

EMBJ
B3 LISTED NM

EMBJ
LISTED
NYSE



EQUITY STORY MAR/26



EMBRAER INVESTOR RELATIONS



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



LinkedIn



X



Instagram



Youtube



IR Alerts



4Q25 Backlog
& Deliveries



4Q25 Earnings
Release



EMBRAER AT-A-GLANCE



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

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

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

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

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

➤ **Ratings**

STANDARD
& POOR'S
BBB

FitchRatings
BBB-
Positive

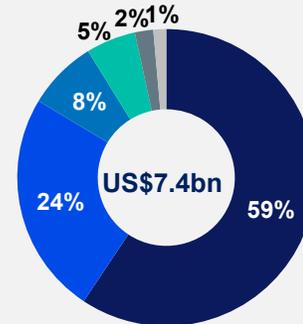
MOODY'S
Baa3
Positive

Source: Company | Note: (1) 2025 – does not include BU Others;
(2) 2025 – does not include BU Others and Non-Segmented; (3) 4Q25

Embraer's Business Segments



Revenue
by Region¹

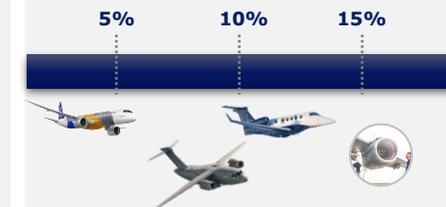


- North America
- Europe
- Brazil
- Asia Pacific
- Latin America
- Others

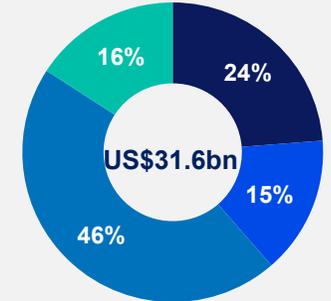
EBIT
by Segment²



EBIT Margins



Firm Backlog by
Segment³



- Executive
- D&S
- Commercial
- S&S

EMBJ
B3 LISTED NM

EMBJ
LISTED
NYSE

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

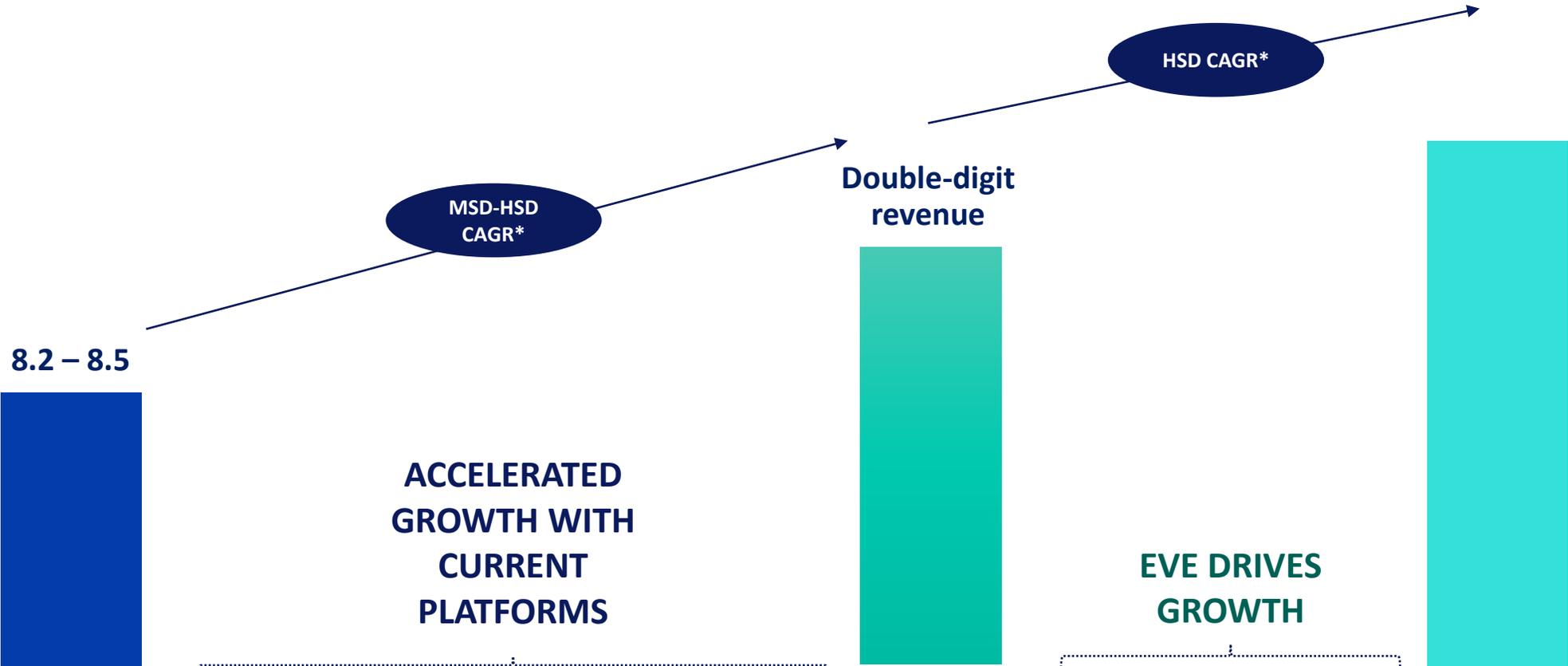
Next-gen product development





FLIGHT PLAN FOR THE NEXT 10 YEARS

US\$bn



2026

2030

2035



EXECUTIVE AVIATION

DEFENSE & SECURITY

COMMERCIAL AVIATION

SERVICES & SUPPORT

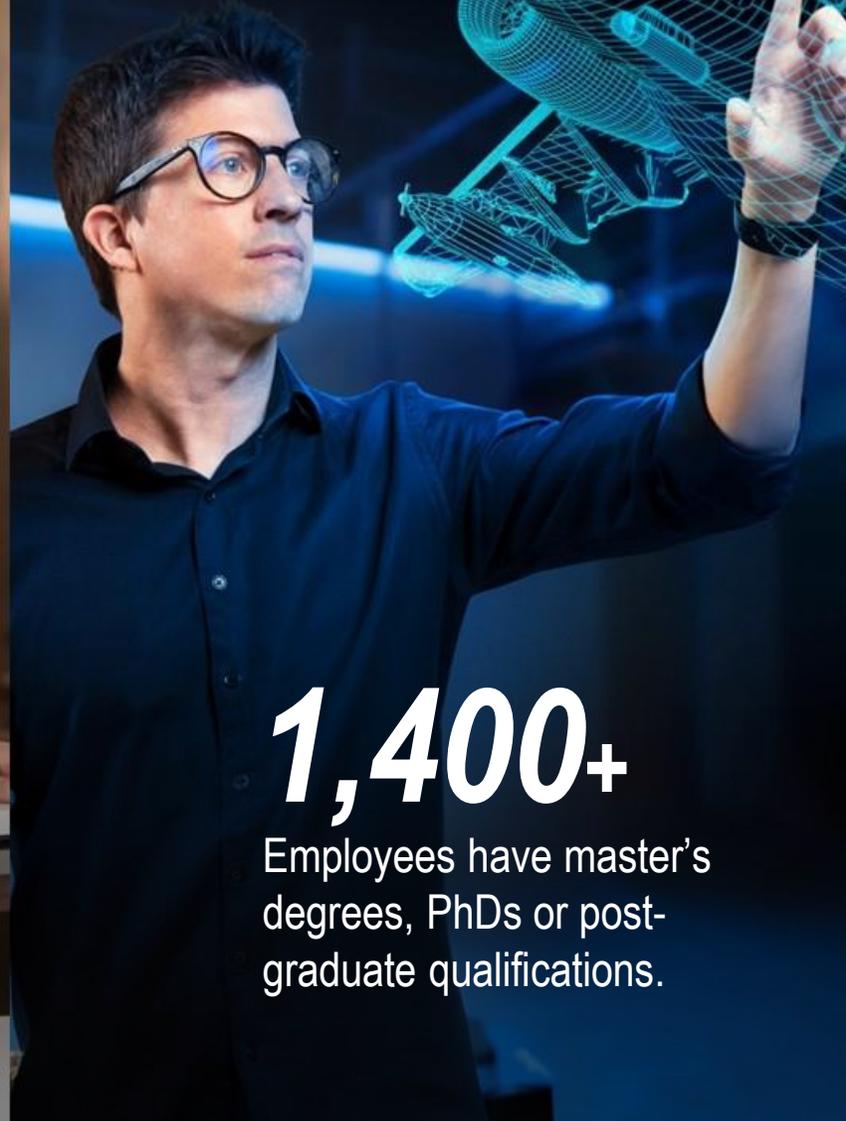


EVE

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



~65%
REDUCTION IN
LEAD TIME*

Baseline: 2021

PRAETOR



~50%
REDUCTION IN
LEAD TIME*

Baseline: 2019

PHENOM



~45%
REDUCTION IN
LEAD TIME*

Baseline: 2020

E1



~40%
REDUCTION IN
LEAD TIME*

Baseline: 2020

KC-390



~35%
REDUCTION IN
LEAD TIME*

Baseline: 2019

E2



~15%
REDUCTION IN
LEAD TIME*

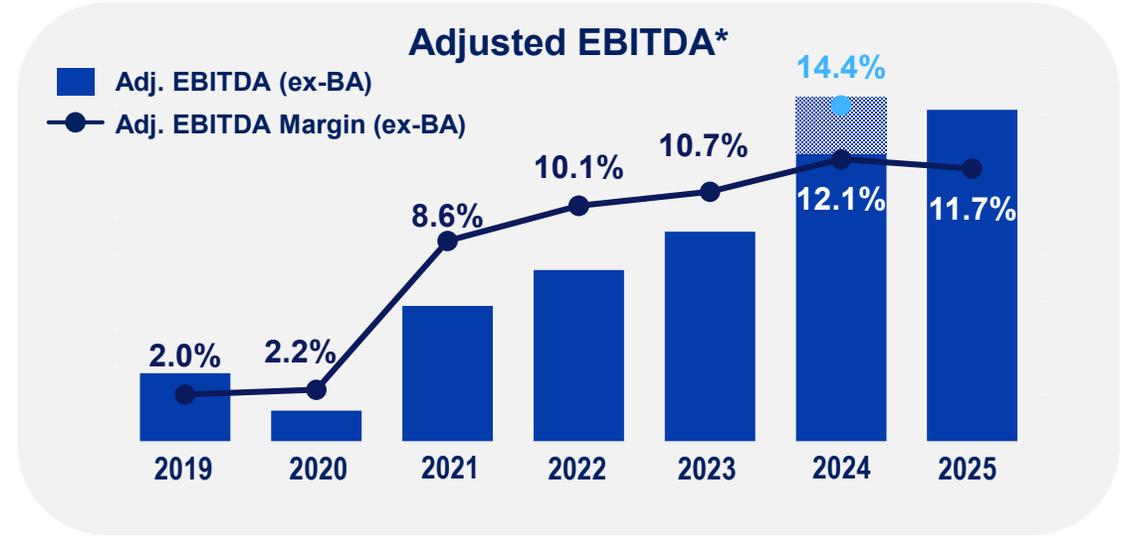
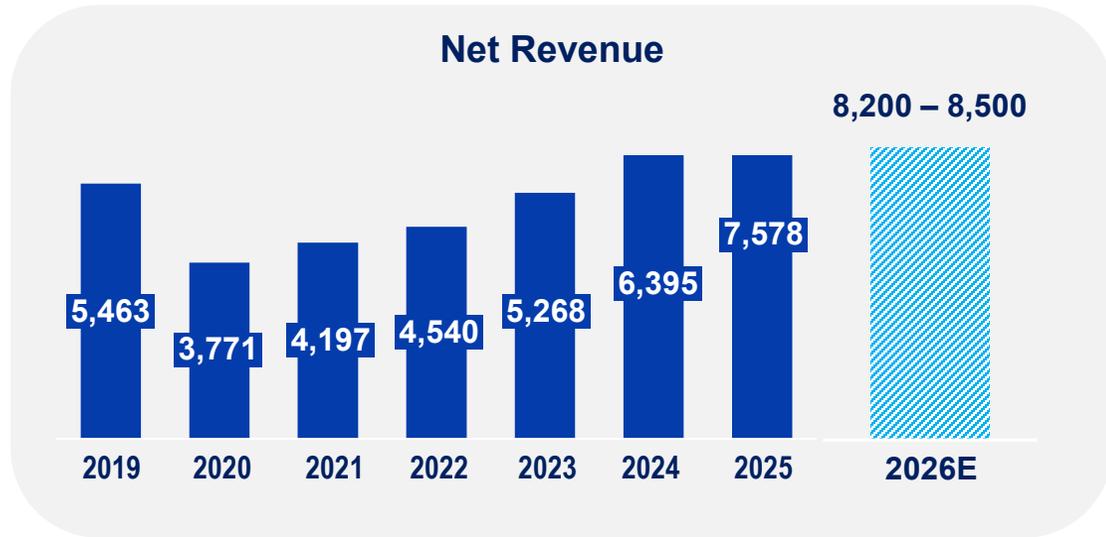
Baseline: 2020

* The gains indicated are based on the evolution in 2025 compared to the baseline of each program.

PROFITABLE GROWTH



US\$m



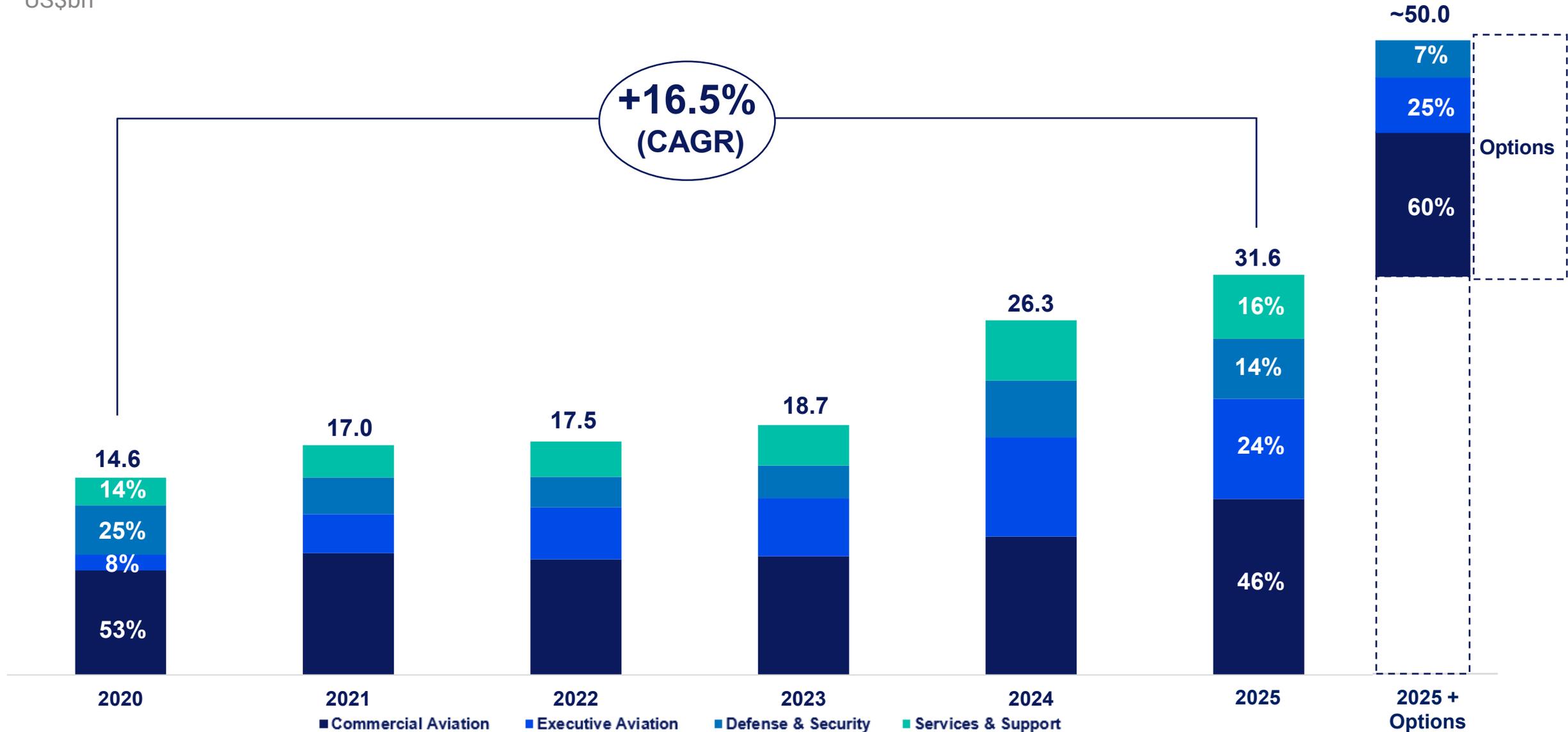
Note: Revenue, adjusted EBITDA, adjusted EBIT and FCF do not consider EVE.
 * Headline margin figures includes US\$150 million from Boeing agreement in 3Q24.

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 for the business;
- Gavião Peixoto SP, Brazil & Melbourne FL, USA;
- In-line with backlog growth.

Capex

Services – OGMA (2021-26)

US\$m

105

- Brand new P&W engines induction line;
- Operation started in April 2024;
- Full ramp (US\$650m revenues) in 2030.

