



EQUITY STORY NOV/25

 EMBRAER



OUR TEAM

- **Antonio Garcia, CFO**
- **Gui Paiva, EAH CFO, Head IR, M&A and CVC**
- **Patrícia Mc Knight, IR manager**
- **Alessandra Rangel, IR senior associate**
- **Marilia Saback, IR senior associate**
- **Rodrigo Diniz, IR analyst**
- **investor.relations@embraer.com.br**

STAY IN THE KNOW



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Instagram



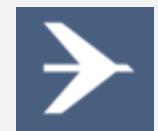
Youtube



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

Fitch Ratings
BBB-
Positive

Moody's
Baa3
Positive

Embraer's Business Segments



Executive
Aviation



Defense &
Security



Commercial
Aviation

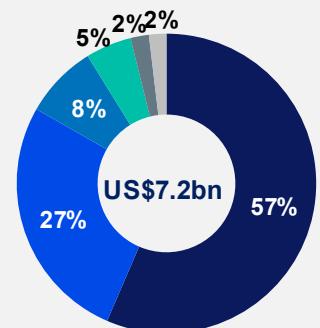


Services &
Support



EVE

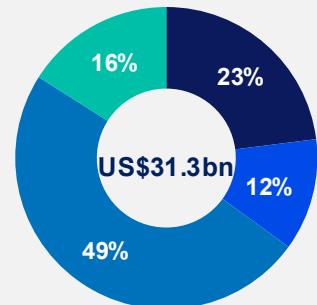
Revenue by Region¹



EBIT by Segment²



Firm Backlog by Segment³



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



■ Executive
■ D&S
■ Commercial
■ S&S

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



PROFITABLE GROWTH

Driven by Efficiency and Innovation



PROVEN RESULTS

Remarkable sales & revenue

Profitability

Improving operational efficiency



ON THE HORIZON

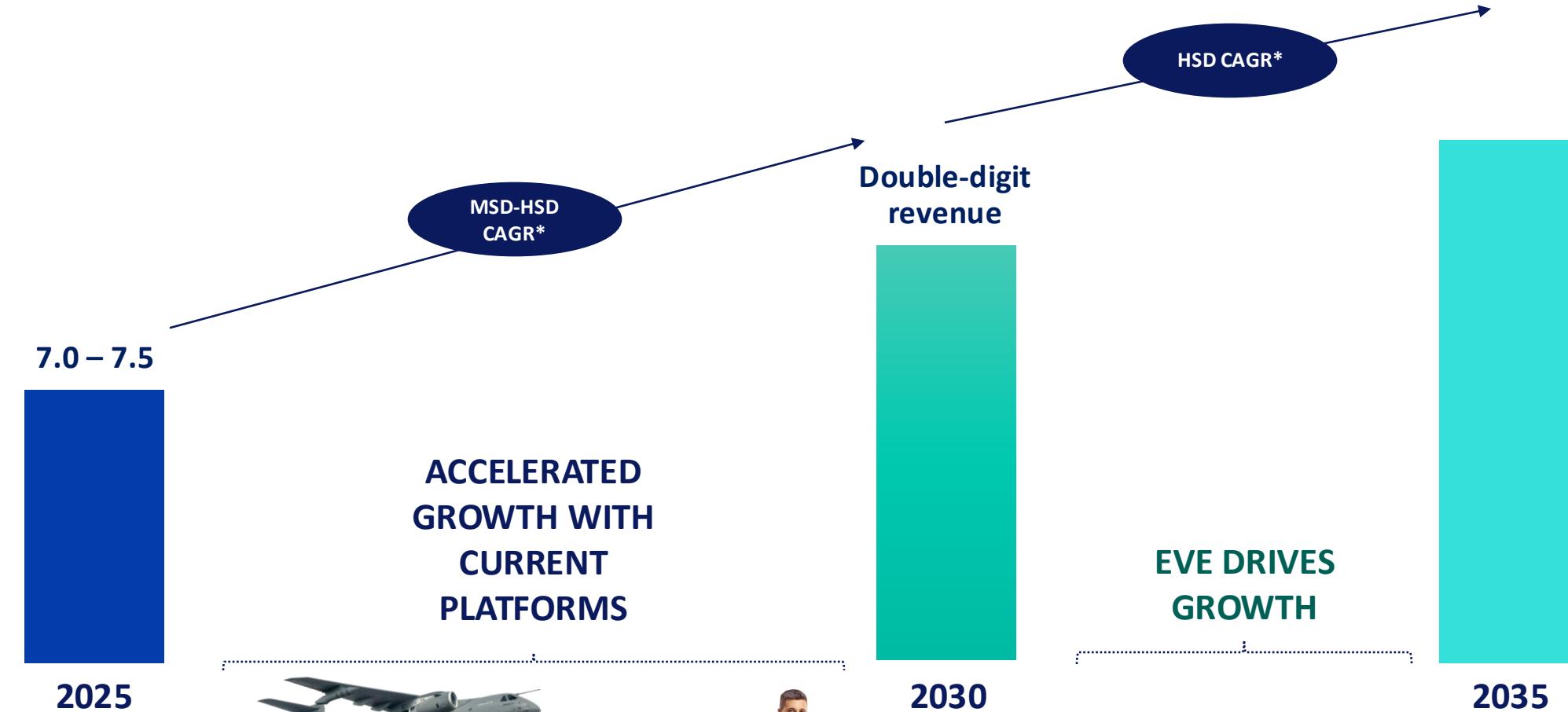
Substantial midterm growth

Ambitious long-term momentum

Next-gen product development

FLIGHT PLAN FOR THE NEXT 10 YEARS

US\$bn



2025



EXECUTIVE
AVIATION

DEFENSE
& SECURITY

COMMERCIAL
AVIATION

SERVICES
& SUPPORT

2030



EVE

2035

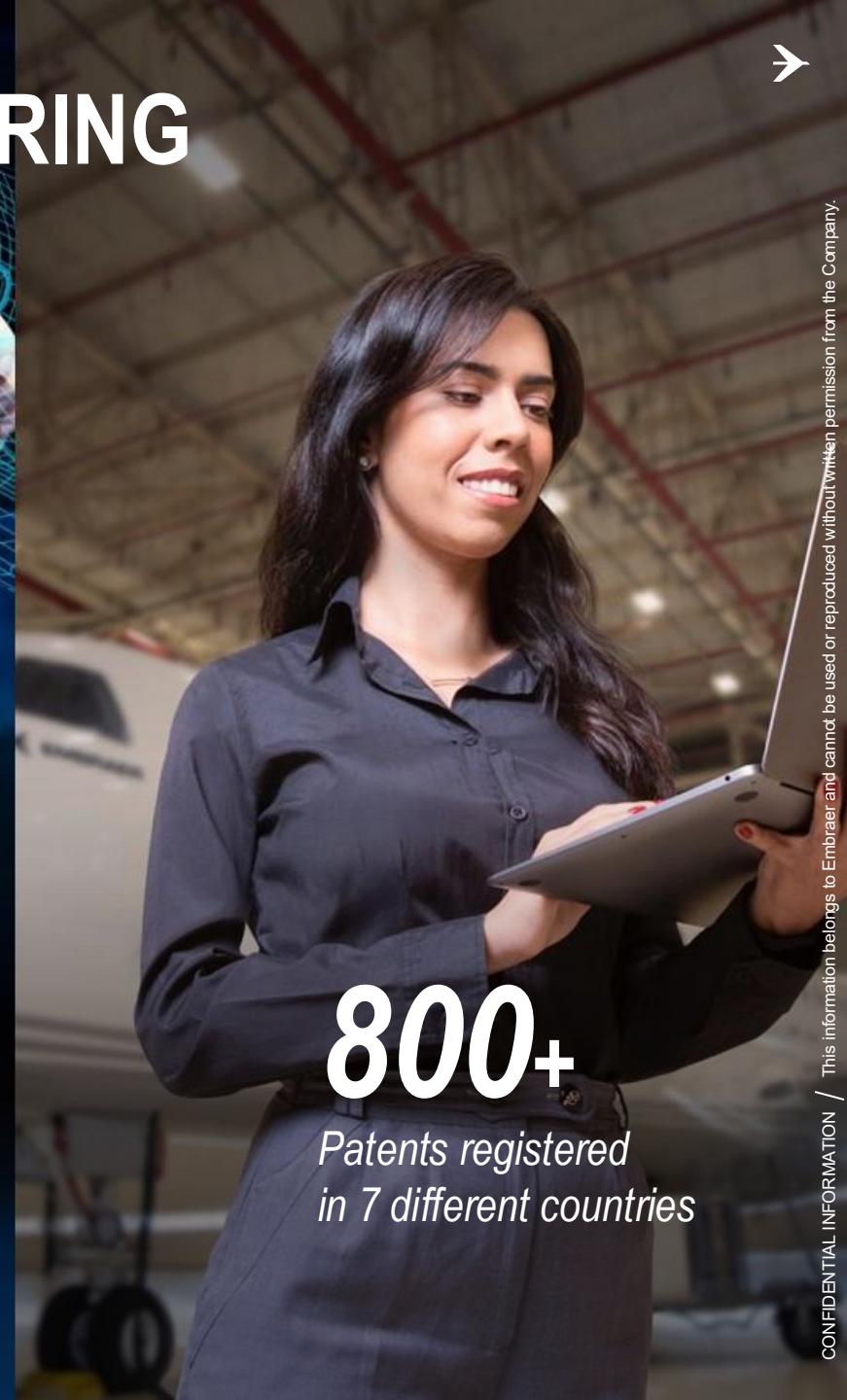
WORLD-CLASS ENGINEERING



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

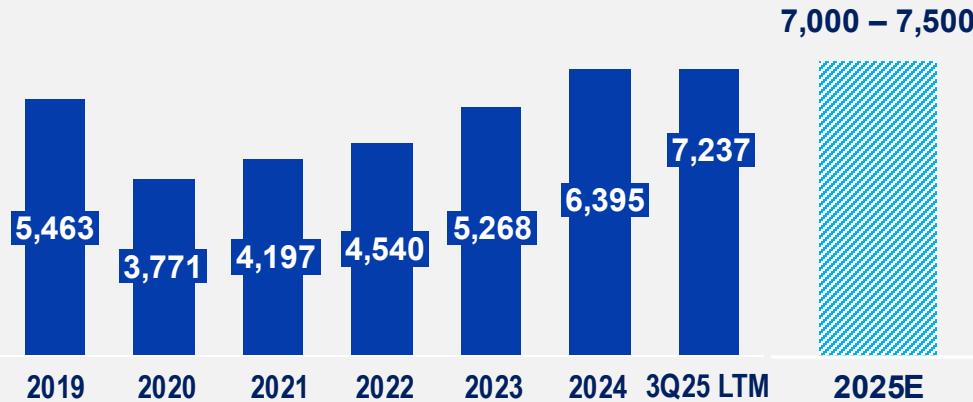
* The gains indicated are based on the evolution in 2024 compared to the baseline of each program.

PROFITABLE GROWTH



US\$m

Net Revenue



Adjusted EBITDA*



Adjusted EBIT*



Adjusted Free Cash Flow



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

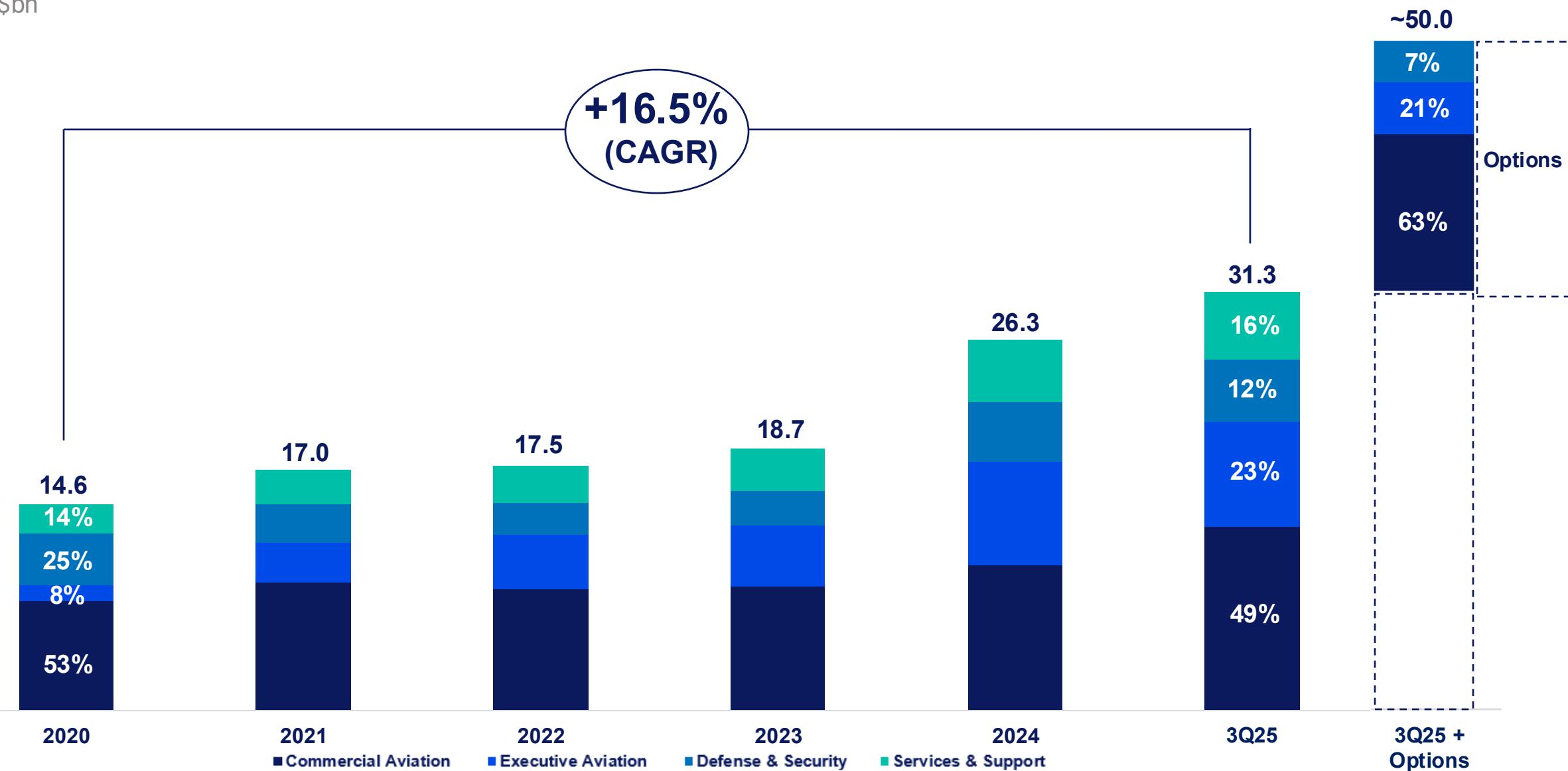
* Headline margin figures includes US\$150 million from Boeing agreement in 3Q24

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.

