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LISTED
NYSE

This presentation does not contain projections of the Company, as that term is defined under applicable Brazilian capital markets laws and regulations.

Any projections of the Company are disclosed, if and when made, by means of notices of material events and are also set out in Item 3 of the Company's publicly available Annual Reference Form and in the Company's published financial statements.

The information contained herein may include the Company's forward-looking assessments, estimates, aspirational content and opinions regarding various aspects of its operations and markets, including market trends and expectations. These forward-looking statements do not constitute projections for purposes of Brazilian capital markets laws and regulations.

The Company does not represent, warrant, or guarantee any future events or results. Any forward-looking statements are subject to risks and uncertainties and are based on information available as of the date hereof, and the Company undertakes no obligation to update them.

2025
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FRANCISCO GOMES NETO
President & CEO
Embraer



PROVEN RESULTS

Remarkable sales & revenue

Profitability

Improving operational efficiency

ON THE HORIZON

Substantial midterm growth

Ambitious long-term momentum

Next-gen product development



SHARE VALUATION AT HISTORIC LEVEL



25 YEARS LISTED ON THE NYSE



INVESTMENT GRADE

COMMERCIAL AVIATION



New E2 fleet deals with ANA, SAS, LATAM and Avelo

Expanding footprint in key markets

E175 strong sales activity (SkyWest order 60+50)

EXECUTIVE AVIATION



Record US \$7 B deal with Flexjet

Strong Praetors demand from major operators

Phenom 300E best-selling light jet for 13th year

DEFENSE & SECURITY



New orders by Sweden & Portugal

KC-390 becoming the choice among NATO members

Renewed international interest in A-29 Super Tucano

SERVICES & SUPPORT



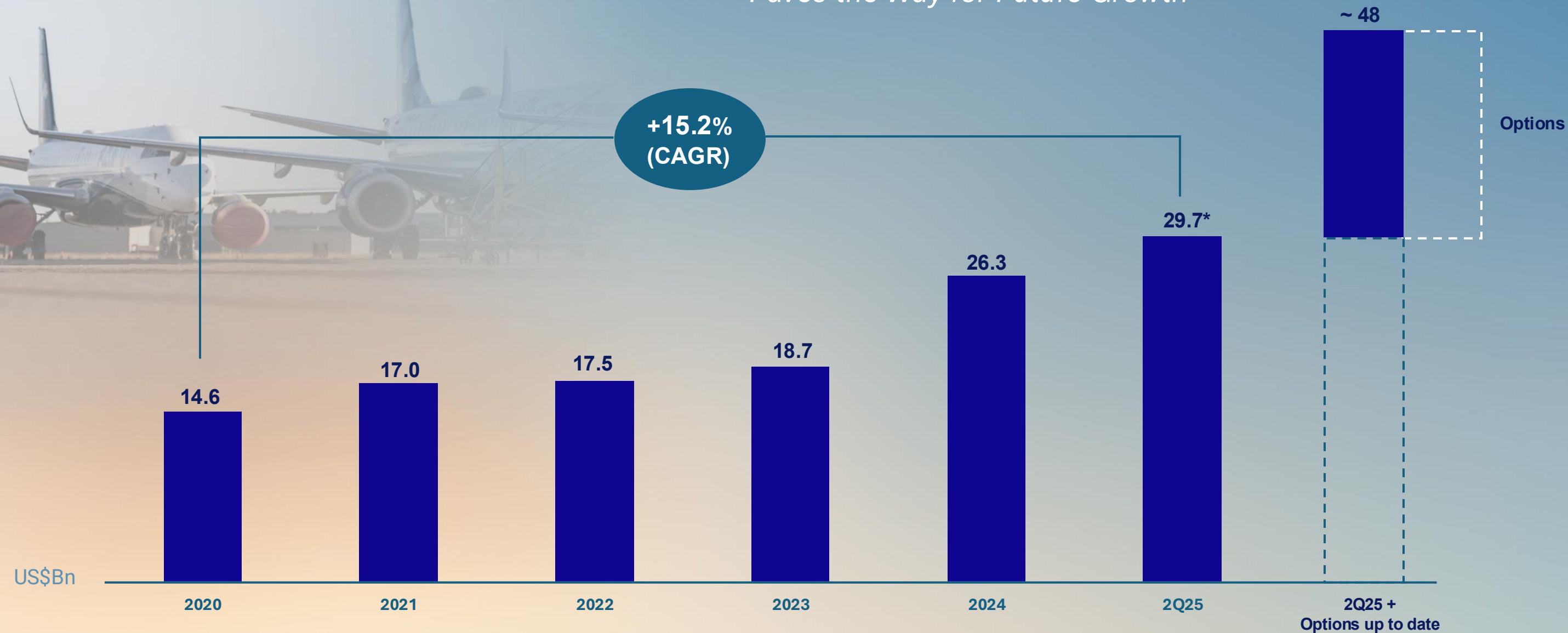
Accelerated growth leading to record service sales

Expansion of our global network (Ft Worth MRO)

Increasing portfolio of services & innovative solutions

RECORD BACKLOG

Paves the Way for Future Growth



*** AROUND US \$4B
FROM 3Q25 DEALS
NOT INCLUDED**

**AVELO, LATAM,
PANAMA, SWEDEN**

STRONG FOCUS ON CAPACITY INCREASE AND SUPPLY CHAIN MANAGEMENT



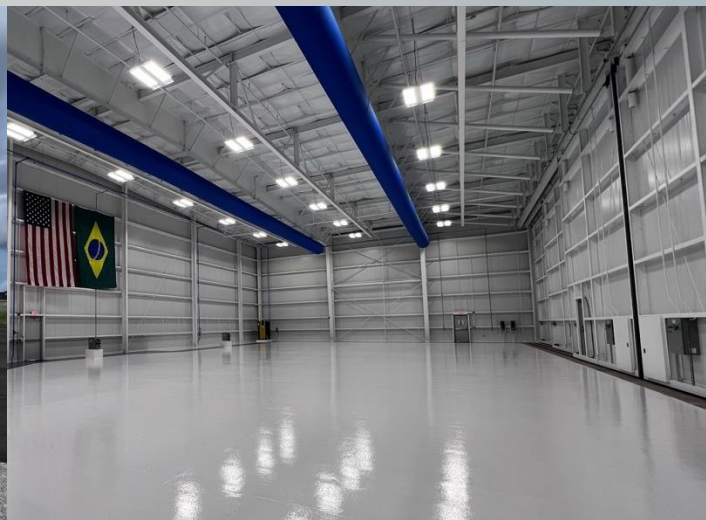
INVESTING TO INCREASE PRODUCTION



ENHANCING SUPPLY CHAIN CADENCE

CONTINUOUS INVESTMENTS

Sites Expansions



Flight Preparation Hangar #3

Site: MLB
Delivery: 1Q24



Paint Preparation Building

Site: MLB
Delivery: 1Q25



Flight Preparation Hangar

Site: GPX
Delivery: 1Q25



Paint Booth Center

Site: GPX
Delivery: 3Q25



Final Assembly Hangar Expansion

Site: GPX
Delivery: 3Q25



Delivery Center Expansion

Site: MLB
Delivery: 2Q26



Additional Machinery

Site: BOT
Delivery: 3Q26



Cabinetry shop Expansion

Site: GPX
Delivery: 3Q26





CAPACITY INCREASE



PRODUCTION LEVELING EVOLUTION

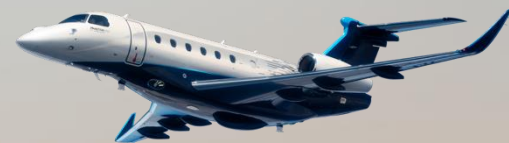


KC 390	Praetors
	
Increase in aircraft production 65%	Increase in aircraft production 35%
Reduction in production cycle time 16%	Reduction of Travel Work 85%
Improvement in Operational Efficiency (IUH**) 23%	Reduction in the assembly cycle 40%
Decrease in Cost of Poor Quality (CoPQ/SS***) 22%	Increase in team productivity 22%

**IUH (Internal Utilization of Hours)
***CoPQ/SS (Cost of Poor Quality per Sales Shipment)

PRODUCTION LEAD TIME REDUCTION

PRAETOR



40%

KC-390



33%

E-JETS



27%

**SAFETY
FIRST**
**QUALITY
ALWAYS**

STRONG FOCUS ON CONTINUOUS IMPROVEMENT



800+ Kaizen projects on last 12 months



Extensive use of AI to increase productivity



Assets utilization maximized



Production leveling & perfect station
Efficiency gains: 18% deliveries



Zero defect methodology implementation
Reduction: -12% of CoPQ

SUPPLY CHAIN MANAGEMENT 2.0



DRIVING EFFICIENCY

- Experts at main suppliers and sub-tiers
- Senior Management Meetings – C-Level engagement
- Expanding supply chain capacity
- Supply leveling – deploy lean initiatives
- Increase resilience developing new sources



CAPABILITY BUILDING

- Developing workforce expertise – Training programs at Procurement and Supply Chain academies



DIGITAL & AI TRANSFORMATION

- Proactive risk management
- OneChain enhancing integration
- AI-Smart Planning for inventory & forecasting
- New developments for early risk detection & smart contracts management to increase efficiency

16%

AIRCRAFT DELIVERIES INCREASE *

25%

AVERAGE SHORTAGES REDUCTION

*Total Commercial Av. & Executive Av.
9M24 vs. 9M25



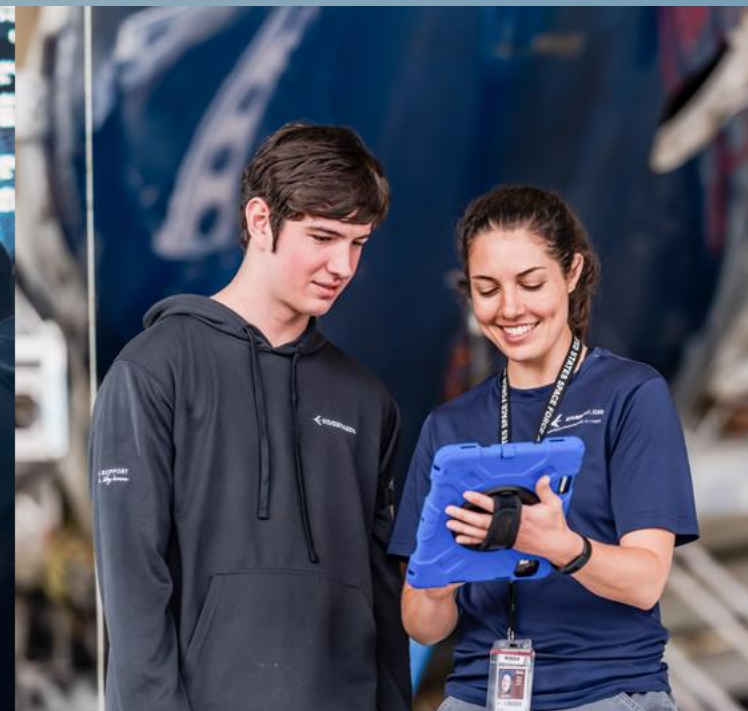
**ZERO
EMISSIONS**



**AUTONOMOUS
FLIGHT**



**AI & DATA
SCIENCE**



**INDUSTRY
4.0**



**AIRFRAME
COMPETITIVENESS**



**PASSENGER
EXPERIENCE**

PEOPLE & CULTURE

A Great Place to Work Around the World



Over
45
years in U.S.

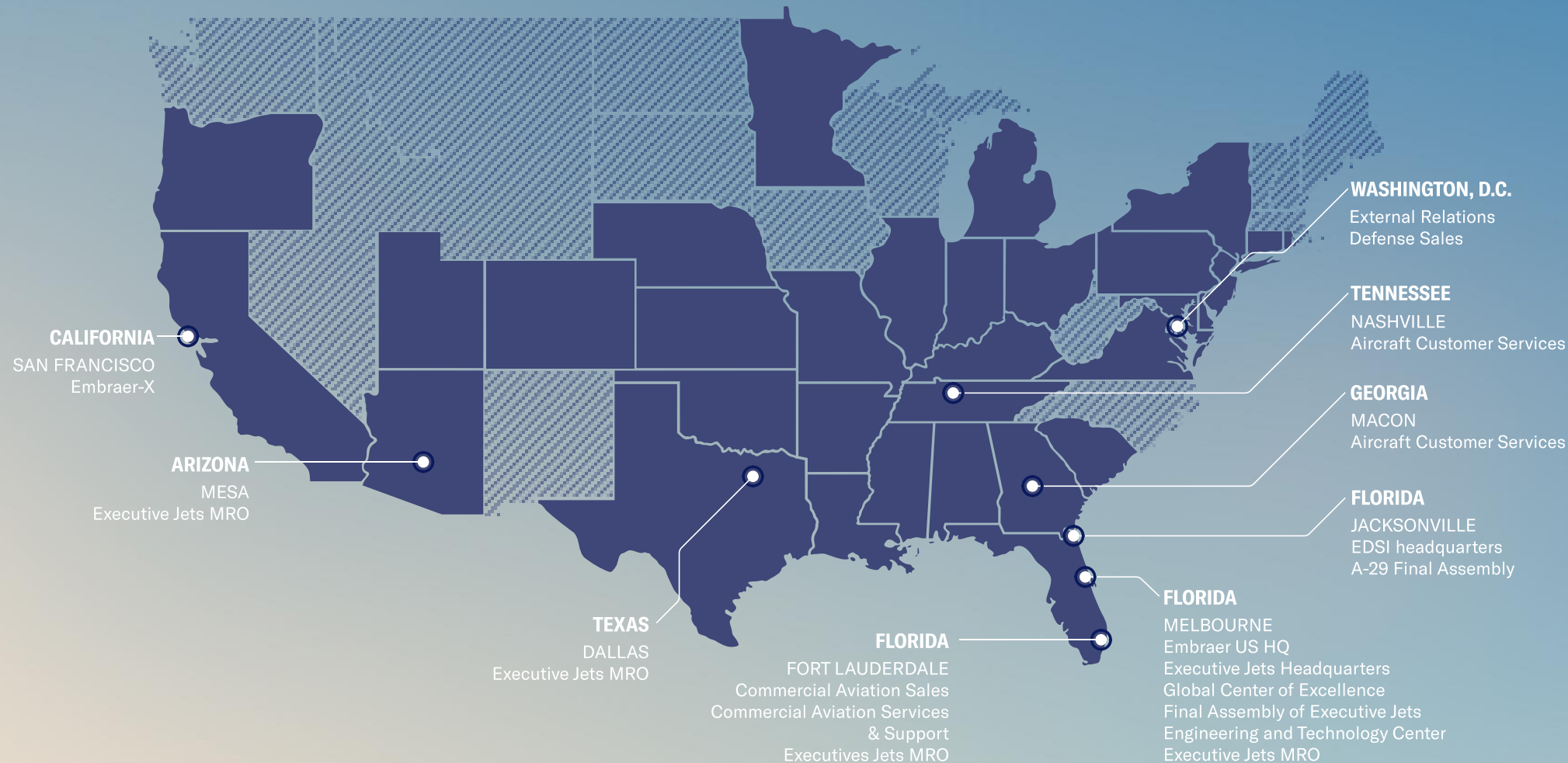
More than
2,100
commercial and business jets

Over US
\$3B
in assets

Around US
\$4B
in U.S. exports in next 5 years

Supporting
12,500+
jobs in U.S.
(2,500+ direct employees and 10,000 indirect jobs in the U.S. supply chain)

U.S. FOOTPRINT



U.S. GROWTH STRATEGY



**US \$21B in equipment
and parts from U.S.
companies forecasted
in next five years**
(US \$8B surplus for the U.S)



**Potential deal of KC-390 with U.S. Air Force
representing US \$500M investments
and 2,000 direct U.S. jobs**



**US \$500M invested
in a new maintenance
facility in Texas and
in expanded Florida
operations, generating
500 more jobs**



**MIDTERM GOAL OF REACHING
DOUBLE DIGIT (US \$B) REVENUE**

**KEEP INVESTING IN EVE AS AN IMPORTANT
CONTRIBUTOR TO EMBRAER'S GROWTH**

**FOCUSED ON
SUSTAINABLE GROWTH**



**STRONGER THAN EVER
AND READY TO FLY HIGHER.**



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ARJAN MEIJER
President & CEO
Embraer Commercial Aviation





COMMERCIAL AVIATION POWERING U.S. ECONOMY



40%

Of flights at major airports
are operated by Embraer
jets



100M

Passengers/year = 10%
of all U.S. air pax traffic



1,200

Commercial
aircraft

MAJOR AIRLINES IN U.S. FLY EMBRAER JETS



Alaska
Airlines



American
Airlines



Avelo
Airlines



Breeze
Airways



Delta
Airlines



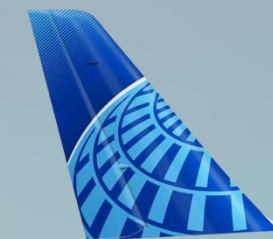
Mesa
Airlines



Republic
Airways



SkyWest
Airlines



United
Airlines

CUSTOMER BASE

Embraer Family

135+ Operators

75+ Countries

2,150+ In Operation

Source: Embraer (Oct2025)