Capex

Services – MRO (2025-27)

US\$m

70

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

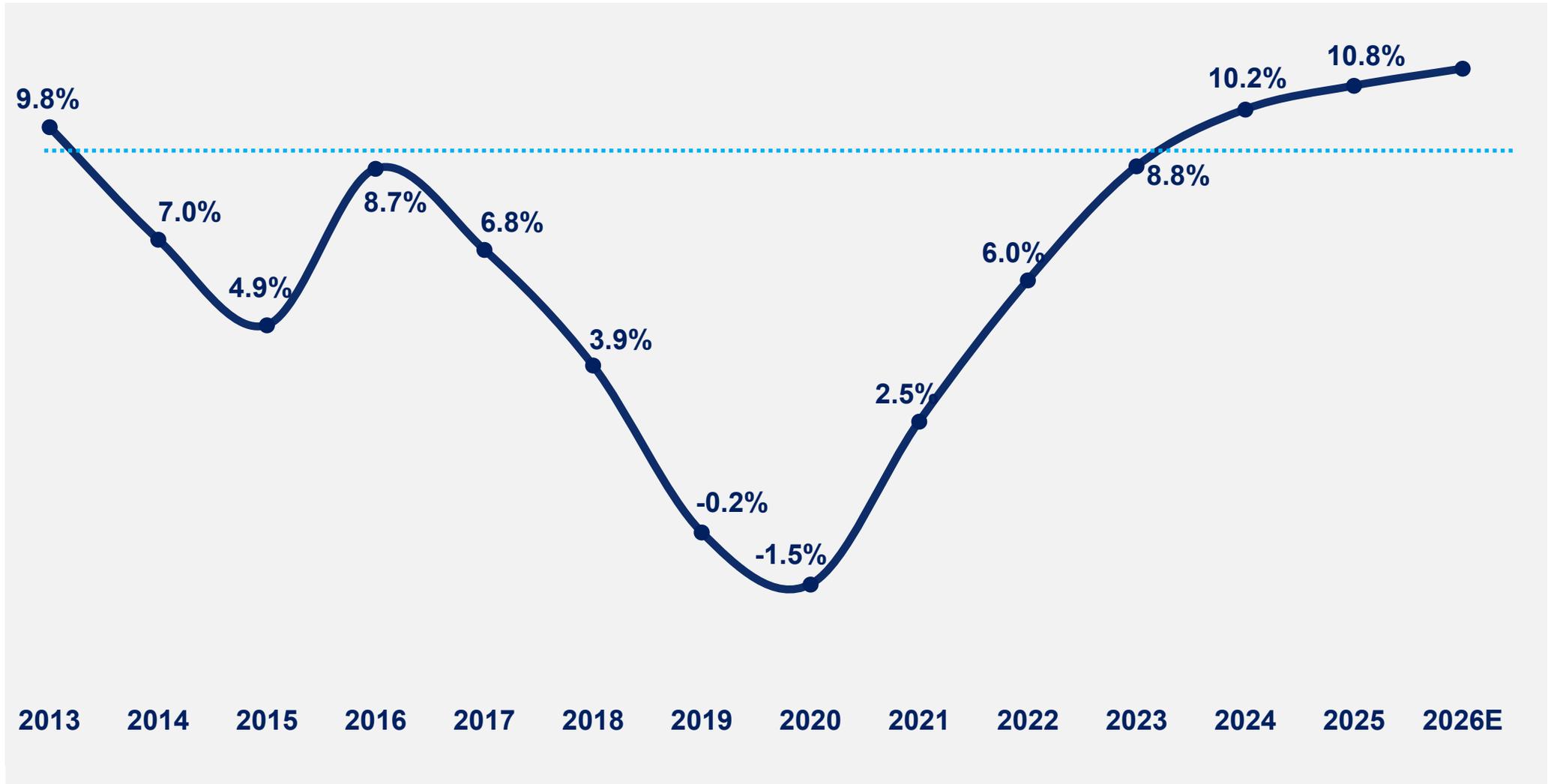
Capex

RETURN ON INVESTED CAPITAL

ROIC above WACC supported by improved operational and financial metrics



*Embraer avg.
cost of capital*

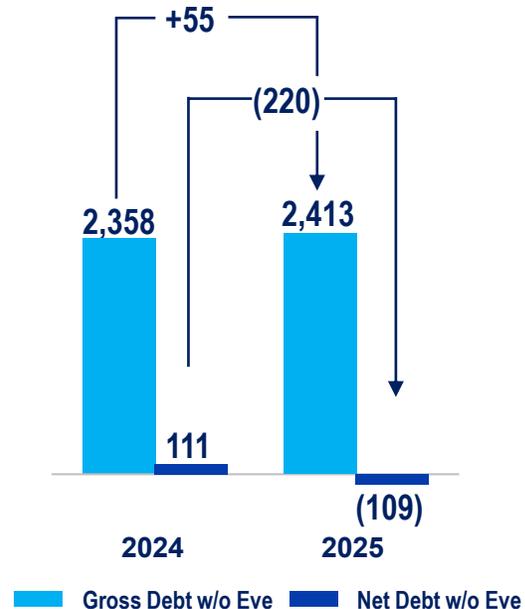


FINANCIAL POSITION



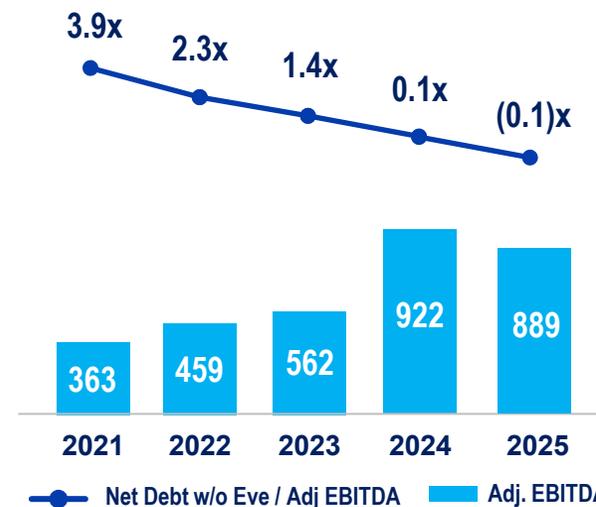
LIQUIDITY

US\$ million

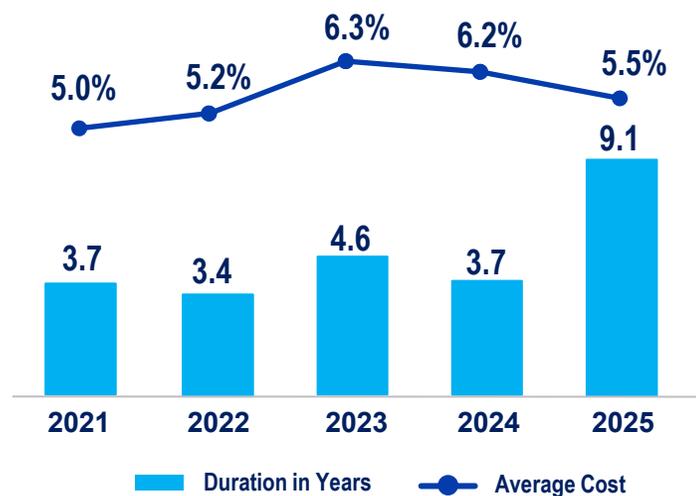


DELEVERAGING

US\$ million

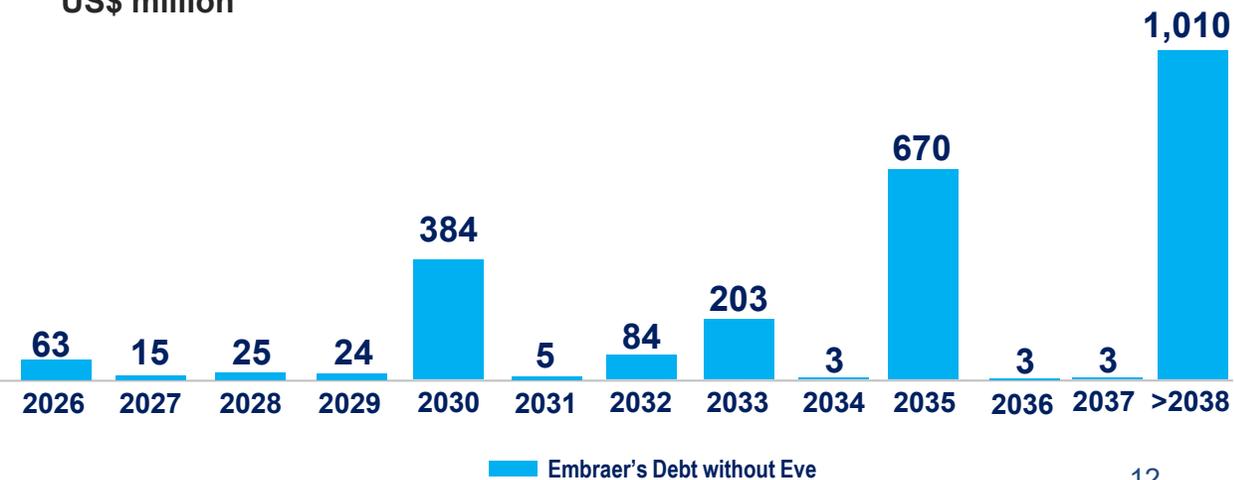


DEBT MATURITIES



DEBT PROFILE

US\$ million



EMBJ
B3 LISTED NM

EMBJ
LISTED
NYSE



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



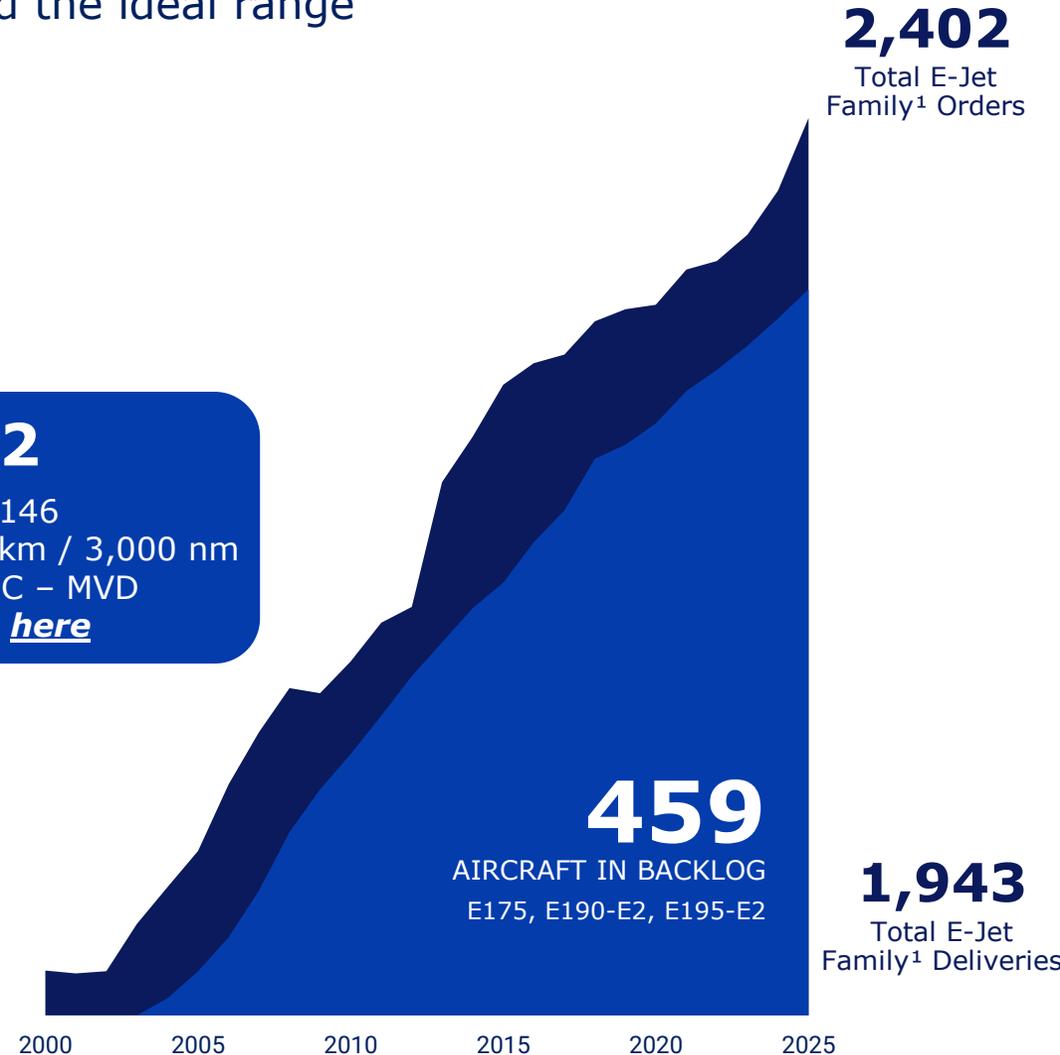
E195-E2
 Seats: 120 to 146
 Range: 5,556 km / 3,000 nm
 YYZ – LAX; REC – MVD
 For specs click [here](#)



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](#)

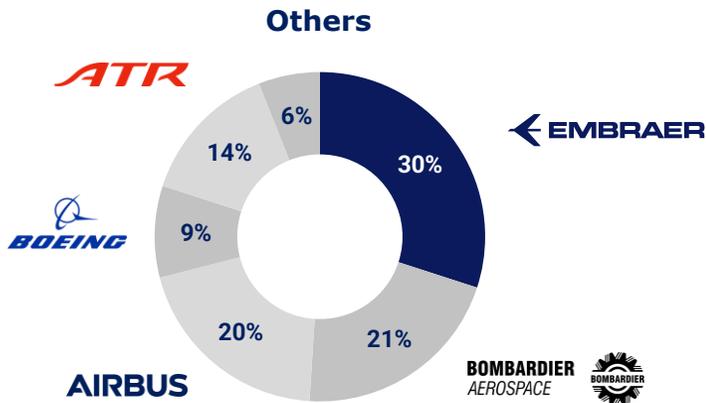


MARKET SHARE & PRODUCT POSITIONING



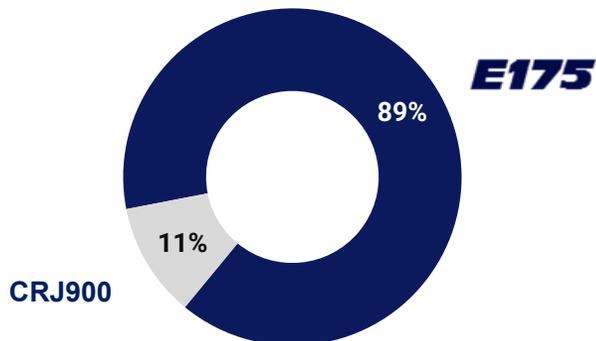
Up To 150-seat Global Market Share

(Deliveries since 2004)

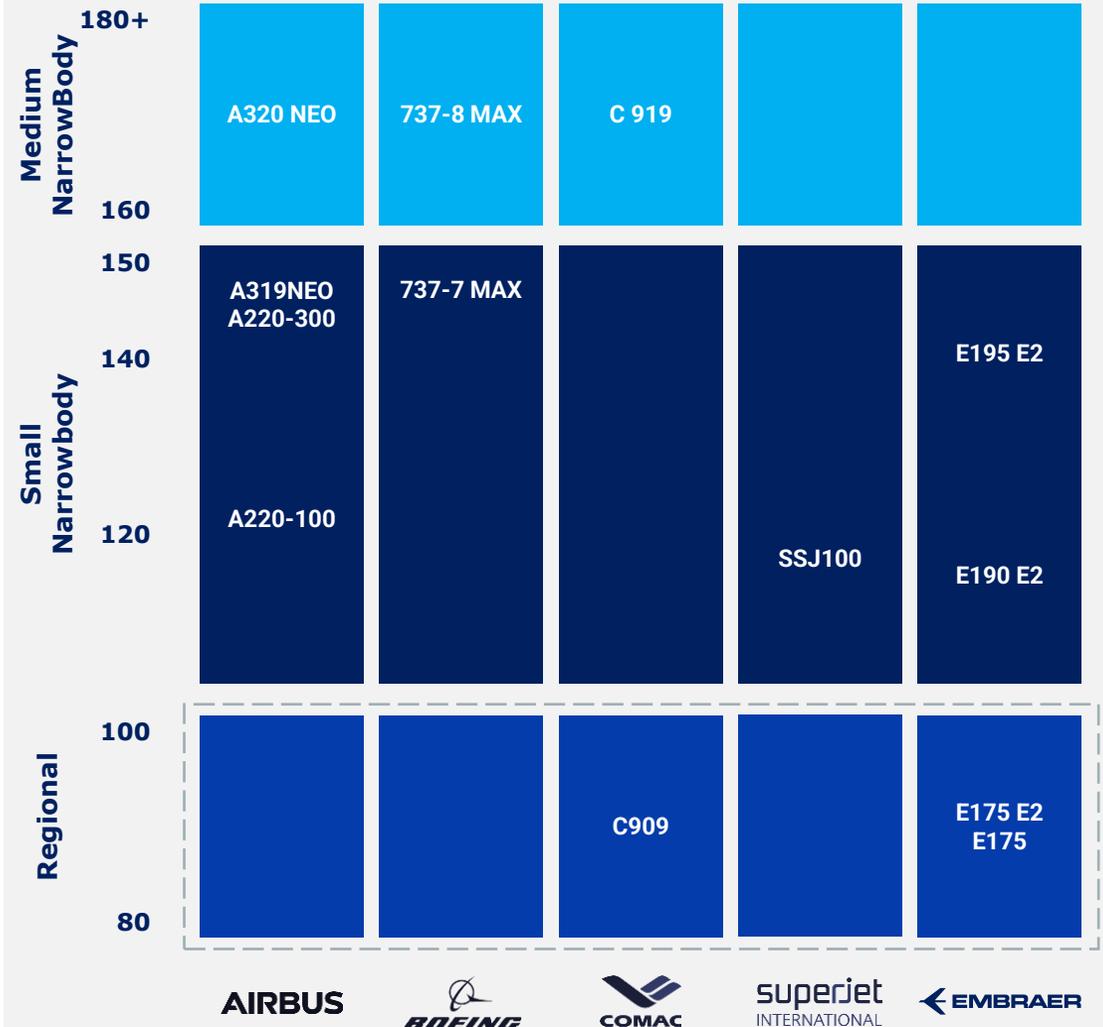


North America 70 to 90-seat Jets Market Share

(Orders since 2013)



