

EQUITY STORY NOV/25



EMBRAER INVESTOR RELATIONS



OUR TEAM

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











Youtube











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



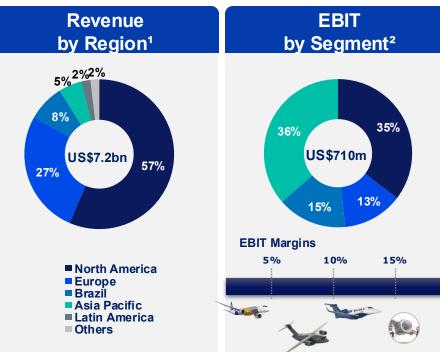




←EMBRAER

Embraer's Business Segments





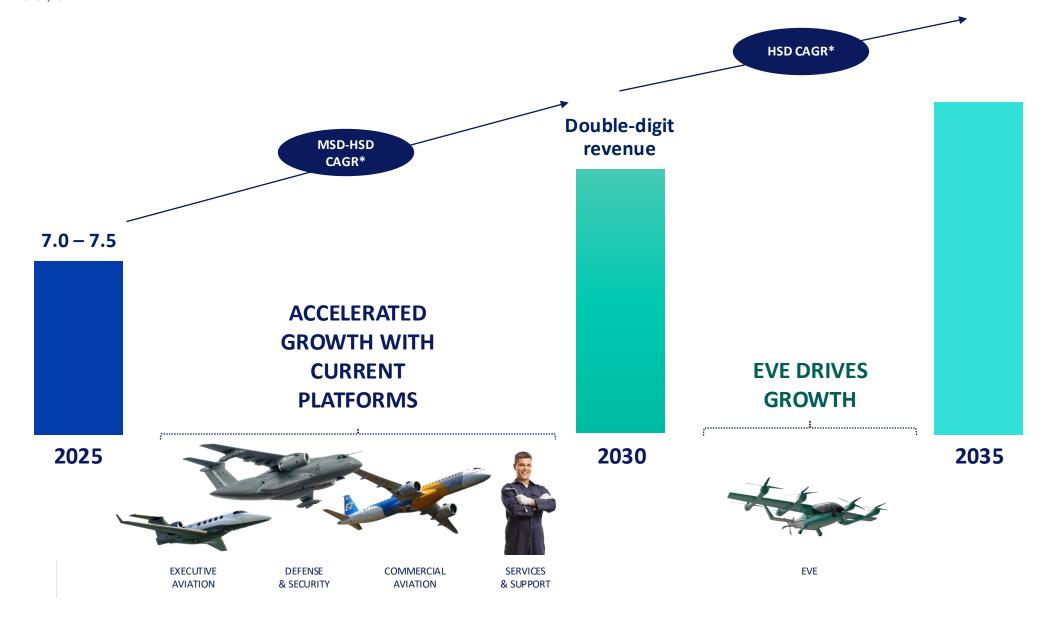




FLIGHT PLAN FOR THE NEXT 10 YEARS



US\$bn





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

E2



~20%
REDUCTION IN
LEAD TIME*

~15%
REDUCTION IN
LEAD TIME*

Baseline: 2020

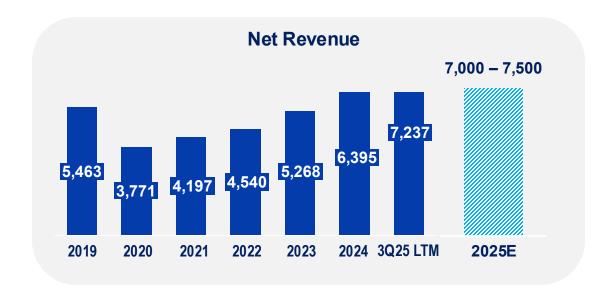
Baseline: 2020

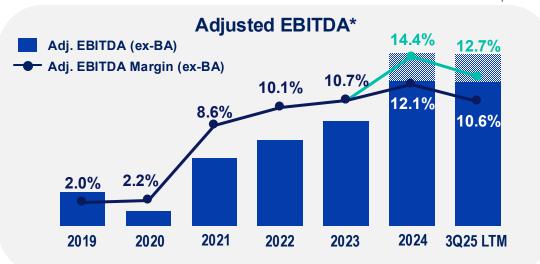
^{*} The gains indicated are based on the evolution in 2024 compared to the baseline of each program.

PROFITABLE GROWTH













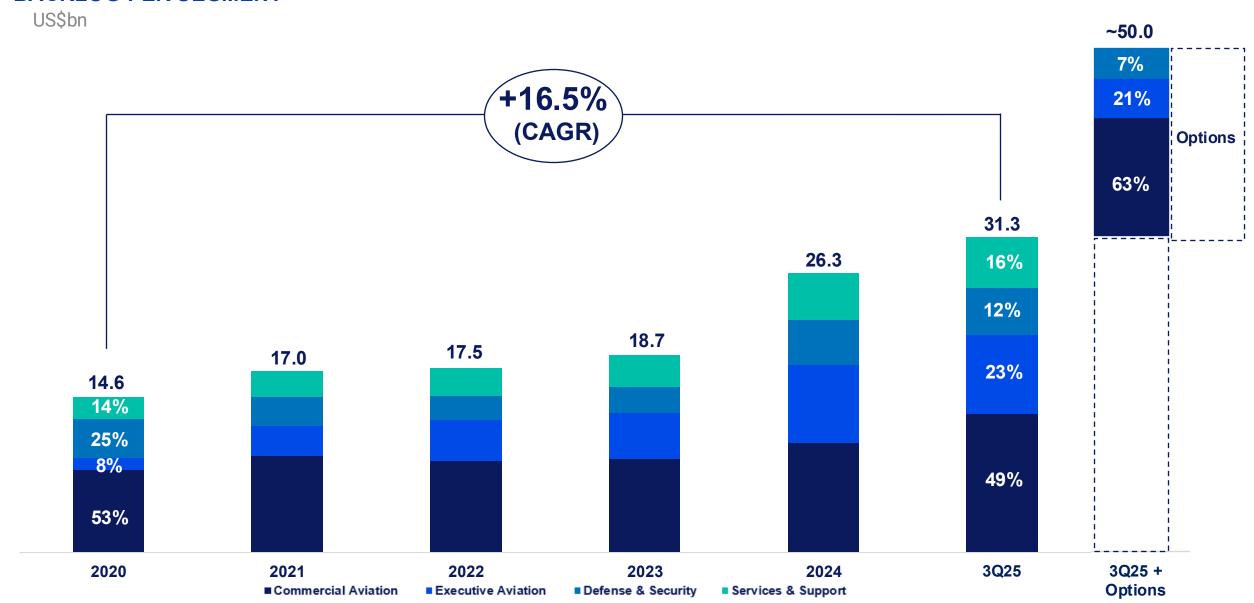
Note: Revenue, adjusted EBITDA, adjusted EBIT and FCF do not consider EVE.

^{*} Headline margin figures includes US\$150 million from Boeing agreement in 3Q24

ALL TIME HIGH AND WELL-BALANCED PORTFOLIO



BACKLOG PER SEGMENT





Capex



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



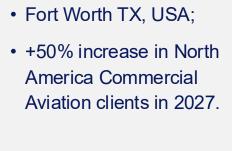
- 2024;
- Full ramp (US\$500m revenues) in 2028.

Capex

70

Services – MRO (2025-26)

US\$m

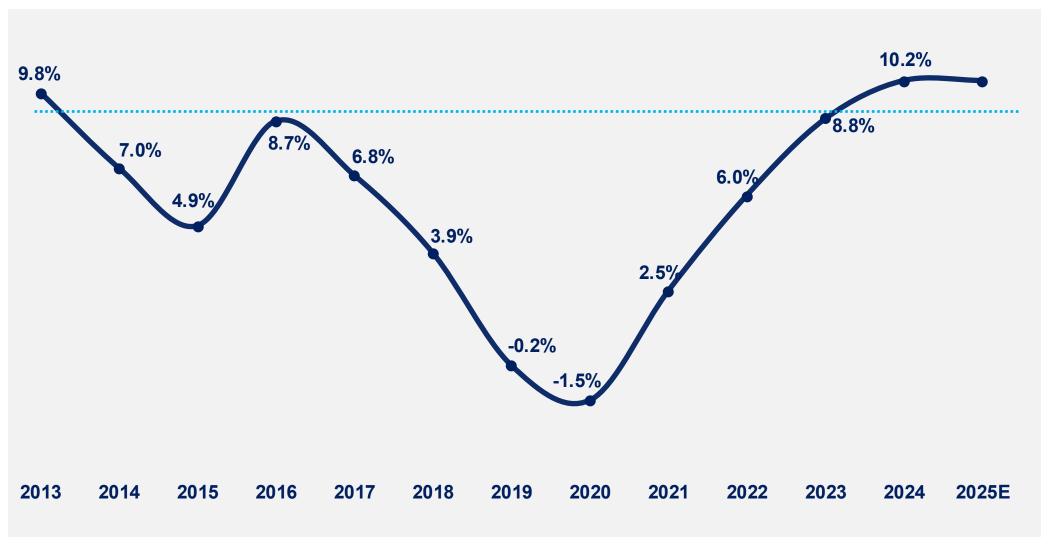


RETURN ON INVESTED CAPITAL

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ROIC above WACC supported by improved operational and financial metrics