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E175

BUSINESS HERO



2025 orders

60 FIRM ORDERS
+ 50 PURCHASE RIGHTS

Deliveries Starting 2027





E175 THE MOST SUCCESSFUL 80-SEATER JET

1,000
Firm Orders

792
Deliveries

208
Order Backlog



BEST IN CLASS
PASSENGER
EXPERIENCE



FIRM DELIVERIES
THROUGH
DECEMBER 2030



BACKBONE
OF US
MARKET



STRONG CAPITAL
MARKET
ACCEPTANCE



RELIABILITY
AT ITS
CORE



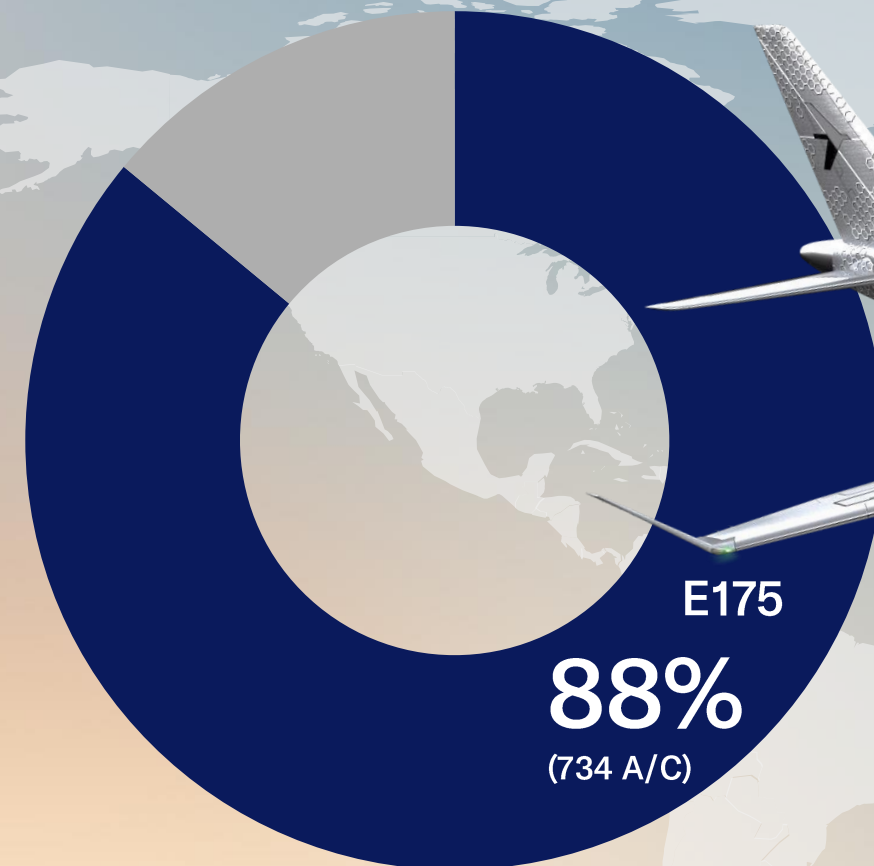
GROWING &
LEADING
MARKET SHARE

70 to 90-seat segment
orders since 2013

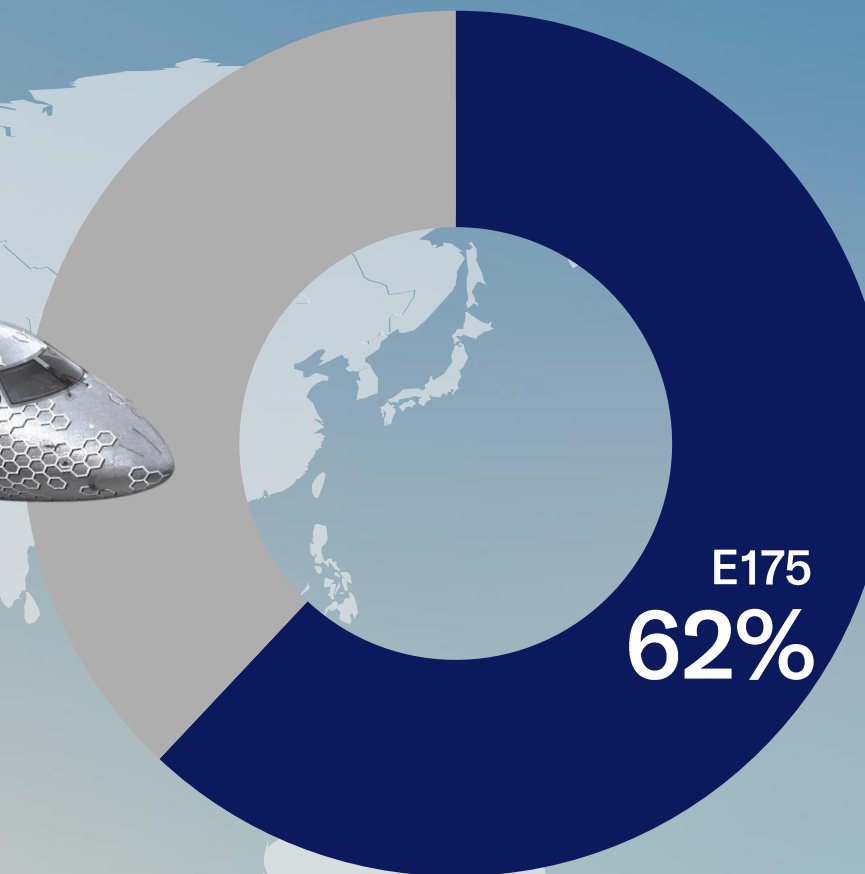
E175 LEADERSHIP

Share of net orders

NORTH AMERICA



WORLDWIDE



E175 NEW INTERIOR COMING SOON



Increased
Overhead
Bin capacity



Reduced
Weight
Impact



Improved
Ergonomics
& Enhanced
Aisle Space



Integrated
Mood LED
Lighting
Solution

Source: Embraer, Jun 2025.

E175 NEW INTERIOR COMING SOON

INTRODUCES EMBRAER'S NEW
OVERHEAD BIN SOLUTION

Over 300 E170/E175 aircraft
(line-fit and retrofit)



2025
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E-JETS E2

THE MOST EFFICIENT
SINGLE AISLE AIRCRAFT



E2 ENTERS THE U.S. MARKET FOR THE FIRST TIME

E195-E2: Performance by design unlocking new markets
with the lowest-cost small narrowbody

Delivering from 1H 2027

50 Firm E195-E2s + **50** Purchase rights

A strategic shift to unlock profitability in
the highly competitive low-cost segment

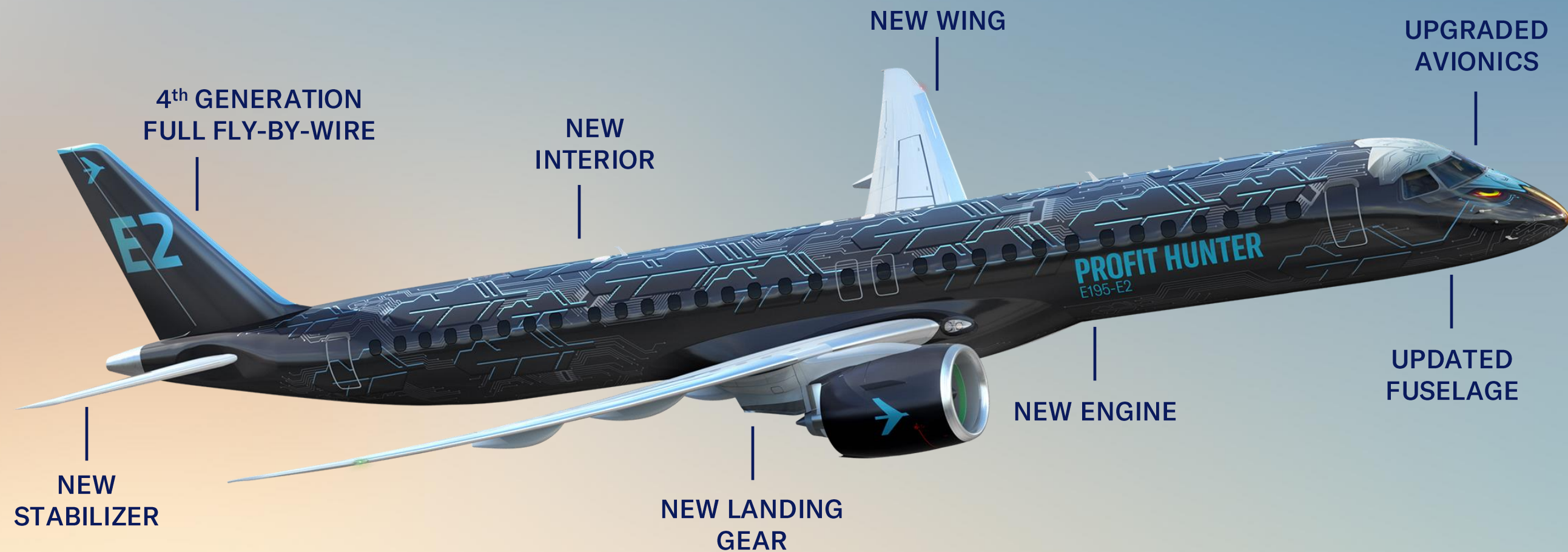
E2 GLOBAL PRESENCE

A new operator on every continent in the last 12 months

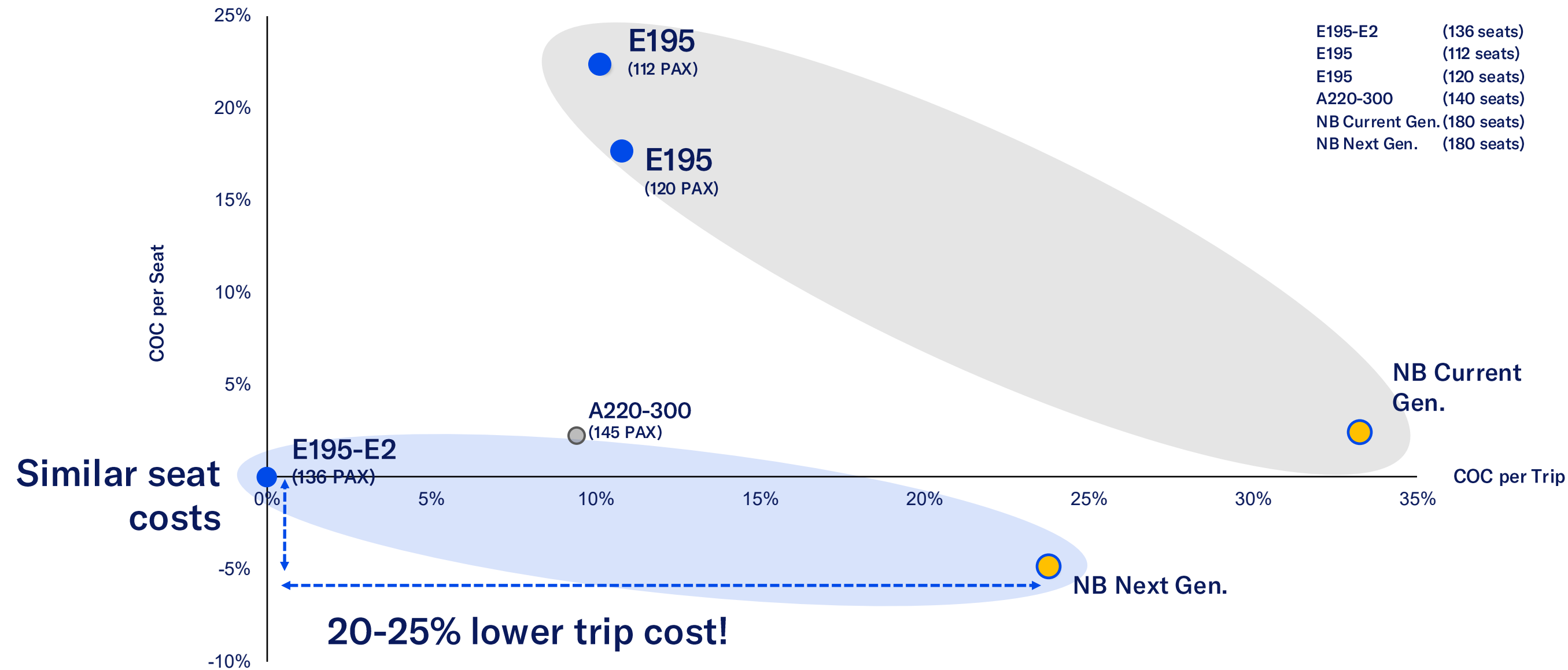


E2-LEADING THE WAY IN COST-EFFICIENT, RELIABLE TRAVEL

Built on a trusted platform with **85% new components**, the E2 delivers efficiency improvements across the board including a **30% reduction in fuel burn per seat**



UNBEATABLE COST EFFICIENCY



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

E2 EMBRAER ENHANCED TAKEOFF SYSTEM

MORE PAYLOAD,
MORE RANGE FROM
CHALLENGING AIRPORTS



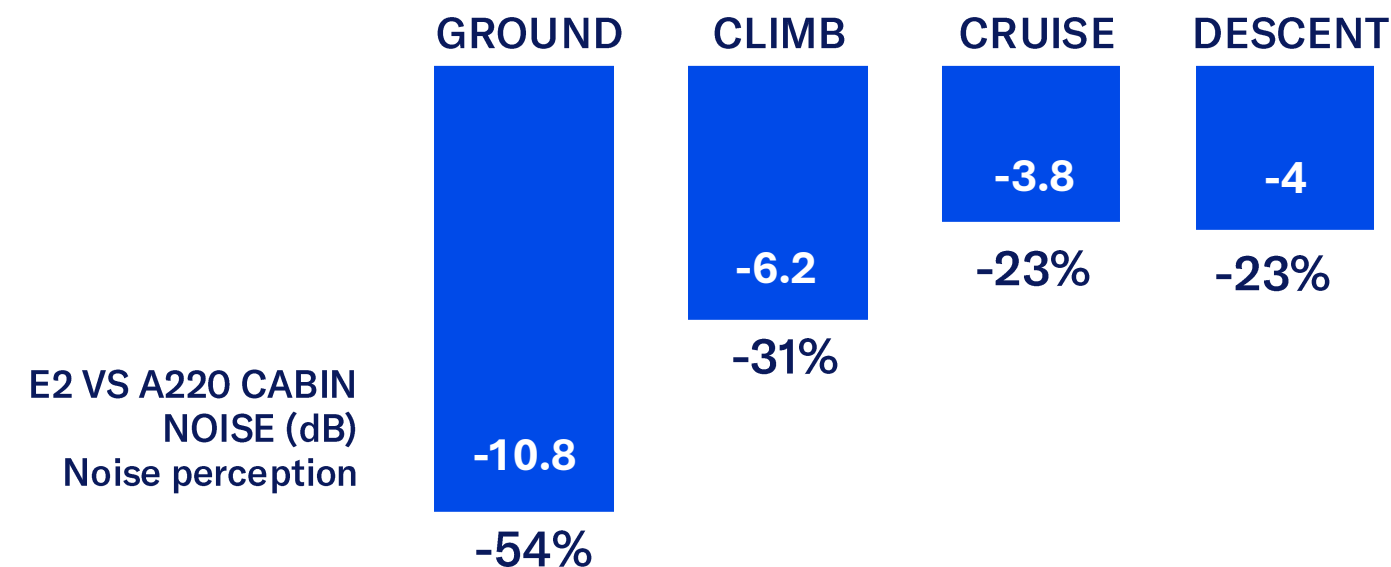
UP TO 400NM
OF ADDITIONAL
RANGE FROM EYW

Increased benefit on
runways as short as 5,000ft

- With E²TS
- Without E²TS

THE QUIETEST NEW GENERATION JET

COMPARED TO DIRECT COMPETITOR

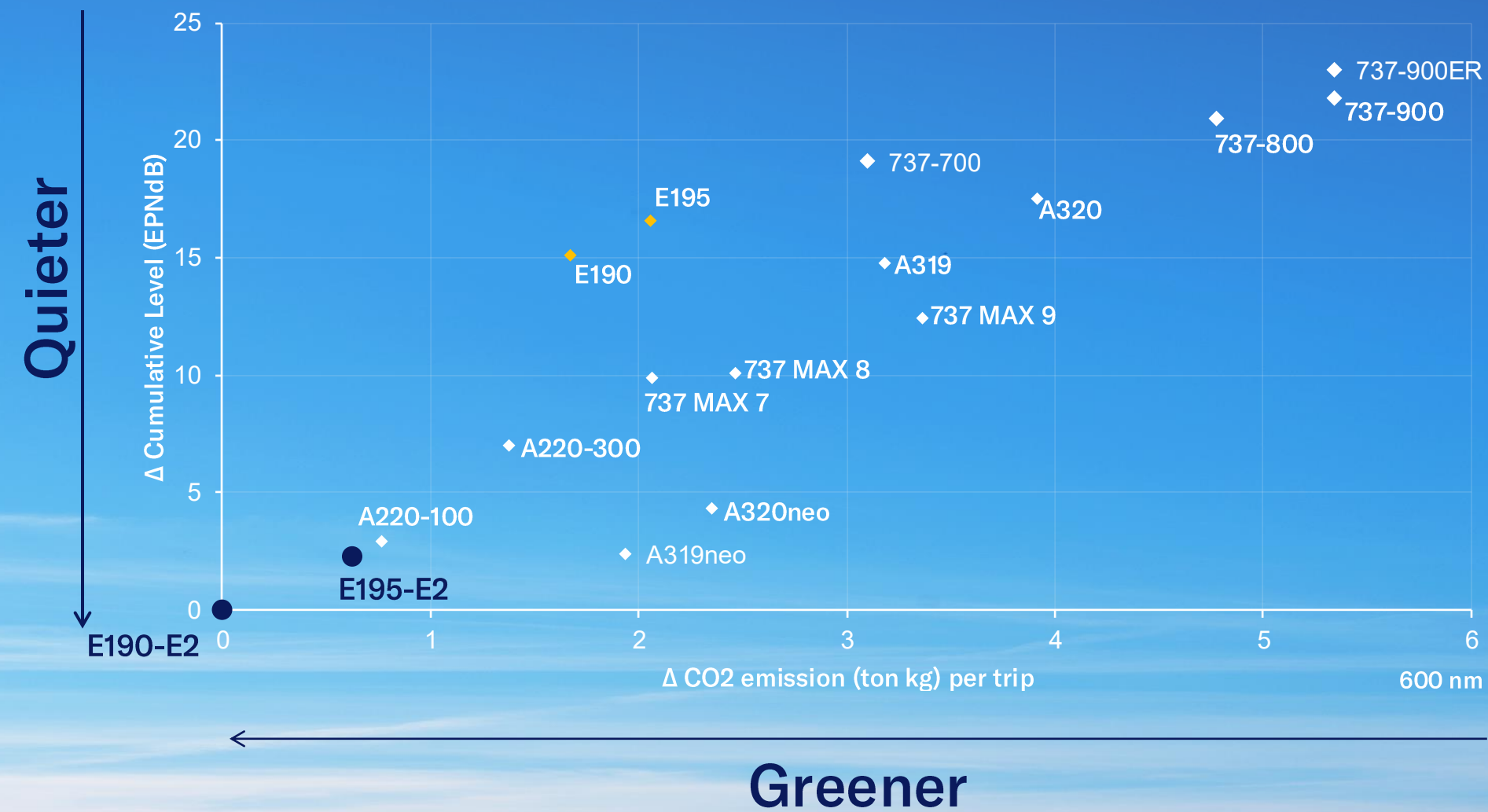


The first reaction we get from our passengers when stepping on board is they love the fact there's no middle seat. It's quiet when we take off. The level of comfort on board really is providing an exceptional economy experience for our passengers.

