

2025

**EMBRAER**DAY



EMBRAER  
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

# EMBRAER DAY



2 0 2 5

# EMBRAER DAY



**FRANCISCO GOMES NETO**  
President & CEO  
Embraer





## PROVEN RESULTS

Remarkable sales & revenue

Profitability

Improving operational efficiency

## PROFITABLE GROWTH

*Driven by Efficiency and Innovation*



## ON THE HORIZON

Substantial midterm growth

Ambitious long-term momentum

Next-gen product development



# RECORD SALES

Consistent Demand Across Embraer



## 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 13<sup>th</sup> year

## DEFENSE & SECURITY

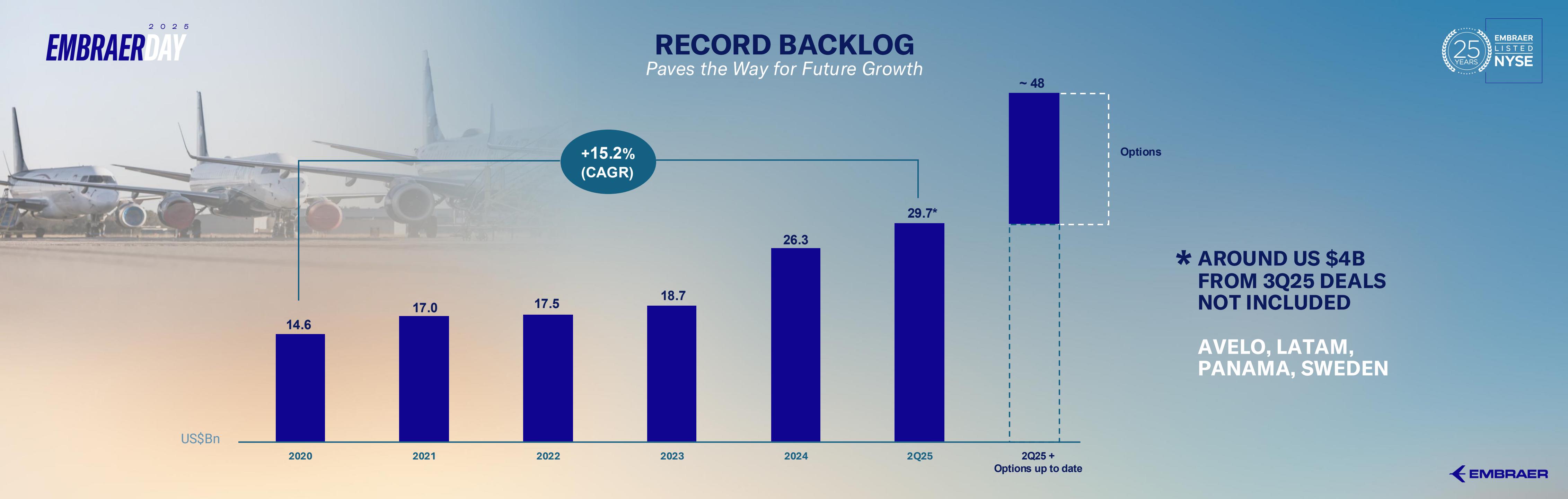


New orders by Sweden & Portugal  
KC-390 becoming the choice among NATO members  
Renewed international interest in A-29 Super Tucano

## SERVICES & SUPPORT



Accelerated growth leading to record service sales  
Expansion of our global network (Ft Worth MRO)  
Increasing portfolio of services & innovative solutions



# 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

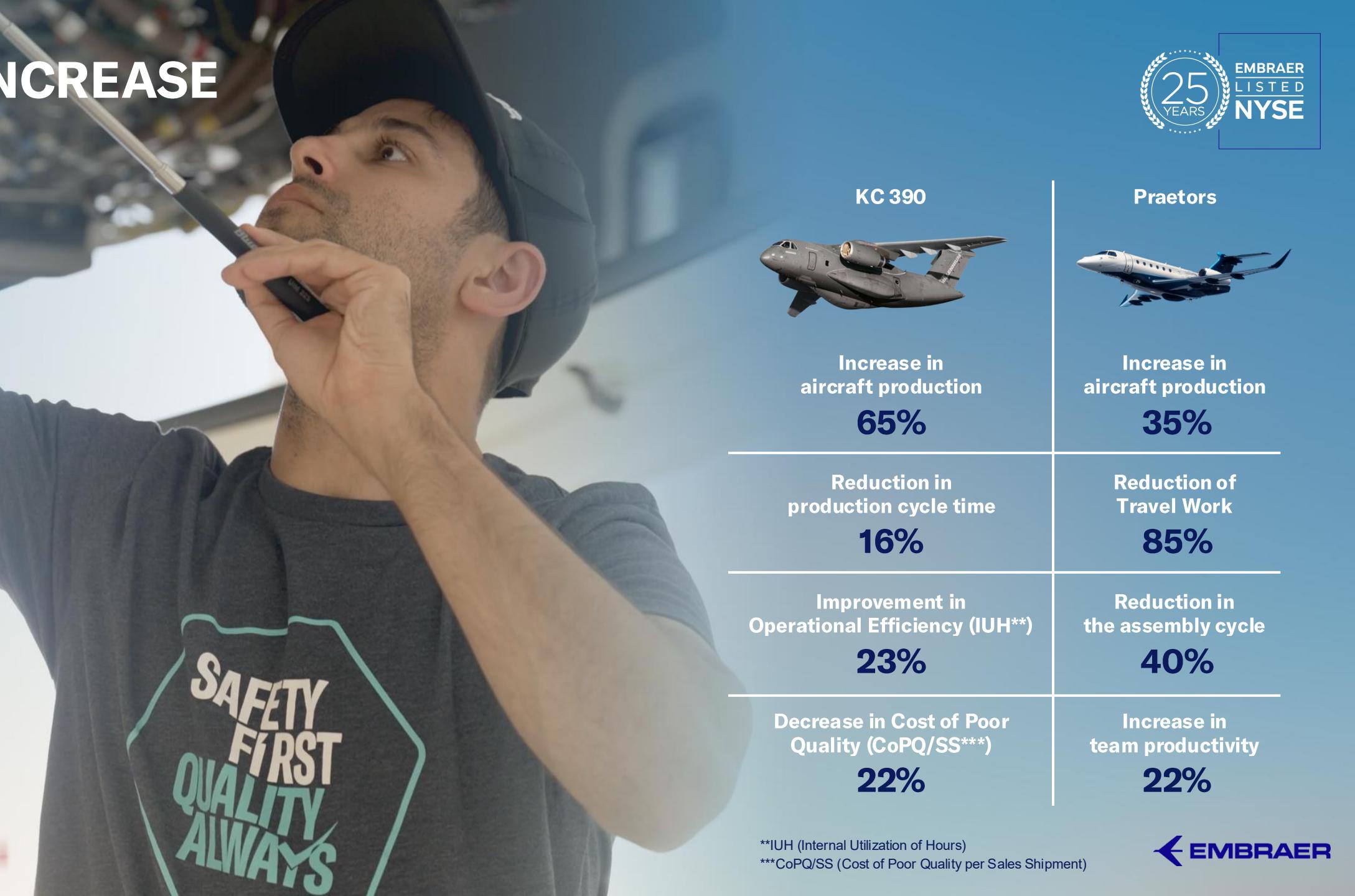


**Additional  
Machinery  
Expansion**  
Site: BOT  
Delivery: 3Q26



**Cabinetry shop  
Expansion**  
Site: GPX  
Delivery: 3Q26





\*\*IUH (Internal Utilization of hours)  
\*\*\*CoPQ/S (Cost of Poor Quality per Sales Shipment)

## CAPACITY INCREASE

## PRODUCTION LEAD TIME REDUCTION

PRAETOR



40%

KC-390



33%

E-JETS



27%



## STRONG FOCUS ON CONTINUOUS IMPROVEMENT



800+ Kaizen projects in last 12 months



Extensive use of AI to increase productivity



Assets utilization maximized



Production leveling &amp; 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\*

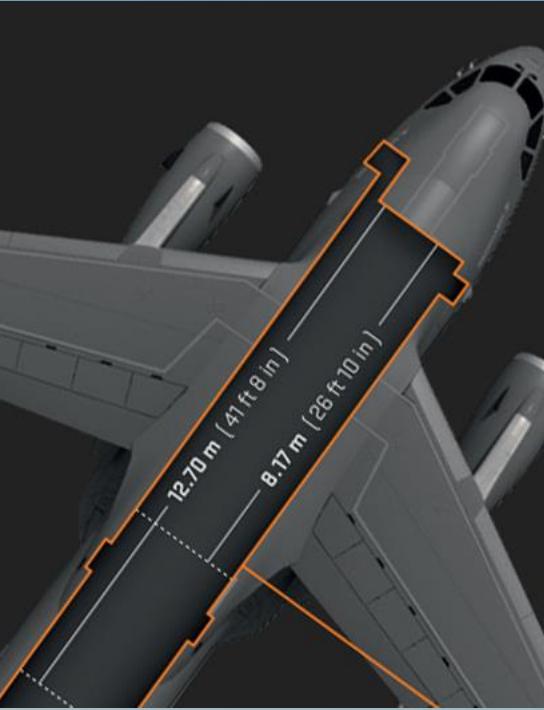
25%

## AVERAGE SHORTAGES REDUCTION

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

# INVESTING IN TOMORROW

New Technologies, Innovation and R&D



**ZERO  
EMISSIONS**

**AUTONOMOUS  
FLIGHT**

**AI & DATA  
SCIENCE**

**INDUSTRY  
4.0**

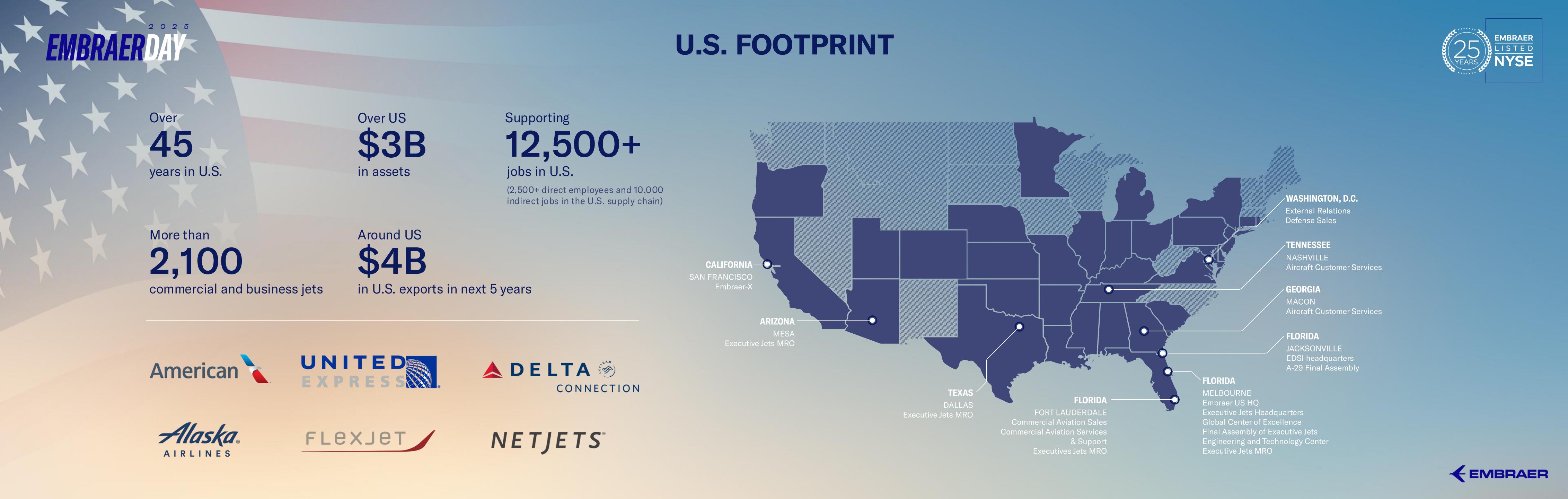
**AIRFRAME  
COMPETITIVENESS**

**PASSENGER  
EXPERIENCE**

# PEOPLE & CULTURE

A Great Place to Work Around the World







EMBRAER  
DAY  
2025

## 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**



2025  
**EMBRAER DAY**

# STRATEGIC VISION



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

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

**FOCUSSED ON  
SUSTAINABLE GROWTH**





STRONGER THAN EVER  
AND READY TO FLY HIGHER.



2025

**EMBRAER**DAY



EMBRAER  
LISTED  
NYSE

2025

# EMBRAER DAY



2 0 2 5

# EMBRAER DAY

**ARJAN MEIJER**  
President & CEO  
Embraer Commercial Aviation



EMBRAER



# 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)



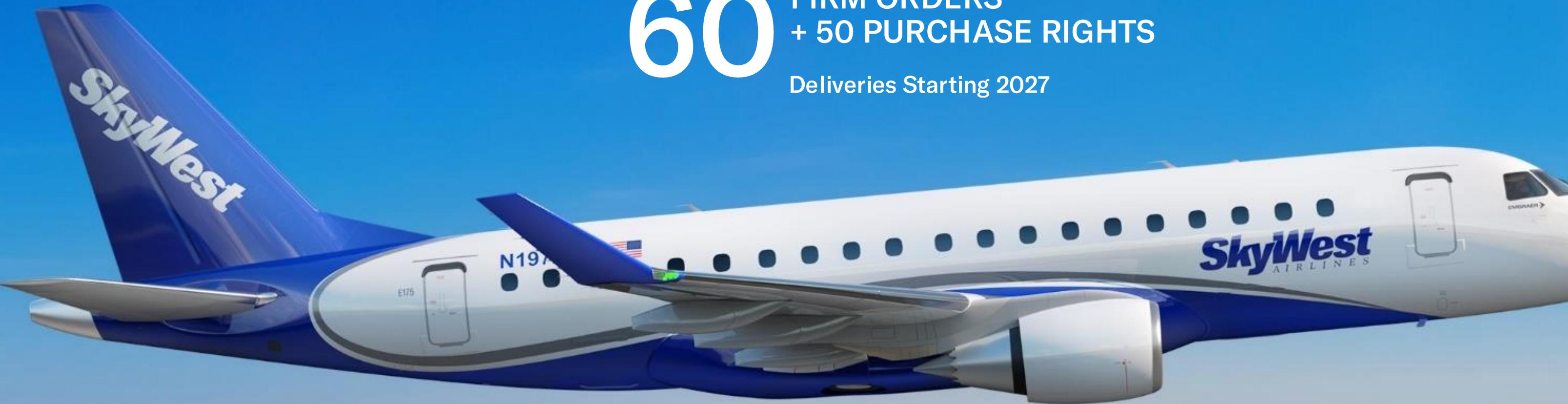
2025  
**EMBRAERDAY**

**E175**  
**BUSINESS HERO**



EMBRAER





2025 orders

**60** FIRM ORDERS  
+ 50 PURCHASE RIGHTS

Deliveries Starting 2027

## E175 THE MOST SUCCESSFUL 80-SEATER JET



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

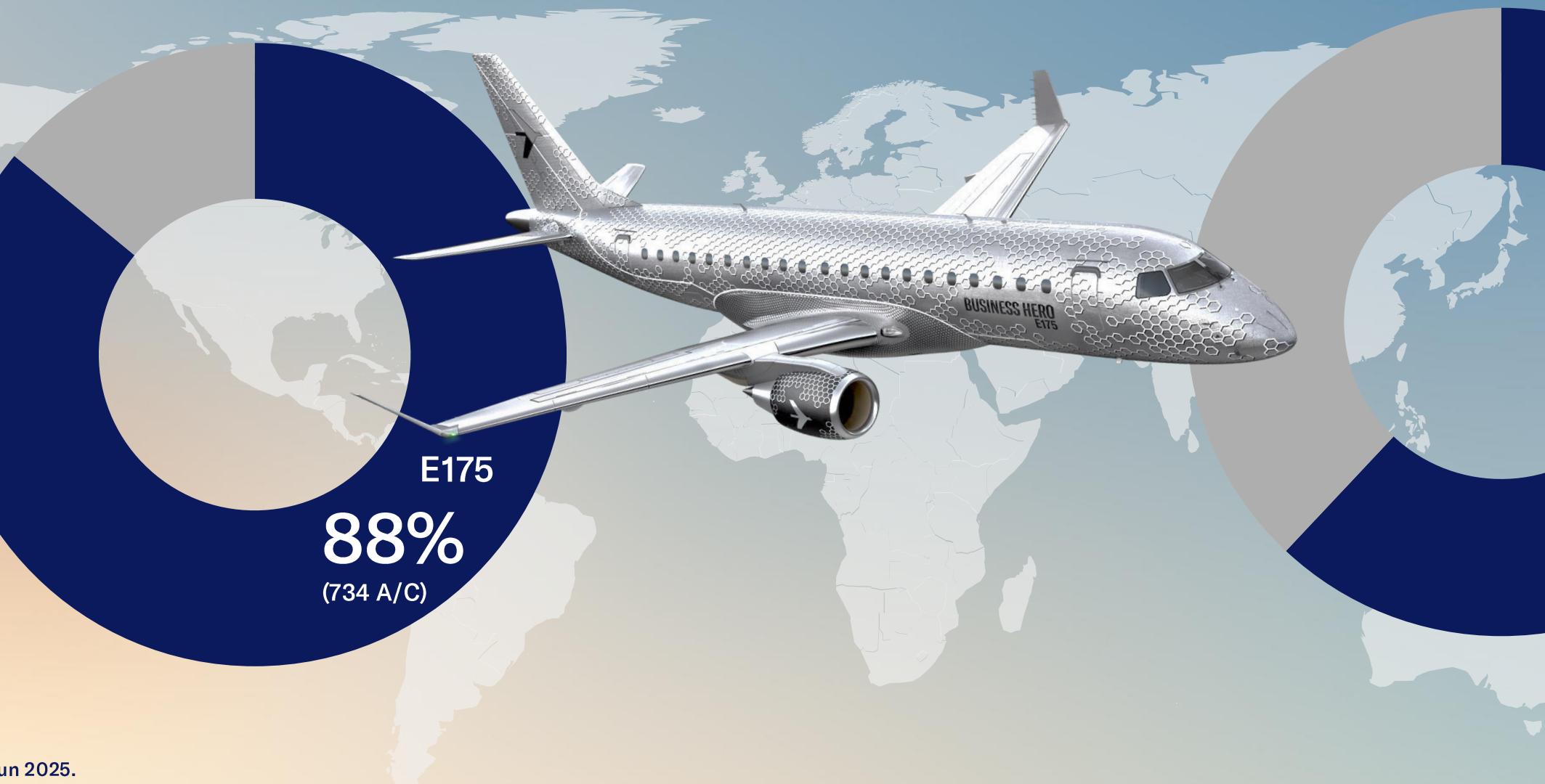
## E175 LEADERSHIP

*Share of net orders*

NORTH AMERICA

70 to 90-seat segment  
orders since 2013

WORLDWIDE



Source: Embraer, Jun 2025.