Competitive Scenario

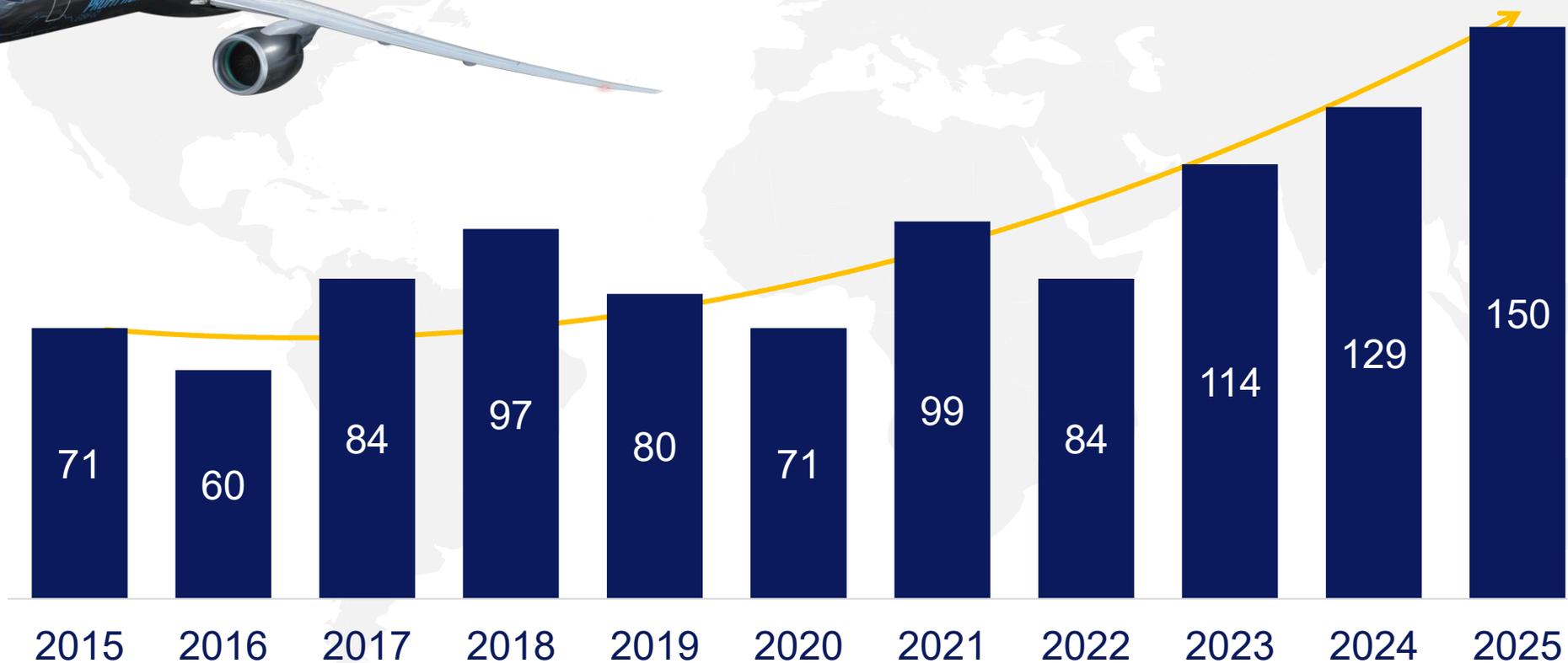


LONG-TERM SEGMENT OVERVIEW

Small narrowbody segment is gaining traction



SMALL NARROWBODY NEW DELIVERIES



Connectivity in a fragmented world



Demand growth in secondary markets



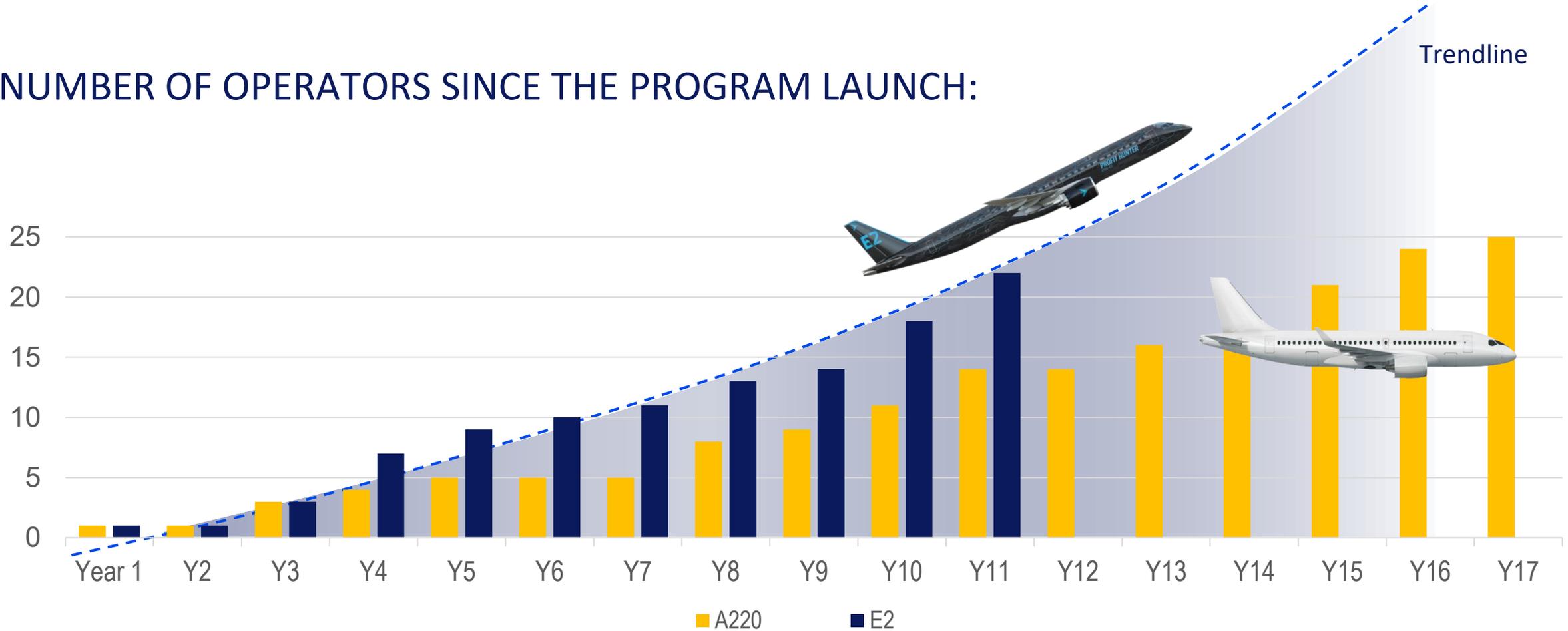
Increased use of mixed fleets to right-size capacity

E2 MARKET ACCEPTANCE



Strong performance, accelerating post-covid

NUMBER OF OPERATORS SINCE THE PROGRAM LAUNCH:



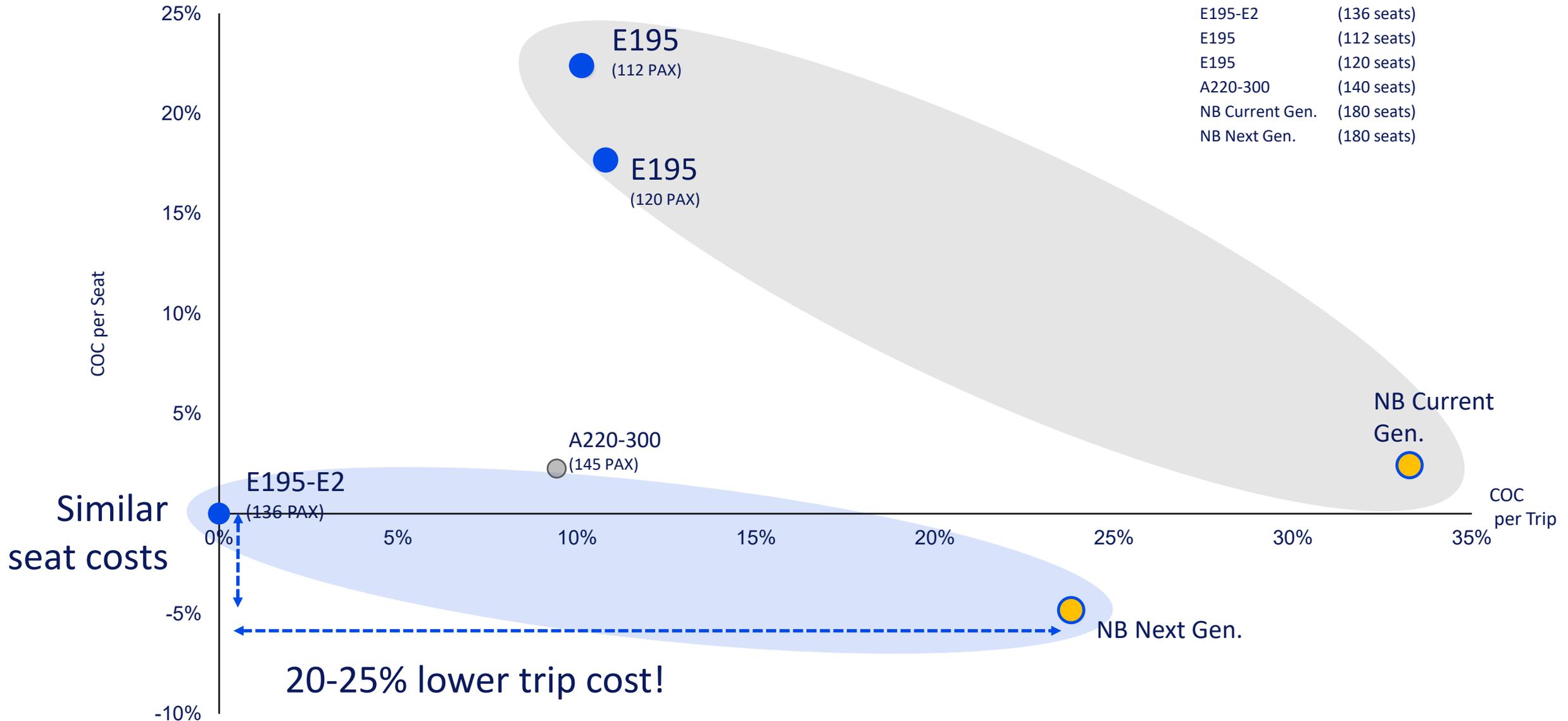
Since 2022:

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

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

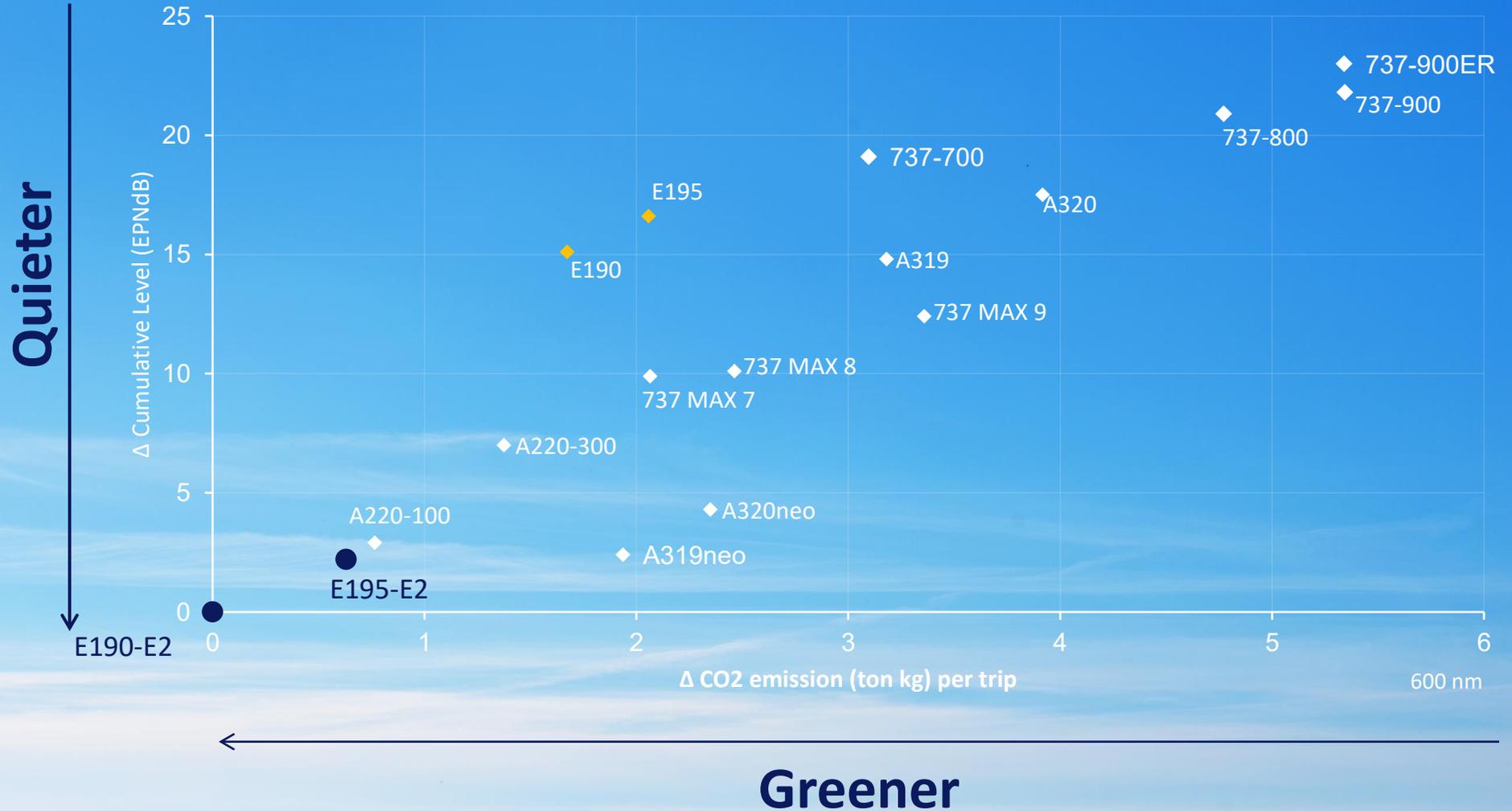
This information is property of Embraer and cannot be used or reproduced without written permission.

UNBEATABLE COST EFFICIENCY



This information is property of Embraer and cannot be used or reproduced without written permission.

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 Narrowbodies



| | | | | | | | | | | | | | |
|--|---|--------------------------------|-----------------------------|---------------------------------|------------------------------|-----------------------------|--------------------------------|-----------------------------|---|---|------------------------------|-----------------------------|---|
| 67 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 |
| 25x Owned 42x Lessors | 16x Owned | 6x Owned | 6x Owned | 2x Owned 8x Lessors | 25x Lessors | 3x Lessors | 9x Lessors | 3x Lessors | 4x Owned 4x Lessors | 15x Owned | 45x Owned | 20x Owned | 24x Owned |

Accelerate [Connectivity] Opportunity

E2 NUMBERS & FACTS



1st AIRCRAFT DELIVERED



1st AIRCRAFT TO BE DELIVERED



QUALIFIED LESSORS

ICBC
CHINA
10x E195-E2

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

ELEVATE
CAPITAL PARTNERS

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

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

MERYX
AVIATION

TrueNoord
Regional Aircraft Leasing
NETHERLAND
20x E195-E2

FALCO

AVOLON

199 Delivered aircraft

23 Operators

269 To be delivered

468 Total Firm Orders

This information is property of Embraer and cannot be used or reproduced without written permission.

THE E2 IS THE SOLUTION FOR THE US MARKET

E2 value proposition for different business models



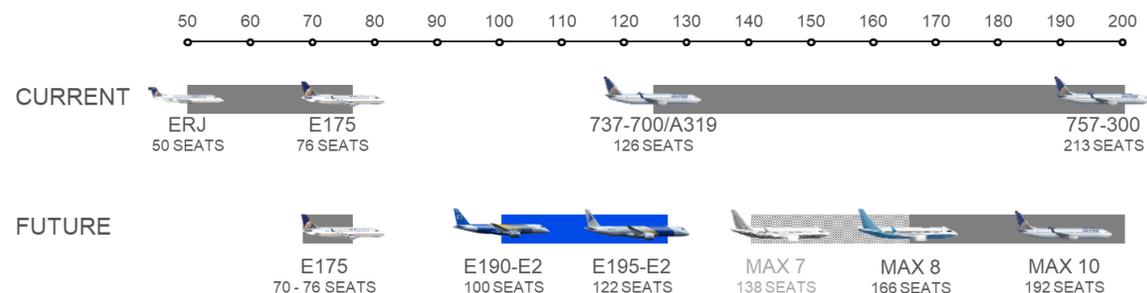
Mainline

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

Low Cost Carriers

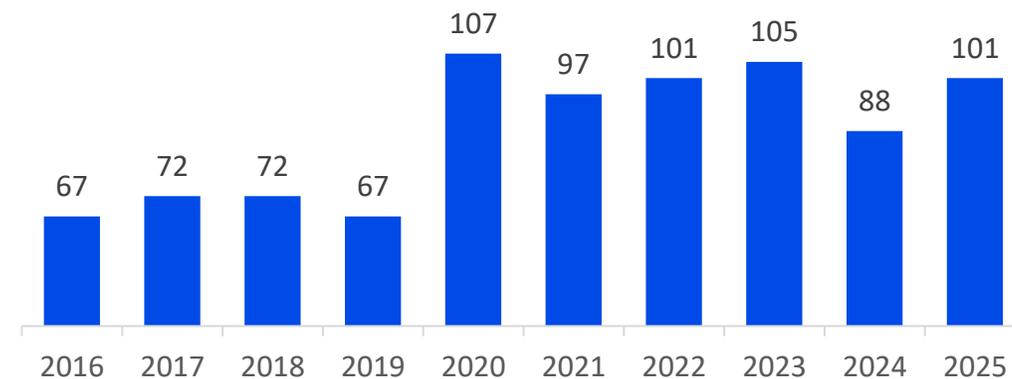
- Growing pocket of opportunities in thinner markets
- Missing an adequate aircraft that fits well
- E2 economics ideal for secondary cities expansion

United Next Fleet Plan



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

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



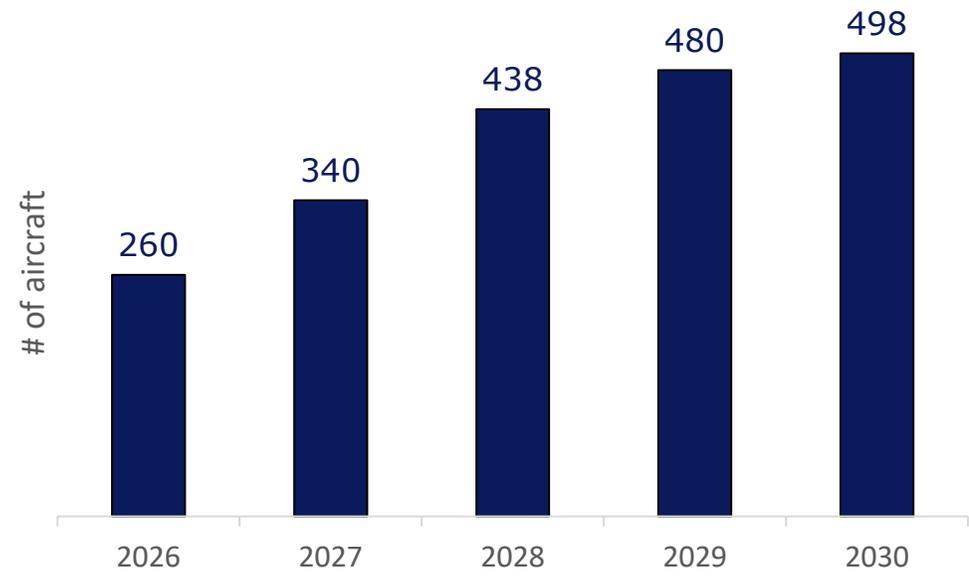
This information is property of Embraer and cannot be used or reproduced without written permission.