Kevin Jackson
President, Porter Airlines

porter

E2 THE MOST ENVIRONMENTALLY-FRIENDLY JET IN SINGLE AISLE





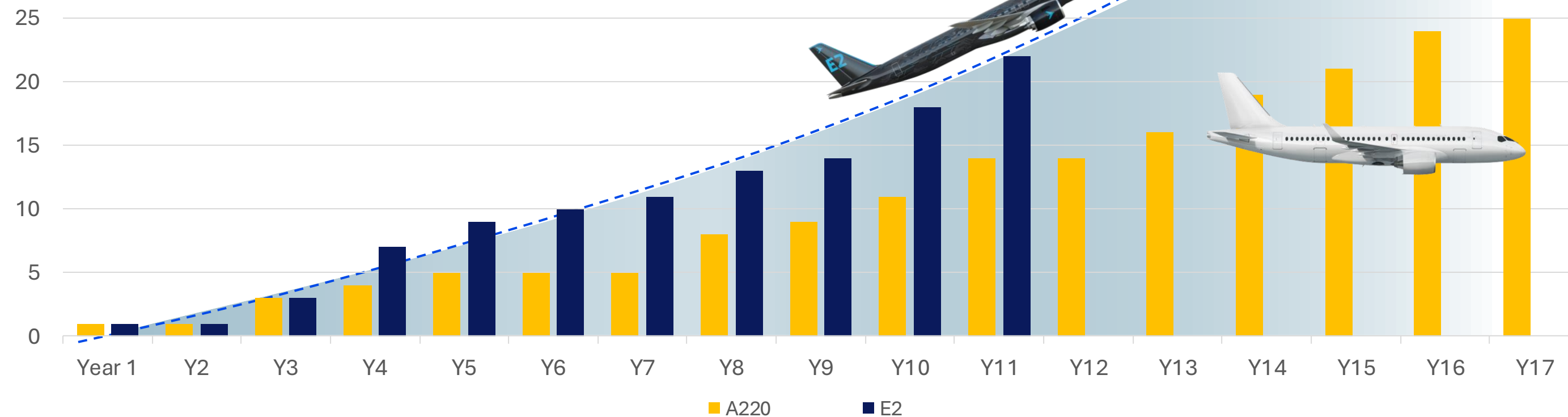
operators



E2 MARKET ACCEPTANCE

Strong performance, accelerating post-covid

NUMBER OF OPERATORS SINCE THE PROGRAM LAUNCH:



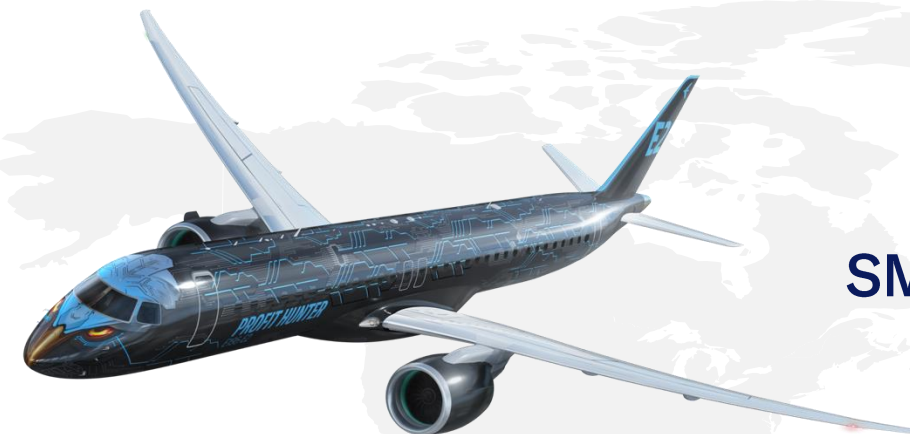
Since 2022:

11 new E2 customers: SalamAir, TUI, Royal Jordanian, Scoot, SKS, Luxair, Mexicana, LOT, Virgin, Hunnu Air, ANA, Avelo, LATAM

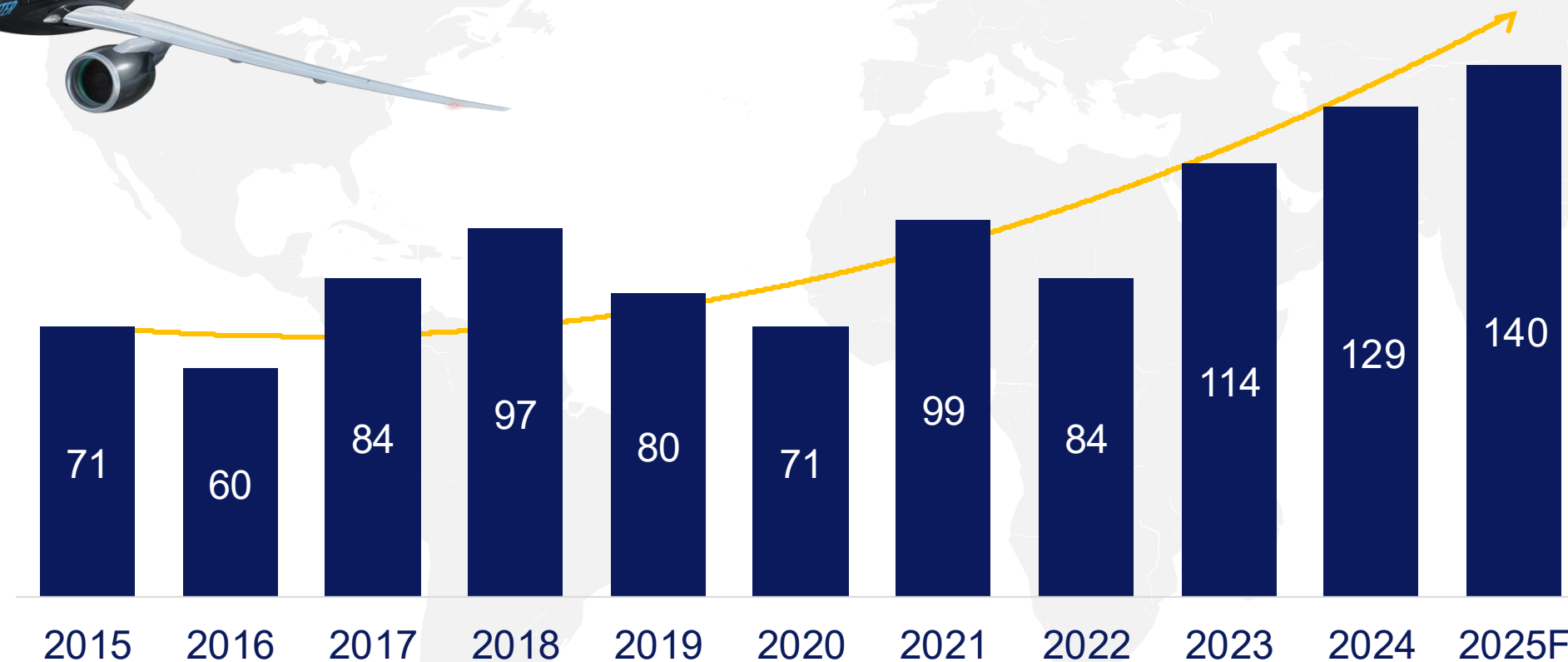
9 new A220 customers: TAAG, Croatia Airlines, Qantas, Bulgaria Air, Cyprus Airways, Air Niugini, Lufthansa, Animawings, LOT

LONG-TERM SEGMENT OVERVIEW

*Small narrowbody segment
is gaining traction*



SMALL NARROWBODY NEW DELIVERIES



Source: Cirium (Sep/25)



Connectivity in a
fragmented world



Demand growth in
secondary markets



Increased use of mixed fleets
to right-size capacity



20 Firm E195-E2s + **30** Purchase rights
20 E195-E2s + 10 E175s

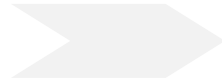
Deliveries starting 2027

COMMERCIAL
AVIATION SALES
IN 2025

Source: Cirium (Sep/25)

60	<i>SkyWest</i>	E175
45	<i>SAS</i>	E195-E2
15	<i>ANA</i> All Nippon Airways	E190-E2
50	avelo	E195-E2
24	 LATAM	E195-E2
20	 TrueNorth	E195-E2

214 E-jets



2.7
Book-to-Bill
\$15+ Bi



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HUNTER KEAY
CFO
Avelo Airlines



ARJAN MEIJER
President & CEO
Embraer Commercial Aviation



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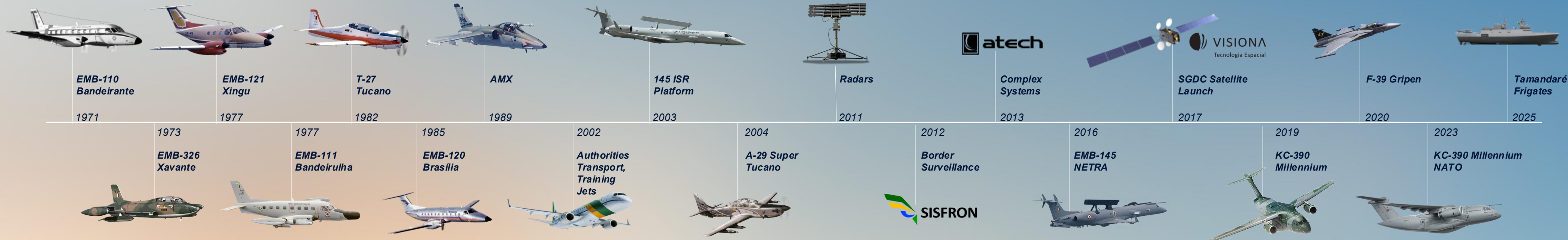
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**MÁRCIO EDUARDO
MONTEIRO**
CMO
Embraer Defense & Security



HISTORY OF HIGH-VALUE DEFENSE SOLUTIONS



20+

**AIRCRAFT MODELS & APPLICATIONS
FOR DEFENSE CUSTOMERS**

60+

**GOVERNMENT &
ARMED FORCES**

KC-390 MILLENNIUM & A-29 SUPER TUCANO

Defense's main growth drivers



KC-390 MILLENNIUM

Unbeatable Combination

**READY FOR THE
NEXT 50 YEARS**



**SPEED IN THE AIR AND
FASTER TURNAROUNDS**

**RAPID RECONFIGURATION
AND THE LATEST TECHNOLOGY**

**OPERATIONAL EFFICIENCY
AND LOW LIFE-CYCLE COSTS**

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



12 AIRCRAFT
IN SERVICE

93% MISSION CAPABLE
RATE¹

98.7% COMPLETION
RATE²

(1) Availability when scheduled maintenance is removed from the equation. (2) Rate of successful missions, once launched.

KC-390 MILLENNIUM

Right Product, Right Timing



47 FIRM SALES



Aircraft
Selected by



Options:



9



10

KC-390 MILLENNIUM - MARKET

ADDRESSABLE MARKET:

APPROX. **460** AIRCRAFT

HORIZON:

20 YEARS



EUROPE

22%

MIDDLE-EAST

28%

AFRICA

9%

ASIA-PACIFIC

31%

AMERICAS

11%



LAA
Light Attack

A-29 SUPER TUCANO MULTI-MISSION AIRCRAFT



ARA
Armed Reconnaissance



TTA
Tactical Trainer

A-29 SUPER TUCANO – MARKET DOMINANCE

21 AIR FORCES

260+
AIRCRAFT DELIVERED

39
NEW ORDERS
IN LESS THAN 18 MONTHS



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 – MARKET

ADDRESSABLE MARKET:
APPROX. **540** AIRCRAFT

HORIZON:
20 YEARS



EUROPE
12%

MIDDLE-EAST
19%

AFRICA
27%

AMERICAS
23%

ASIA-PACIFIC
19%



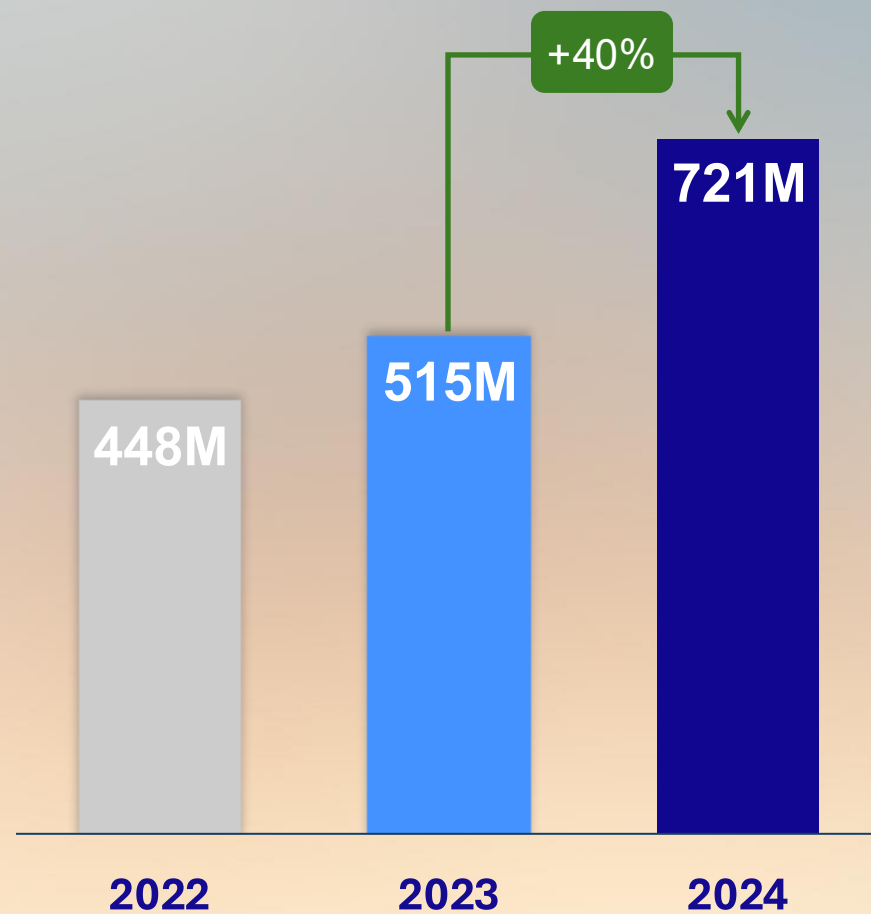
KC-390 AGILE TANKER



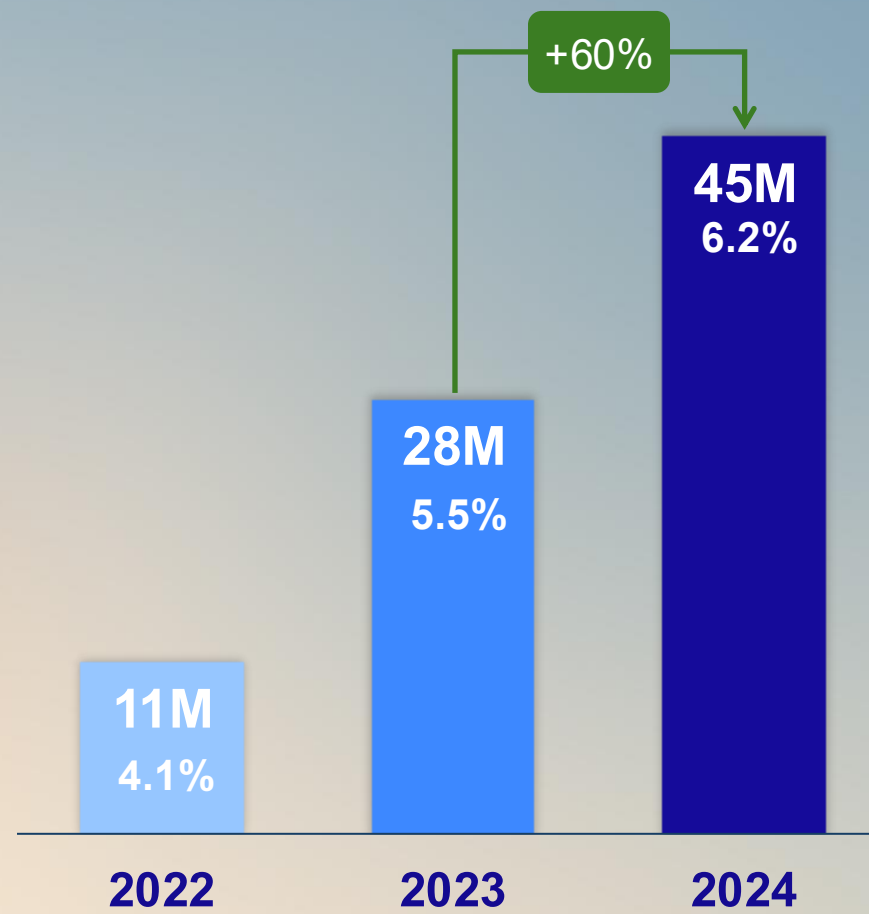
A-29 COUNTER UAS

DEFENSE KEY RESULTS INDICATORS

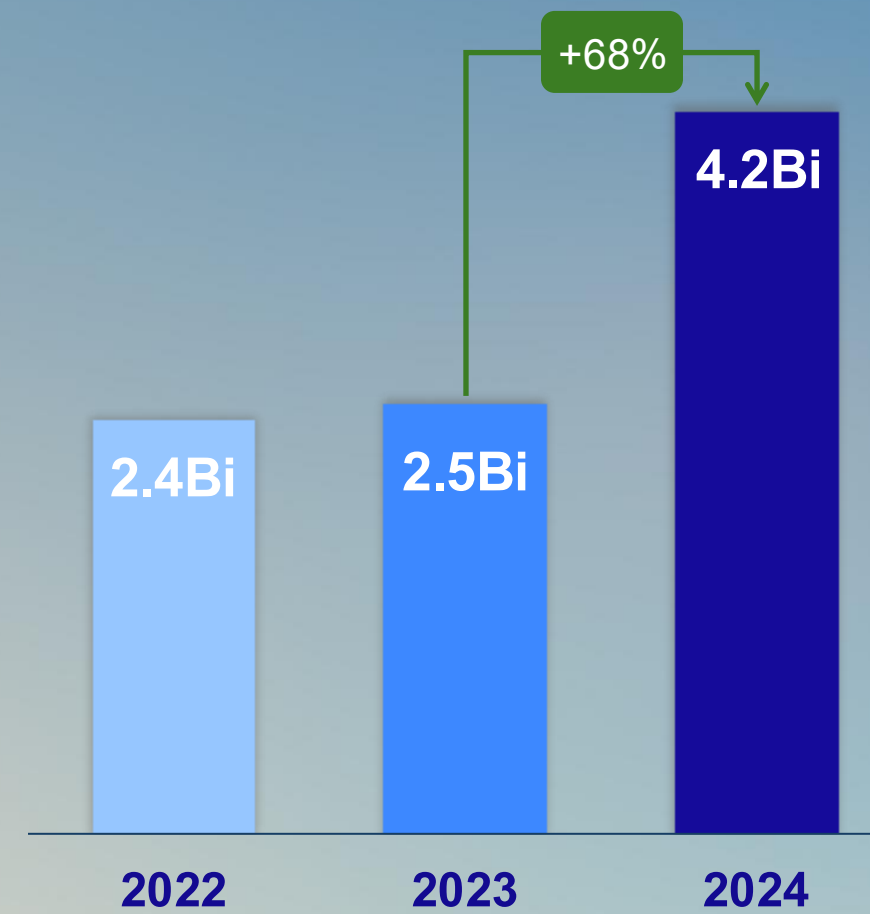
REVENUE (US\$)



EBIT (US\$)



BACKLOG (US\$)





UNBEATABLE PRODUCT PORTFOLIO

*State-of-the-art, dependable,
capable and ready solutions*

SOLID SALES MOMENTUM

*Record sales, growing fleet,
dominance in NATO*

STRONG RESULTS, SUSTAINABLE FUTURE

*Market success and strong financials
enabling growth*

EMBRAER DEFENSE & SECURITY - READY FOR THE FUTURE

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**MICHAEL
AMALFITANO**
President & CEO
Embraer Executive Jets



KRISTINE LIWAG
Executive Director
Morgan Stanley



DEAN ROBERTS
VP, Strategy, Sustainability
& Development
Rolland Vincent Associates





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**CARLOS ALEXANDRE
PERIN NAUFEL**
President & CEO
Embraer Services & Support



GUILHERME PAIVA
EAH CFO, ERJ Head of Investor
Relations, M&A and CVC

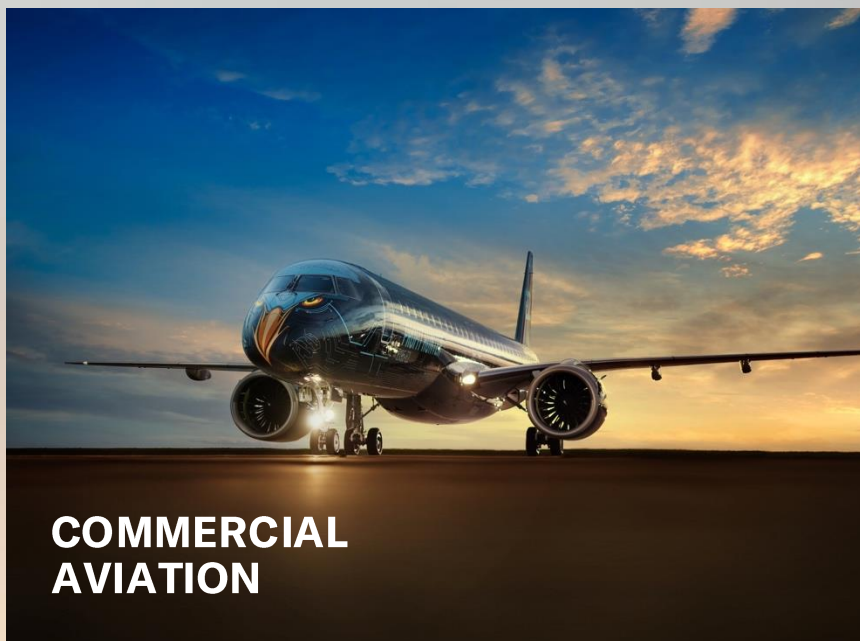


SERVICES & SUPPORT OVERVIEW

Carlos Naufel

President & CEO
Embraer Services & Support

UNMATCHED PORTFOLIO



WHO WE ARE

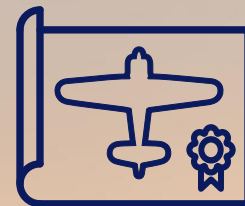
A team of 5,000 people serving more than 2,000 customers in over 100 countries