## 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  
**EMBRAER** DAY



# E-JETS E2

## THE MOST EFFICIENT SINGLE AISLE AIRCRAFT



EMBRAER

## 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

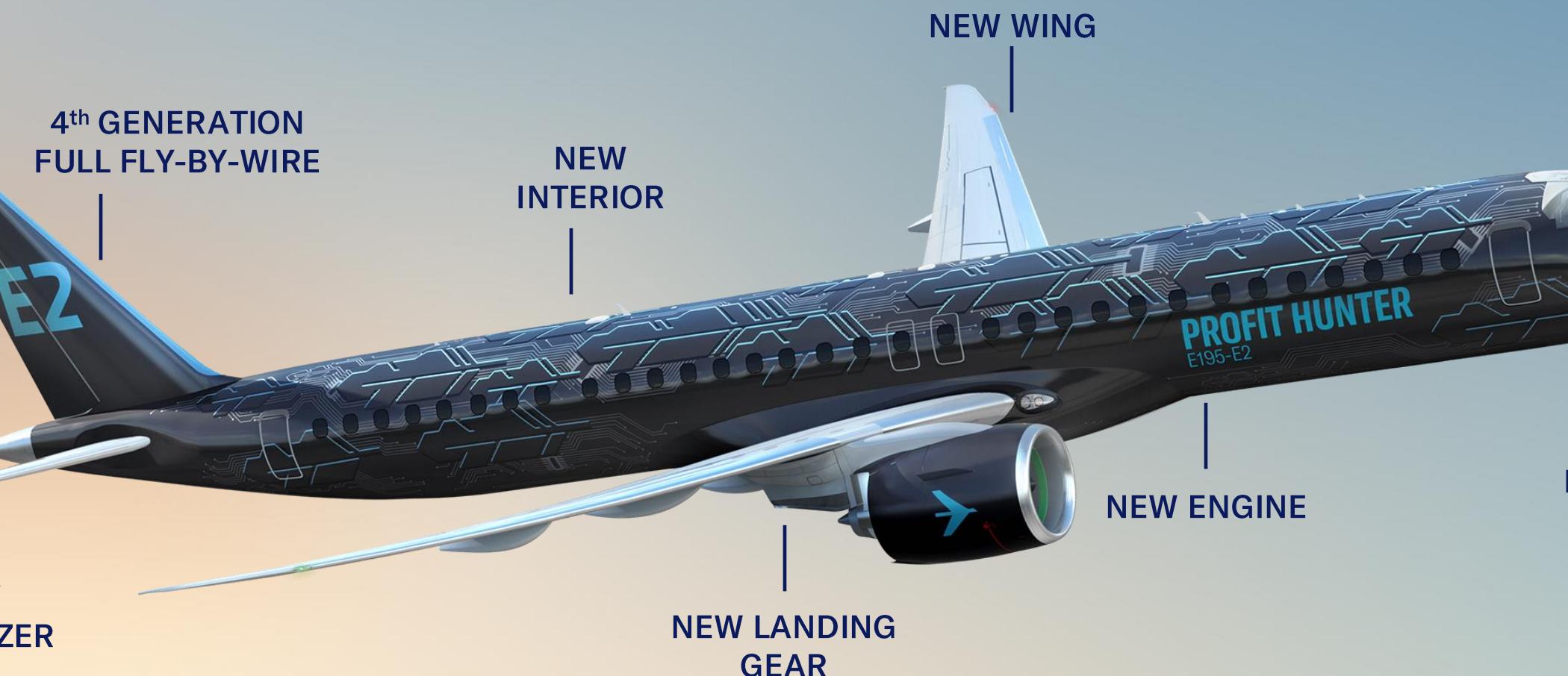
## E2 GLOBAL PRESENCE

*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**

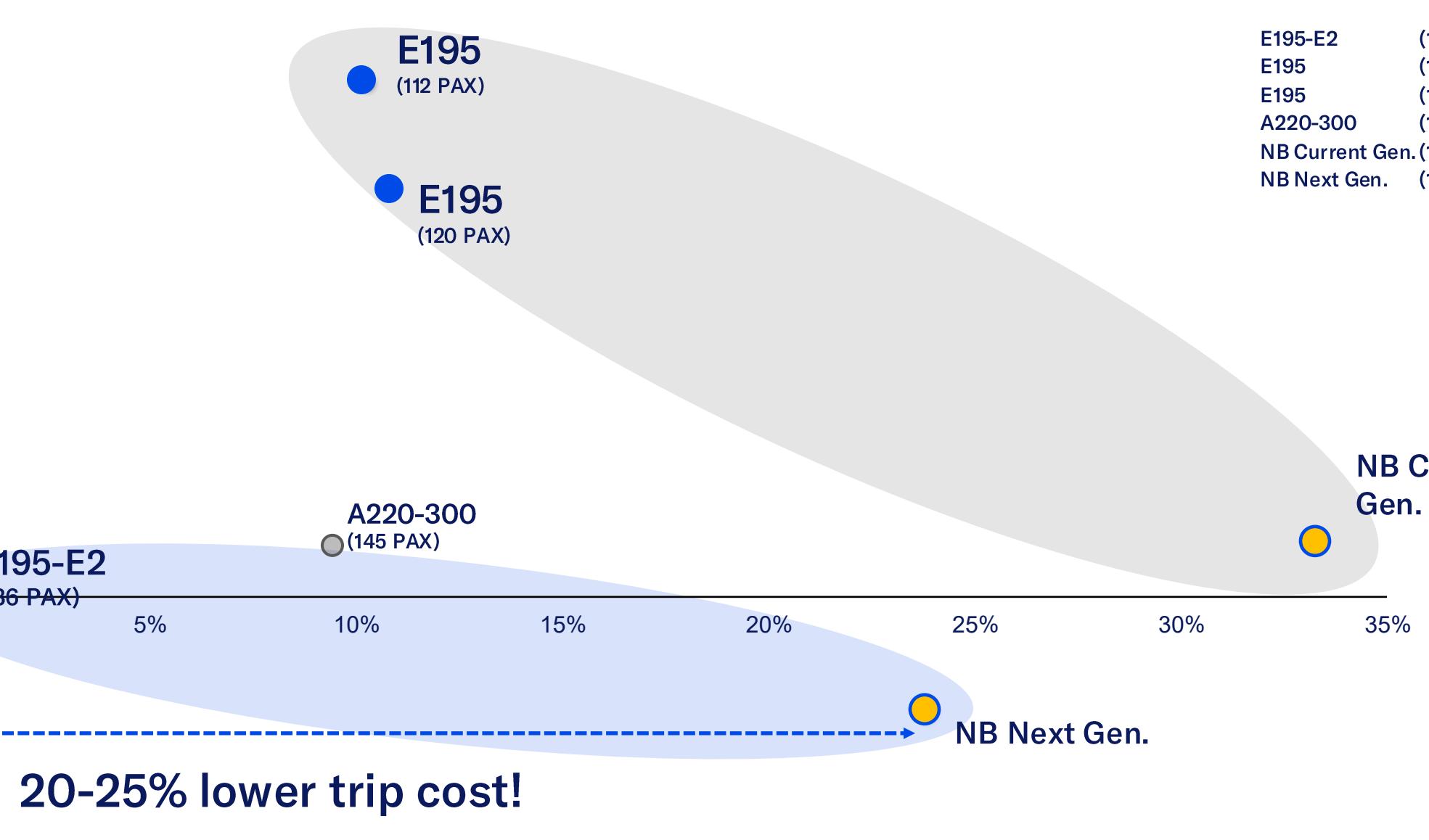


## UNBEATABLE COST EFFICIENCY

Similar seat  
costs

20-25% lower trip cost!

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 400 NM  
OF ADDITIONAL  
RANGE FROM EYW

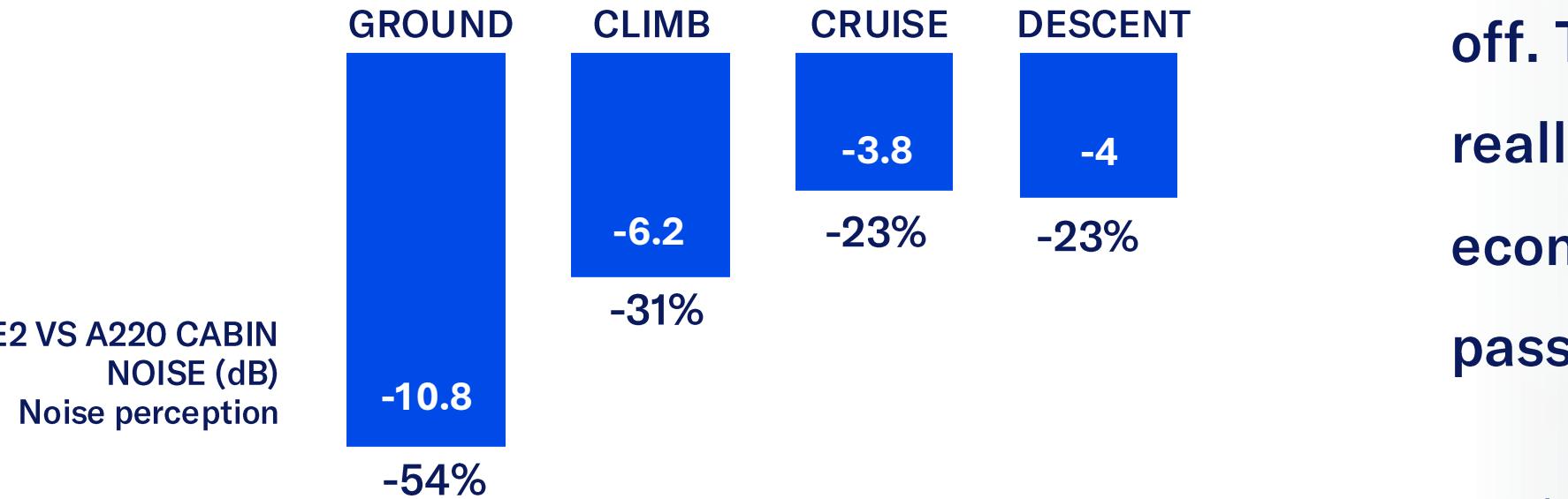
Increased benefit on  
runways as short as 5,000 ft

With E<sup>2</sup>TS

Without E<sup>2</sup>TS

# THE QUIETEST NEW GENERATION JET

## COMPARED TO DIRECT COMPETITOR



**G**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.

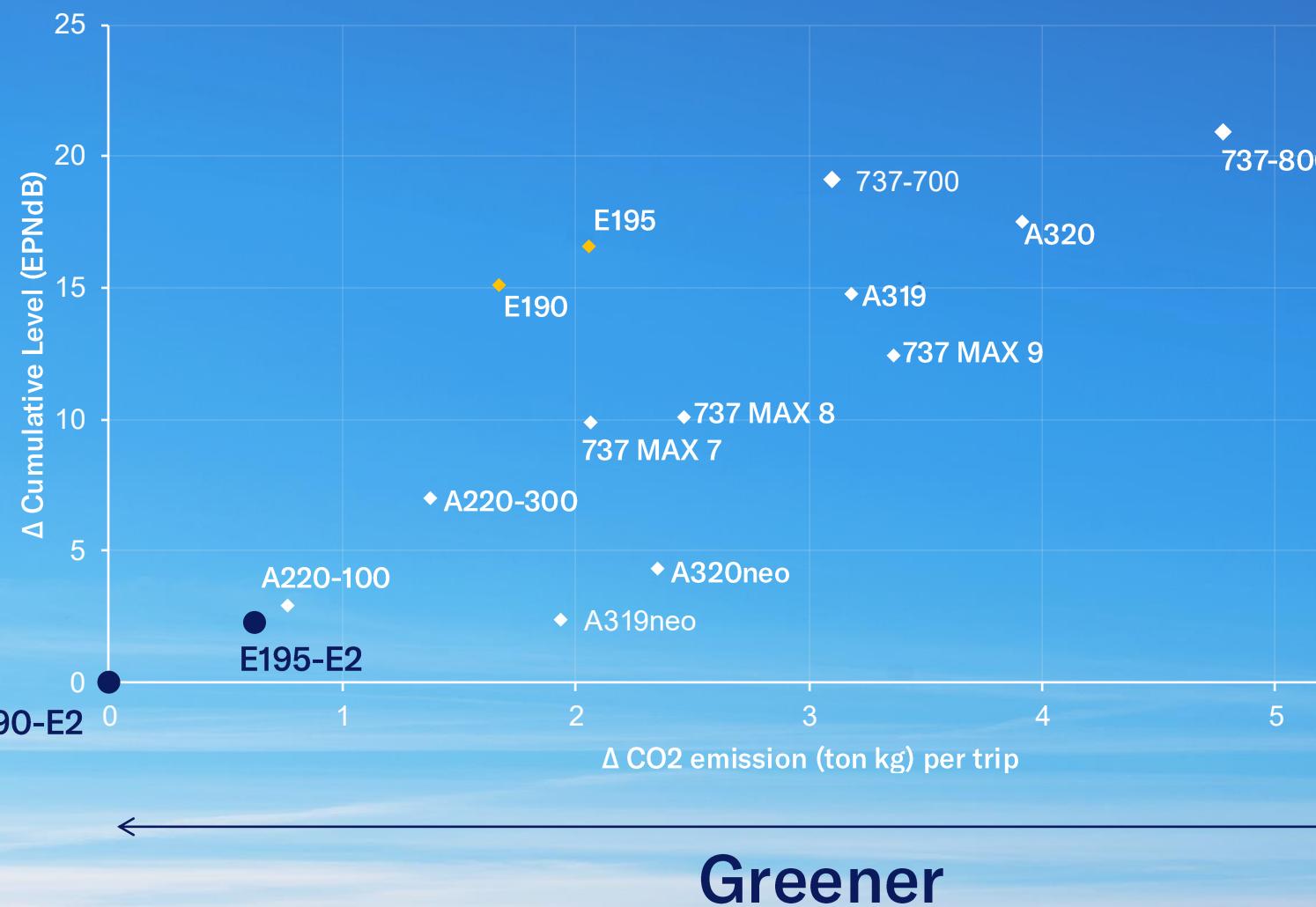
#AccelerateOpportunity



Kevin Jackson  
President, Porter Airlines

porter

**E2 THE MOST  
ENVIRONMENTALLY-FRIENDLY  
JET IN SINGLE AISLE**



23



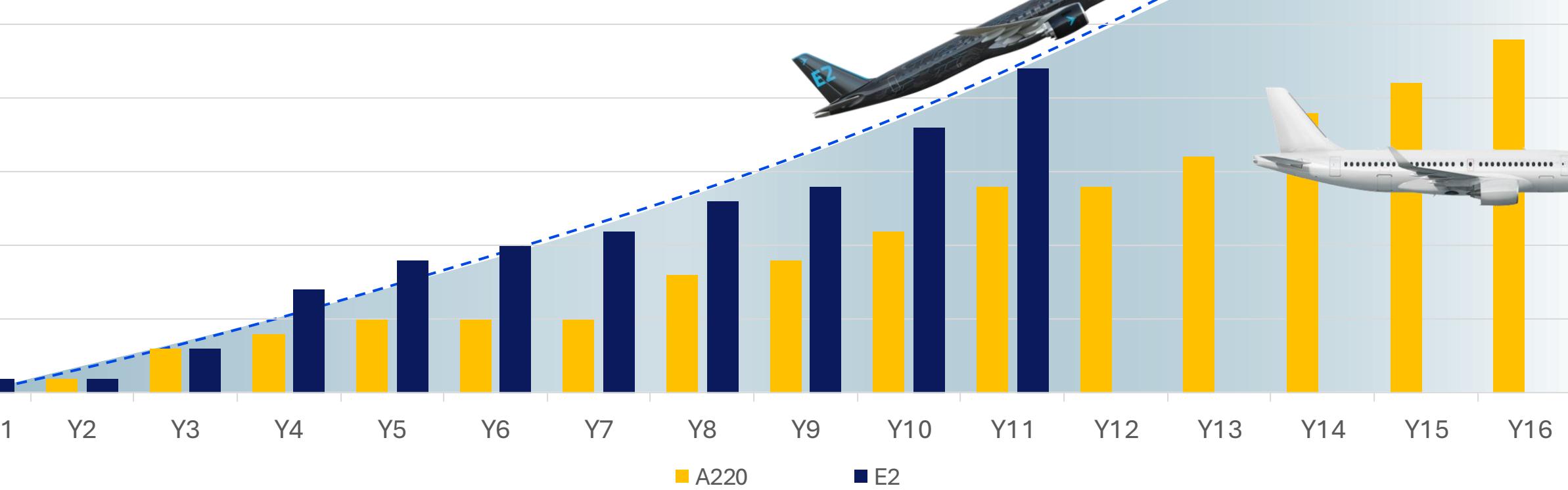
operators



## 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*



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)



**214 E-jets**

**2.7**  
Book-to-Bill  
**\$15+ Bi**



2025

**EMBRAER**DAY



EMBRAER  
LISTED  
NYSE

2025

# EMBRAER DAY



2 0 2 5

# EMBRAERDAY



**HUNTER KEAY**  
CFO  
Avelo Airlines



**ARJAN MEIJER**  
President & CEO  
Embraer Commercial Aviation



2025

**EMBRAER**DAY



EMBRAER  
LISTED  
NYSE

2025

# EMBRAER DAY



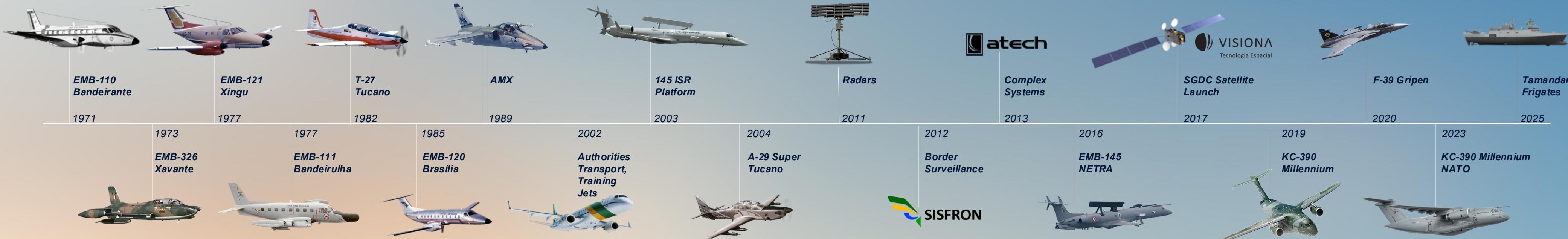
2 0 2 5

# EMBRAER DAY

**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  
RATE<sup>1</sup>

**98.7%** COMPLETION  
RATE<sup>2</sup>

# KC-390 MILLENNIUM

Right Product, Right Timing

**47** FIRM SALES



Aircraft  
Selected by



Lithuania



Slovakia

Options:



9



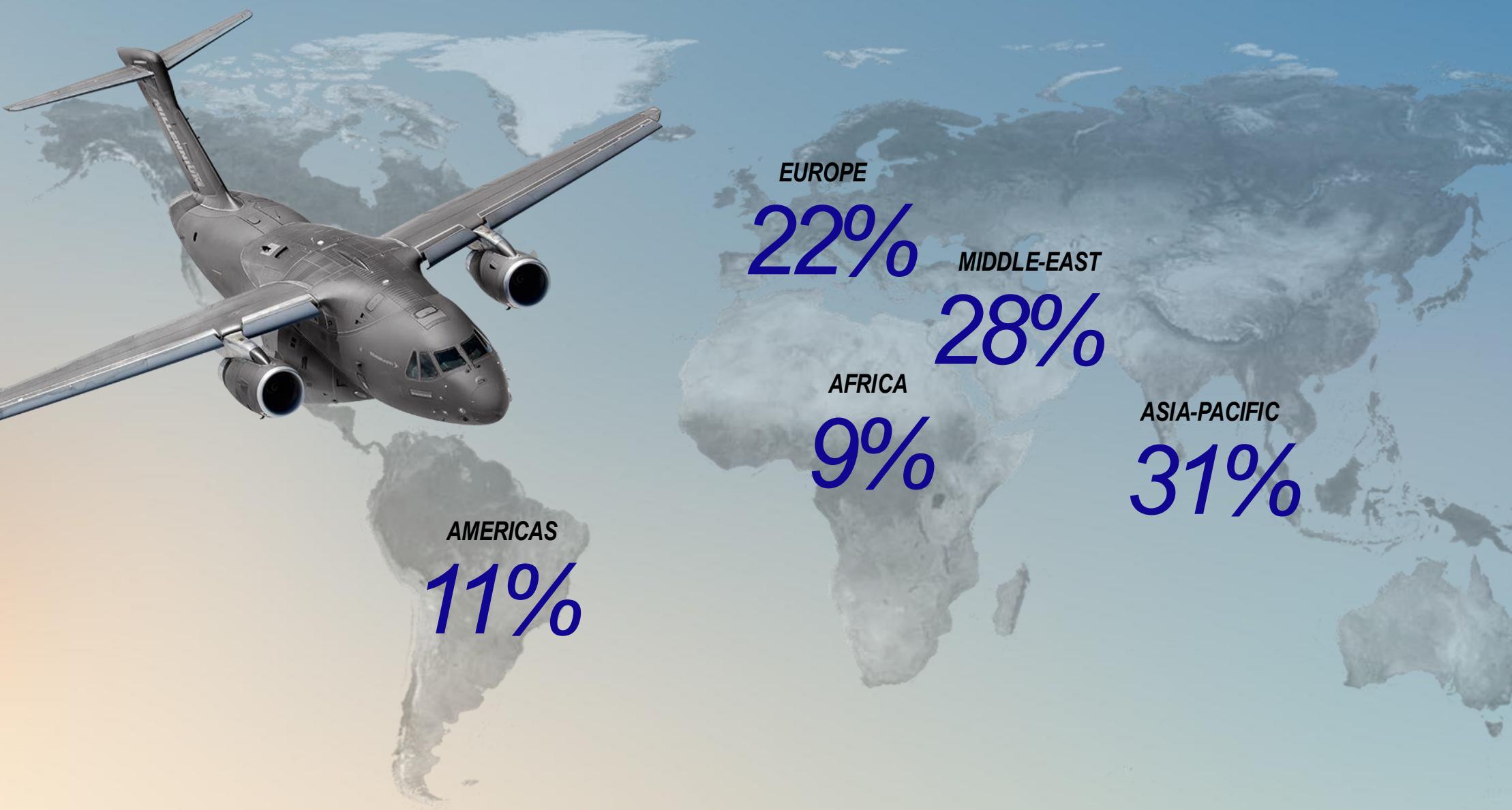
10

# KC-390 MILLENNIUM - MARKET



**ADDRESSABLE MARKET:**  
APPROX. **460** AIRCRAFT

**HORIZON:**  
**20** YEARS



Not including U.S. strategic market and countries that manufacture their own tactical airlifters.

# A-29 SUPER TUCANO MULTI-MISSION AIRCRAFT



**LAA**  
*Light Attack*



**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



6  
Paraguay



4  
Undisclosed



12  
Portugal



1  
Uruguay



6  
Undisclosed



5  
Uruguay



4  
Panama



1  
SNC

SIERRA NEVADA CORPORATION



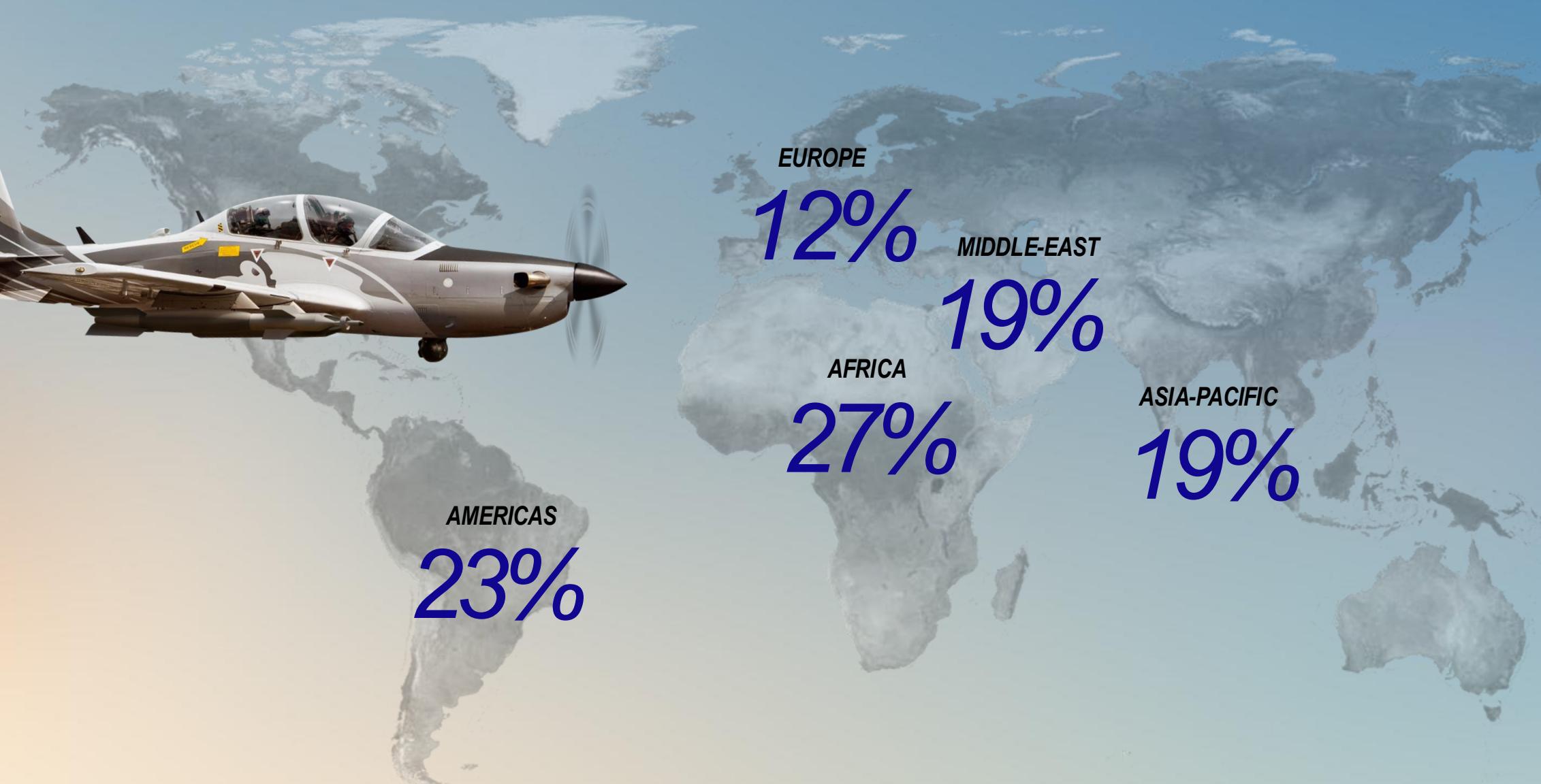
2025

# A-29 SUPER TUCANO – MARKET



**ADDRESSABLE MARKET:**  
APPROX. **540** AIRCRAFT

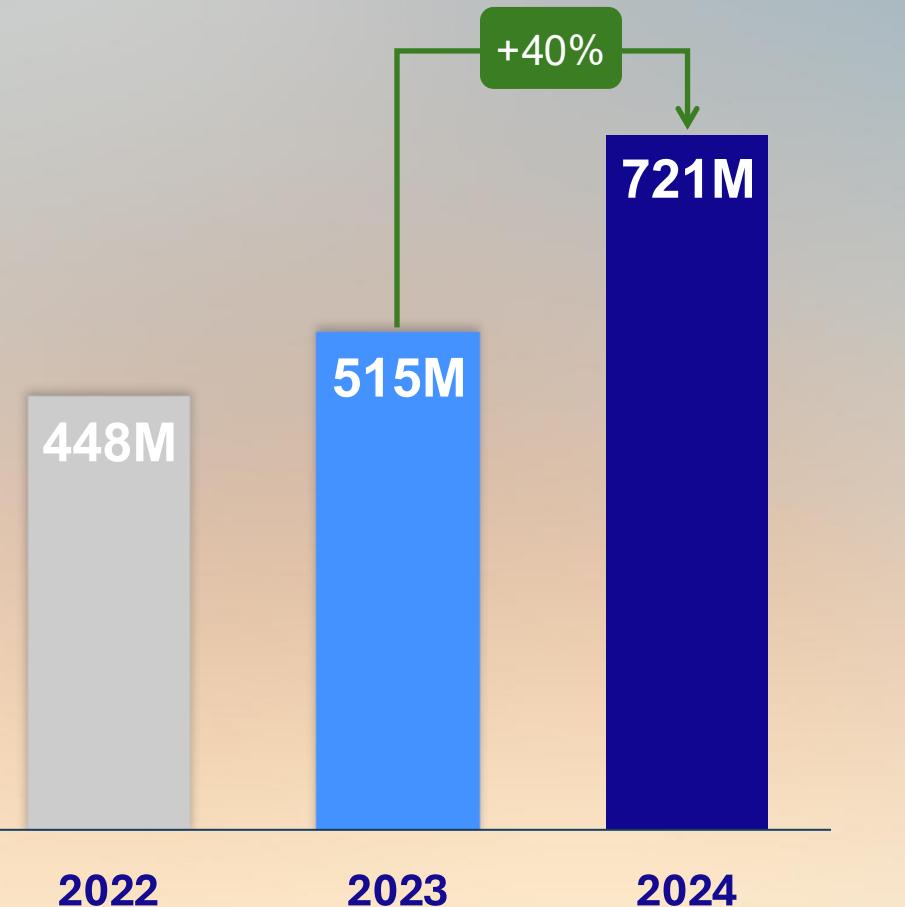
**HORIZON:**  
**20** YEARS



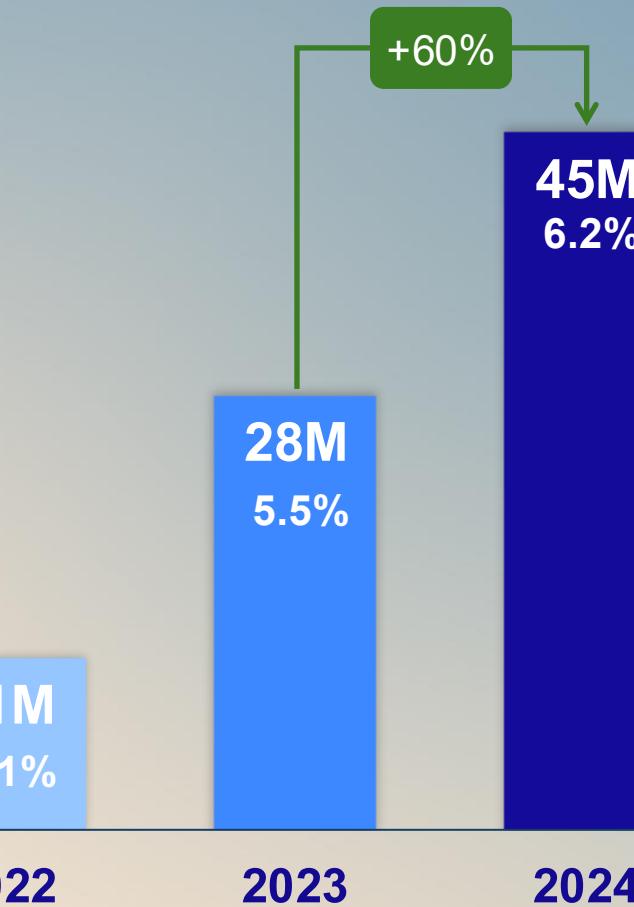
Not including U.S. strategic market and countries that manufacture their own tactical airlifters.



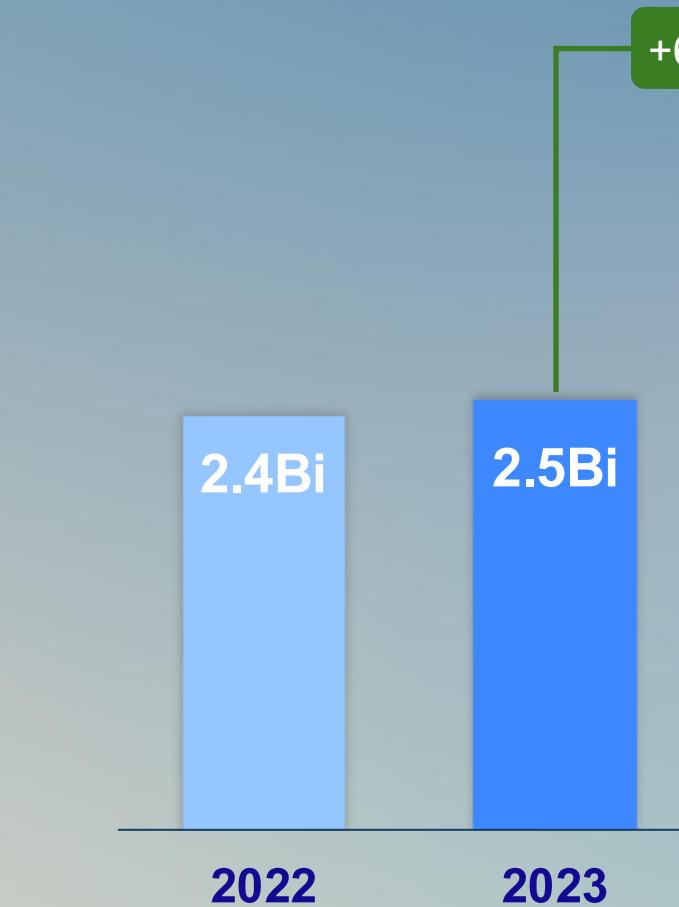
## REVENUE (US\$)