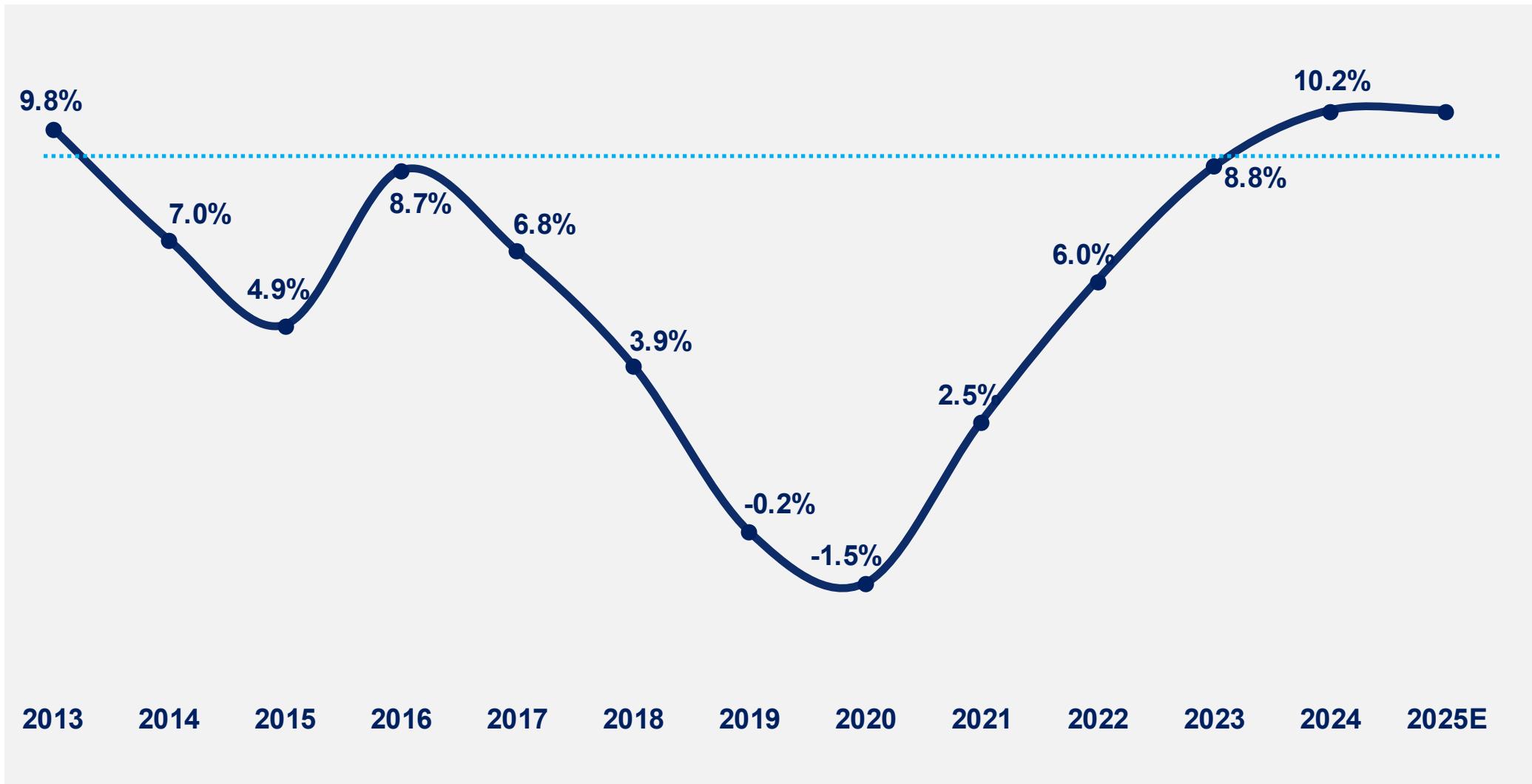
Capex

RETURN ON INVESTED CAPITAL

ROIC above WACC supported by improved operational and financial metrics



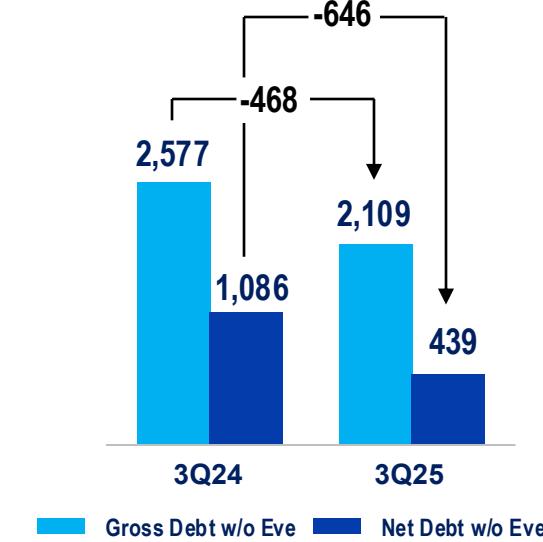
*Embraer avg.
cost of capital*



FINANCIAL POSITION

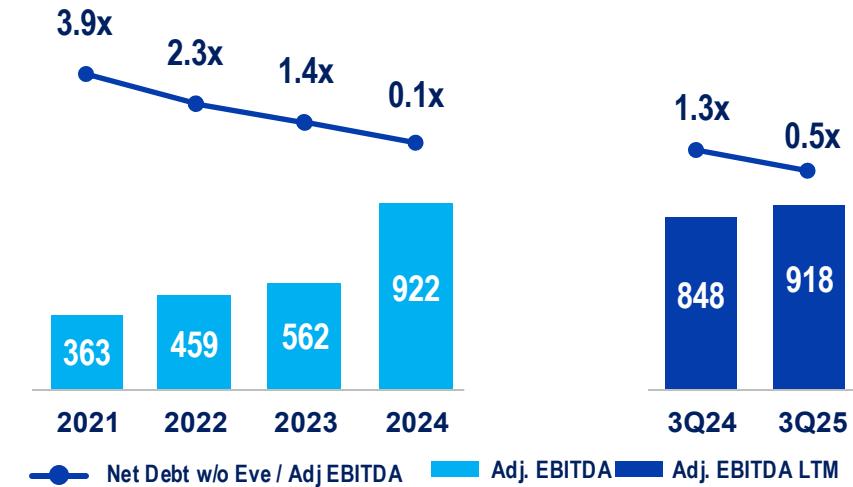
LIQUIDITY

US\$ million

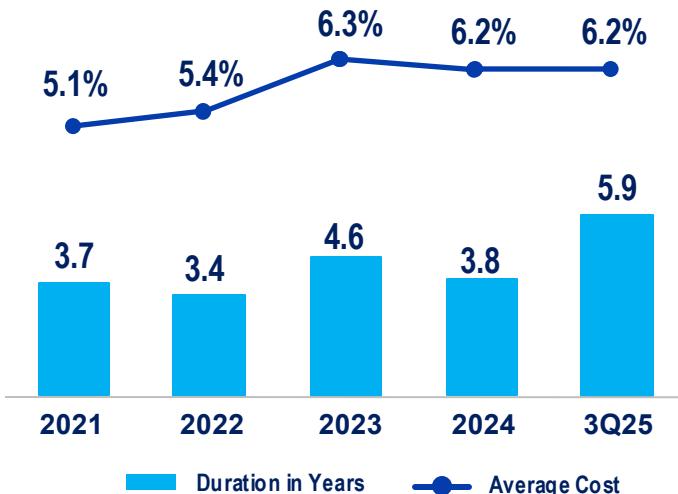


DELEVERAGING

US\$ million

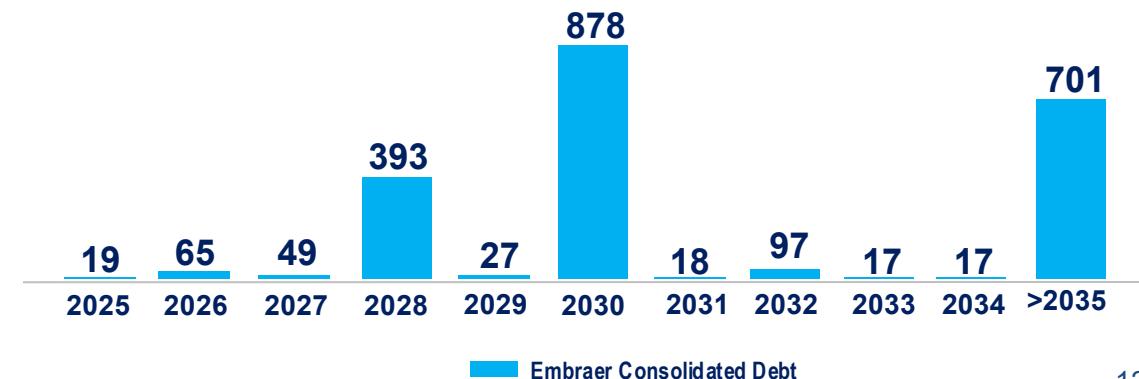


LONG-TERM MATURITIES



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

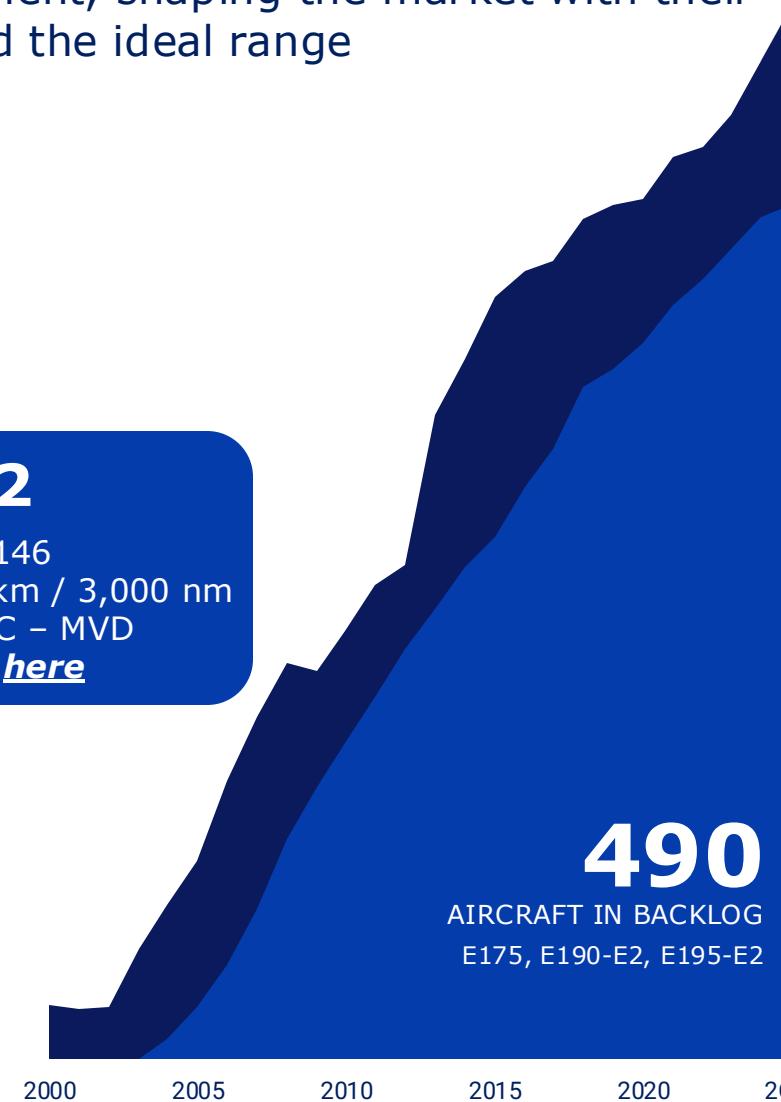
Seats: 120 to 146
Range: 5,556 km / 3,000 nm
YYZ – LAX; REC – MVD
For specs click [here](#)

E175

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

E190-E2

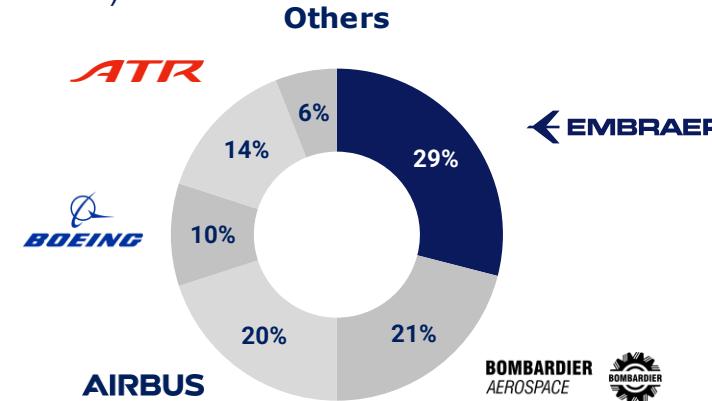
Seats: 97 to 114
Range: 5,463 km / 2,950 nm
ATH – LHR; SVO – MAD
For specs click [here](#)



MARKET SHARE & PRODUCT POSITIONING

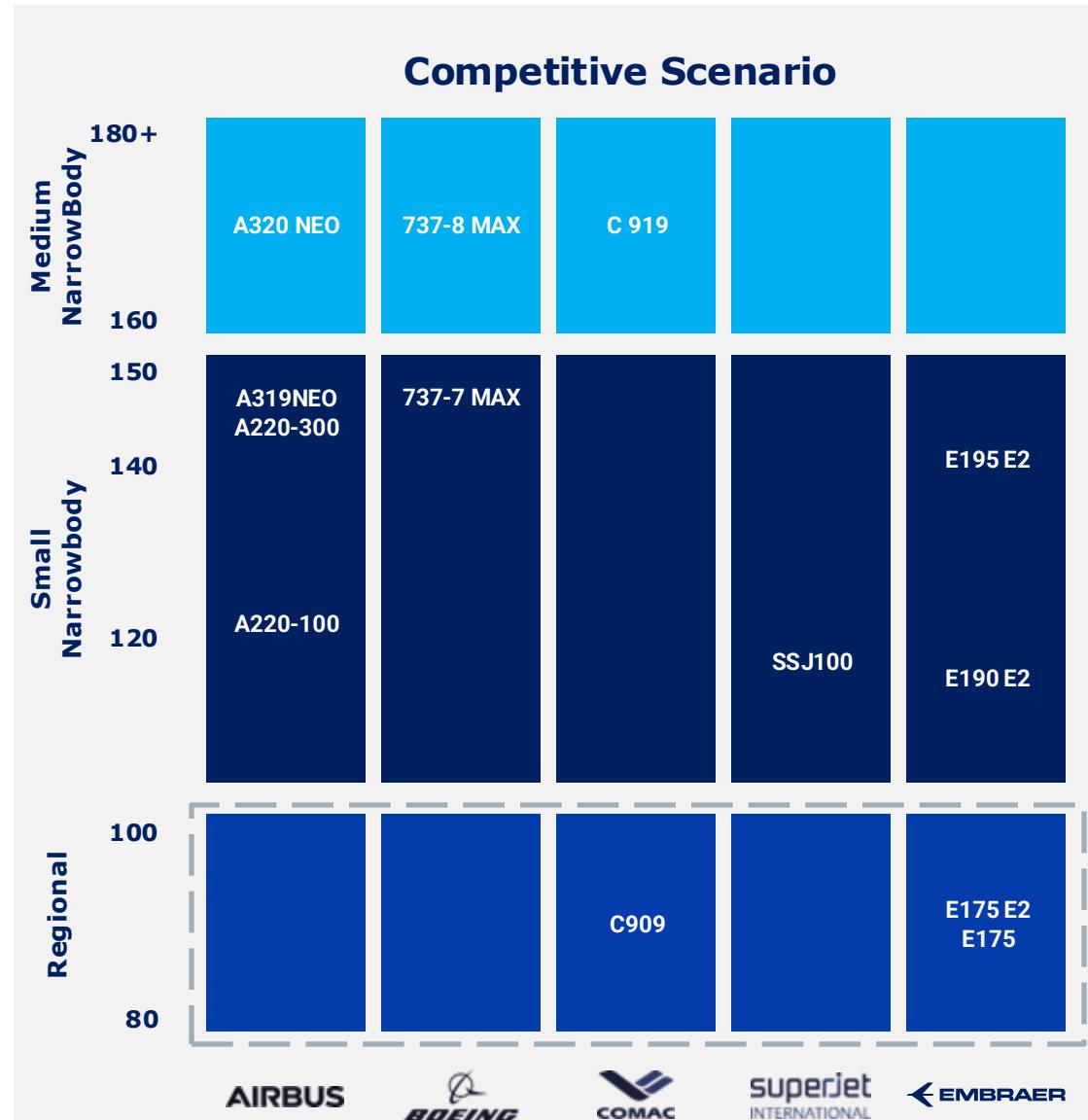
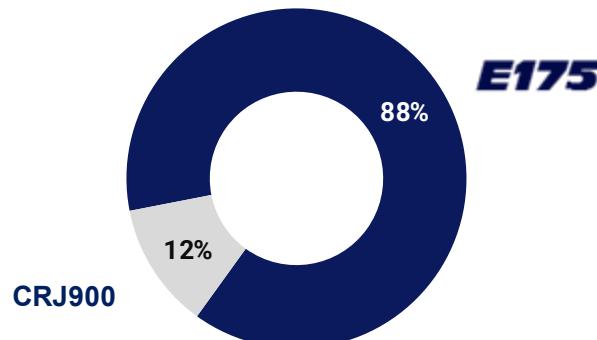
Up To 150-seat Global Market Share

(Deliveries since 2004)



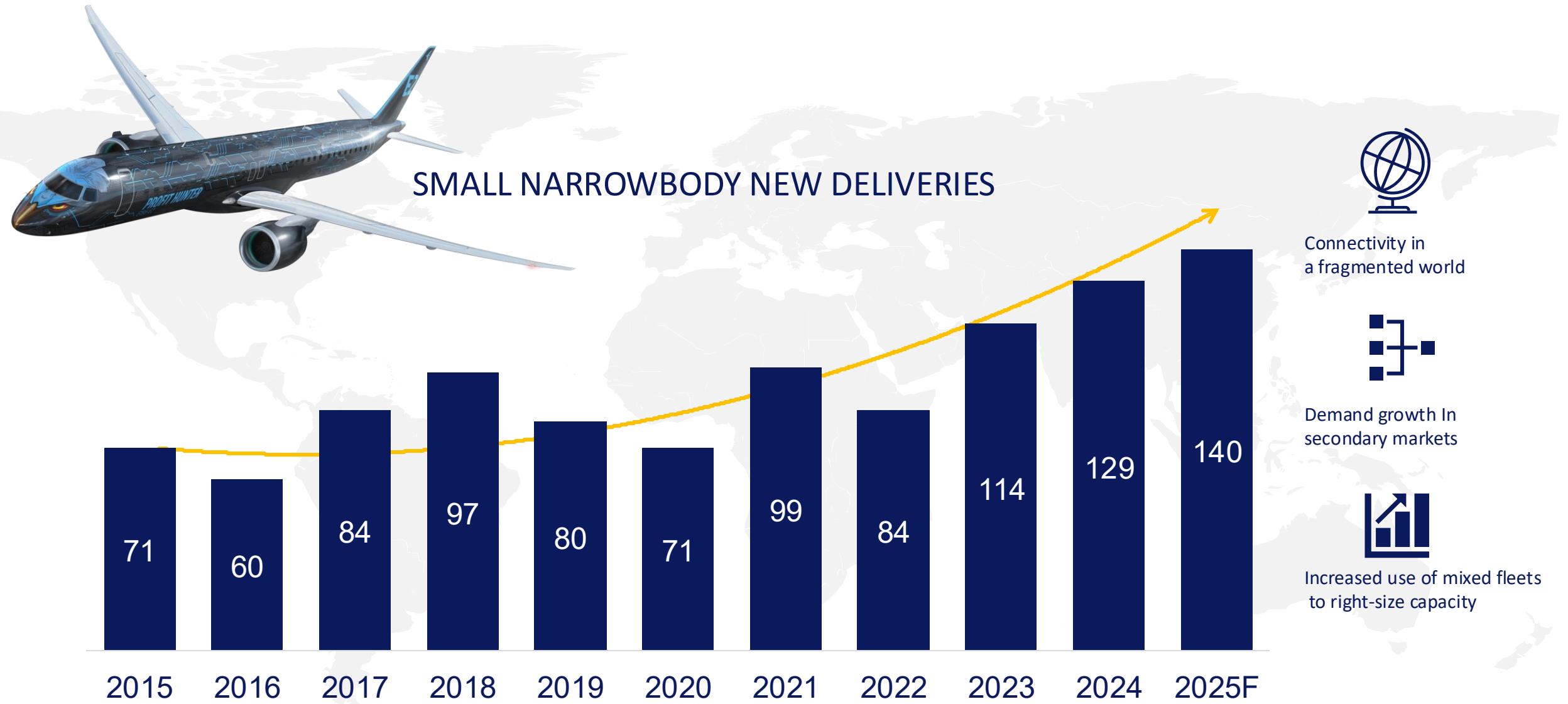
North America 70 to 90-seat Jets Market Share

(Orders since 2013)



LONG-TERM SEGMENT OVERVIEW

Small narrowbody segment is gaining traction

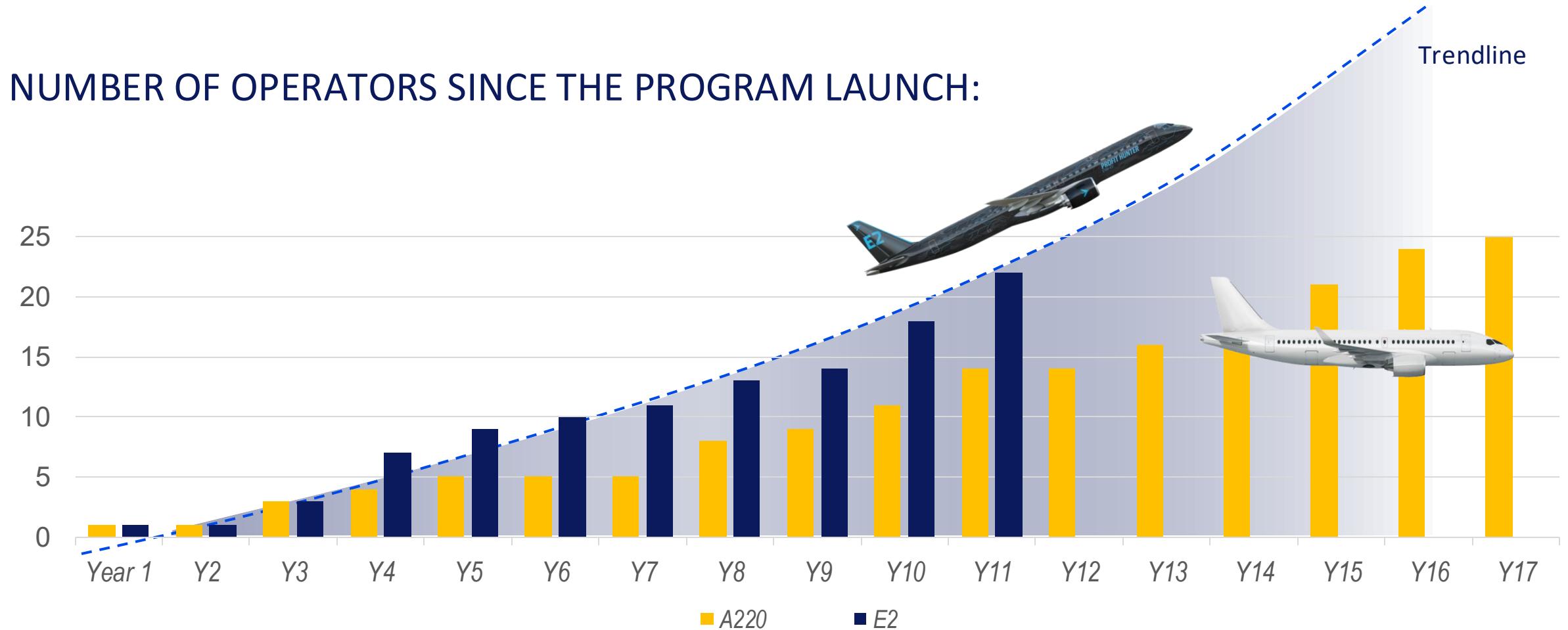


E2 MARKET ACCEPTANCE

Strong performance, accelerating post-covid



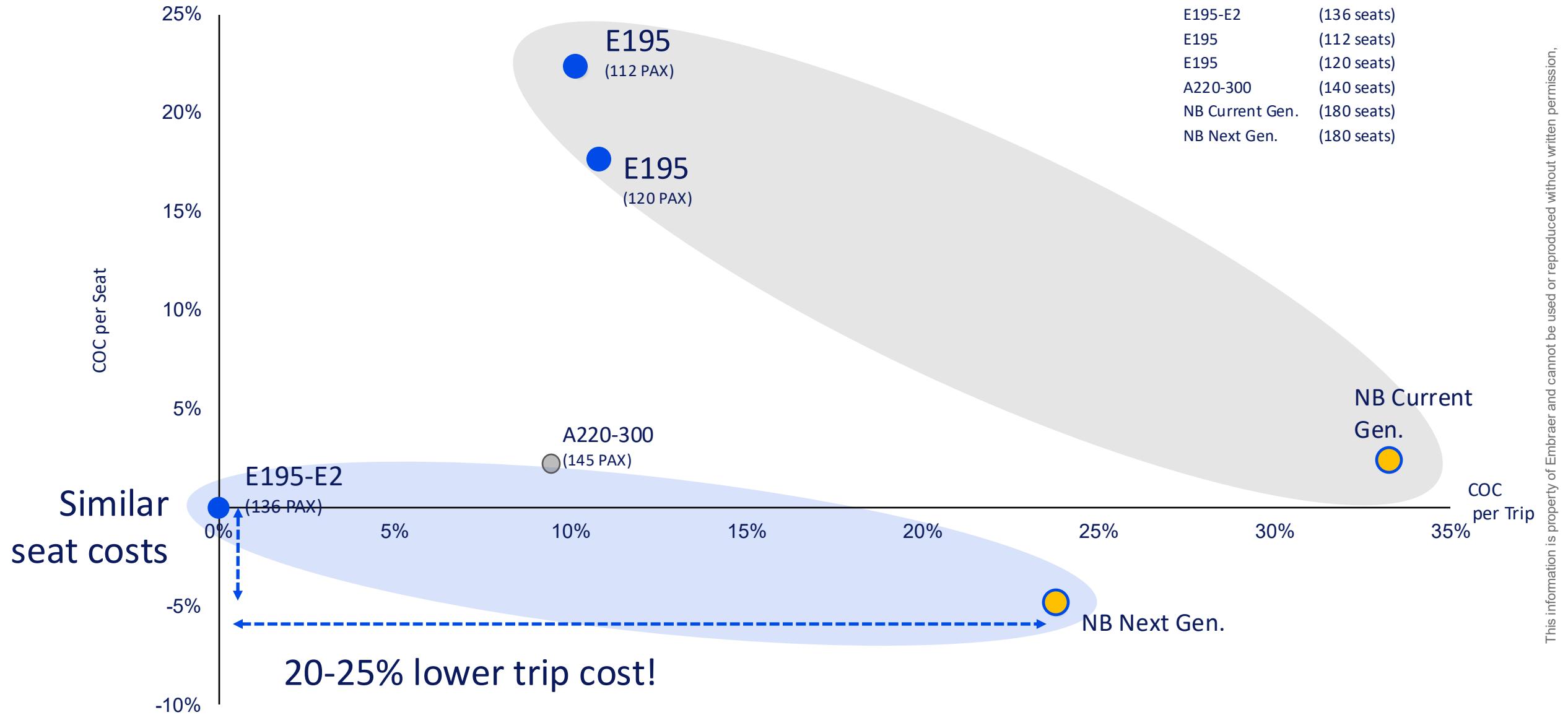
NUMBER OF OPERATORS SINCE THE PROGRAM LAUNCH:



Since 2022:

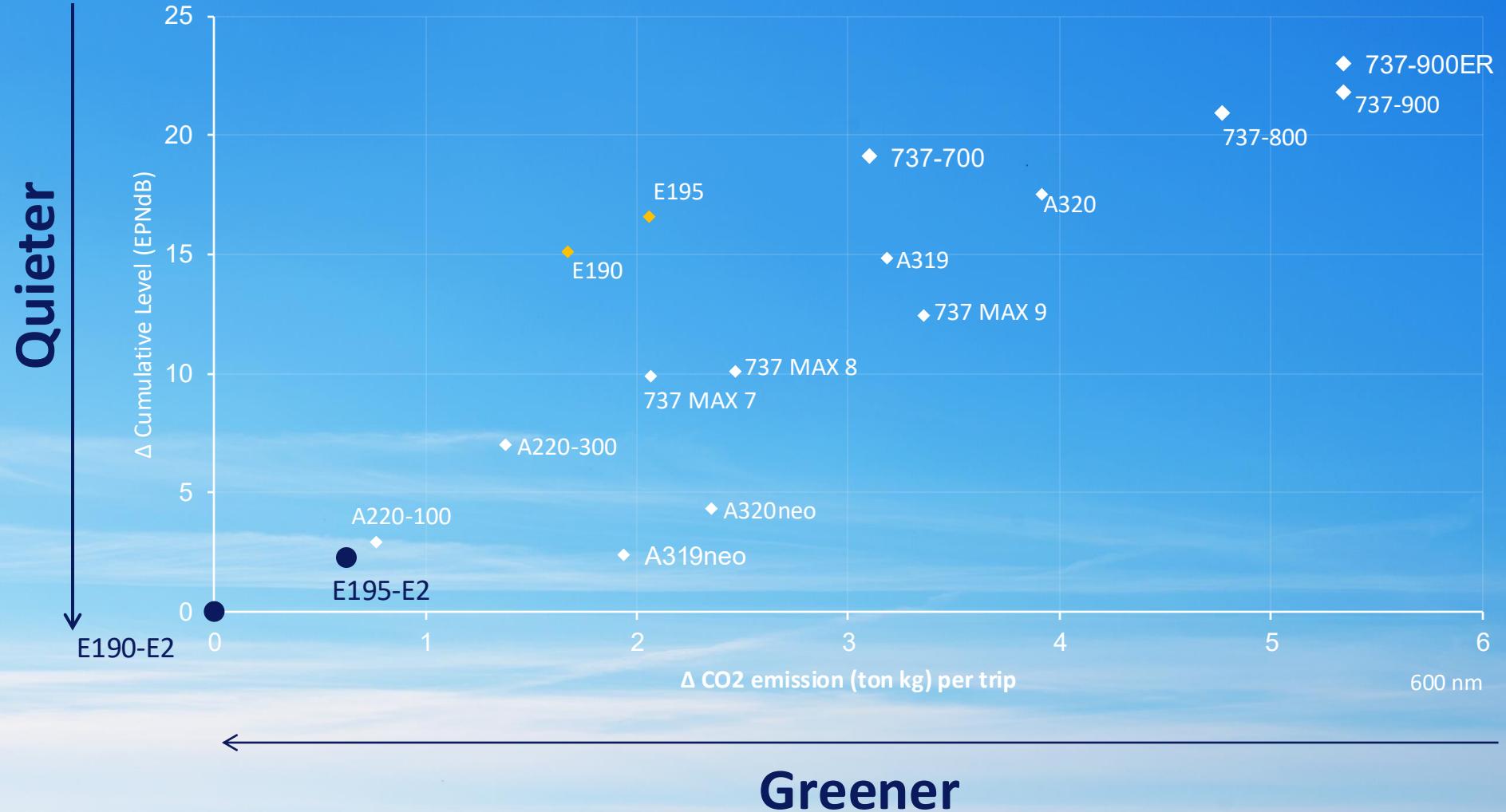
11 new E2 customers: SalamAir, TUI, Royal Jordanian, Scoot, SKS, Luxair, Mexicana, LOT, Virgin, Hunnu Air, ANA, Avelo, LATAM
9 new A220 customers: TAAG, Croatia Airlines, Qantas, Bulgaria Air, Cyprus Airways, Air Niugini, Lufthansa, Animawings, LOT

UNBEATABLE COST EFFICIENCY



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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



Azul **AIR PEACE** **SalamAir** **LUXAIR** **ROYAL JORDANIAN** **KLM** **TUI fly** **scout** **LOT** **Virgin** **ANA** **SAS** **mexicana** **LATAM**

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

																
Wideroe NORWAY 3x E190-E2	Azul BRAZIL 51x E195-E2	Helvetic SWITZERLAND 8x E190-E2	Binter SPAIN 16x E195-E2	Air Kiribati KIRIBATI 1x E190-E2	Air Peace NIGERIA 16x E195-E2	KLM NETHERLANDS 25x E195-E2	Porter CANADA 75x E195-E2	TUI fly BELGIUM 3x E195-E2	Placar BRAZIL 1x E190-E2	Royal Jordanian JORDAN 4x E190-E2 4x E195-E2	Scoot SINGAPORE 9x E190-E2	LOT POLAND 3x E195-E2	Hunnu Air MONGOLIA 2x E195-E2	Mexicana MEXICO 10x E190-E2 10x E195-E2	Virgin Australia AUSTRALIA 8x E190-E2	Airlink SOUTH AFRICA 10x E195-E2

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1st AIRCRAFT TO BE DELIVERED



					
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Salam Air

OMAN
6x E195-E2

Luxair

LUXEMBOURG
6x E195-E2

ANA

JAPAN
15x E190-E2

SAS

SCANDINAVIA
45x E195-E2

Avelo

UNITED STATES
50x E195-E2

LATAM

CHILE
24x E195-E2

 **181** Delivered aircraft

 **23** Operators

 **290** To be delivered

 **471** Total Firm Orders

QUALIFIED LESSORS



CHINA
10x E195-E2



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



AERCAP
IRELAND
43x E195-E2
5x E190-E2



UNITED STATES
23x E195-E2
2x E190-E2



TrueNoord
Regional Aircraft Leasing



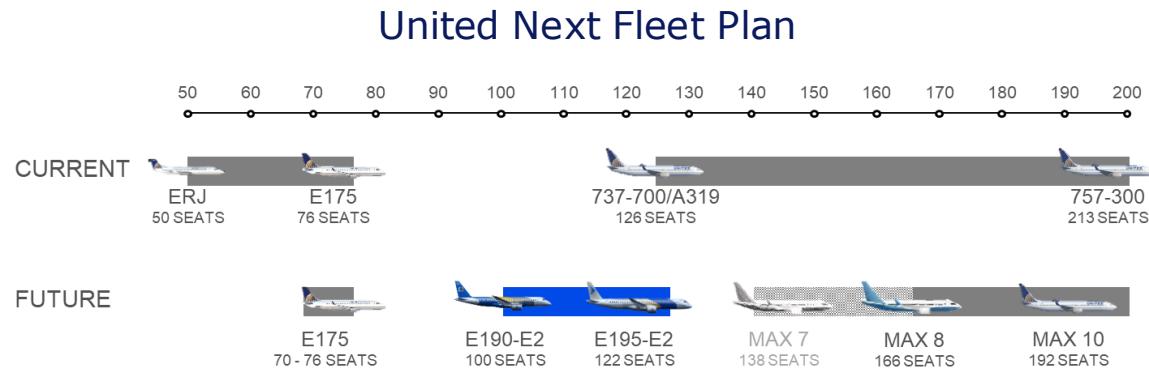
THE E2 IS THE SOLUTION FOR THE US MARKET

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

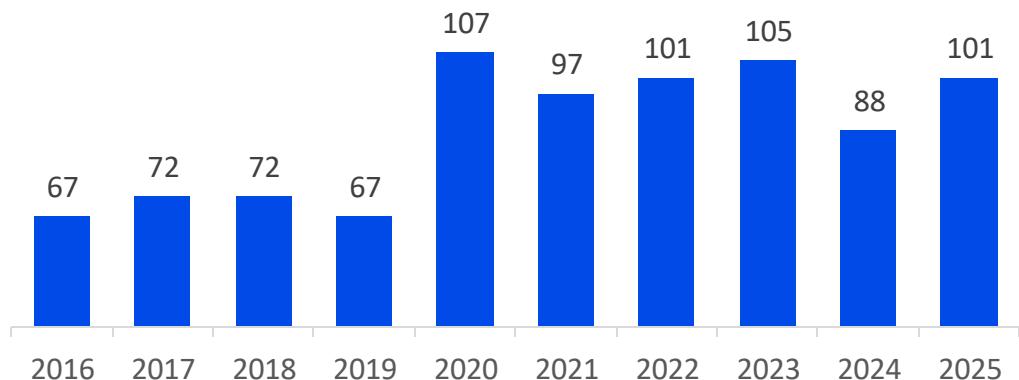


E-Jets E2 family is the perfect complement between the E175 and Max 8

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

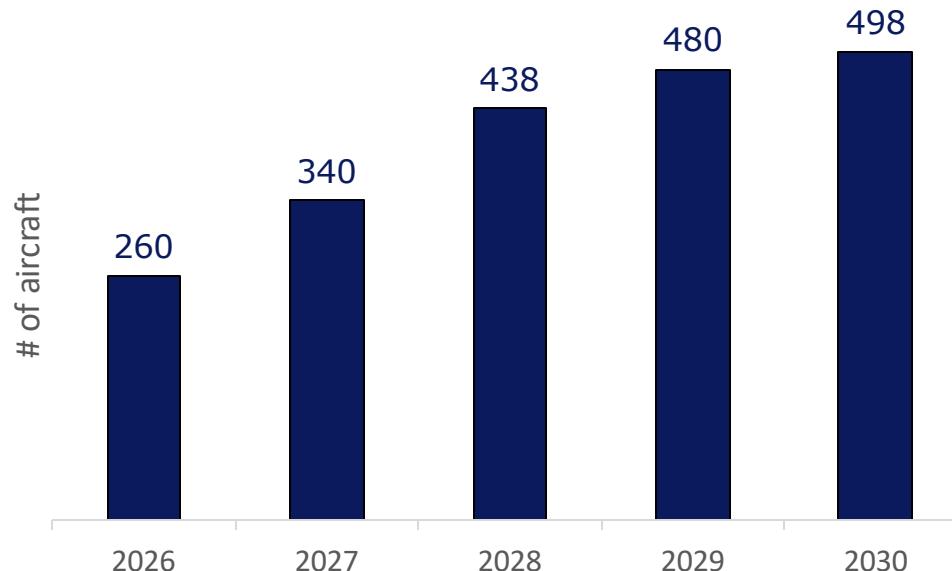


• REPLACEMENT OPPORTUNITIES AHEAD



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 |

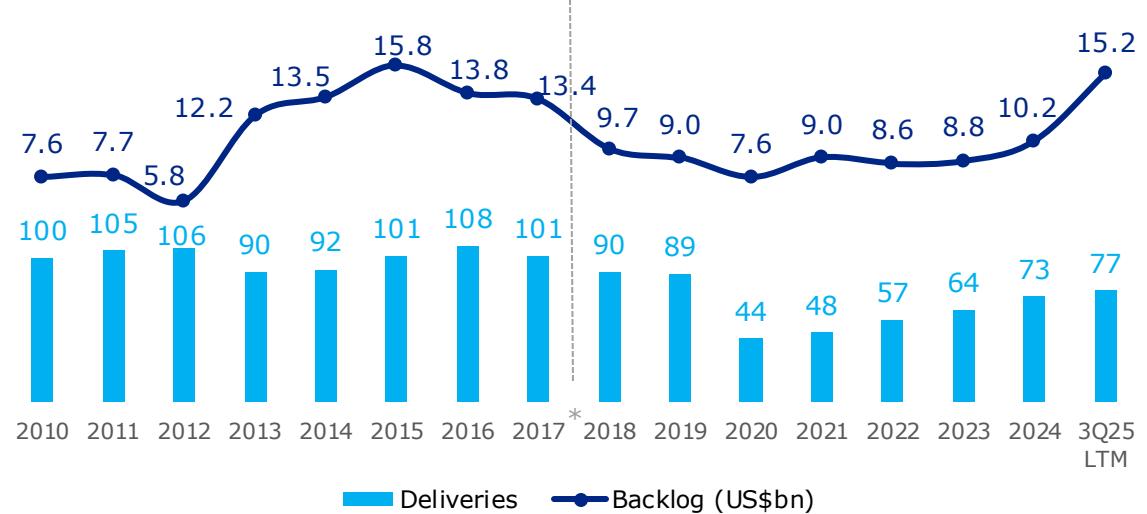


E1 replacement opportunities getting traction this decade – E2 as the most suitable option

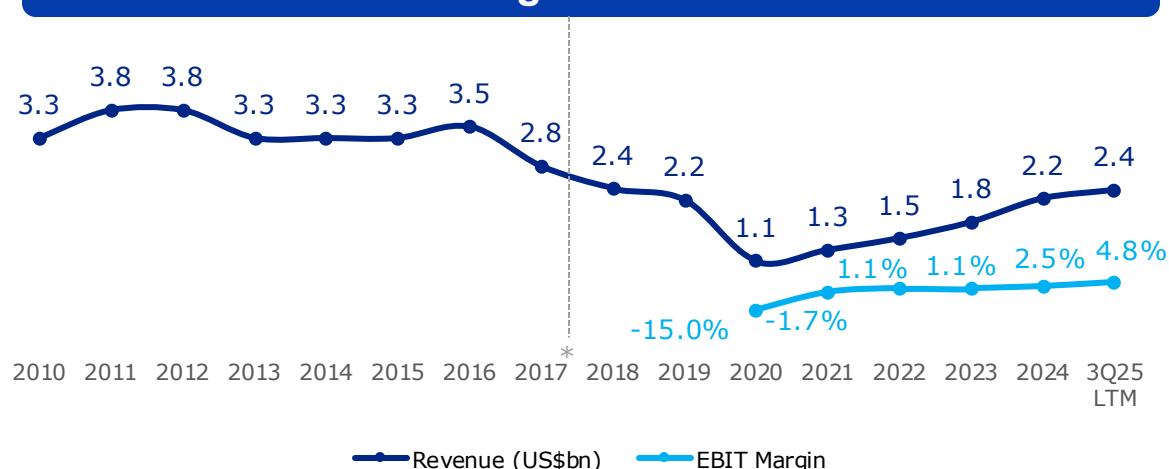
Additional 737-700 and A319 replacement opportunities also addressable

COMMERCIAL BACKLOG

Backlog and Deliveries



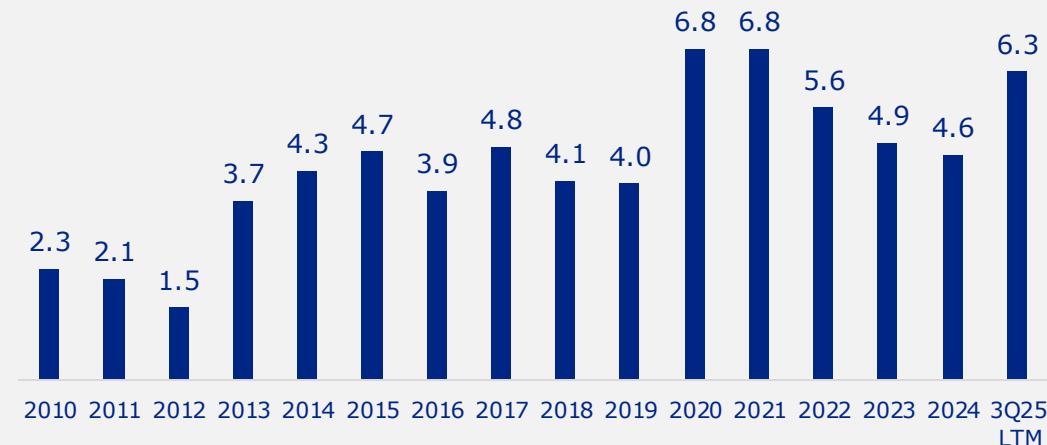
Revenue and EBIT Margin



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

Backlog / Revenue Ratio

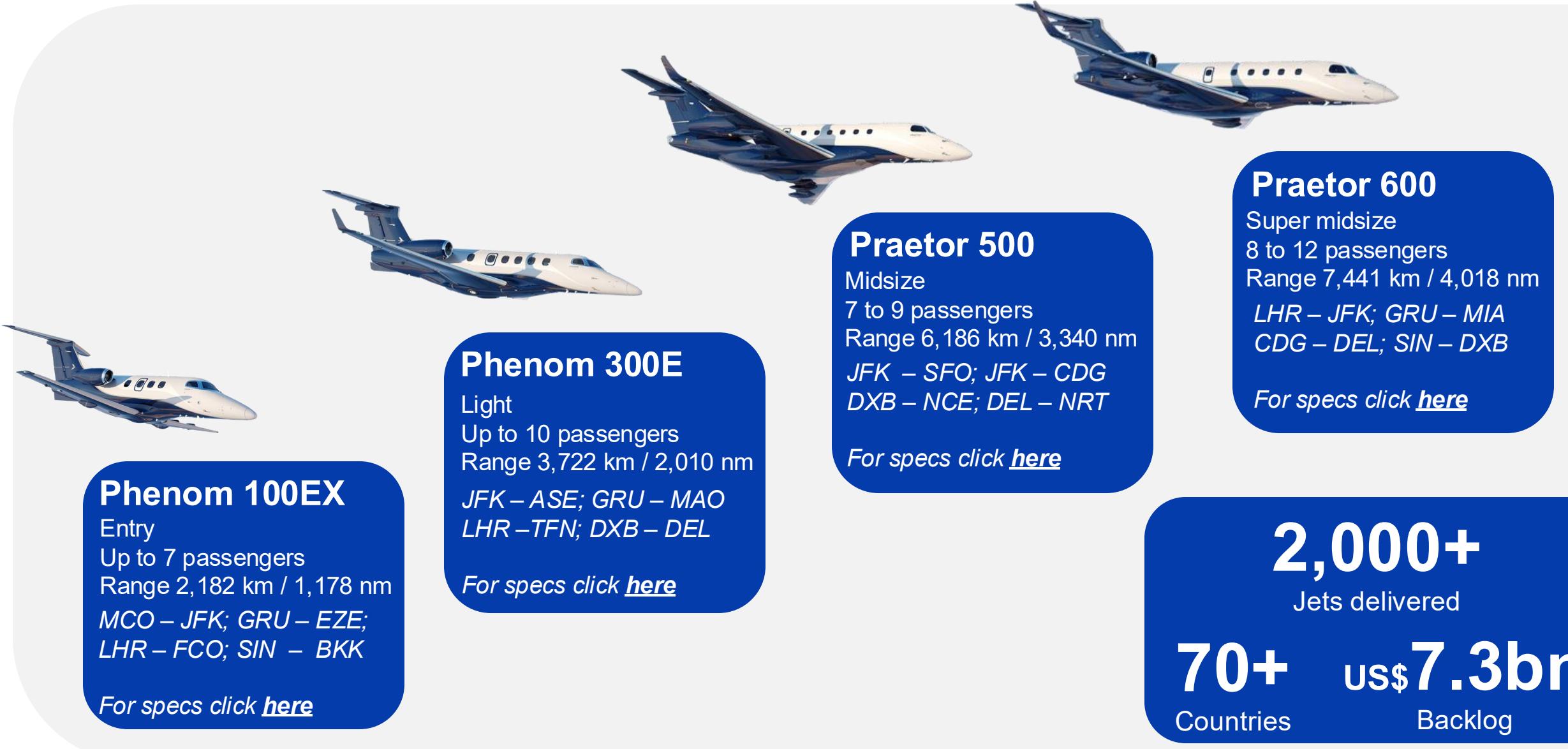
Avg. 4.4 (σ 1.6)





