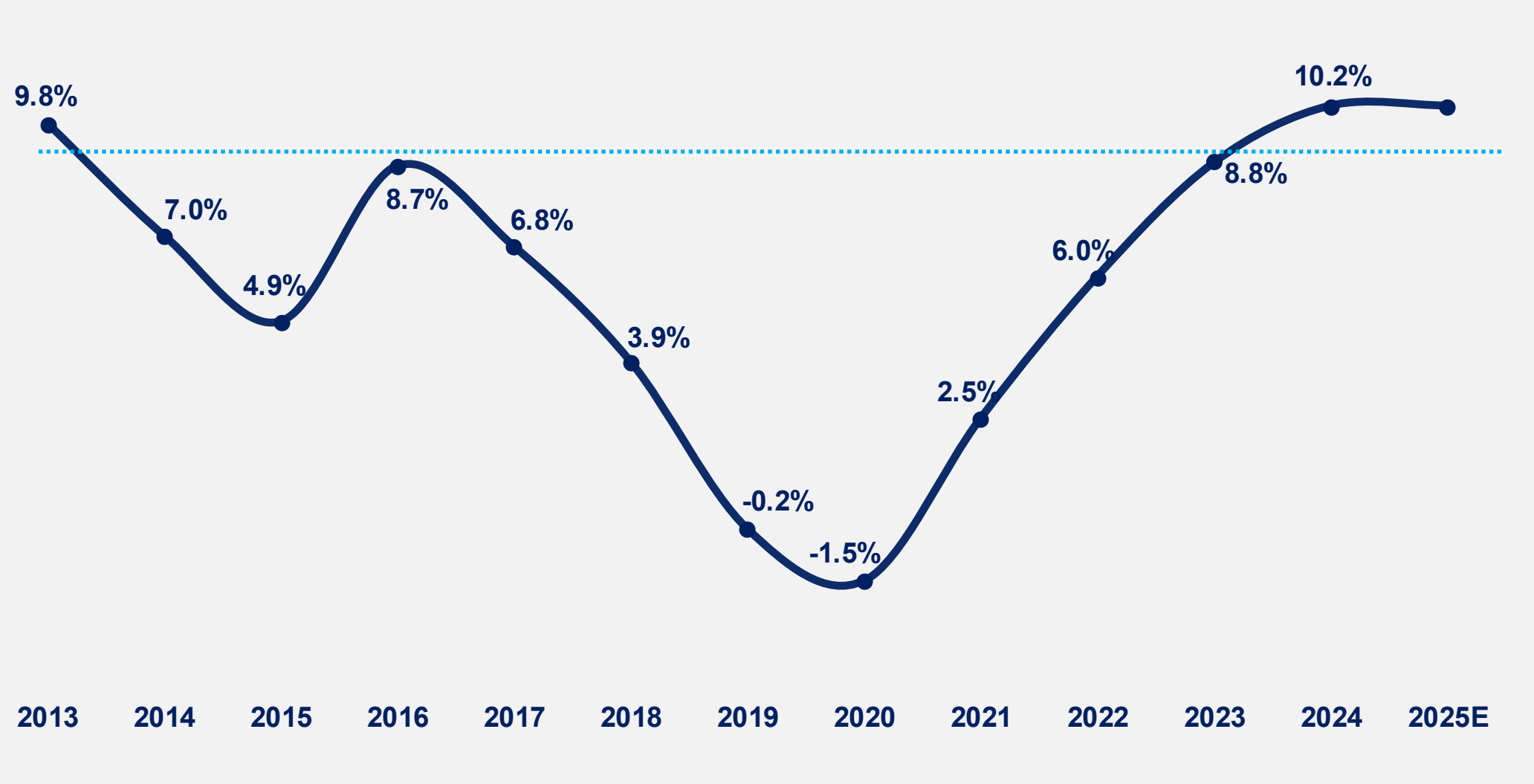
Capex

RETURN ON INVESTED CAPITAL

ROIC above WACC supported by improved operational and financial metrics



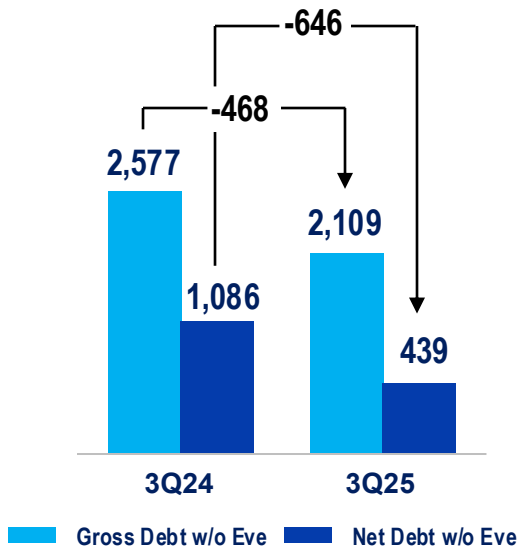
*Embraer avg.
cost of capital*



FINANCIAL POSITION

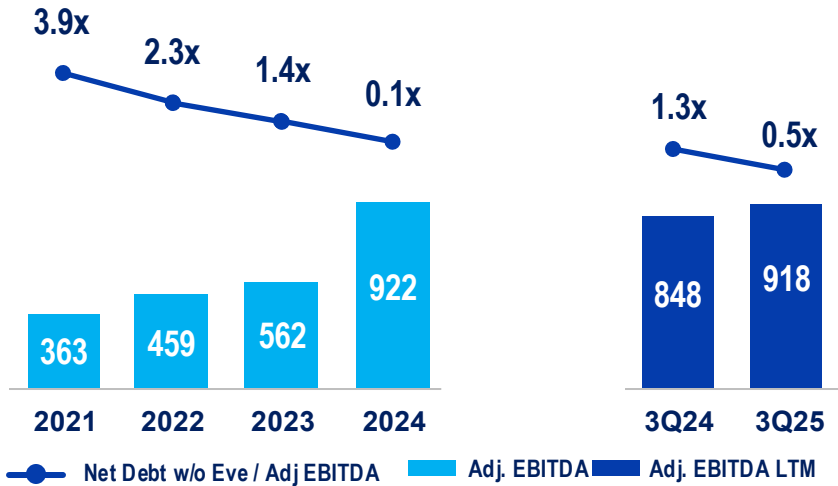
LIQUIDITY

US\$ million

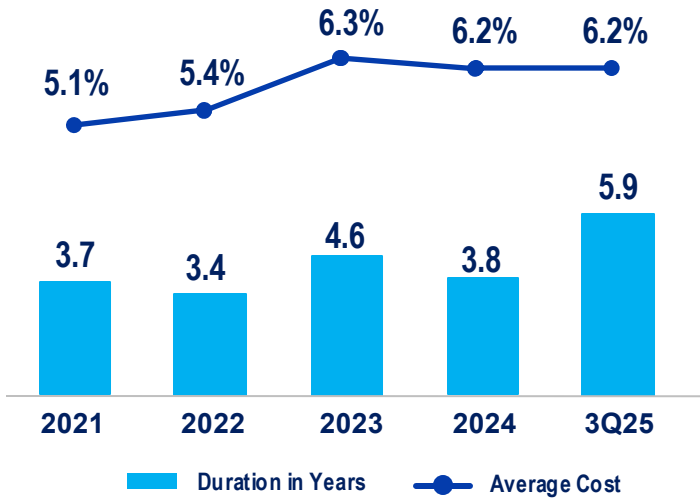


DELEVERAGING

US\$ million

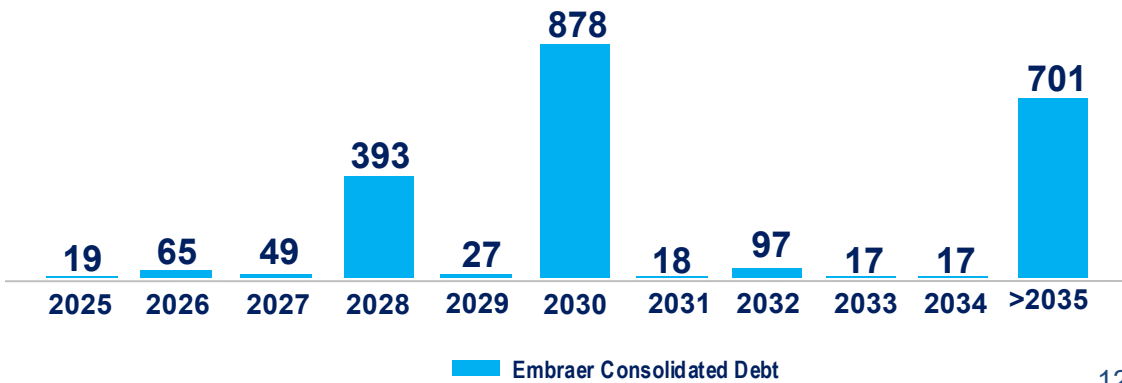


LONG-TERM MATURITIES



DEBT PROFILE

US\$ million

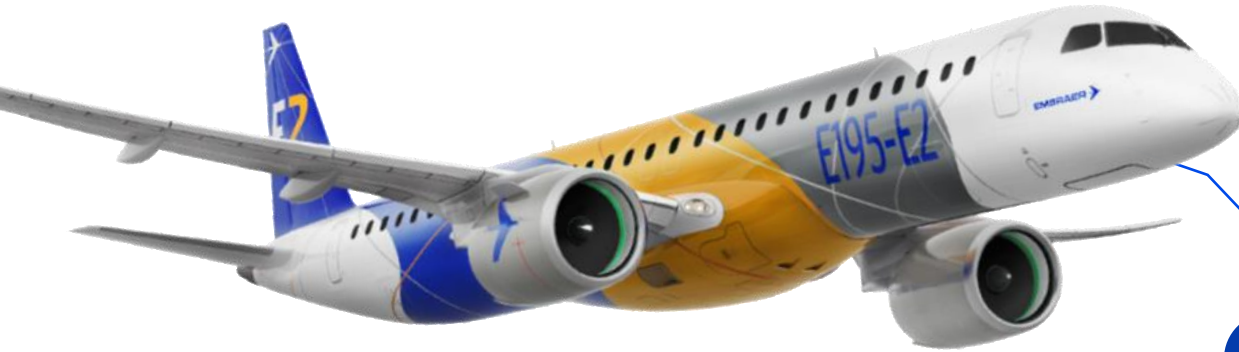




COMMERCIAL AVIATION

E-JETS FAMILY: A GLOBAL MARKET SUCCESS

The E2s are the most efficient in the world in the single-aisle segment, shaping the market with their sustainable technologies, superior comfort, excellent economy and the ideal range



E195-E2

Seats: 120 to 146
Range: 5,556 km / 3,000 nm
YYZ – LAX; REC – MVD
For specs click [here](#)



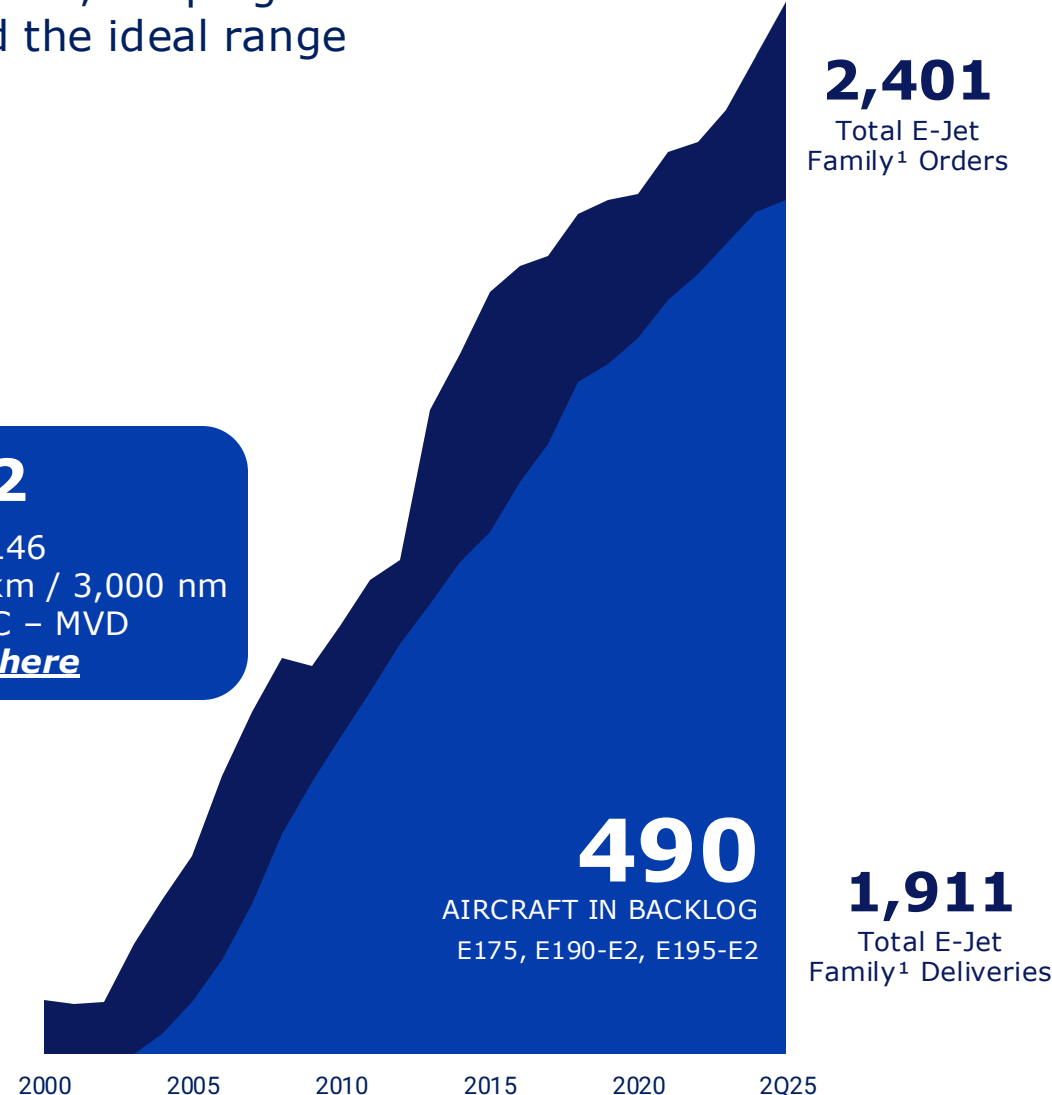
E175

Seats: 76 to 88
Range: 4,074 km / 2,200 nm
JFK – IAH; MCO – DEN
For specs click [here](#)



E190-E2

Seats: 97 to 114
Range: 5,463 km / 2,950 nm
ATH – LHR; SVO – MAD
For specs click [here](#)





(Deliveries since 2004)



(Orders since 2013)

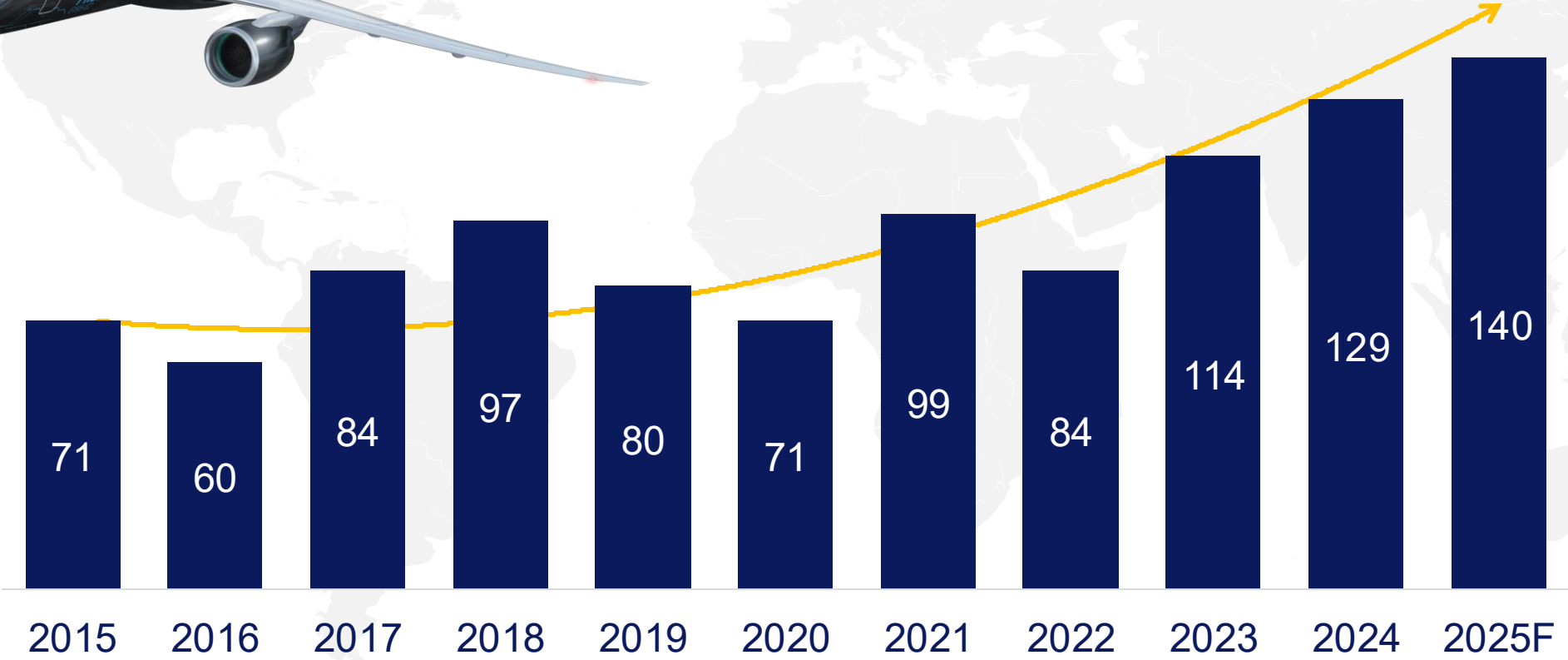


LONG-TERM SEGMENT OVERVIEW

Small narrowbody segment is gaining traction



SMALL NARROWBODY NEW DELIVERIES



Connectivity in a fragmented world



Demand growth in secondary markets



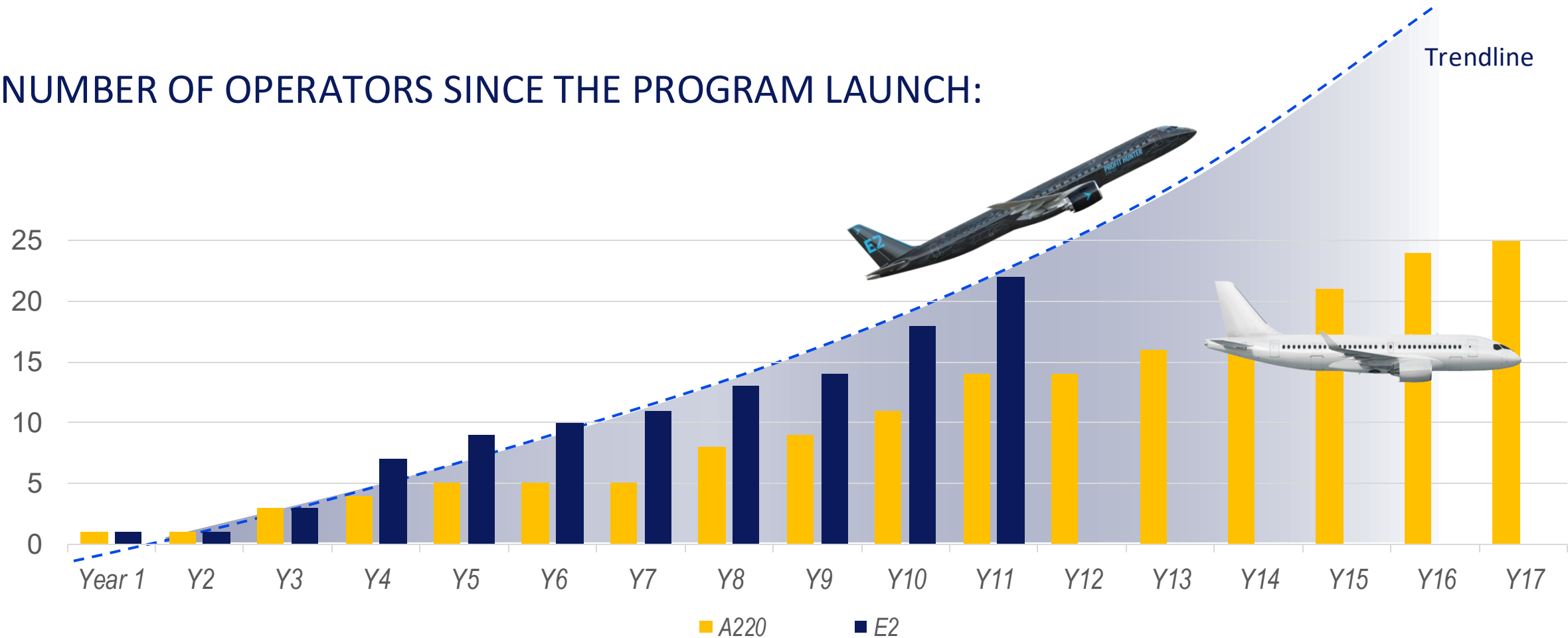
Increased use of mixed fleets to right-size capacity