## 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**

2025

**EMBRAER**DAY



EMBRAER  
LISTED  
NYSE

2 0 2 5

# EMBRAER DAY



EMBRAER  
LISTED  
NYSE



EMBRAER

# EMBRAERDAY

2025



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



**KRISTINE LIWAG**  
Executive Director  
Morgan Stanley



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





2025

# EMBRAER DAY



2025

**EMBRAER**DAY



EMBRAER  
LISTED  
NYSE

2025

# EMBRAER DAY



# EMBRAERDAY

2025



**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



**COMMERCIAL  
AVIATION**



**EXECUTIVE  
AVIATION**



**DEFENSE  
& SECURITY**



**SERVICES  
& SUPPORT**



# 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



## 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



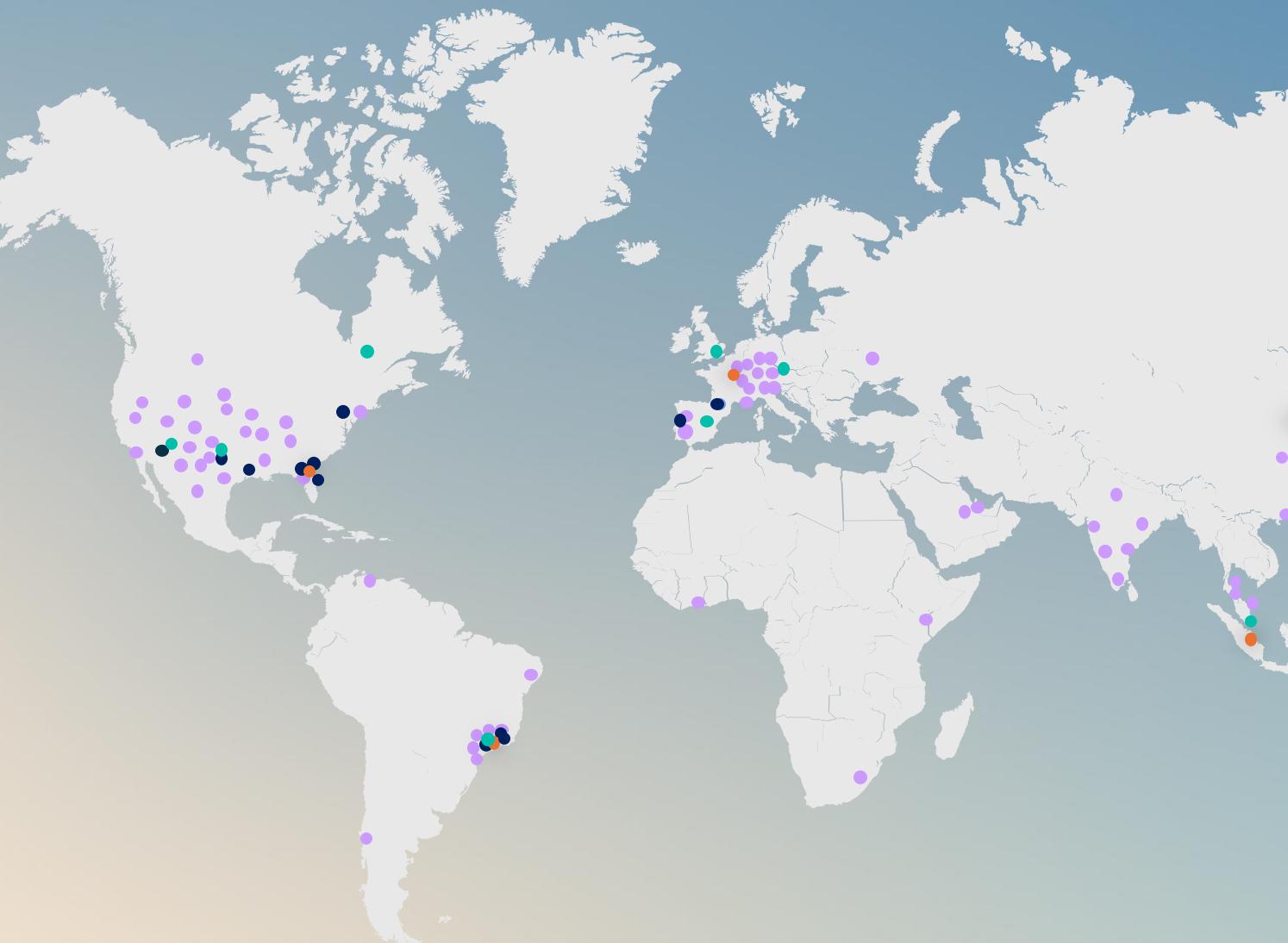
## ALTERNATIVE SOLUTIONS

Part-Out 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

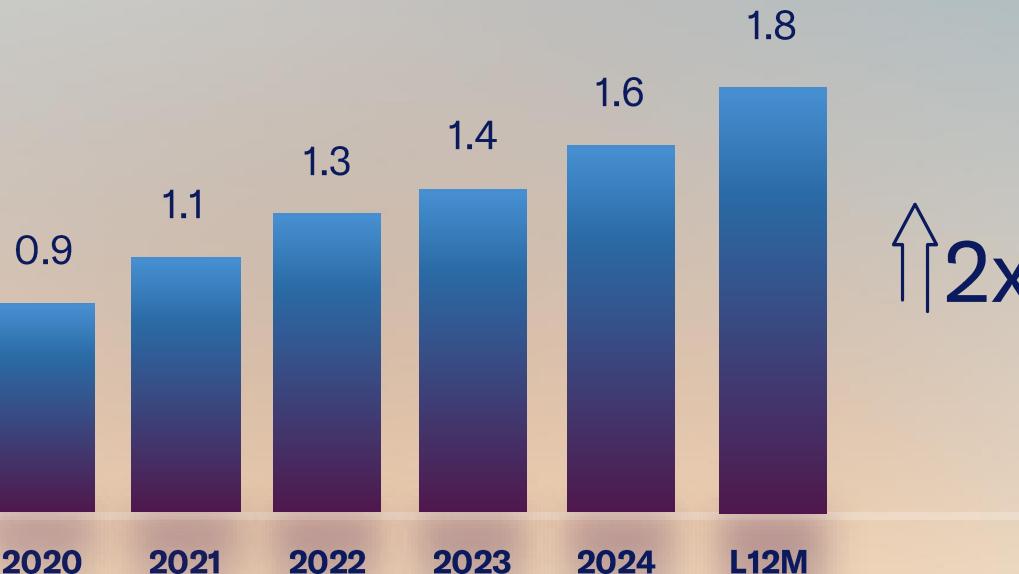
AEROSTRUCTURES

DEFENSE AVIATION

ENGINE MRO

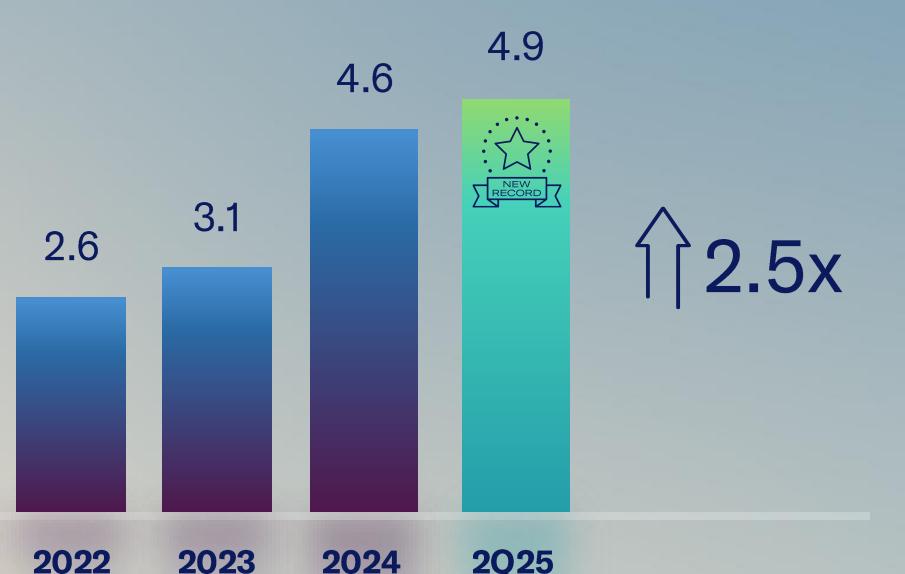
# ACCELERATED GROWTH

## NET REVENUE (US\$Bi)



Average Adjusted EBIT (22/24) +15%

## S&S BACKLOG (US\$Bi)



ACCELERATED GROWTH  
LEADING TO RECORD SALES



OPERATIONS EXCELLENCE  
DRIVING VALUE



CONTINUOUS CUSTOMER  
EXPERIENCE APPROACH

# GROWTH & EFFICIENCY AVENUES

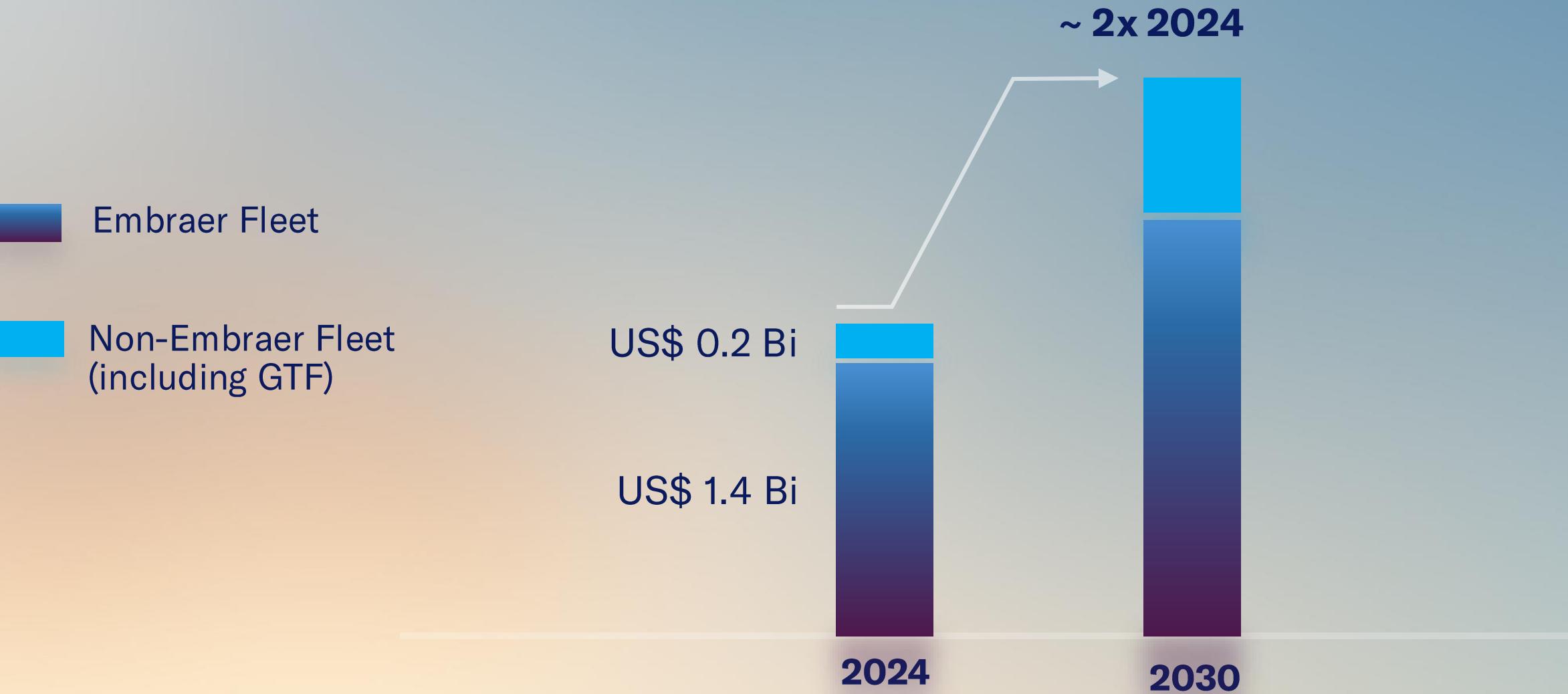


**CAPACITY AND FOOTPRINT EXPANSION**

**DIGITAL & LEAN**

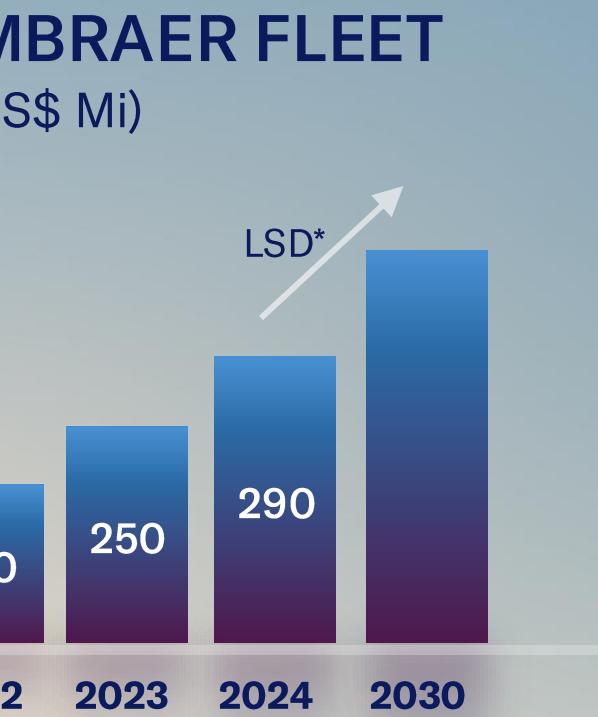
**NEW BUSINESS OPPORTUNITIES**

# FLIGHT PLAN TO THE FUTURE

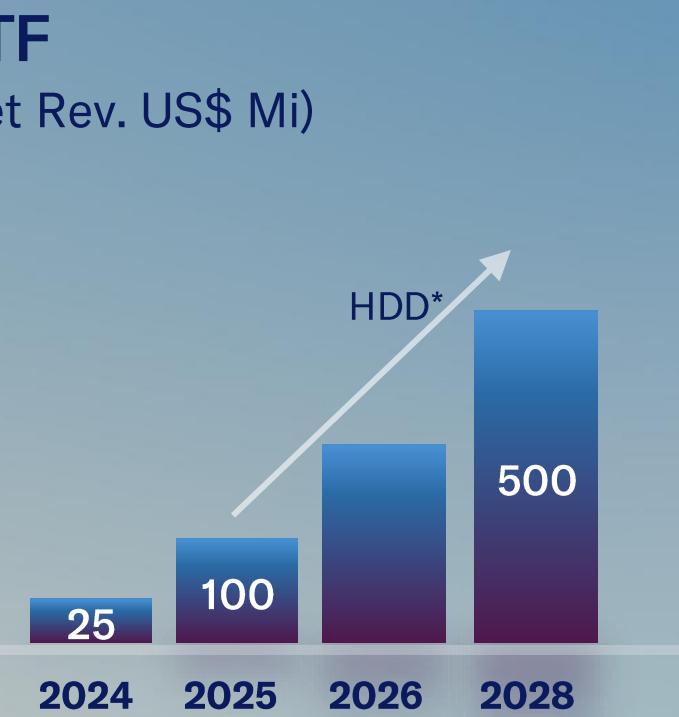




- Market size ~ US\$ 5Bi
- Market share increase
  - Fleet size
  - New businesses



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



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

2025

**EMBRAER**DAY



EMBRAER  
LISTED  
NYSE

2025

# EMBRAER DAY



2025

# EMBRAER DAY

**LUIS CARLOS AFFONSO**  
Senior VP of Engineering and  
Technological Development  
Embraer

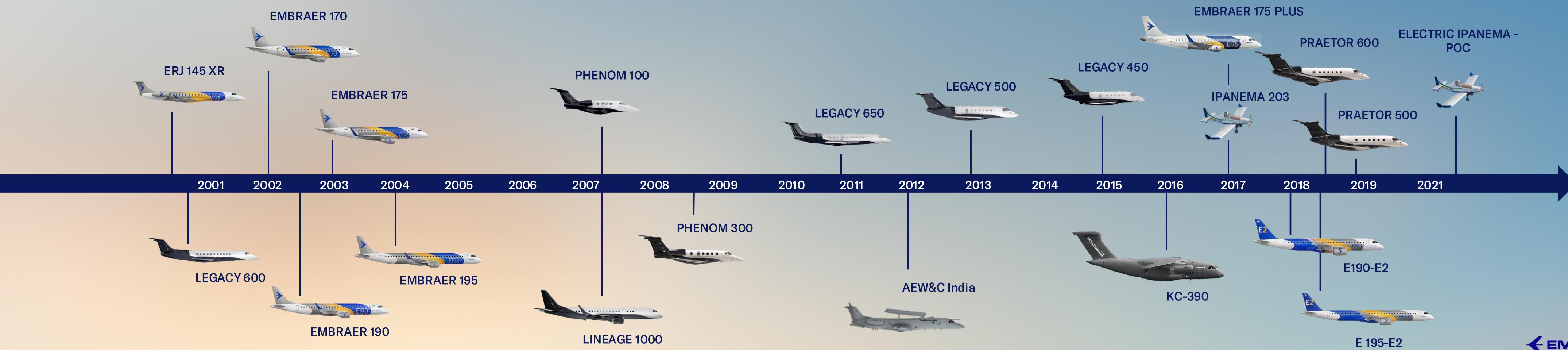


EMBRAER



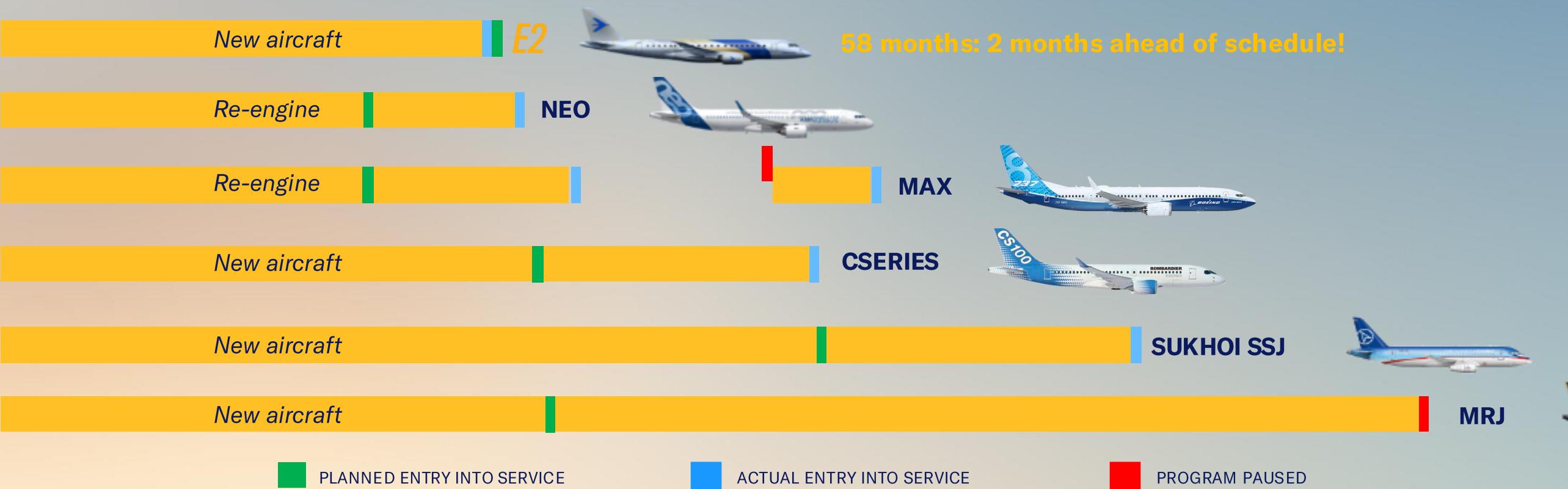


# MORE THAN 20 AIRCRAFT CERTIFIED SINCE 2000



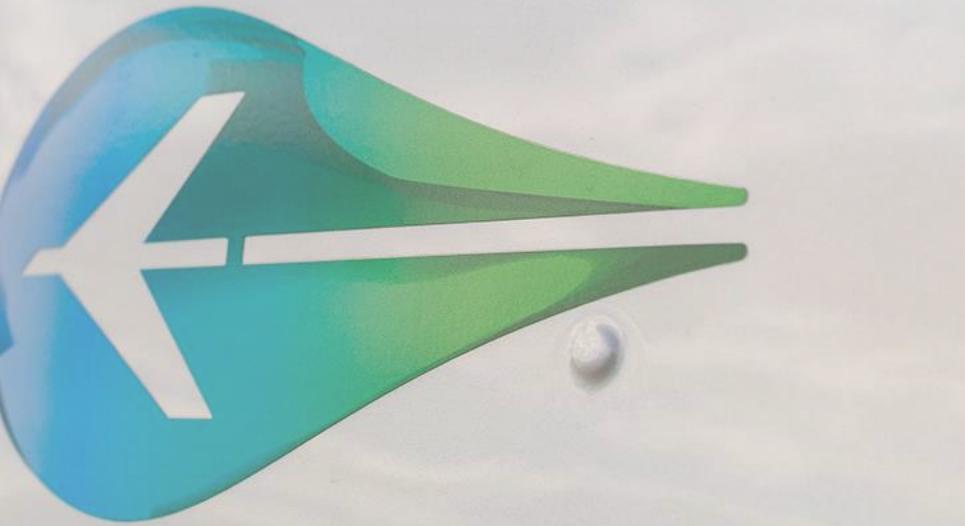
# ON BUDGET, AHEAD OF SCHEDULE, BETTER THAN SPEC