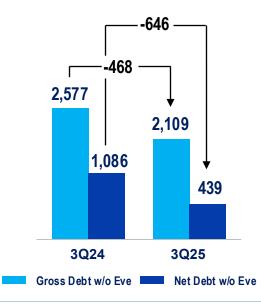




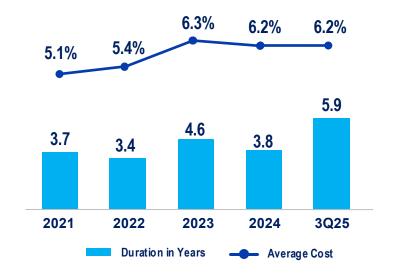
FINANCIAL POSITION

LIQUIDITY

US\$ million

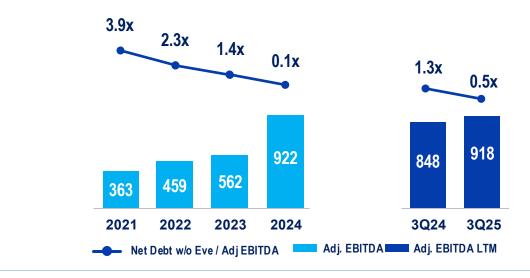


LONG-TERM MATURITIES



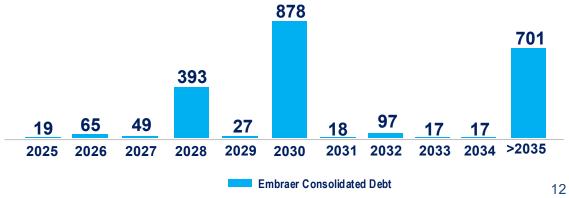
DELEVERAGING

US\$ million



DEBT PROFILE

US\$ million





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

2,401 Total E-Jet Family¹ Orders



E195-E2

Seats: 120 to 146

Range: 4,815 km / 2,600 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: 5,280 km / 2,850 nm

ATH - LHR; SVO - MAD

For specs click here



1,911 Total E-Jet

Family¹ Deliveries

2020

2Q25



Source: Company; routes made under specific conditions of winds, temperatures and payloads.

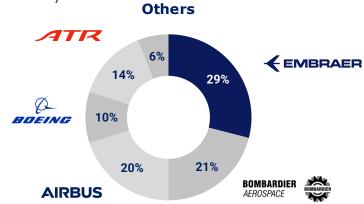
¹Total E-Jets Family includes E170, E175, E190-E1, E190-E2, E195-E1, E195-E2.

MARKET SHARE & PRODUCT POSITIONING



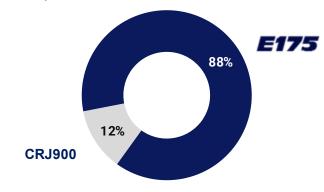
Up To 150-seat Global Market Share

(Deliveries since 2004)



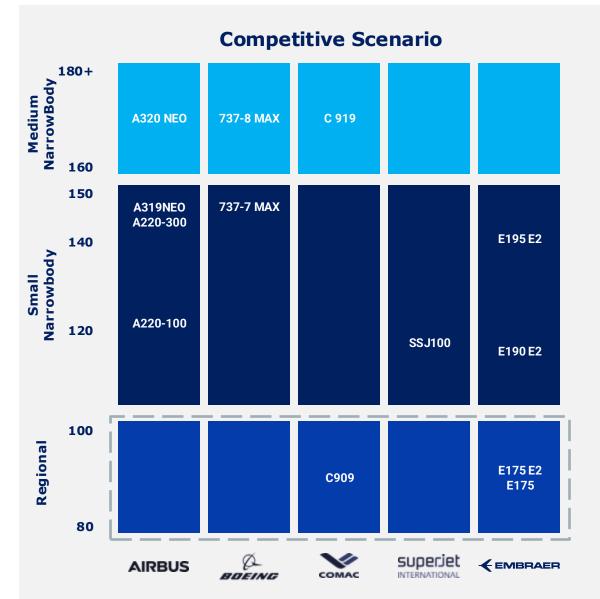
North America 70 to 90-seat Jets Market Share

(Orders since 2013)



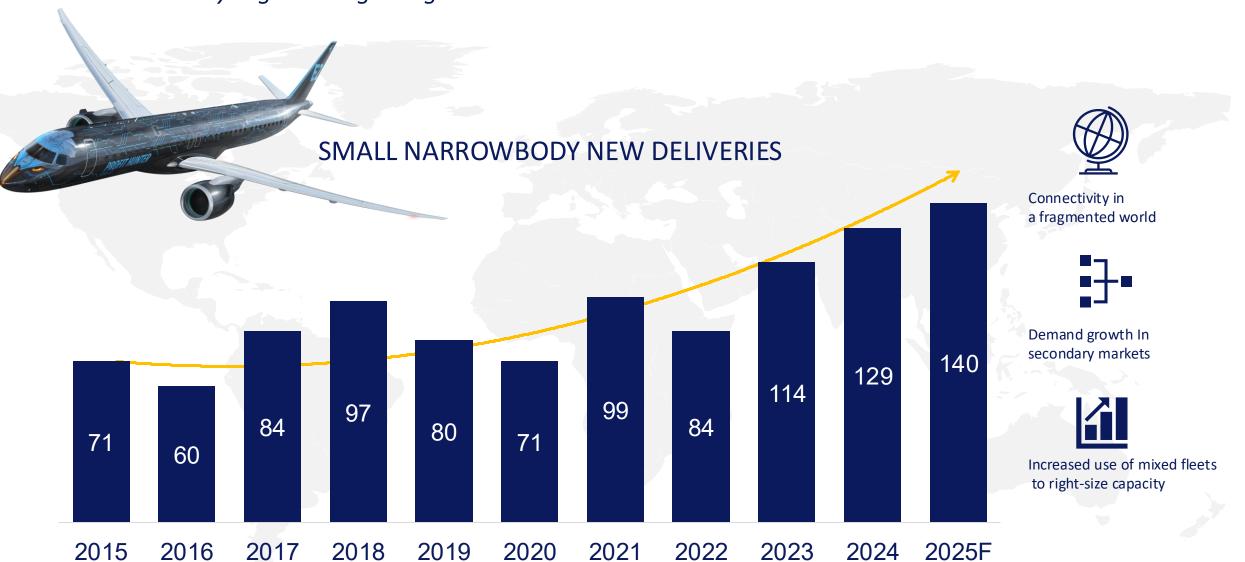


Source: Embraer, Sep 2025.



LONG-TERM SEGMENT OVERVIEW

Small narrowbody segment is gaining traction



Source: Cirium (Sep/25)