E2 MARKET ACCEPTANCE



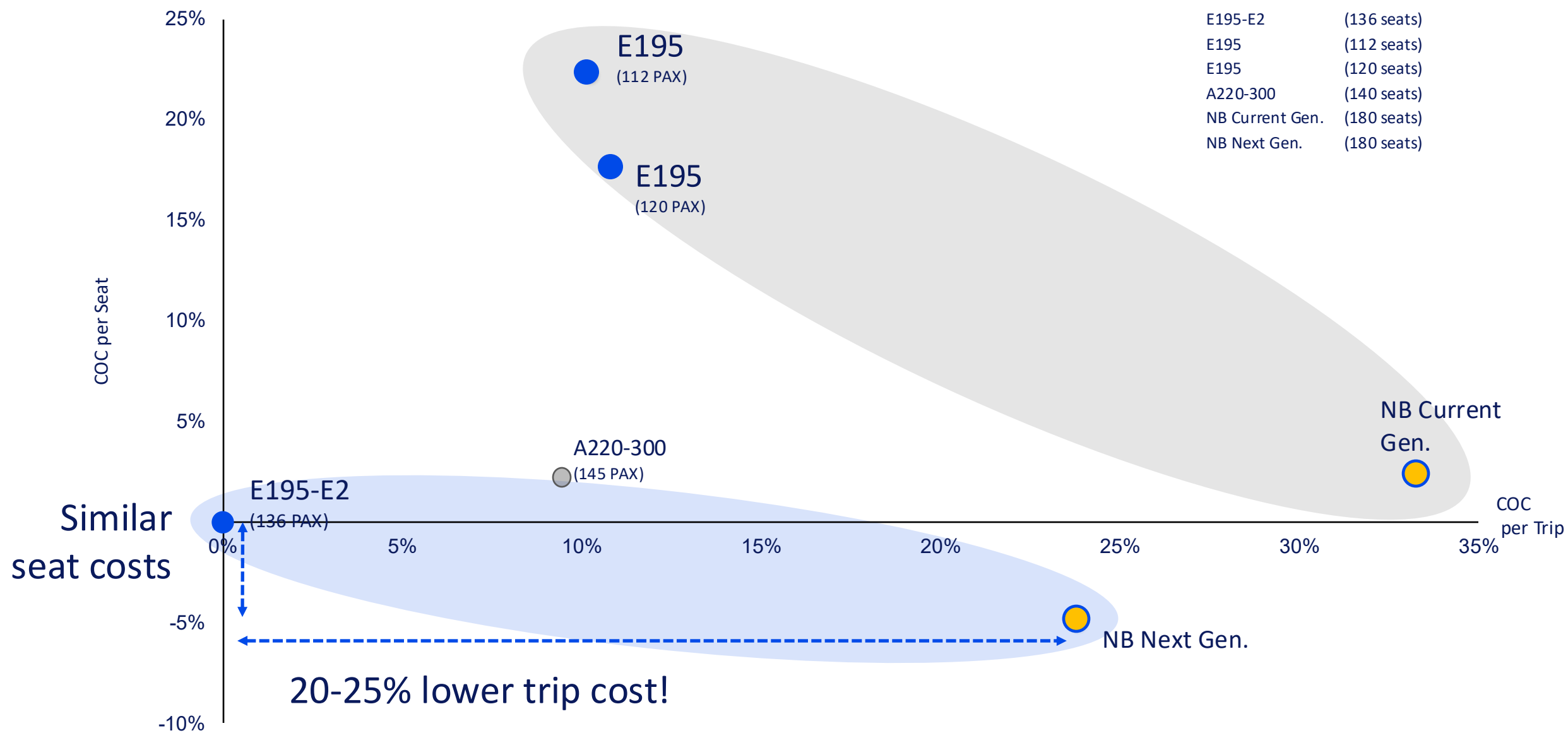
Strong performance, accelerating post-covid

NUMBER OF OPERATORS SINCE THE PROGRAM LAUNCH:



Since 2022:
11 new E2 customers: SalamAir, TUI, Royal Jordanian, Scoot, SKS, Luxair, Mexicana, LOT, Virgin, Hunnu Air, ANA, Avelo, LATAM
9 new A220 customers: TAAG, Croatia Airlines, Qantas, Bulgaria Air, Cyprus Airways, Air Niugini, Lufthansa, Animawings, LOT

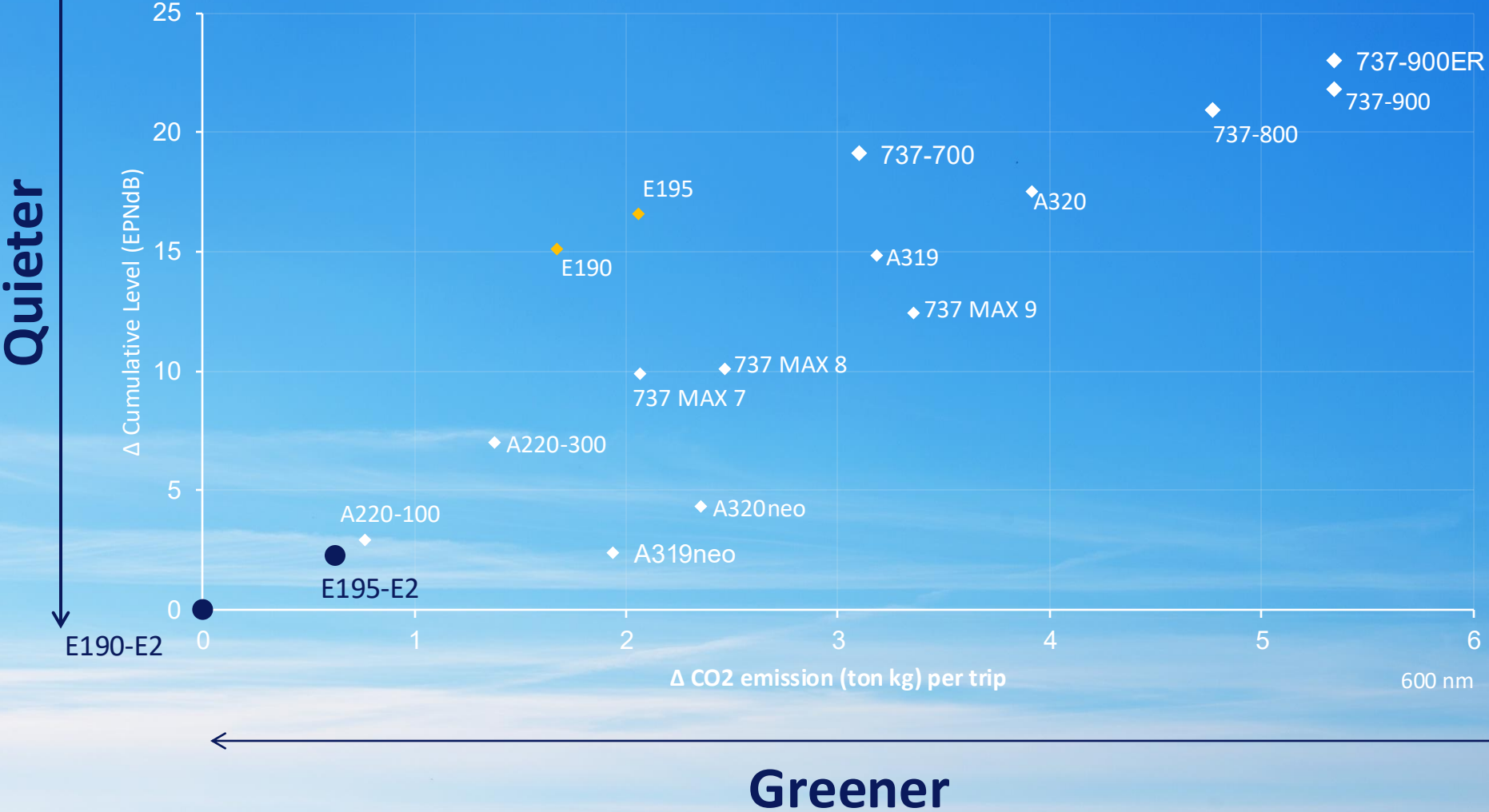
UNBEATABLE COST EFFICIENCY



Assumptions: Generic European Conditions, FH/year: 3,000, FH/FC: 2.0 (800 NM)

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E2 THE MOST ENVIRONMENTALLY-FRIENDLY JET IN SINGLE AISLE



E2 IS THE PREFERRED CHOICE TO COMPLEMENT NB

Selected to complement both Airbus and Boeing larger NB

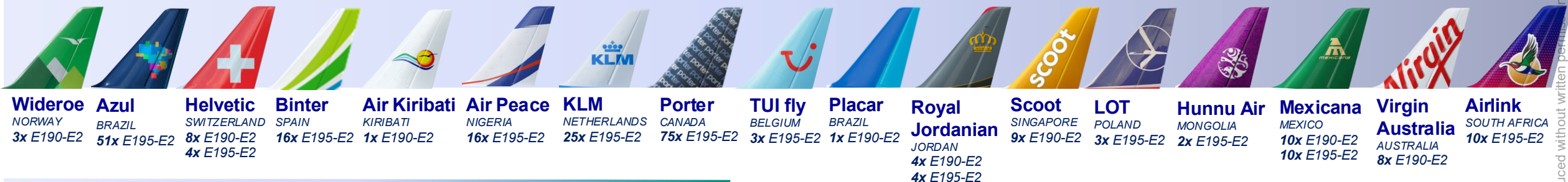
| | | | | | | | | | | | | | |
|--|---|---|---|---|--|---|---|---|---|---|---|---|---|
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 93 x E2s 54 x A320neo 26x A321neo | 16 x E2s 21 x 737s 4x A320 | 6 x E2s 12 x A320neo | 6 x E2s 10 x 737s | 10 x E2s 20 x A320neo | 25 x E2s 38 x 737s | 3 x E2s 22 x 737s | 9 x E2s 39 x A320neo | 3 x E2s 19 x 737s | 8 x E2s 92 x 737s 7 x A320 | 15 x E2s 39 x 737s 17 x A320 | 45 x E2s 80 x A320 | 20 x E2s 3 x 737s | 24 x E2s 19 x A321s 16 x A320s |
| 51x Owned 42x Lessors | 16x Owned | 6x Owned | 6x Owned | 2x Owned 8x Lessors | 25x Lessors | 3x Lessors | 9x Lessors | 3x Lessors | 4x Owned 4x Lessors | 15x Owned | 45x Owned | 20x Owned | 24x Owned |

Accelerate [Connectivity] Opportunity

E2 NUMBERS & FACTS



1st AIRCRAFT DELIVERED



1st AIRCRAFT TO BE DELIVERED



QUALIFIED LESSORS



181 Delivered aircraft
 23 Operators

290 To be delivered
 471 Total Firm Orders

THE E2 IS THE SOLUTION FOR THE US MARKET

E2 value proposition for different business models

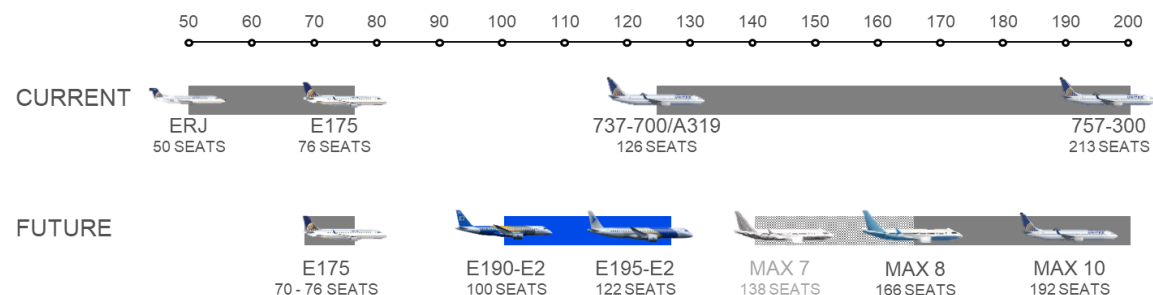
Mainline

- Focusing capacity on larger NBs
- Losing connectivity and dropping cities off the map
- Threatened by more competition and higher costs

Low Cost Carriers

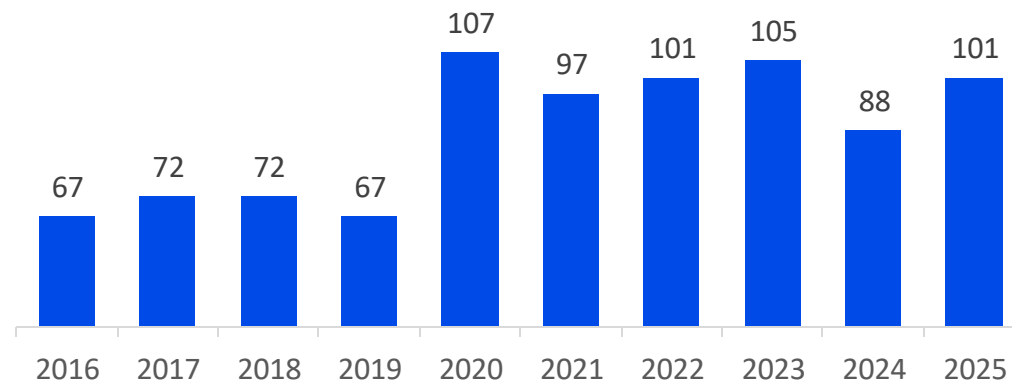
- Growing pocket of opportunities in thinner markets
- Missing an adequate aircraft that fits well
- E2 economics ideal for secondary cities expansion

United Next Fleet Plan



E-Jets E2 family is the perfect complement between the E175 and Max 8

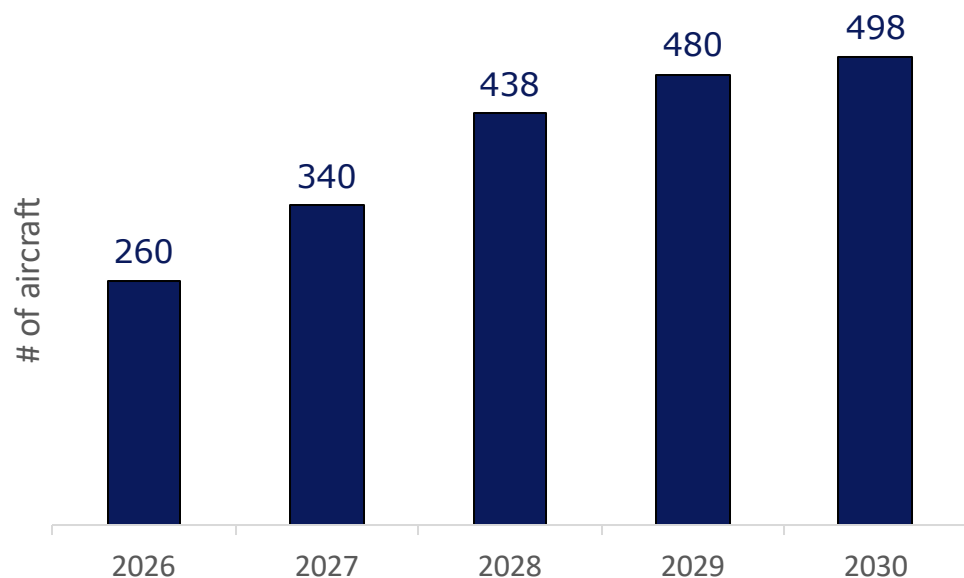
Number of Cities w/o Service or Served Less than Daily



• REPLACEMENT OPPORTUNITIES AHEAD

Regional Aircraft Replacement (E175 opp)

CRJ700/900 & E170/E175 with 20+ years old | US market |

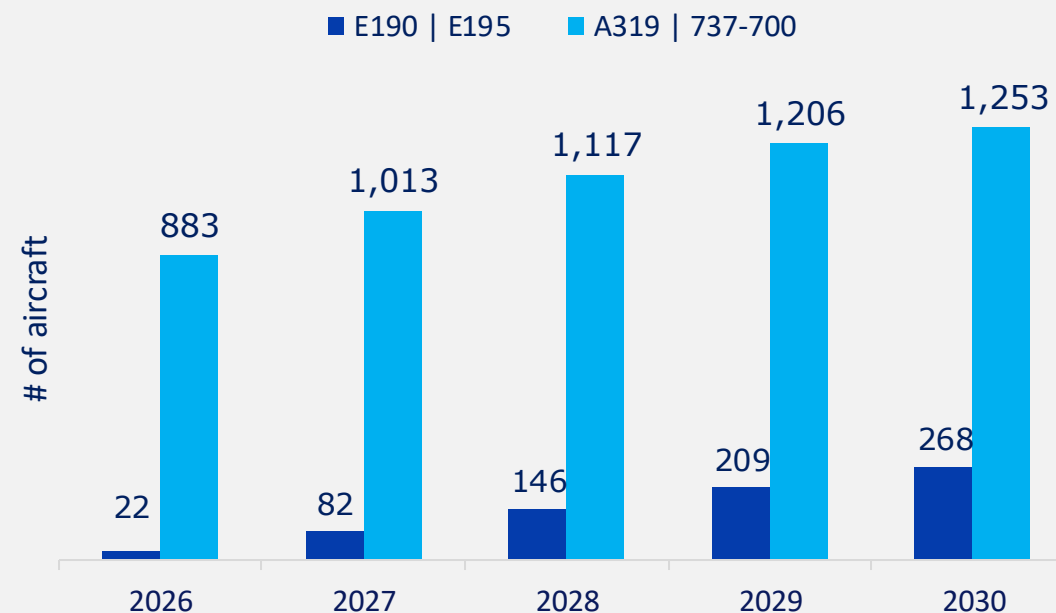


Low competition environment in the next decade

Demand addressable in any scope scenario by either E175 or E175-E2

First Gen SNBs Replacement (E190-E2/E195-E2 opp)

E190-E1/E195-E1 & A319 & 737-700 with 20+ years old | Global Market |

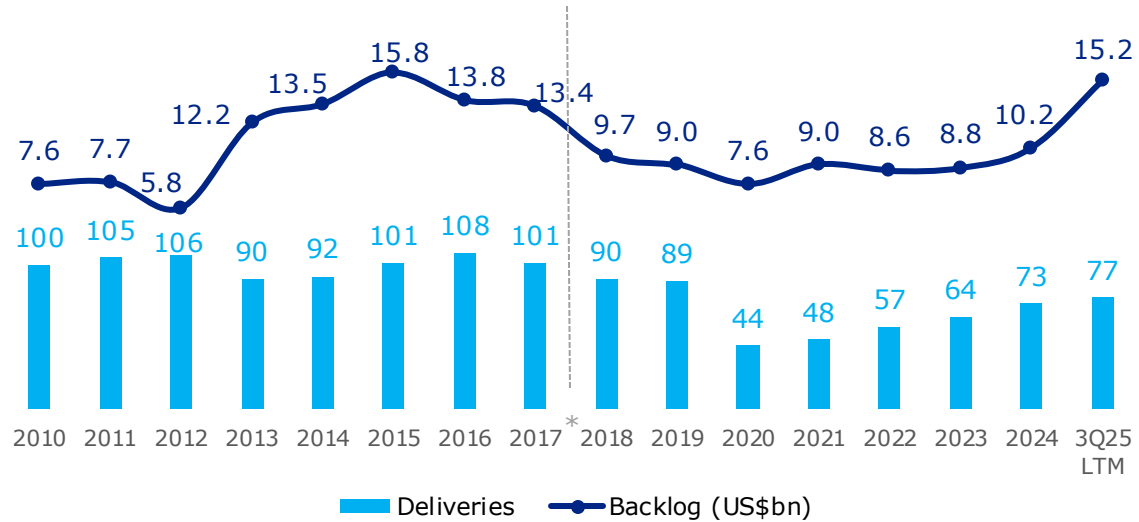


E1 replacement opportunities getting traction this decade – E2 as the most suitable option

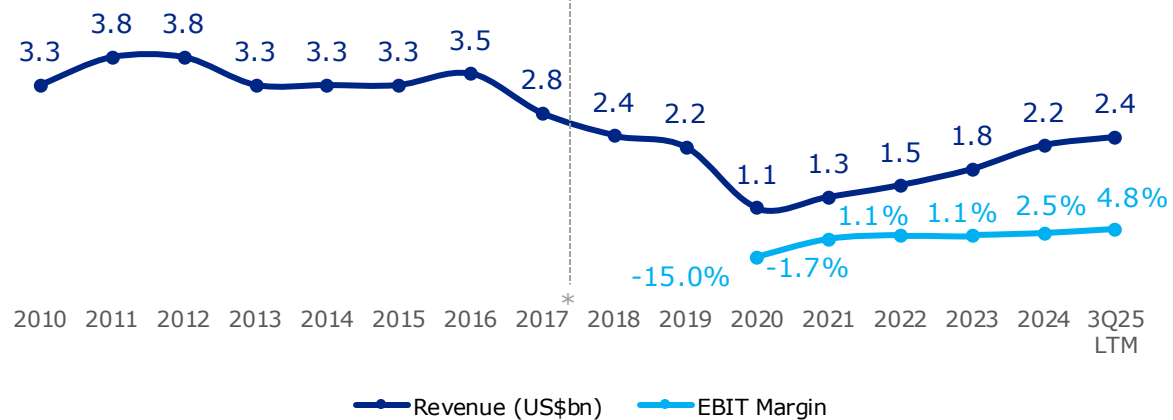
Additional 737-700 and A319 replacement opportunities also addressable

COMMERCIAL BACKLOG

Backlog and Deliveries



Revenue and EBIT Margin



Backlog / Revenue Ratio

Avg. 4.4 (σ 1.6)



Note: *In 2018 Services & Support reported as a separated business unit.