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





Powered by  
**SUSTAINABLE**  
AVIATION FUEL

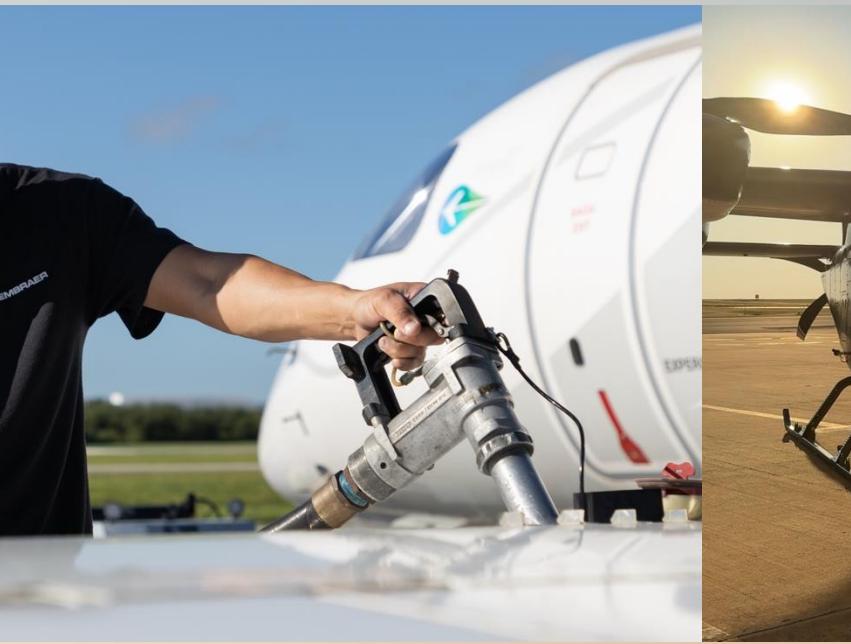


**READY FOR THE FUTURE**



# INNOVATION VERTICALS

*Engineering & Technology*



**ZERO  
EMISSION**

**AUTONOMOUS  
FLIGHT**

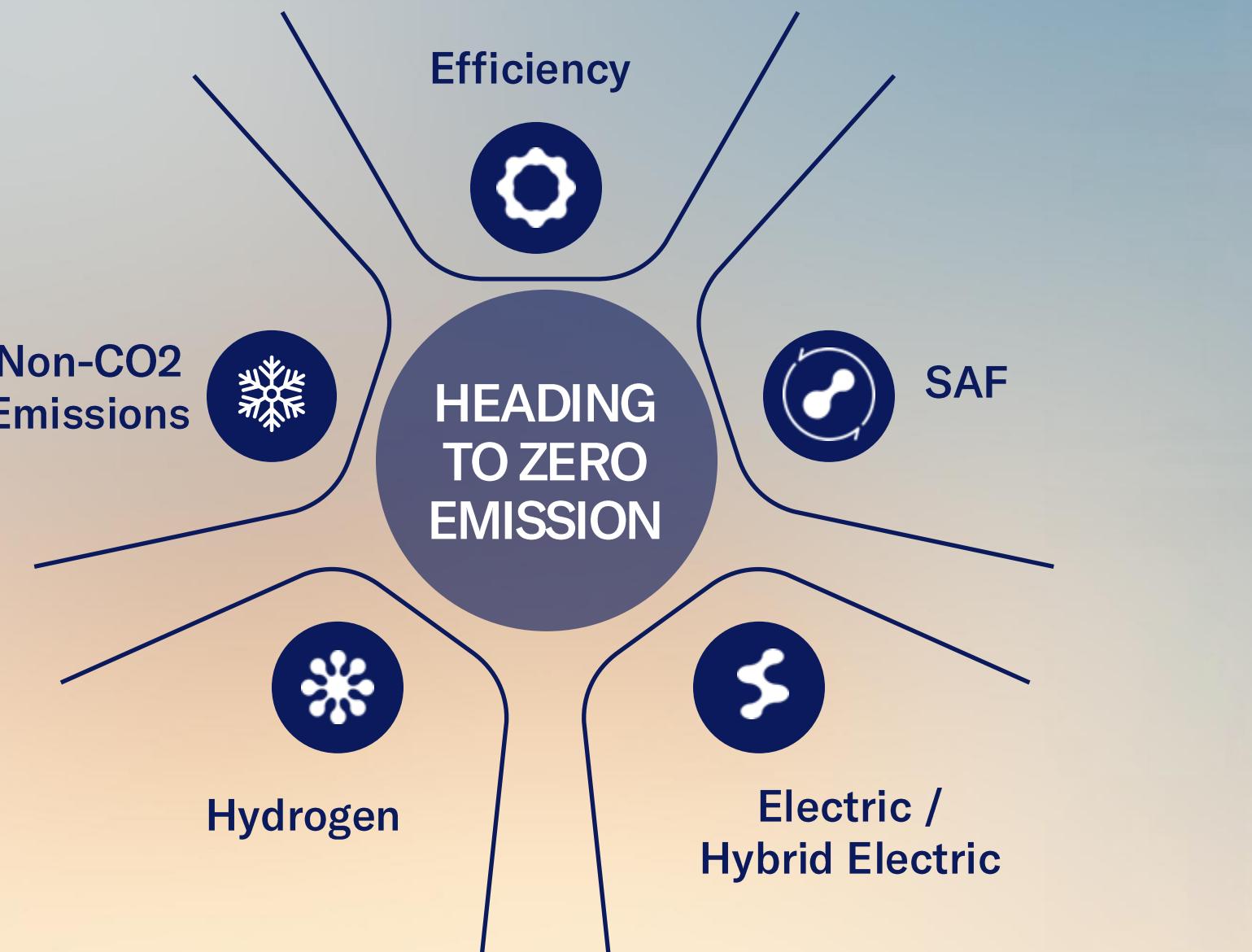
**AIRFRAME  
COMPETITIVENESS**

**INDUSTRY 4.0**

**AI & DATA SCIENCE**

**PASSENGER  
EXPERIENCE**

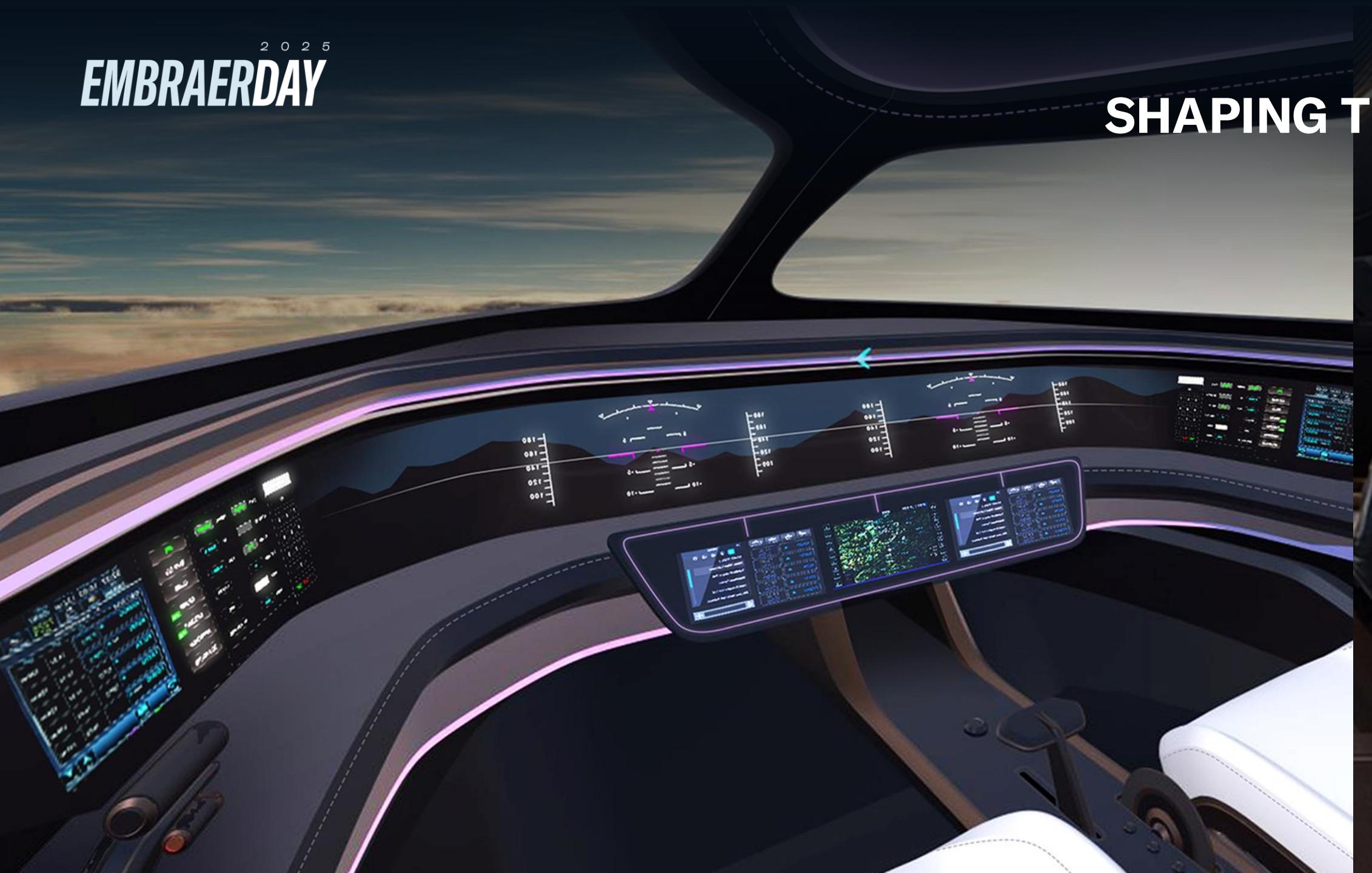
# SUSTAINABILITY JOURNEY



# NEW GENERATION WINGS

COMPOSITE WING – HIGH ASPECT  
RATIO & HIGH SPEED.

OPTIMIZED SOLUTION WITH  
REDUCED WEIGHT & DRAG.



2025  
EMBRAERDAY

SHAPING THE FUTURE



EMBRAER

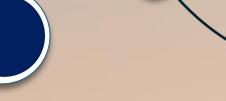
# FUTURE OF ENGINEERING

Full Collaborative  
Product Development



FUTURE OF  
ENGINEERING

Change Management  
Process Evolution



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**

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

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

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

Turning engineering knowledge into intelligence – **ACCELERATING**  
**innovation, IMPROVING** quality, and **SCALING** excellence

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

## CFD USING GPU

COMPLETE AIRCRAFT  
UNSTEADY SIMULATION

2025

**EMBRAER**DAY



EMBRAER  
LISTED  
NYSE

2025

# EMBRAER DAY



2 0 2 5

# EMBRAERDAY

**JOHANN BORDAIS**  
CEO  
Eve Air Mobility



EMBRAER





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

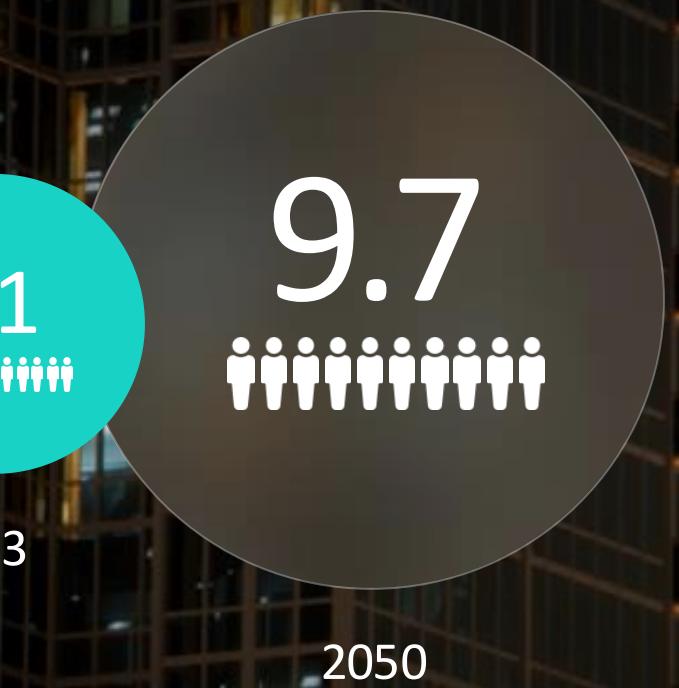
Fortaleza, Brazil - 1970



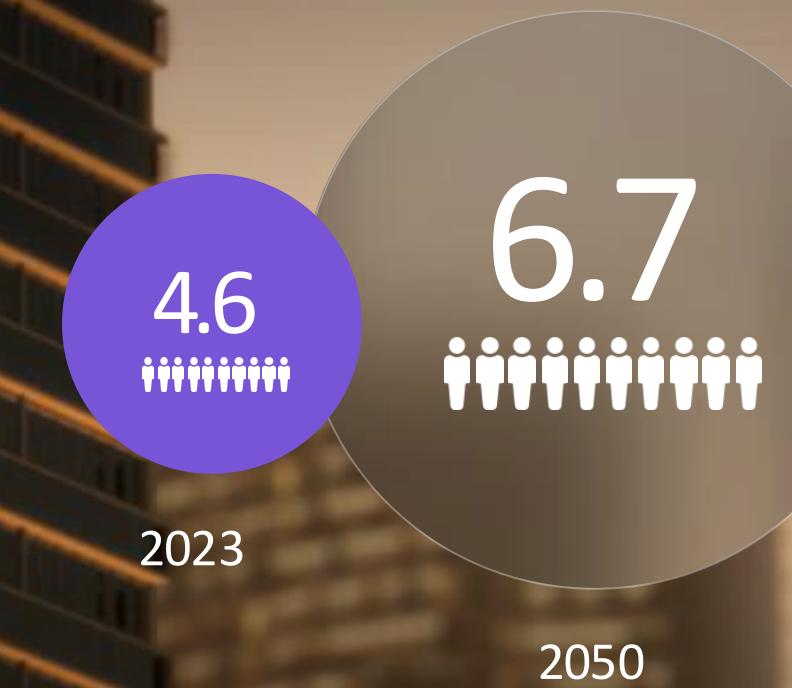
Austin, Texas - 2014



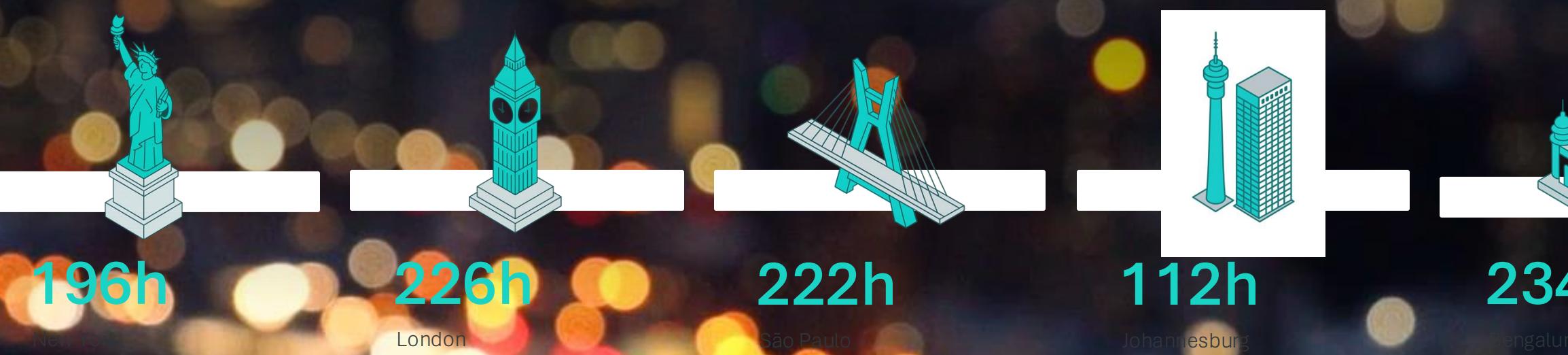
Global population in  
billions of people



Urban population in  
billions of people

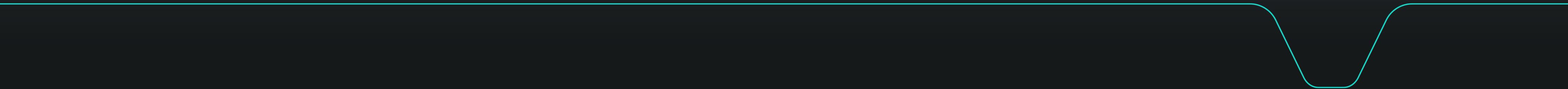


# Hours lost in congestion by person in 2024





Smarter, safer and greener.







# WORLD-CLASS DEVELOPMENT PROGRAM PARTNERS

Motors



**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

**KASI GLAS®**

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**

## Eve TechCare

The ultimate all-in-one service portfolio for eVTOLs

**14** Customers and partners in  
8 countries

Pre-ordered eVTOLs  
Firm + LOIs

## 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

This information belongs to Eve and cannot be used or reproduced without written permission from the Company.

# REVO SIGNED FIRST BINDING eVTOL ORDER - \$250 M

2027 

Target Entry Into Service in  
São Paulo, Brazil



## Commercial Agreement Highlights

**10** vehicles - binding

**40** vehicles - options

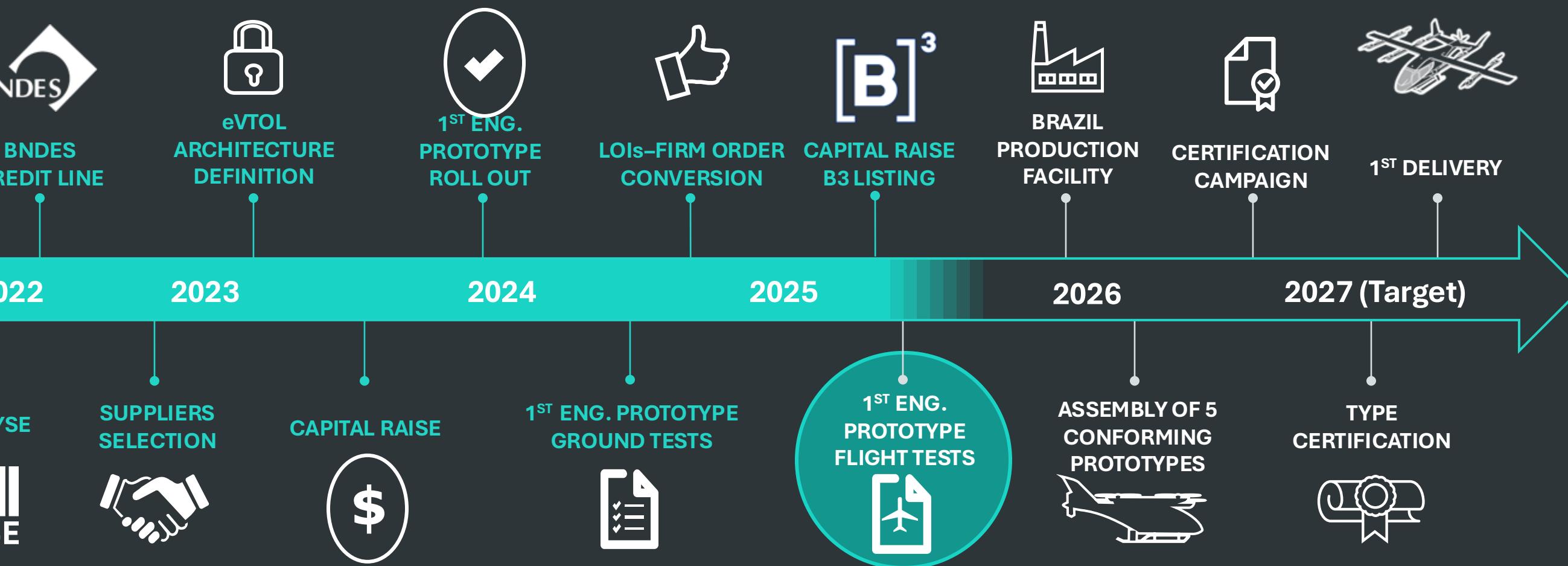
**TechCare**

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.