REPLACEMENT OPPORTUNITIES AHEAD

Regional Aircraft Replacement (E175 opp)

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



Low competition environment in the next decade

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

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

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

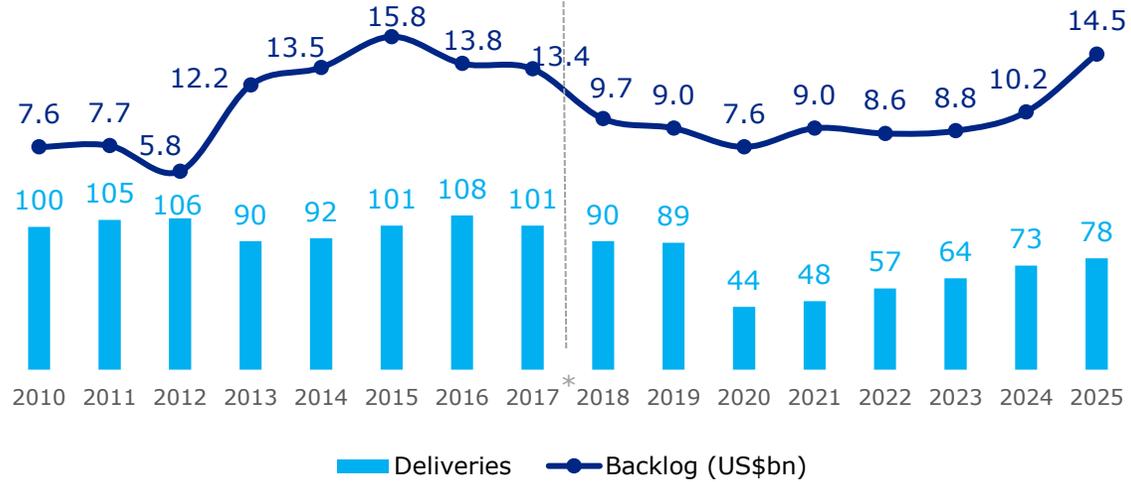


E1 replacement opportunities getting traction this decade – E2 as the most suitable option

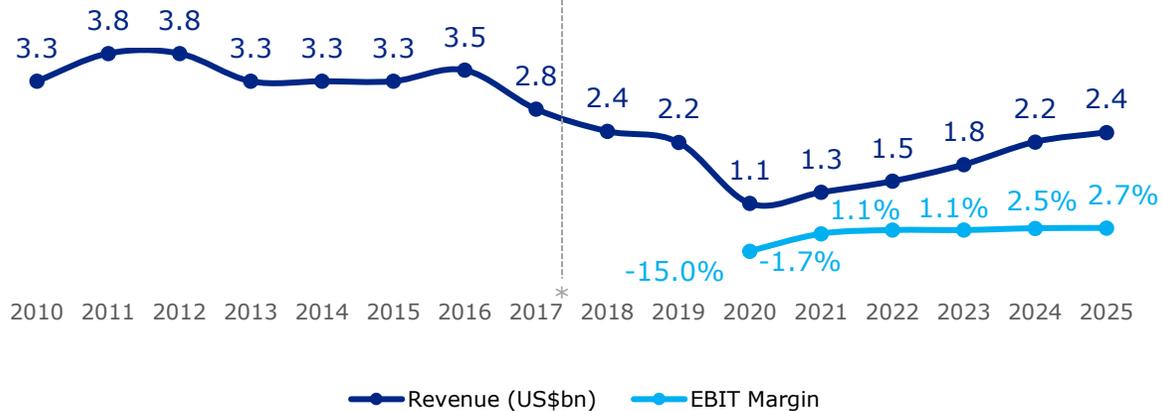
Additional 737-700 and A319 replacement opportunities also addressable

COMMERCIAL BACKLOG

Backlog and Deliveries

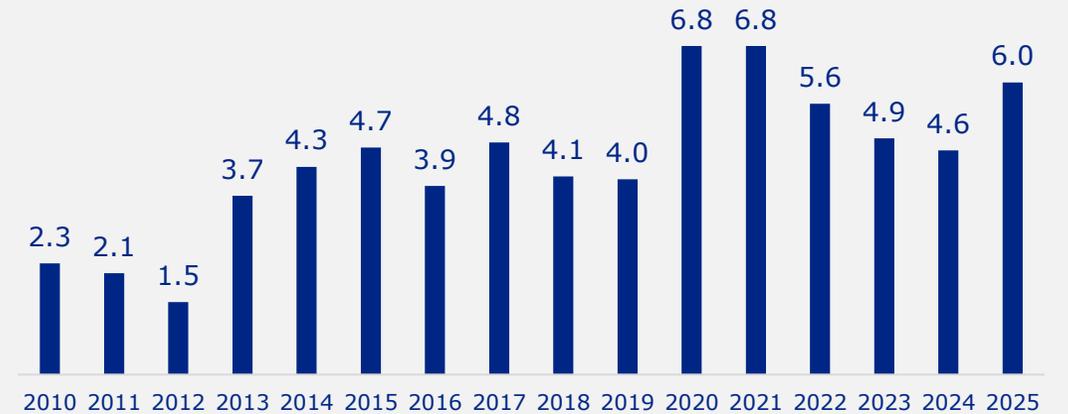


Revenue and EBIT Margin



Backlog / Revenue Ratio

Avg. 4.4 (σ 1.5)



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

EMBJ
B3 LISTED NM

EMBJ
LISTED
NYSE



EXECUTIVE AVIATION

EXECUTIVE AVIATION | PRODUCT PORTFOLIO



Phenom 100EX

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

For specs click [here](#)

Phenom 300E

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

For specs click [here](#)

Praetor 500E

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

For specs click [here](#)

Praetor 600E

Super midsized
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\$7.6bn

Backlog

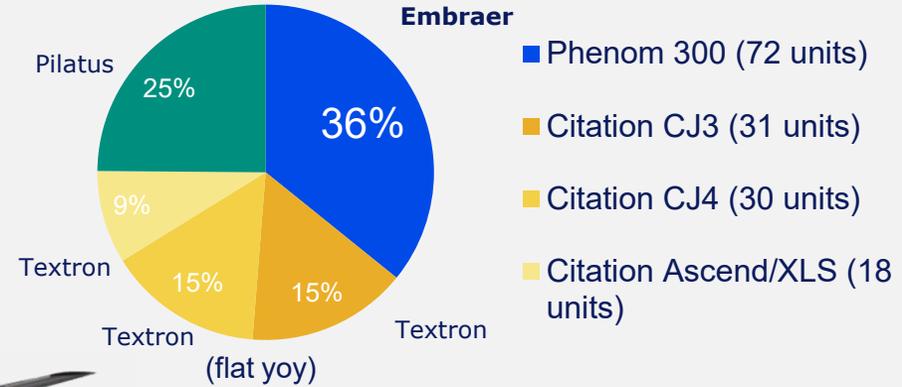
PENETRATING PRODUCT SEGMENTS



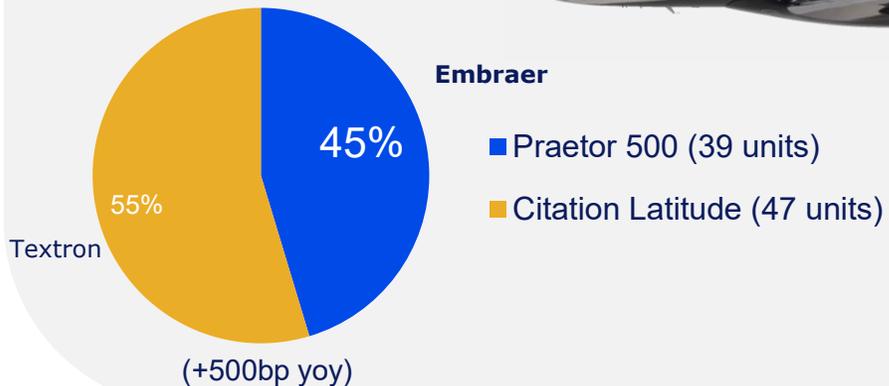
PHENOM[®] 100EX BY EMBRAER



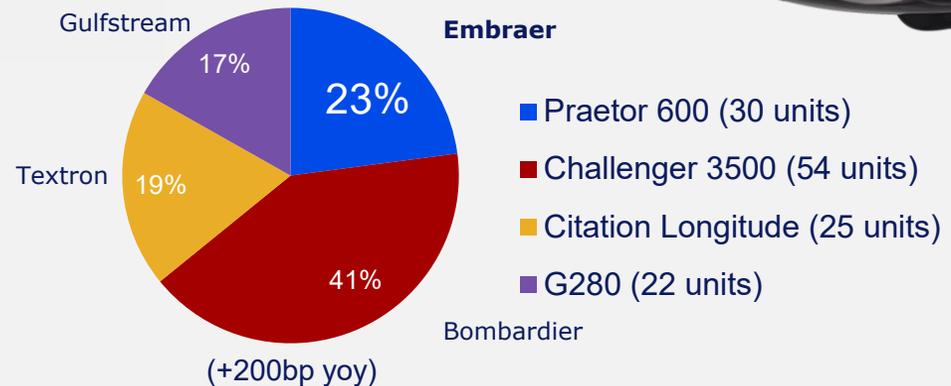
PHENOM[®] 300E BY EMBRAER



PRAETOR[®] 500E BY EMBRAER



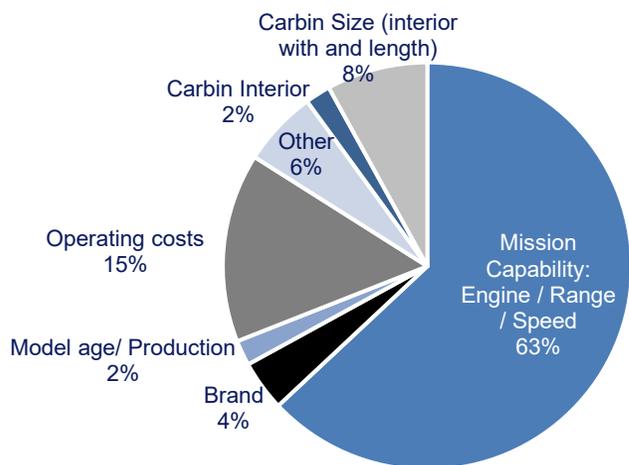
PRAETOR[®] 600E BY EMBRAER



SOLID PRODUCT POSITIONING



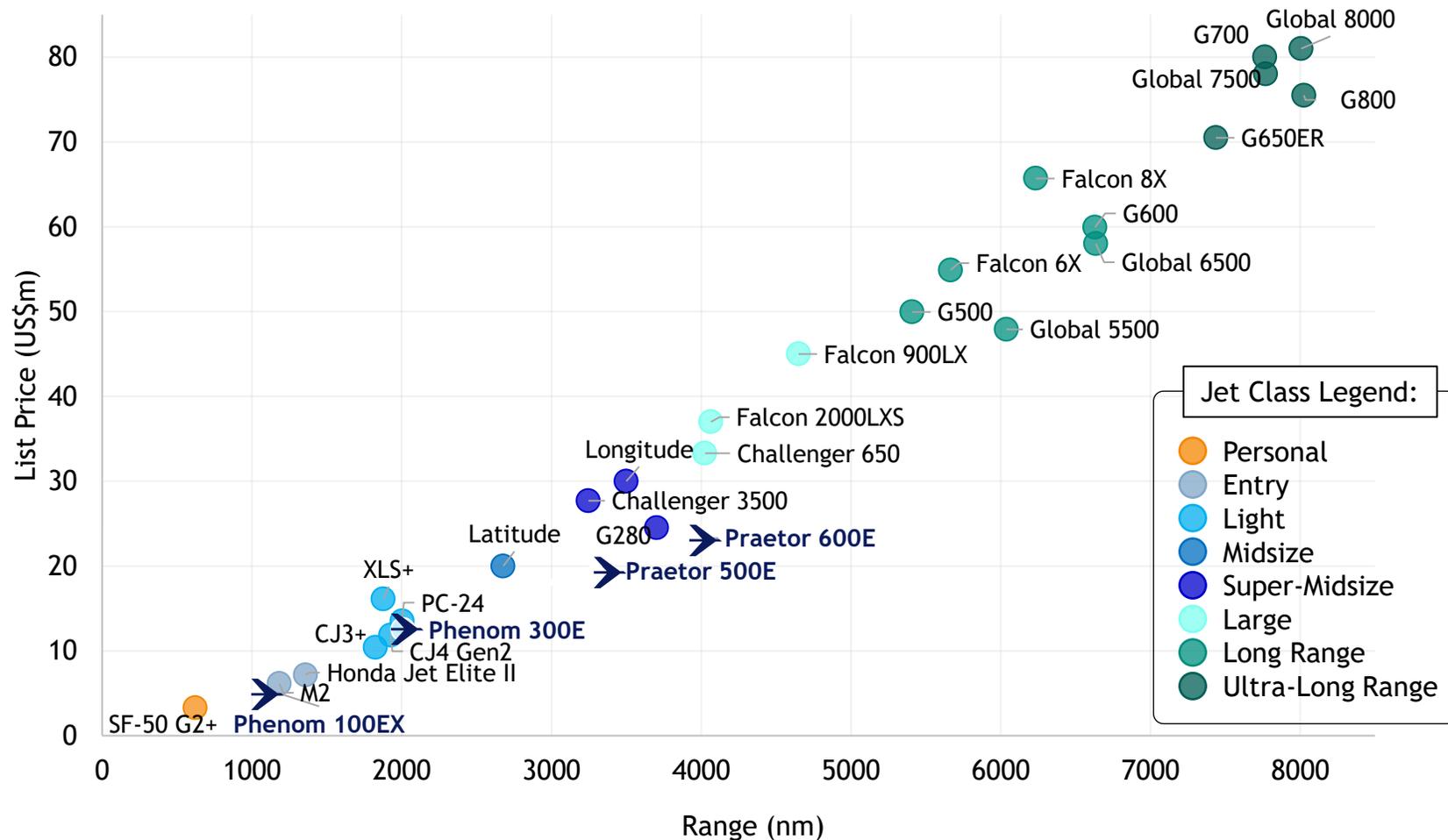
Most Important Features for Buyers



Embraer Value Proposition

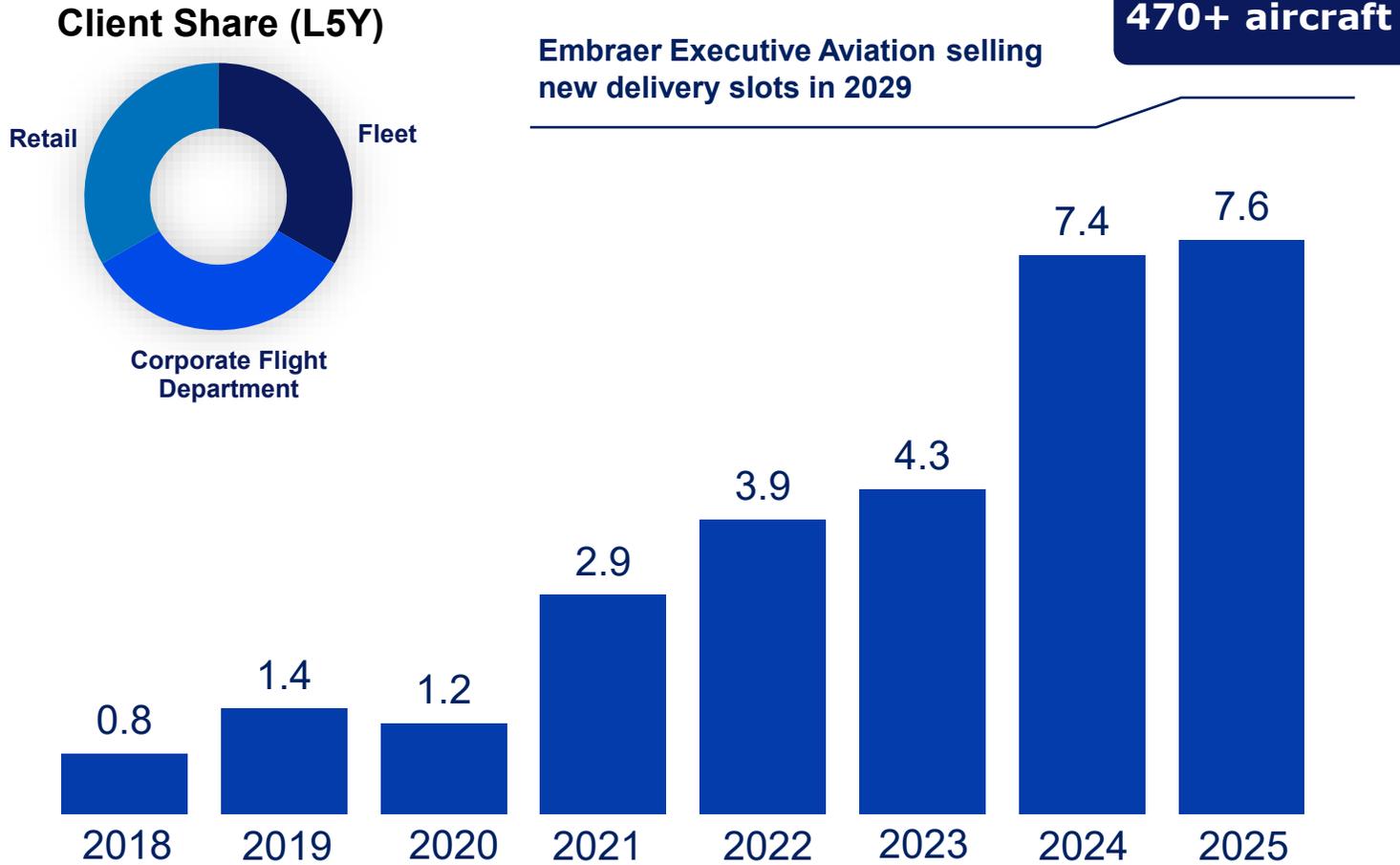
- Unmatched performance
- Disruptive technology
- Superior comfort
- Top-ranked support

Range v. List Price



STRONG CUSTOMER BACKLOG

Executive Aviation Order Backlog (US\$bn)



Customer demand is strong for Embraer aircraft (155 units delivered in 2025; +19% yoy)

Introduced new Praetor E lineup, a combination of best-in-class performance, groundbreaking technology, and next-gen cabin experience, set to continue driving new sales

Seizing market momentum, NetJets continues to firm orders out of a total of 250 to be delivered during 2025-2034

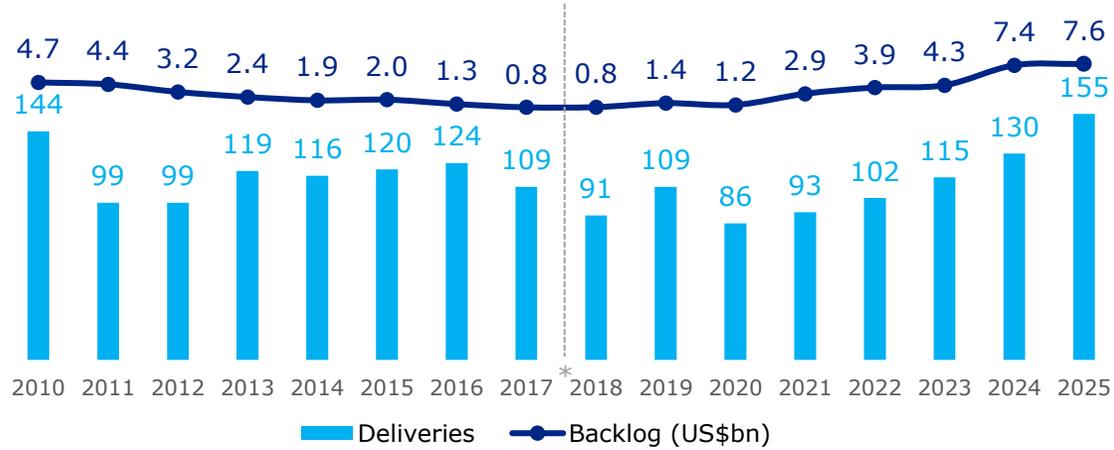
Marquee deal with Flexjet for 182 aircraft and 30 options to be delivered during 2026-2030