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EXECUTIVE AVIATION

EXECUTIVE AVIATION | PRODUCT PORTFOLIO



Phenom 100EX

Entry
Up to 7 passengers
Range 2,182 km / 1,178 nm
*MCO – JFK; GRU – EZE;
LHR – FCO; SIN – BKK*

For specs click [here](#)



Phenom 300E

Light
Up to 10 passengers
Range 3,722 km / 2,010 nm
*JFK – ASE; GRU – MAO
LHR – TFN; DXB – DEL*

For specs click [here](#)



Praetor 500

Midsize
7 to 9 passengers
Range 6,186 km / 3,340 nm
*JFK – SFO; JFK – CDG
DXB – NCE; DEL – NRT*

For specs click [here](#)



Praetor 600

Super midsize
8 to 12 passengers
Range 7,441 km / 4,018 nm
*LHR – JFK; GRU – MIA
CDG – DEL; SIN – DXB*

For specs click [here](#)

2,000+

Jets delivered

70+

Countries

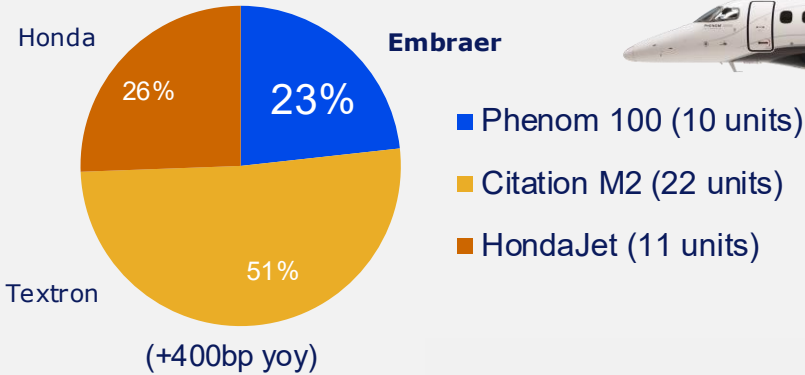
us\$7.3bn

Backlog

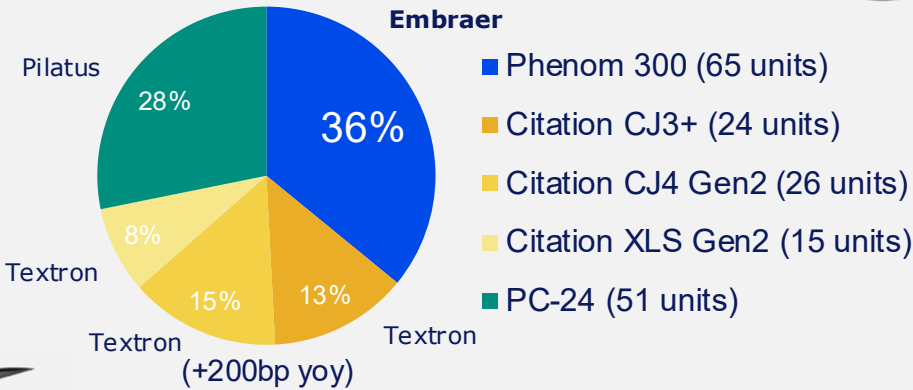
PENETRATING PRODUCT SEGMENTS



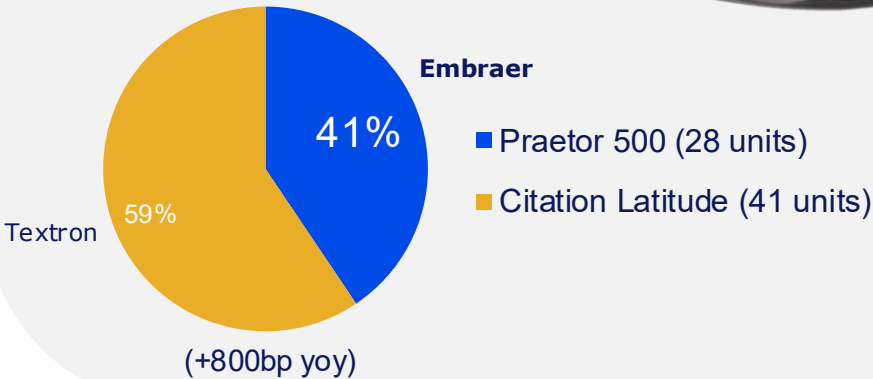
PHENOM® 100 EV/EX
BY EMBRAER



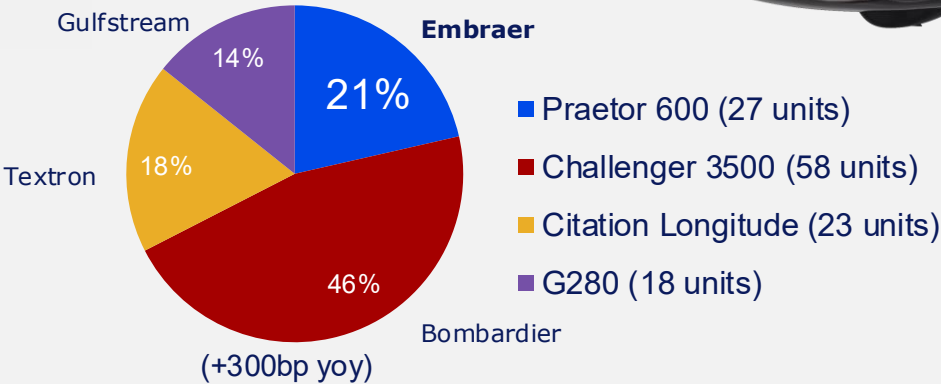
PHENOM® 300E
BY EMBRAER



PRAETOR 500
BY EMBRAER



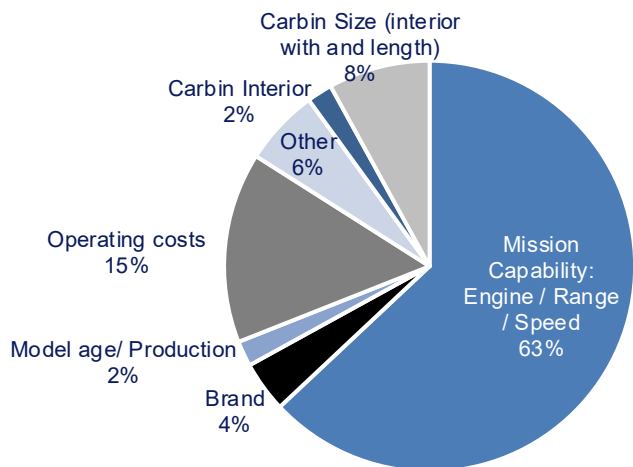
PRAETOR 600
BY EMBRAER



SOLID PRODUCT POSITIONING



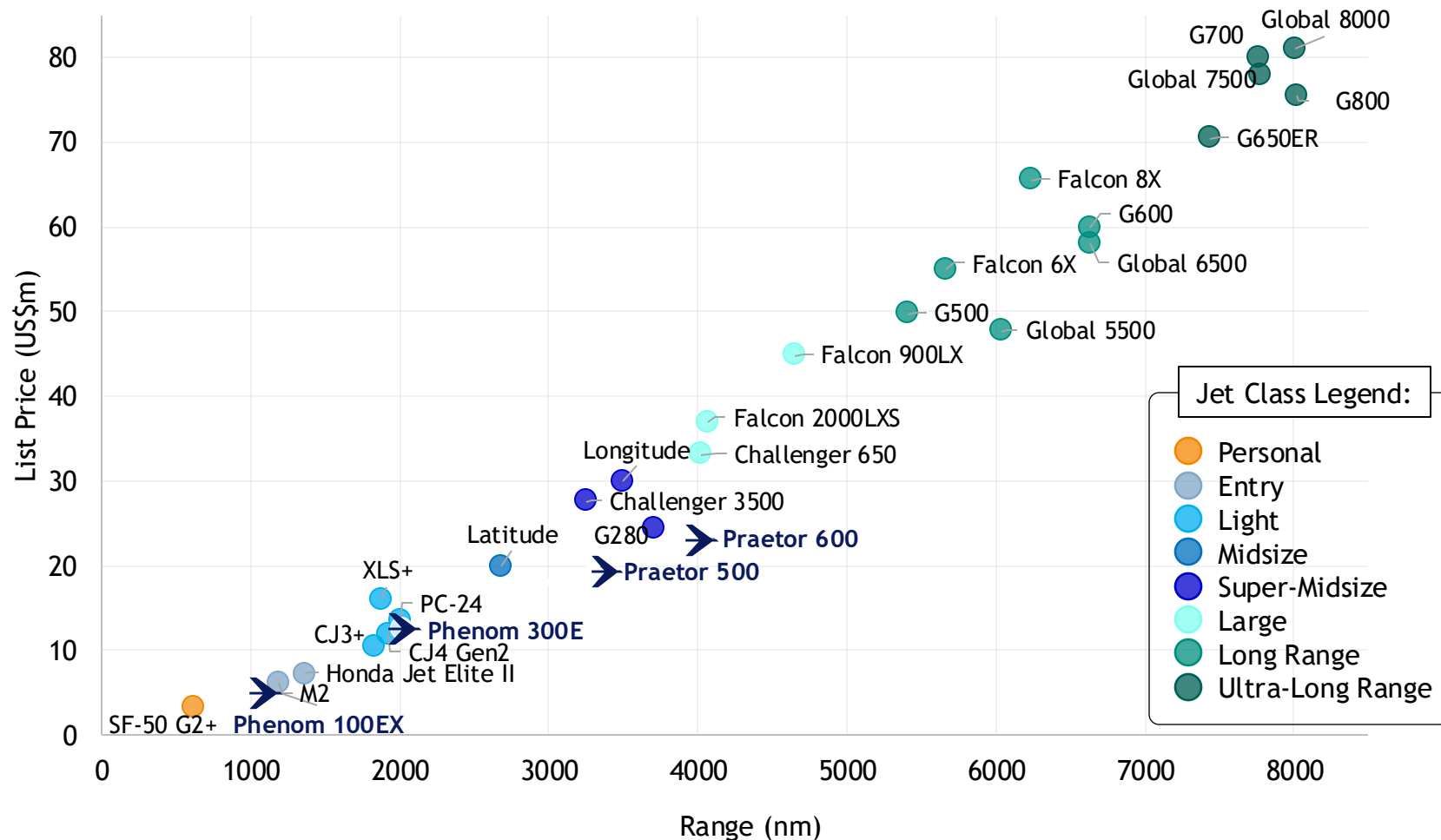
Most Important Features for Buyers



Embraer Value Proposition

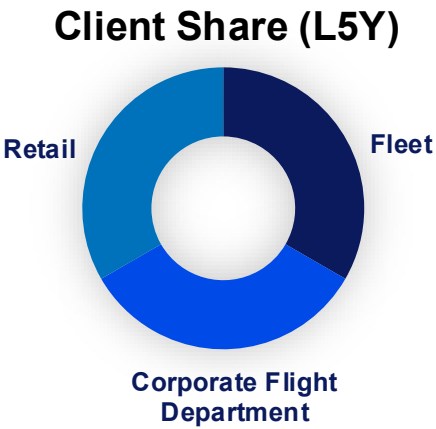
- Unmatched performance
- Disruptive technology
- Superior comfort
- Top-ranked support

Range v. List Price



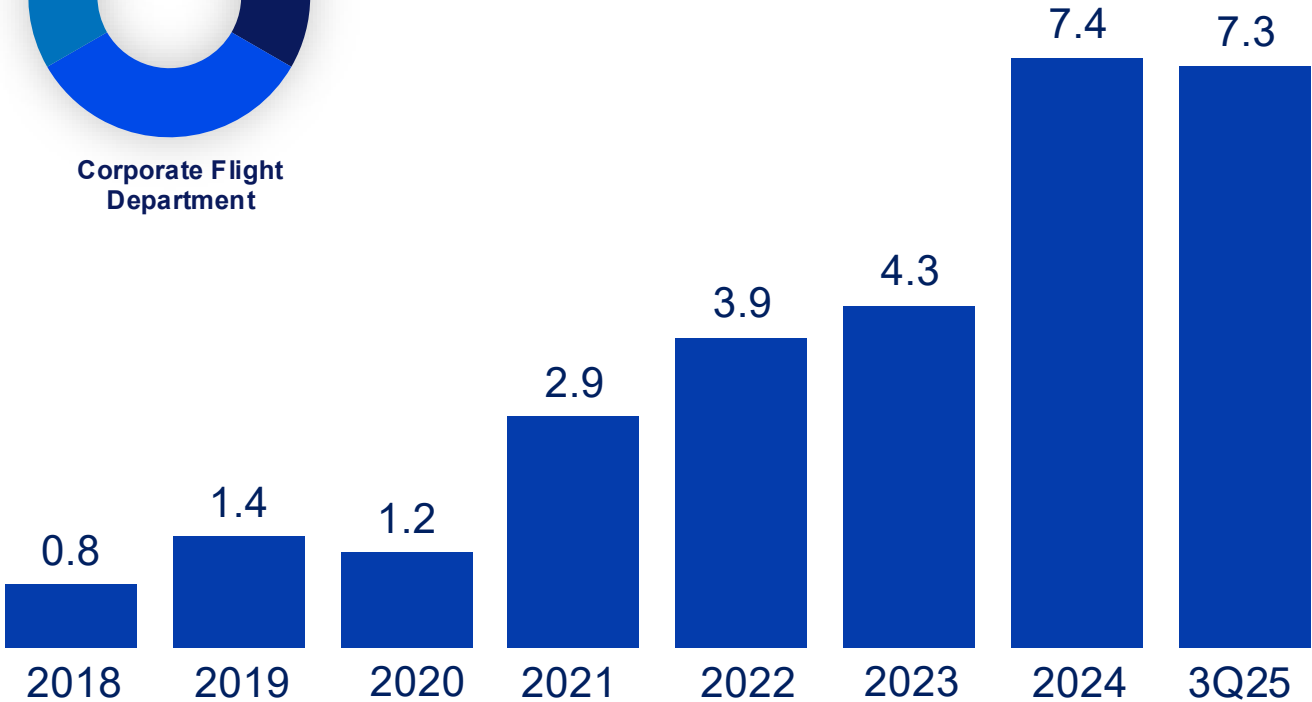
STRONG CUSTOMER BACKLOG

Executive Aviation Order Backlog (US\$bn)



Embraer Executive Aviation selling new delivery slots in early 2028

460+ aircraft



Customer demand is strong for Embraer aircraft (130 units delivered in 2024; +13% yoy)

Best-selling products, combined with sustained global demand and ageing fleet are driving new sales for Embraer

Seizing market momentum, NetJets continues to firm orders out of a total of 250

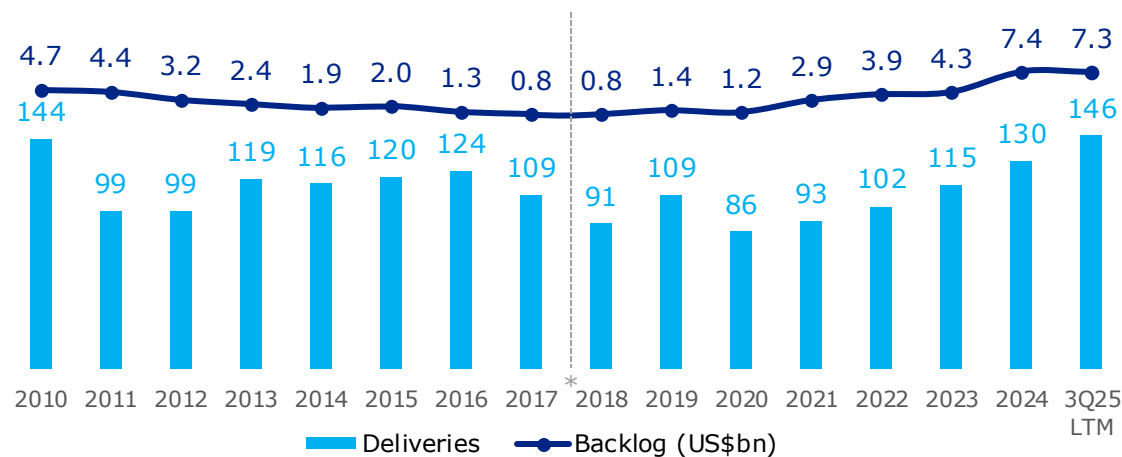
Marquee deal with Flexjet for 182 aircraft and 30 options to be delivered during 2026-2030

De-risked production profile until the end of the decade

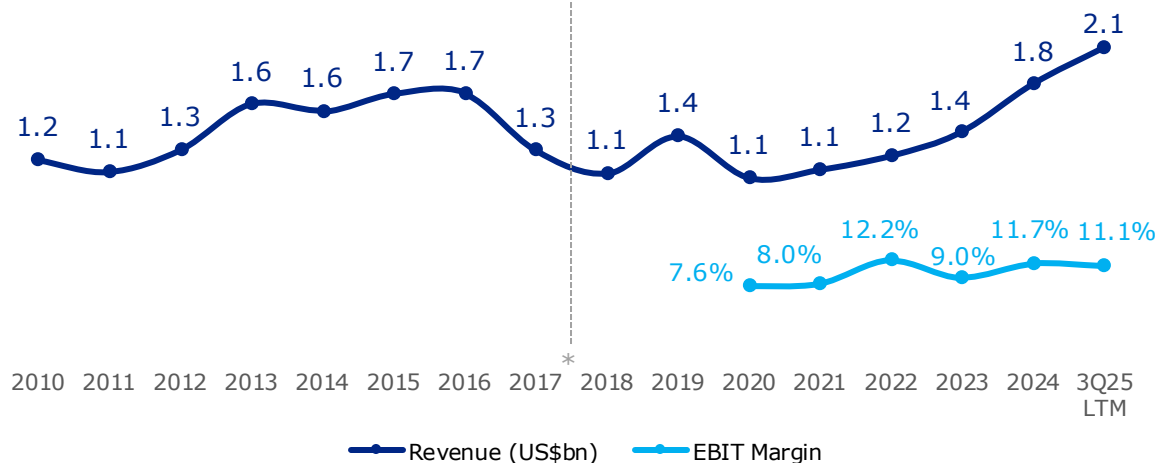
EXECUTIVE BACKLOG



Backlog and Deliveries



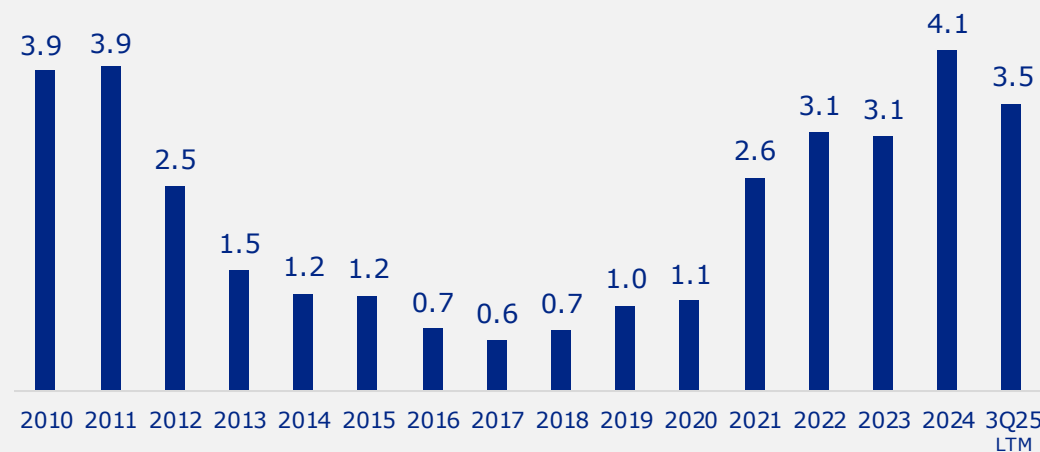
Revenue and EBIT Margin



Note: *In 2018 Services & Support reported as a separated business unit.

Backlog / Revenue Ratio

Avg. 2.2 (σ 1.3)



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DEFENSE & SECURITY



KC-390 MILLENNIUM

TRUE MULTI-MISSION PLATFORM

**AERIAL
RESUPPLY**



**AERIAL
ASSAULT**



**SPECIAL
OPERATIONS**



**AERIAL
FIREFIGHTING**



**MEDICAL
EVACUATION**



**HUMANITARIAN
AID**



**SEARCH &
RESCUE**



**AIR-TO-AIR
REFUELING**



19,200+

FLIGHT HOURS THROUGH SEPTEMBER 2025

93%

MISSION CAPABLE RATE⁽¹⁾

98.7%

COMPLETION RATE⁽²⁾

11

aircraft
in service

7  **Brazil**
1ST DELIVERY IN 2019

3  **Portugal**
1ST DELIVERY IN 2023

1  **Hungary**
1ST DELIVERY IN 2024

(1) Availability when scheduled maintenance is removed from the equation.

(2) Rate of successful missions, once launched.