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



MAINTENANCE

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



OWNERSHIP TRANSITION

Remarketing Services
Aircraft Enhancements
Engineering Services
Training



OPERATIONS

Technical Support
Engineering Services
Training
Material Solutions



AIRCRAFT ENHANCEMENTS

Cabin Interior
Systems Upgrades
Performance Enhancements



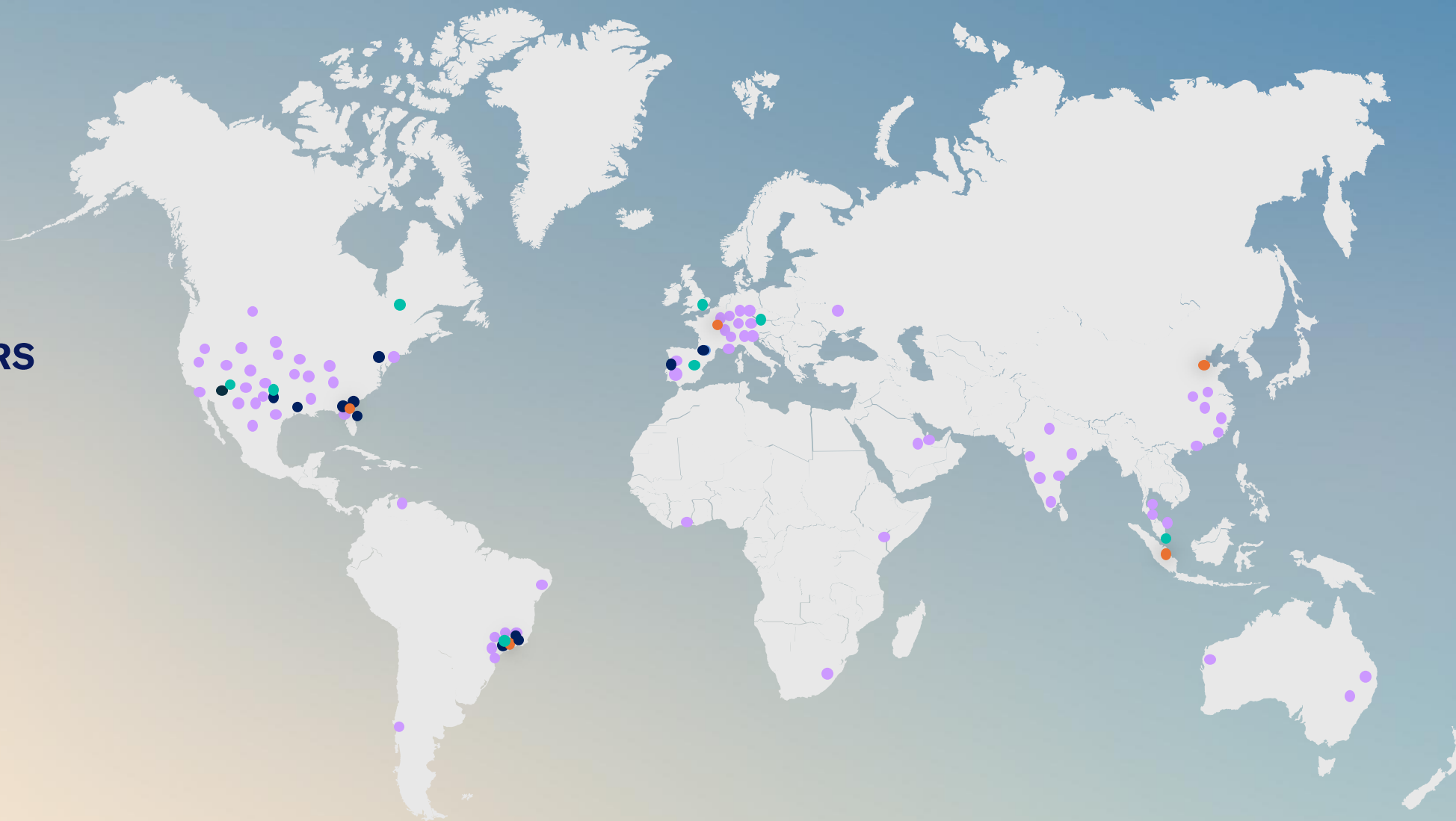
ALTERNATIVE SOLUTIONS

Part-Out Services
E-Freighter
Phenom 300 MED



WE ARE GLOBAL

- 7 GLOBAL DISTRIBUTION CENTERS
- 14 OWNED MROS
- 78 AUTHORIZED MROS
- 8 TRAINING CENTERS



ONE SITE, A WORLD OF CAPABILITIES

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

CIVIL AVIATION

PAINTING HANGAR

3.000m RUNWAY

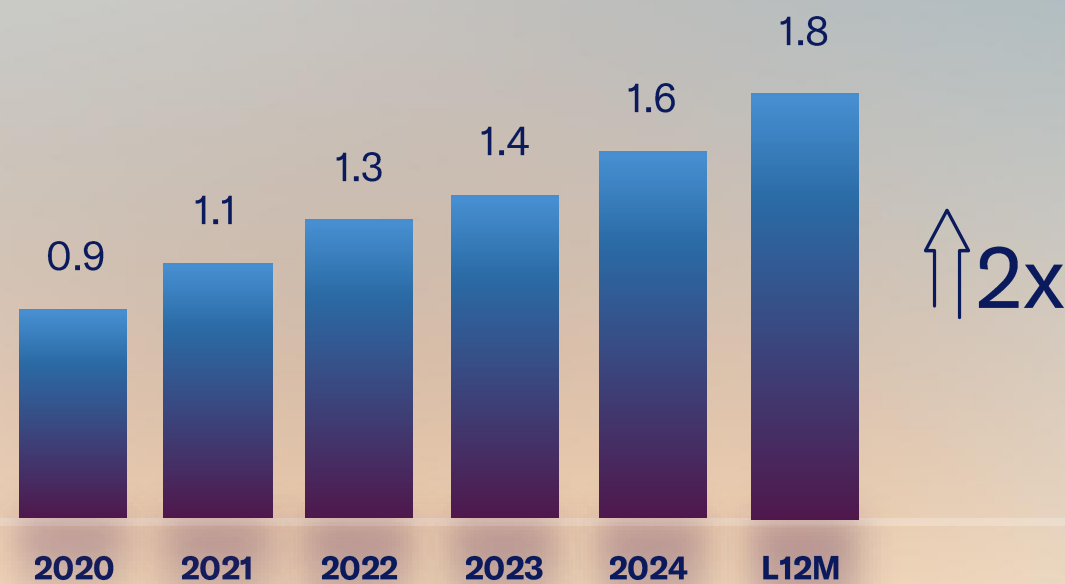
AEROSTRUCTURES

DEFENSE AVIATION

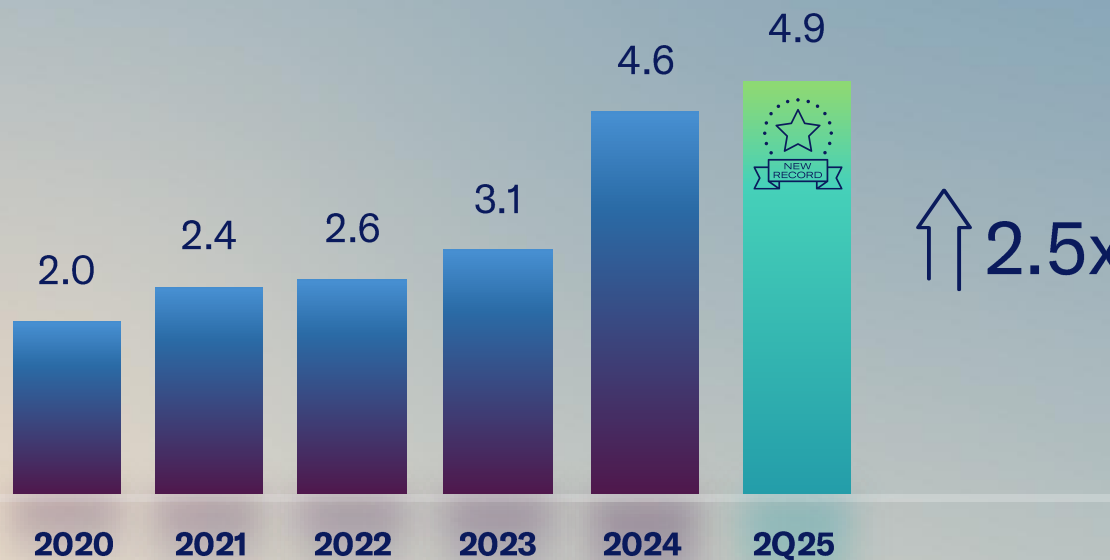
ENGINE MRO

ACCELERATED GROWTH

NET REVENUE (US\$Bi)



S&S BACKLOG (US\$Bi)



**ACCELERATED GROWTH
LEADING TO RECORD SALES**



**OPERATIONS EXCELLENCE
DRIVING VALUE**



**CONTINUOUS CUSTOMER
EXPERIENCE APPROACH**

Average Adjusted EBIT (22/24) +15%

GROWTH & EFFICIENCY AVENUES



**CAPACITY AND FOOTPRINT
EXPANSION**

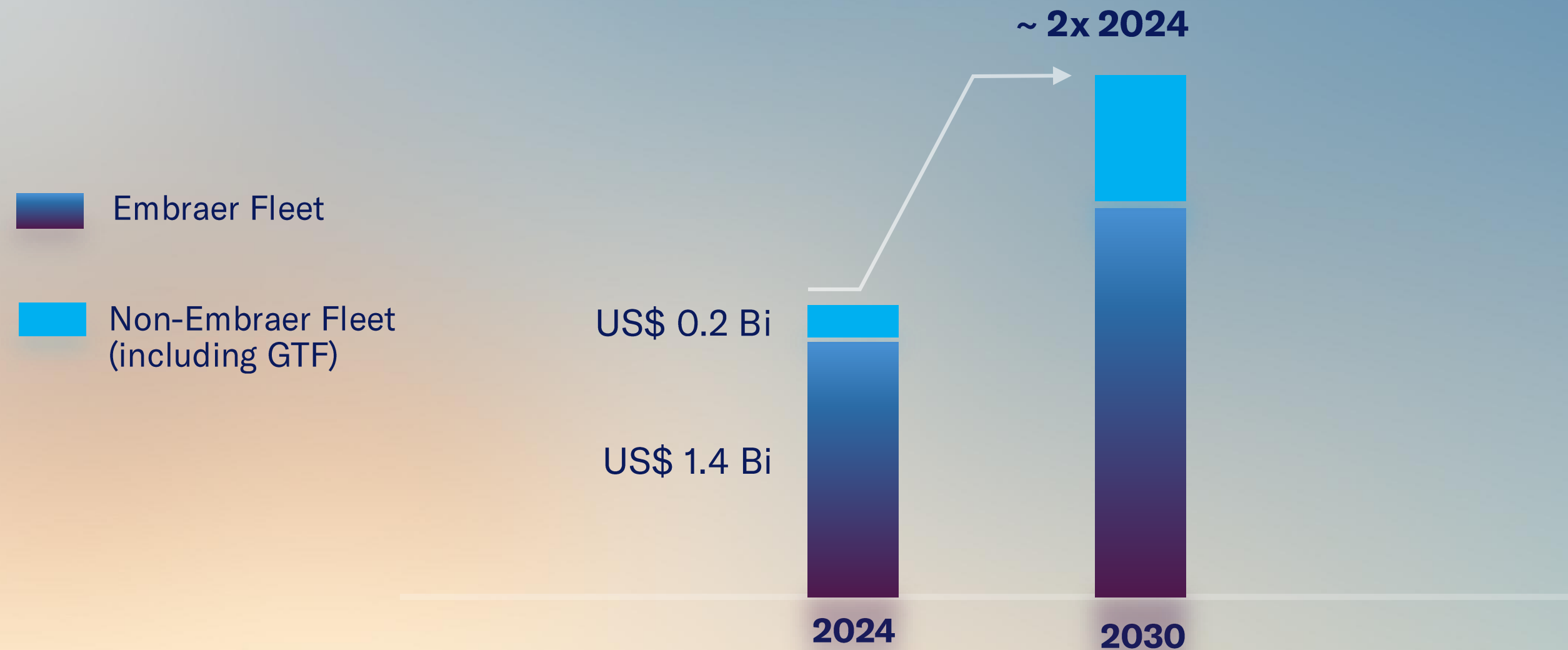


DIGITAL & LEAN



**NEW BUSINESS
OPPORTUNITIES**

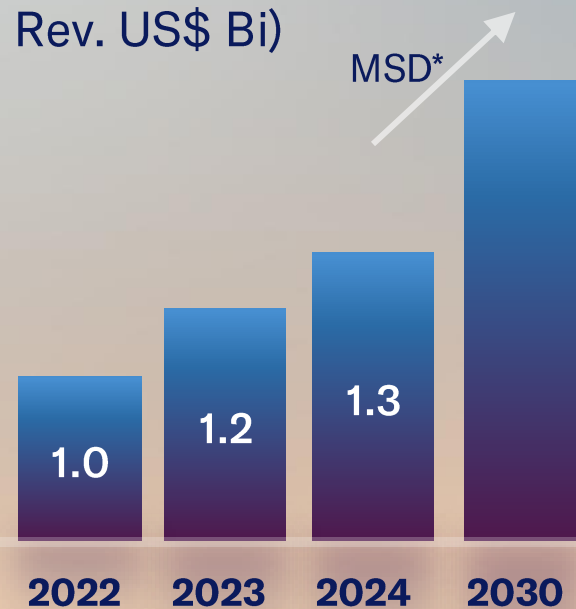
FLIGHT PLAN TO THE FUTURE



FLIGHT PLAN TO THE FUTURE

EMBRAER FLEET

(Net Rev. US\$ Bi)

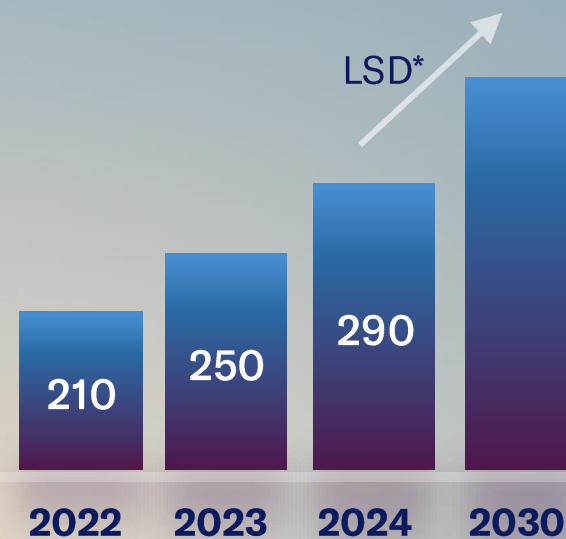


- Market size ~ US\$ 5Bi
- Market share increase
 - Fleet size
 - New businesses

CAGR: MSD: Middle Single Digit

NON-EMBRAER FLEET

(Net Rev. US\$ Mi)

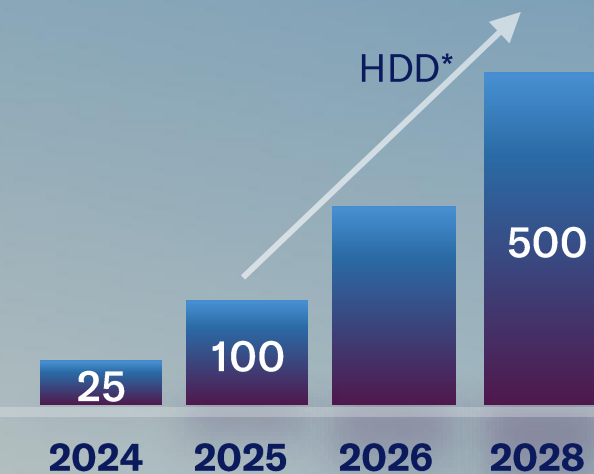


- Potential market ~ US\$ 50Bi
- Component Repair

LSD: Low Single Digit

GTF

(Net Rev. US\$ Mi)



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

HDD: High Double Digit

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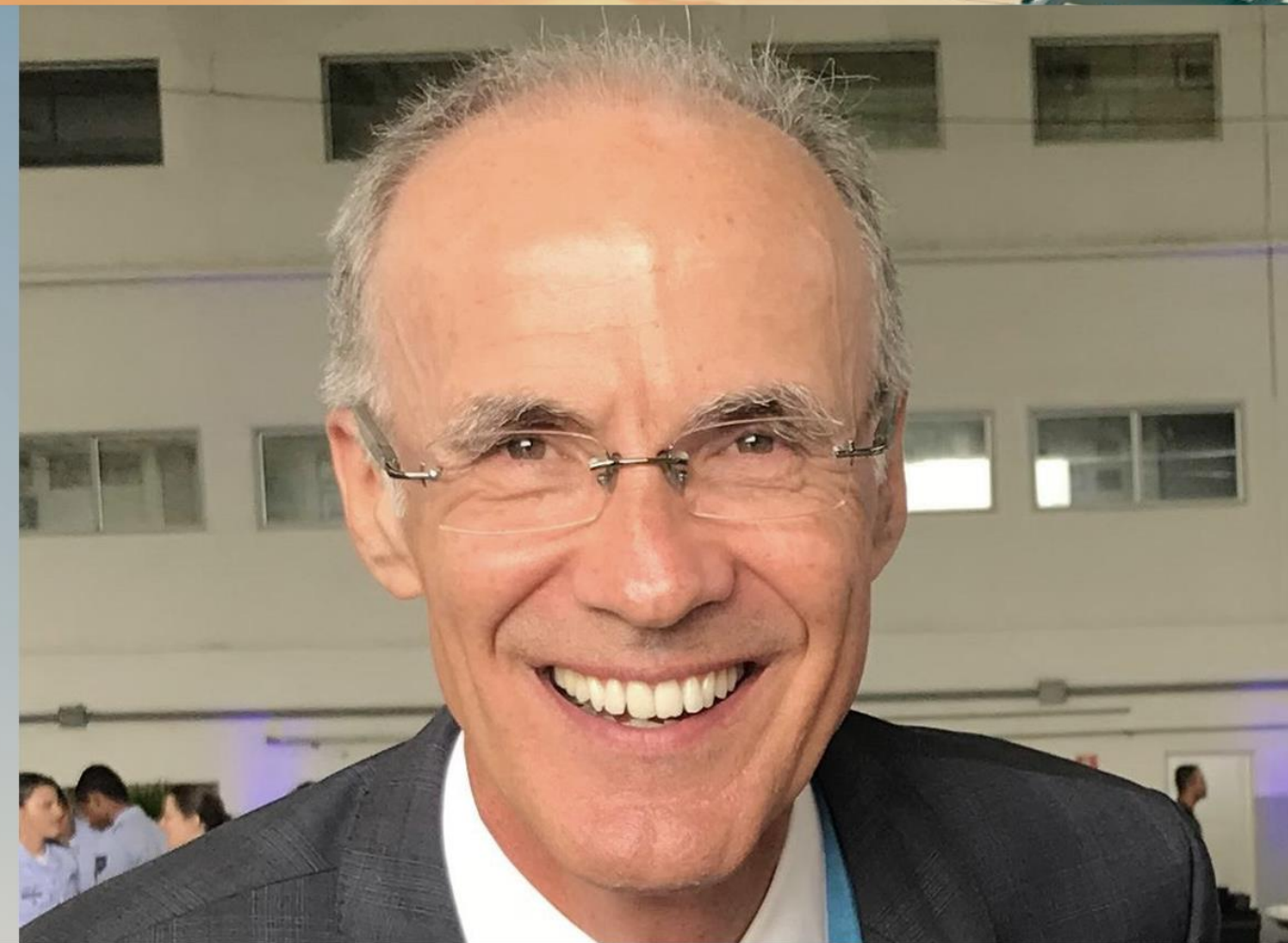
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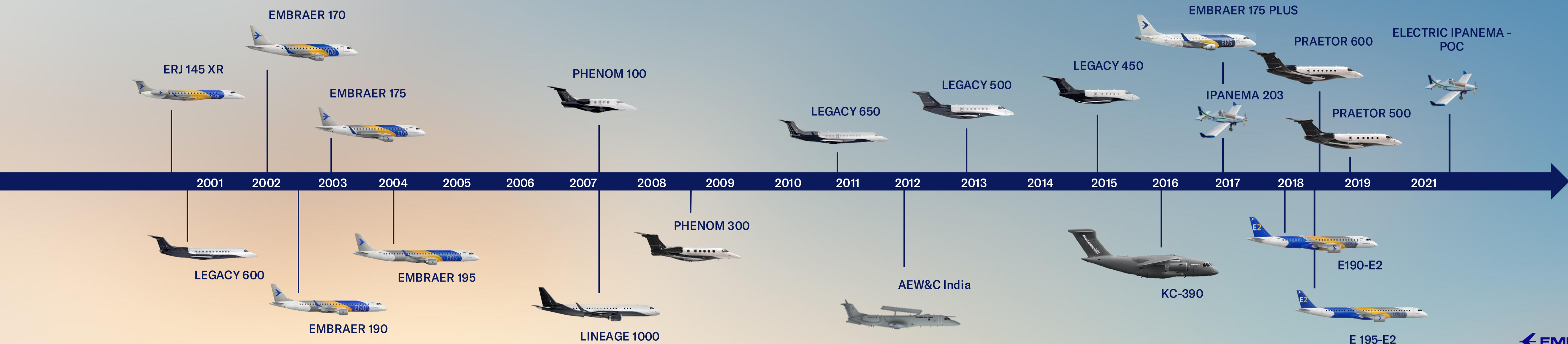
LUIS CARLOS AFFONSO
Senior VP of Engineering and
Technological Development
Embraer