EXECUTIVE AVIATION





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



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

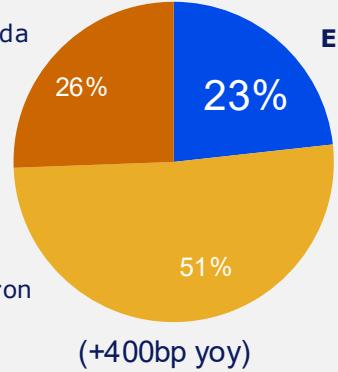
26

PENETRATING PRODUCT SEGMENTS



PHENOM® 100EV/EX

Honda



Textron

(+400bp yoy)

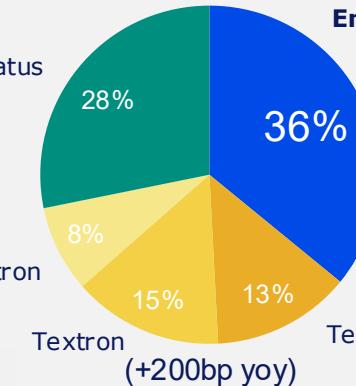


Embraer

- Phenom 100 (10 units)
- Citation M2 (22 units)
- HondaJet (11 units)

PHENOM® 300E

Pilatus



8%

15%

13%

(+200bp yoy)



Embraer

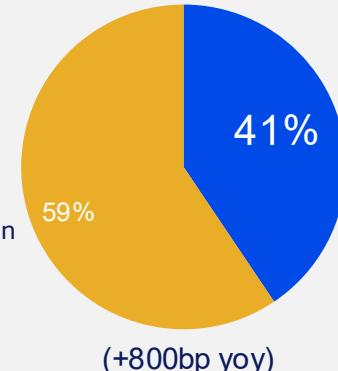
- Phenom 300 (65 units)
- Citation CJ3+ (24 units)
- Citation CJ4 Gen2 (26 units)
- Citation XLS Gen2 (15 units)
- PC-24 (51 units)

PRAETOR 500

BY EMBRAER

Textron

41%



Textron

(+800bp yoy)



Embraer

- Praetor 500 (28 units)
- Citation Latitude (41 units)

PRAETOR 600

BY EMBRAER

Textron

46%

14%

18%

21%

(+300bp yoy)

Embraer

- Praetor 600 (27 units)
- Challenger 3500 (58 units)
- Citation Longitude (23 units)
- G280 (18 units)

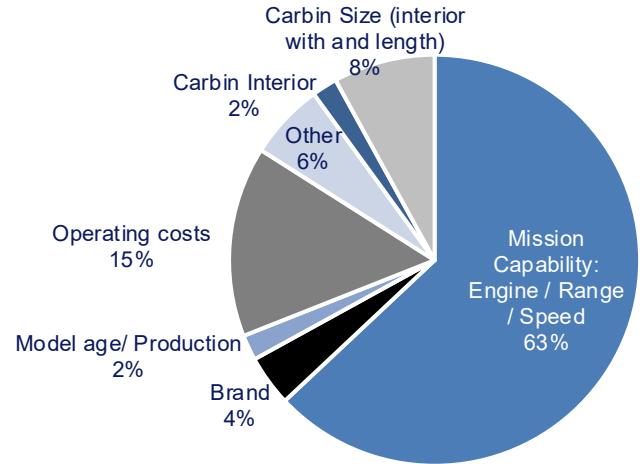
Bombardier



SOLID PRODUCT POSITIONING



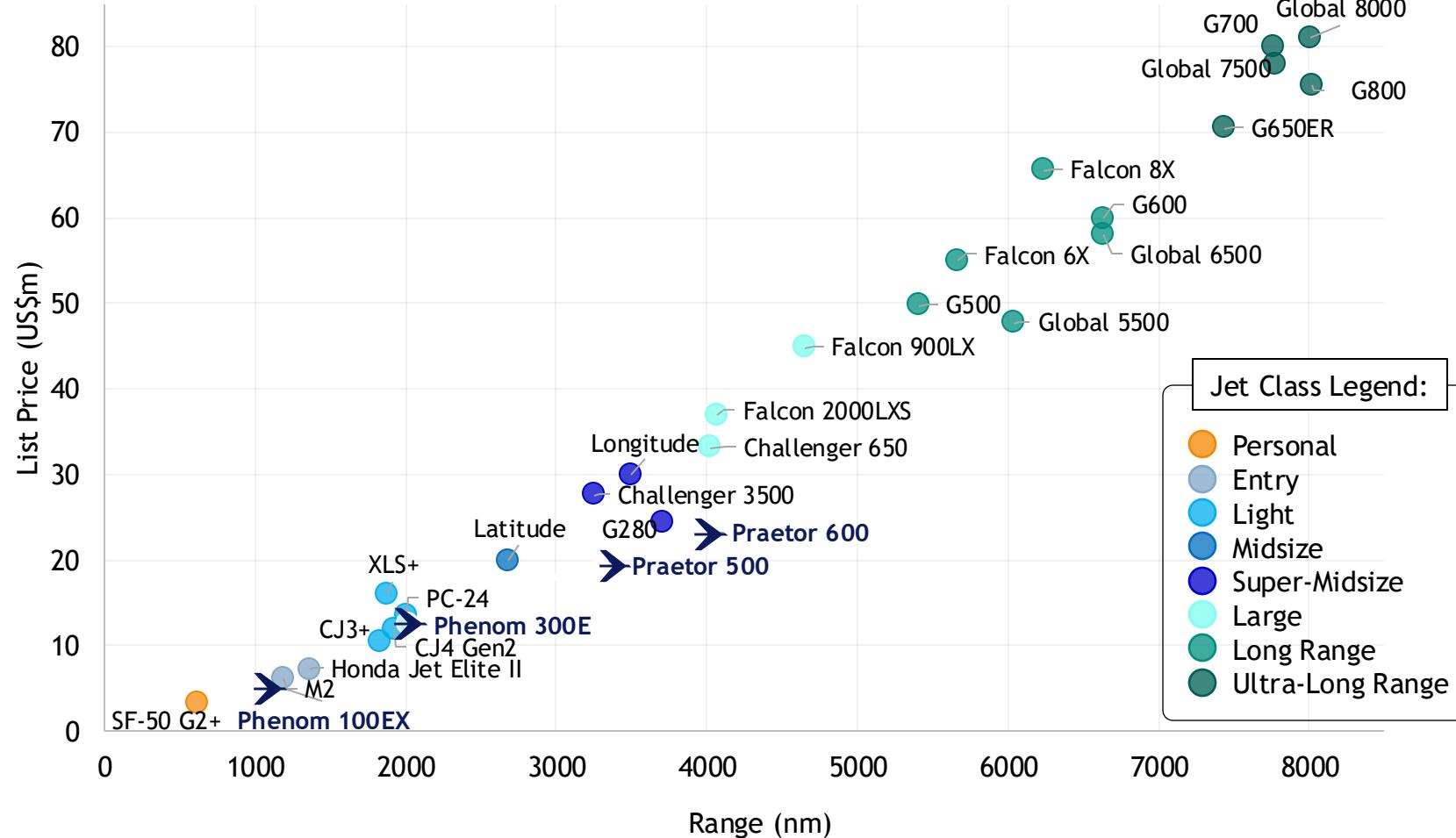
Most Important Features for Buyers



Embraer Value Proposition

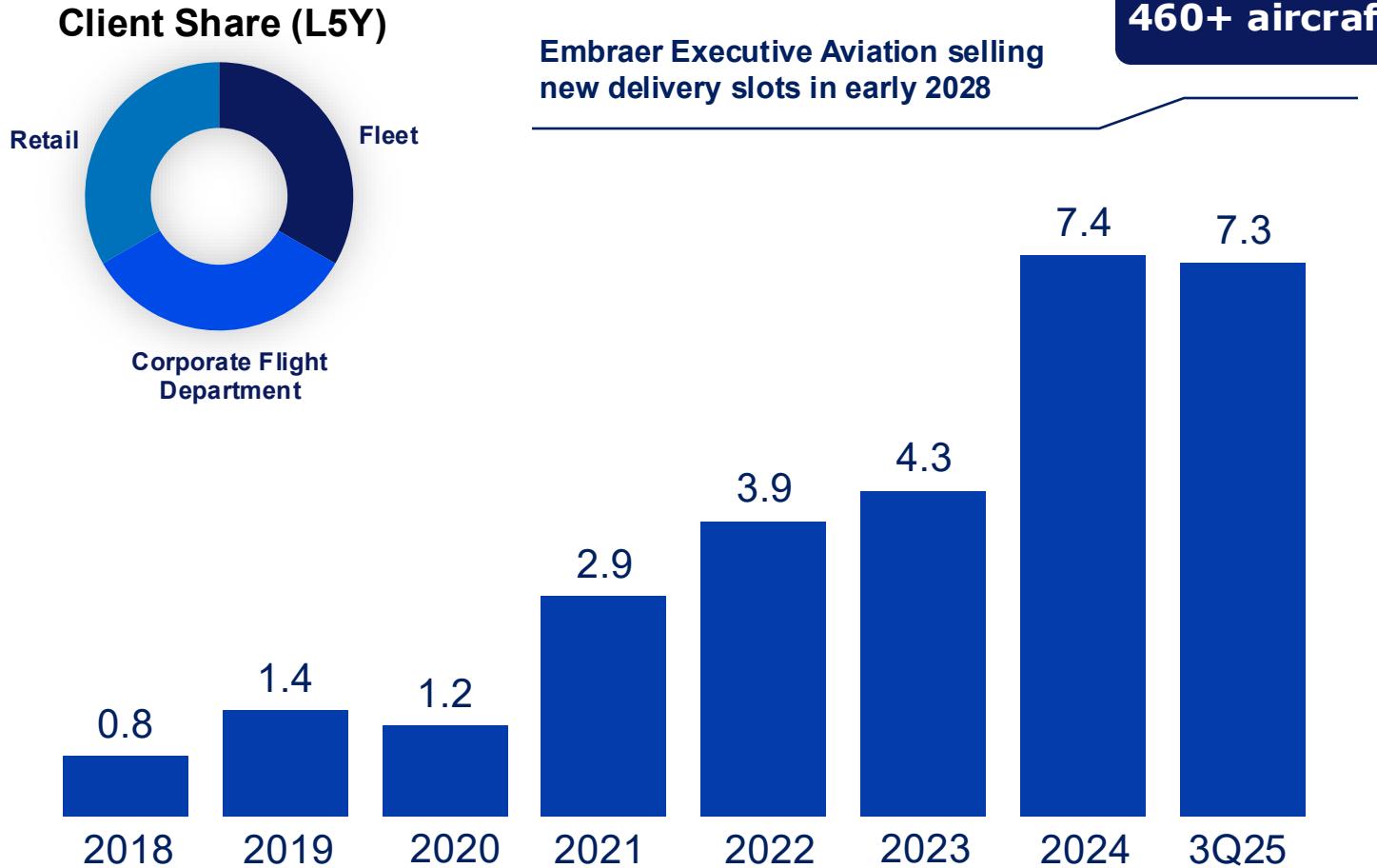
- Unmatched performance
- Disruptive technology
- Superior comfort
- Top-ranked support

Range v. List Price



STRONG CUSTOMER BACKLOG

Executive Aviation Order Backlog (US\$bn)



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

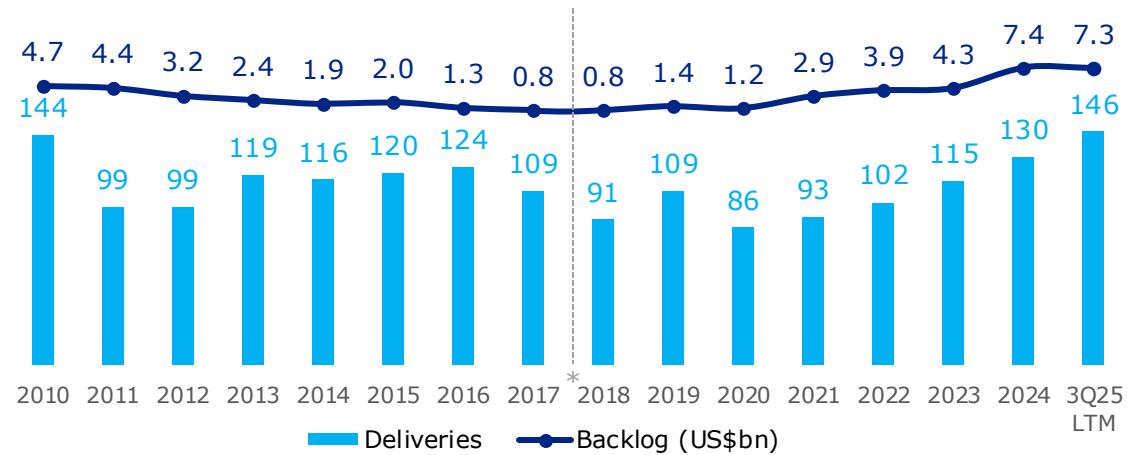
De-risked production profile until the end of the decade



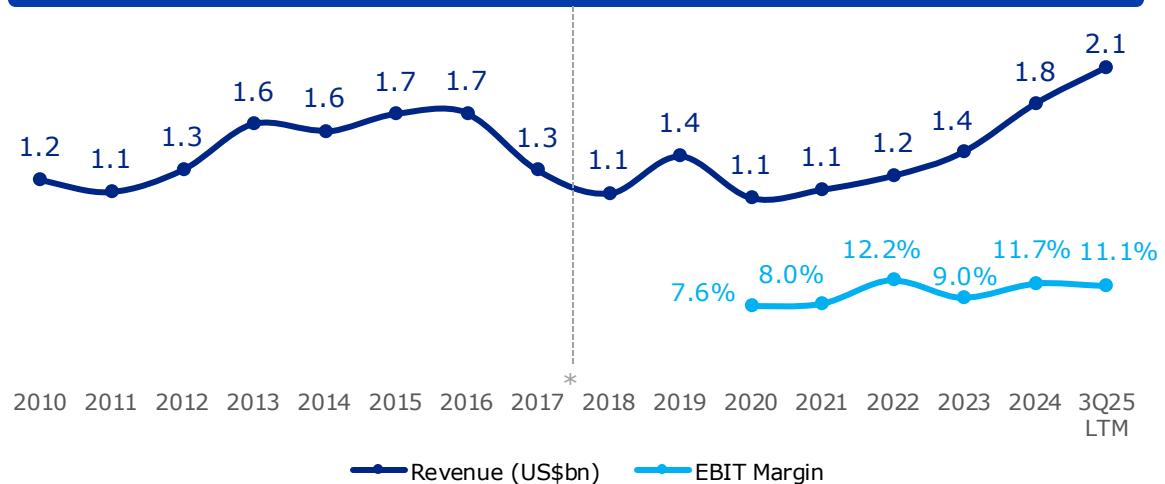
EXECUTIVE BACKLOG



Backlog and Deliveries

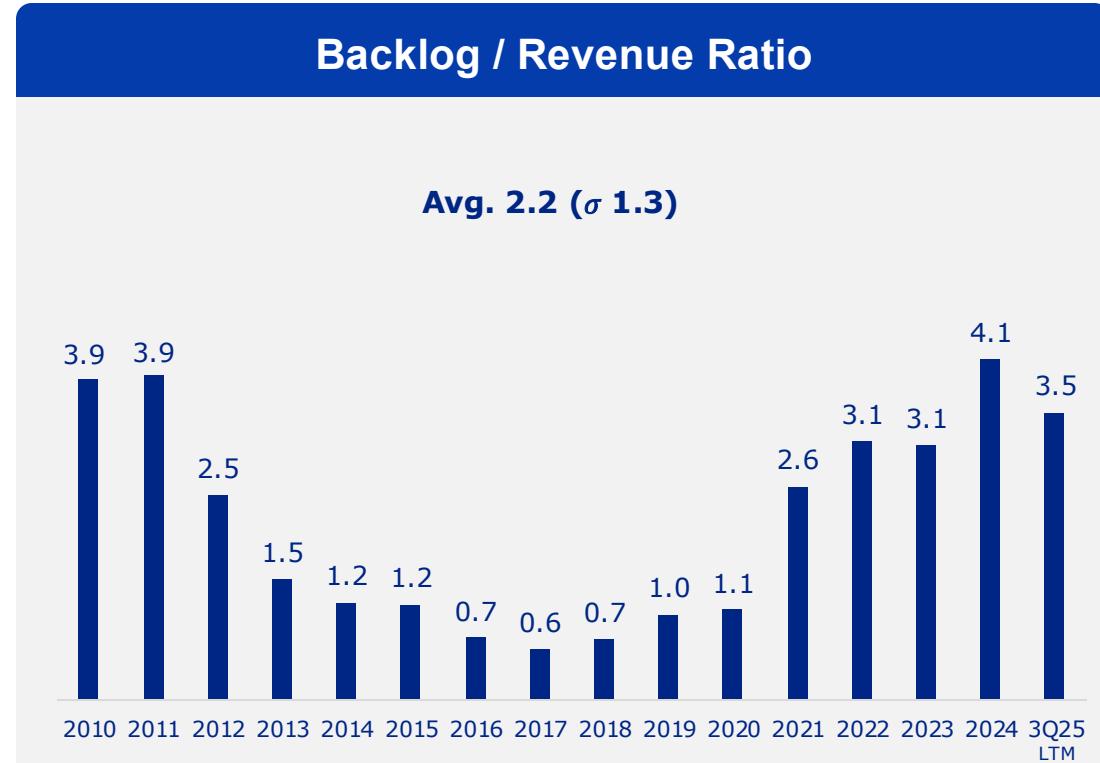


Revenue and EBIT Margin



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

Backlog / Revenue Ratio



A large military transport aircraft, specifically an Embraer KC-390, is shown in flight against a backdrop of a vibrant sunset or sunrise. The aircraft is angled upwards, with its nose and cockpit visible. The sky is a deep blue at the top, transitioning into warm orange and yellow hues near the horizon, with scattered clouds. The aircraft's fuselage is a metallic grey, and the 'EMBRAER' logo is visible on the side. The overall scene conveys a sense of aerial power and global reach.