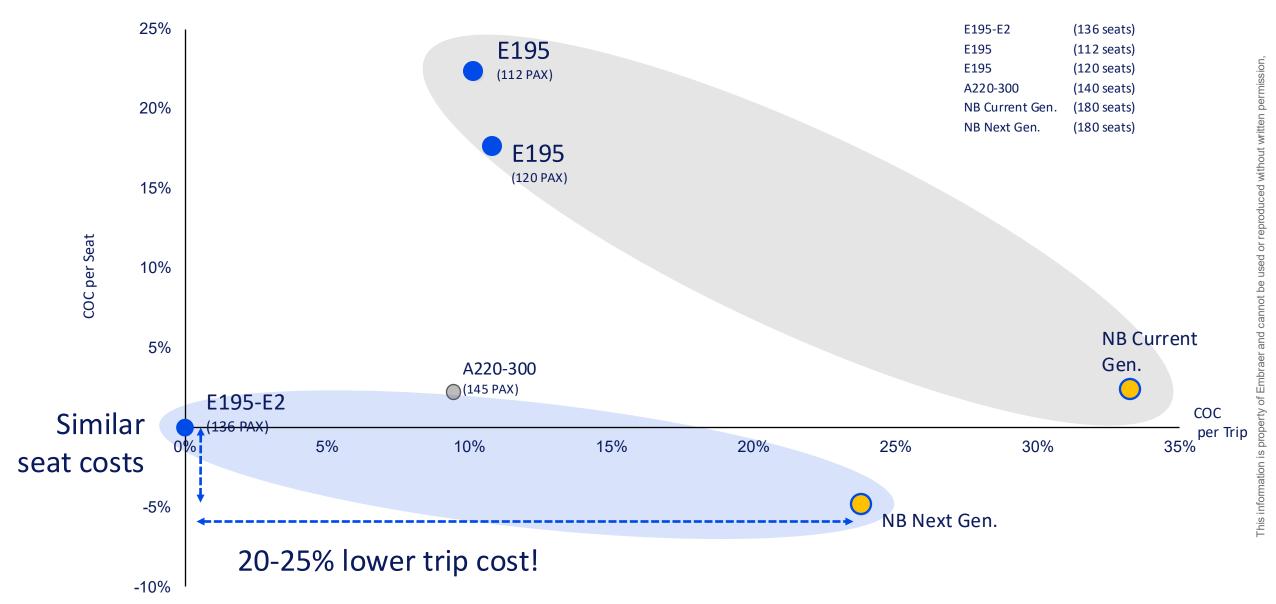
E2 MARKET ACCEPTANCE

Strong performance, accelerating post-covid



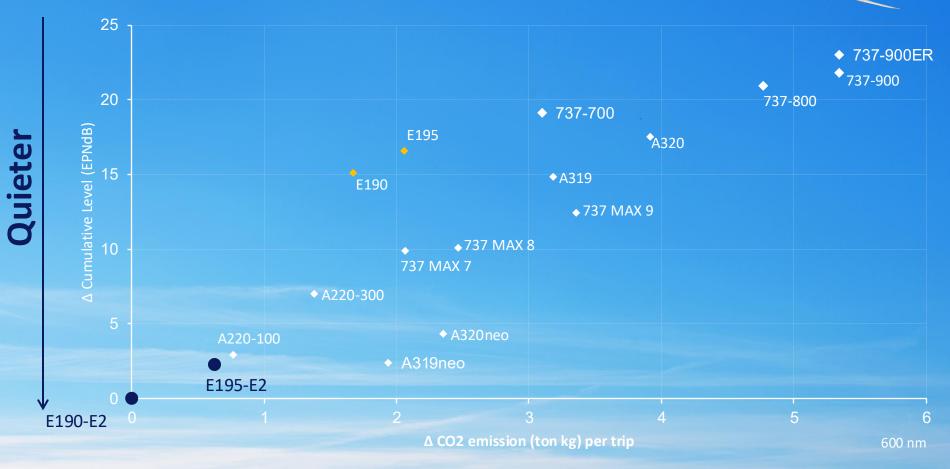
UNBEATABLE COST EFFICIENCY





E2 THE MOST ENVIRONMENTALLY-FRIENDLY JET IN SINGLE AISLE





Greener

E2 IS THE PREFERRED CHOICE TO COMPLEMENT NB

Selected to complement both Airbus and Boeing larger NB



Accelerate Connectivity Opportunity

E2 NUMBERS & FACTS

KIRIBATI

1st AIRCRAFT DELIVERED



BRAZIL











NIGERIA

16x E195-E2

Air Kiribati Air Peace KLM

25x E195-E2



75x E195-E2



BELGIUM

3x E195-E2 1x E190-E2







LOT POLAND

Hunnu Air Mexicana MONGOLIA 3x E195-E2 2x E195-E2

MEXICO **10x** E190-E2 **10x** E195-E2

Virgin **Australia** 8x E190-E2





Salam Air 6x E195-E2



ANA Luxair JAPAN LUXEMBOURG 15x E190-E2 6x E195-E2



SAS **SCANDINAVIA** 45x E195-E2





NETHERLANDS CANADA



181 Delivered aircraft / 23 Operators







290 To be delivered 471 Total Firm Orders

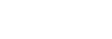




10x F195-F2



UNITED STATES 23x E195-E2 16x E190-E2





IRELAND 43x F195-F2 **5x** E190-E2















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

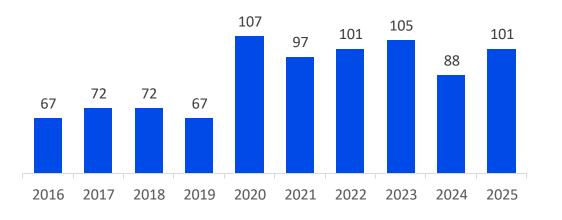
United Next Fleet Plan 50 60 70 80 90 100 110 120 130 140 150 160 170 180 190 200 ERJ E175 737-700/A319 757-300 213 SEATS FUTURE E175 E190-E2 E195-E2 MAX 7 MAX 8 MAX 10 192 SEATS T0.76 SEATS 122 SEATS 138 SEATS 166 SEATS 192 SEATS

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

Low Cost Carriers

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

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



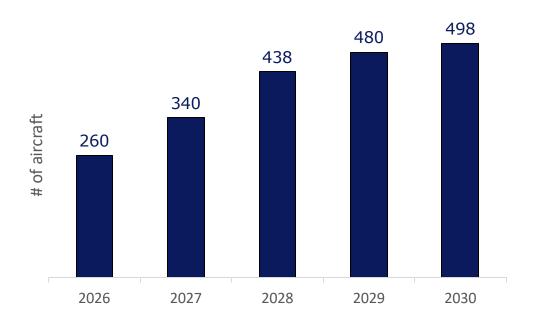


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REPLACEMENT OPPORTUNITIES AHEAD

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



Source: Cirium; Embraer analysis (July 2025).

COMMERCIAL BACKLOG

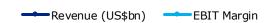
Backlog and Deliveries



Revenue and EBIT Margin

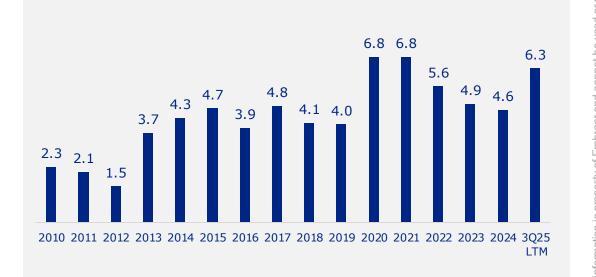


2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 3Q25 LTM



Backlog / Revenue Ratio







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+ us\$7.3bn

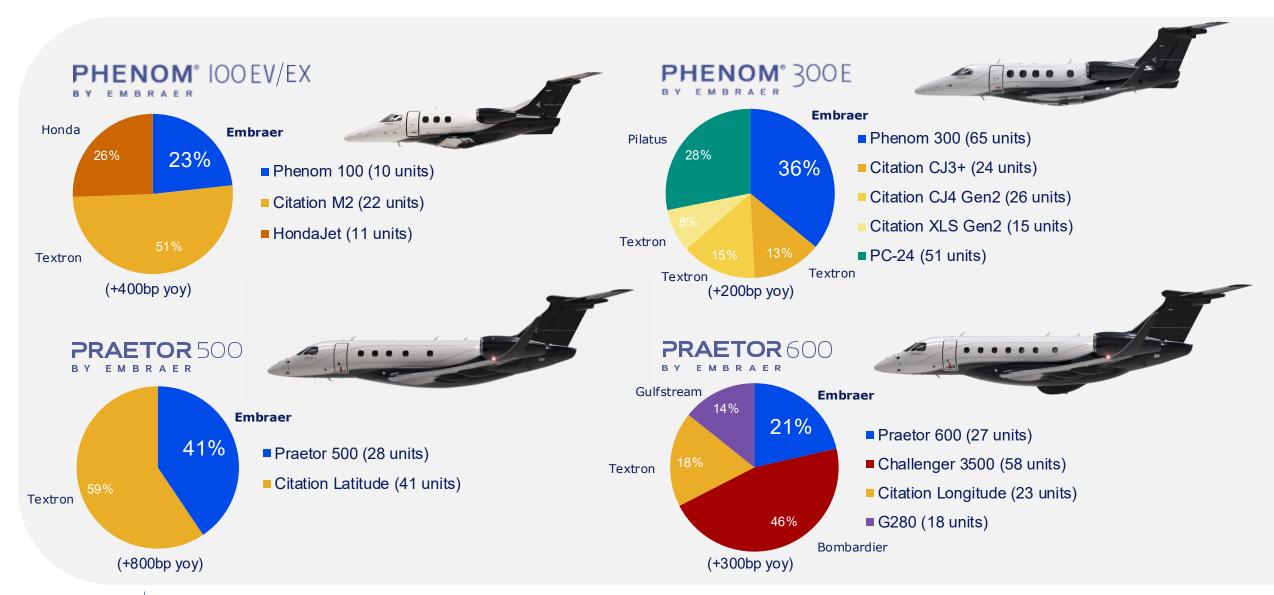
Countries

Backlog



PENETRATING PRODUCT SEGMENTS





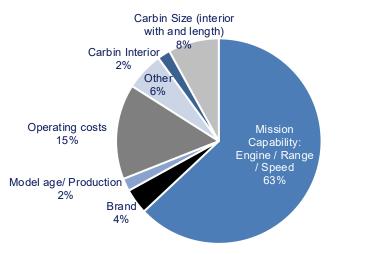


Source: GAMA 2024 and company assessment.