# 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



\$ ~\$125 million  
+  
~\$50 million  
+  
~\$16 million

\$ ~\$190 million

NEW EQUITY | 2025



+ FINANCIAL INVESTORS

\$ ~\$230 million

~\$1 billion raised in total





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

2025

**EMBRAER**DAY



EMBRAER  
LISTED  
NYSE

2025

# EMBRAER DAY



2025

# EMBRAER DAY



**ANTONIO CARLOS GARCIA**  
Executive Vice President & CFO  
Embraer



2000

EMBRAERDAY  
2025



ERJ

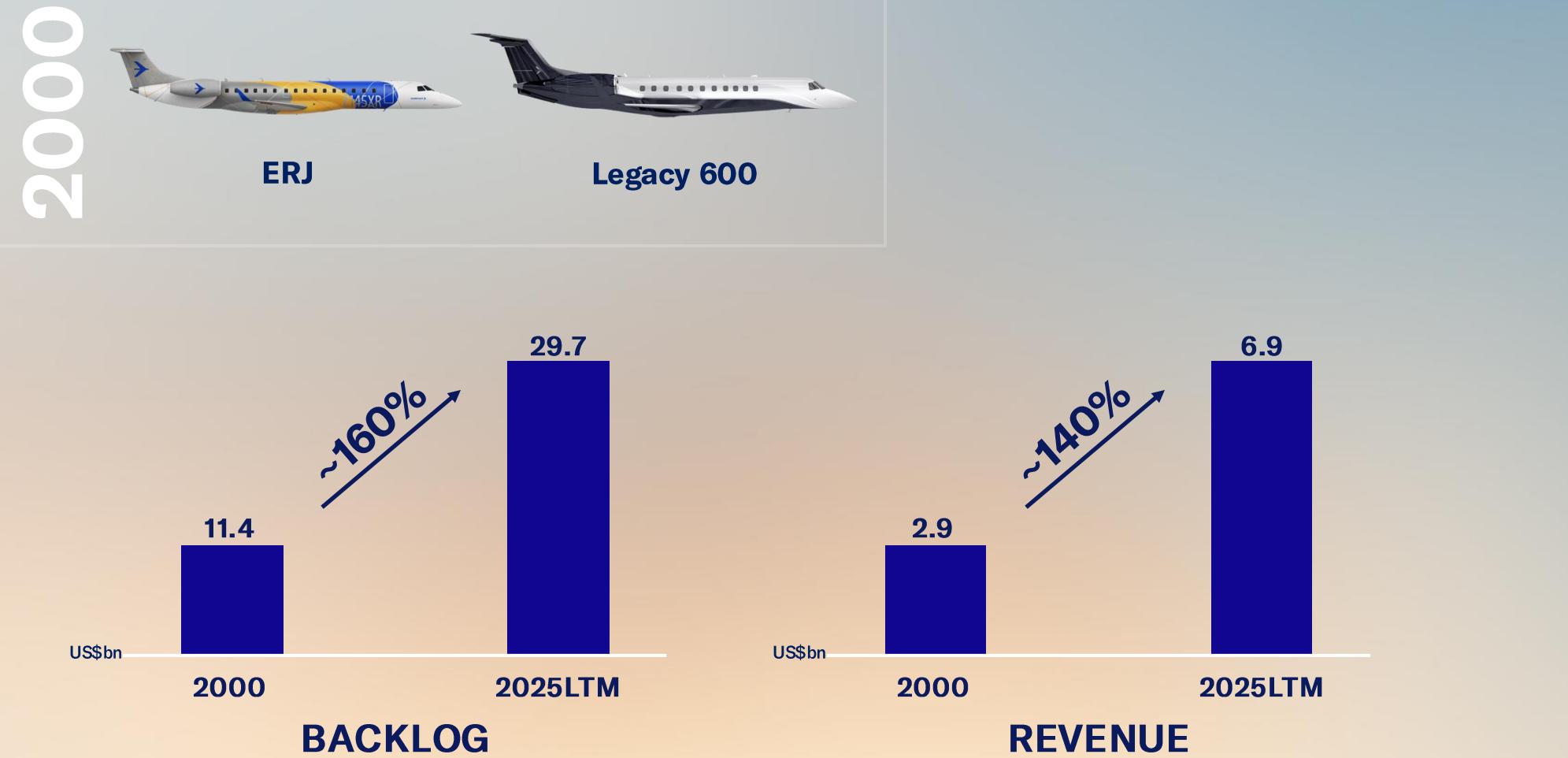


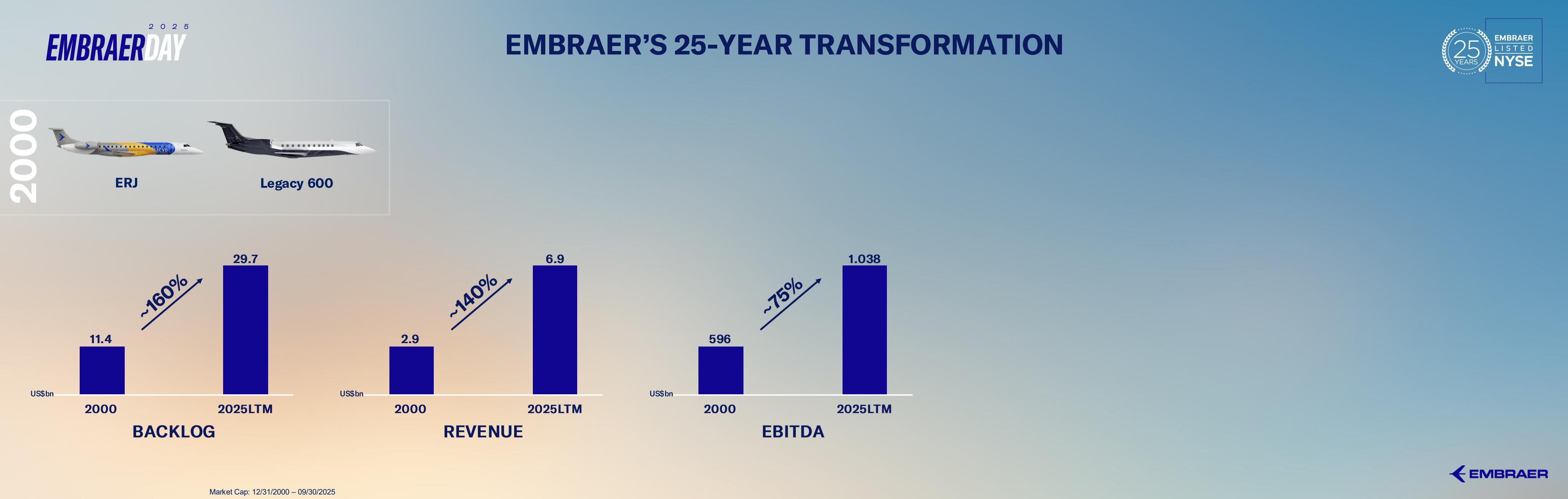
Legacy 600

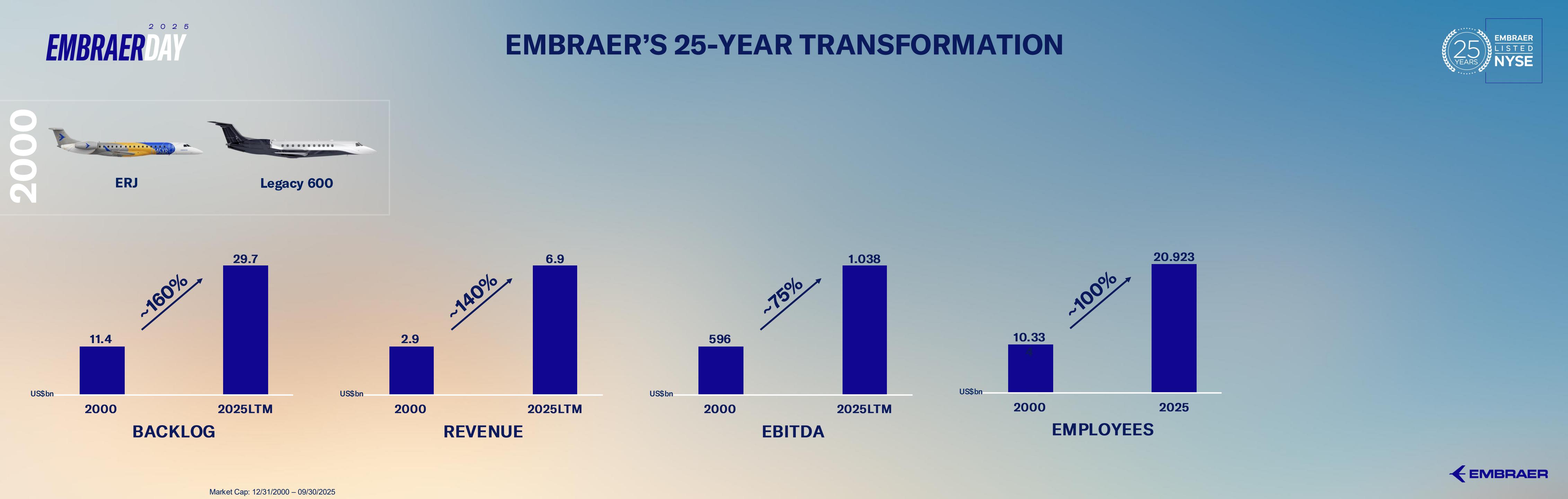