KC-390 MILLENNIUM MARKET MOMENTUM

RIGHT PRODUCT, RIGHT TIMING

46 FIRM ORDERS
+ 6 SELECTIONS



2014

Brazil



18

2019

Portugal



5

2020

Hungary



2

2023

South Korea



3

2024

The Netherlands



5

Austria



4

Czechia



2

Undisclosed



2

2025

Portugal



+1

Sweden



4

Aircraft
Selected by

Lithuania



3

Slovakia



3

Options:

The Netherlands



9

Portugal



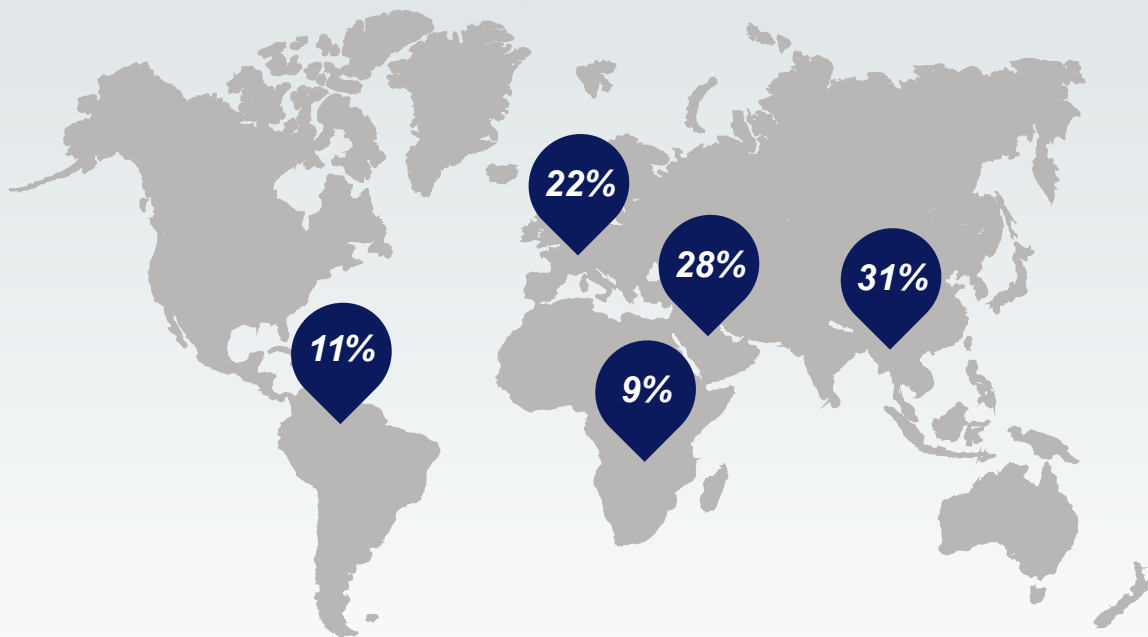
10



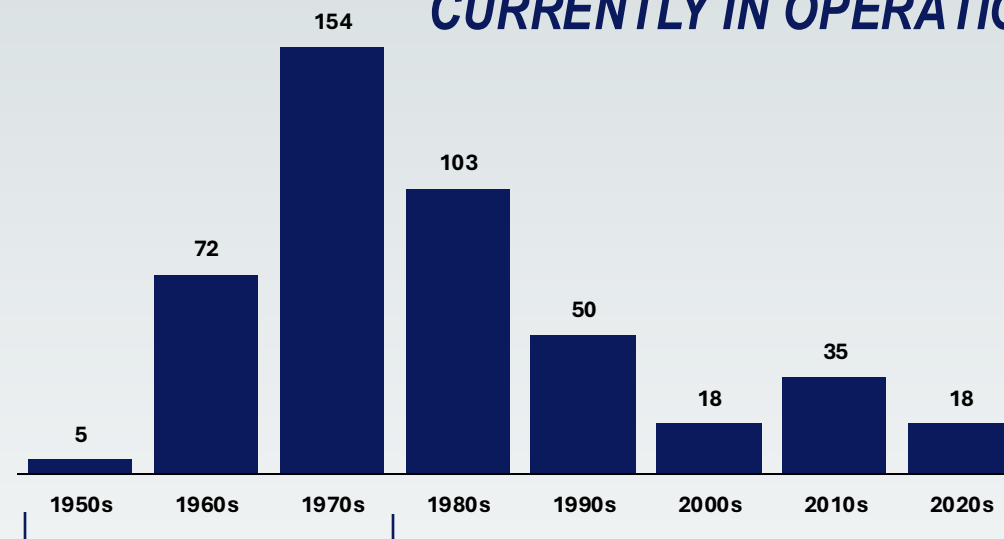
KC-390 MILLENNIUM | ADDRESSABLE MARKET

RIGHT PRODUCT, RIGHT TIMING

ADDRESSABLE
MARKET
20 years
~460 AIRCRAFT



*DELIVERY YEAR OF 455
TACTICAL AIRLIFTERS
CURRENTLY IN OPERATION*



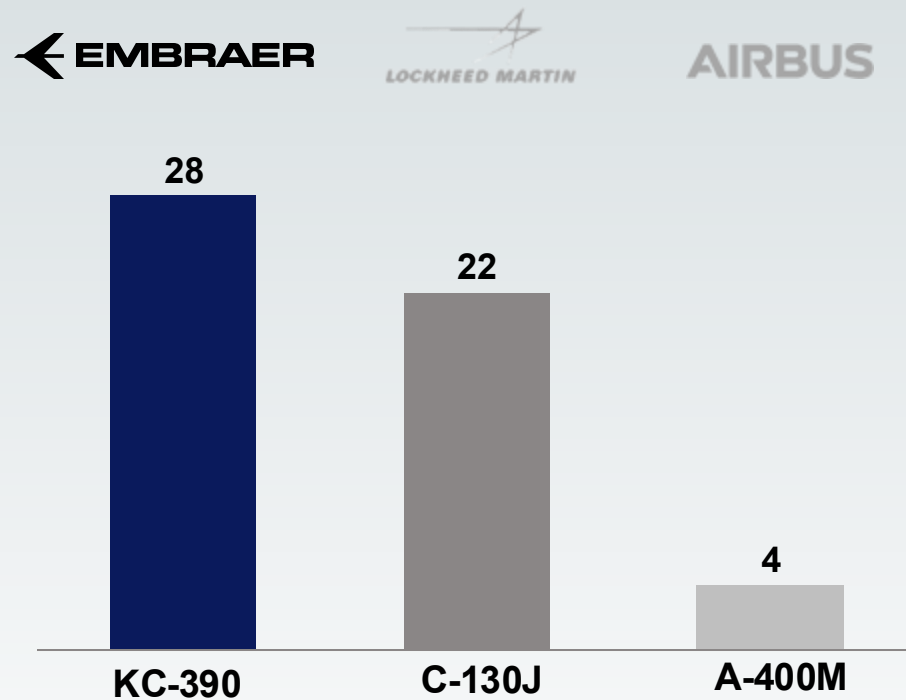
~230 AIRCRAFT
*OVER 45 YEARS OLD
DUE TO RETIRE*

Doesn't include U.S.A., Russia, China, Ukraine, North Korea, Cuba and Japan.

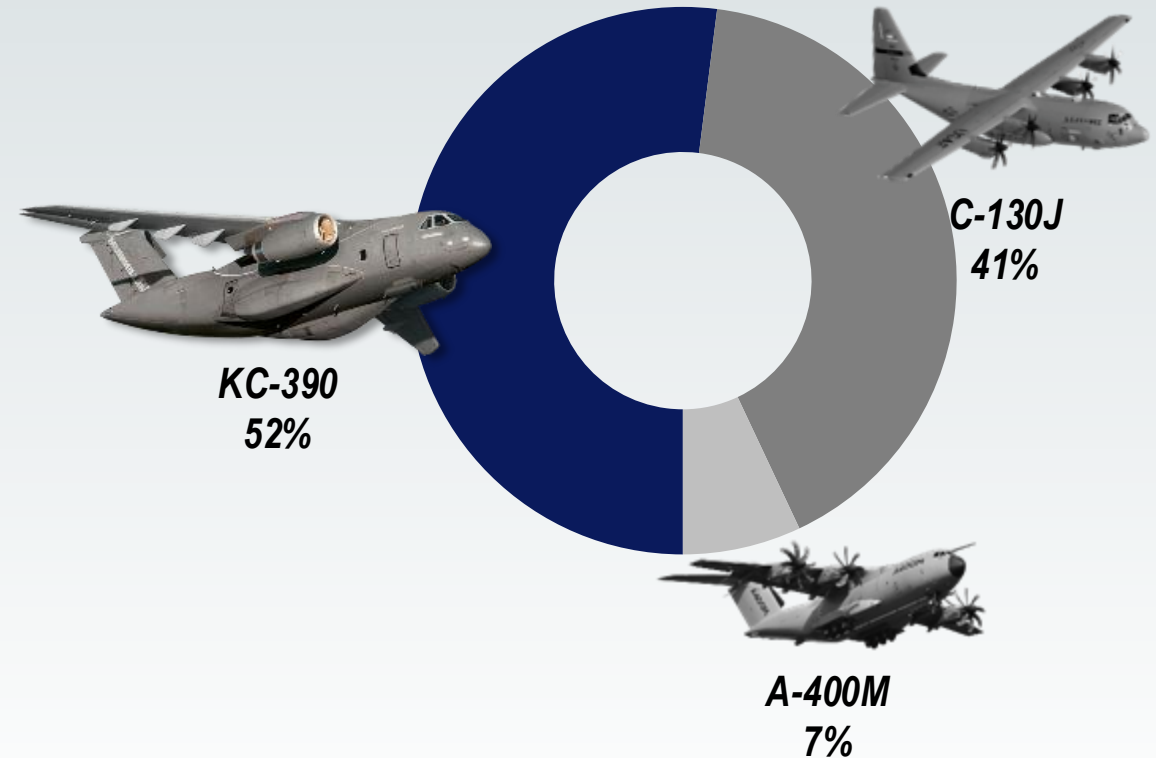
KC-390 MILLENNIUM | SALES SINCE 2019



INTERNATIONAL SALES



NEW MARKET LEADER

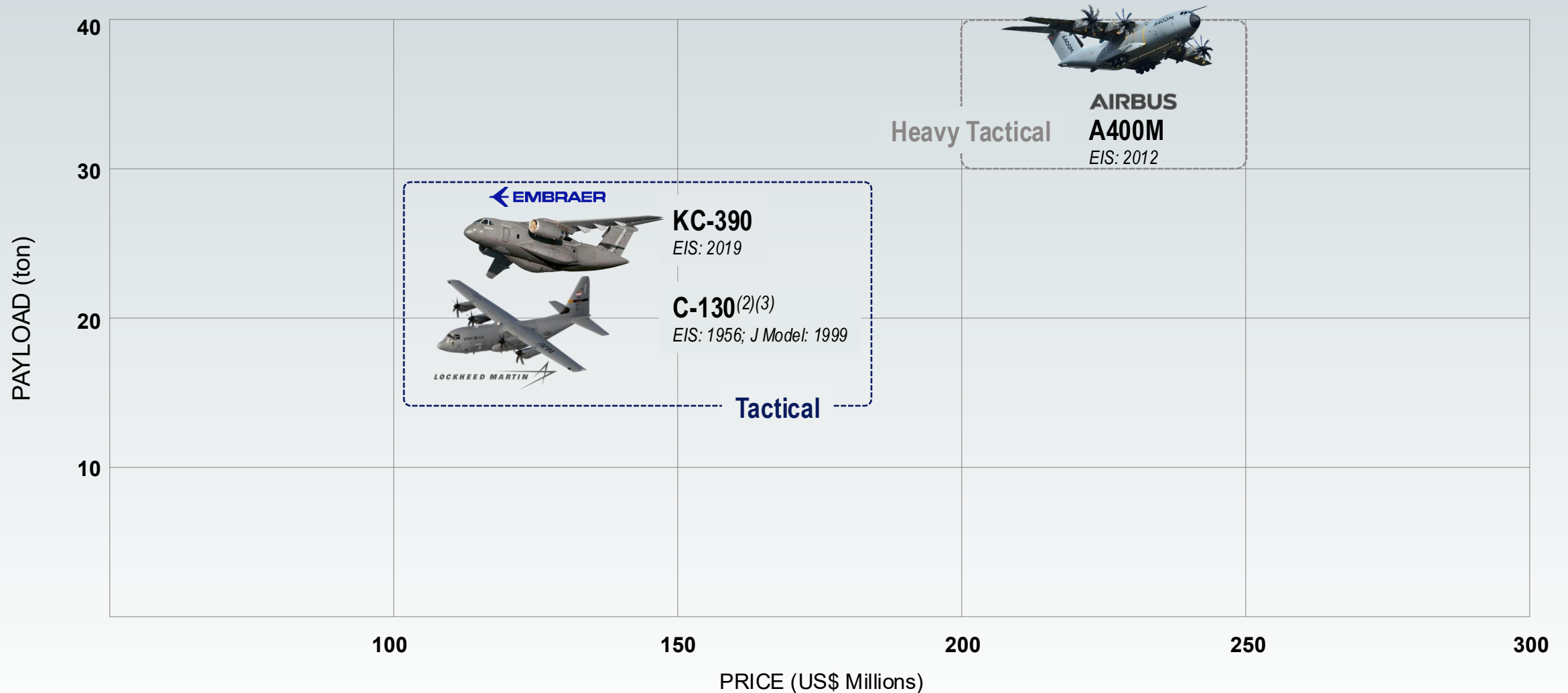


NOTE: C-130J domestic sales not included.



KC-390 MILLENNIUM | COMPETITION OVERVIEW

TRANSPORT AIRCRAFT⁽¹⁾



(1) Showing main competitors only. C-295, C-27J, Y8/Y9 and C2 are still being monitored.
 (2) Include models A, B, E, H, R, T, J - all replaceable by the KC-390. U.S. Armed Forces operate 585 C-130 units.
 (3) C-130J: 624 orders, 556 deliveries - backlog: 43 USA + 25 export (Australia, Egypt and Philippines)..

A-29 SUPER TUCANO MULTI-MISSION AIRCRAFT



LAA
Light Attack



ARA
Armed Reconnaissance



TTA
Tactical Trainer

A-29 SUPER TUCANO

WORLDWIDE PRESENCE

21
AIR FORCES

290+
AIRCRAFT ORDERED

+580,000
FLIGHT HOURS

+60,000
COMBAT HOURS





A-29 SUPER TUCANO | MARKET MOMENTUM

STEADY FLIGHT

39

NEW ORDERS
IN LESS THAN 18 MONTHS

TWO DECADES LEADING
THE LIGHT ATTACK
AIRCRAFT MARKET
SEGMENT



FLEET
UPDATE
Brazil



2024

2025



Paraguay



Undisclosed



Portugal



Uruguay



Undisclosed



Uruguay



Panama



snc SIERRA
NEVADA
CORPORATION



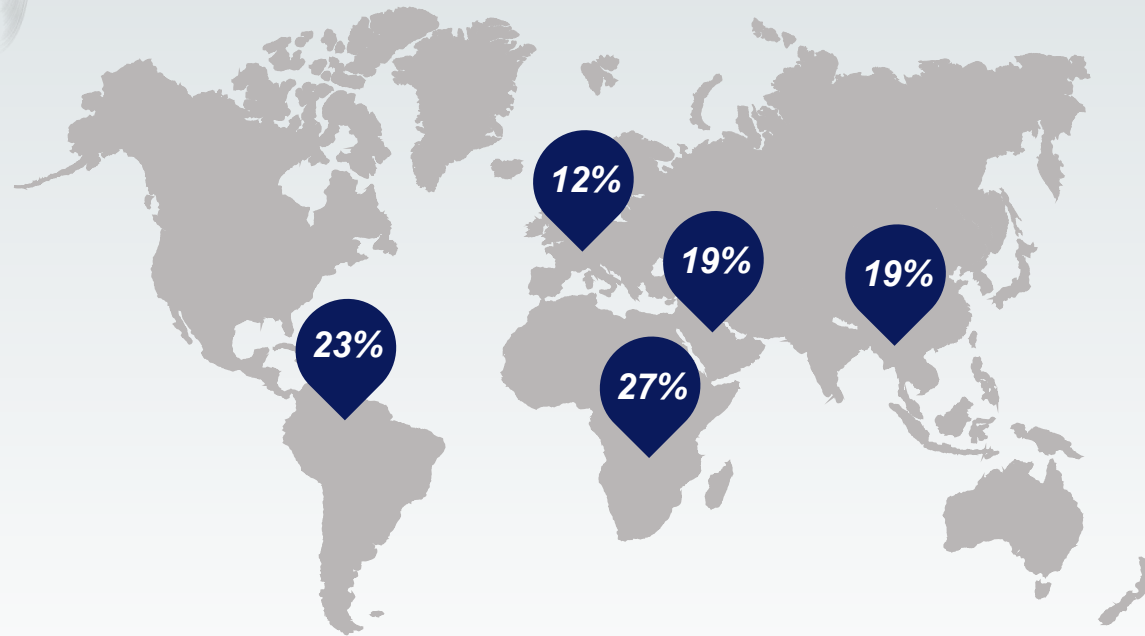
A-29 SUPER TUCANO | ADDRESSABLE MARKET

RELEVANT MISSION SET, VALUE TO OPERATORS



ADDRESSABLE
MARKET
20 years

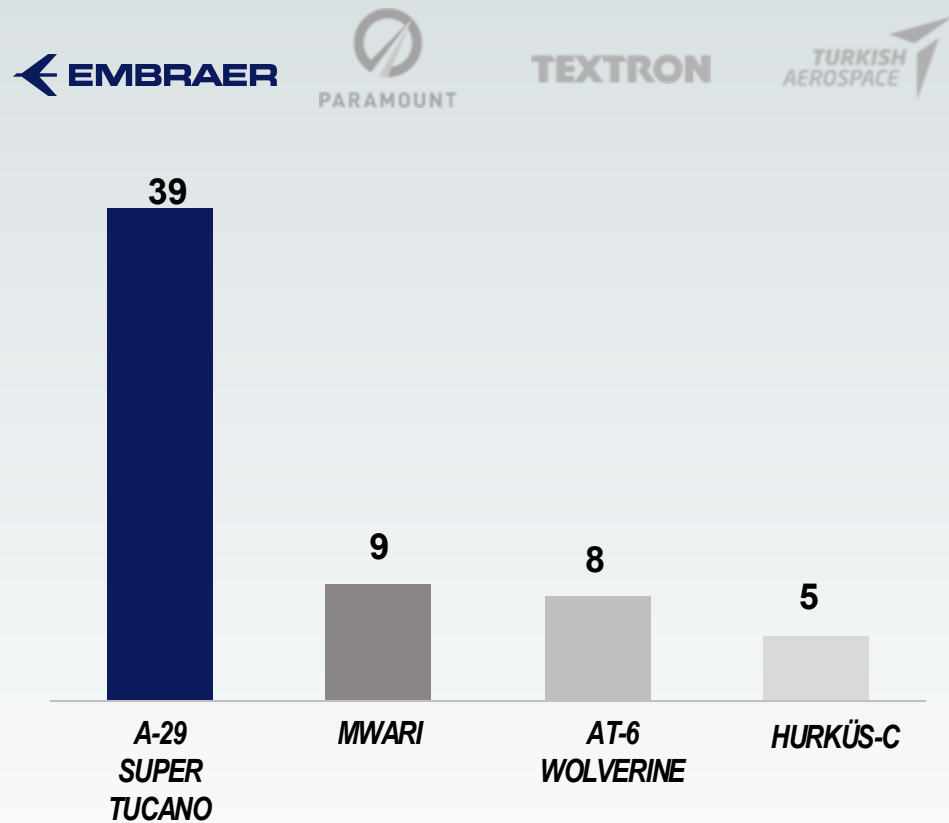
~545 AIRCRAFT



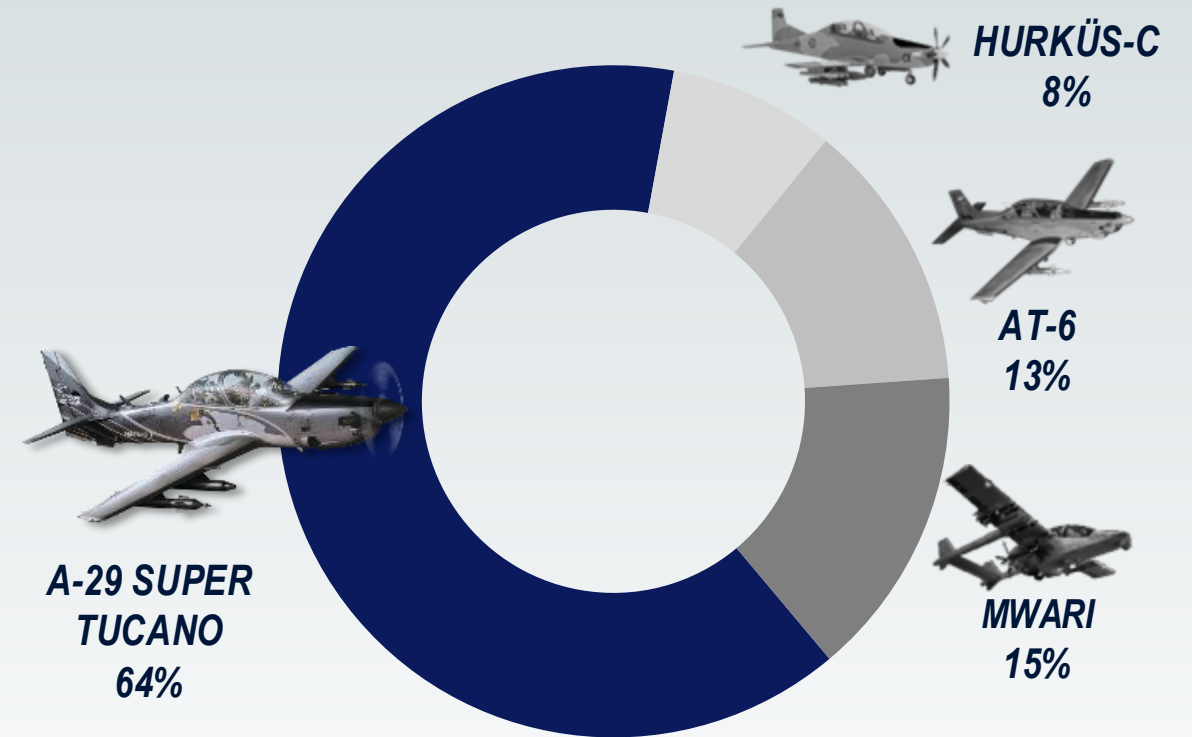
Doesn't include USA, Russia, China, Ukraine, North Korea, Cuba and Japan.