SOLID PRODUCT POSITIONING



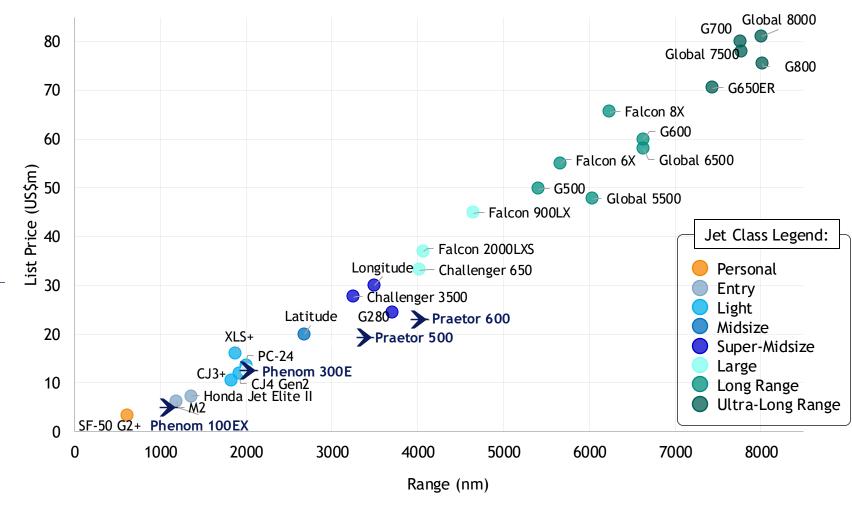




Embraer Value Proposition

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

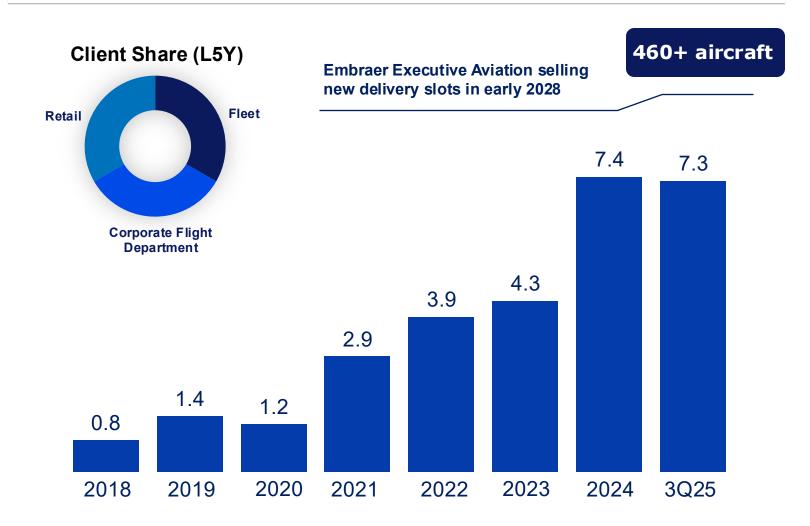
Range v. List Price





STRONG CUSTOMER BACKLOG

Executive Aviation Order Backlog (US\$bn)





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

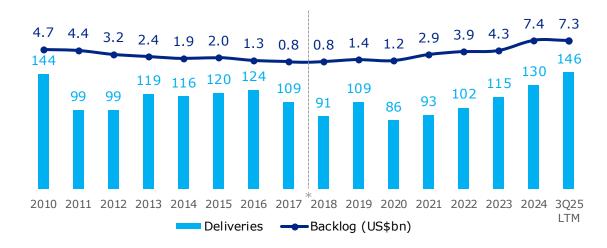


Source: Company.

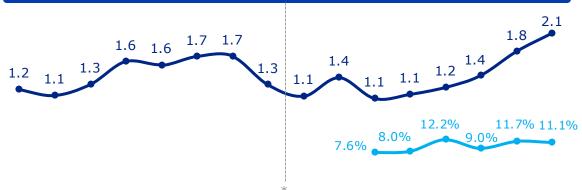
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EXECUTIVE BACKLOG

Backlog and Deliveries



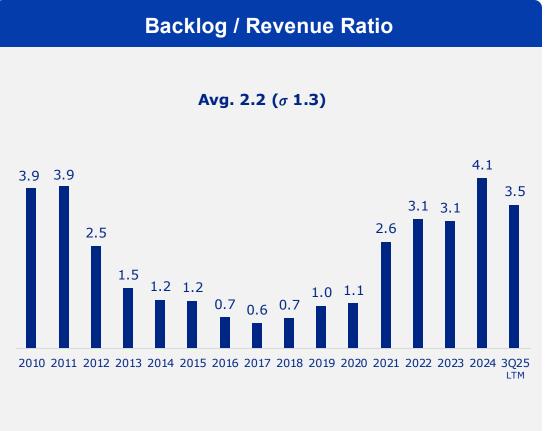
Revenue and EBIT Margin



2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 3Q25 LTM

Revenue (US\$bn) EBIT Margin







DENTIAL INFORMATION

KC-390 MILLENNIUM

TRUE MULTI-MISSION PLATFORM



19,200+

93%

98.7%

FLIGHT HOURS THROUGH SEPTEMBER 2025

MISSION CAPABLE RATE(1)

COMPLETION RATE(2)

aircraft in service

Brazil

1ST DELIVERY IN 2019





KC-390 MILLENNIUM MARKET MOMENTUM

RIGHT PRODUCT, RIGHT TIMING

46 FIRM ORDERS

+6 SELECTIONS



2014

2019

2020

2023

2024

2025

Brazil



Portugal

Hungary















Aircraft Selected by



Slovakia

Options:



Portugal

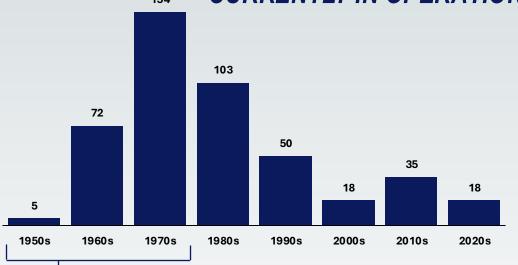


KC-390 MILLENNIUM | ADDRESSABLE MARKET

RIGHT PRODUCT, RIGHT TIMING



DELIVERY YEAR OF 455
TACTICAL AIRLIFTERS
CURRENTLY IN OPERATION

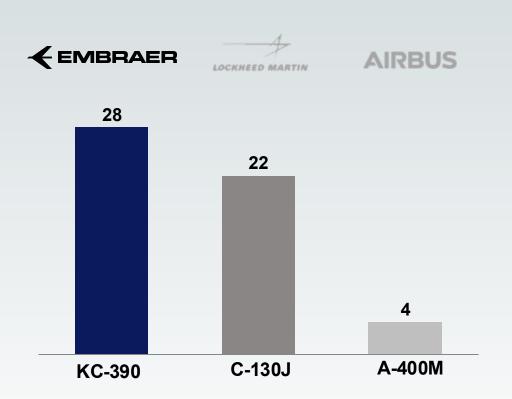


~230 AIRCRAFT

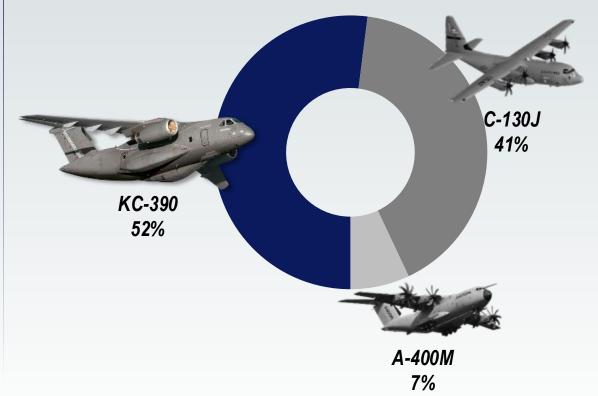
OVER 45 YEARS OLD
DUE TO RETIRE

KC-390 MILLENNIUM | SALES SINCE 2019

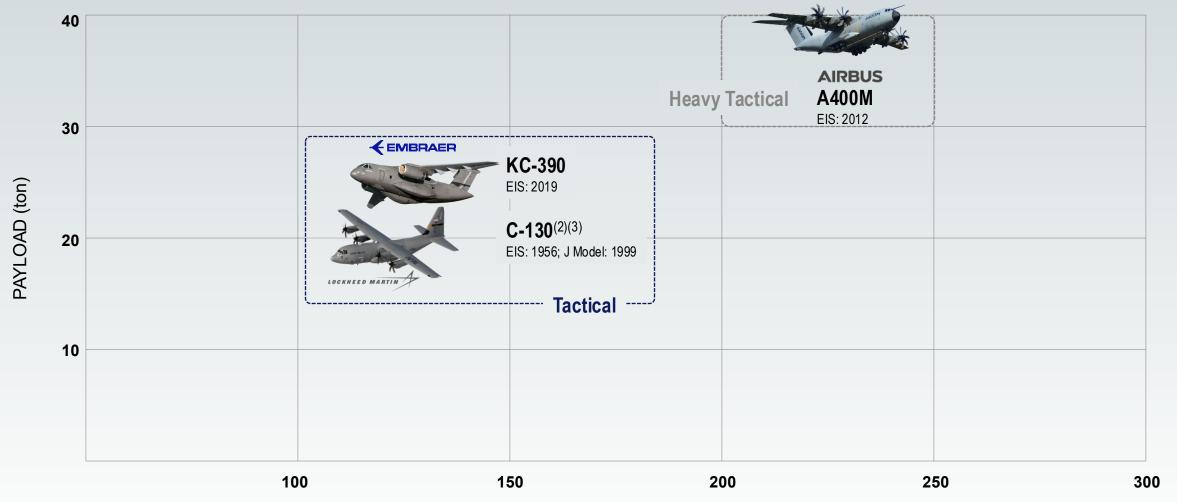




NEW MARKET LEADER



KC-390 MILLENNIUM | COMPETITION OVERVIEW TRANSPORT AIRCRAFT(1)



PRICE (US\$ Millions)