EMBRAER ENGINEERING

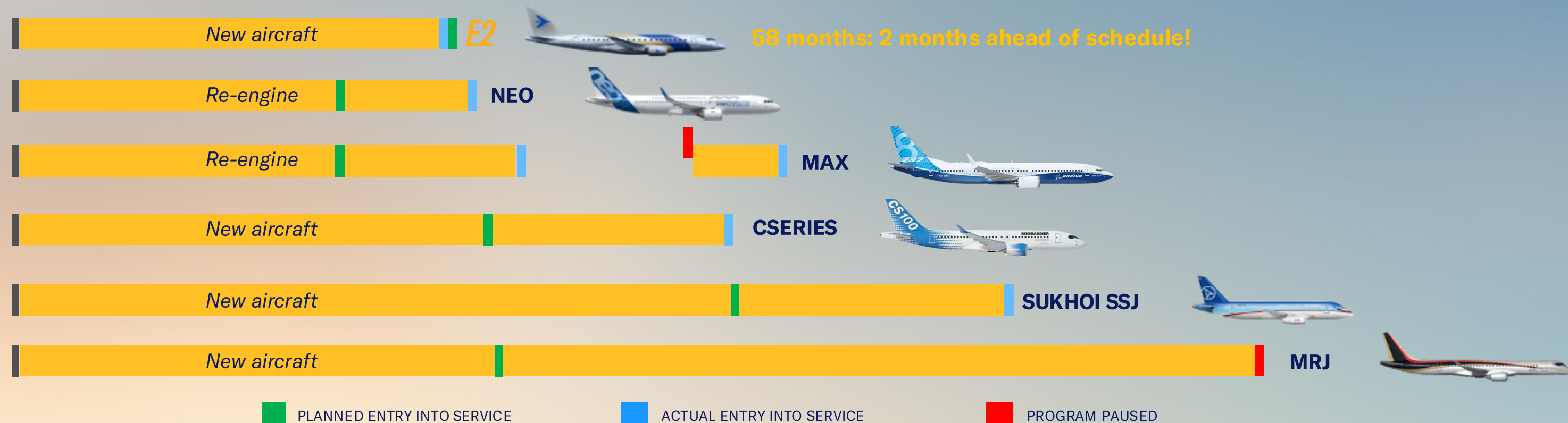


MORE THAN 20 AIRCRAFT CERTIFIED SINCE 2000

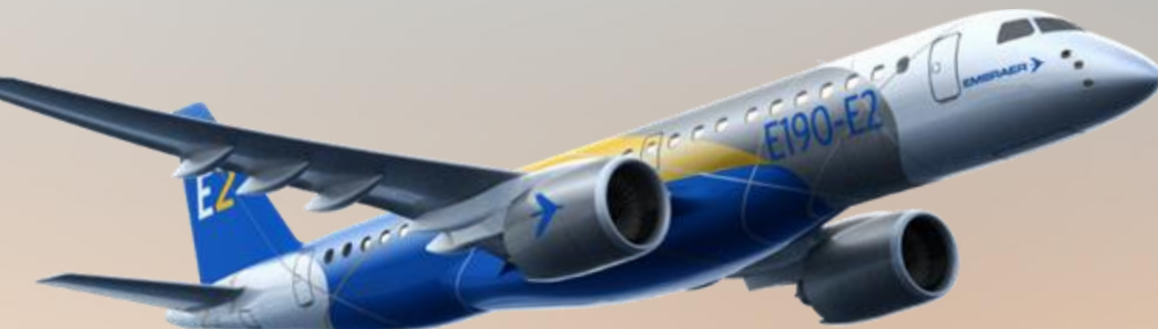


ON BUDGET, AHEAD OF SCHEDULE, BETTER THAN SPEC

E2: The best development cycle among the new generation aircraft!



E190-E2 BETTER THAN SPEC



CABIN NOISE

Target:
Competitors
level

Achieved:
- 6 dB (mean)



EXTERNAL NOISE

Target:
-15 EPNdB

Achieved:
- 20 EPNdB



FUEL BURN

Target:
16% reduction

Achieved:
17.3% reduction



MAINTENANCE COST

Target:
850 FH – 8,500 FH

Achieved:
1,000 FH – 10,000 FH



MATERIAL SOLUTIONS

Target:
3 days

Achieved:
2,5 days with
simpler devices

Powered by
SUSTAINABLE
AVIATION FUEL



READY FOR THE FUTURE

**SUSTAINABILITY &
NEW TECHNOLOGIES**



INNOVATION VERTICALS

Engineering & Technology



**ZERO
EMISSION**



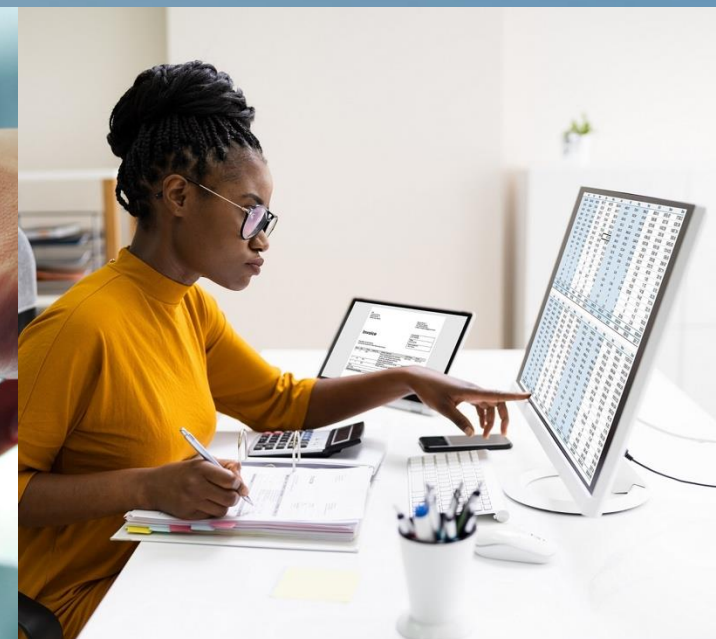
**AUTONOMOUS
FLIGHT**



**AIRFRAME
COMPETITIVENESS**



INDUSTRY 4.0

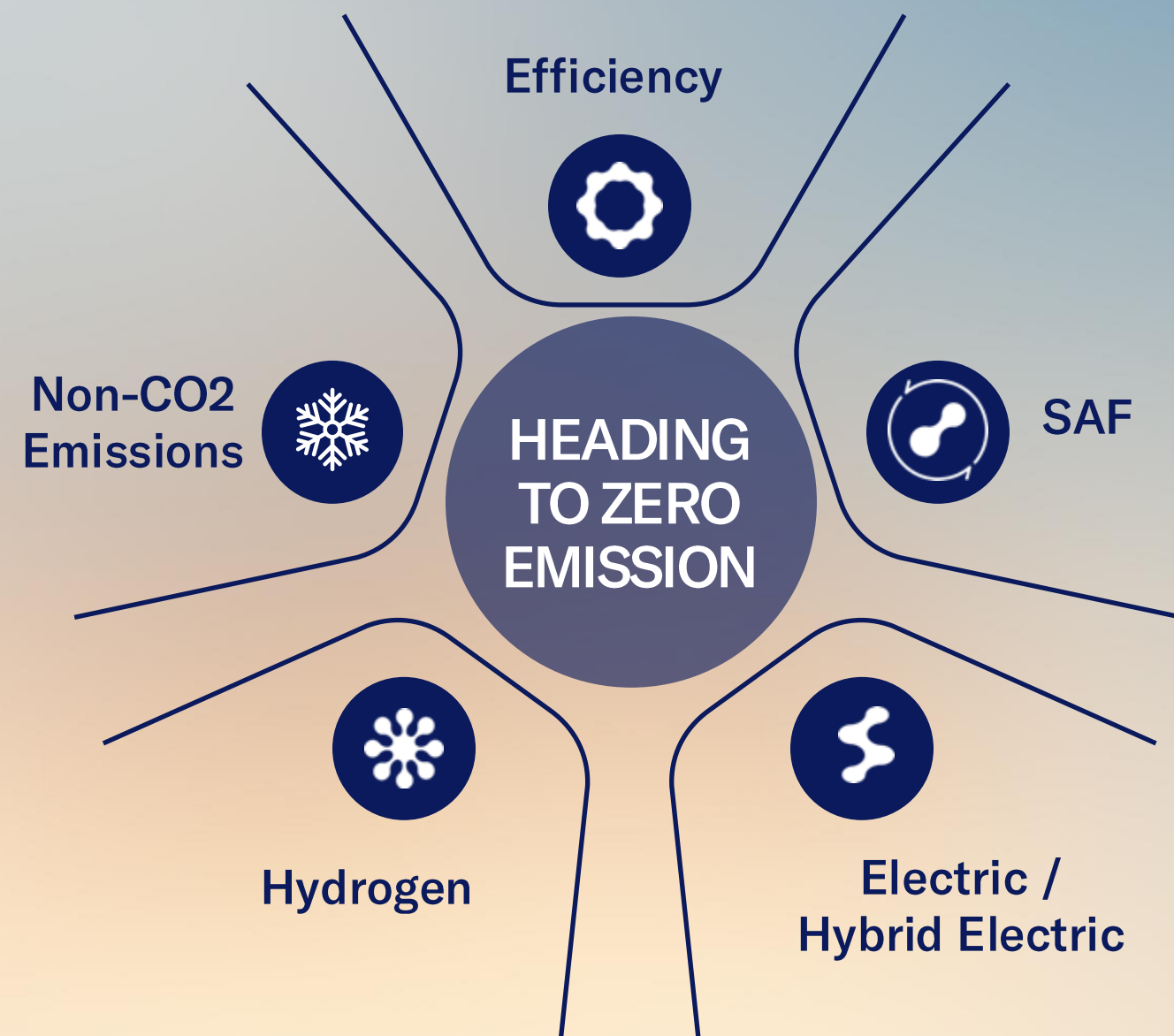


AI & DATA SCIENCE



**PASSENGER
EXPERIENCE**

SUSTAINABILITY JOURNEY



THE BEST WAY TO PREDICT
THE FUTURE IS TO CREATE IT

NEW GENERATION WINGS

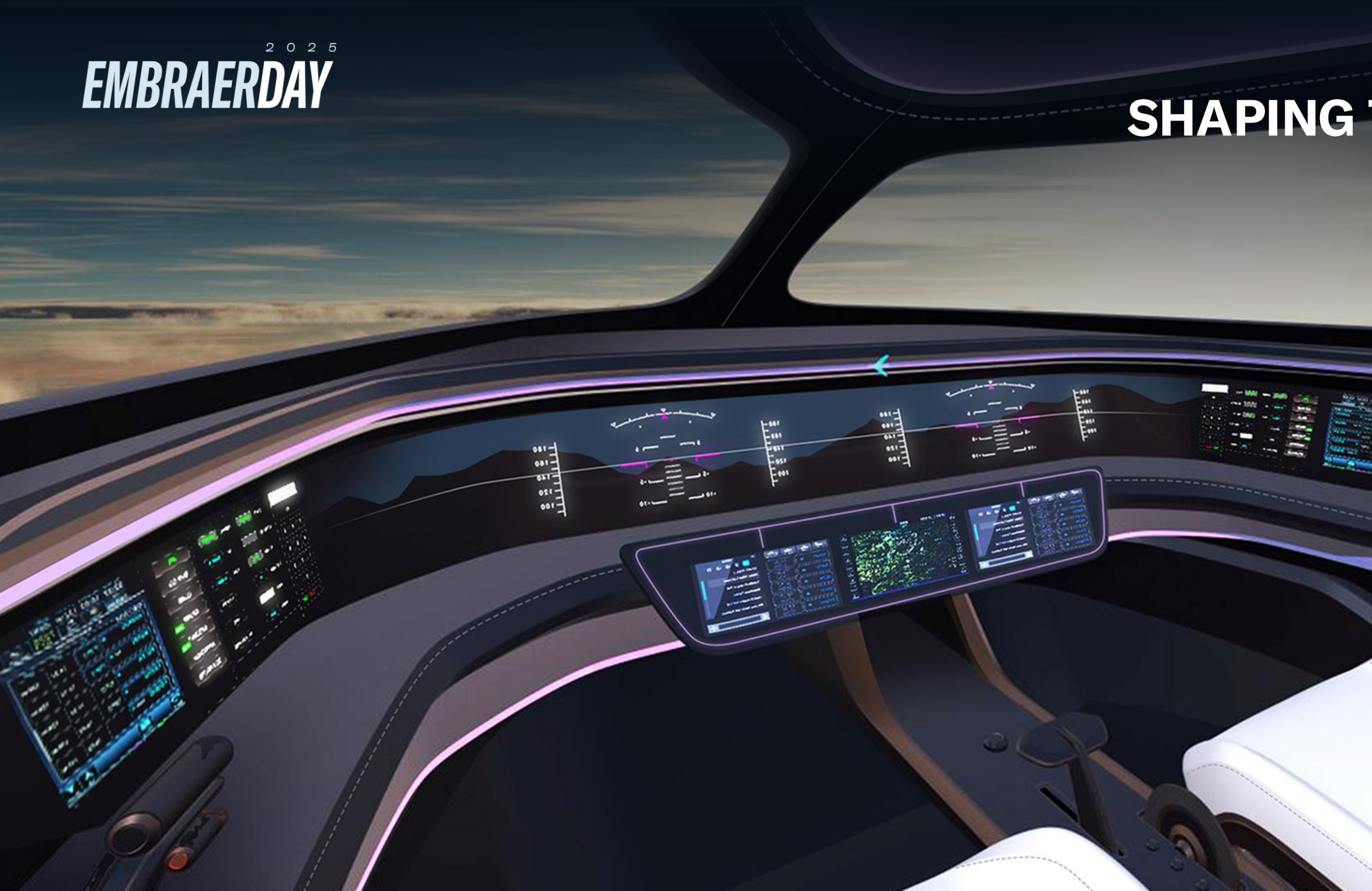


**OPTIMIZED SOLUTION WITH
REDUCED WEIGHT & DRAG.**

**COMPOSITE WING – HIGH ASPECT
RATIO & HIGH SPEED.**

2025
EMBRAERDAY

SHAPING THE FUTURE



FUTURE OF ENGINEERING

Full Collaborative
Product Development

Change Management
Process Evolution

FUTURE OF
ENGINEERING

Advancing Modeling
& Simulation

Artificial Intelligence
applied to engineering

Model Based System
Engineering

STEP CHANGE IN INTEGRATED
DEVELOPMENT PROCESSES

AI REDEFINING DEVELOPMENT PROCESSES

**Standards Compliance Agent –
Delivers faster development, higher
quality, and fewer late reworks**

**Engineering Generative Agent –
Amplifies engineering productivity and
captures decades of know-how**

**Parts Reuse & Design Optimization –
Cuts cost, reduces waste, and scales
sustainable innovation across programs**

**Flight Test Data Intelligence –
Transforms operational data into
engineering foresight**



Turning engineering knowledge into intelligence — **ACCELERATING**
innovation, **IMPROVING** quality, and **SCALLING** excellence

CFD USING GPU

Unlocking a new ERA of Simulation –
from IMPOSSIBLE to 6 HOURS (unsteady)
from 10 HOURS to 3 MINUTES (steady state)

CFD – Computational Fluid Dynamics
GPU – Graphic Processing Unit

COMPLETE AIRCRAFT
UNSTEADY SIMULATION

2 0 2 5

EMBRAER*DAY*



EMBRAER
LISTED
NYSE

2025
EMBRAERDAY



2 0 2 5
EMBRAERDAY



JOHANN BORDAIS
CEO
Eve Air Mobility



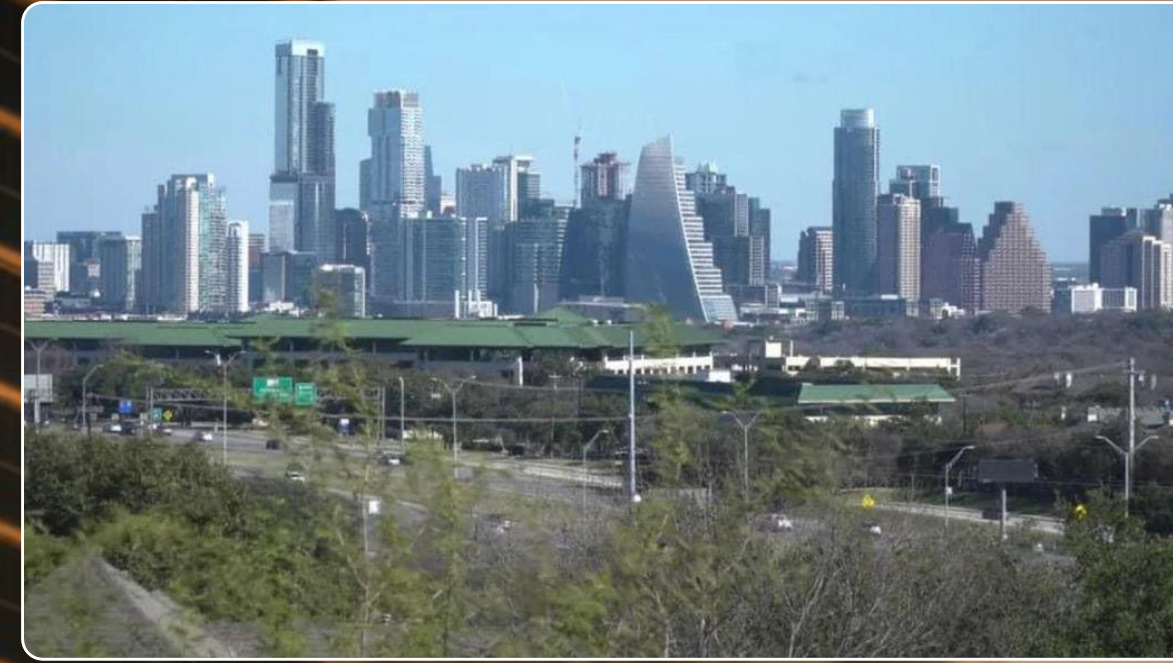


Johann C. Bordais
Chief Executive Officer
Eve Air Mobility
NYSE: EVEX | B3: EVEB31