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



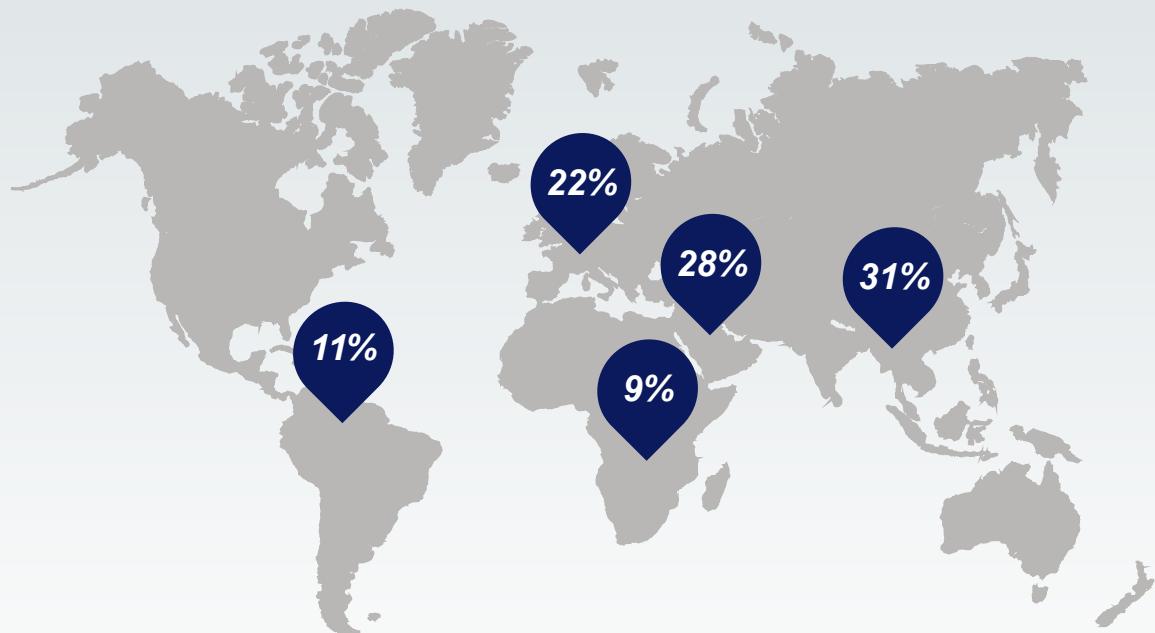


KC-390 MILLENNIUM | ADDRESSABLE MARKET

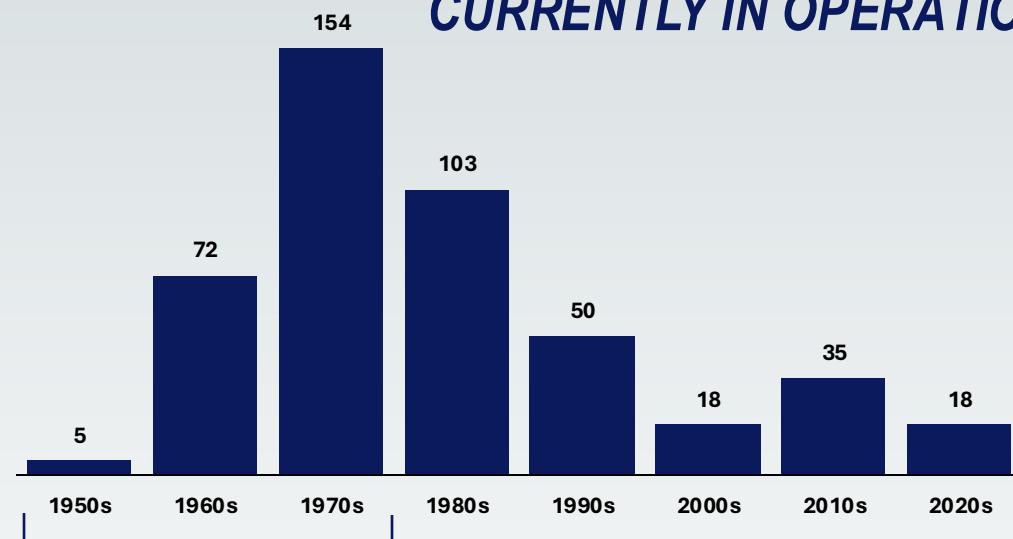
RIGHT PRODUCT, RIGHT TIMING

ADDRESSABLE
MARKET / **~460 AIRCRAFT**

20 years



**DELIVERY YEAR OF 455
TACTICAL AIRLIFTERS
CURRENTLY IN OPERATION**

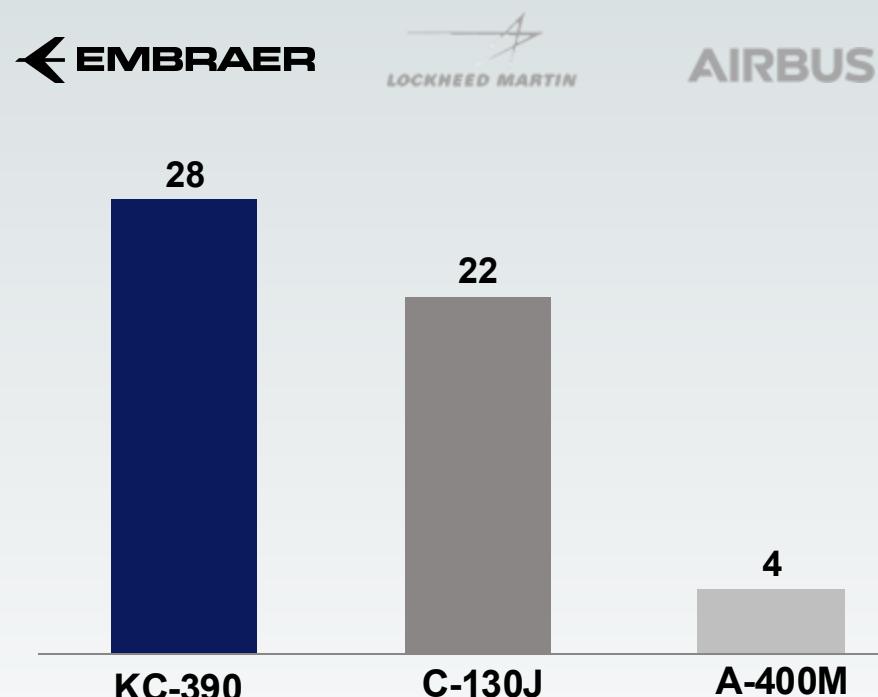


~230 AIRCRAFT
OVER 45 YEARS OLD
DUE TO RETIRE

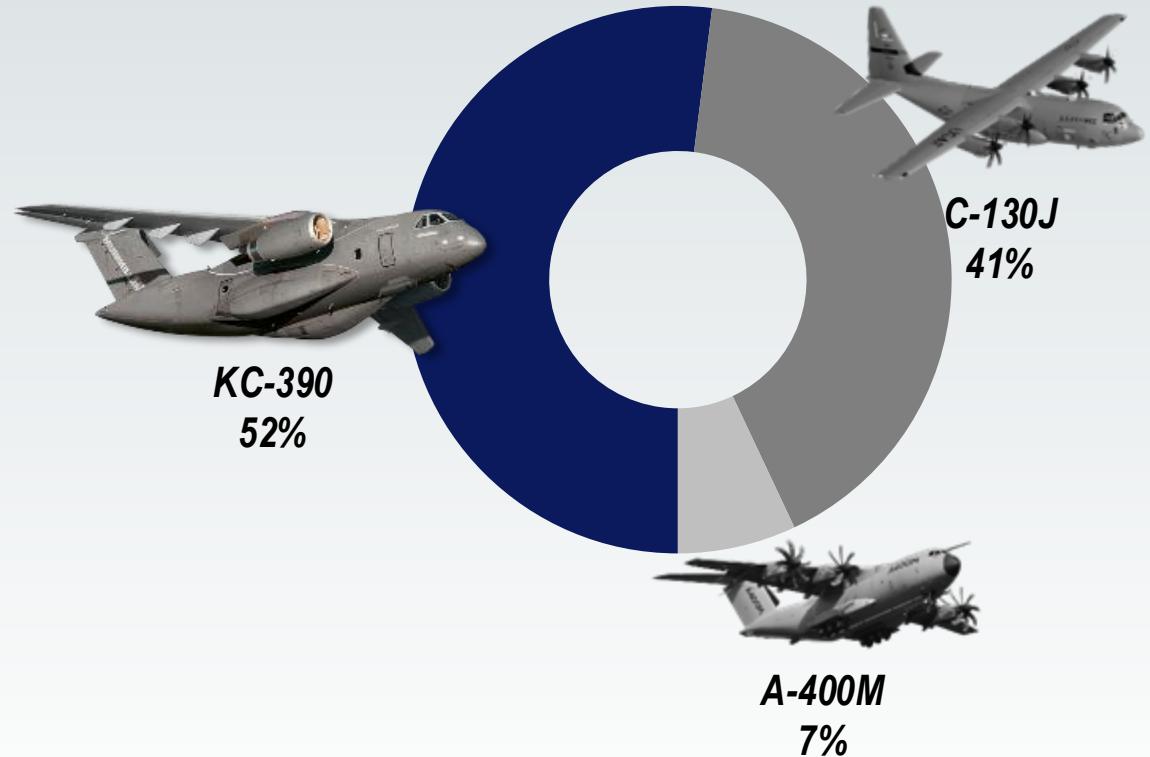
KC-390 MILLENNIUM | SALES SINCE 2019



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



6
Paraguay



4
Undisclosed



12
Portugal



1
Uruguay



6
Undisclosed



5
Uruguay



4
Panama



1
SNC
SIERRA
NEVADA
CORPORATION



A-29 SUPER TUCANO | ADDRESSABLE MARKET

RELEVANT MISSION SET, VALUE TO OPERATORS



ADDRESSABLE
MARKET
20 years

~545 AIRCRAFT

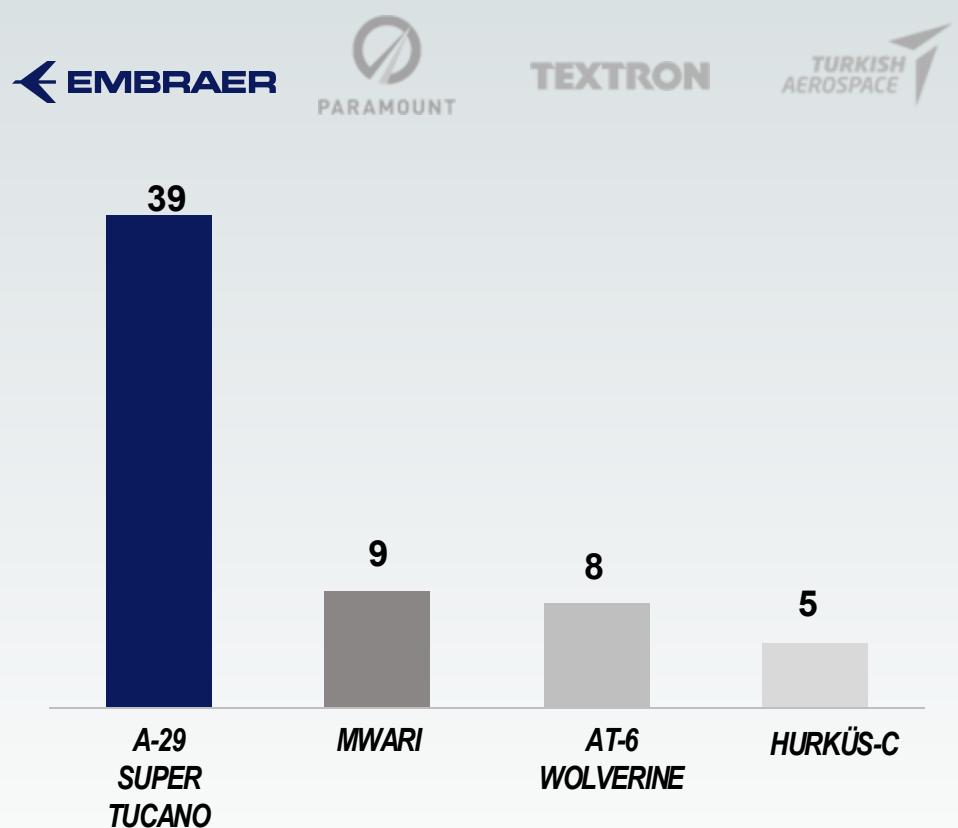


Doesn't include USA, Russia, China, Ukraine, North Korea, Cuba and Japan.

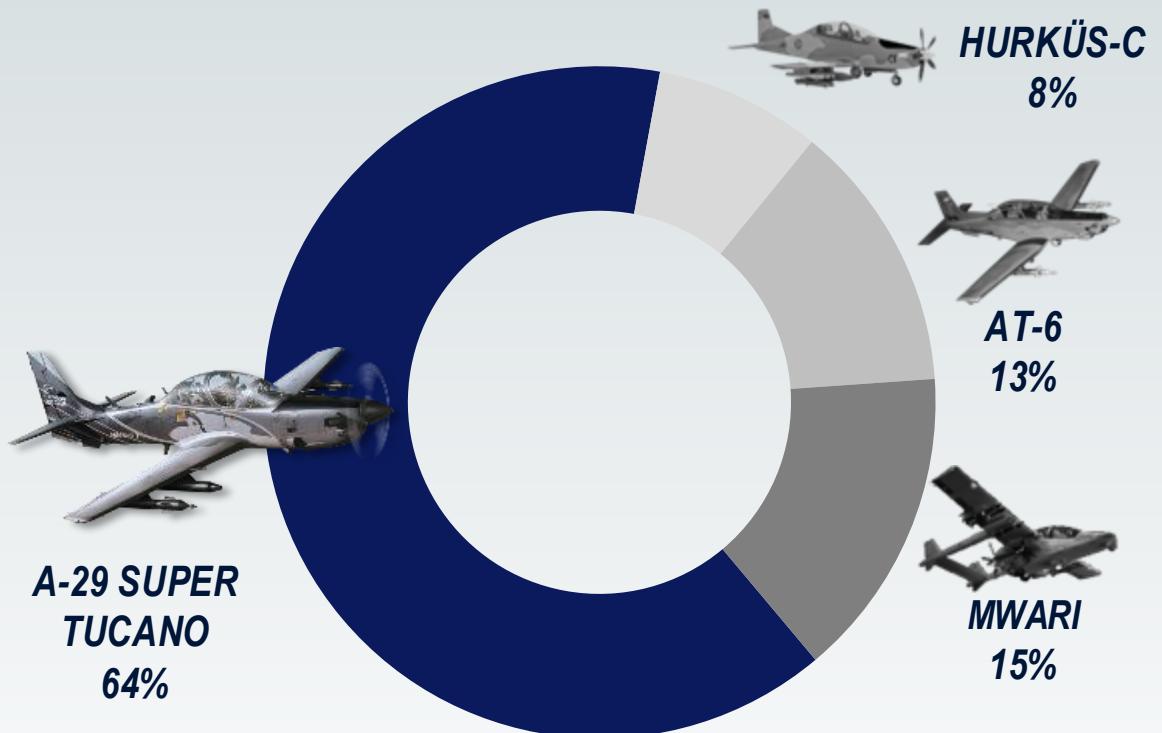


A-29 SUPER TUCANO | SALES SINCE 2019

INTERNATIONAL SALES



CONTINUOUS LEADERSHIP



NOTE: domestic sales not included.



A-29 SUPER TUCANO | COMPETITION OVERVIEW

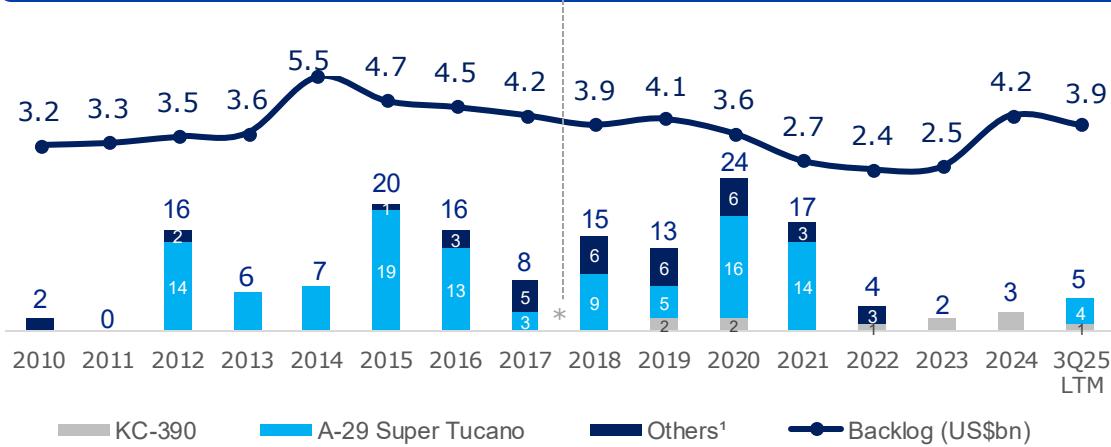
					
	A-29	AT-6	HURKÜS-C	SKY WARDEN	MWARI
Manufacturer	 EMBRAER	 TEXTRON	 TURKISH AEROSPACE	 L3HARRIS™	 PARAMOUNT
Units Ordered	302	11	5	74	9
Number of Operators	21	2	2	1	2
Platform Design	Clean Sheet Design	Modified Basic Trainer	Modified Basic Trainer	Modified Crop Duster	Clean Sheet Design
Combat Maturity Level	Very High	None	Very Low	None	Very Low

Market Leader!

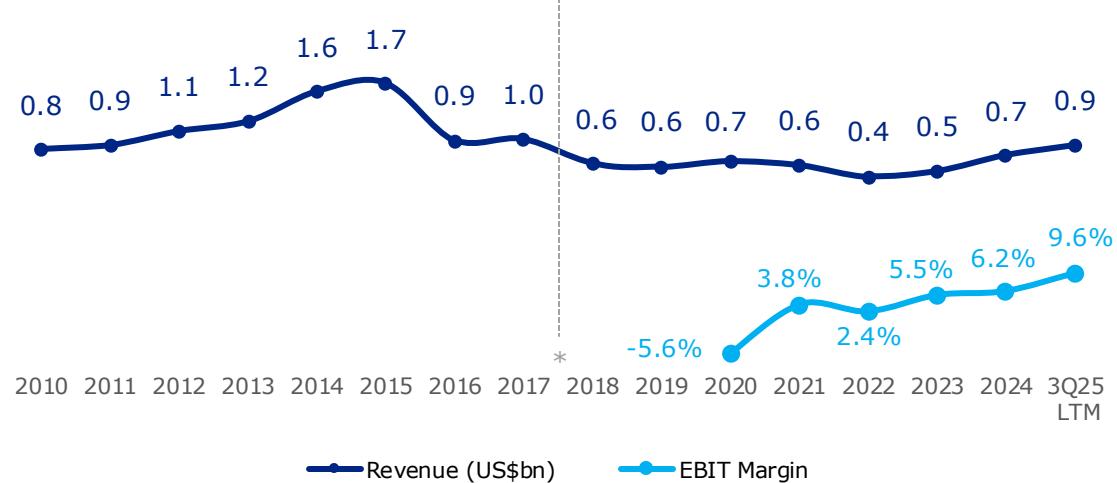
DEFENSE & SECURITY BACKLOG



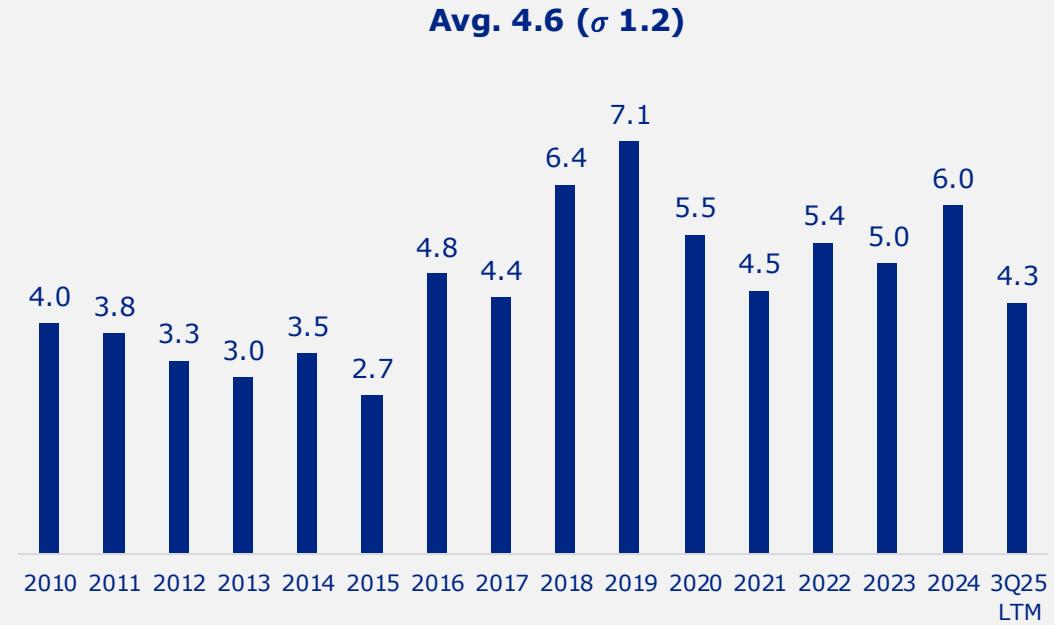
Backlog and Deliveries



Revenue and EBIT Margin



Backlog / Revenue Ratio



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



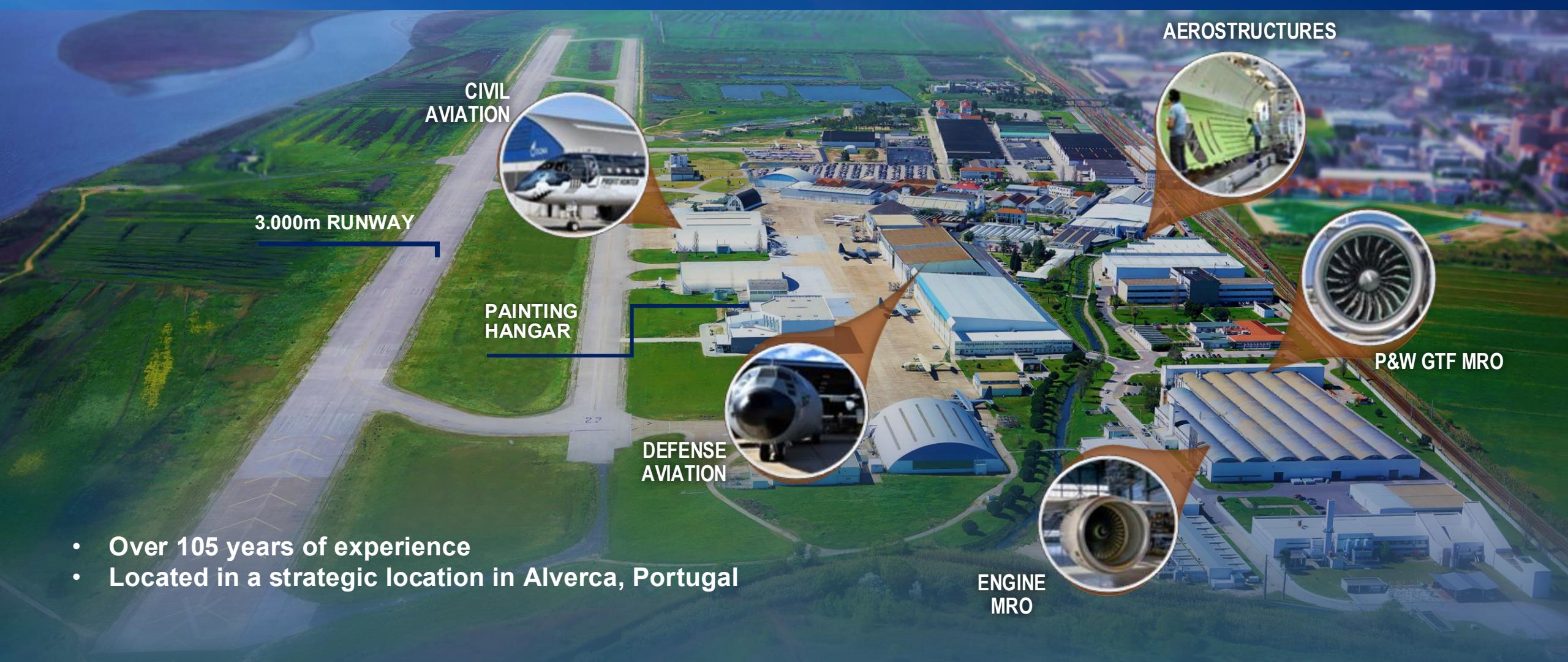


we are **GLOBAL**



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

ONE SITE, A WORLD OF CAPABILITIES



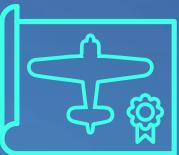


our *PORTFOLIO*

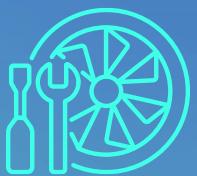
Training

Engineering
Services

Material Solutions



Aircraft
Enhancements



Engines and
Components MRO



Technical Support



Airframe MRO

Entry Into Service

Training
Engineering Services
Spare Parts



Operations

Technical Support
Engineering Services
Training
Material Solutions



Maintenance

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



Aircraft Enhancements

Cabin Interior
Systems Upgrades
Performance Enhancements



Ownership Transition

Remarketing Services
Aircraft Enhancements
Engineering Services
Training



Alternative Solutions

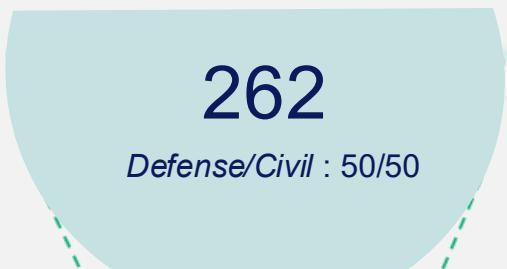
Part-Out
Cargo conversion
Medevac
Special mission