A-29 SUPER TUCANO WORLDWIDE PRESENCE

AIR FORCES

290+ AIRCRAFT ORDERED



+60,000 COMBAT HOURS





















































REPUBLIC

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



4



12



1



O



J





Panama



SIC SIERRA NEVADA CORPORATION

Paraguay

Undisclosed

Portugal

Uruguay

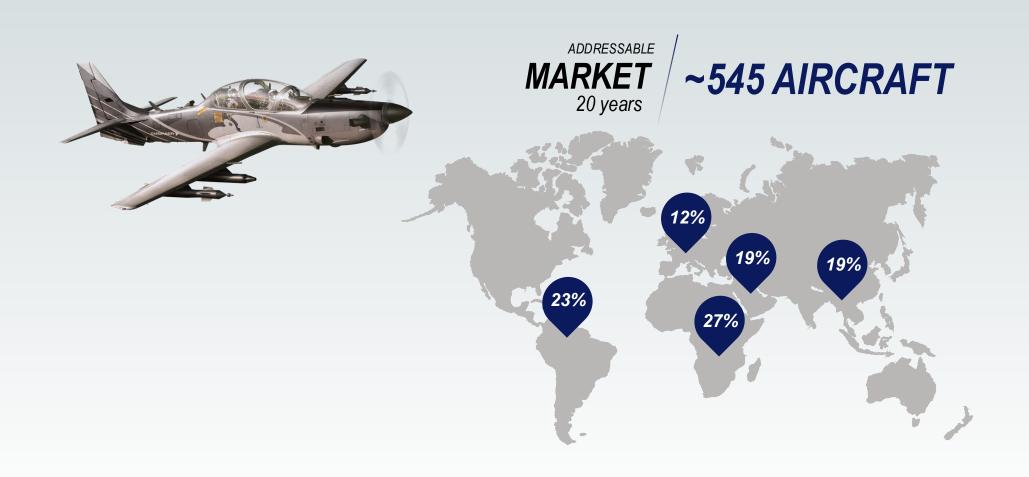
ay

Undisclosed

Uruguay

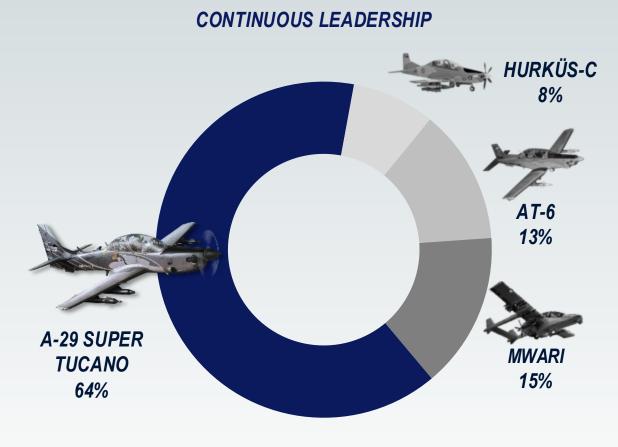
A-29 SUPER TUCANO | ADDRESSABLE MARKET

RELEVANT MISSION SET, VALUE TO OPERATORS

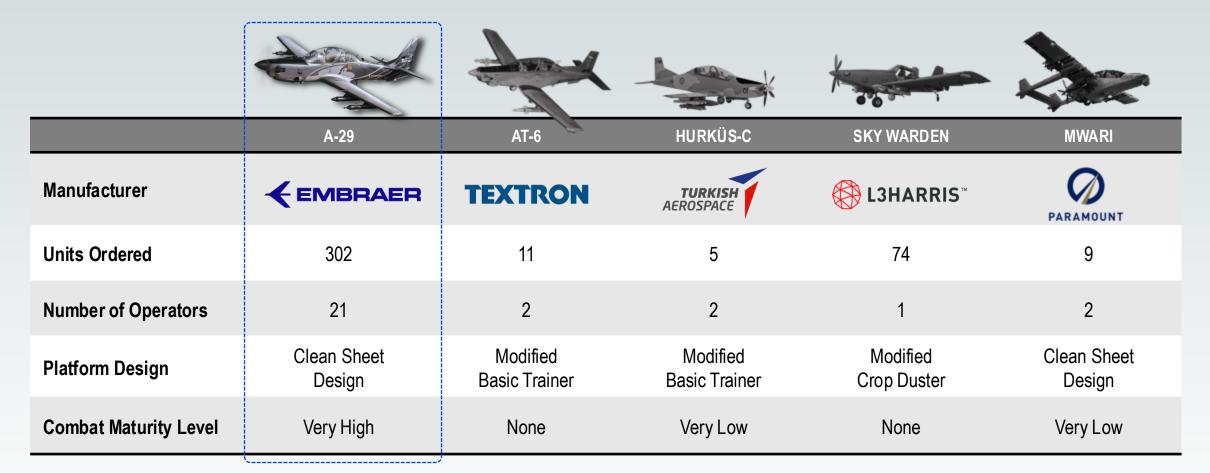


A-29 SUPER TUCANO | SALES SINCE 2019





A-29 SUPER TUCANO | COMPETITION OVERVIEW

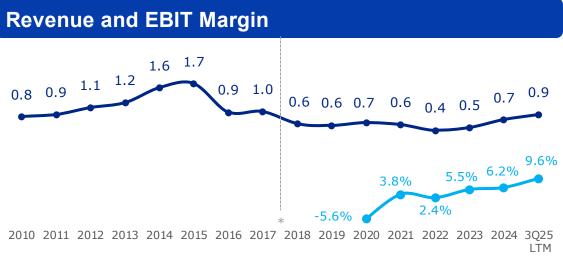


Market Leader!

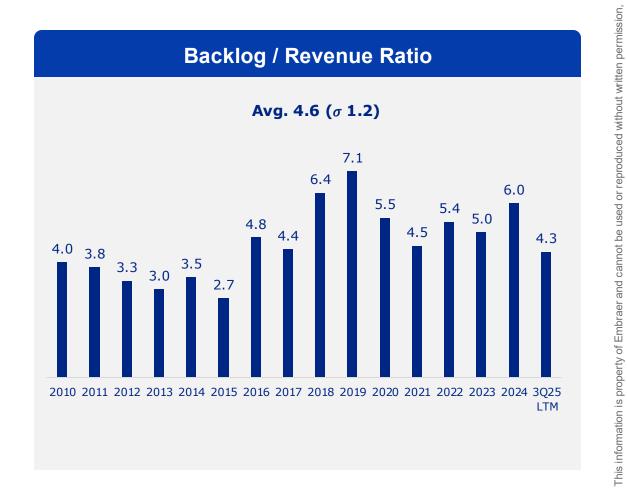
DEFENSE & SECURITY BACKLOG







Revenue (US\$bn)



EBIT Margin





8 Training Centers



ONE SITE, A WORLD OF CAPABILITIES



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

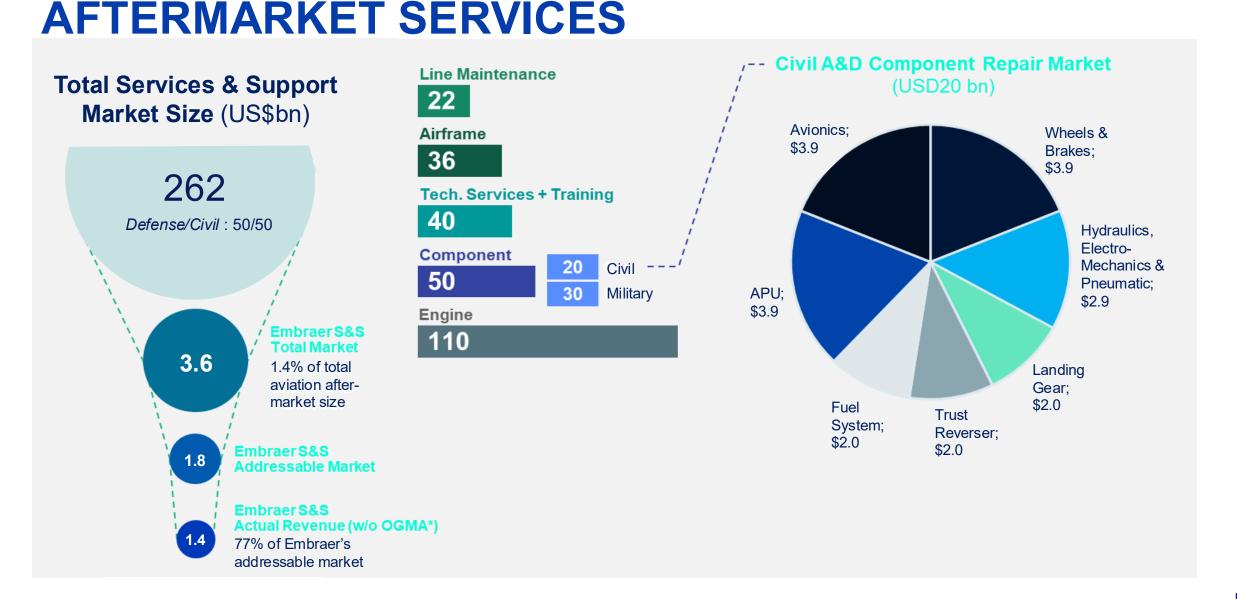
Part-Out
Cargo conversion
Medevac
Special mission





2024 AEROSPACE & DEFENSE





FLIGHT PLAN to the future

~2x 2024



Non-Embraer Fleet (including GTF)

US\$ 0.2 Bi

US\$ 1.4 Bi





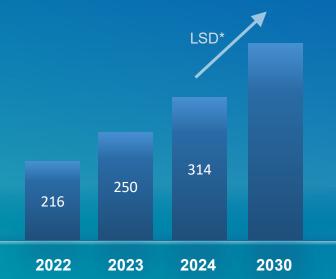
(Net Rev. US\$ Bi)



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

Non-Embraer Fleet

(Net Rev. US\$ Mi)



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



(Net Rev. US\$ Mi)