De-risked production profile until the end of the decade

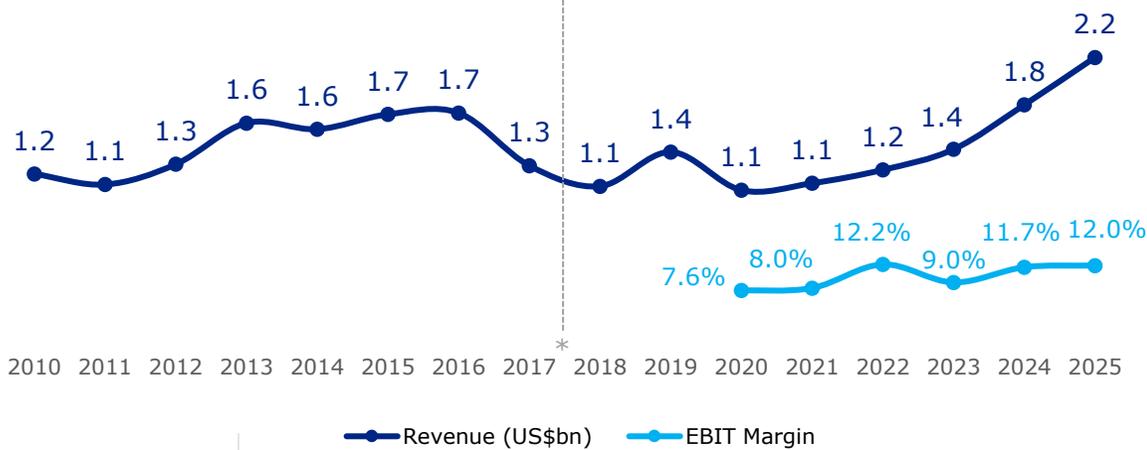
EXECUTIVE BACKLOG



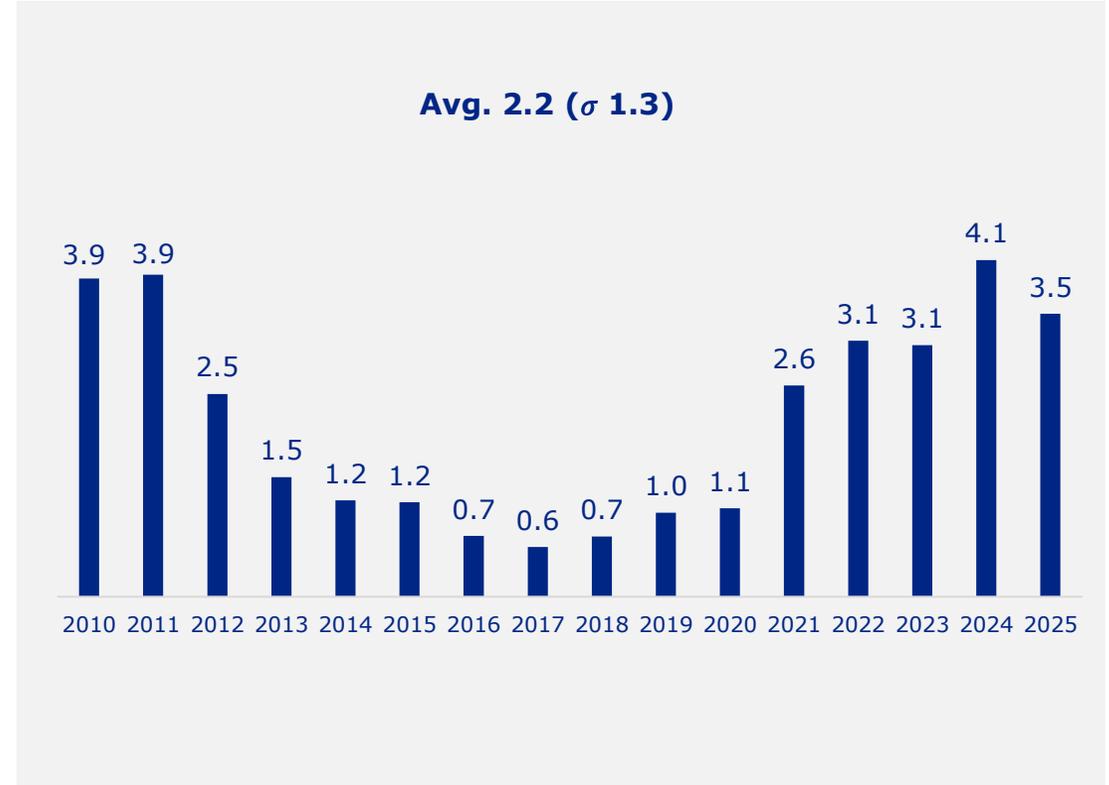
Backlog and Deliveries



Revenue and EBIT Margin



Backlog / Revenue Ratio



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

EMBJ
B3 LISTED NM

EMBJ
LISTED
NYSE



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



20,700

FLIGHT HOURS THROUGH JANUARY 2026

99%

COMPLETION RATE⁽¹⁾

14

aircraft
in service

8

Brazil
1ST DELIVERY IN 2019

4

Portugal
1ST DELIVERY IN 2023

2

Hungary
1ST DELIVERY IN 2024

(1) Rate of successful missions, once launched.



KC-390 MILLENNIUM MARKET MOMENTUM

RIGHT PRODUCT, RIGHT TIMING

50+

FIRM ORDERS & SELECTIONS

+19

OPTIONS



2014 2019 2020 2023 2024 2025

Brazil

 19

Portugal

 5

Hungary

 2

South Korea

 3

The Netherlands

 5

Austria

 4

Czechia

 2

Uzbekistan

 2

Portugal

 +1

Sweden

 4

Aircraft Selected by

Lithuania


Slovakia


Options

The Netherlands
 9

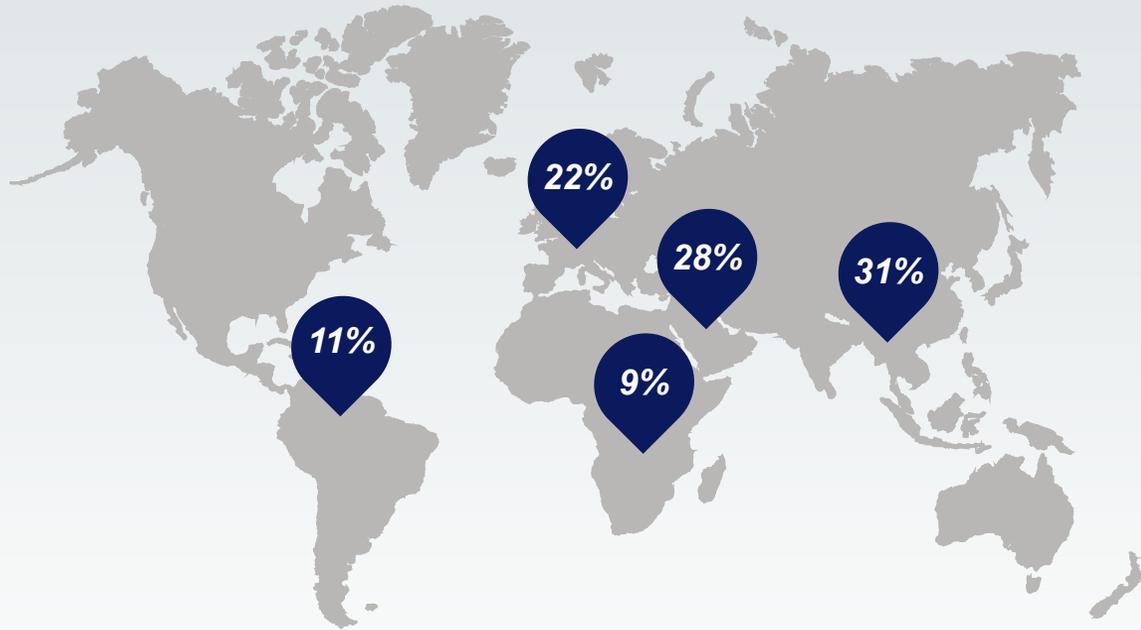
Portugal
 10



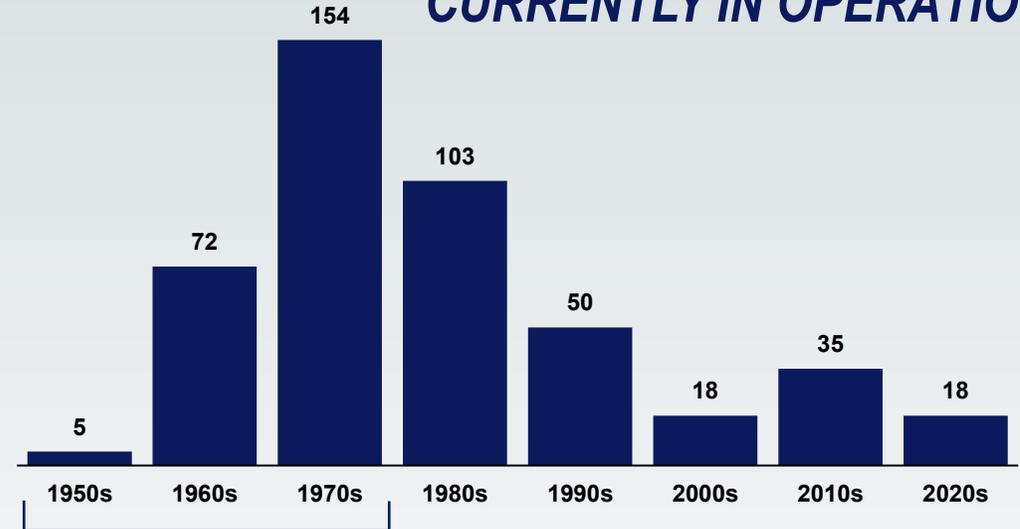
KC-390 MILLENNIUM | ADDRESSABLE MARKET

RIGHT PRODUCT, RIGHT TIMING

ADDRESSABLE MARKET
20 years
~460 AIRCRAFT



DELIVERY YEAR OF 455 TACTICAL AIRLIFTERS CURRENTLY IN OPERATION



~230 AIRCRAFT
OVER 45 YEARS OLD
DUE TO RETIRE

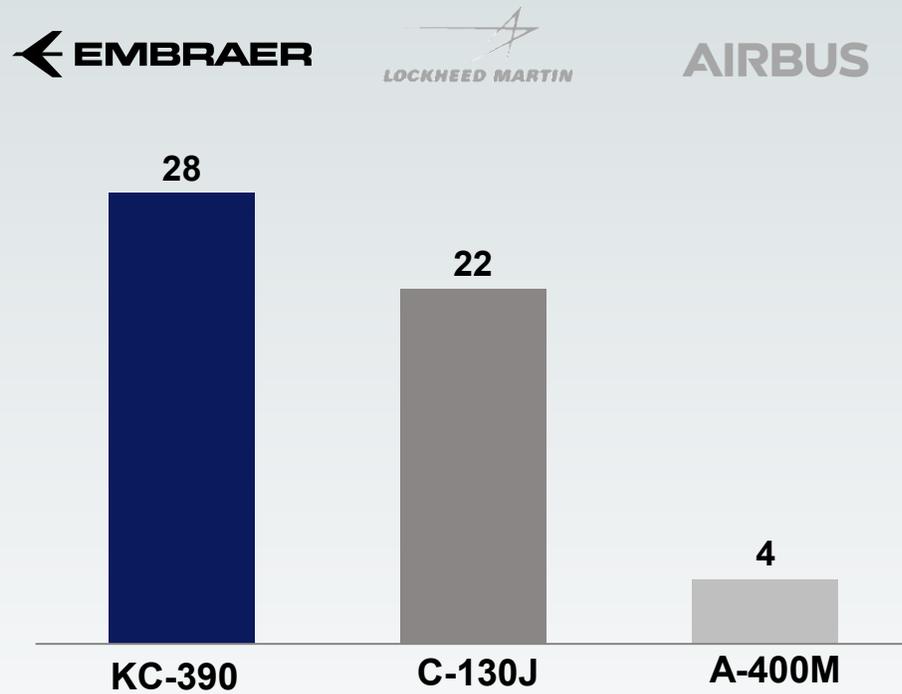
Note/ Doesn't include U.S.A., Russia, China, Ukraine, North Korea, Cuba and Japan. Based on 2024 Market Study.



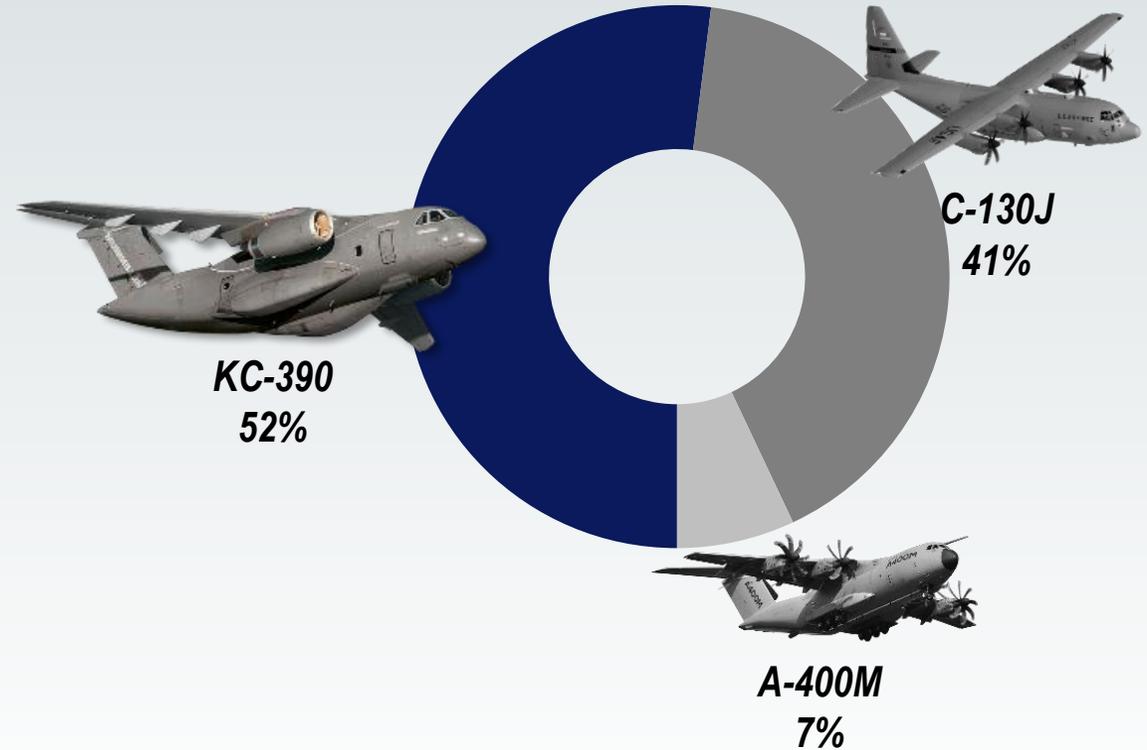
MARKET SHARE

2019-2025

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..

A-29 SUPER TUCANO MULTI-MISSION AIRCRAFT



LAA
Light Attack



ARA
Armed Reconnaissance



TTA
Tactical Trainer



A-29 SUPER TUCANO

WORLDWIDE PRESENCE

22
AIR FORCES

300+
AIRCRAFT ORDERED

+600,000
FLIGHT HOURS

+60,000
COMBAT HOURS



ANGOLA



BRAZIL



BURKINA
FASO



CHILE



COLOMBIA



DOMINICAN
REPUBLIC



ECUADOR



INDONESIA



LEBANON



MALI



MAURITANIA



NIGERIA



PANAMA



PARAGUAY



PHILIPPINES



PORTUGAL



PORTUGAL



UNDISCLOSED



UNDISCLOSED



UNDISCLOSED



UNDISCLOSED



UNDISCLOSED



URUGUAY



USA



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

2024

Paraguay



6

Undisclosed



4

Portugal



12

Uruguay



1

Undisclosed



6

2025

Uruguay



5

Panama



4

SNC SIERRA
NEVADA
CORPORATION



1



A-29 SUPER TUCANO | ADDRESSABLE MARKET

RELEVANT MISSION SET, VALUE TO OPERATORS



ADDRESSABLE
MARKET
20 years

~545 AIRCRAFT



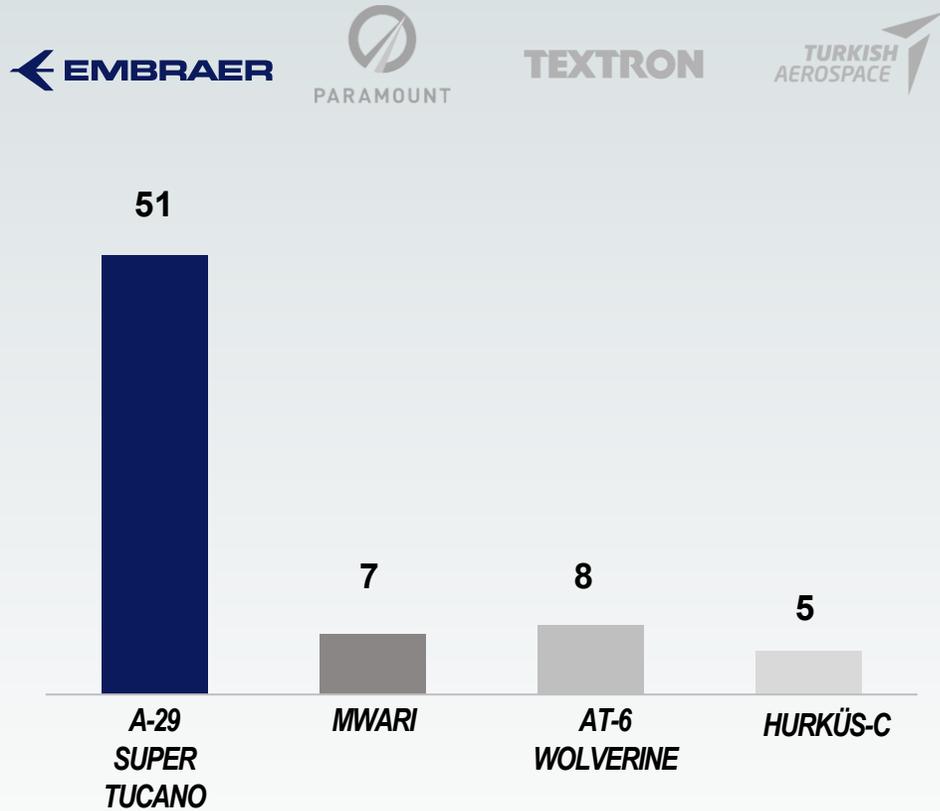
Note Doesn't include USA, Russia, China, Ukraine, North Korea, Cuba and Japan. Based on 2024 Market Study.



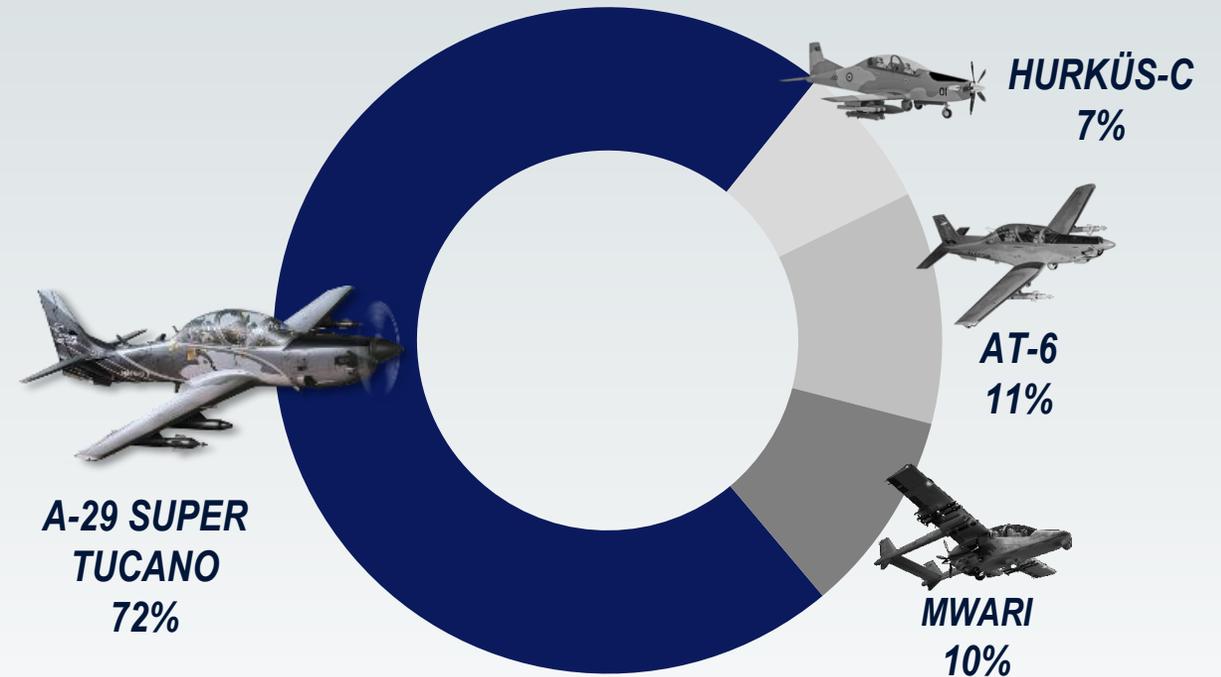
MARKET SHARE

2019-2025

INTERNATIONAL SALES



CONTINUOUS LEADERSHIP



NOTE: domestic sales not included.