A-29 SUPER TUCANO | SALES SINCE 2019

INTERNATIONAL SALES













CONTINUOUS LEADERSHIP



NOTE: domestic sales not included.



A-29 SUPER TUCANO | COMPETITION OVERVIEW

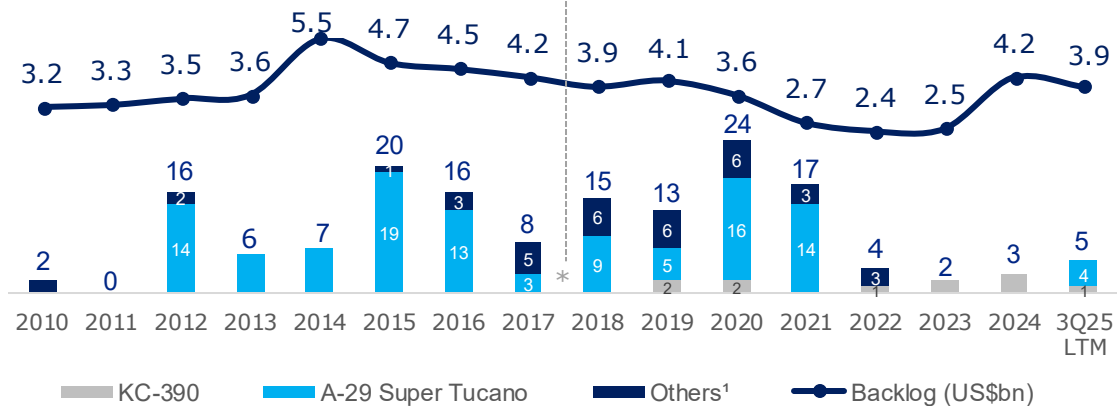
| |  |  |  |  |  |
|-----------------------|---|--|---|---|---|
| | A-29 | AT-6 | HURKÜS-C | SKY WARDEN | MWARI |
| Manufacturer |  |  |  |  |  |
| Units Ordered | 302 | 11 | 5 | 74 | 9 |
| Number of Operators | 21 | 2 | 2 | 1 | 2 |
| Platform Design | Clean Sheet Design | Modified Basic Trainer | Modified Basic Trainer | Modified Crop Duster | Clean Sheet Design |
| Combat Maturity Level | Very High | None | Very Low | None | Very Low |

Market Leader!

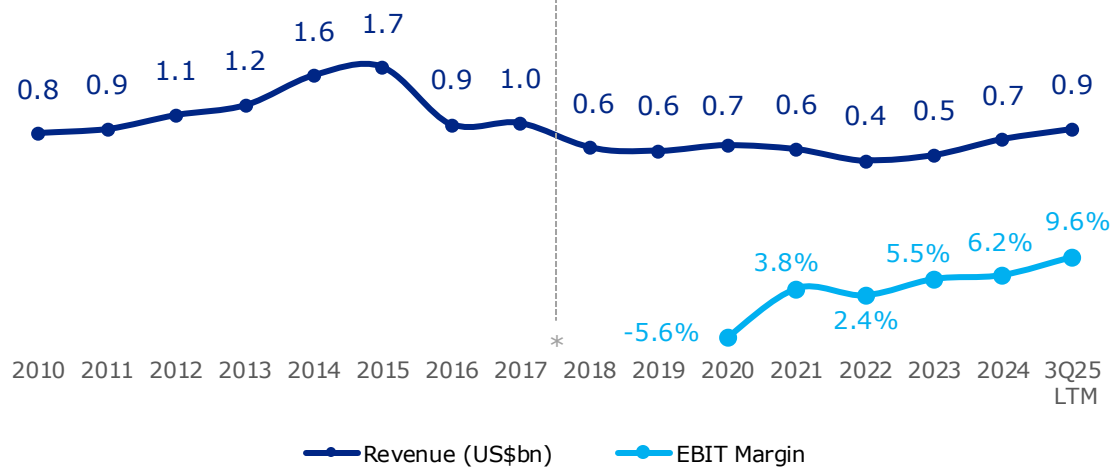
DEFENSE & SECURITY BACKLOG



Backlog and Deliveries



Revenue and EBIT Margin



Backlog / Revenue Ratio

Avg. 4.6 (σ 1.2)



Note: *In 2018 Services & Support reported as a separated business unit. BU financials mainly by POC accounting method. ¹Others, includes Modernization Programs and Special Mission.



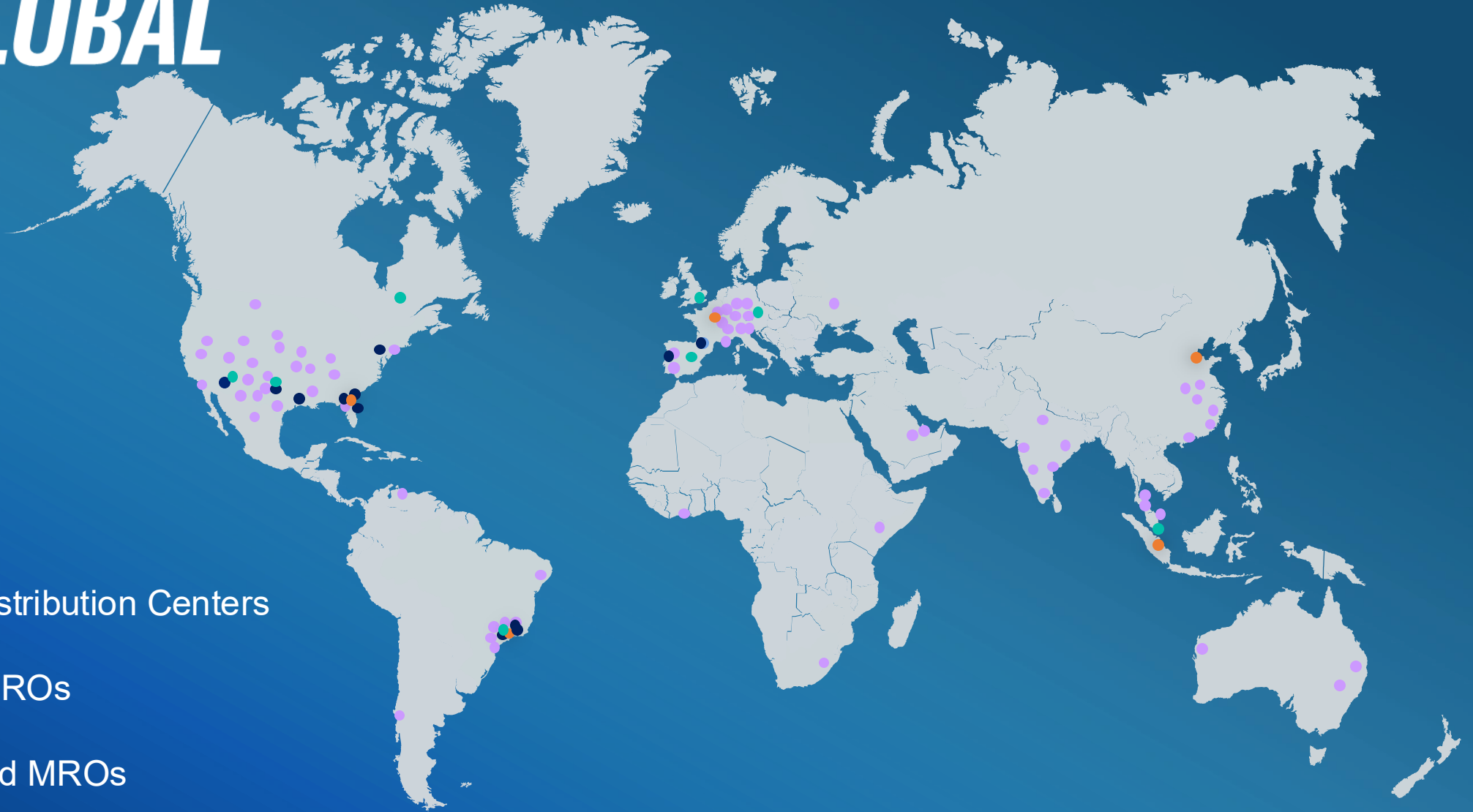
SERVICES & SUPPORT





we are ***GLOBAL***

- 7 Global Distribution Centers
- 14 Owned MROs
- 78 Authorized MROs
- 8 Training Centers



ONE SITE, A WORLD OF CAPABILITIES



CIVIL
AVIATION

3.000m RUNWAY

PAINTING
HANGAR

DEFENSE
AVIATION

AEROSTRUCTURES

P&W GTF MRO

ENGINE
MRO

- Over 105 years of experience
- Located in a strategic location in Alverca, Portugal



our **PORTFOLIO**



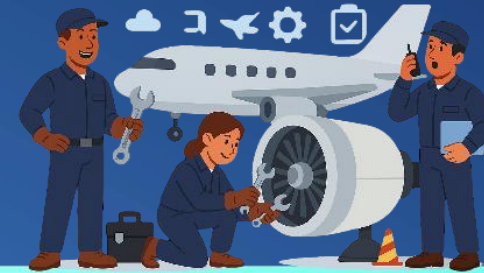
Entry Into Service

Training
Engineering Services
Spare Parts



Maintenance

Airframe MRO
Engine & Component MRO
Spare Parts & Repair
Aircraft Enhancements



Operations

Technical Support
Engineering Services
Training
Material Solutions



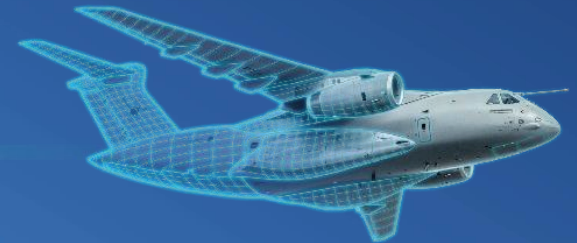
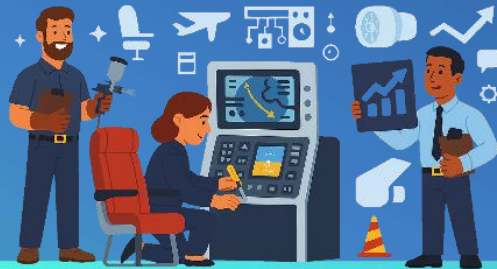
Aircraft Enhancements

Cabin Interior
Systems Upgrades
Performance Enhancements



Ownership Transition

Remarketing Services
Aircraft Enhancements
Engineering Services
Training



Alternative Solutions

Part-Out
Cargo conversion
Medevac
Special mission



2024 AEROSPACE & DEFENSE AFTERMARKET SERVICES



Total Services & Support Market Size (US\$bn)



**Embraer S&S
Total Market**
1.4% of total
aviation after-
market size



**Embraer S&S
Addressable Market**



**Embraer S&S
Actual Revenue (w/o OGMA*)**
77% of Embraer's
addressable market

Line Maintenance

22

Airframe

36

Tech. Services + Training

40

Component

50

20

Civil

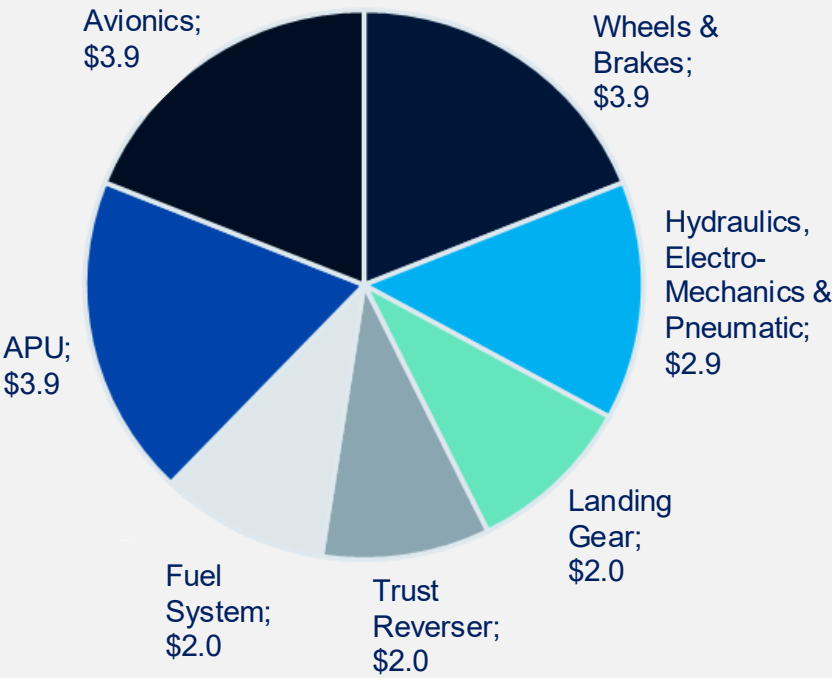
30

Military

Engine

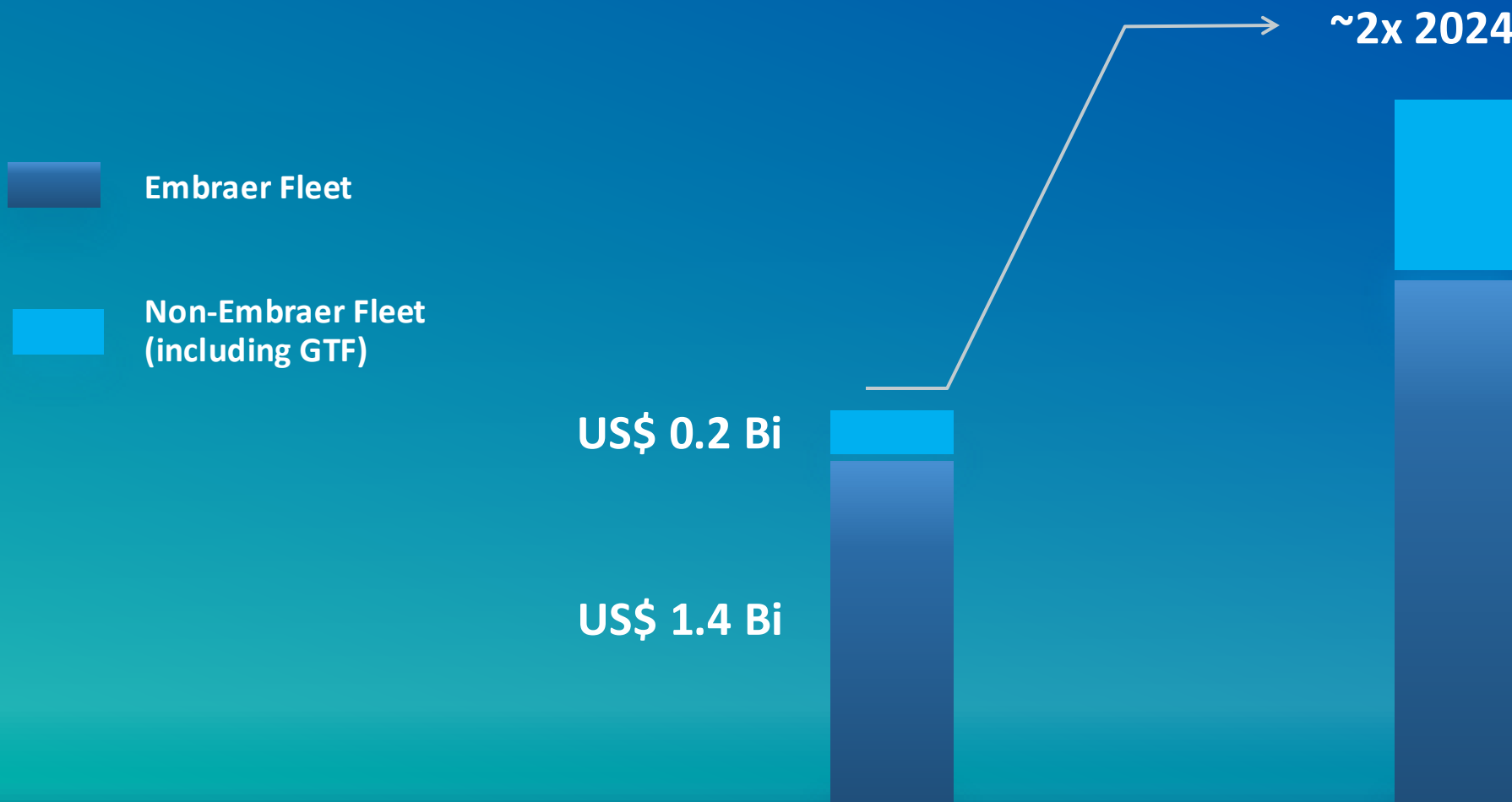
110

Civil A&D Component Repair Market (USD20 bn)





FLIGHT PLAN to the future

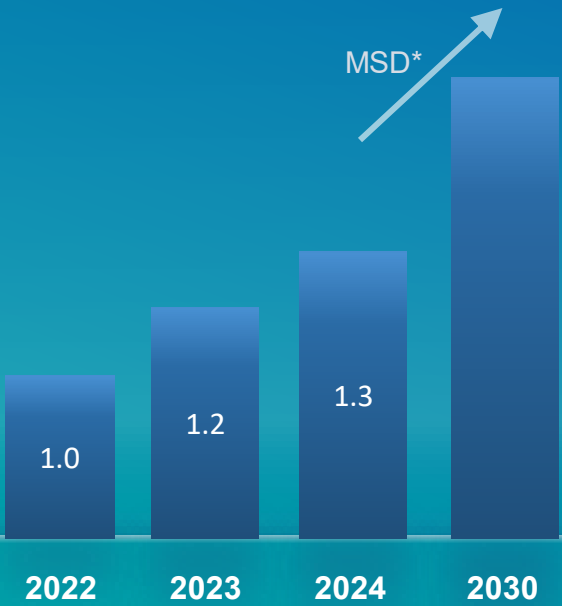




FLIGHT PLAN to the future

Embraer Fleet

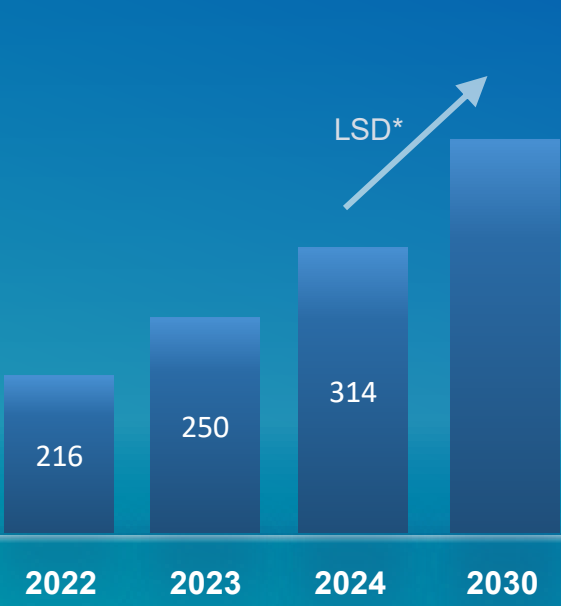
(Net Rev. US\$ Bi)



- Market size ~ US\$ 5Bi
- Market share increase
 - Fleet size
 - New businesses

Non-Embraer Fleet

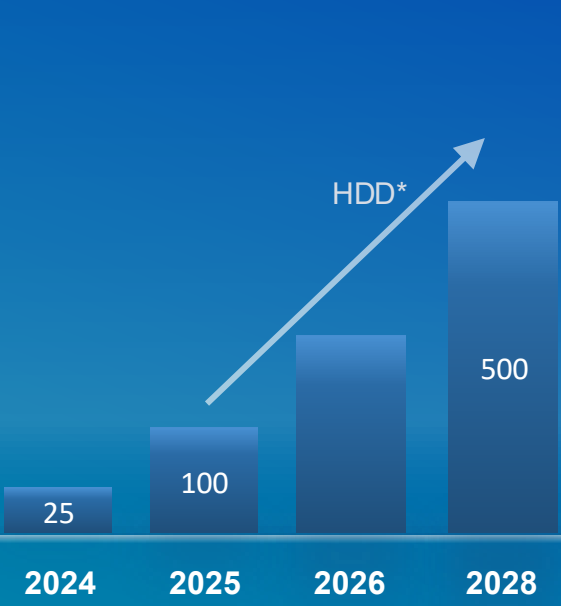
(Net Rev. US\$ Mi)