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

CAGR: MSD: Middle Single Digit

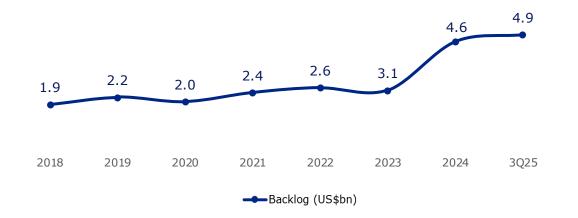
LSD: Low Single Digit

HDD: High Double Digit

SERVICES & SUPPORT BACKLOG

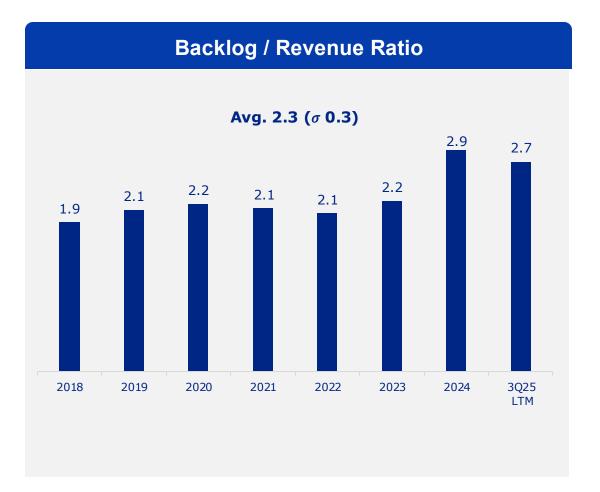
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Backlog



Revenue and EBIT Margins





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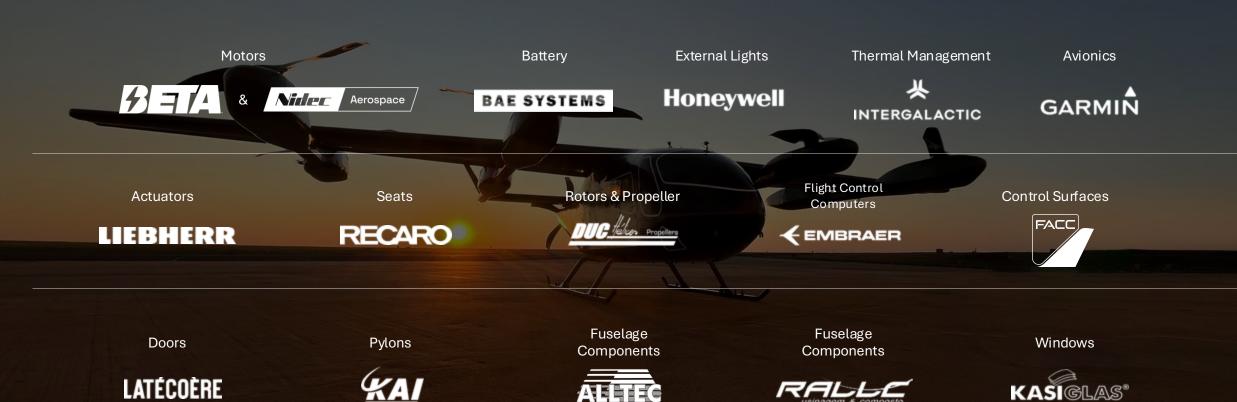


Smarter, safer and greener.





WORLD-CLASS DEVELOPMENT PROGRAM PARTNERS



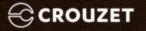
Wing



Sensors



Pilot Control



Interior

Power Distribution Systems







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

Customers
and partners in
8 countries

Eve Vector

Eve's unique Urban Air Traffic Management software solution

Customers
and partners in
10 countries

~2,800 Pre-ordered eVTOLs Firm + LOIs

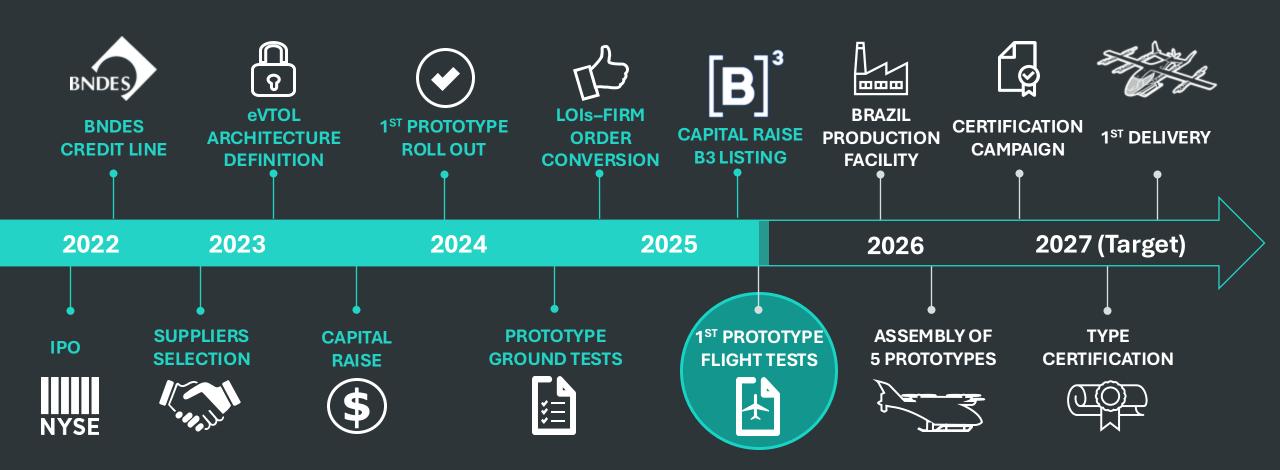
~\$14B Pre-order book value Based on current List Price

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

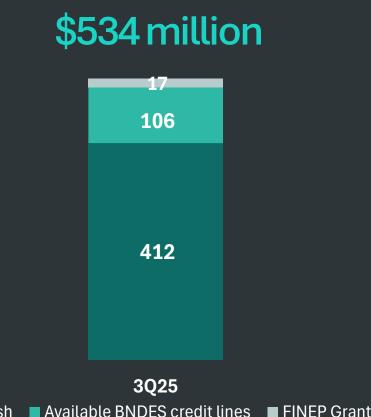
Liquidity enough for ~2.5 years*

Dual listing in the US and Brazil



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



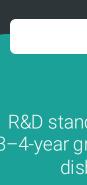


^{*} Assuming cash burn of ~\$200mn / year



~US\$ 1 BILLION RAISED SINCE 2022





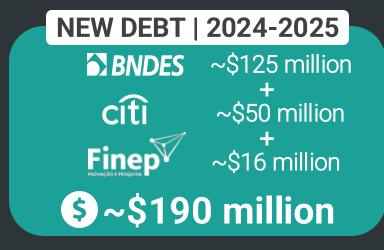
DEBT | 2023

BNDES

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













+ FINANCIAL INVESTORS

\$ ~\$230 million





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)

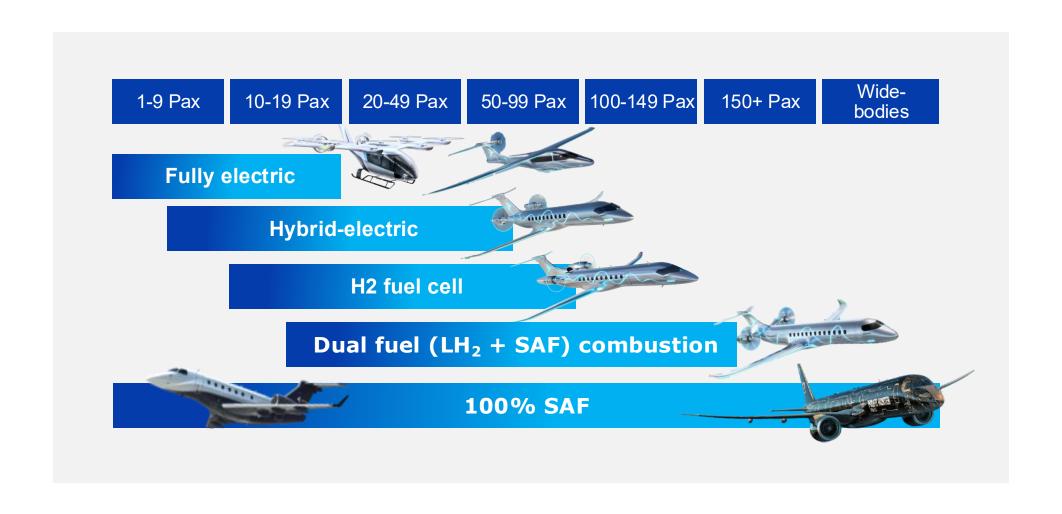
Governance

- 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



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)

->

(In millions of	f U.S. do	llars
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III THIMIOTIS OF C.S. GOMATS)					
CONSOLIDATED STATEMENTS OF CASH FLOWS	2021	2022	2023	2024	3Q25 LTM
OPERATING ACTIVITIES					
Net income	(44)	(204)	164	355	316
Items not affecting cash and cash equivalents	-	-	-	-	-
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
Changes in assets:					
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 ACTIVIES	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 ACTIVIES	(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
Effects of exchange rate changes on cash and cash equivalents	_	7	(±0)	_	U

BALANCE SHEET

(In millions of U.S. dollars)