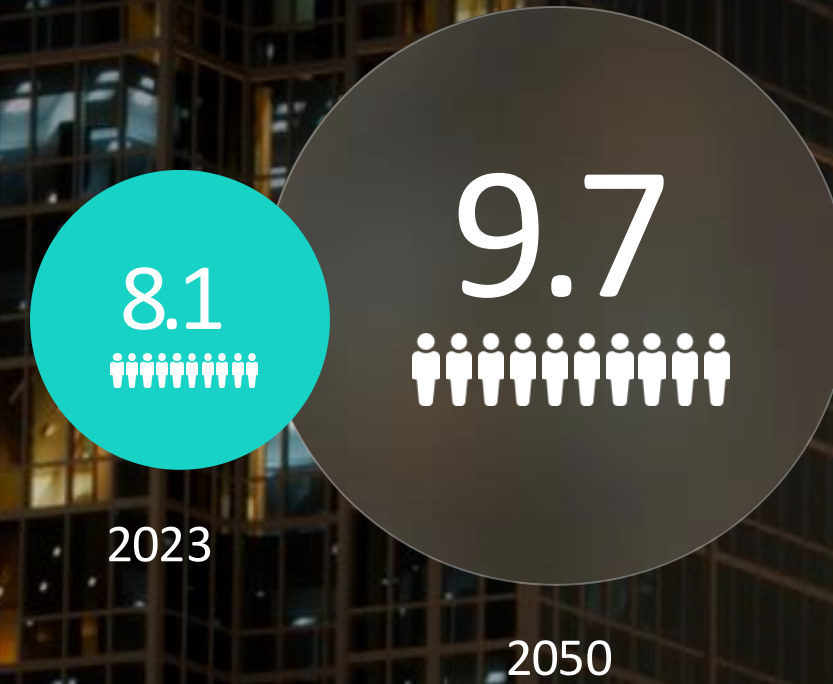
Fortaleza, Brazil - 1970



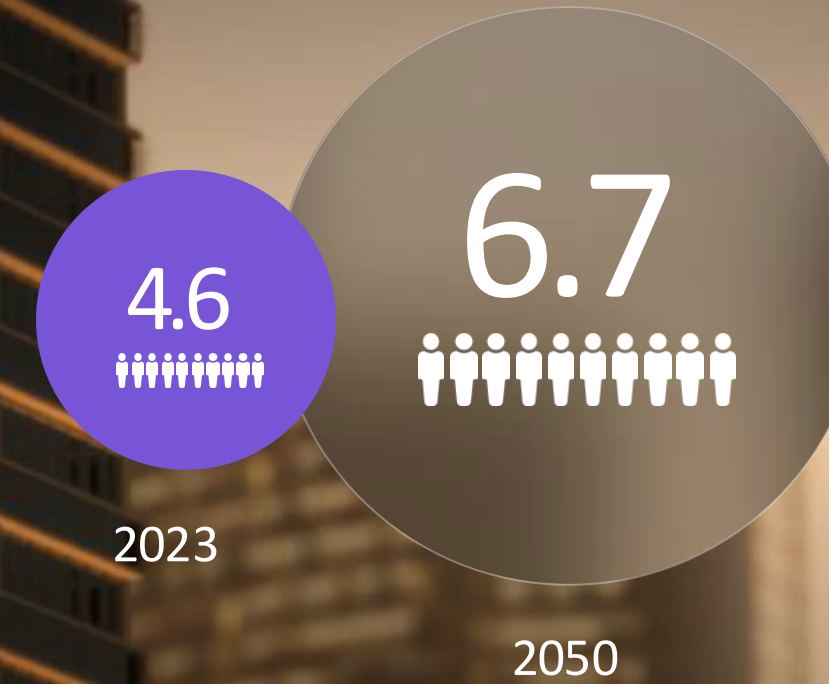
Austin, Texas - 2014



Global population in billions of people



Urban population in billions of people

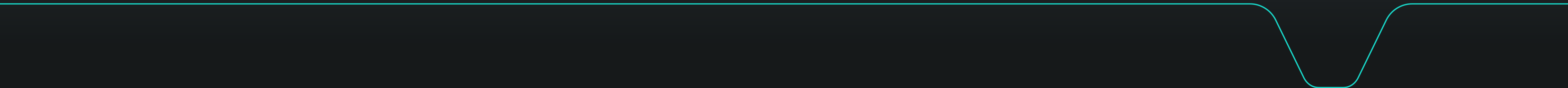


Hours lost in congestion by person in 2024





Smarter, safer and greener.







WORLD-CLASS DEVELOPMENT PROGRAM PARTNERS

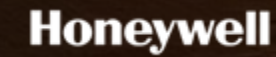
Motors



Battery



External Lights



Thermal Management



Avionics



Actuators



Seats



Rotors & Propeller



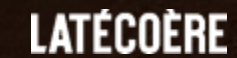
Flight Control Computers



Control Surfaces



Doors



Pylons



Fuselage Components



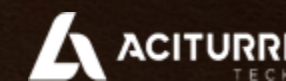
Fuselage Components



Windows



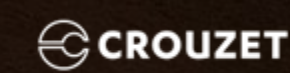
Wing



Sensors



Pilot Control



Interior



Power Distribution Systems



eVTOL, SERVICES & VECTOR 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

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REVO SIGNED FIRST BINDING eVTOL ORDER - \$250 M

2027



Target Entry Into Service in
São Paulo, Brazil

Primary use case



Airport shuttle in São Paulo

Commercial Agreement Highlights

10 vehicles - binding

40 vehicles - options

TechCare

Service Agreement

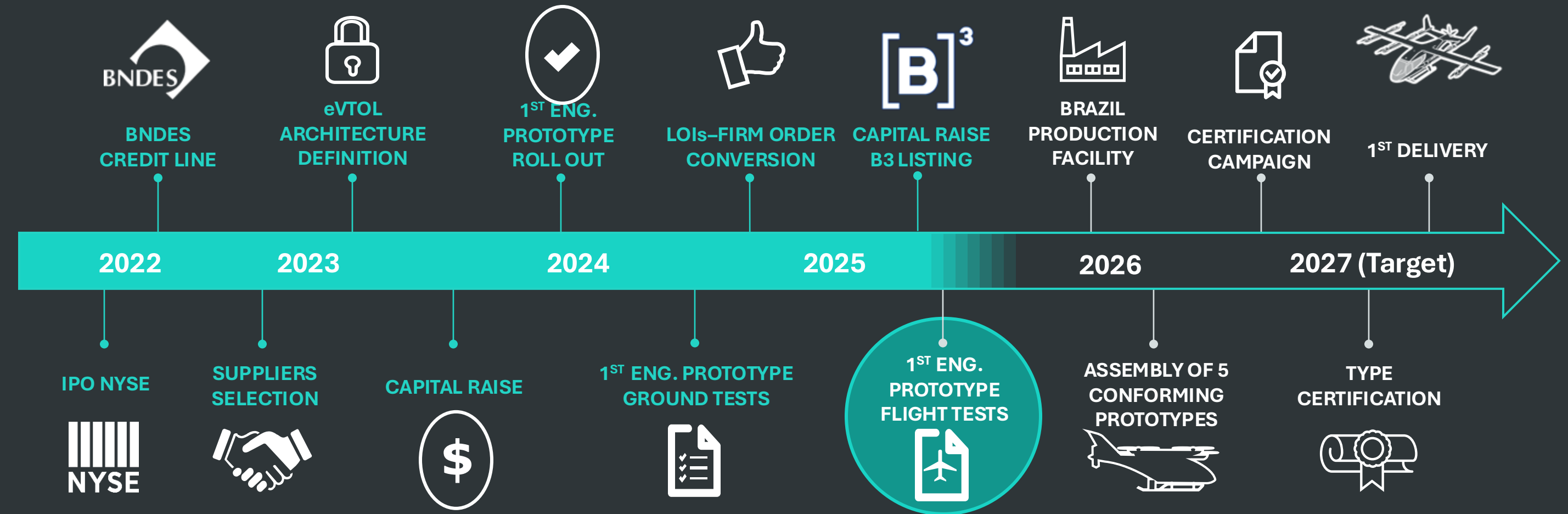
Note: Revo is the UAM subsidiary of OHI Group, a Portuguese holding company with over 20 years of experience in helicopter operations and LATAM's largest helicopter operator.

revo | OHI
OMNI HELICOPTERS INTERNATIONAL

EVE



PATH TO REVENUE & PROFITABILITY



Note: Timeline in graph not to scale.

~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



\$ ~\$190 million

NEW EQUITY | 2025



\$ ~\$230 million

~\$1 billion raised in total





Johann C. Bordais
Chief Executive Officer
Eve Air Mobility
NYSE: EVEX | B3: EVEB31

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LISTED
NYSE

2025
EMBRAERDAY



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ANTONIO CARLOS GARCIA
Executive Vice President & CFO
Embraer



EMBRAER'S 25-YEAR TRANSFORMATION



2000



ERJ



Legacy 600

EMBRAER'S 25-YEAR TRANSFORMATION



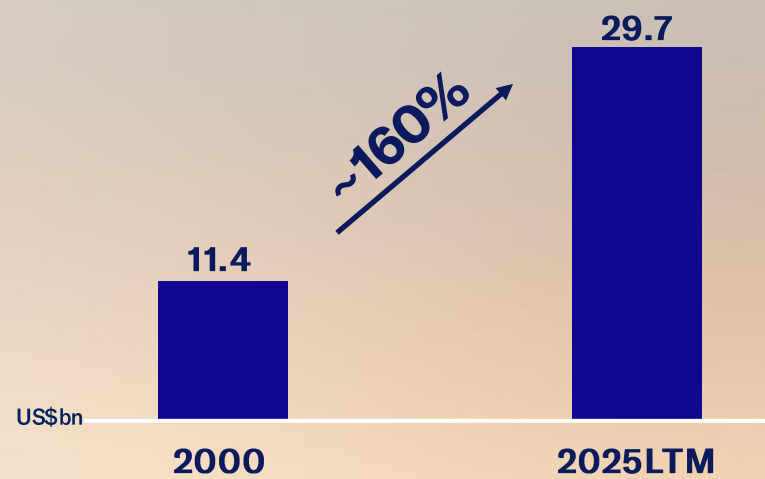
2000



ERJ



Legacy 600



BACKLOG

EMBRAER'S 25-YEAR TRANSFORMATION



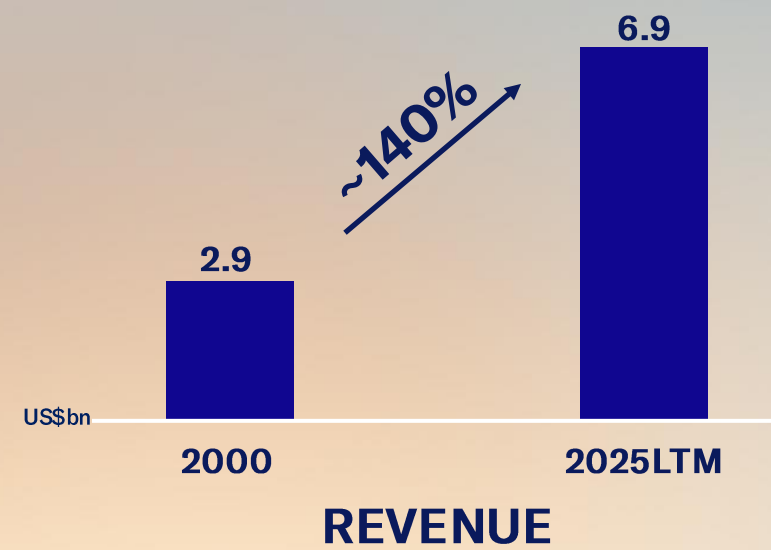
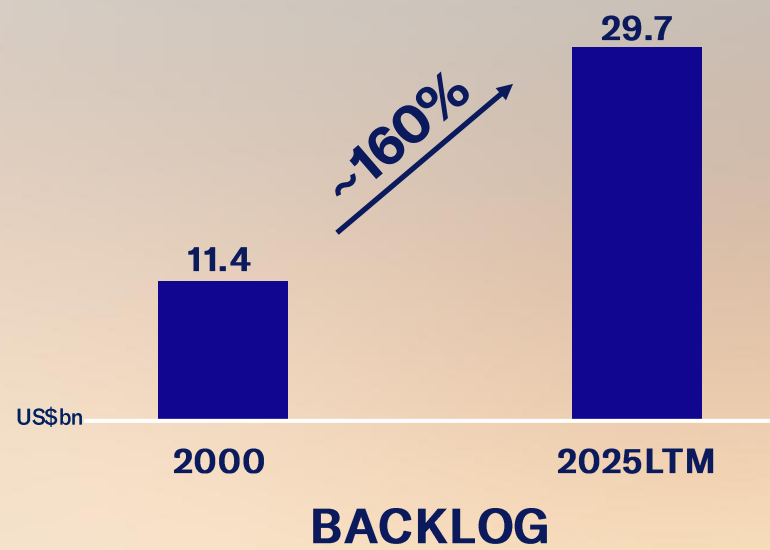
2000