2024 AEROSPACE & DEFENSE AFTERMARKET SERVICES



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



3.6

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

1.8

EmbraerS&S
Addressable Market

1.4

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

Line Maintenance

22

Airframe

36

Tech. Services + Training

40

Component

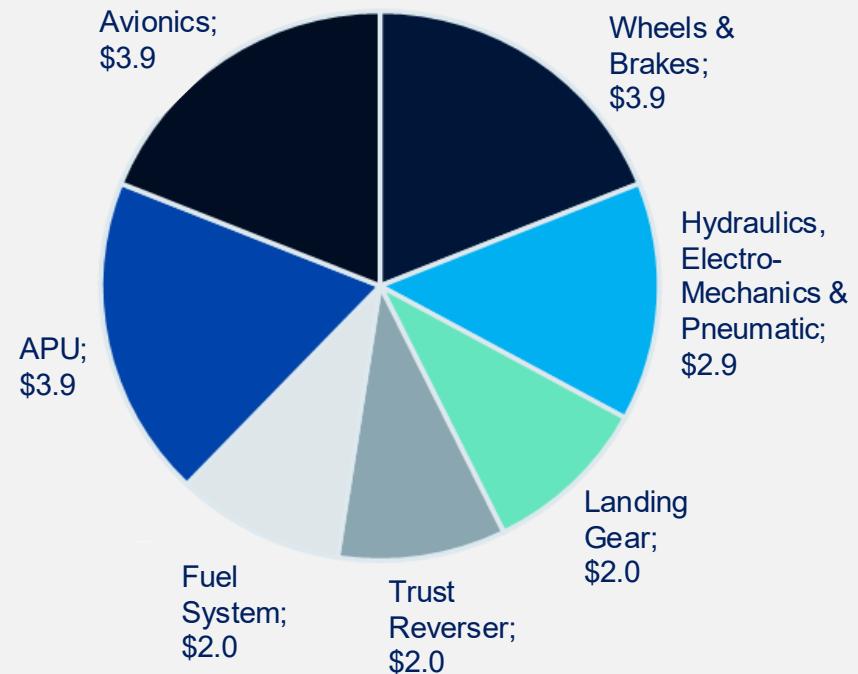
50

Civil
30
Military

Engine

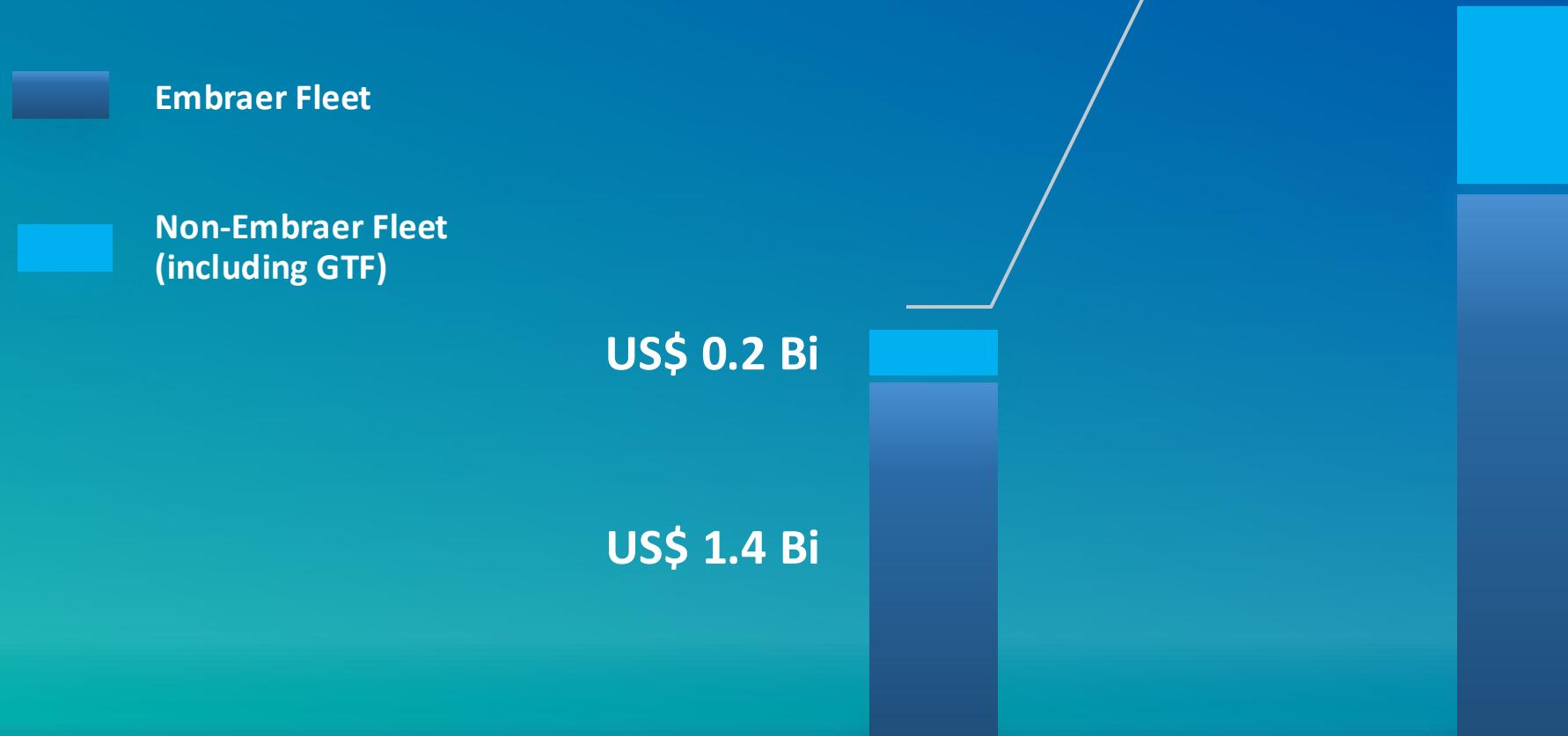
110

Civil A&D Component Repair Market (USD20 bn)





FLIGHT PLAN to the future

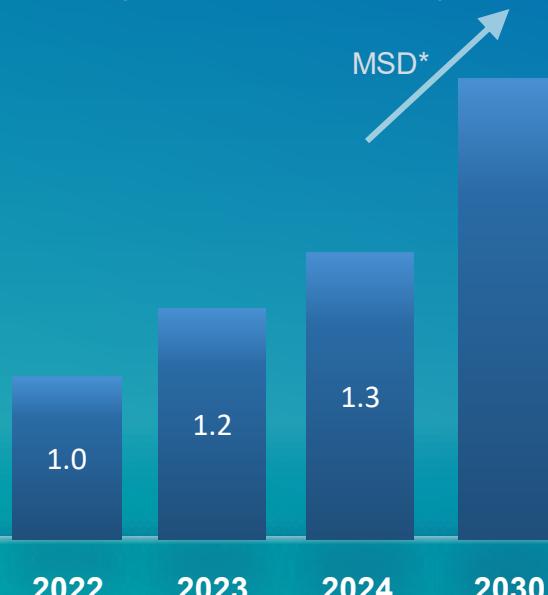




FLIGHT PLAN to the future

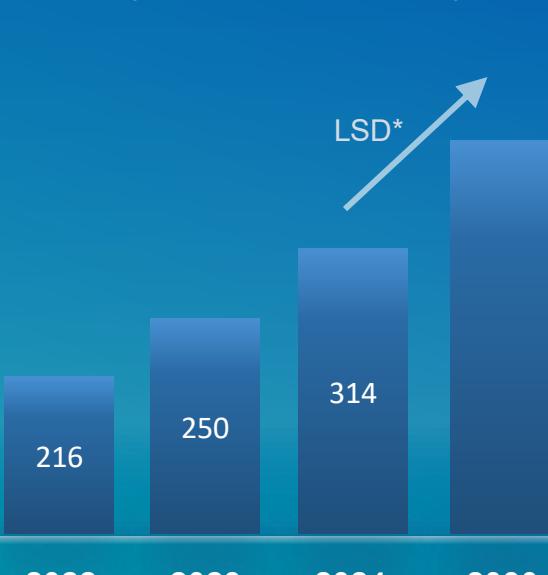
Embraer Fleet

(Net Rev. US\$ Bi)



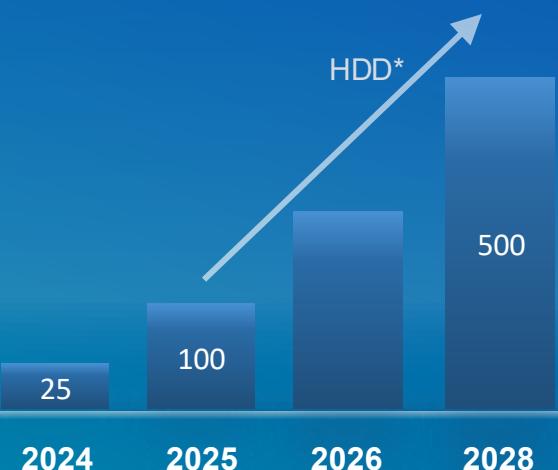
Non-Embraer Fleet

(Net Rev. US\$ Mi)



GTF

(Net Rev. US\$ Mi)



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

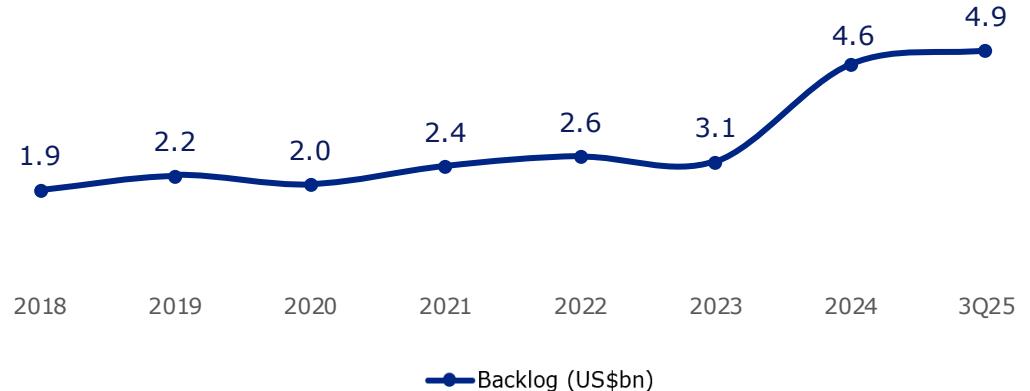
- Potential market ~ US\$ 50Bi
- Component Repair

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

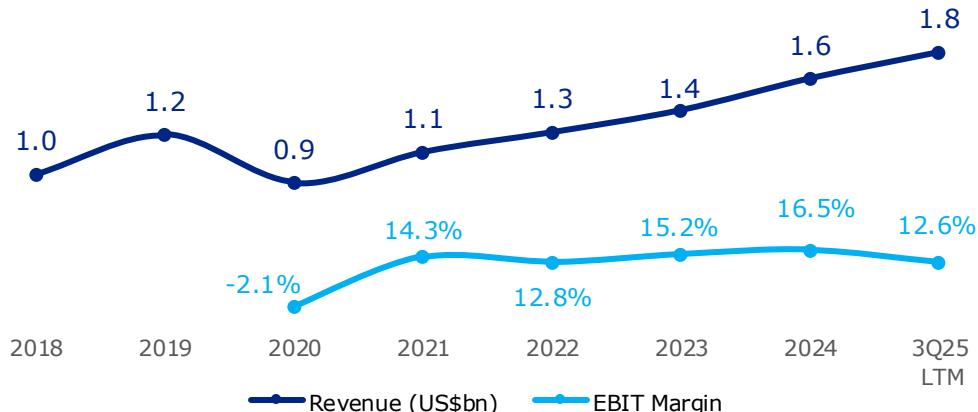
SERVICES & SUPPORT BACKLOG



Backlog

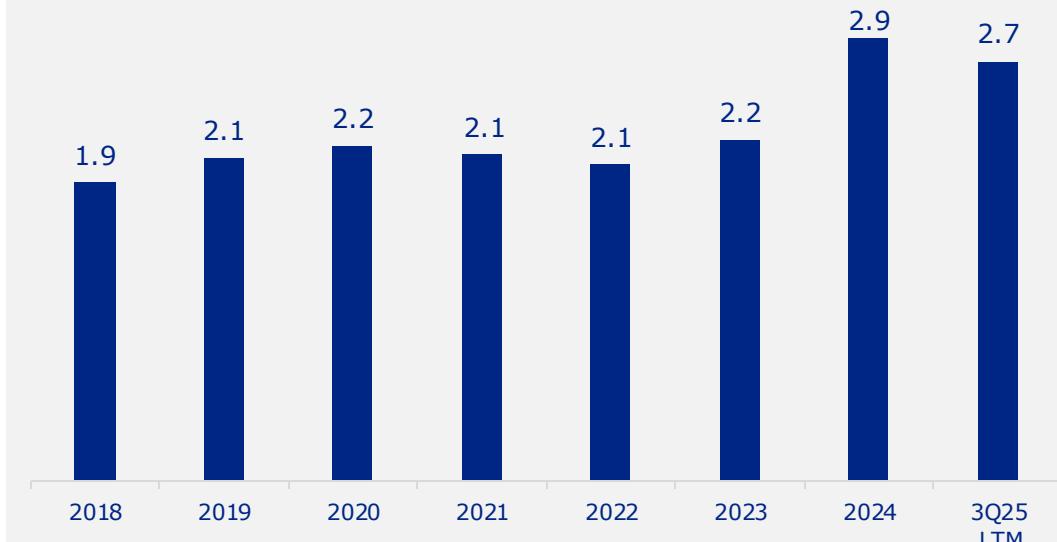


Revenue and EBIT Margins



Backlog / Revenue Ratio

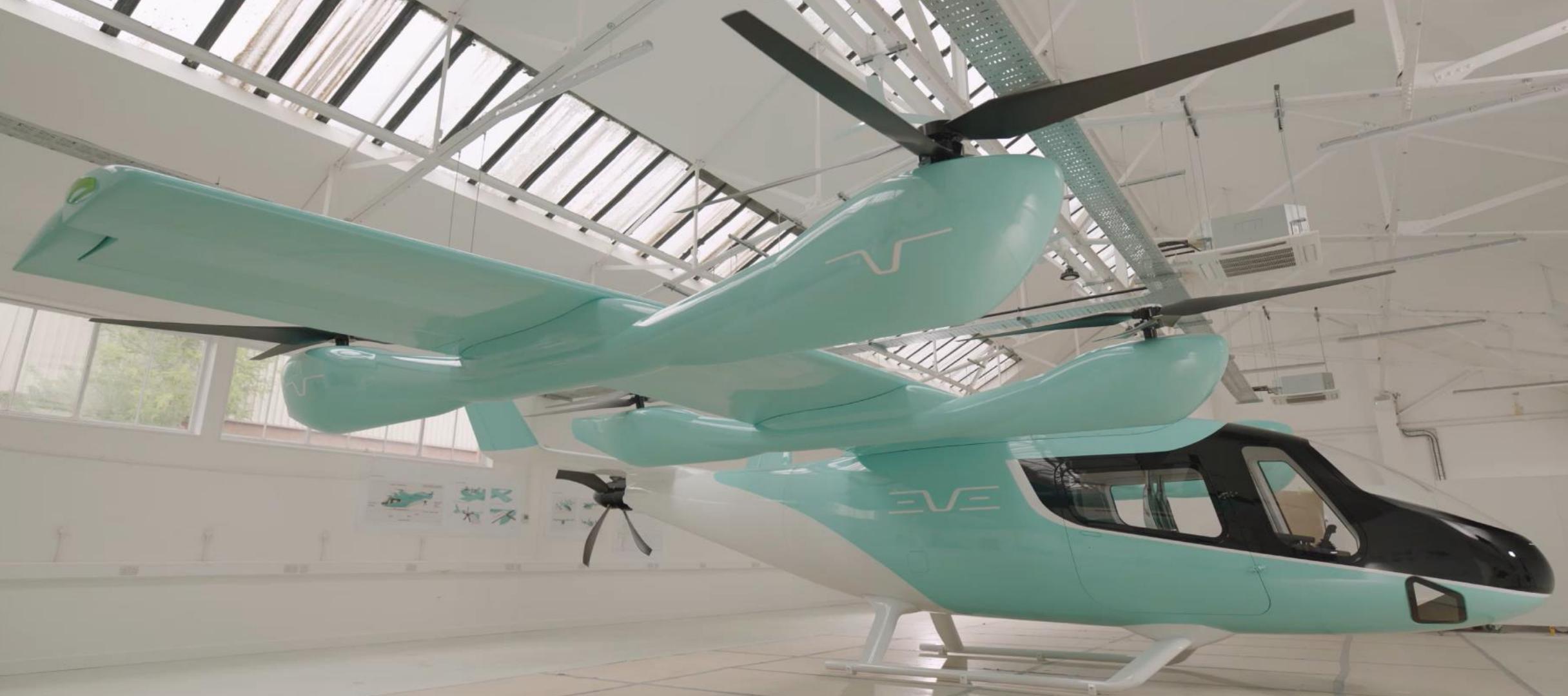
Avg. 2.3 (σ 0.3)



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



Smarter, safer and greener.