# EMBRAER'S 25-YEAR TRANSFORMATION

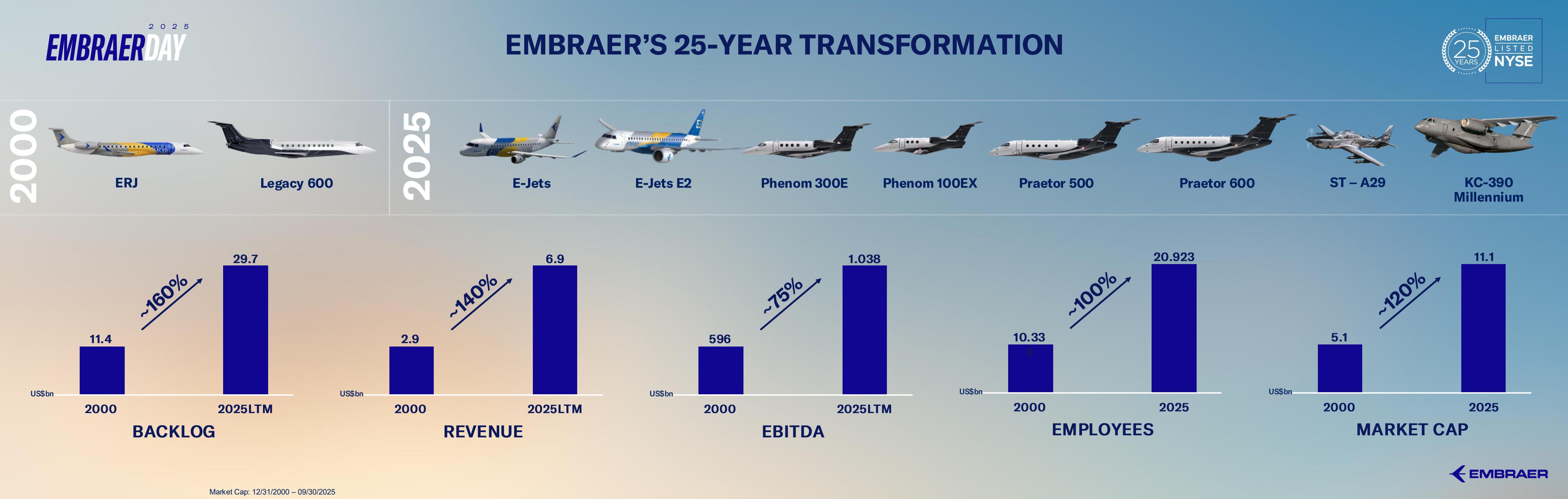


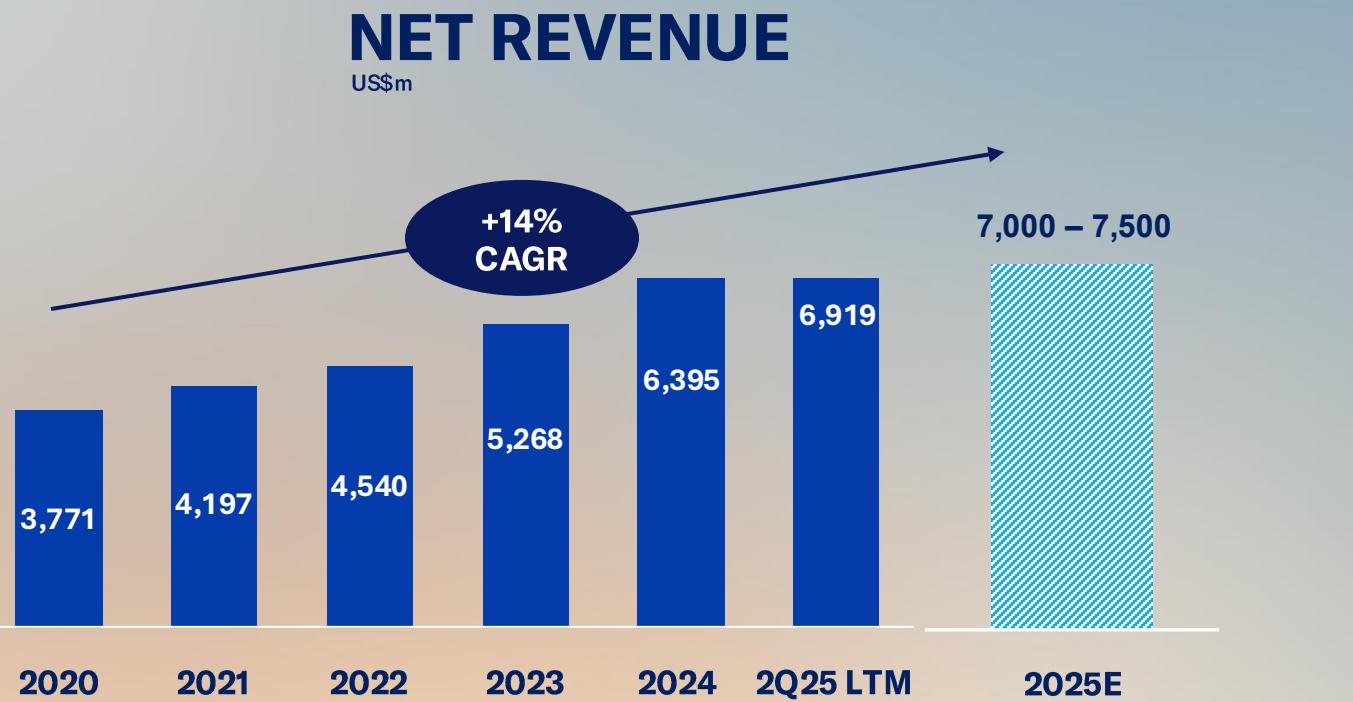






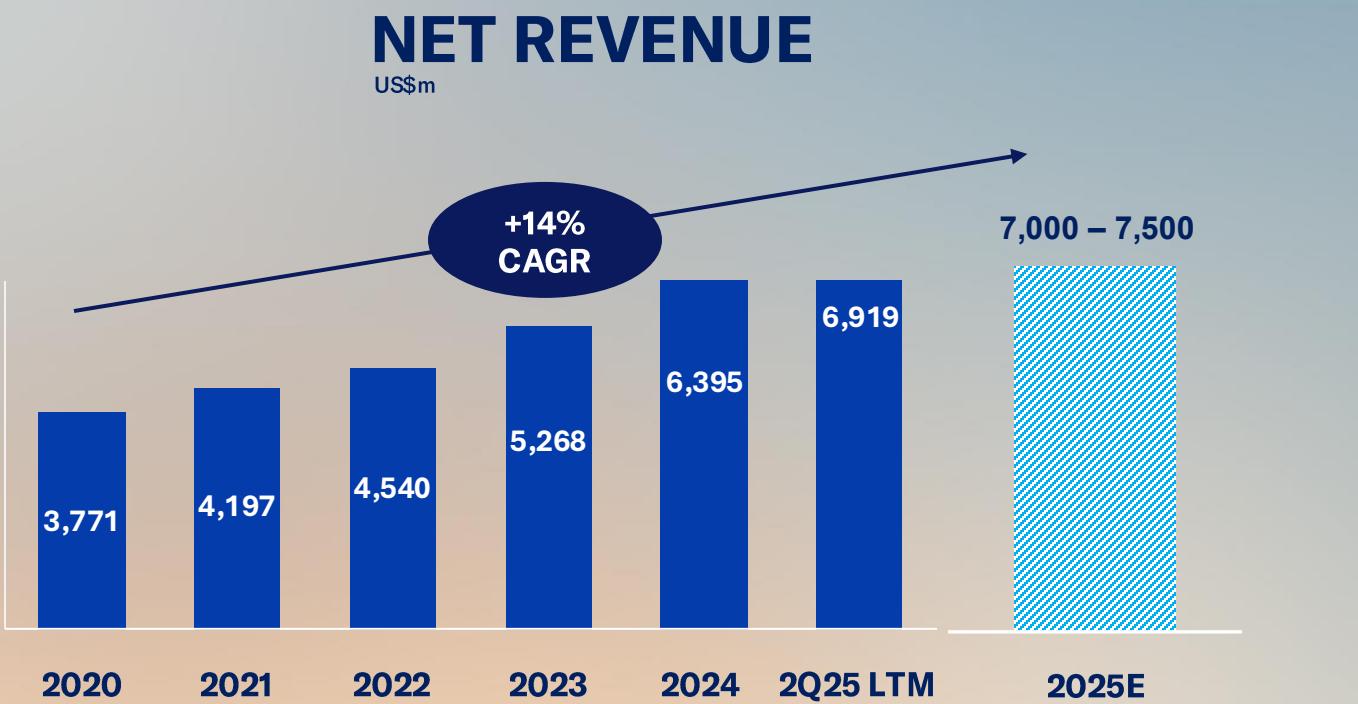




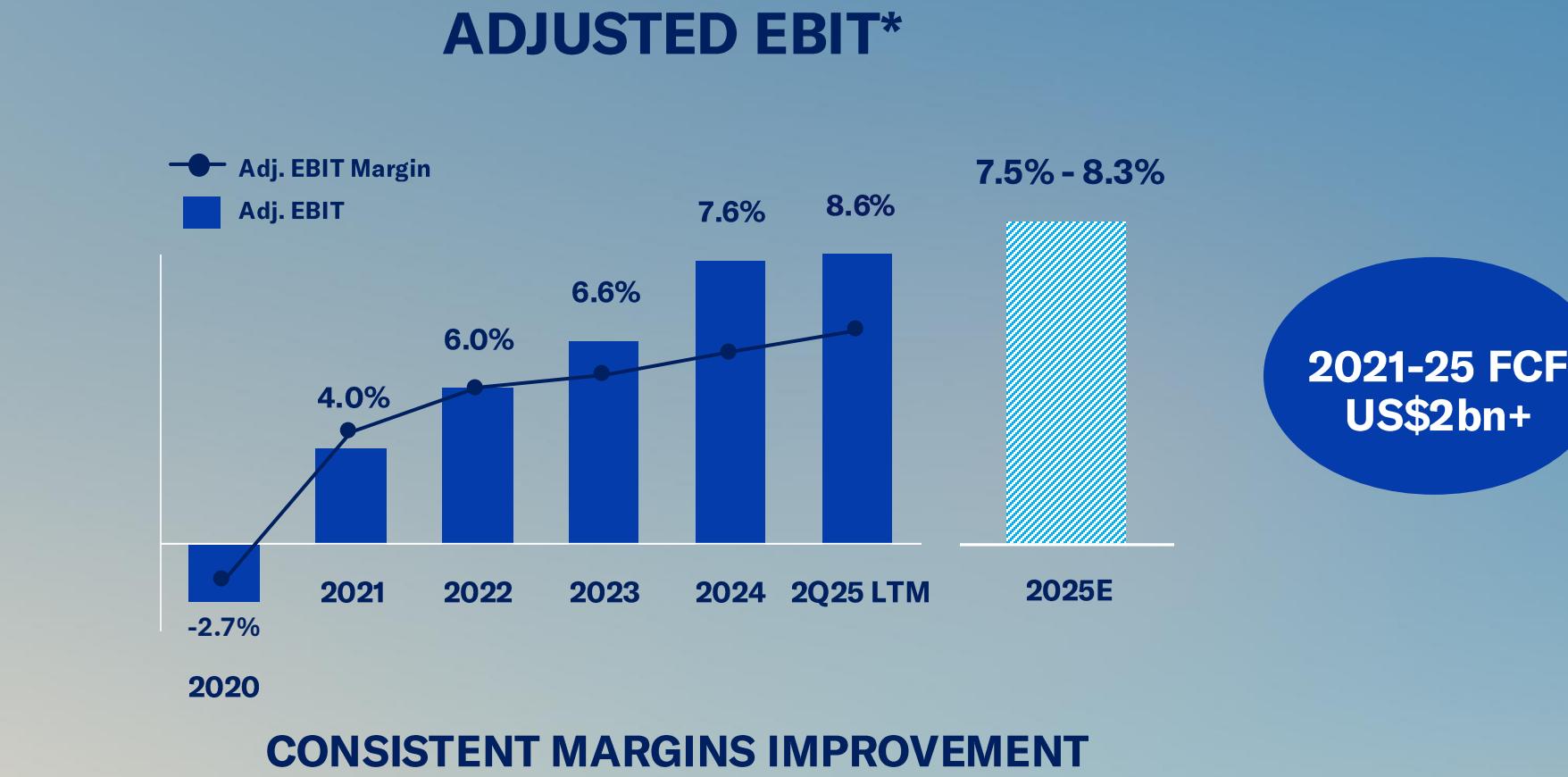


## TOP LINE WITH DOUBLE DIGIT GROWTH

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%).



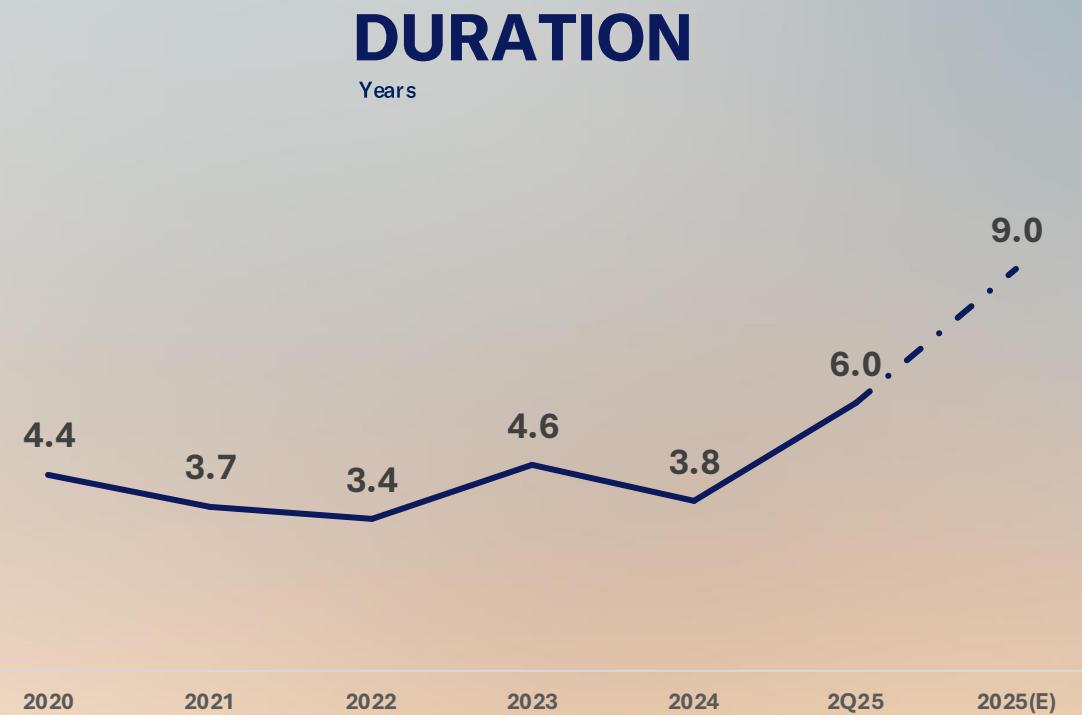
TOP LINE WITH DOUBLE DIGIT GROWTH

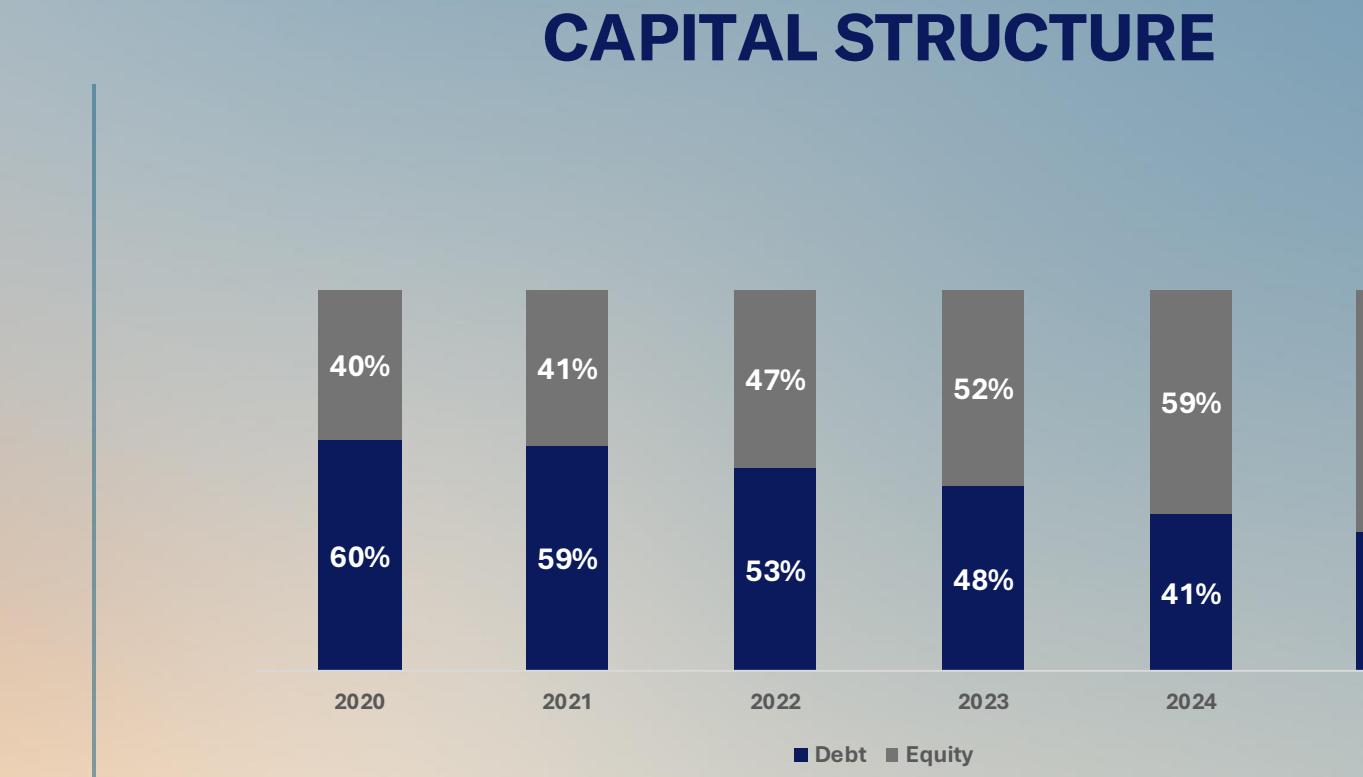
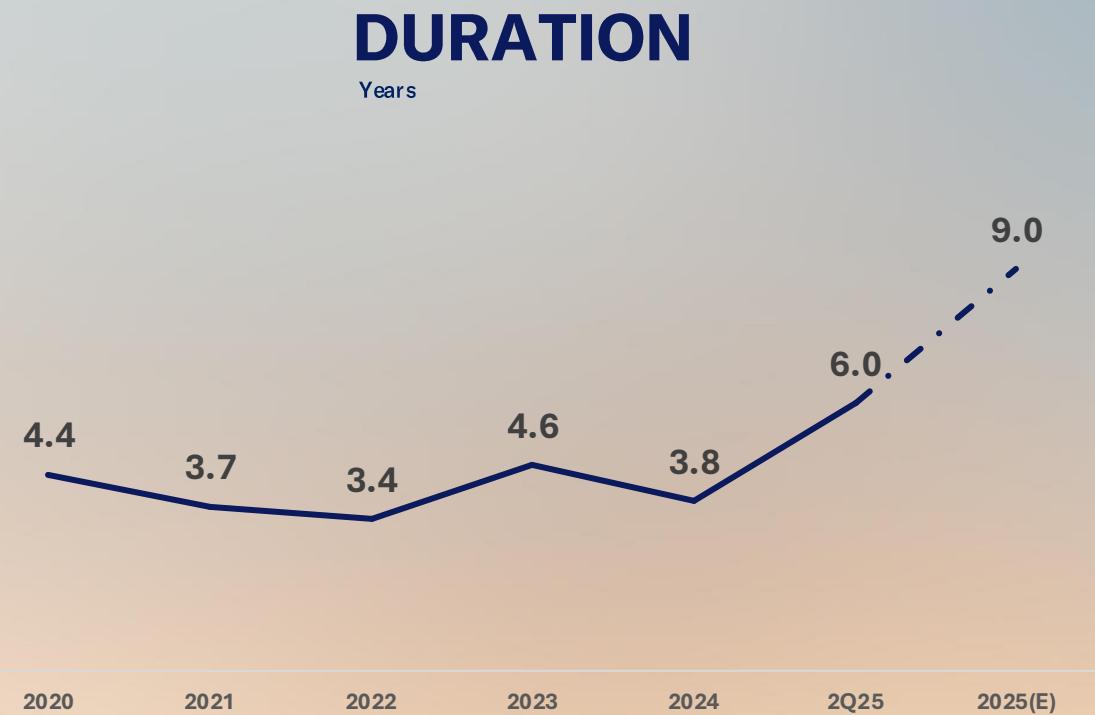


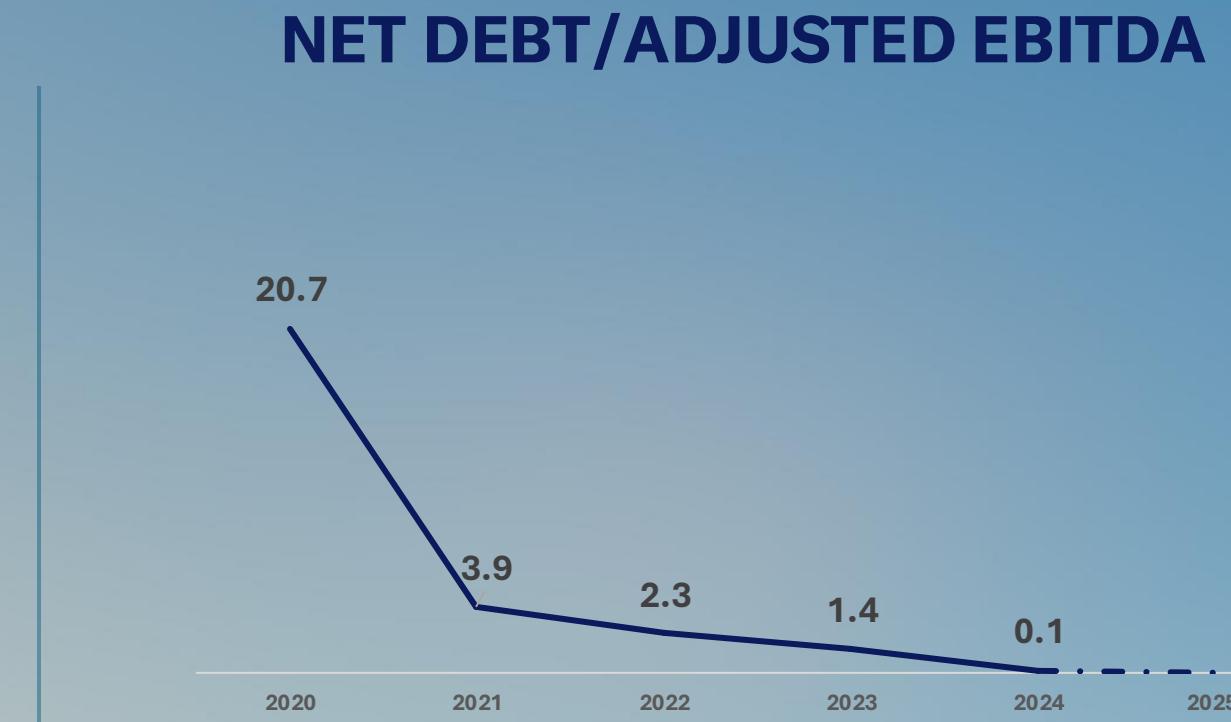
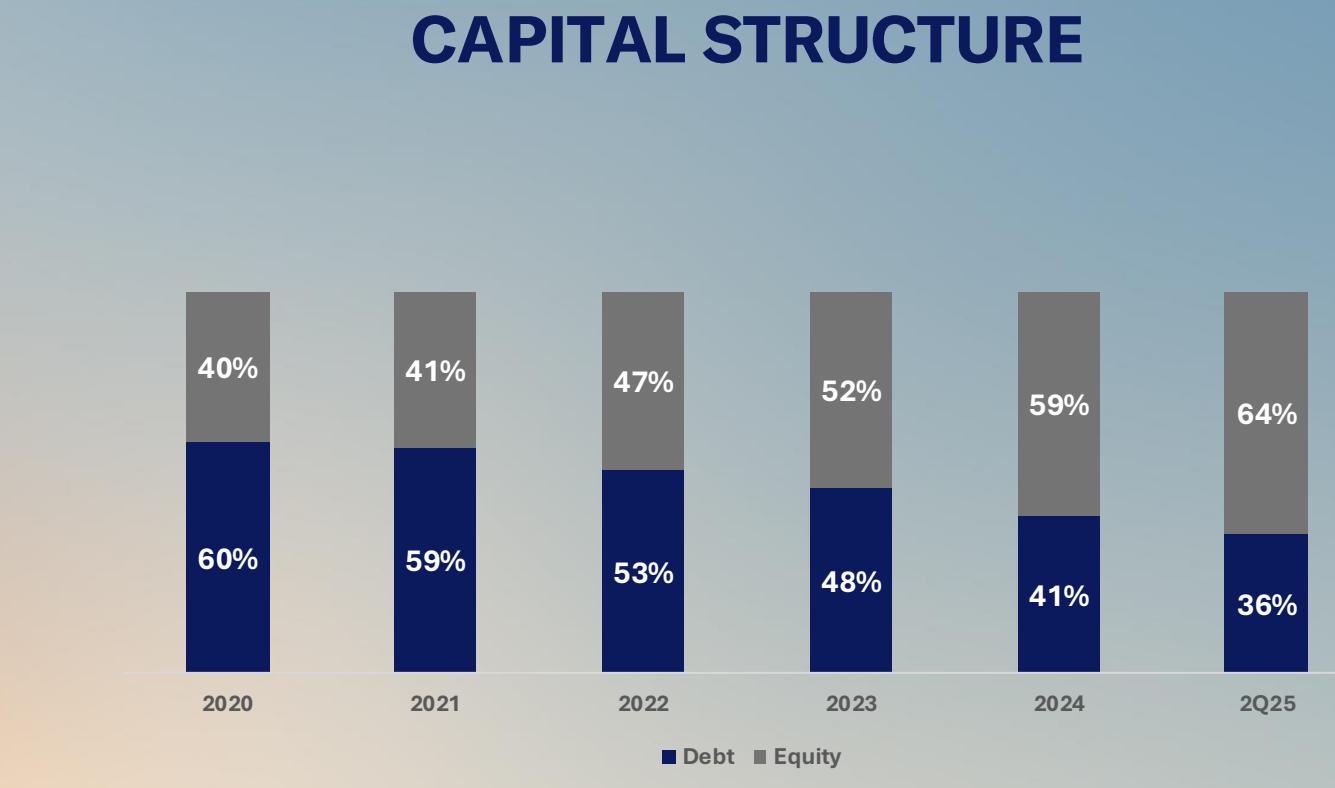
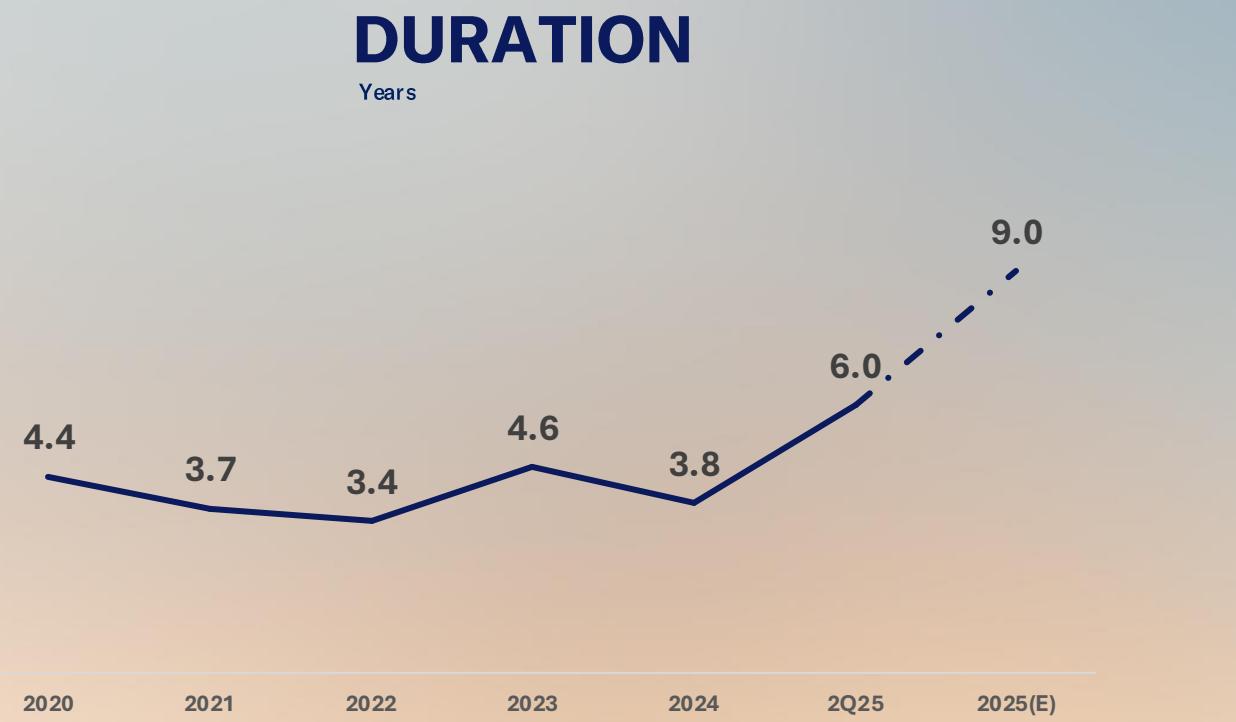
CONSISTENT MARGINS IMPROVEMENT