A-29 SUPER TUCANO | COMPETITION OVERVIEW



| | A-29 | AT-6 | HURKÜS-C | SKY WARDEN | MWARI |
|------------------------------|---|--|---|---|---|
| Manufacturer |  |  |  |  |  |
| Units Ordered | 303 | 11 | 5 | 62 | 7 |
| Number of Operators | 23 | 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!

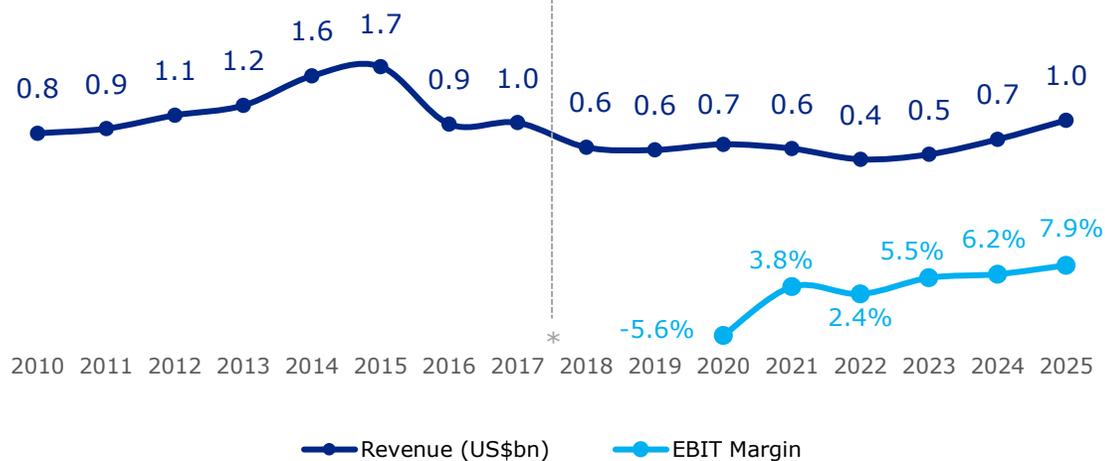
DEFENSE & SECURITY BACKLOG



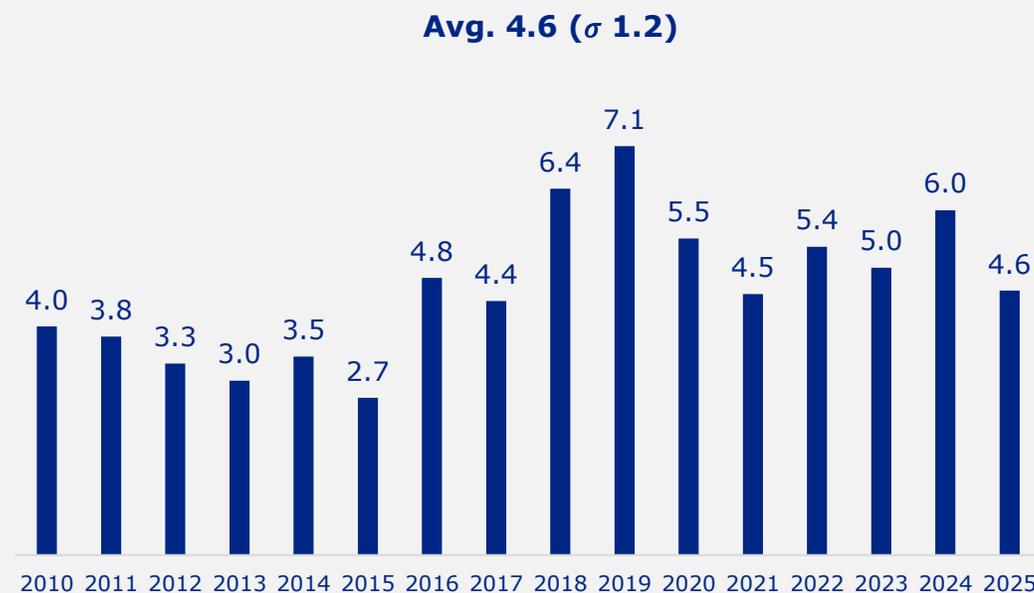
Backlog and Deliveries



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.

EMBJ
B3 LISTED NM

EMBJ
LISTED
NYSE



SERVICES & SUPPORT





we are **GLOBAL**



● 7 Global Distribution Centers

● 14 Owned MROs

● 78 Authorized MROs

● 8 Training Centers

ONE SITE, A WORLD OF CAPABILITIES



3.000m RUNWAY

CIVIL AVIATION

PAINTING HANGAR

DEFENSE AVIATION

AEROSTRUCTURES

P&W GTF MRO

ENGINE MRO

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



our **PORTFOLIO**

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



Operations

Technical Support
Engineering Services
Training
Material Solutions



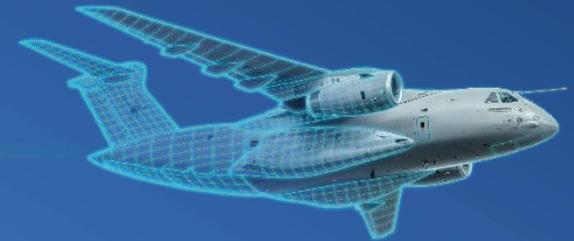
Aircraft Enhancements

Cabin Interior
Systems Upgrades
Performance Enhancements



Ownership Transition

Remarketing Services
Aircraft Enhancements
Engineering Services
Training



Alternative Solutions

Part-Out
Cargo conversion
Medevac
Special mission





2025 AEROSPACE & DEFENSE AFTERMARKET BUSINESS

2025 Aerospace Industry
Aftermarket Size (US\$ Bn)

270

Defense/Civil: 50/50

5.5

Embraer S&S Total Market

~2% of total aviation aftermarket

2.0

**Embraer S&S
Addressable Market**

1.5

Embraer S&S Actual Revenue (without OGMA*)

~75% of Embraer's addressable market share

*With OGMA: US\$ 1.9 Bn

Embraer Total Market

- All operators' expenses to keep Embraer aircraft flying throughout its lifecycle.

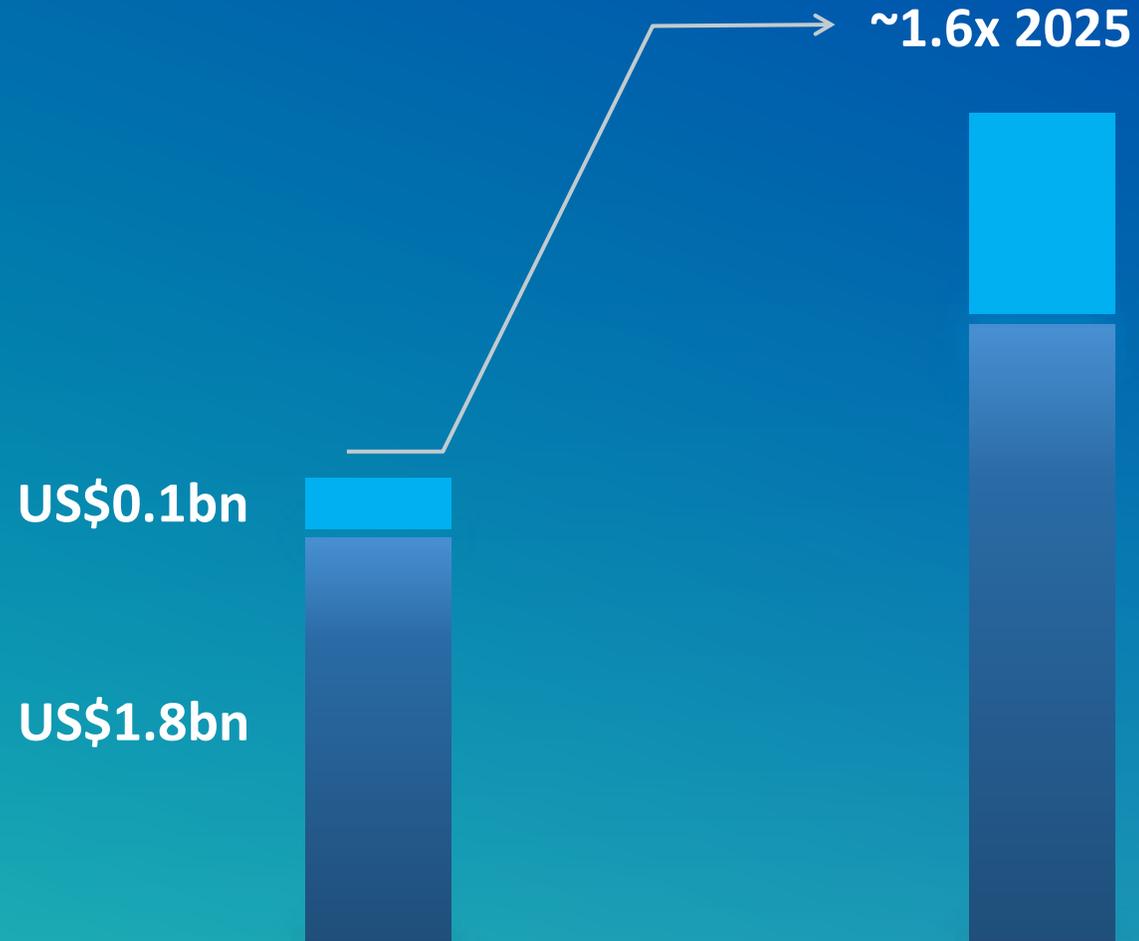
Addressable market = Total Market minus:

- Engine MRO;
- Regions with no owned footprint (airframe man-hour; modification implementation);
- IP protected / Not capable component repair;
- Contractual limitations (partnership with third parties);
- Self-sustaining operators.



FLIGHT PLAN to the future

-  Embraer Fleet
-  Non-Embraer Fleet (including GTF)

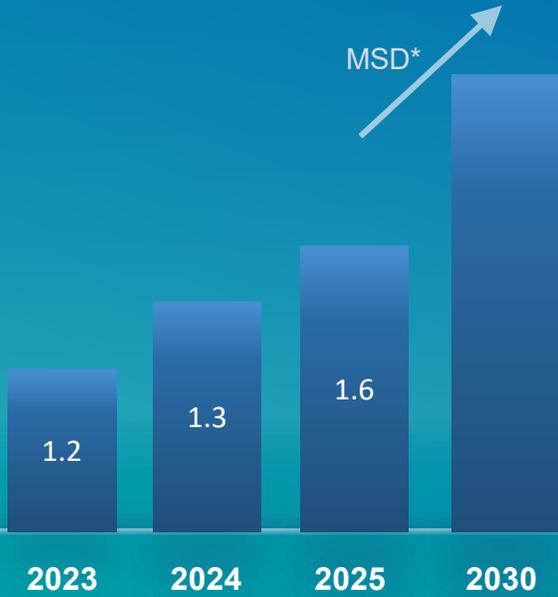




FLIGHT PLAN to the future

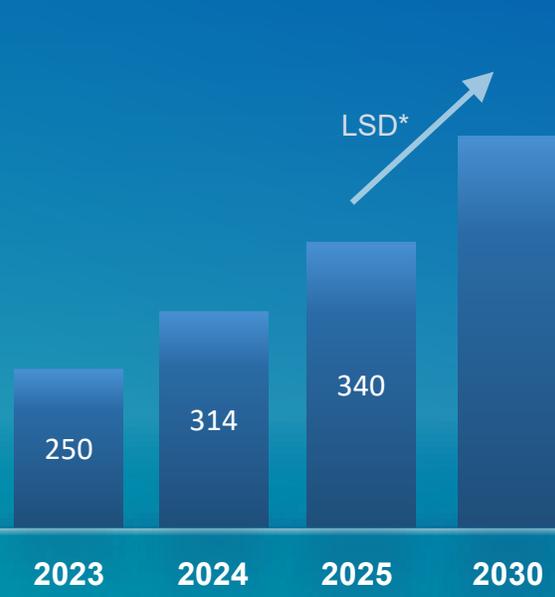
Embraer Fleet

(Net Rev. US\$bn)



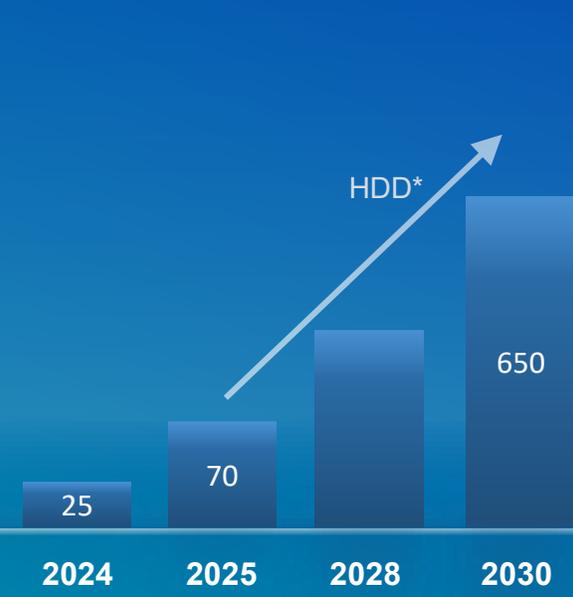
Non-Embraer Fleet

(Net Rev. US\$mi)



GTF

(Net Rev. US\$mi)



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

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

- US\$ 15Bi contract in 30y
- PW 1100 engine (2024)
- PW 1900 engine (2027)

CAGR: MSD: Middle Single Digit

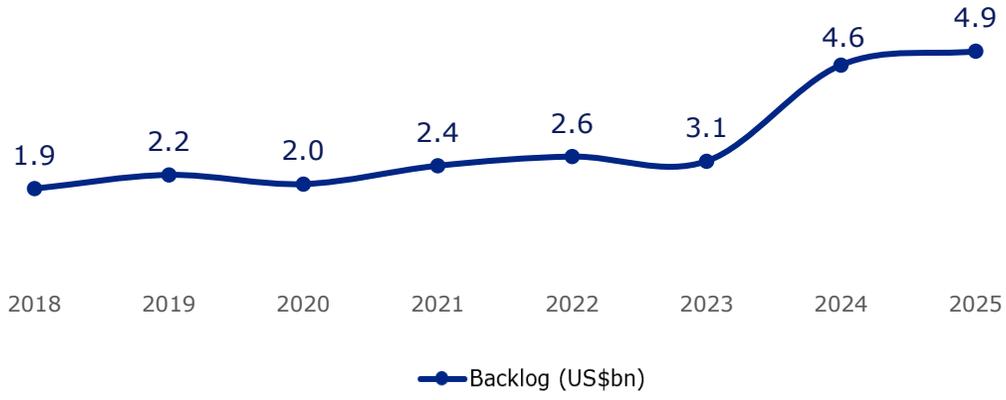
LSD: Low Single Digit

HDD: High Double Digit

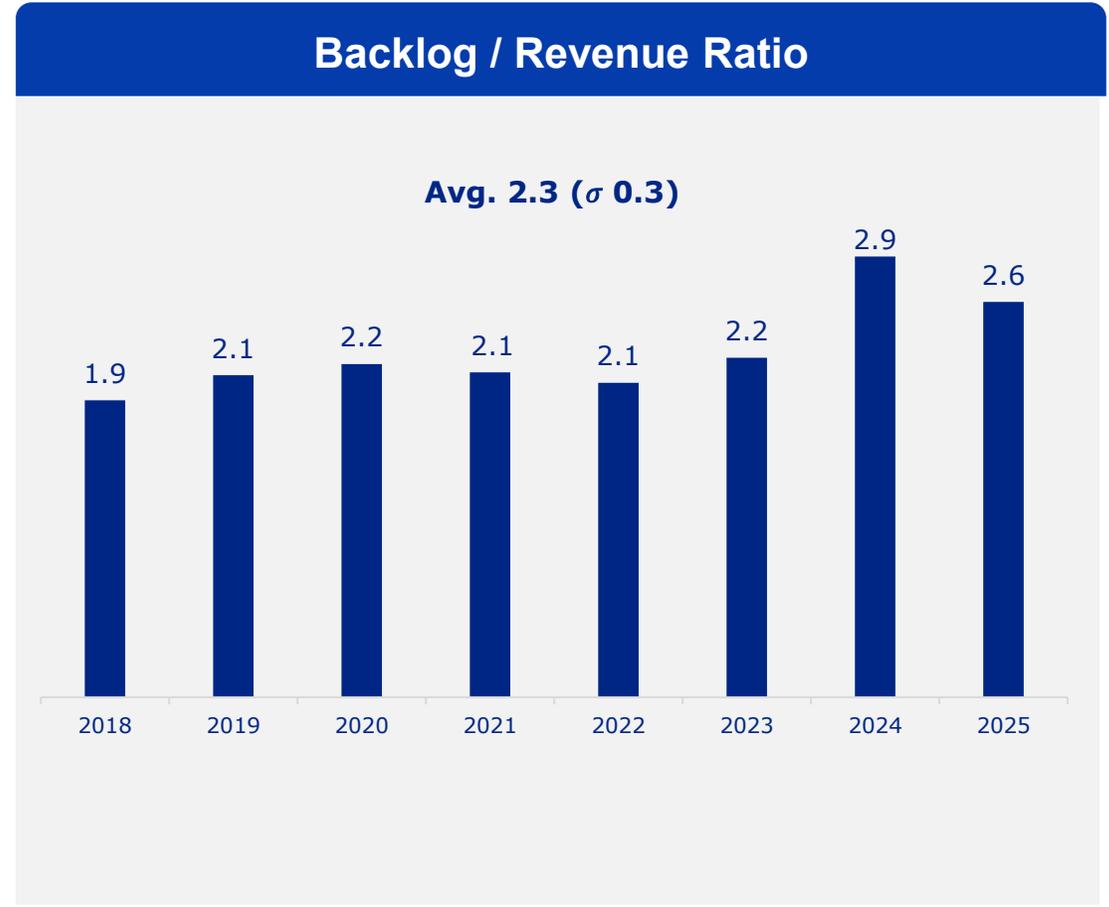
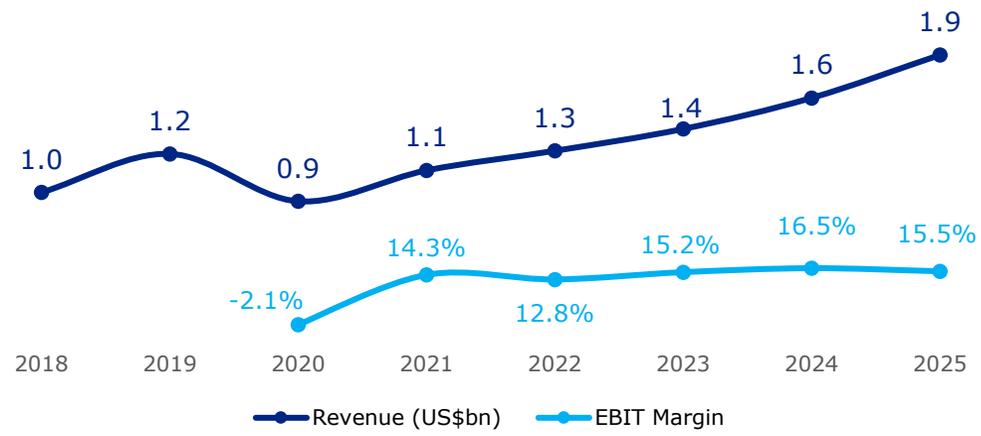
SERVICES & SUPPORT BACKLOG