WORLD-CLASS DEVELOPMENT PROGRAM PARTNERS

Motors

BETA

& **Nidec** Aerospace

Battery

BAE SYSTEMS

External Lights

Honeywell

Thermal Management

INTERGALACTIC

Avionics

GARMIN

Actuators

LIEBHERR

Seats

RECARO

Rotors & Propeller

DUC Propellers

Flight Control
Computers

EMBRAER

Control Surfaces

FACC

Doors

LATÉCOÈRE

Pylons

KAI

Fuselage
Components

ALLTEC

Fuselage
Components

RALLC
usinagem & composto

Windows

KASIGLAS®
Sicherheit mit Durchblick

Wing

ACITURRI
TECH

Sensors

THALES

Pilot Control

CROUZET

Interior

DIEHL
Aviation

Power Distribution Systems

ASE
Aerospace Electrical Systems

eVTOL, SERVICES & VETOR CUSTOMERS

Eve eVTOL

Designed to ensure safety, accessibility, and comfort

28 Customers in 9 countries

~2,800

Pre-ordered eVTOLs
Firm + LOIs

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

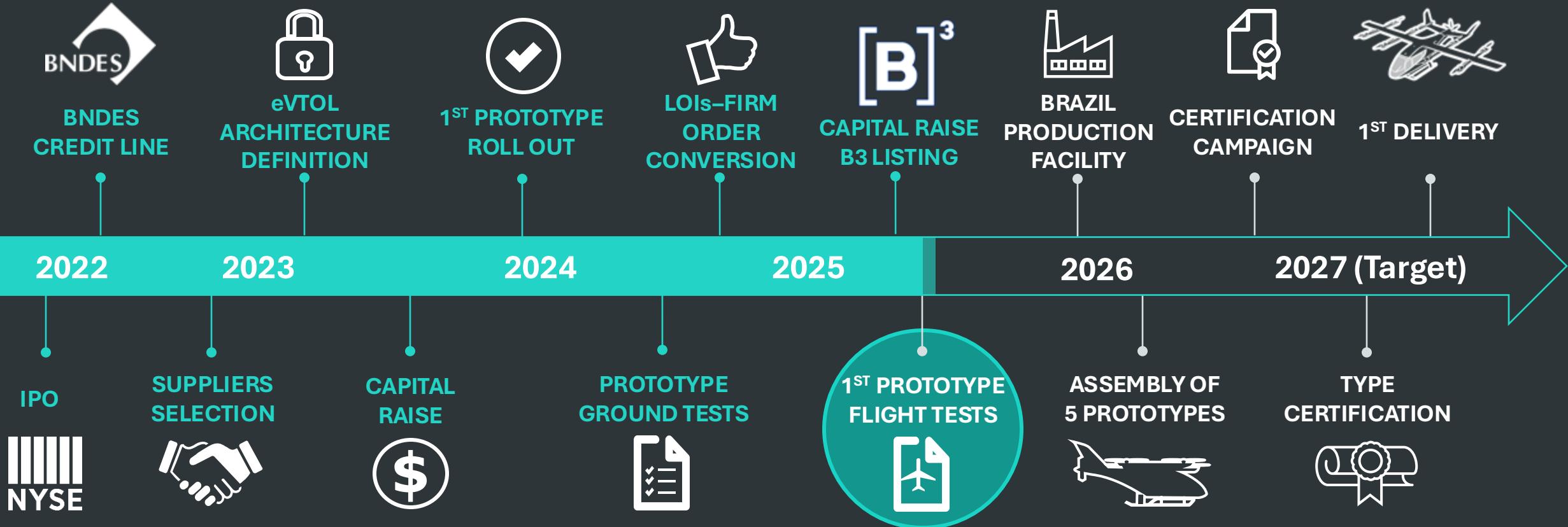
~\$14B

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

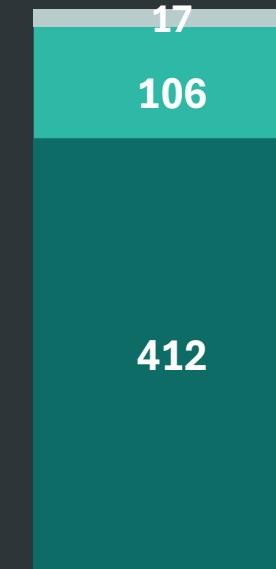
\$534 million

Liquidity enough for ~2.5 years*

Dual listing in the US and Brazil



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



Anchor Investors



Institutional Investors

30+ U.S. and Brazil

■ Cash ■ Available BNDES credit lines ■ FINEP Grant

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

~US\$ 1 BILLION RAISED SINCE 2022

De-SPAC Combination with PIPE Investments

NYSE | 2022



\$ ~\$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



+ FINANCIAL INVESTORS

\$ ~\$96 million

NEW DEBT | 2024-2025

BNDES ~\$125 million

CITI + ~\$50 million

Finep + ~\$16 million

\$ ~\$190 million

NEW EQUITY | 2025



+ FINANCIAL INVESTORS

\$ ~\$230 million

~\$1 billion
raised in total



ENVIRONMENTAL 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

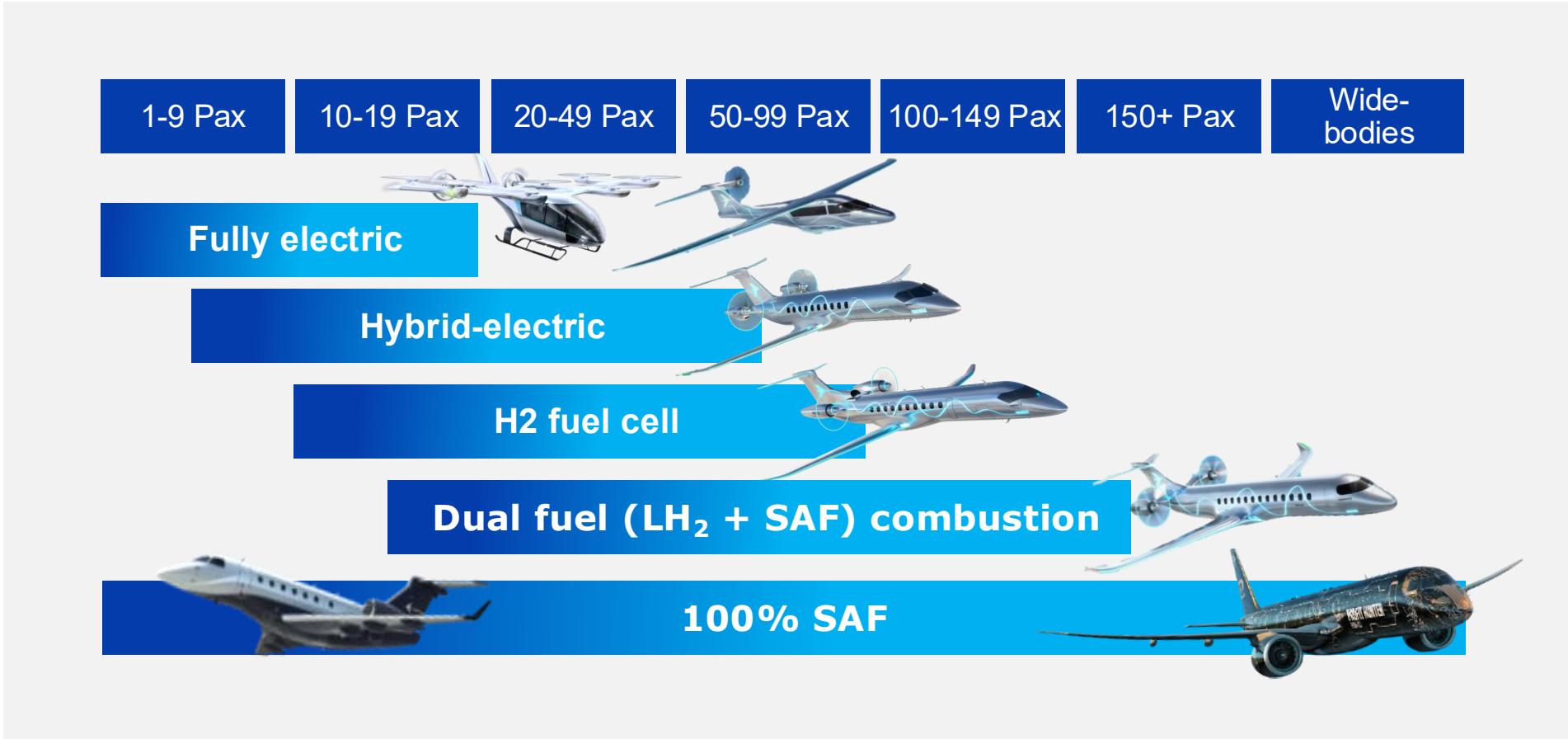
- Maintain the highest international standards of governance
- ANEFAC 2024 Transparency Award



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 SHAREHOLDERS' EQUITY	10,155	10,142	10,783	11,824	12,568

APPENDIX 2

MARKET ESTIMATES, VALUATION & BOND YIELDS

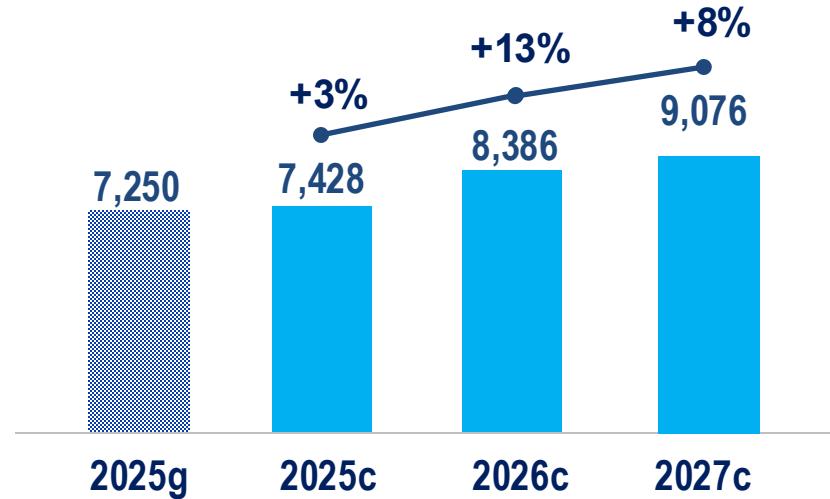


CONSENSUS ESTIMATES

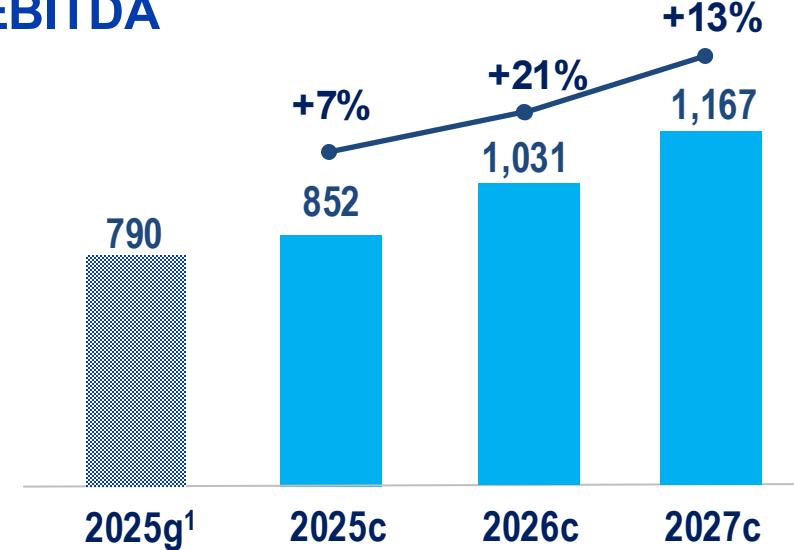
(USDm)



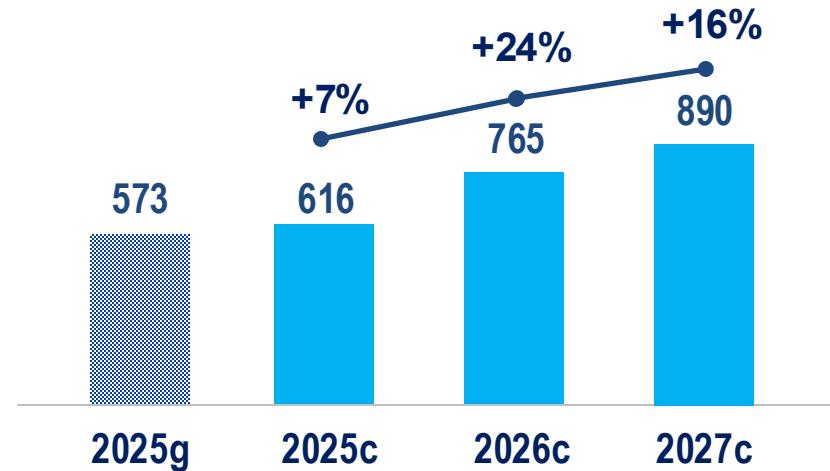
NET REVENUES



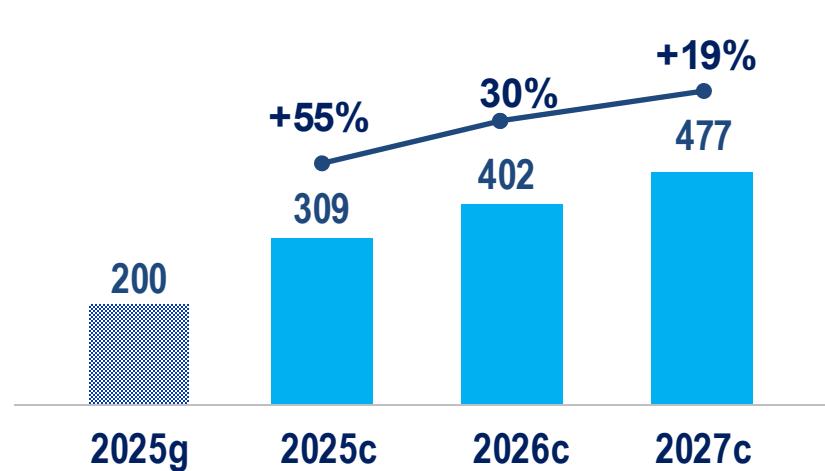
ADJ. EBITDA



ADJ. EBIT



FCF



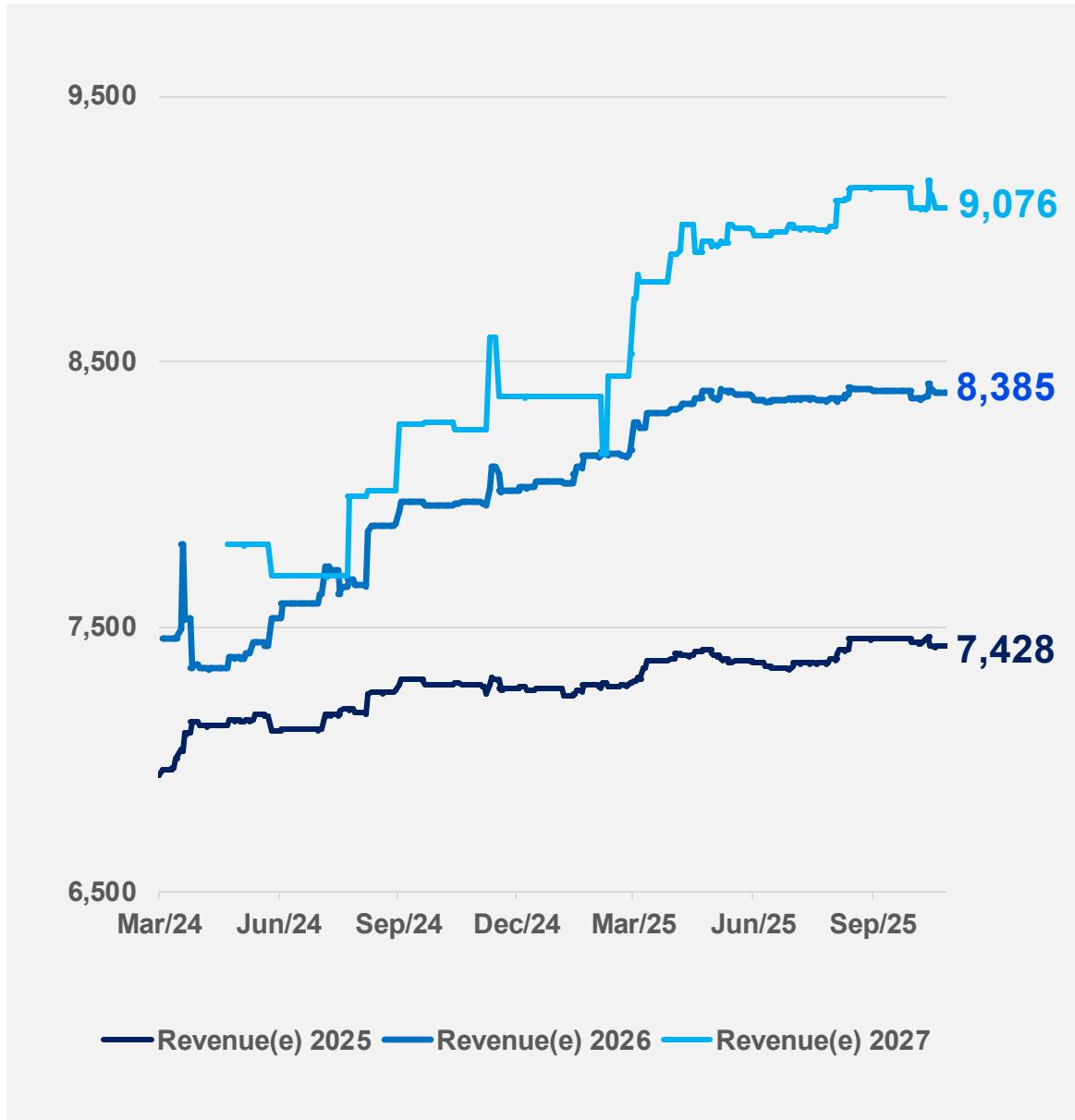
■ Mid-Point company's guidance

■ Consensus market² — Variation yoy

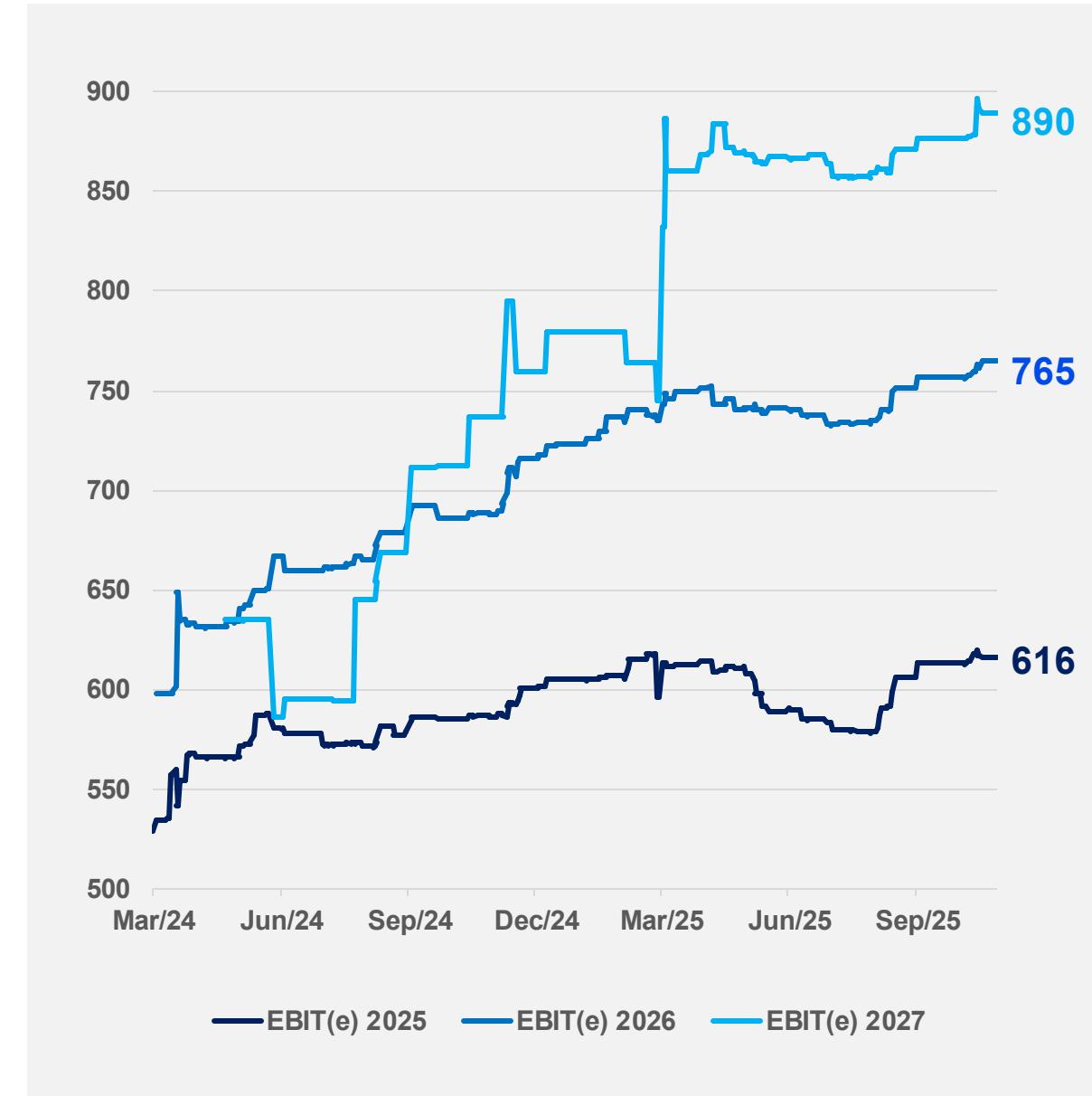
¹ Implied by the EBIT guidance; ² Consensus market: analysts' average estimate

REVENUE & EBIT CONSENSUS

(USDm) ➔

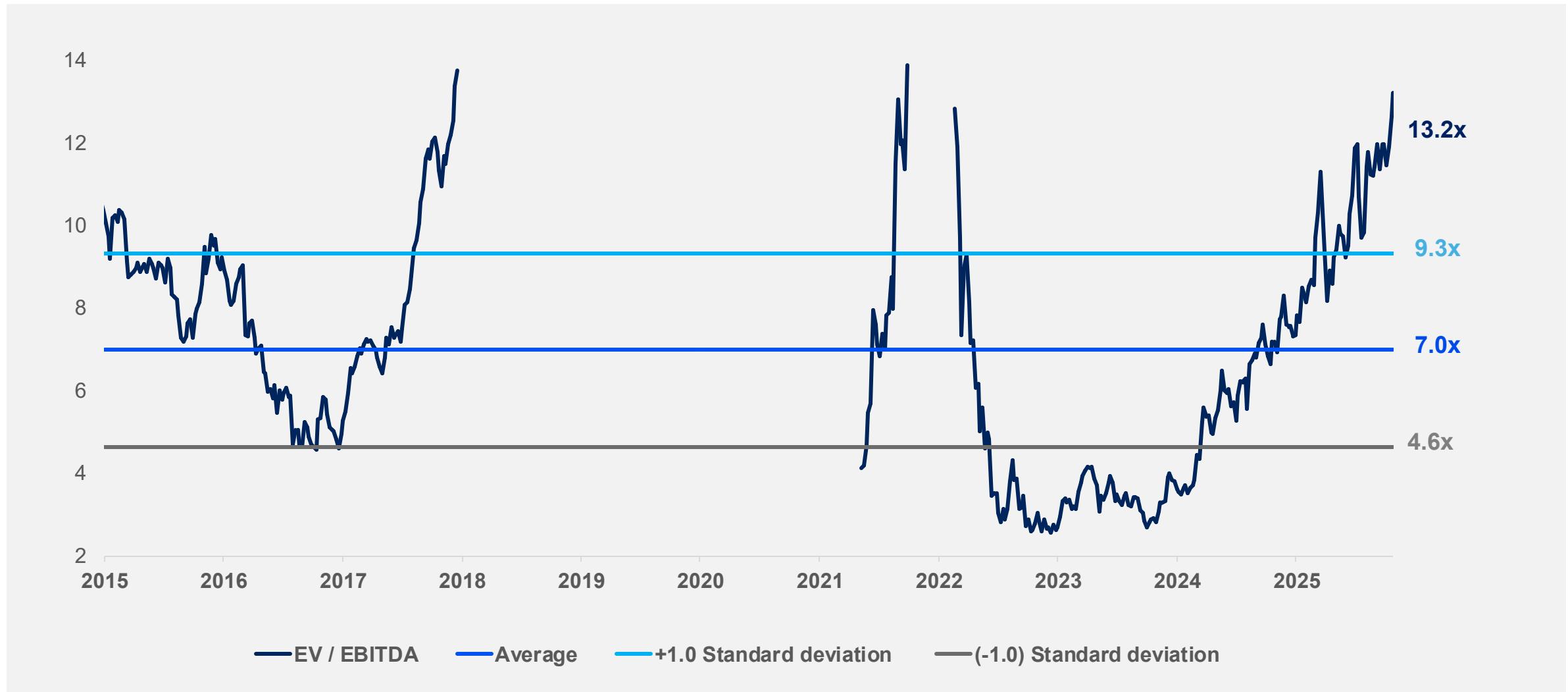


Source: Capital IQ; October 29, 2025.