(In millions of U.S. dollars)					
ASSETS	2021	2022	2023	2024	3Q2!
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
CURRENT	
Trade accounts payable	495
Trade accounts payable - Supplier finance	15
Loans and financing	574
Lease liabilities	12
Non-recourse and recourse debt	-
Other payables	241
Contract Liabilities	1,205
Derivative financial instruments	3
Taxes and payroll charges payable	40
Income tax and social contribution	72
Provision	109
Others	63
	2,829
NON-CURRENT	
Loans and financing	3,453
Lease liabilities	52
Other payables	58
Contract Liabilities	309
Derivative financial instruments	3
Taxes and payroll charges payable	10
Income tax and social contribution	-
Deferred income tax and social contribution	506
Provisions	121
Others	41
	4,551
SHAREHOLDERS' EQUITY	
Capital	1,552
Treasury shares	(28)
Revenue reserves	1,302
Share-based remuneration	37
Retained earnings	-
Other comprehensive loss	(168)
Result in transactions with non controlling interest	(27)
EQUITY ATTRIBUTABLE TO OWNERS OF THE COMPANY	2,668
Non-controlling interests	107
TOTAL EQUITY	2,775
TOTAL LIABILITIES AND SHAREHOLDRES' EQUITY	10,155

3Q25

1,197 51

100

20

531

26

101

4,797

2,178

96

321 717

24

231

222

11

3,816

1,552

1,624

230

(104)

273

3,586

369

3,955

12,568

(43)

2,595

2024

966

114

19

360

46

125

90

18

4,416

2,377

93

161

721 32

3

450

204

4,063

1,552

1,624

(257)

136

3,076

3,345

11,824

269

(28)

2,563 72

2022

740

320

107

126

3,217

2,895

59

371

150

23

4,101

1,552

1,116

(190)

2,568

2,824

10,142

257

77

(28)

1,469

2023

787

38 127

14

332

43

115 10

3,666

2,759

82

55

5

305

174

4,078

1,552

1,280

(153)

2,787

3,039

10,783

253

(28)

1,919



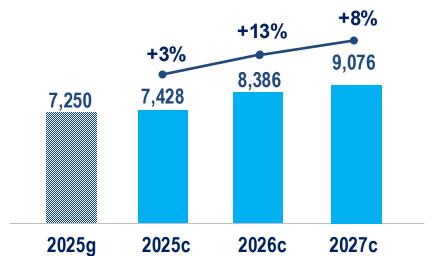
MARKET ESTIMATES, VALUATION & BOND YIELDS



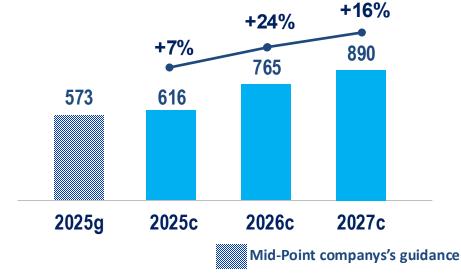
CONSENSUS ESTIMATES (USDm)

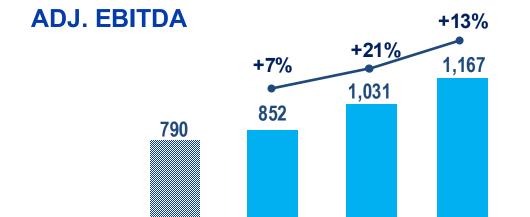






ADJ. EBIT





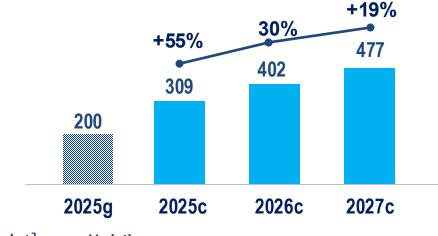
2025c

2026c

2027c

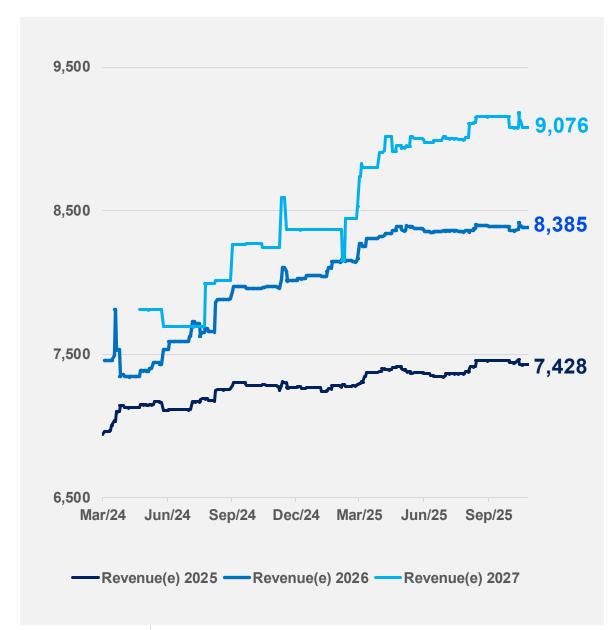
2025g1

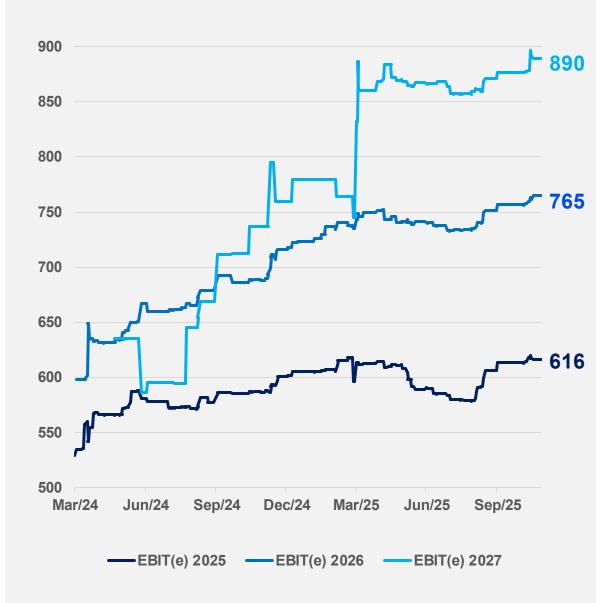
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REVENUE & EBIT CONSENSUS



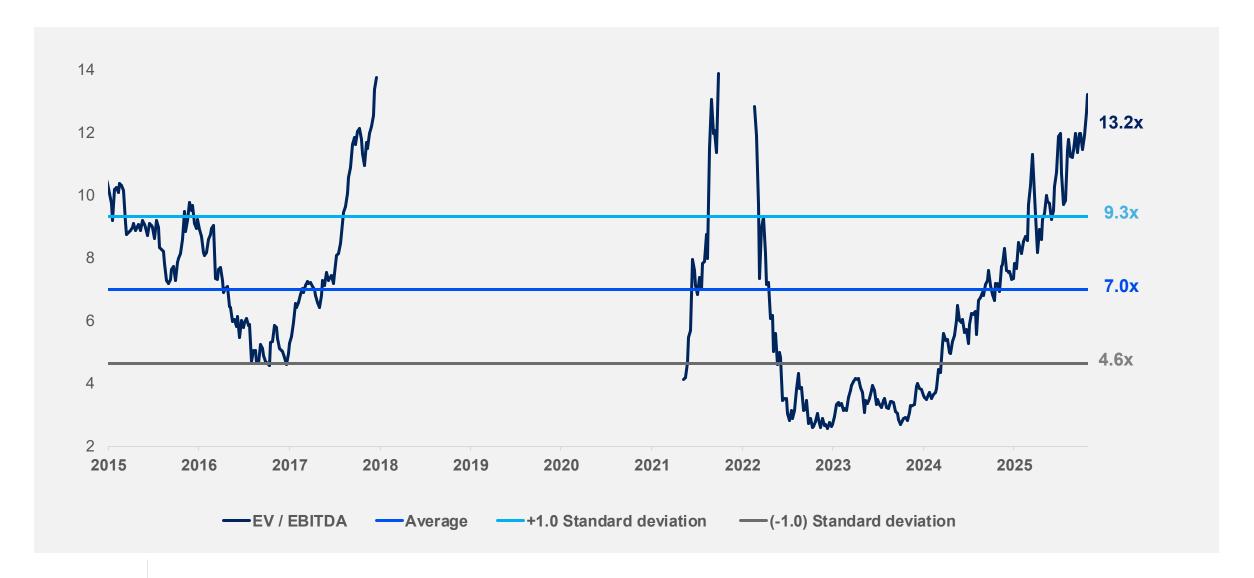




Source: Capital IQ; October 29, 2025.