Backlog



Revenue and EBIT Margins



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

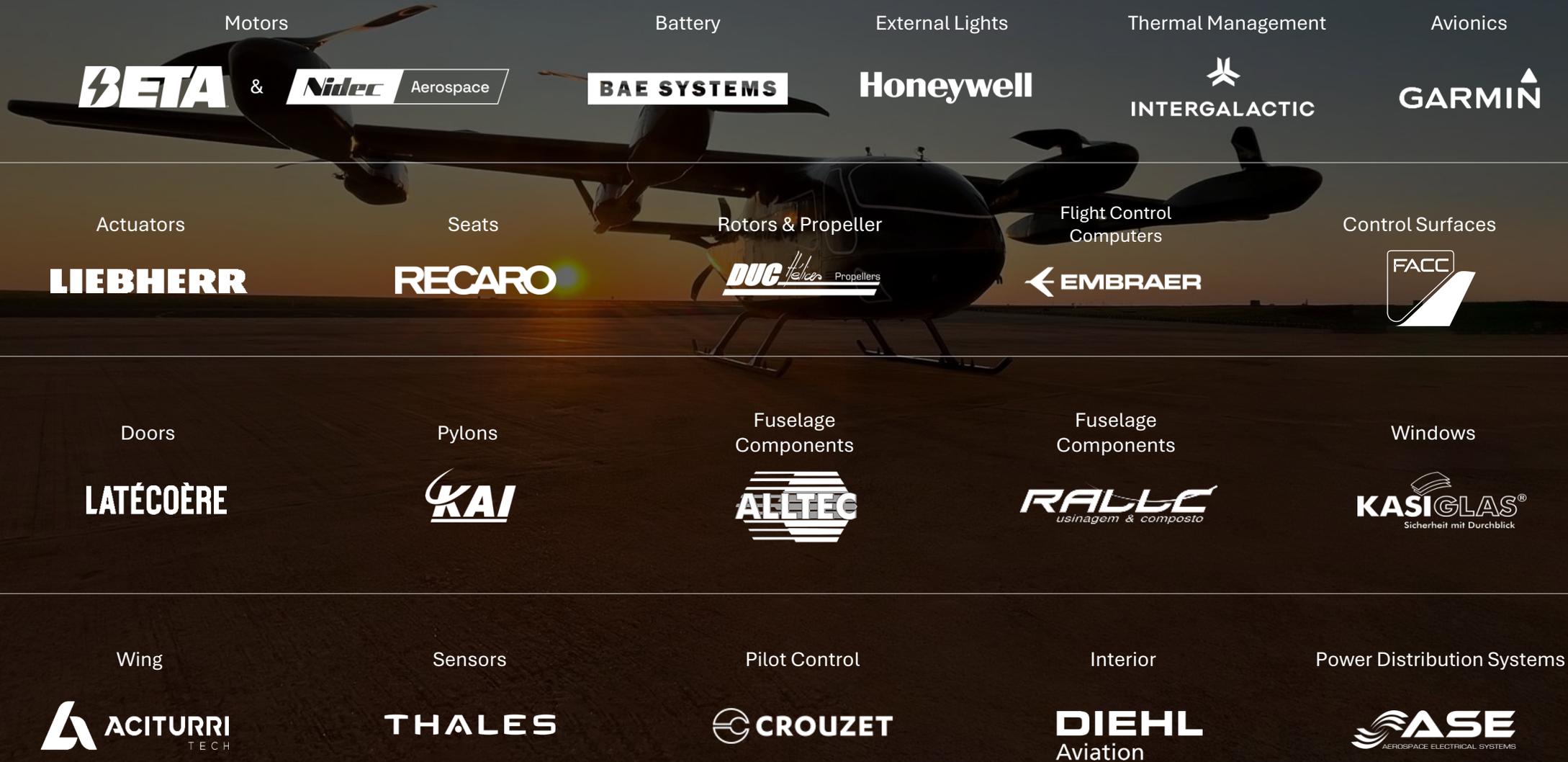
This information is property of Embraer and cannot be used or reproduced without written permission.



Smarter, safer and greener.



WORLD-CLASS DEVELOPMENT PROGRAM PARTNERS



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

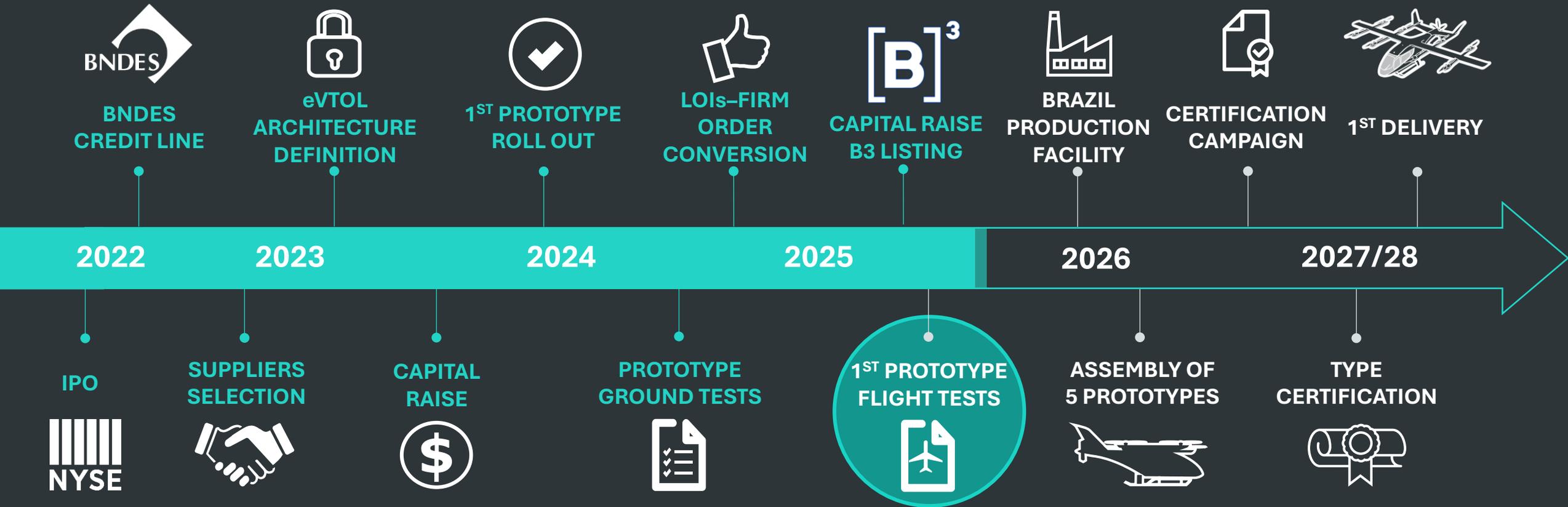
~2,800 Pre-ordered eVTOLs
Firm + LOIs

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

Complete solution for eVTOLs

Helping our customers operate efficiently and profitably

PATH TO REVENUE & PROFITABILITY



Note: Timeline in graph not to scale.

CASH POSITION FOLLOWING EQUITY OFFER

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

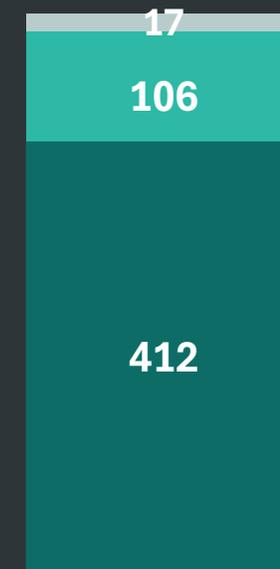
Liquidity enough for **~2.5 years***

Dual listing in the **US and Brazil**



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

\$534 million



3Q25

■ Cash ■ Available BNDES credit lines ■ FINEP Grant

Anchor Investors



Institutional Investors

30+ U.S. and Brazil

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

~US\$ 1 BILLION RAISED SINCE 2022

De-SPAC Combination with PIPE Investments

NYSE | 2022



\$ ~\$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



+ FINANCIAL INVESTORS

\$ ~\$230 million

~\$1 billion
raised in total

PROTOTYPE FLIGHT CAMPAIGN

Total Flights: **28**

Total Flight Time: **1 hour 6 minutes**



● Denotes two flights / day: Jan.21, 27, 28, Feb. 12, 13, 19, 20

* As of February 20



28
TOTAL FLIGHTS

FLIGHT #7
Jan. 22, 2026



ENVIROMENTAL SOCIAL GOVERNANCE

ESG ACHIEVEMENTS IN 2025



Environmental

- **Carbon neutrality by 2040:**
 - Increased SAF use, reaching ~3% of our total fuel consumption.
 - Biomethane implementation at BOT, making it the 2nd site to operate with 100% biofuel.
 - Solar array installation at MLB. USA generating energy with the goal of supplying most of the electricity demand for the entire hangar of the unit's service center.

Governance

- Preparation for IFRS S1/S2 withing regulatory timeframe.
- ANEFAC 2025 Transparency Award

Social

- 60% of diverse hires in all entry level programs (target 50% by 2025).
- 14% of women in senior leadership positions (target 20% by 2025).
- 29% of women participation in Engineering Specialization Program (target 25% by 2025).
- 1,762 people qualified on "Social Tech" Program (target 1,500 people). The 5th edition focused on People with Disabilities and Women.
- Embraer High School in SJK ranked TOP 10 best school in the state and TOP 70 in the country.

ESG COMMITMENTS 2026 ONWARDS



Environmental

Scope 1 + 2 (Direct emissions from operations + indirect emissions from purchased energy)

- Carbon neutrality by 2040:
 - SAF usage: 25% by 2040.
 - 100% energy from renewable sources by 2030.
 - Efficiency projects to reduce fossil fuel and energy demand in operations.
- Cap on net carbon emissions from 2021 (“carbon-neutral growth”).

Scope 3 (Use of the product)

- Support the achievement of net zero emissions in aviation by 2050 through the development of products, services, and technologies.

Social

- 55% of diverse hires (women, black employees) in all entry level programs by 2030.
- 20% of women in senior leadership positions by 2030.
- 30% of women participation in Engineering Specialization Program by 2030.

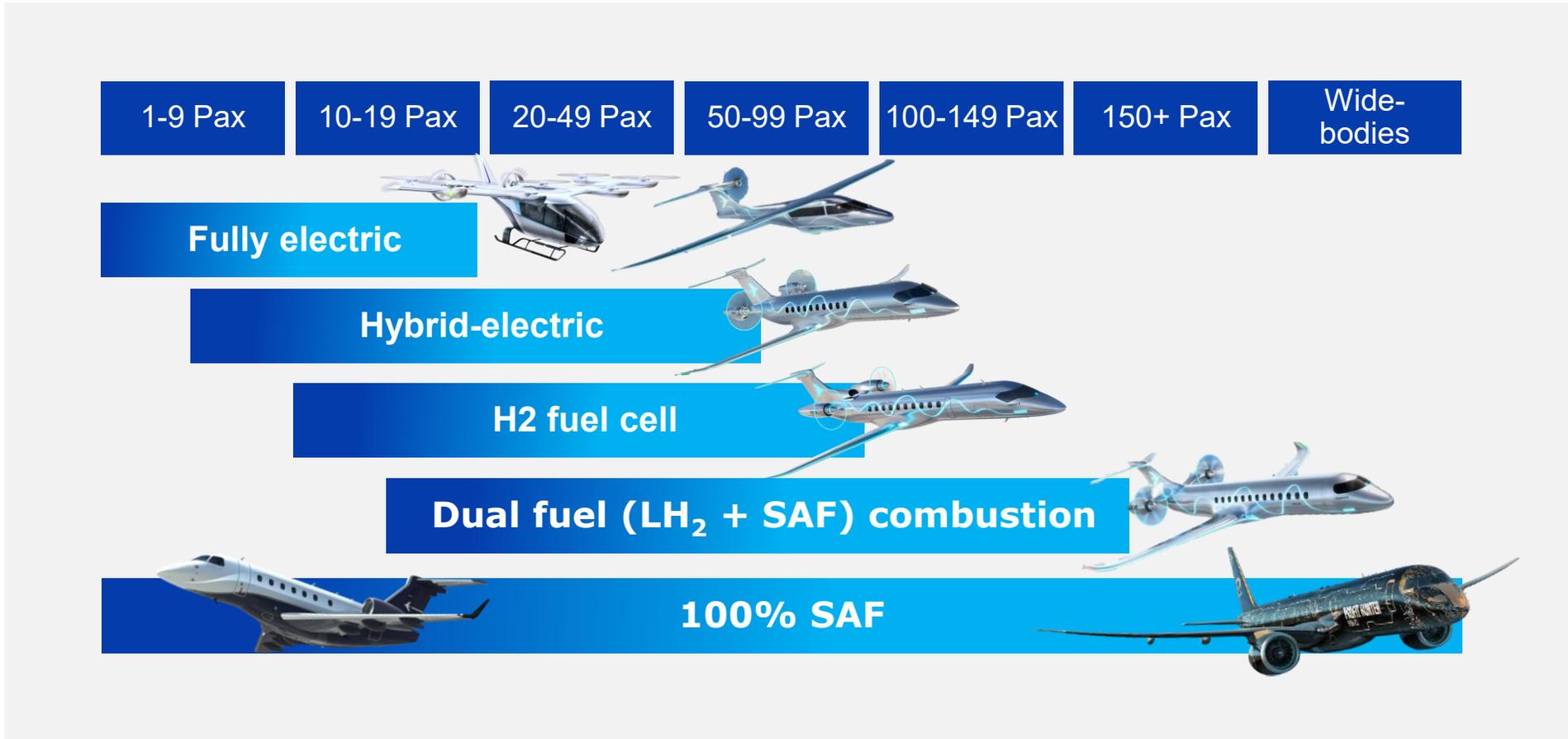
Governance

- Maintain the highest international standards of governance.

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 | 2025 |
|--|--------------|--------------|--------------|--------------|--------------|
| REVENUE | 4,197 | 4,540 | 5,269 | 6,395 | 7,578 |
| Costs of sales and services | (3,538) | (3,628) | (4,359) | (5,242) | (6,249) |
| GROSS PROFIT | 660 | 912 | 910 | 1,153 | 1,329 |
| Administrative | (153) | (185) | (205) | (199) | (214) |
| Selling | (226) | (274) | (315) | (310) | (339) |
| Expected credit losses over financial assets and contract assets | 13 | (17) | 10 | (21) | (4) |
| Research | (43) | (110) | (90) | (55) | (74) |
| Other operating income | - | - | - | 266 | 101 |
| Other operating expense | (50) | (445) | (6) | (163) | (185) |
| Equity in income (losses) of associates | 1 | 9 | 10 | (4) | (7) |
| EBIT | 201 | (111) | 315 | 668 | 608 |
| Financial income (expense), net | (199) | (124) | (193) | (104) | (299) |
| Foreign exchange gain (loss), net | 26 | 28 | (1) | (6) | (41) |
| PROFIT BEFORE TAX ON INCOME | 27 | (206) | 121 | 557 | 268 |
| Income tax (expense) income | (71) | 2 | 44 | (202) | 91 |
| NET INCOME | (44) | (204) | 164 | 355 | 359 |
| Aircraft deliveries | 141 | 159 | 181 | 206 | 244 |
| Depreciation and Amortization | 196 | 189 | 212 | 213 | 232 |
| EBITDA | 397 | 78 | 526 | 881 | 840 |

CASH FLOW

(In millions of U.S. dollars)



| CONSOLIDATED STATEMENTS OF CASH FLOWS | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|--------------|--------------|--------------|--------------|--------------|
| OPERATING ACTIVITIES | | | | | |
| Net income | (44) | (204) | 164 | 355 | 359 |
| <i>Items not affecting cash and cash equivalents</i> | - | - | - | - | - |
| Depreciation and amortization expenses | 209 | 210 | 242 | 244 | 260 |
| EVEX Transaction | - | 239 | - | - | - |
| Accrued interest | 20 | 201 | 190 | 175 | 111 |
| Others | (117) | (54) | (125) | 281 | (27) |
| <i>Changes in assets:</i> | | | | | |
| Financial investments | (42) | 181 | 23 | (118) | 87 |
| Derivative financial instruments | 5 | (6) | 21 | (42) | (19) |
| Accounts receivable | 14 | (1) | (5) | (159) | 26 |
| Others | 469 | 183 | 106 | 136 | 74 |
| 1.NET CASH GENERATED BY (USED IN) OPERATING ACTIVITIES | 515 | 751 | 617 | 871 | 870 |
| INVESTING ACTIVITIES | | | | | |
| Acquisition of property, plant and equipment | (102) | (136) | (239) | (200) | (187) |
| Additions to intangible assets | (167) | (120) | (192) | (266) | (297) |
| Others | 137 | 147 | (17) | (134) | (128) |
| 2.NET CASH GENERATED BY (USED IN) INVESTING ACTIVITIES | (132) | (110) | (448) | (600) | (612) |
| FINANCING ACTIVITIES | | | | | |
| Proceeds from loans and financing | 60 | 145 | 2,001 | 775 | 2,957 |
| Repayment of loans and financing | (478) | (962) | (2,332) | (1,155) | (2,814) |
| Payments of capital lease obligations | - | - | - | - | - |
| Others | (13) | 147 | (18) | 44 | 3 |
| 3.NET CASH GENERATED BY (USED IN) FINANCING ACTIVITIES | (431) | (669) | (349) | (336) | 146 |
| CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE PERIOD | 1,883 | 1,839 | 1,816 | 1,626 | 1,563 |
| Increase (decrease) in cash and cash equivalents (1+2+3) | (47) | (27) | (179) | (64) | 404 |
| Effects of exchange rate changes on cash and cash equivalents | 2 | 4 | (10) | 1 | (18) |
| CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD | 1,839 | 1,816 | 1,626 | 1,563 | 1,950 |

BALANCE SHEET

(In millions of U.S. dollars)

| ASSETS | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---------------|---------------|---------------|---------------|---------------|
| CURRENT | | | | | |
| Cash and cash equivalents | 1,818 | 1,817 | 1,629 | 1,563 | 1,950 |
| Financial investments | 751 | 494 | 522 | 640 | 676 |
| Trade accounts receivable | 189 | 203 | 218 | 321 | 289 |
| Derivative financial instruments | 0 | 5 | 18 | 13 | 9 |
| Customer and commercial financing | 10 | 51 | 8 | 12 | 0 |
| Contract assets | 582 | 505 | 509 | 623 | 510 |
| Collateralized accounts receivable | - | - | - | - | - |
| Inventories | 1,986 | 2,329 | 2,636 | 2,936 | 3,267 |
| Income tax and Social Contribution | 115 | 106 | 203 | 142 | 79 |
| Other assets | 425 | 246 | 313 | 263 | 370 |
| TOTAL CURRENT ASSETS | 5,876 | 5,757 | 6,055 | 6,512 | 7,150 |
| NON-CURRENT | | | | | |
| Financial investments | 66 | 170 | 170 | 348 | 289 |
| Contract assets | - | 1 | 2 | 1 | 52 |
| Held to maturity investments | - | - | - | - | - |
| Trade accounts receivable | - | 2 | 3 | 2 | 2 |
| Derivative financial instruments | - | 6 | - | - | - |
| Customer and commercial financing | 22 | 50 | 54 | 20 | 8 |
| Collateralized accounts receivable | - | - | - | - | - |
| Guarantee deposits | 2 | - | - | - | - |
| Deferred income tax and social contribution | 98 | 48 | 138 | 174 | 118 |
| Other assets | 126 | 135 | 141 | 173 | 313 |
| Investments | 4 | 12 | 28 | 44 | 30 |
| Property, plant and equipment | 1,688 | 1,649 | 1,771 | 1,941 | 2,131 |
| Intangible assets | 2,213 | 2,247 | 2,331 | 2,503 | 2,721 |
| Right of use assets | 60 | 65 | 88 | 105 | 106 |
| TOTAL NON-CURRENT ASSETS | 4,279 | 4,386 | 4,727 | 5,312 | 5,770 |
| TOTAL ASSETS | 10,155 | 10,142 | 10,783 | 11,824 | 12,920 |