ERJ



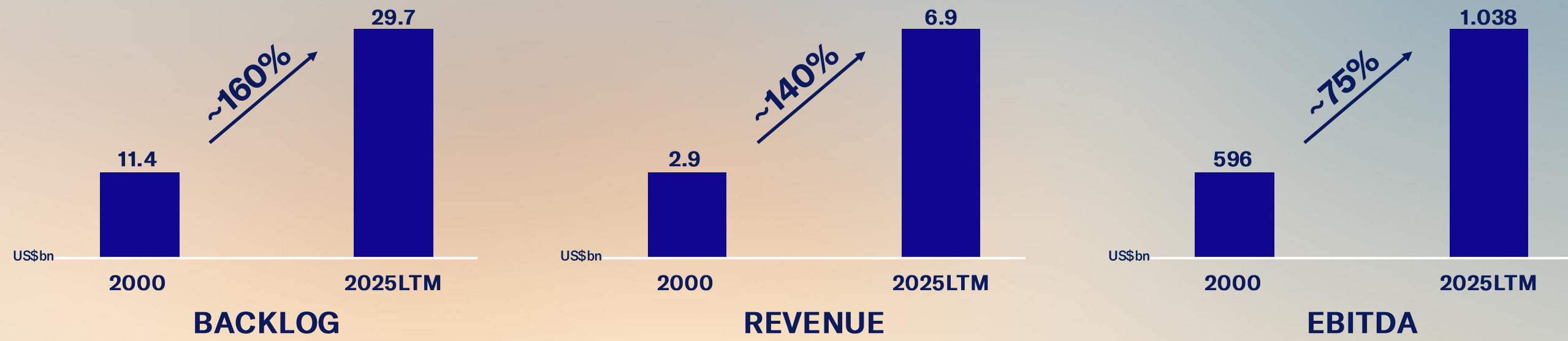
Legacy 600



EMBRAER'S 25-YEAR TRANSFORMATION



2000



EMBRAER'S 25-YEAR TRANSFORMATION

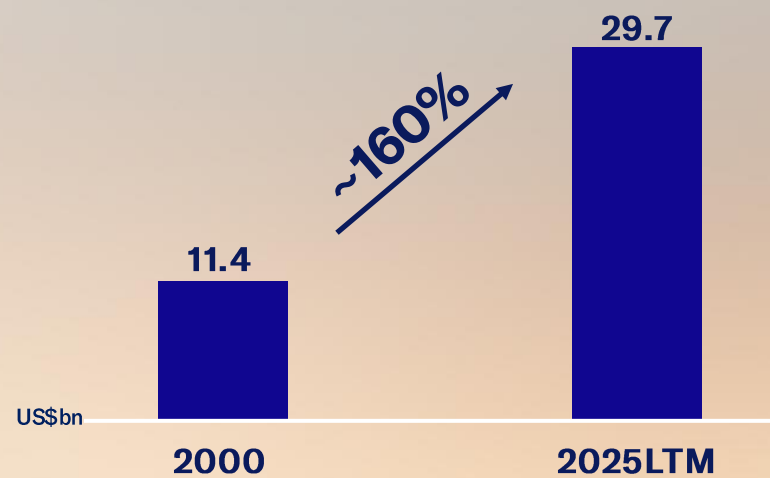
2000



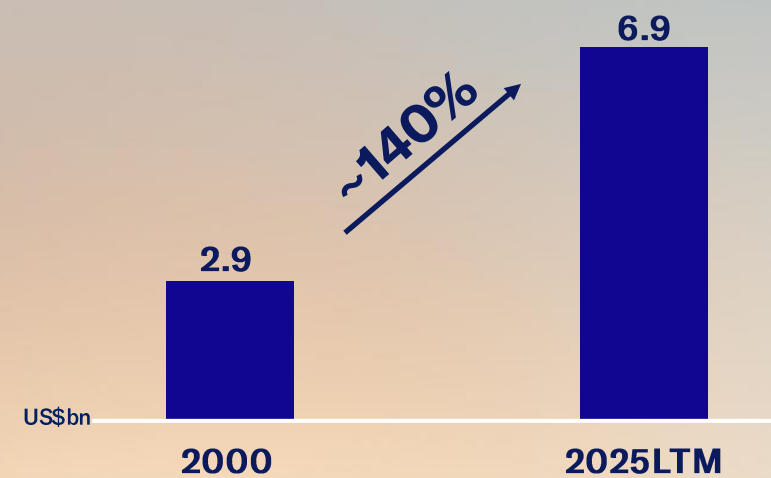
ERJ



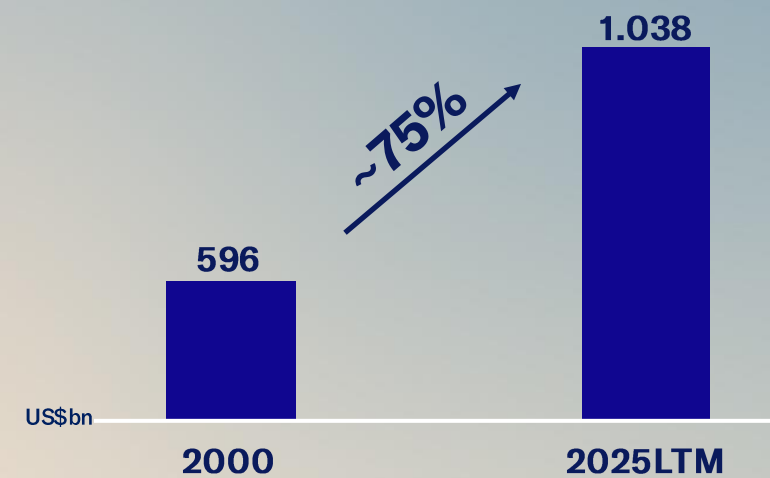
Legacy 600



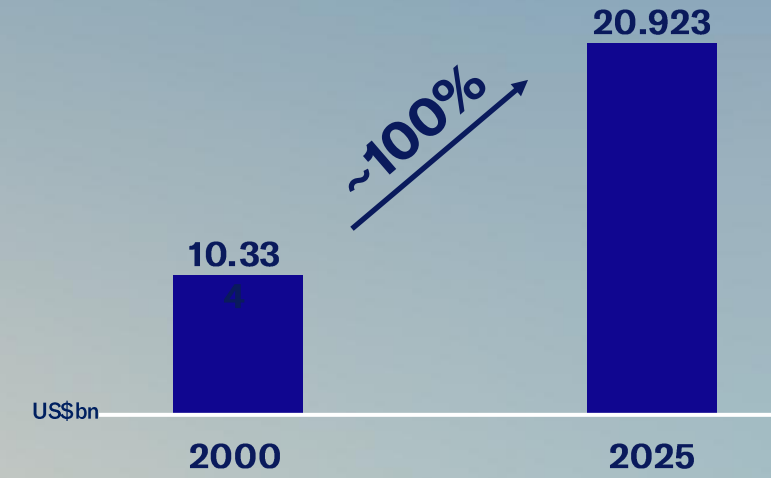
BACKLOG



REVENUE



EBITDA



EMPLOYEES

EMBRAER'S 25-YEAR TRANSFORMATION



2000



ERJ



Legacy 600

2025



E-Jets



E-Jets E2



Phenom 300E



Phenom 100EX



Praetor 500



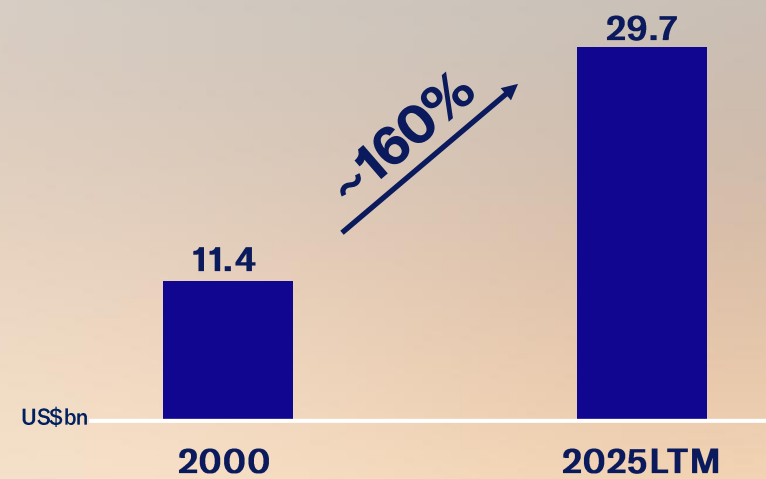
Praetor 600



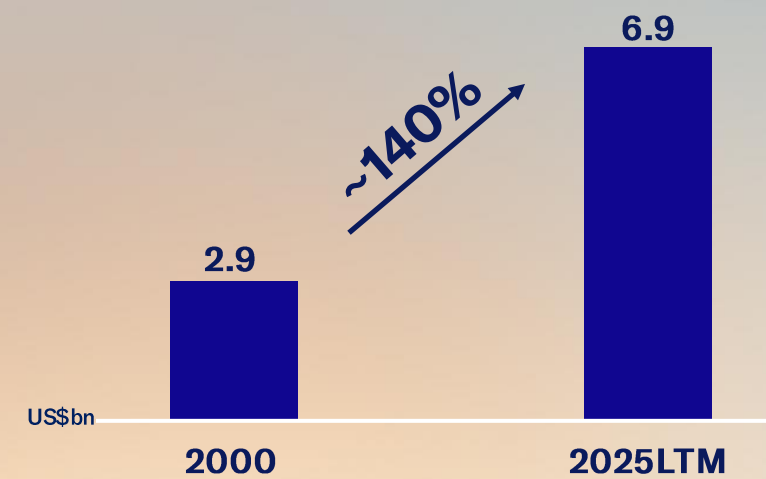
ST – A29



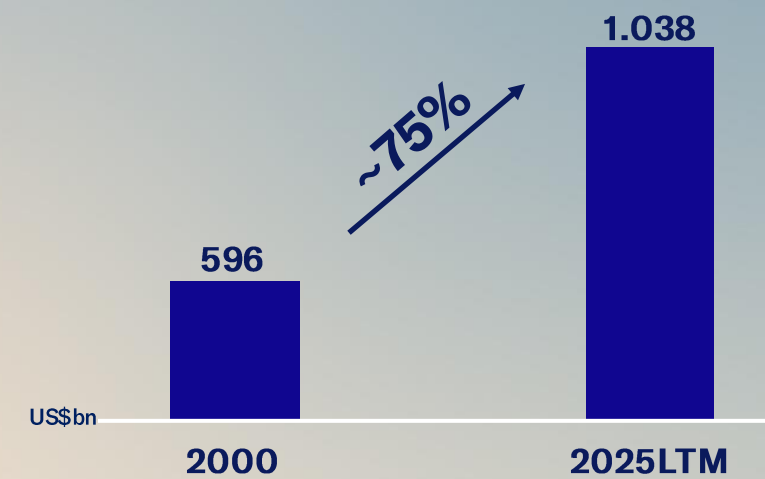
KC-390
Millennium



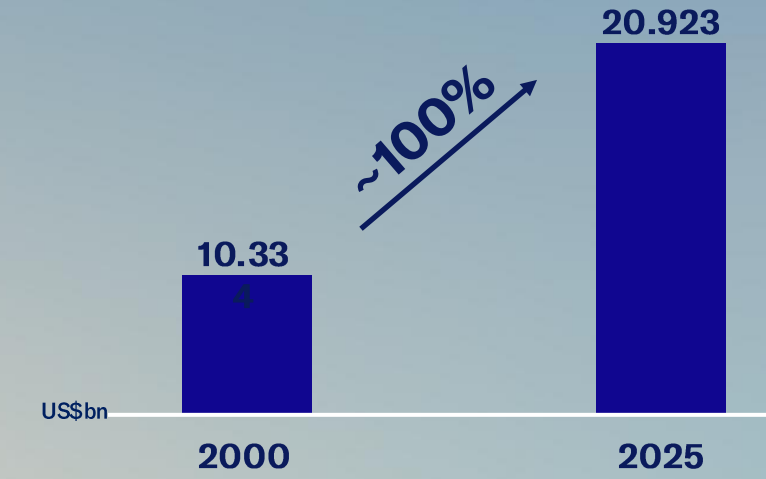
BACKLOG



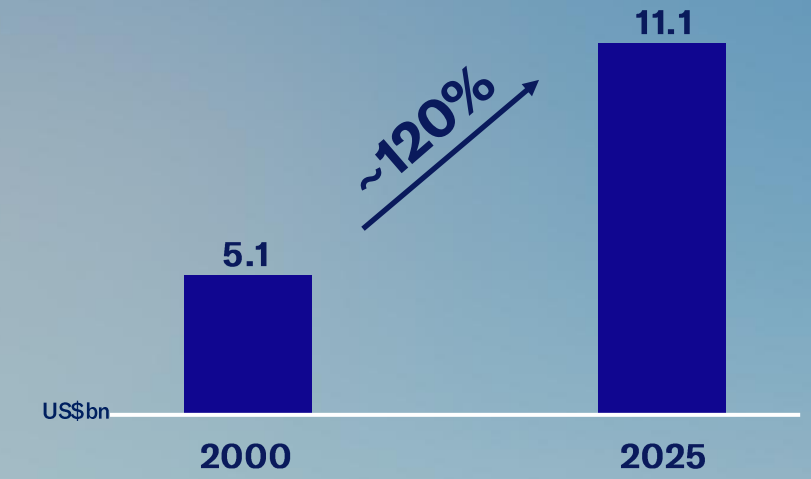
REVENUE



EBITDA



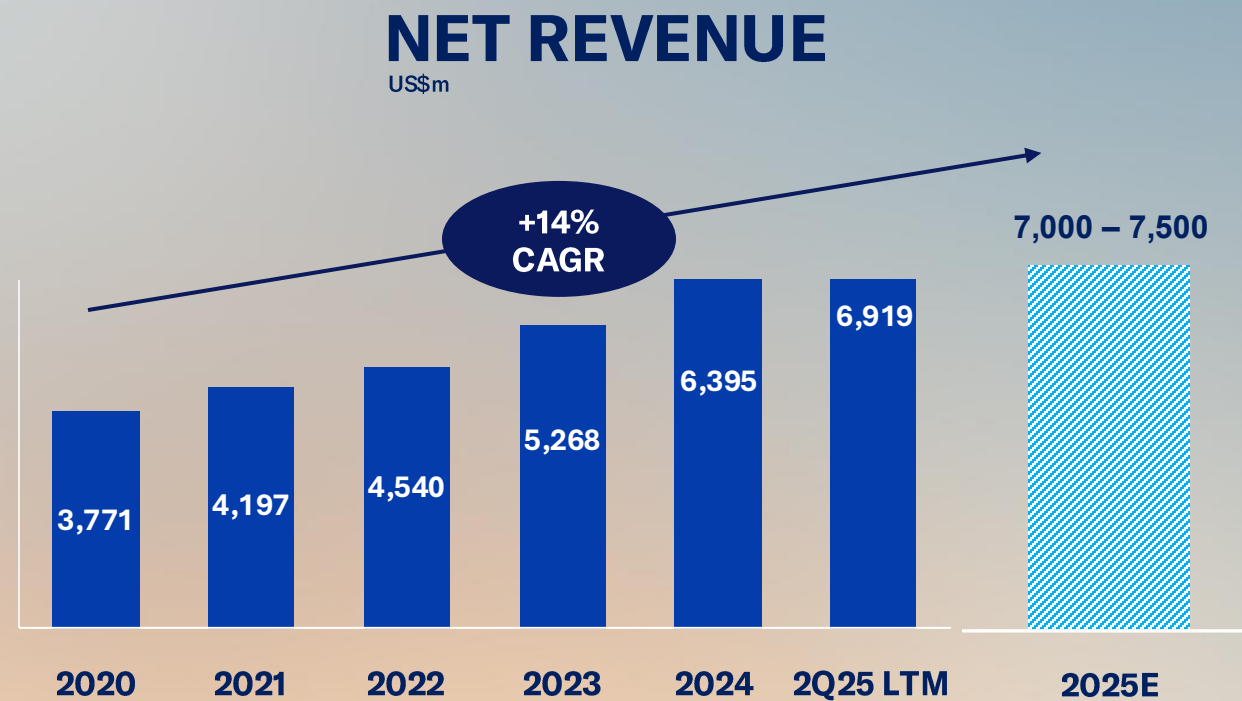
EMPLOYEES



MARKET CAP

SUSTAINABLE GROWTH

Recent Performance Paving the Way Forward



TOP LINE WITH DOUBLE DIGIT GROWTH

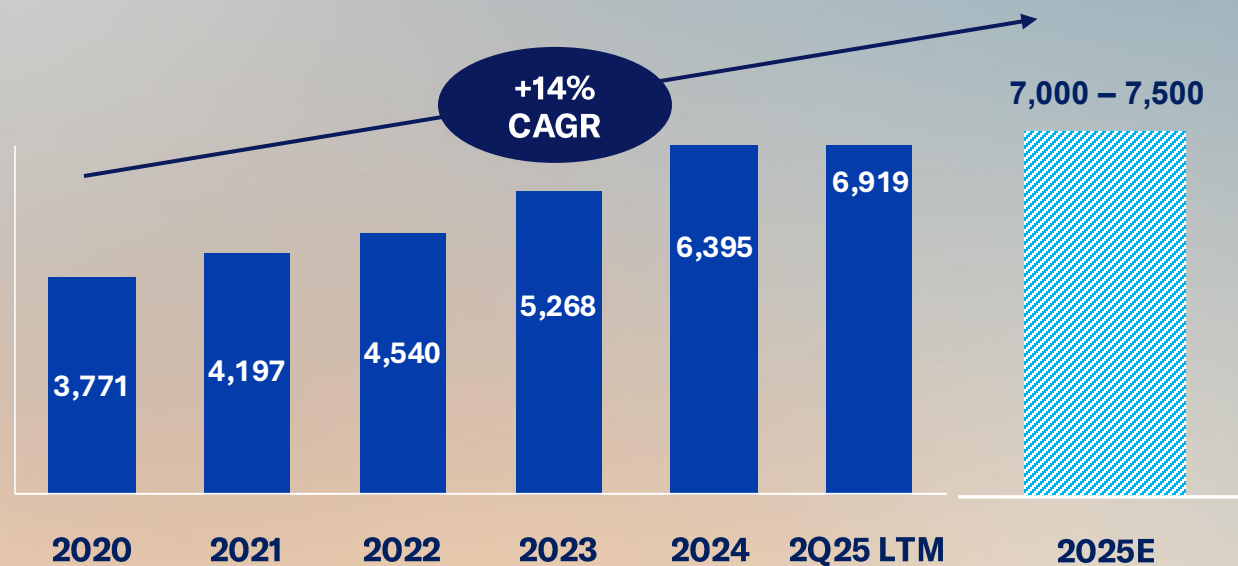
Note: Revenue and Adjusted EBIT do not consider EVE. *Adj. EBIT (margin) ex BA and extraordinary items for 2024 S\$490m (+7.6%); 2025 LTM ex BA and extraordinary items US\$596m (+8.6%).

SUSTAINABLE GROWTH

Recent Performance Paving the Way Forward

NET REVENUE

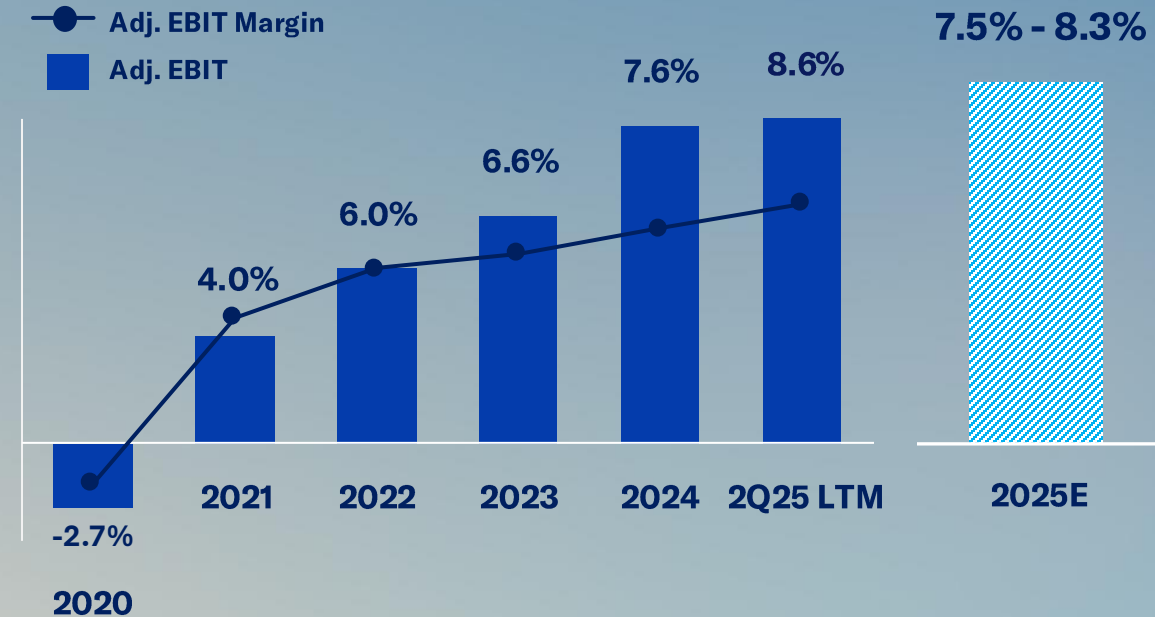
US\$m



TOP LINE WITH DOUBLE DIGIT GROWTH

ADJUSTED EBIT*

● Adj. EBIT Margin
■ Adj. EBIT



CONSISTENT MARGINS IMPROVEMENT

2021-25 FCF
US\$2bn+

Note: Revenue and Adjusted EBIT do not consider EVE. *Adj. EBIT (margin) ex BA and extraordinary items for 2024 S\$490m (+7.6%); 2025 LTM ex BA and extraordinary items US\$596m (+8.6%).