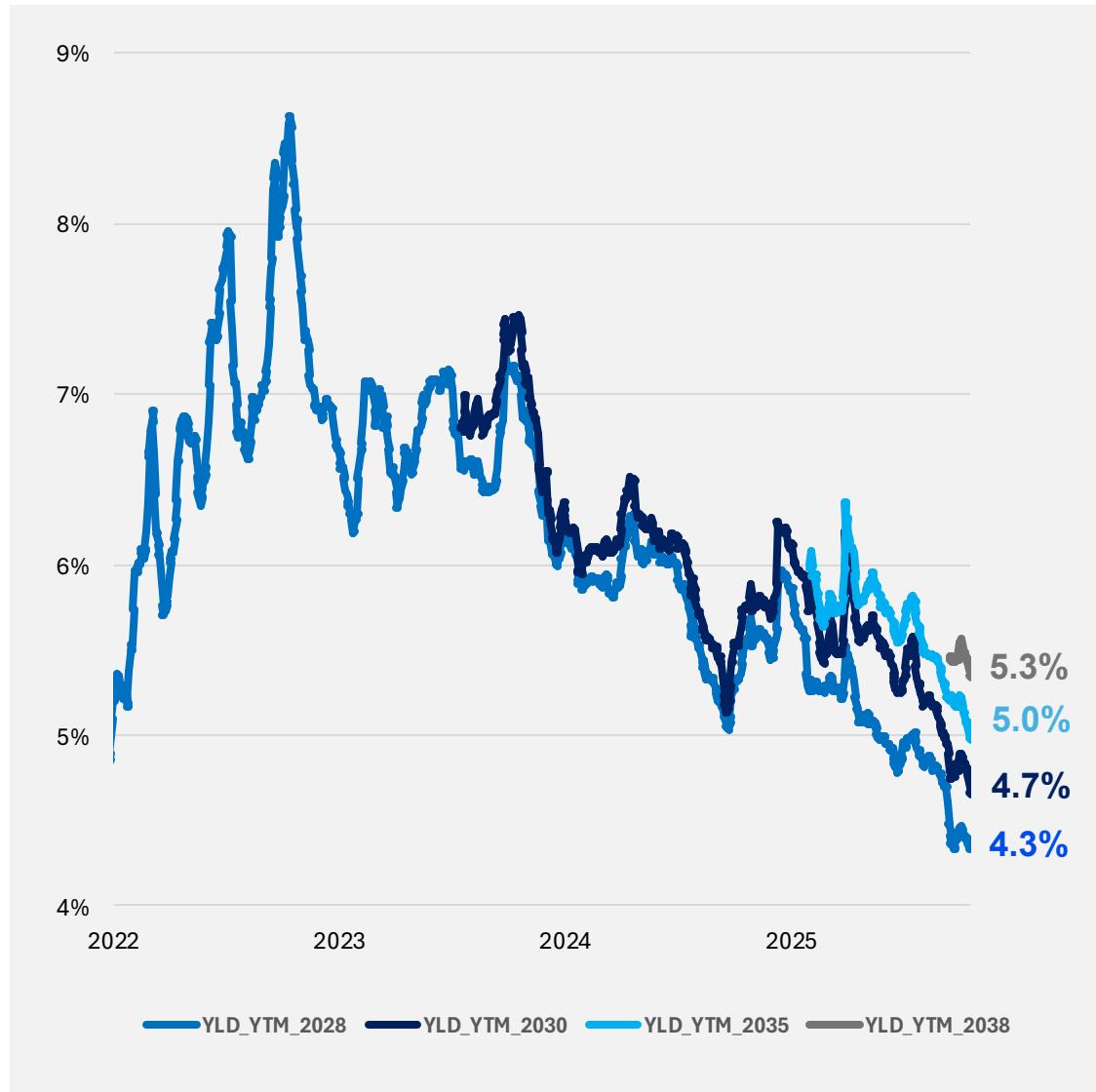


VALUATION - FORWARD EV/EBITDA

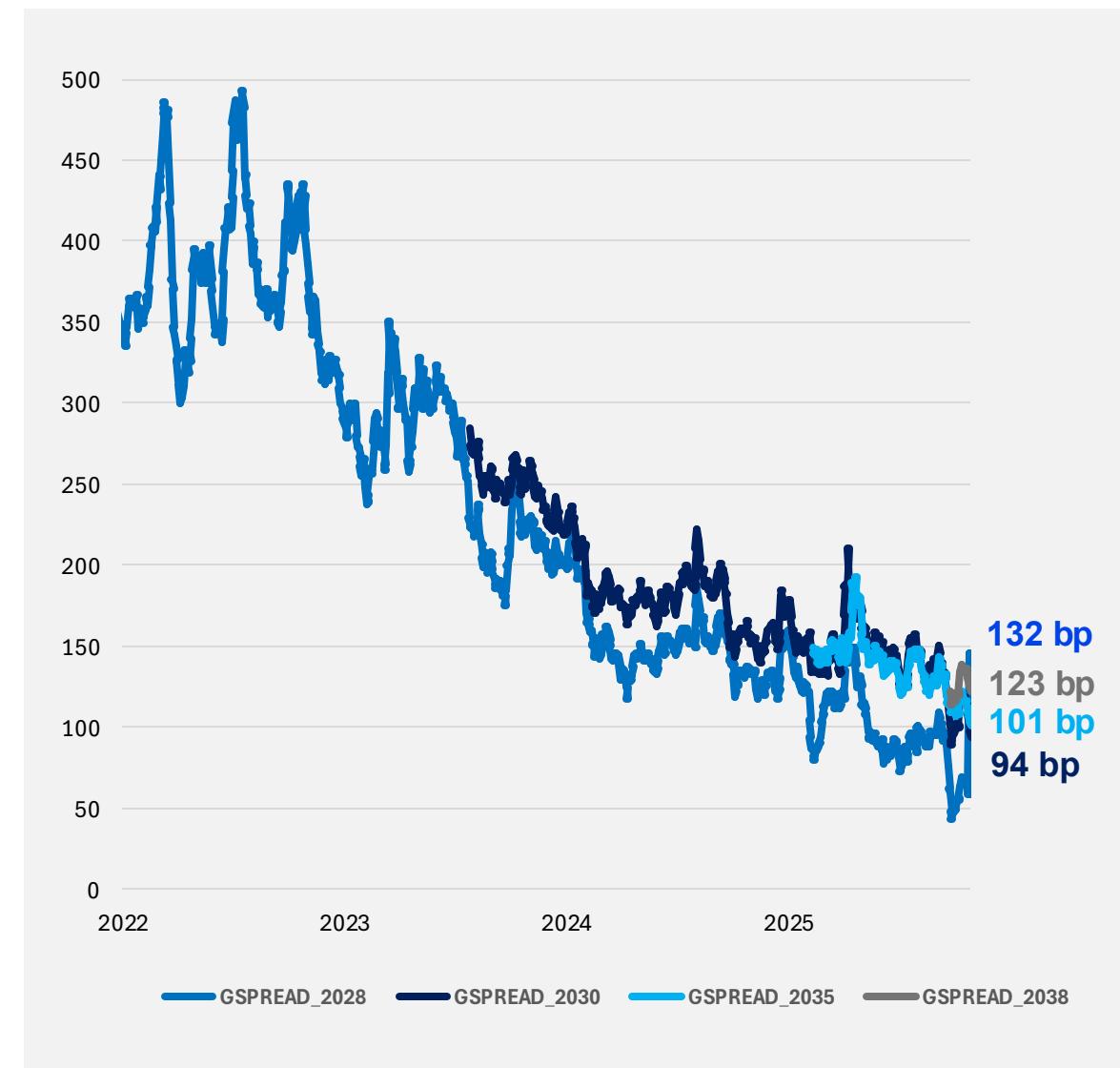




BONDS YIELD TO MATURITY & SPREAD OVER UST

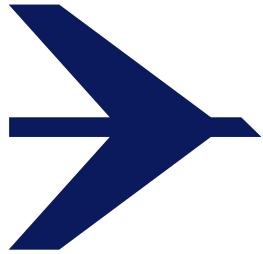


Source: Bloomberg; October 29, 2025.



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
Eve

2
United States
Mesa
Nashville
Melbourne
Irwindale
Fort Lauderdale
Davies
Jacksonville
Memphis
Dallas

Subsidiaries:
Embraer Cae
Training Services

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

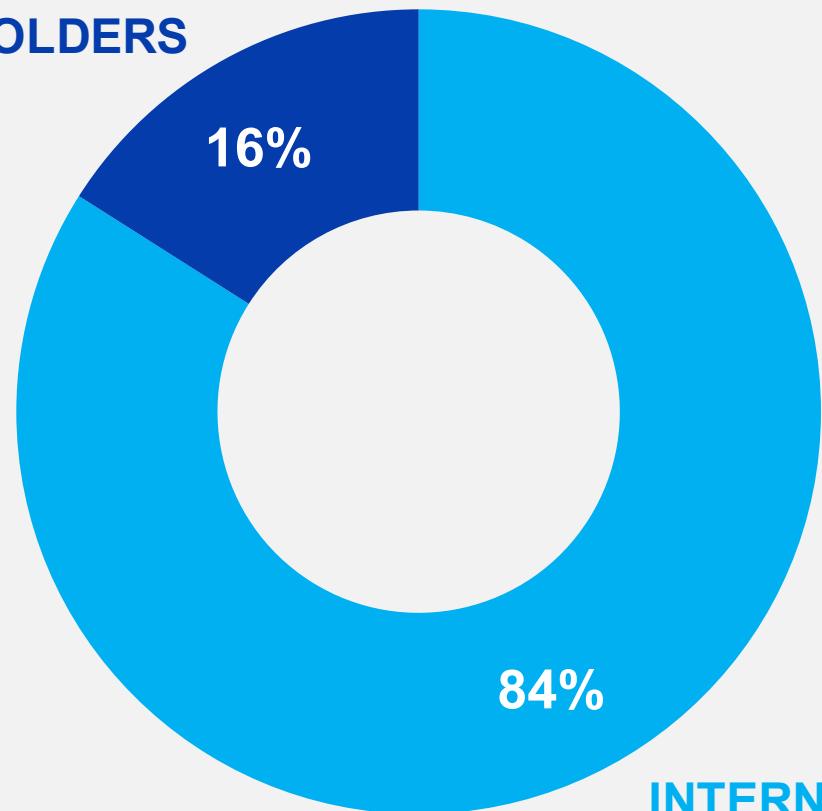
11
China
Beijing



OWNERSHIP STRUCTURE AND TRADING



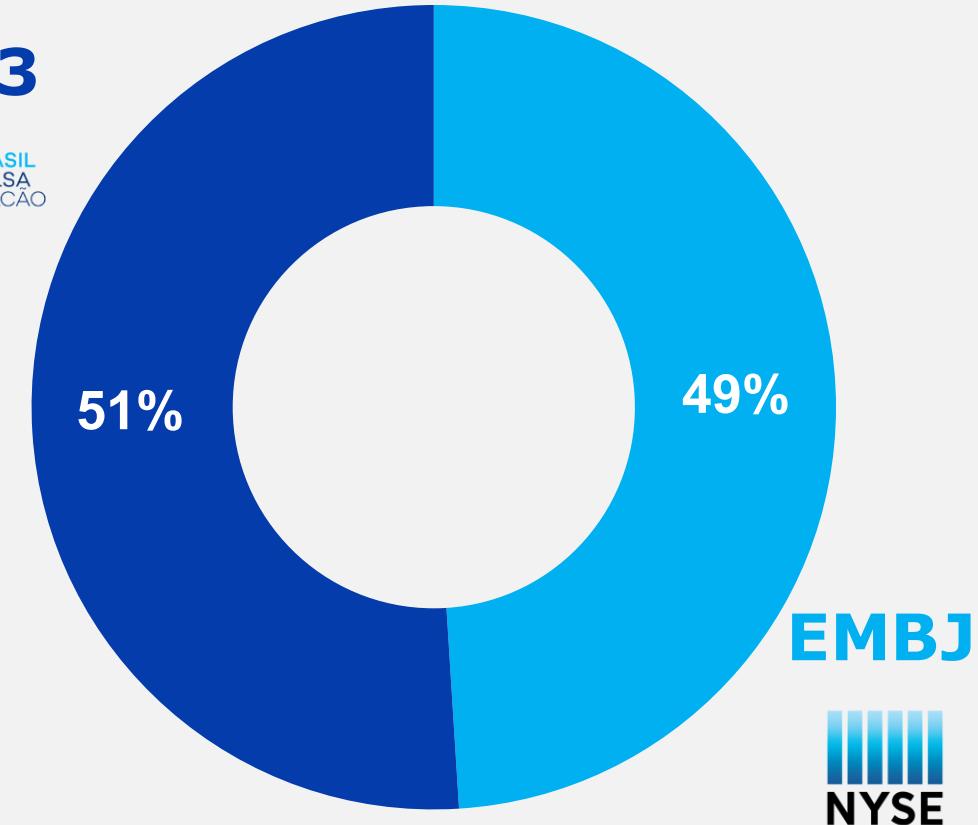
LOCAL
SHAREHOLDERS



EMBJ3

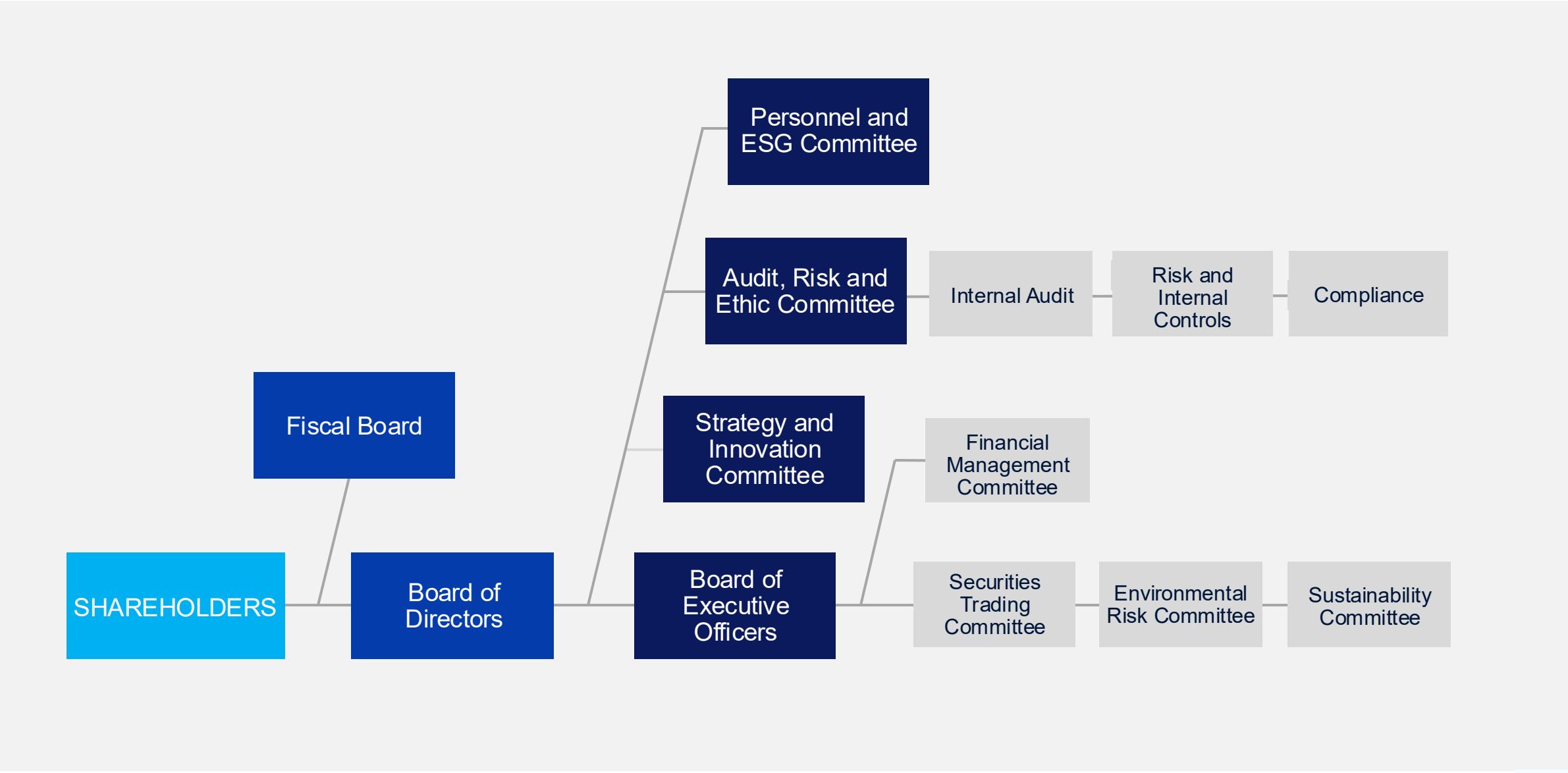
[B]³
BRASIL
BOLSA
BALCAO

INTERNACIONAL
SHAREHOLDERS



3-month ADTV (US\$m)
EMBJ: 110
EMBJ3: 90
Total: 200

CORPORATE GOVERNANCE STRUCTURE





EMBRAER

THANK YOU!

DISCLAIMER

This presentation includes forward-looking statements or statements about events or circumstances which have not occurred. We have based these forward-looking statements largely on our current expectations and projections about future events and financial trends affecting our business and our future financial performance. These forward-looking statements are subject to risks, uncertainties and assumptions, including, among other things: general economic, political and business conditions, both in Brazil and in our market. The words "believes," "may," "will," "estimates," "continues," "anticipates," "intends," "expects" and similar words are intended to identify forward-looking statements. We undertake no obligations to update publicly or revise any forward-looking statements because of new information, future events or other factors. In light of these risks and uncertainties, the forward-looking events and circumstances discussed in this presentation might not occur. Our actual results could differ substantially from those anticipated in our forward-looking statements.