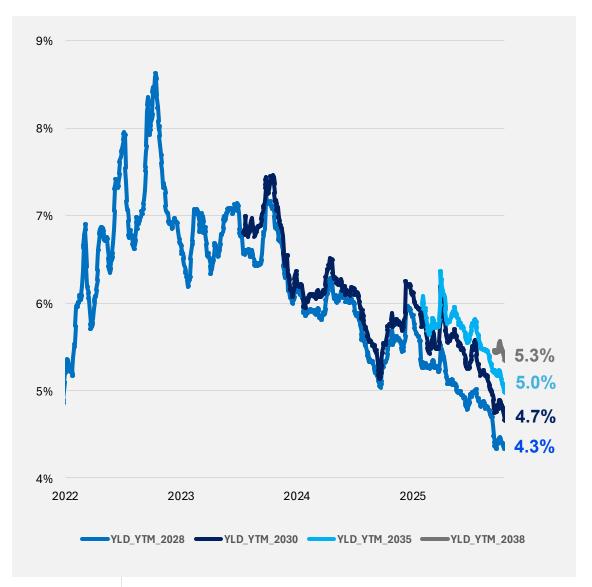
VALUATION - FORWARD EV/EBITDA

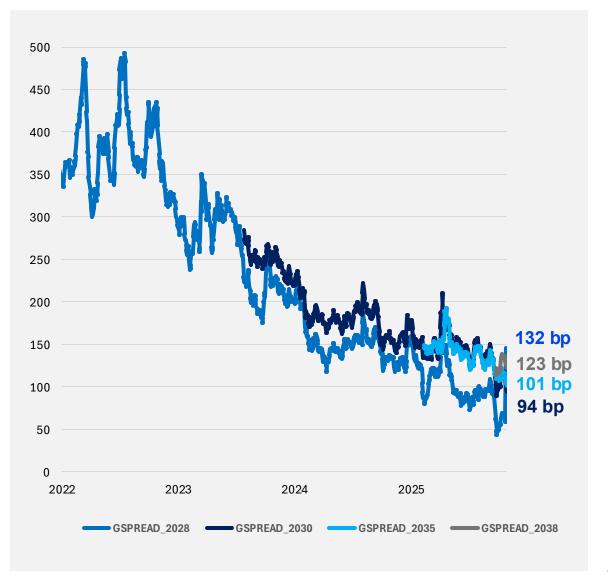




Source: Capital IQ; October 29, 2025.

BONDS YIELD TO MATURITY & SPREAD OVER UST





Source: Bloomberg; October 29, 2025.

APPENDIX 3

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COMPANY INFORMATION



EMBRAER'S HISTORY



60's

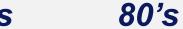


Embraer is Founded Production of Bandeirante





Development of EMB 312 Tucano Start of Exports





Great Technological Leap

1994



Privatization
ERJ Family
Launch

1999



E-Jet Family

2000



Beginning of Executive Aviation





KC-390 MILLENNIUM

2013

2017

2018

2018

2021

2021

2022

2024



E-Jet E2 Family



Services & Support Unit Creation



Praetors'
Launch



Beginning of the eVTOL Project



ESG Targets



Energia Family

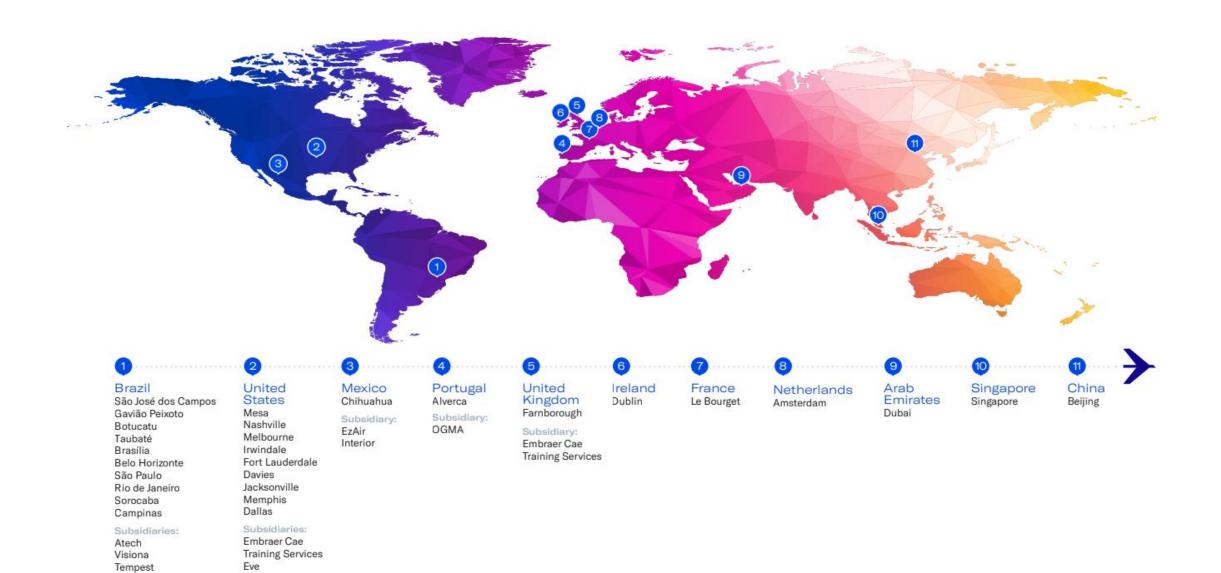


EVE'S IPO



OGMA P&W Engine Overhaul

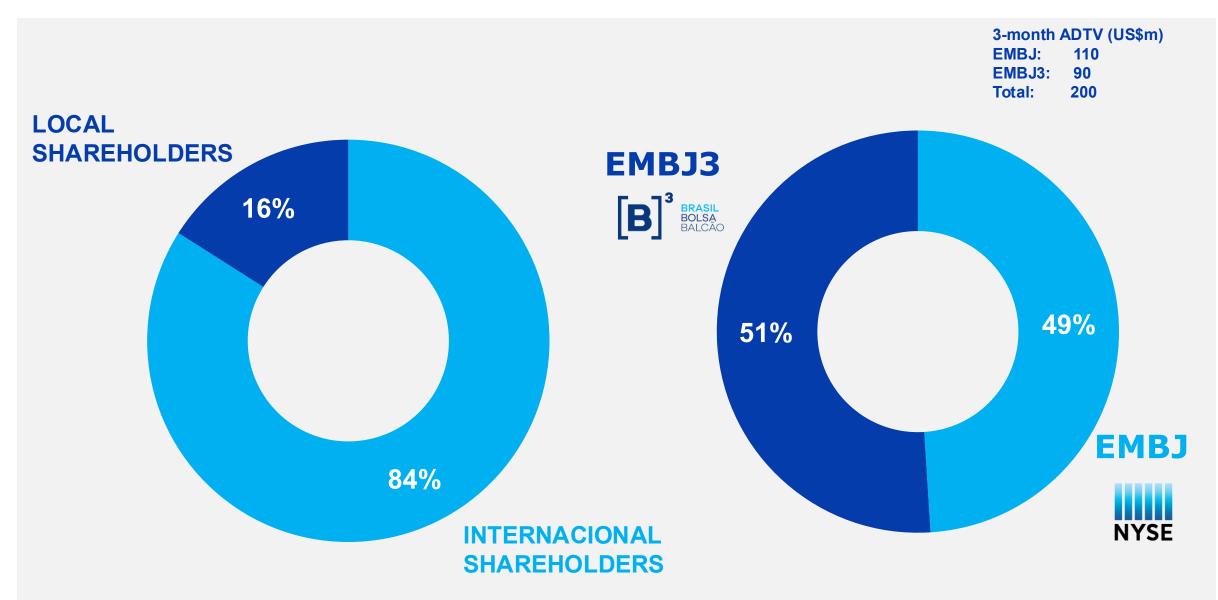
WHERE WE ARE



OWNERSHIP STRUCTURE AND TRADING

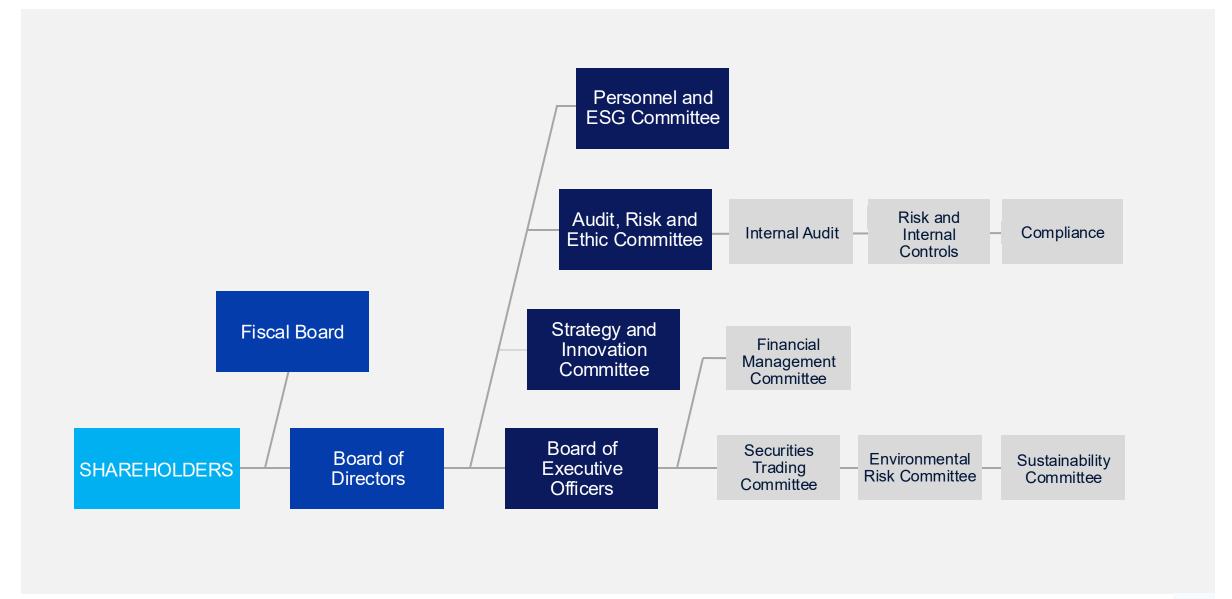


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Note: 3Q25.

CORPORATE GOVERNANCE STRUCTURE





THANK YOU!

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