CAPITAL STRUCTURE OPTIMIZATION

Strengthening our Financial Position



DURATION

Years



CAPITAL STRUCTURE OPTIMIZATION

Strengthening our Financial Position

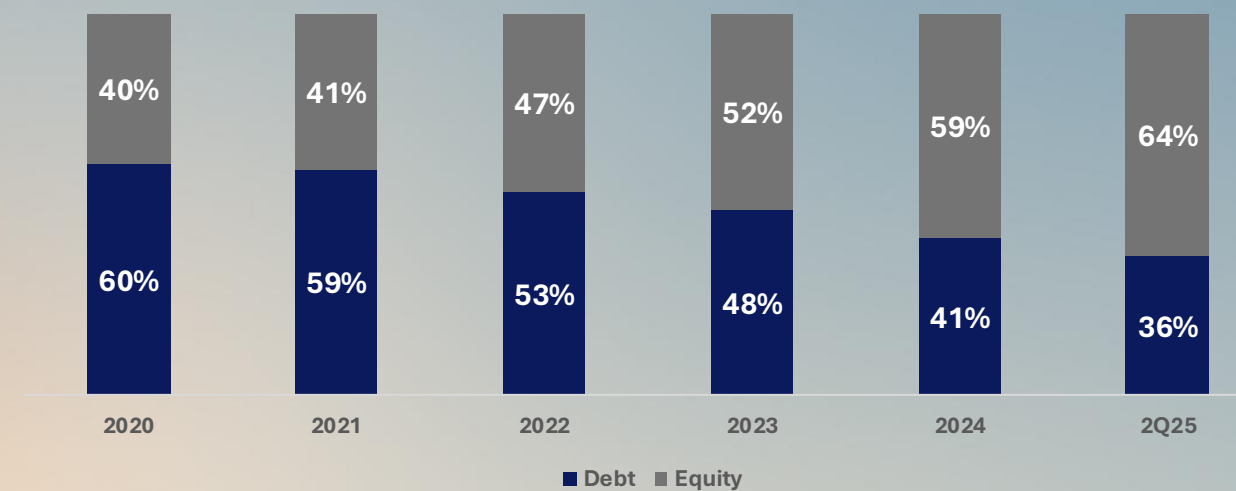


DURATION

Years



CAPITAL STRUCTURE



CAPITAL STRUCTURE OPTIMIZATION

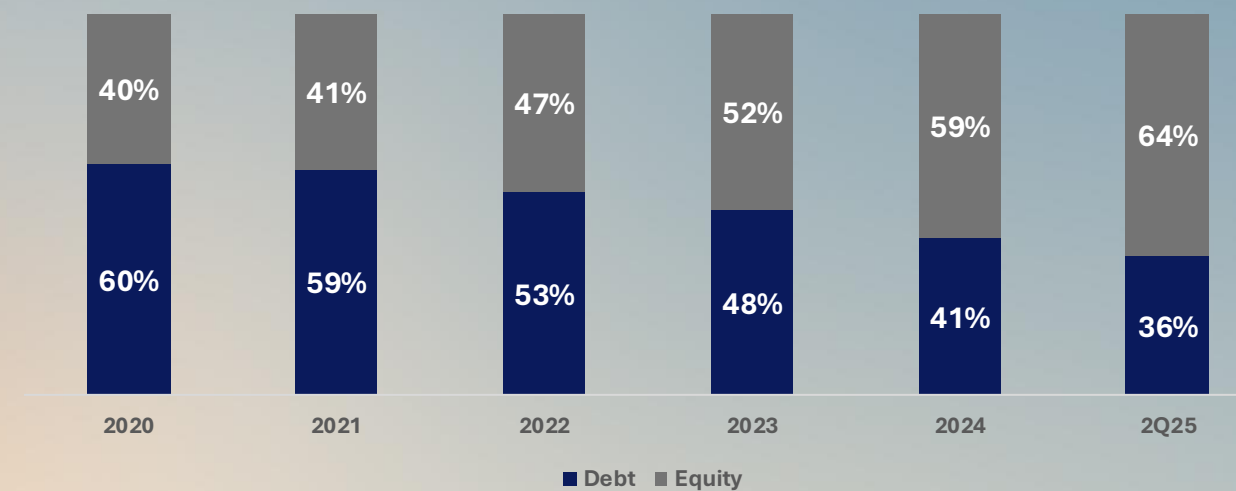
Strengthening our Financial Position

DURATION

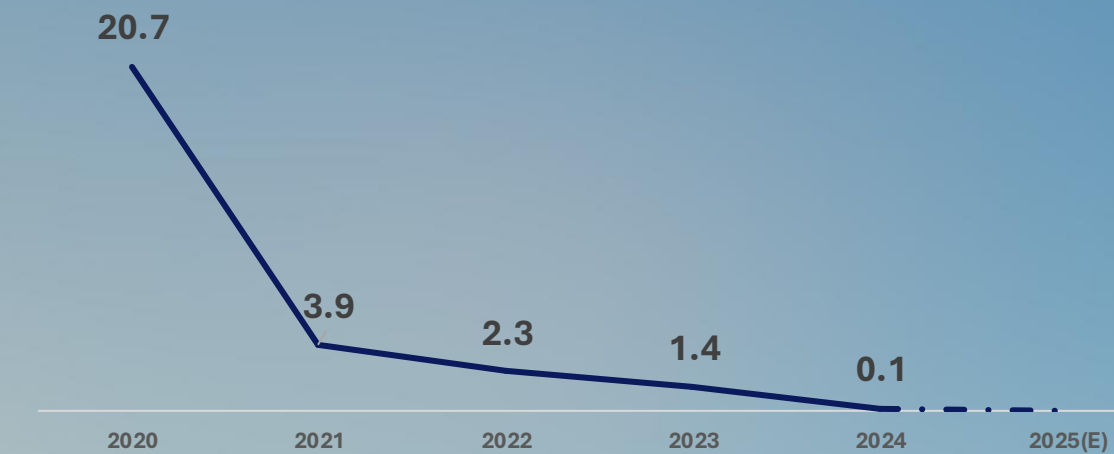
Years



CAPITAL STRUCTURE

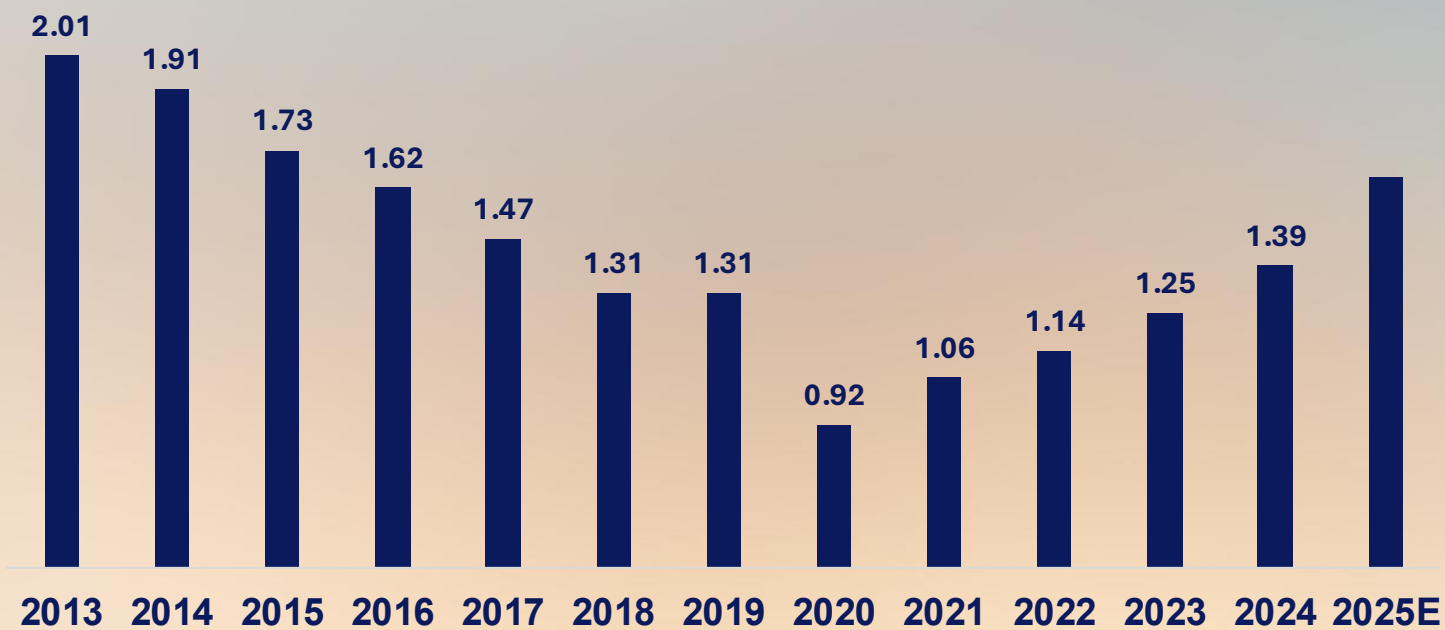


NET DEBT/ADJUSTED EBITDA



US\$m

ASSET TURNOVER



HIGHER EFFICIENCY AND PROFITABILITY

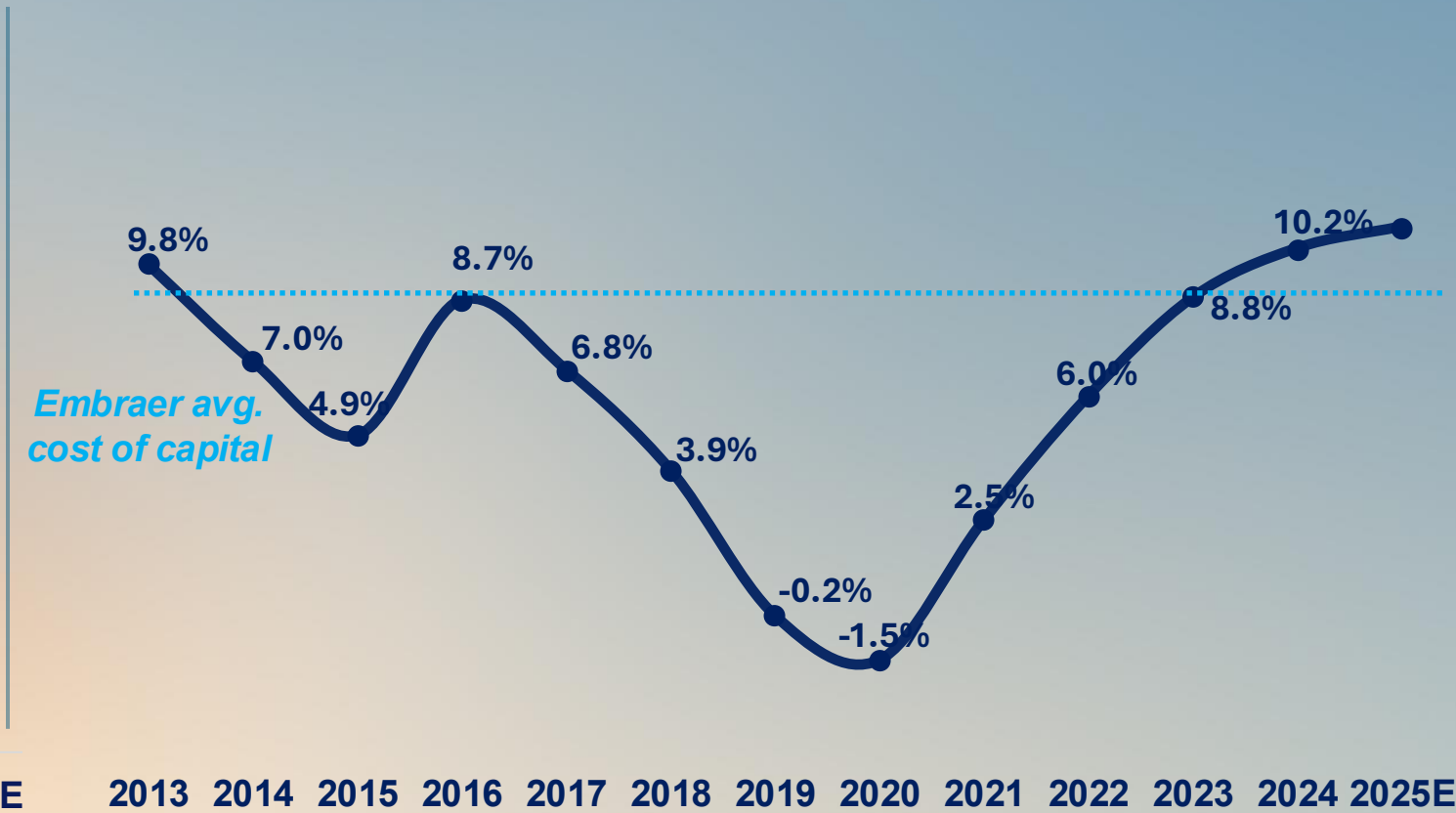
Support Sustainable Growth Until the End of the Decade

US\$m

ASSET TURNOVER



RETURN ON INVESTED CAPITAL



HIGHER EFFICIENCY AND PROFITABILITY

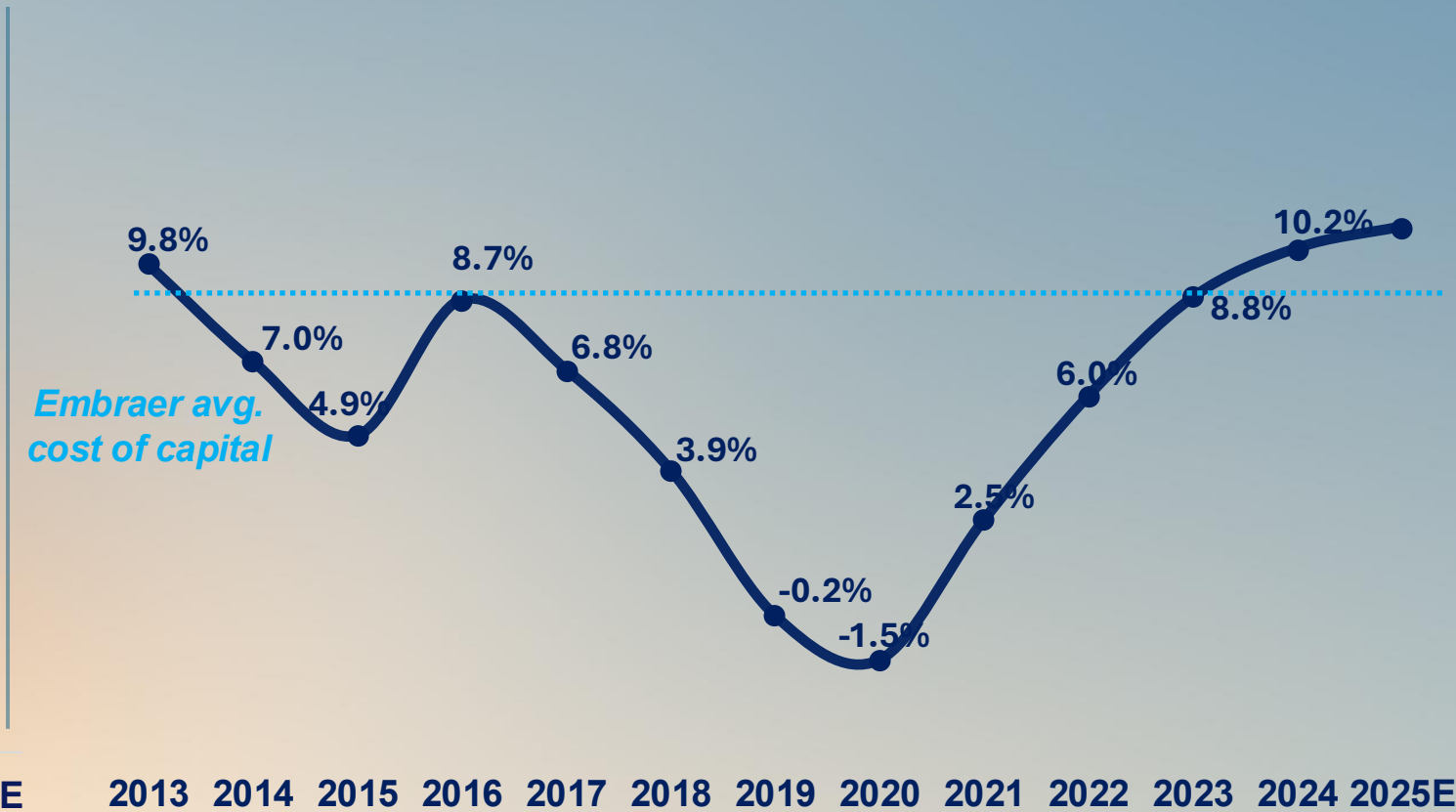
Support Sustainable Growth Until the End of the Decade

US\$m

ASSET TURNOVER



RETURN ON INVESTED CAPITAL



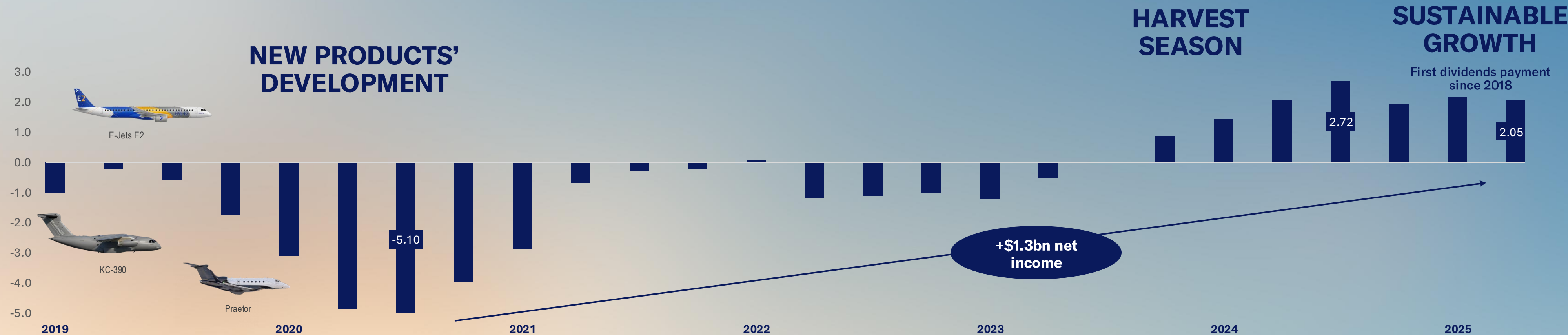
VALUE CREATION FOR SHAREHOLDERS

ERJ (2020 – 2025¹)



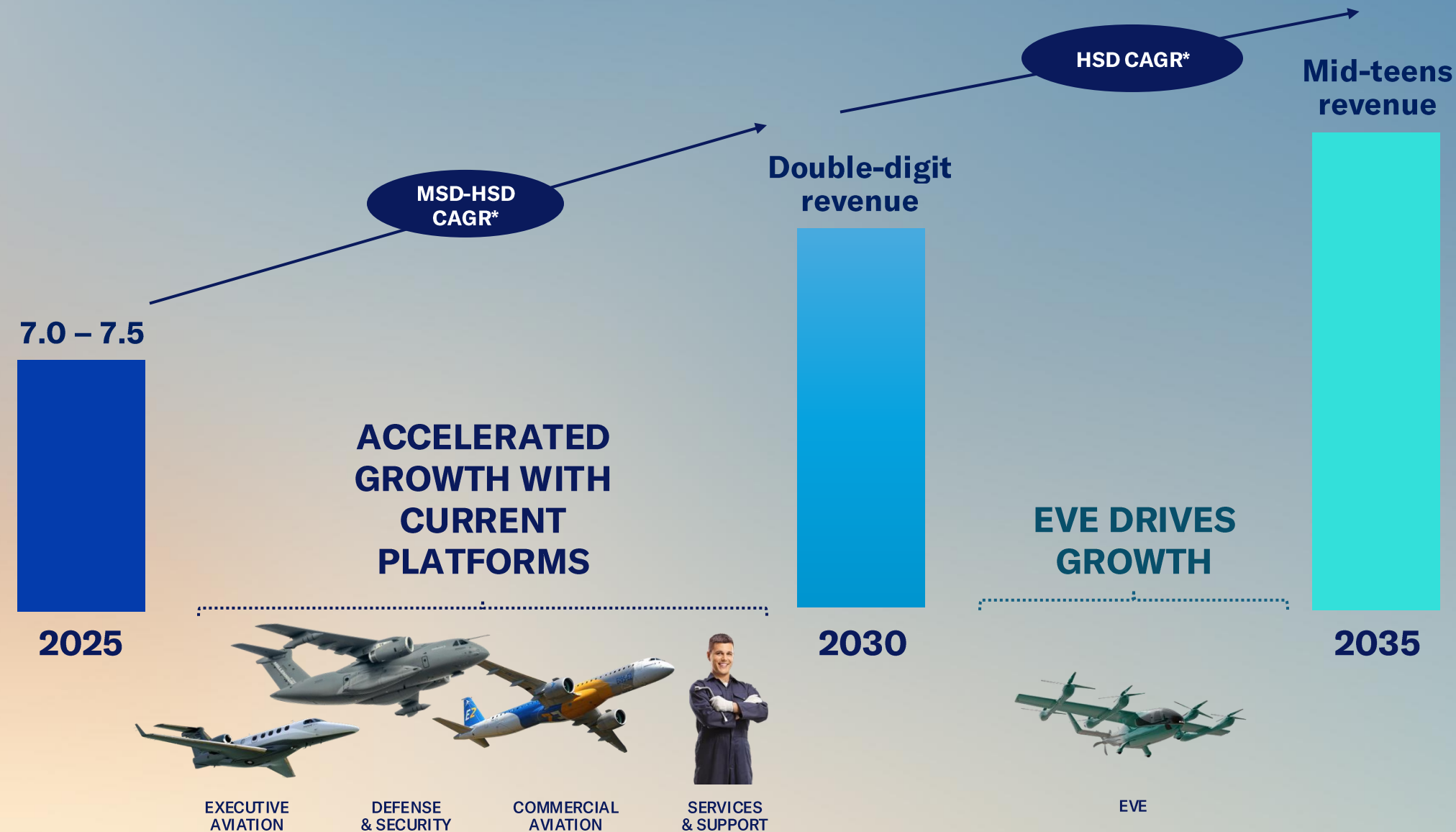
¹September 30, 2025 / Calculated in USD / Source: S&P

EARNINGS PER SHARE



FLIGHT PLAN FOR THE NEXT 10 YEARS

US\$bn



MSD = Mid-single digit and HSD = High-single digit

2025
EMBRAERDAY



**COMMERCIAL
AVIATION**



**EXECUTIVE
AVIATION**



**DEFENSE
& SECURITY**



**SERVICES
& SUPPORT**



ONE MORE THING...

BEFORE

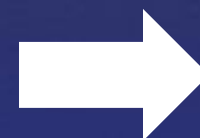


**EMBRAER
REGIONAL
JETS**

AND NOW, READY TO FLY HIGHER.



EMBRAER
REGIONAL
JETS



EMBRAER
JETS



EMBJ

LISTED

NYSE

**STRONGER THAN EVER
AND READY TO FLY HIGHER!**