- Potential market ~ US\$ 50Bi
- Component Repair

GTF

(Net Rev. US\$ Mi)

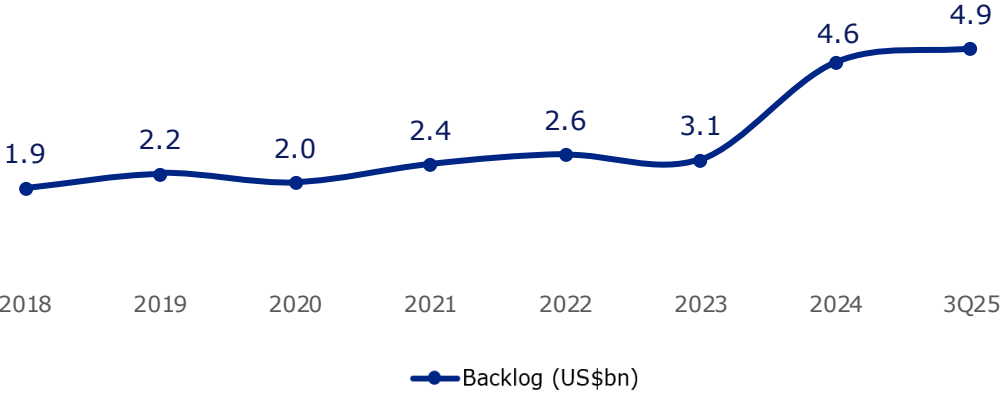


- US\$ 15Bi contract in 30y
- PW 1100 engine (2024)
- PW 1900 engine (2026/27)

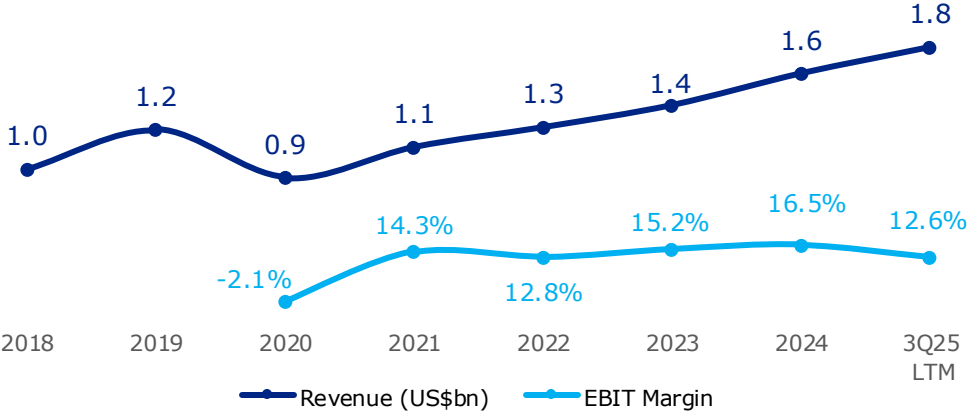
SERVICES & SUPPORT BACKLOG



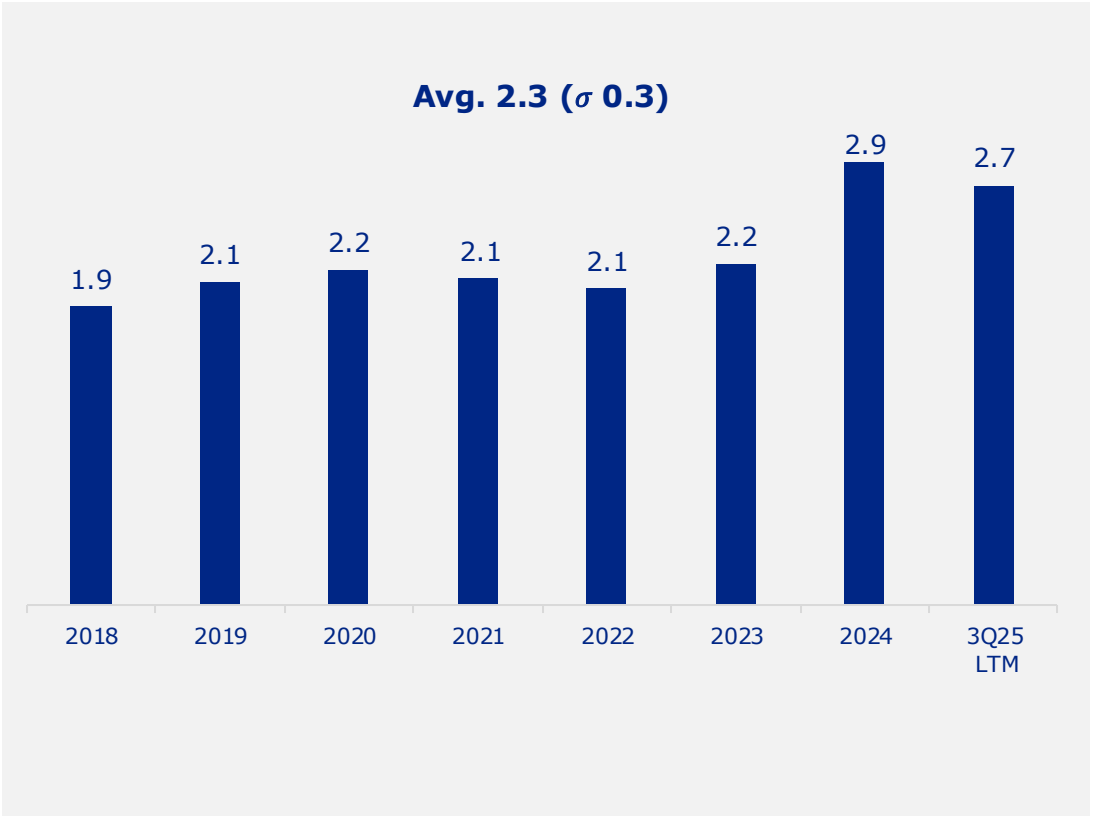
Backlog



Revenue and EBIT Margins



Backlog / Revenue Ratio



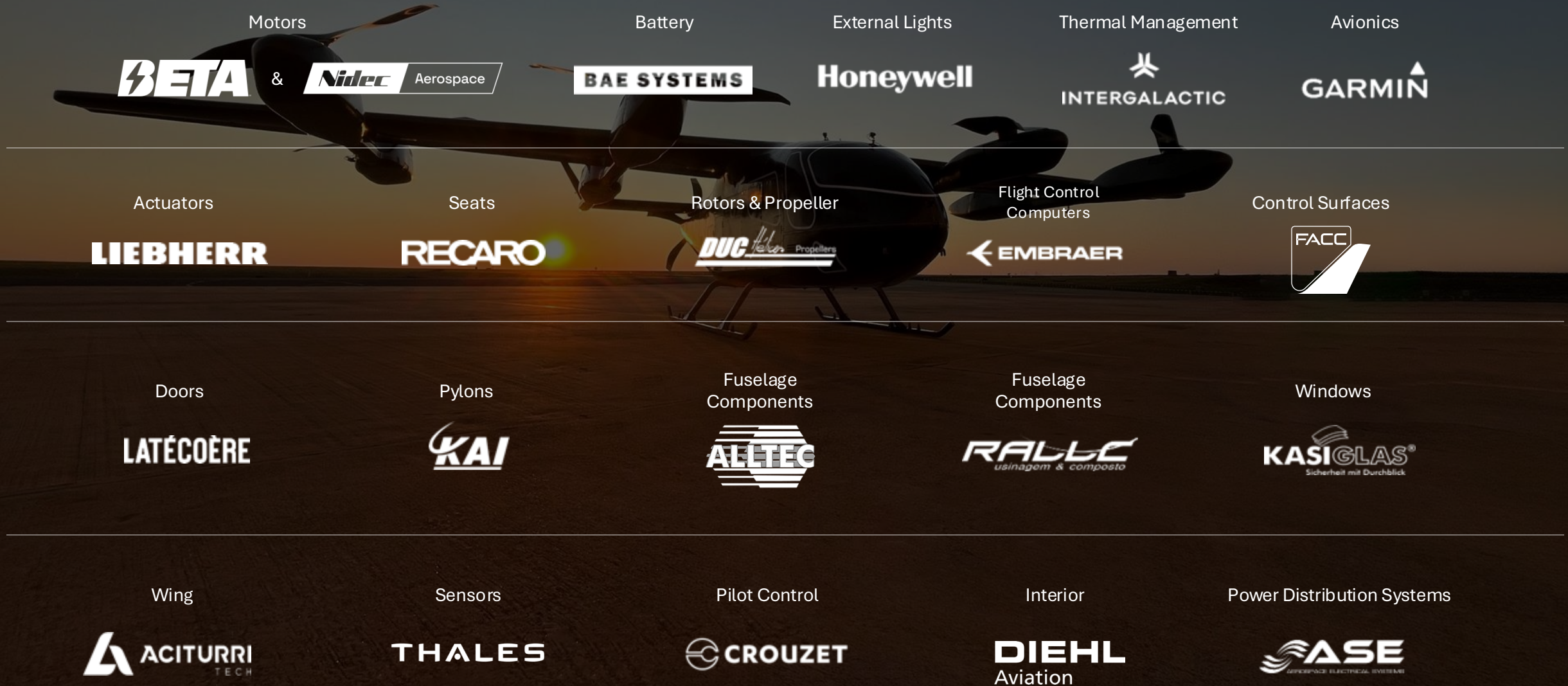
Note: In 2018 Services & Support started reporting as a stand-alone business unit.



Smarter, safer and greener.



WORLD-CLASS DEVELOPMENT PROGRAM PARTNERS



eVTOL, SERVICES & VETOR CUSTOMERS

Eve eVTOL

Designed to ensure safety, accessibility, and comfort

28 Customers in
9 countries

Eve TechCare

The ultimate all-in-one service portfolio for eVTOLs

14 Customers
and partners in
8 countries

Eve Vector

Eve's unique Urban Air Traffic Management software solution

21 Customers
and partners in
10 countries

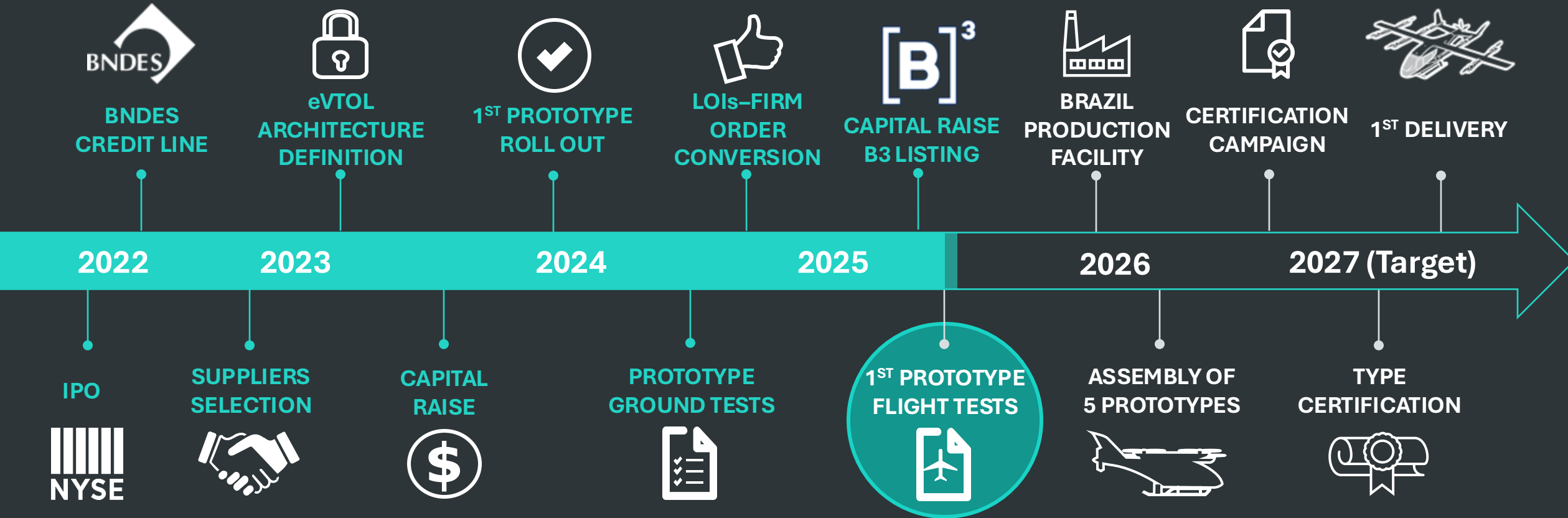
~2,800 Pre-ordered eVTOLs
Firm + LOIs

~\$14B Pre-order book value
Based on current List Price

Complete solution for eVTOLs

Helping our customers operate efficiently and profitably

PATH TO REVENUE & PROFITABILITY



Note: Timeline in graph not to scale.

CASH POSITION FOLLOWING EQUITY OFFER

Equity capital raise of **\$230 million**

Liquidity enough for **~2.5 years***

Dual listing in the **US and Brazil**



Trading liquidity **> \$7mn/day** (vs. ~\$1mn/day before)

\$534 million



3Q25

■ Cash ■ Available BNDES credit lines ■ FINEP Grant

Anchor Investors



Institutional Investors

30+ U.S. and Brazil

* Assuming cash burn of ~\$200mn / year

~US\$ 1 BILLION RAISED SINCE 2022

De-SPAC Combination with PIPE Investments

NYSE | 2022



UNITED

acciona

BAE SYSTEMS

SKYWEST
INCORPORATED

bradesco

THALES



Republic
Airways

falco

AZORRA

\$ ~\$400 million

DEBT | 2023



R&D standby facility | 12-year maturity
3–4-year grace period | 5.5% interest rate
disbursement 2023-2025

\$ ~\$95 million

NEW EQUITY | 2024



SPACE FLORIDA

Nidec
AEROSPACE
A Nidec & Embraer Joint Venture



+ FINANCIAL INVESTORS

\$ ~\$96 million

NEW DEBT | 2024-2025



~\$125 million

citi

+
~\$50 million

Finep
INOVAÇÃO E PESQUISA

+
~\$16 million

\$ ~\$190 million

NEW EQUITY | 2025



+ FINANCIAL INVESTORS

\$ ~\$230 million

~\$1 billion

raised in total



ENVIROMENTAL SOCIAL GOVERNANCE

ESG COMMITMENTS – PROGRESS IN 2024



Environmental

Product Use (Scope 3)

- Net-zero Aviation by 2050:
 - Approval of “Fuel of Future” Law in Brazil

Operations (Scope 1+2)

- Carbon neutrality by 2040:
 - Increased SAF use at MLB
 - 100% of electricity from renewable sources in Brazil and Portugal (starting in 2024)
 - Starting of biomethane use at GPX
 - Agreement to install a solar array at MLB

Social

- 53% of diverse hires in all entry level programs (target 50% by 2025)
- 17% of women in senior leadership positions (target 20% by 2025)
- 1,735 students qualified on “Social Tech” Program. 4th edition started on September dedicated to 165 senior professionals
- 27% of women participation in Engineering Specialization Program (target 25% by 2025)

Governance

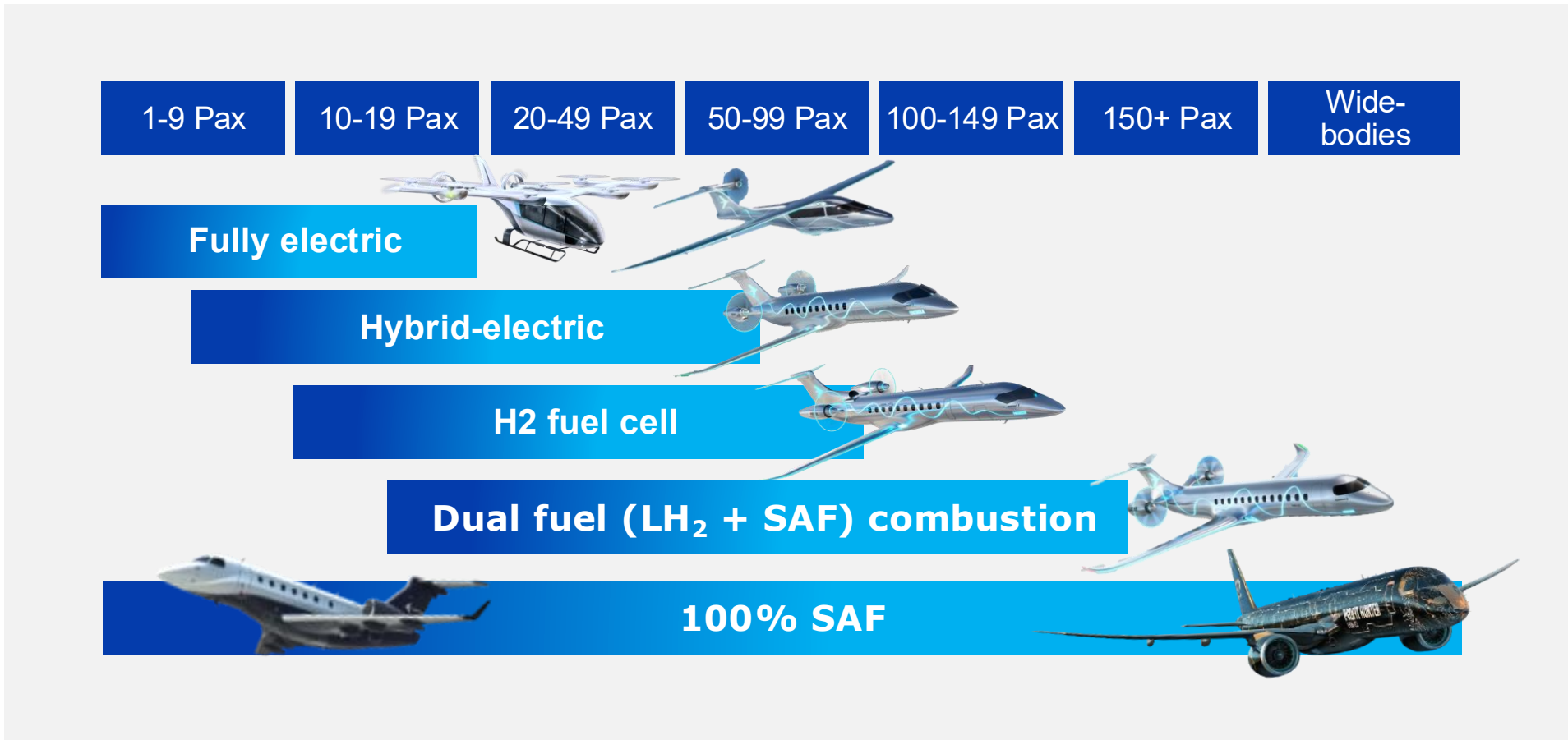
- Maintain the highest international standards of governance
- ANEFAC 2024 Transparency Award



SUSTAINABILITY – TECHNOLOGY APPLICABILITY



The mission defines the architecture





Great
Place
To
Work.®

Certified

TM



APPENDIX 1

HISTORICAL FINANCIAL INFORMATION



INCOME STATEMENT



(In millions of U.S. dollars, except weighted shares and earnings per share)

| CONSOLIDATED STATEMENTS OF INCOME | 2021 | 2022 | 2023 | 2024 | 3Q25 LTM |
|--|--------------|--------------|--------------|--------------|--------------|
| REVENUE | 4,197 | 4,540 | 5,269 | 6,395 | 7,237 |
| Costs of sales and services | (3,538) | (3,628) | (4,359) | (5,242) | (5,921) |
| GROSS PROFIT | 660 | 912 | 910 | 1,153 | 1,316 |
| Administrative | (153) | (185) | (205) | (199) | (208) |
| Selling | (226) | (274) | (315) | (310) | (324) |
| Expected credit losses over financial assets and contract assets | 13 | (17) | 10 | (21) | (25) |
| Research | (43) | (110) | (90) | (55) | (61) |
| Other operating income | - | - | - | 266 | 91 |
| Other operating expense | (50) | (445) | (6) | (163) | (133) |
| Equity in income (losses) of associates | 1 | 9 | 10 | (4) | (7) |
| EBIT | 201 | (111) | 315 | 668 | 649 |
| Financial income (expense), net | (199) | (124) | (193) | (104) | (332) |
| Foreign exchange gain (loss), net | 26 | 28 | (1) | (6) | (18) |
| PROFIT BEFORE TAX ON INCOME | 27 | (206) | 121 | 557 | 298 |
| Income tax (expense) income | (71) | 2 | 44 | (202) | 17 |
| NET INCOME | (44) | (204) | 164 | 355 | 316 |
| Aircraft deliveries | 141 | 159 | 181 | 206 | 228 |
| Depreciation and Amortization | 196 | 189 | 212 | 213 | 227 |
| EBITDA | 397 | 78 | 526 | 881 | 876 |