# CAPITAL STRUCTURE OPTIMIZATION

*Strengthening our Financial Position*

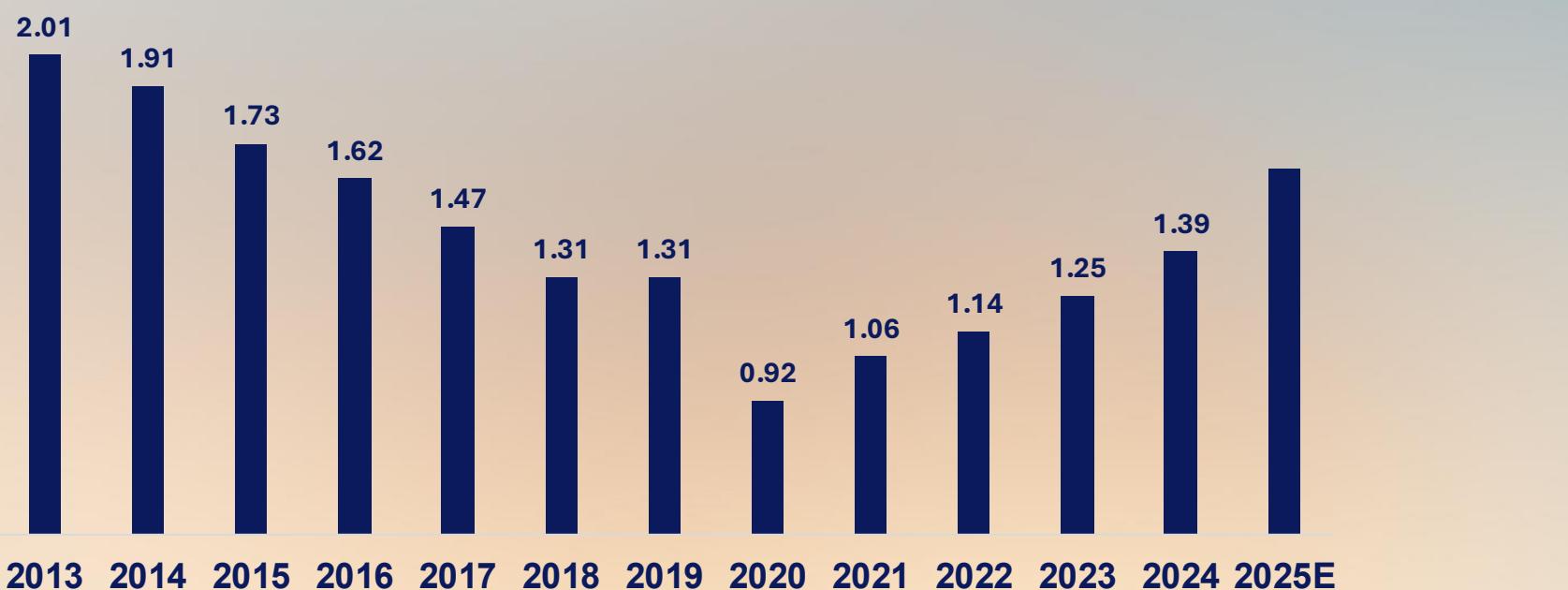






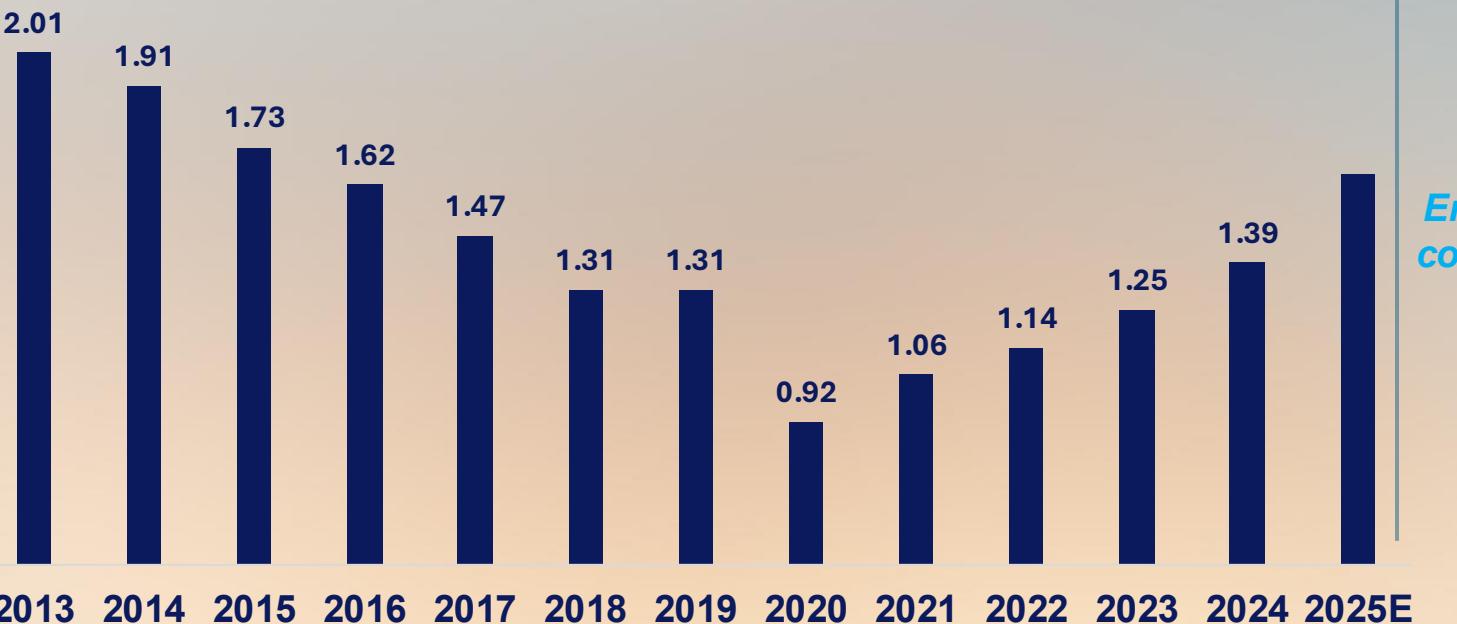
US\$m

## ASSET TURNOVER



US\$m

## ASSET TURNOVER

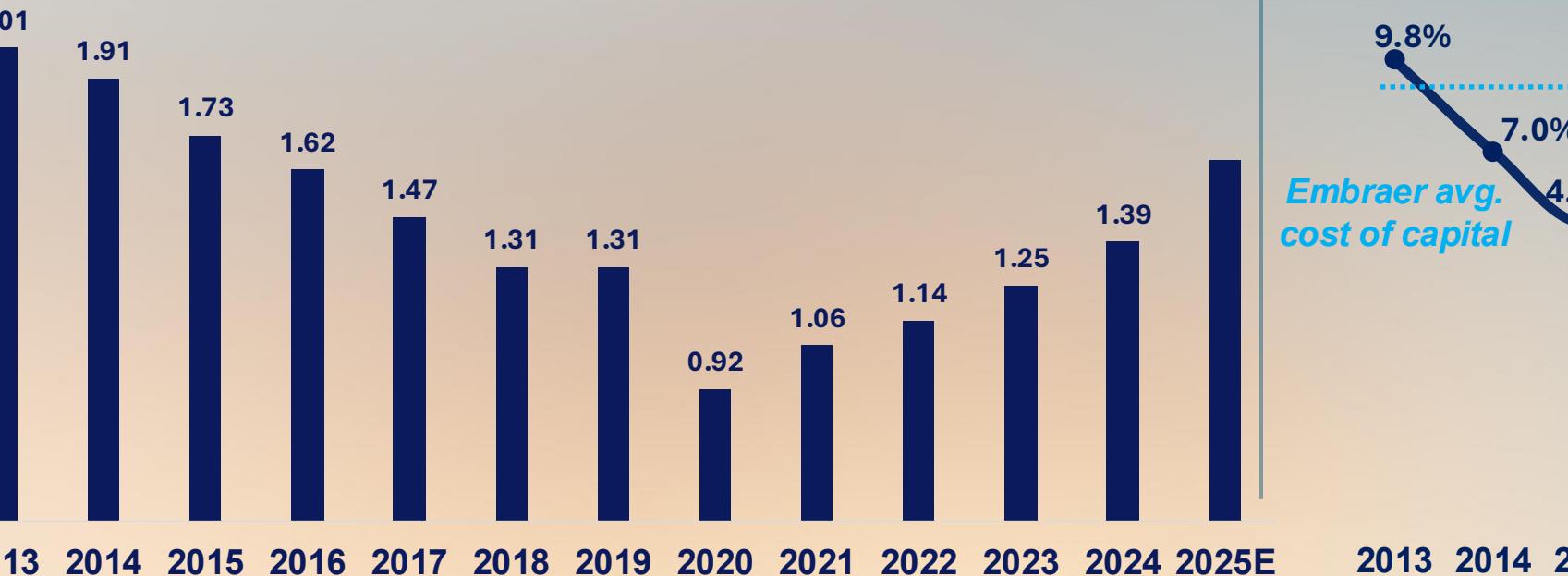


## RETURN ON INVESTED CAPITAL

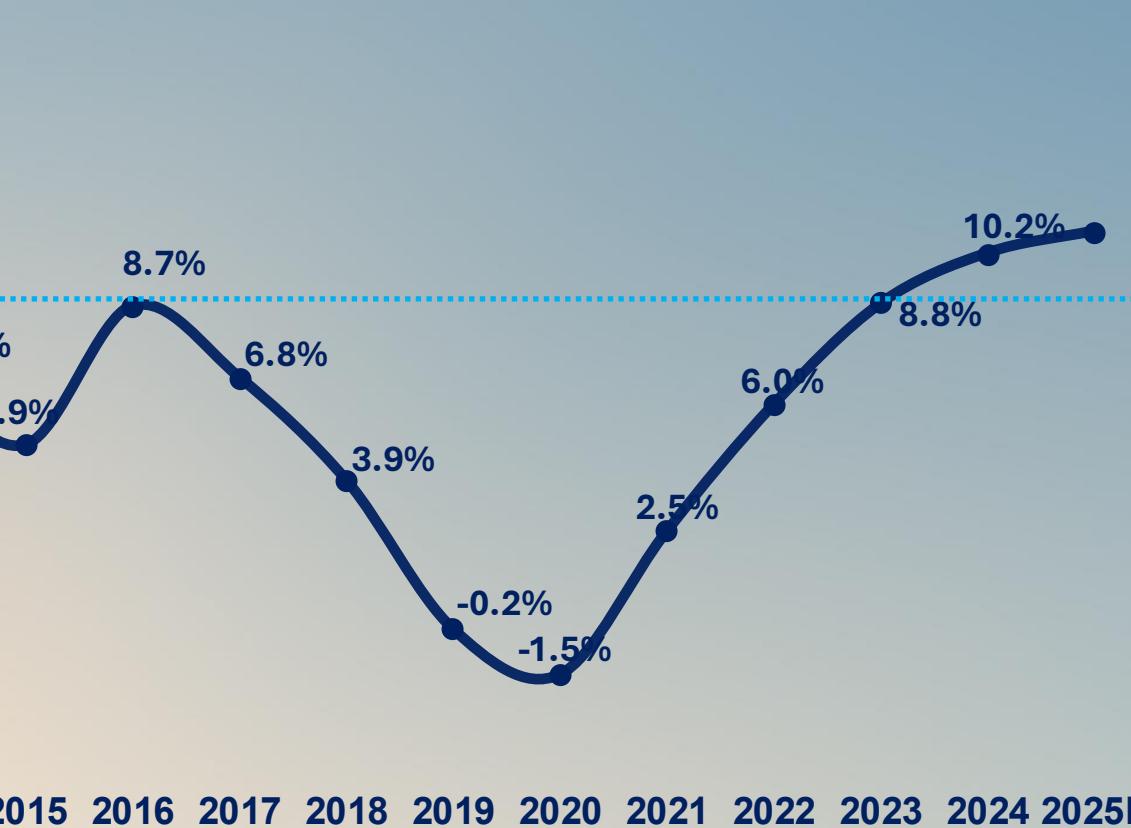


US\$m

## ASSET TURNOVER



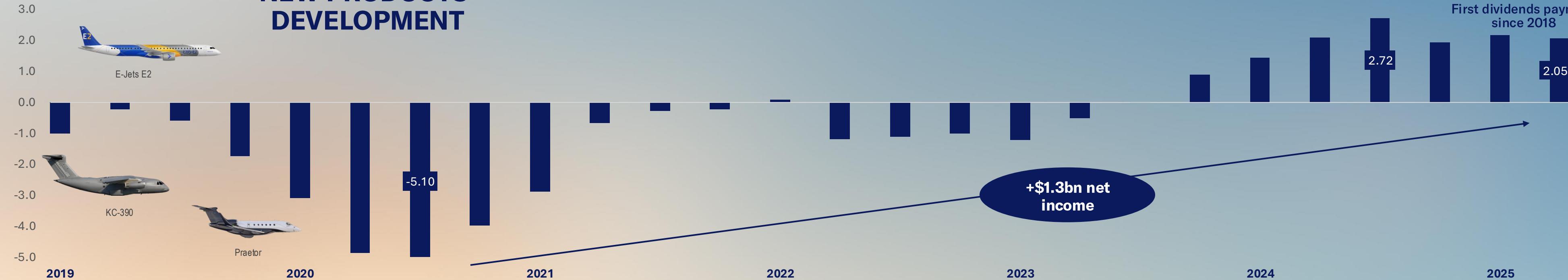
## RETURN ON INVESTED CAPITAL



## VALUE CREATION FOR SHAREHOLDERS

ERJ (2020 – 2025<sup>1</sup>)<sup>1</sup>September 30, 2025 / Calculated in USD / Source: S&P

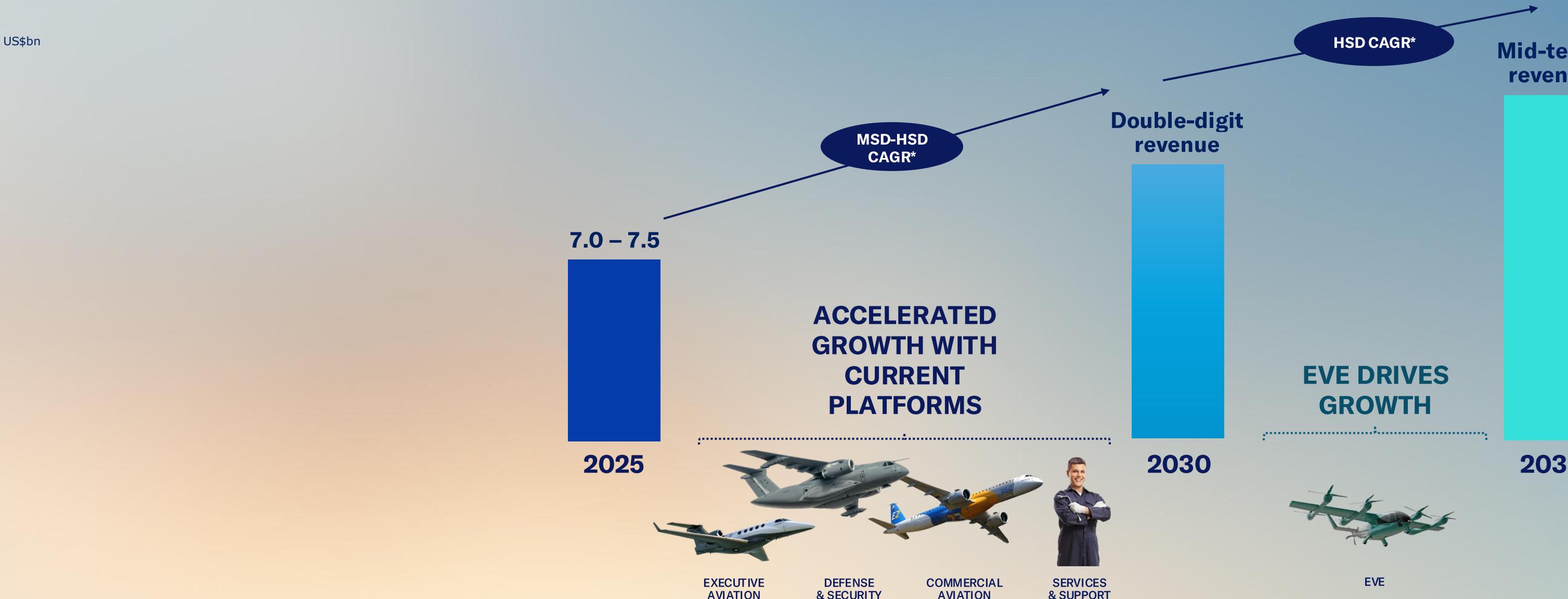
## EARNINGS PER SHARE

NEW PRODUCTS'  
DEVELOPMENT

# IGHT PLAN FOR THE NEXT 10 YEARS



US\$bn



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



2025  
**EMBRAERDAY**



# ONE MORE THING...

2025  
EMBRAERDAY

BEFORE



EMBRAER  
REGIONAL  
JETS

2025  
**EMBRAERDAY**

AND NOW, READY TO FLY HIGHER.



EMBRAER  
REGIONAL  
JETS



EMBRAER  
JETS

 **EMBRAER**



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