CASH FLOW

(In millions of U.S. dollars)



| CONSOLIDATED STATEMENTS OF CASH FLOWS | 2021 | 2022 | 2023 | 2024 | 3Q25 LTM |
|---|--------------|--------------|--------------|--------------|--------------|
| OPERATING ACTIVITIES | | | | | |
| Net income | (44) | (204) | 164 | 355 | 316 |
| <i>Items not affecting cash and cash equivalents</i> | - | - | - | - | - |
| Depreciation and amortization expenses | 209 | 210 | 242 | 244 | 256 |
| EVEX Transaction | - | 239 | - | - | - |
| Accrued interest | 20 | 201 | 190 | 175 | 152 |
| Others | (117) | (54) | (125) | 281 | 42 |
| <i>Changes in assets:</i> | | | | | |
| Financial investments | (42) | 181 | 23 | (118) | 19 |
| Derivative financial instruments | 5 | (6) | 21 | (42) | 60 |
| Accounts receivable | 14 | (1) | (5) | (159) | (0) |
| Others | 469 | 183 | 106 | 136 | 226 |
| NET CASH GENERATED BY (USED IN) OPERATING ACTIVITIES | 515 | 751 | 617 | 871 | 1,070 |
| INVESTING ACTIVITIES | | | | | |
| Acquisition of property, plant and equipment | (102) | (136) | (239) | (200) | (211) |
| Additions to intangible assets | (167) | (120) | (192) | (266) | (288) |
| Others | 137 | 147 | (17) | (134) | (119) |
| NET CASH GENERATED BY (USED IN) INVESTING ACTIVITIES | (132) | (110) | (448) | (600) | (618) |
| FINANCING ACTIVITIES | | | | | |
| Proceeds from borrowings | 60 | 145 | 2,001 | 775 | 1,843 |
| Repayment of borrowings | (478) | (962) | (2,332) | (1,155) | (2,210) |
| Payments of capital lease obligations | - | - | - | - | - |
| Others | (13) | 147 | (18) | 44 | 150 |
| NET CASH GENERATED BY (USED IN) FINANCING ACTIVITIES | (431) | (669) | (349) | (336) | (218) |
| CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE PERIOD | 1,883 | 1,839 | 1,816 | 1,626 | 825 |
| Increase (decrease) in cash and cash equivalents (1+2+3) | (47) | (27) | (179) | (64) | 234 |
| Effects of exchange rate changes on cash and cash equivalents | 2 | 4 | (10) | 1 | 6 |
| CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD | 1,839 | 1,816 | 1,626 | 1,563 | 1,064 |

BALANCE SHEET

(In millions of U.S. dollars)

| ASSETS | 2021 | 2022 | 2023 | 2024 | 3Q25 |
|---|--------|--------|--------|--------|--------|
| CURRENT | | | | | |
| Cash and cash equivalents | 1,818 | 1,817 | 1,629 | 1,563 | 1,065 |
| Financial investments | 751 | 494 | 522 | 640 | 700 |
| Trade accounts receivable | 189 | 203 | 218 | 321 | 235 |
| Derivative financial instruments | 0 | 5 | 18 | 13 | 55 |
| Customer and commercial financing | 10 | 51 | 8 | 12 | 2 |
| Contract assets | 582 | 505 | 509 | 623 | 713 |
| Collateralized accounts receivable | - | - | - | - | - |
| Inventories | 1,986 | 2,329 | 2,636 | 2,936 | 3,646 |
| Income tax and Social Contribution | 115 | 106 | 203 | 142 | 144 |
| Other assets | 425 | 246 | 313 | 263 | 314 |
| | 5,876 | 5,757 | 6,055 | 6,512 | 6,872 |
| NON-CURRENT | | | | | |
| Financial investments | 66 | 170 | 170 | 348 | 317 |
| Contract assets | - | 1 | 2 | 1 | 85 |
| Held to maturity investments | - | - | - | - | - |
| Trade accounts receivable | - | 2 | 3 | 2 | 3 |
| Derivative financial instruments | - | 6 | - | - | 0 |
| Customer and commercial financing | 22 | 50 | 54 | 20 | 3 |
| Collateralized accounts receivable | - | - | - | - | - |
| Guarantee deposits | 2 | - | - | - | - |
| Deferred income tax and social contribution | 98 | 48 | 138 | 174 | 143 |
| Other assets | 126 | 135 | 141 | 173 | 224 |
| Investments | 4 | 12 | 28 | 44 | 55 |
| Property, plant and equipment | 1,688 | 1,649 | 1,771 | 1,941 | 2,095 |
| Intangible assets | 2,213 | 2,247 | 2,331 | 2,503 | 2,667 |
| Right of use assets | 60 | 65 | 88 | 105 | 104 |
| | 4,279 | 4,386 | 4,727 | 5,312 | 5,696 |
| TOTAL ASSETS | 10,155 | 10,142 | 10,783 | 11,824 | 12,568 |

(In millions of U.S. dollars)

| LIABILITIES & SHAREHOLDERS' EQUITY | 2021 | 2022 | 2023 | 2024 | 3Q25 |
|--|--------|--------|--------|--------|--------|
| CURRENT | | | | | |
| Trade accounts payable | 495 | 740 | 787 | 966 | 1,197 |
| Trade accounts payable - Supplier finance | 15 | 28 | 38 | 43 | 51 |
| Loans and financing | 574 | 309 | 127 | 114 | 100 |
| Lease liabilities | 12 | 12 | 14 | 19 | 20 |
| Non-recourse and recourse debt | - | - | - | - | - |
| Other payables | 241 | 320 | 332 | 360 | 531 |
| Contract Liabilities | 1,205 | 1,469 | 1,919 | 2,563 | 2,595 |
| Derivative financial instruments | 3 | 57 | 86 | 72 | 35 |
| Taxes and payroll charges payable | 40 | 47 | 43 | 46 | 46 |
| Income tax and social contribution | 72 | 107 | 196 | 125 | 94 |
| Provision | 109 | 126 | 115 | 90 | 26 |
| Others | 63 | 3 | 10 | 18 | 101 |
| | 2,829 | 3,217 | 3,666 | 4,416 | 4,797 |
| NON-CURRENT | | | | | |
| Loans and financing | 3,453 | 2,895 | 2,759 | 2,377 | 2,178 |
| Lease liabilities | 52 | 59 | 82 | 93 | 96 |
| Other payables | 58 | 51 | 55 | 161 | 321 |
| Contract Liabilities | 309 | 495 | 622 | 721 | 717 |
| Derivative financial instruments | 3 | 40 | 40 | 32 | 24 |
| Taxes and payroll charges payable | 10 | 13 | 18 | 9 | 12 |
| Income tax and social contribution | - | 4 | 5 | 3 | 4 |
| Deferred income tax and social contribution | 506 | 371 | 305 | 450 | 231 |
| Provisions | 121 | 150 | 174 | 204 | 222 |
| Others | 41 | 23 | 18 | 13 | 11 |
| | 4,551 | 4,101 | 4,078 | 4,063 | 3,816 |
| SHAREHOLDERS' EQUITY | | | | | |
| Capital | 1,552 | 1,552 | 1,552 | 1,552 | 1,552 |
| Treasury shares | (28) | (28) | (28) | (28) | (43) |
| Revenue reserves | 1,302 | 1,116 | 1,280 | 1,624 | 1,624 |
| Share-based remuneration | 37 | 40 | 45 | 49 | 53 |
| Retained earnings | - | - | - | - | 230 |
| Other comprehensive loss | (168) | (190) | (153) | (257) | (104) |
| Result in transactions with non controlling interest | (27) | 77 | 91 | 136 | 273 |
| EQUITY ATTRIBUTABLE TO OWNERS OF THE COMPANY | 2,668 | 2,568 | 2,787 | 3,076 | 3,586 |
| Non-controlling interests | 107 | 257 | 253 | 269 | 369 |
| TOTAL EQUITY | 2,775 | 2,824 | 3,039 | 3,345 | 3,955 |
| | | | | | |
| TOTAL LIABILITIES AND SHAREHOLDRES' EQUITY | 10,155 | 10,142 | 10,783 | 11,824 | 12,568 |



APPENDIX 2

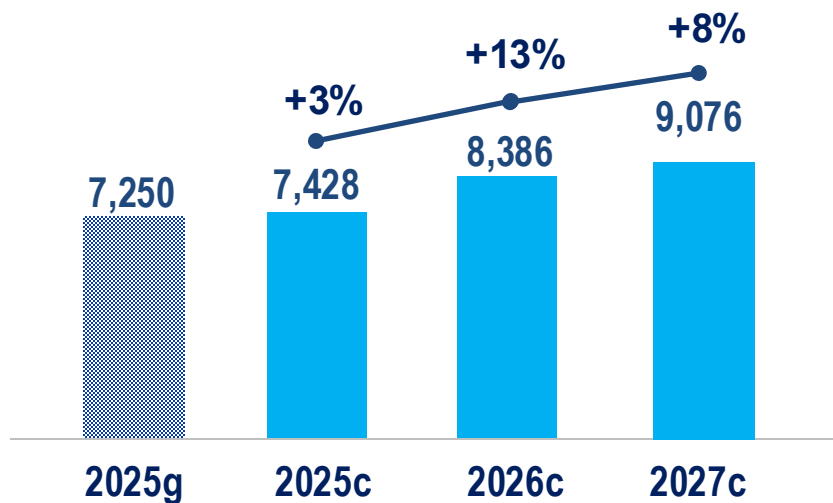
MARKET ESTIMATES, VALUATION & BOND YIELDS



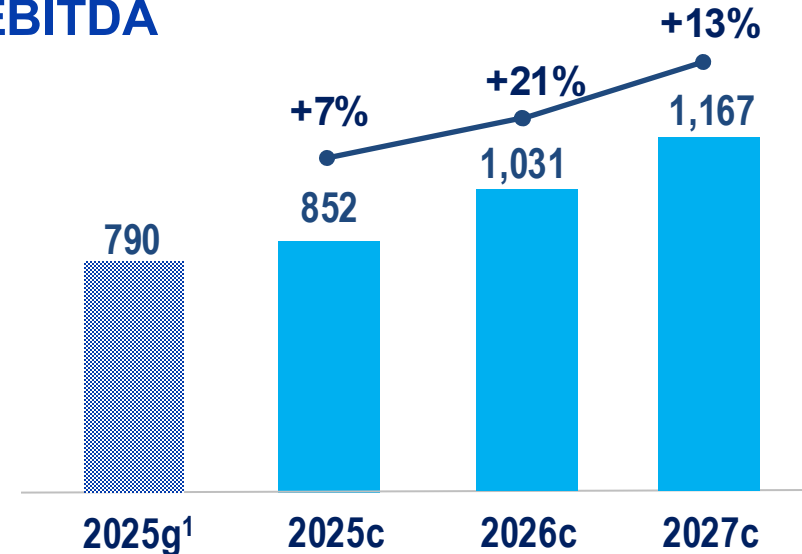
CONSENSUS ESTIMATES (USDm)



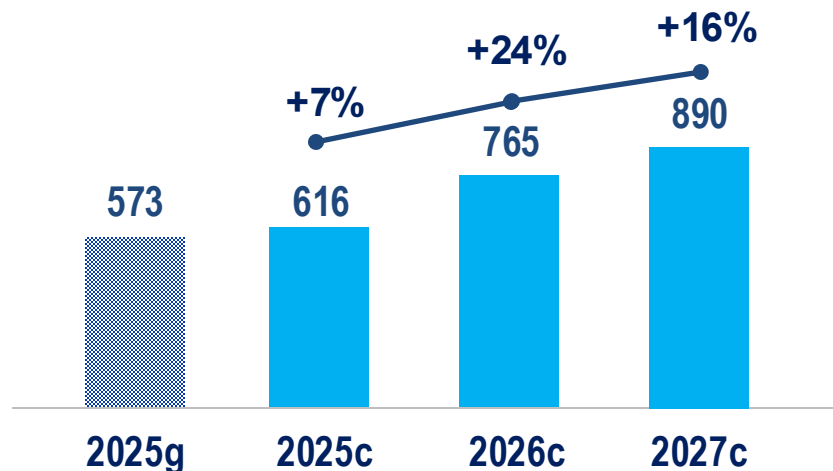
NET REVENUES



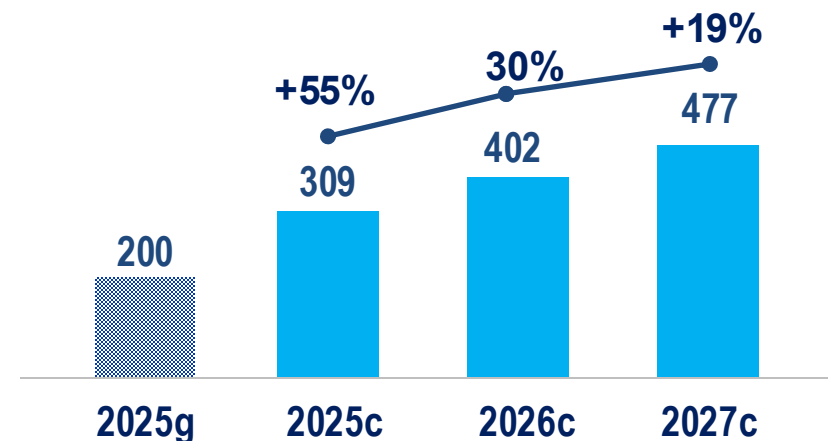
ADJ. EBITDA



ADJ. EBIT



FCF



Mid-Point company's guidance



Consensus market²

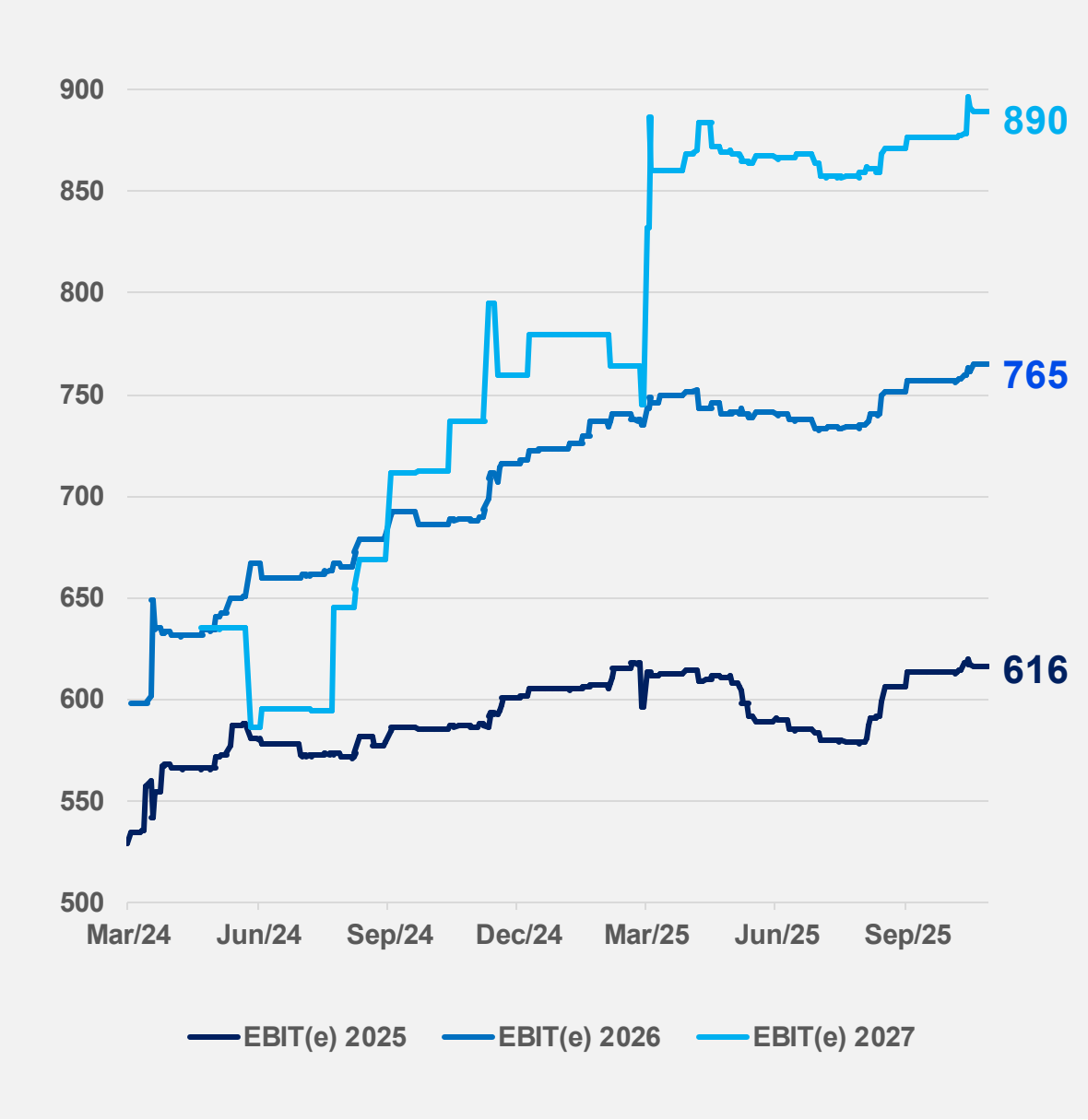
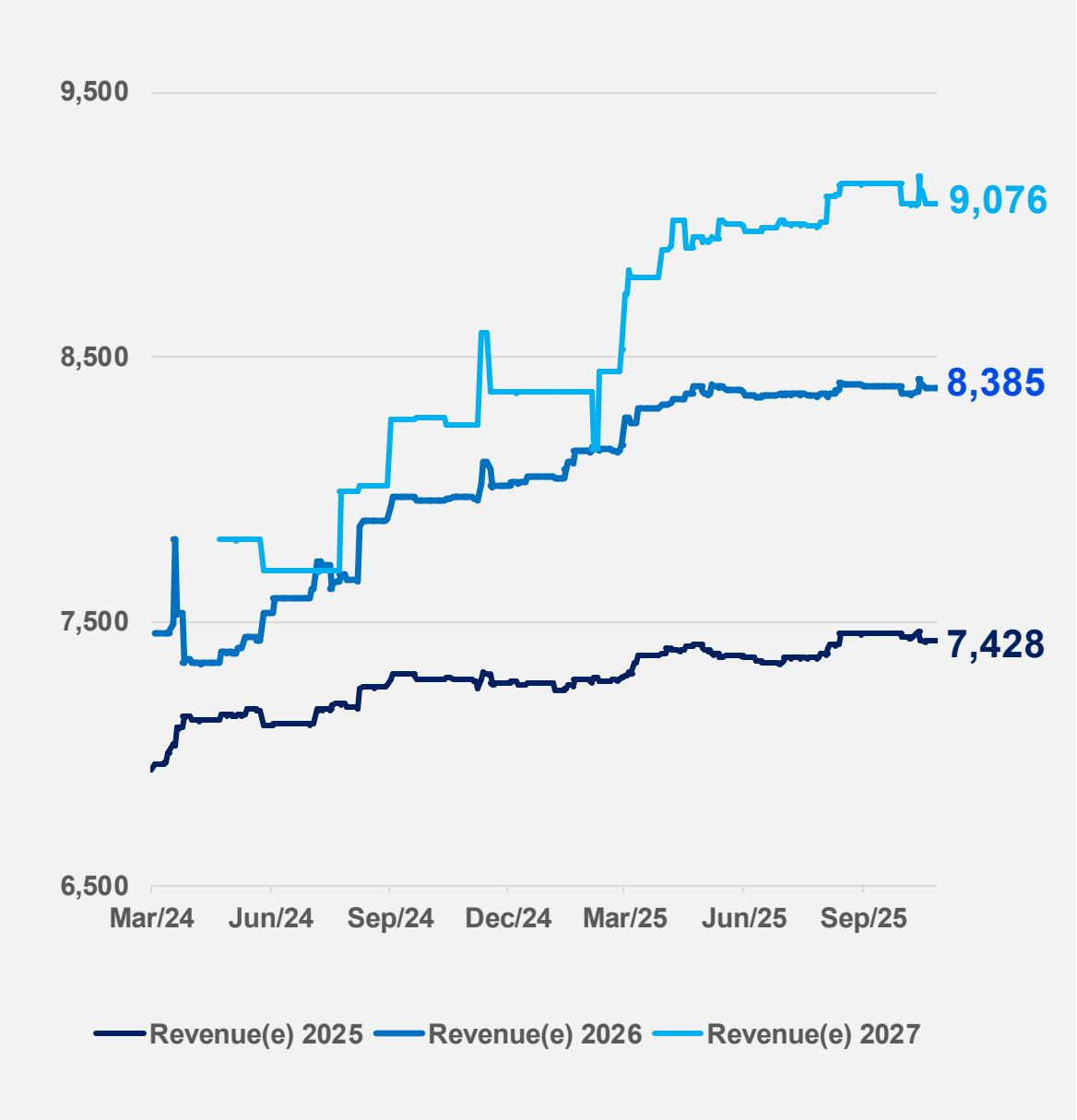


Variation yoy

¹ Implied by the EBIT guidance; ² Consensus market: analysts' average estimate

REVENUE & EBIT CONSENSUS

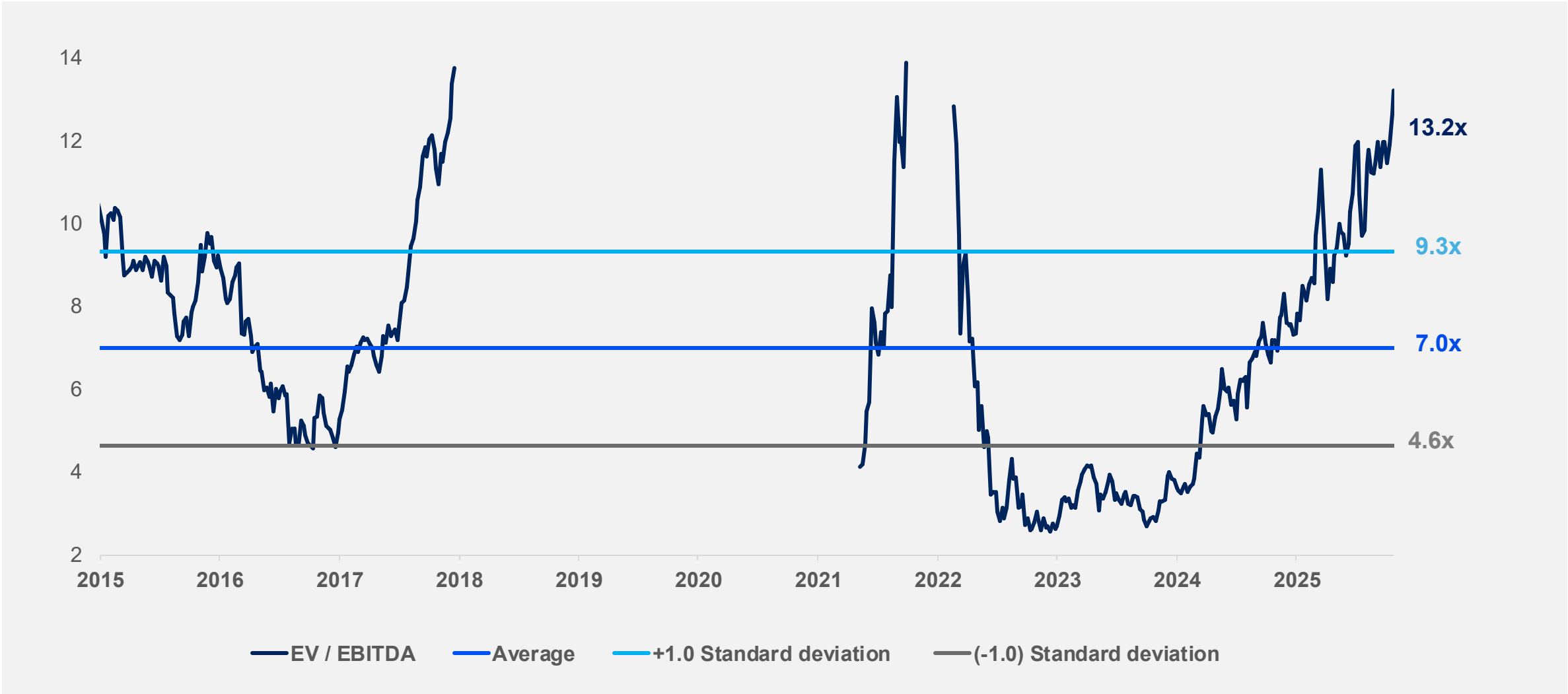
(USDm) ➔



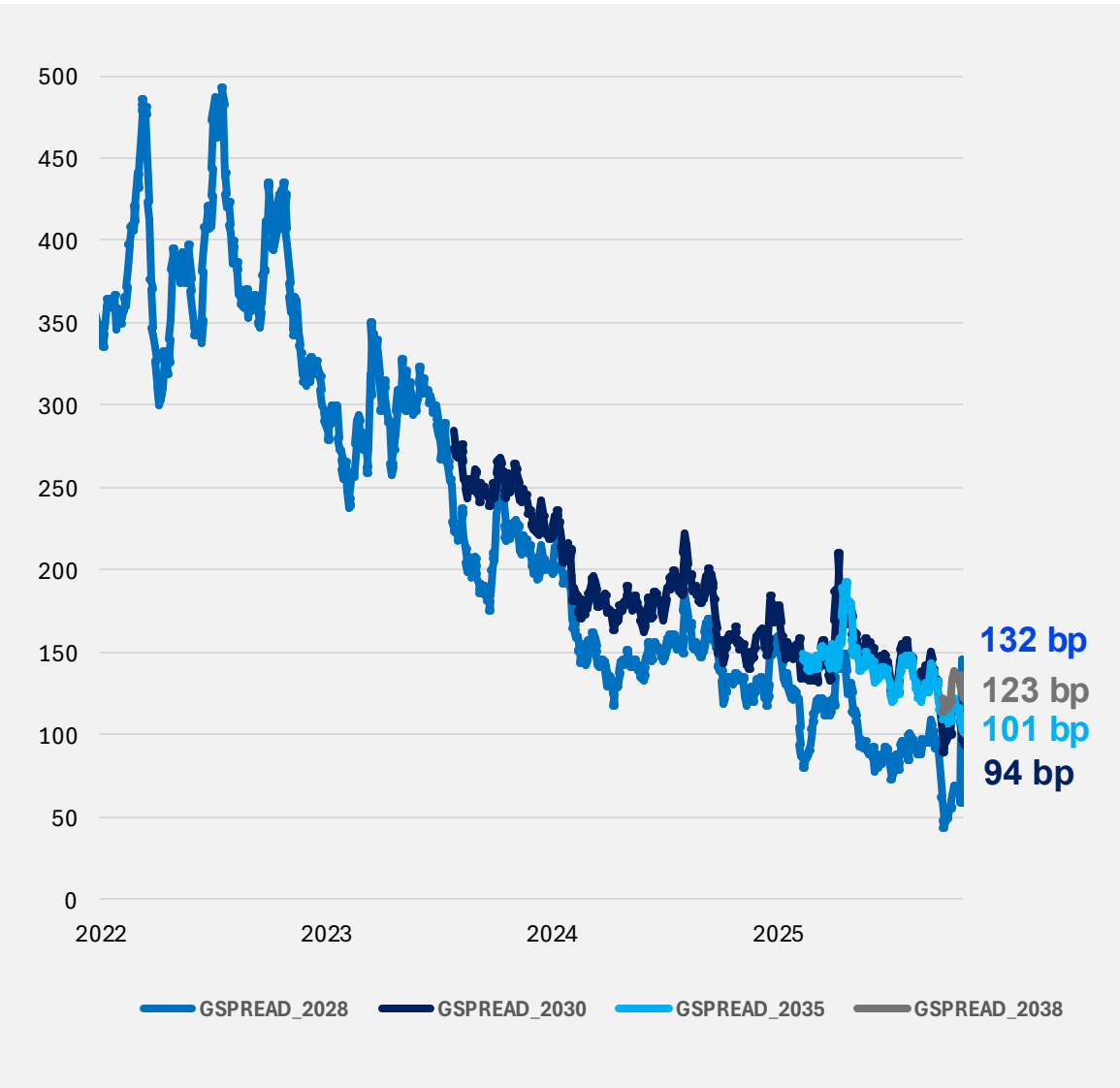
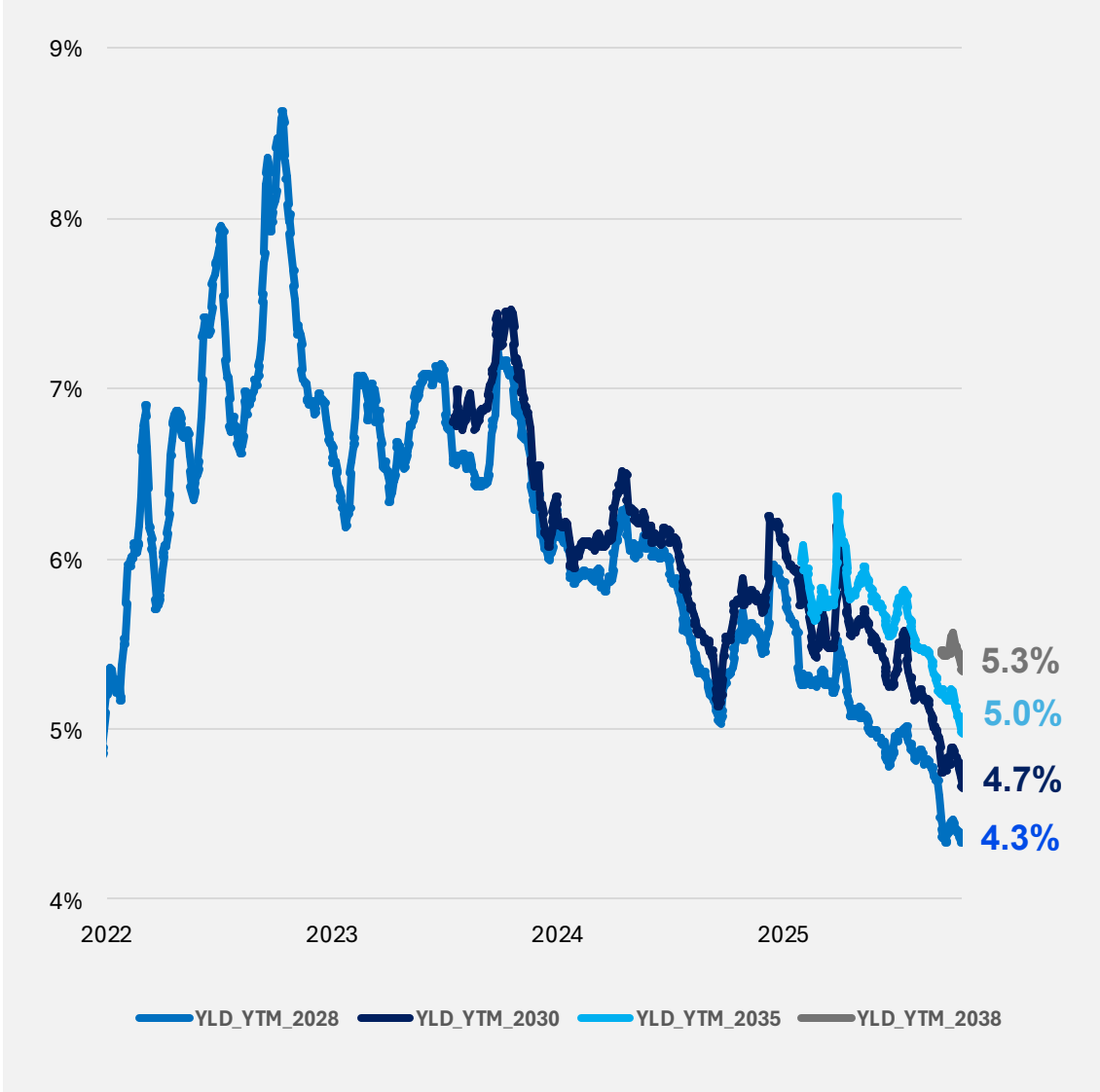
Source: Capital IQ; October 29, 2025.



VALUATION - FORWARD EV/EBITDA



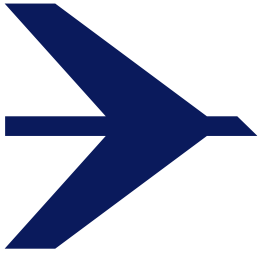
BONDS YIELD TO MATURITY & SPREAD OVER UST ➤



Source: Bloomberg; October 29, 2025.

APPENDIX 3

COMPANY INFORMATION



EMBRAER'S HISTORY



60's



**Embraer is
Founded
Production of
Bandeirante**

70's



**Development of
EMB 312 Tucano
Start of
Exports**

80's



**Great
Technological
Leap**

1994



**Privatization
ERJ Family
Launch**

1999



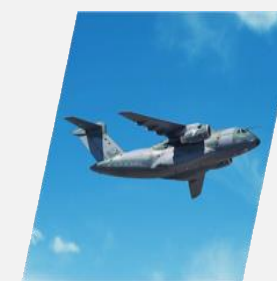
**E-Jet
Family**

2000



**Beginning of
Executive
Aviation**

2009



**KC-390
MILLENNIUM**

2013



**E-Jet E2
Family**

2017



**Services & Support
Unit Creation**

2018



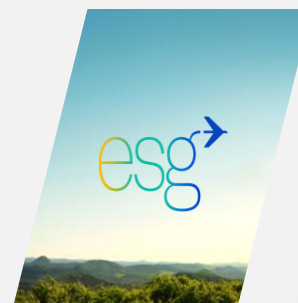
**Praetors'
Launch**

2018



**Beginning of the
eVTOL Project**

2021



ESG Targets

2021



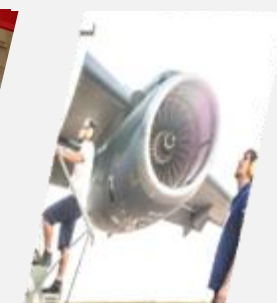
**Energia
Family**

2022



**EVE'S
IPO**

2024



**OGMA P&W
Engine Overhaul**

WHERE WE ARE



- 1

Brazil
São José dos Campos
Gavião Peixoto
Botucatu
Taubaté
Brasília
Belo Horizonte
São Paulo
Rio de Janeiro
Sorocaba
Campinas

Subsidiaries:
Atech
Visiona
Tempest
- 2

United States
Mesa
Nashville
Melbourne
Irwindale
Fort Lauderdale
Davies
Jacksonville
Memphis
Dallas

Subsidiaries:
Embraer Cae
Training Services
Eve
- 3

Mexico
Chihuahua

Subsidiary:
EzAir
Interior
- 4

Portugal
Alverca

Subsidiary:
OGMA
- 5

United Kingdom
Farnborough

Subsidiary:
Embraer Cae
Training Services
- 6

Ireland
Dublin
- 7

France
Le Bourget
- 8

Netherlands
Amsterdam
- 9

Arab Emirates
Dubai
- 10

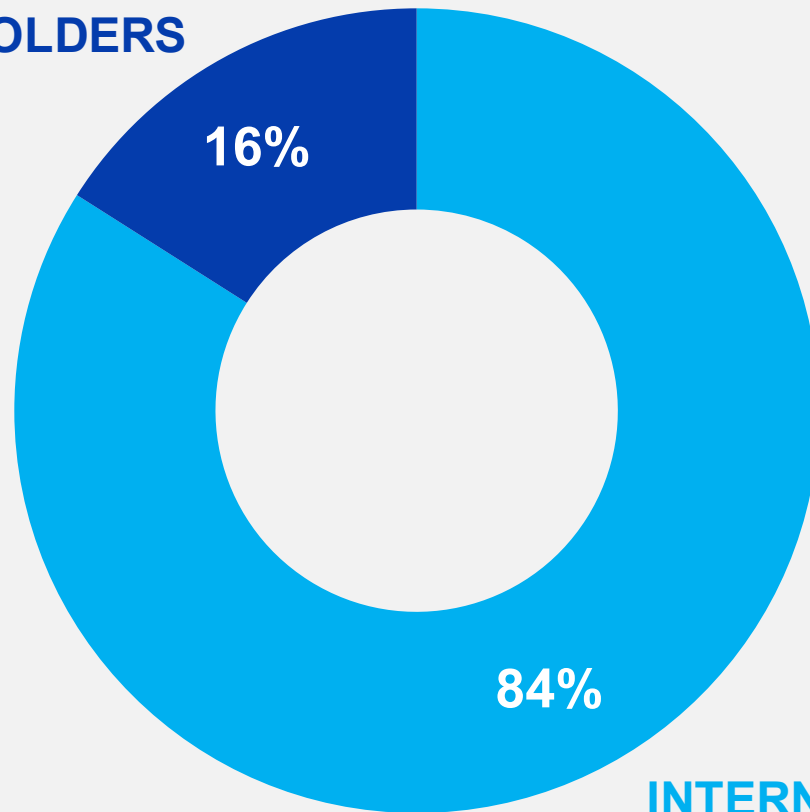
Singapore
Singapore
- 11

China
Beijing
- 

OWNERSHIP STRUCTURE AND TRADING



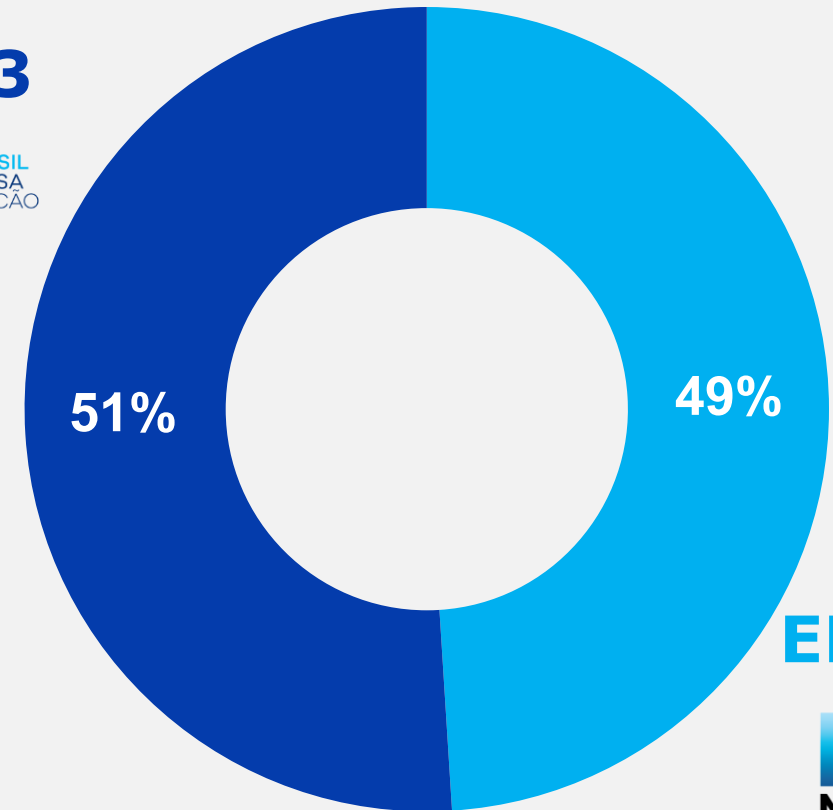
LOCAL
SHAREHOLDERS



INTERNACIONAL
SHAREHOLDERS

EMBJ3

[B]³ BRASIL
BOLSA
BALCÃO



EMBJ



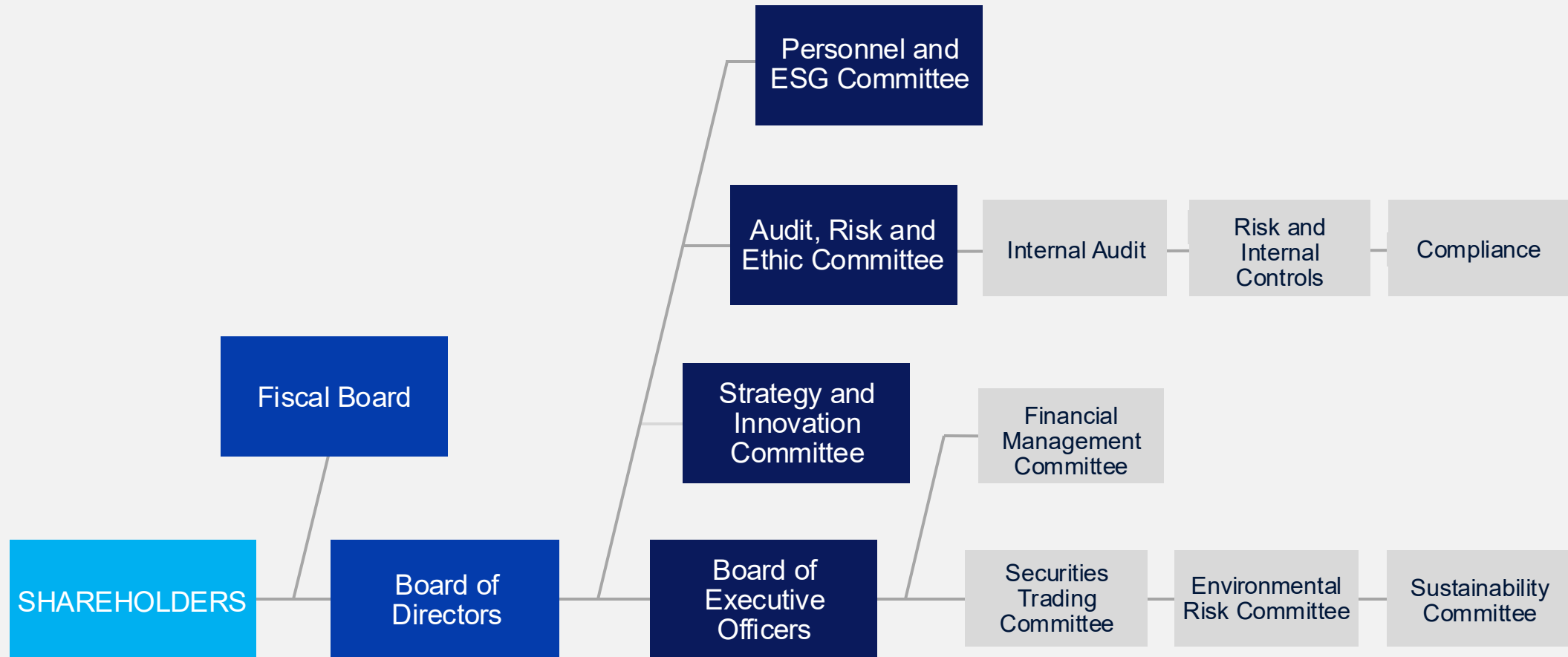
3-month ADTV (US\$m)

EMBJ: 110

EMBJ3: 90

Total: 200

CORPORATE GOVERNANCE STRUCTURE





THANK YOU!



DISCLAIMER

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