(In millions of U.S. dollars)

| LIABILITIES & SHAREHOLDERS' EQUITY | 2021 | 2022 | 2023 | 2024 | 2025 |
|--|---------------|---------------|---------------|---------------|---------------|
| CURRENT | | | | | |
| Trade accounts payable | 495 | 740 | 787 | 966 | 1,117 |
| Trade accounts payable - Supplier finance | 15 | 28 | 38 | 43 | 63 |
| Loans and financing | 574 | 309 | 127 | 114 | 105 |
| Lease liabilities | 12 | 12 | 14 | 19 | 21 |
| Non-recourse and recourse debt | - | - | - | - | - |
| Other payables | 241 | 320 | 332 | 360 | 610 |
| Contract Liabilities | 1,205 | 1,469 | 1,919 | 2,563 | 2,563 |
| Derivative financial instruments | 3 | 57 | 86 | 72 | 38 |
| Taxes and payroll charges payable | 40 | 47 | 43 | 46 | 63 |
| Income tax and social contribution | 72 | 107 | 196 | 125 | 23 |
| Provision | 109 | 126 | 115 | 90 | 30 |
| Others | 63 | 3 | 10 | 18 | 128 |
| | 2,829 | 3,217 | 3,666 | 4,416 | 4,762 |
| NON-CURRENT | | | | | |
| Loans and financing | 3,453 | 2,895 | 2,759 | 2,377 | 2,489 |
| Lease liabilities | 52 | 59 | 82 | 93 | 97 |
| Other payables | 58 | 51 | 55 | 161 | 348 |
| Contract Liabilities | 309 | 495 | 622 | 721 | 872 |
| Derivative financial instruments | 3 | 40 | 40 | 32 | 26 |
| 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 | 273 |
| Provisions | 121 | 150 | 174 | 204 | 8 |
| Others | 41 | 23 | 18 | 13 | 217 |
| | 4,551 | 4,101 | 4,078 | 4,063 | 4,347 |
| SHAREHOLDERS' EQUITY | | | | | |
| Capital | 1,552 | 1,552 | 1,552 | 1,552 | 1,552 |
| Treasury shares | (28) | (28) | (28) | (28) | (215) |
| Revenue reserves | 1,302 | 1,116 | 1,280 | 1,624 | 1,879 |
| Share-based remuneration | 37 | 40 | 45 | 49 | 328 |
| Retained earnings | - | - | - | - | - |
| Other comprehensive loss | (168) | (190) | (153) | (257) | (99) |
| Result in transactions with non controlling interest | (27) | 77 | 91 | 136 | - |
| EQUITY ATTRIBUTABLE TO OWNERS OF THE COMPANY | 2,668 | 2,568 | 2,787 | 3,076 | 3,445 |
| Non-controlling interests | 107 | 257 | 253 | 269 | 367 |
| TOTAL EQUITY | 2,775 | 2,824 | 3,039 | 3,345 | 3,812 |
| TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY | 10,155 | 10,142 | 10,783 | 11,824 | 12,920 |



APPENDIX 2

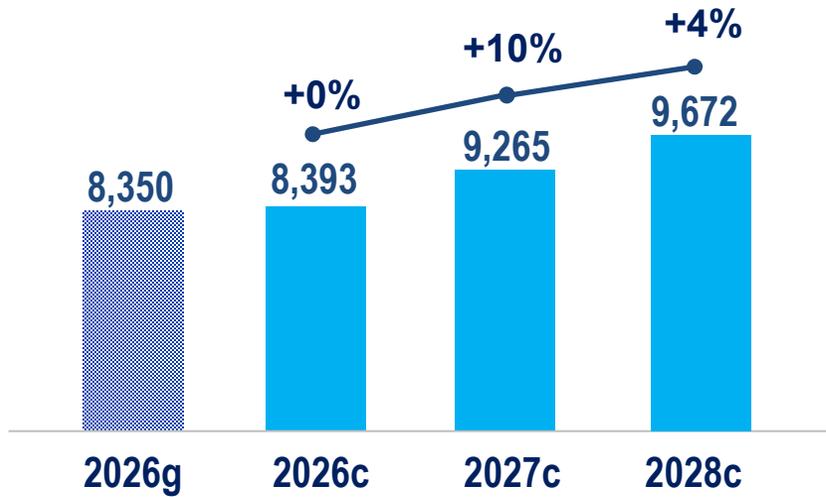
MARKET ESTIMATES, VALUATION & BOND YIELDS



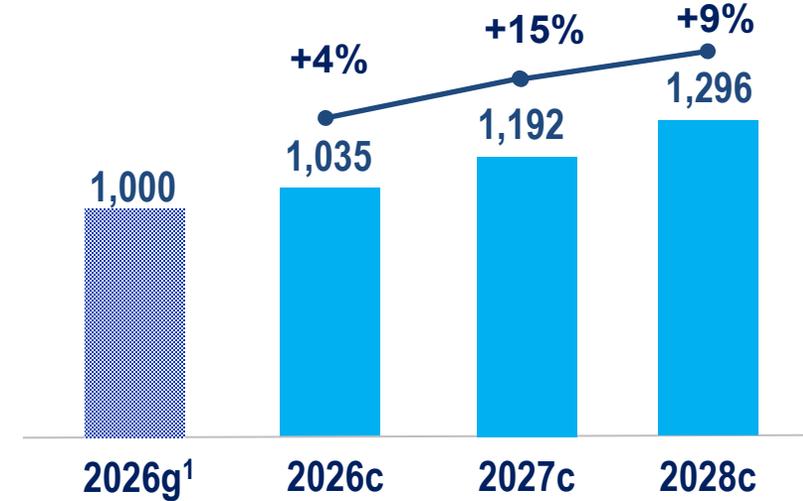
CONSENSUS ESTIMATES (USDm)



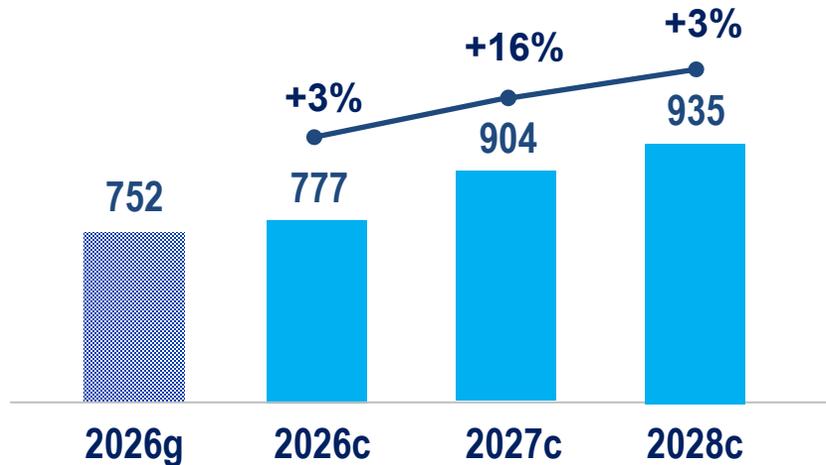
NET REVENUES



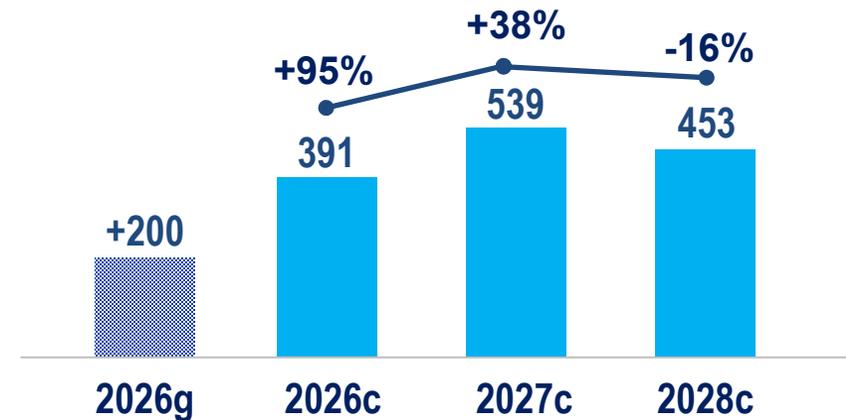
ADJ. EBITDA



ADJ. EBIT



FCF



Mid-Point company's guidance



Consensus market²

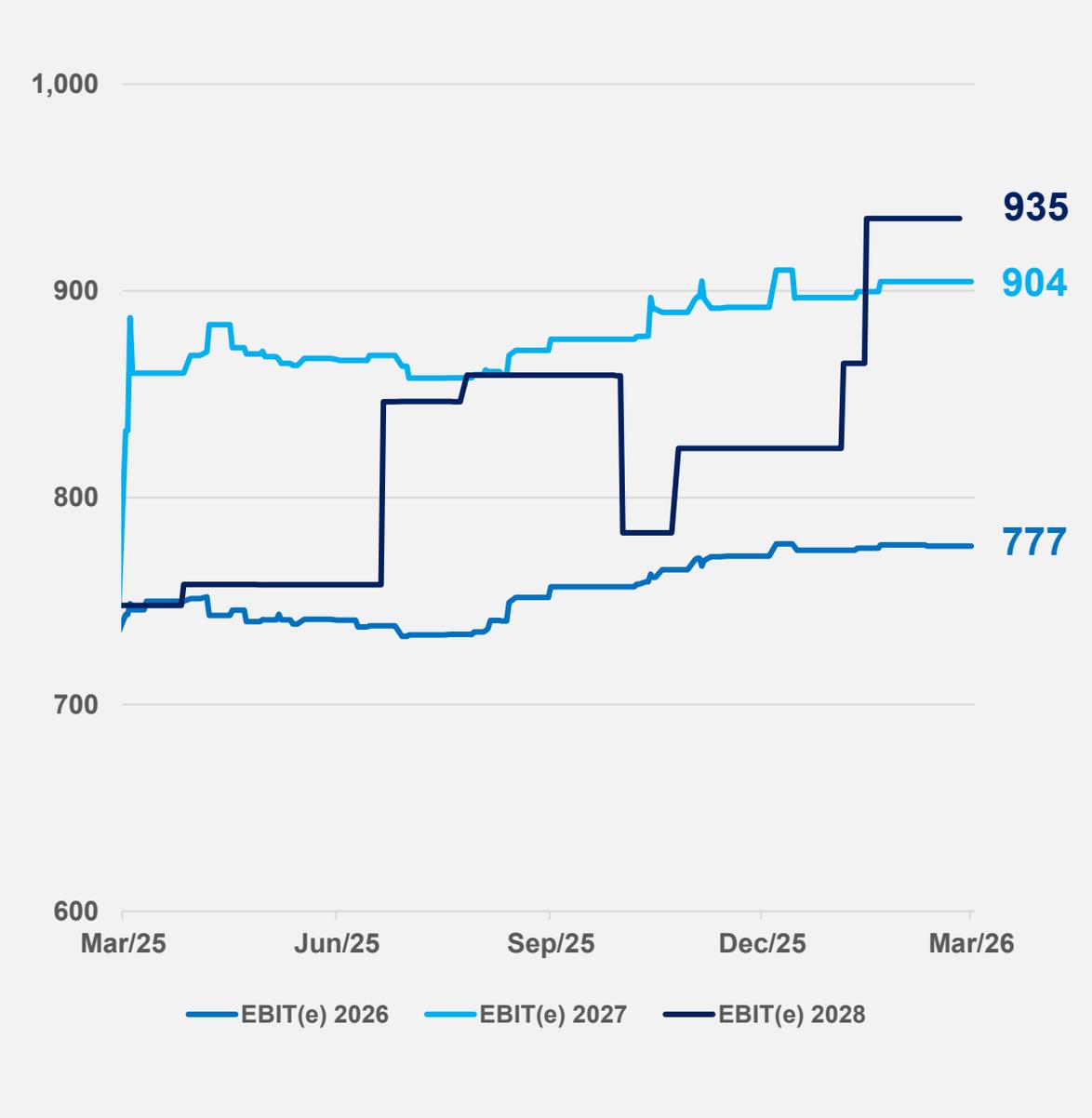
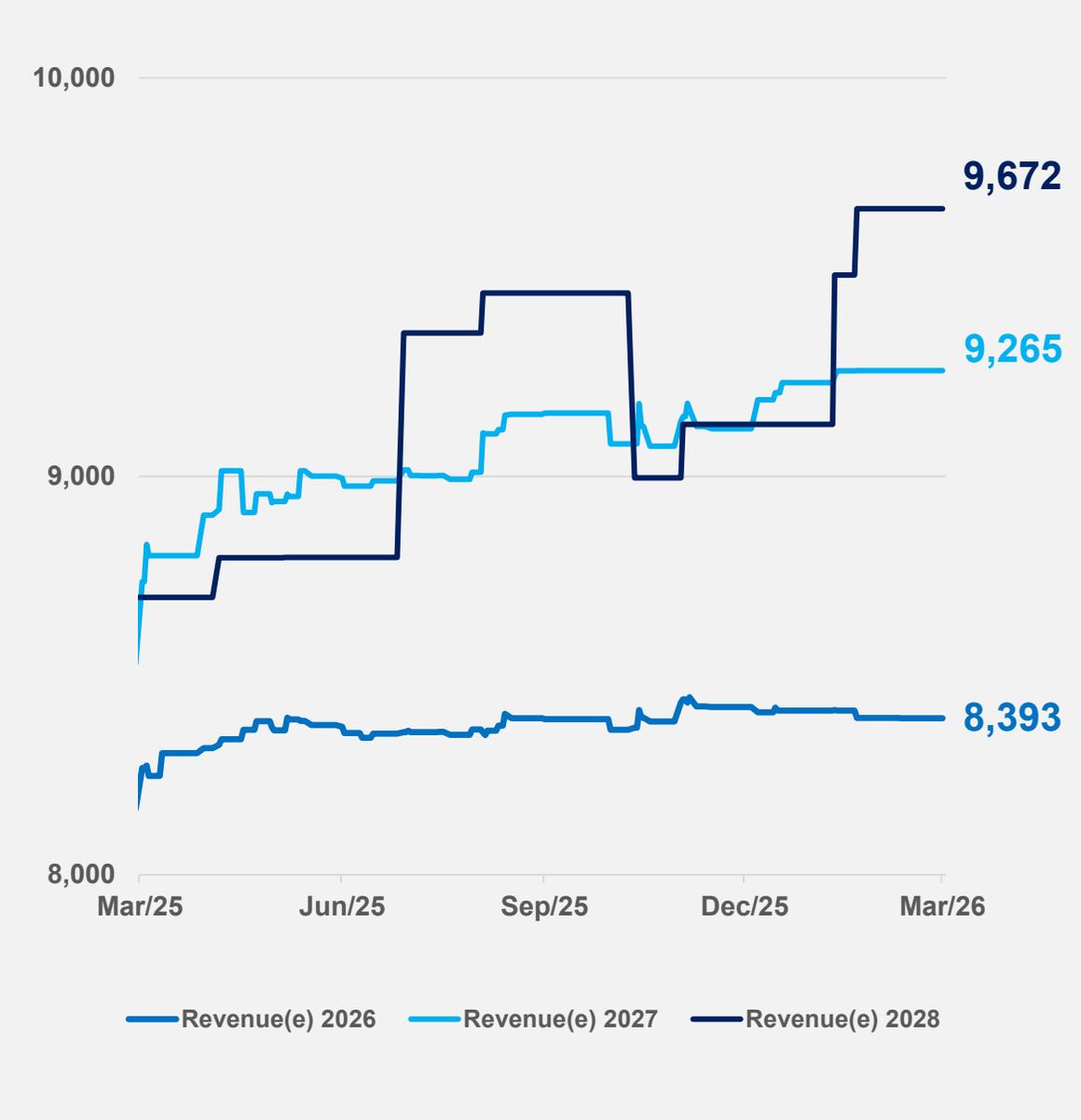


Yoy change

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

REVENUE & EBIT CONSENSUS

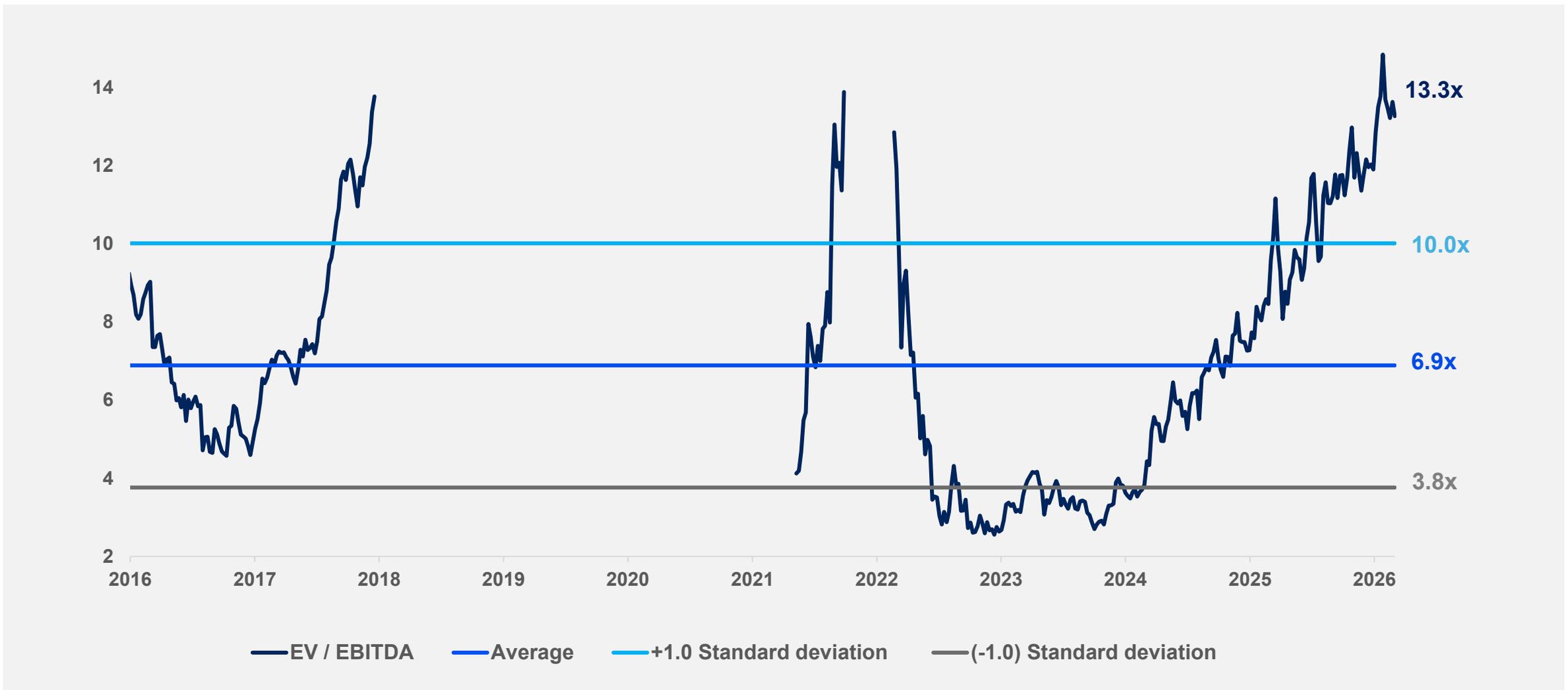
(USDm) ➔



Source: Capital IQ; March 03, 2026.



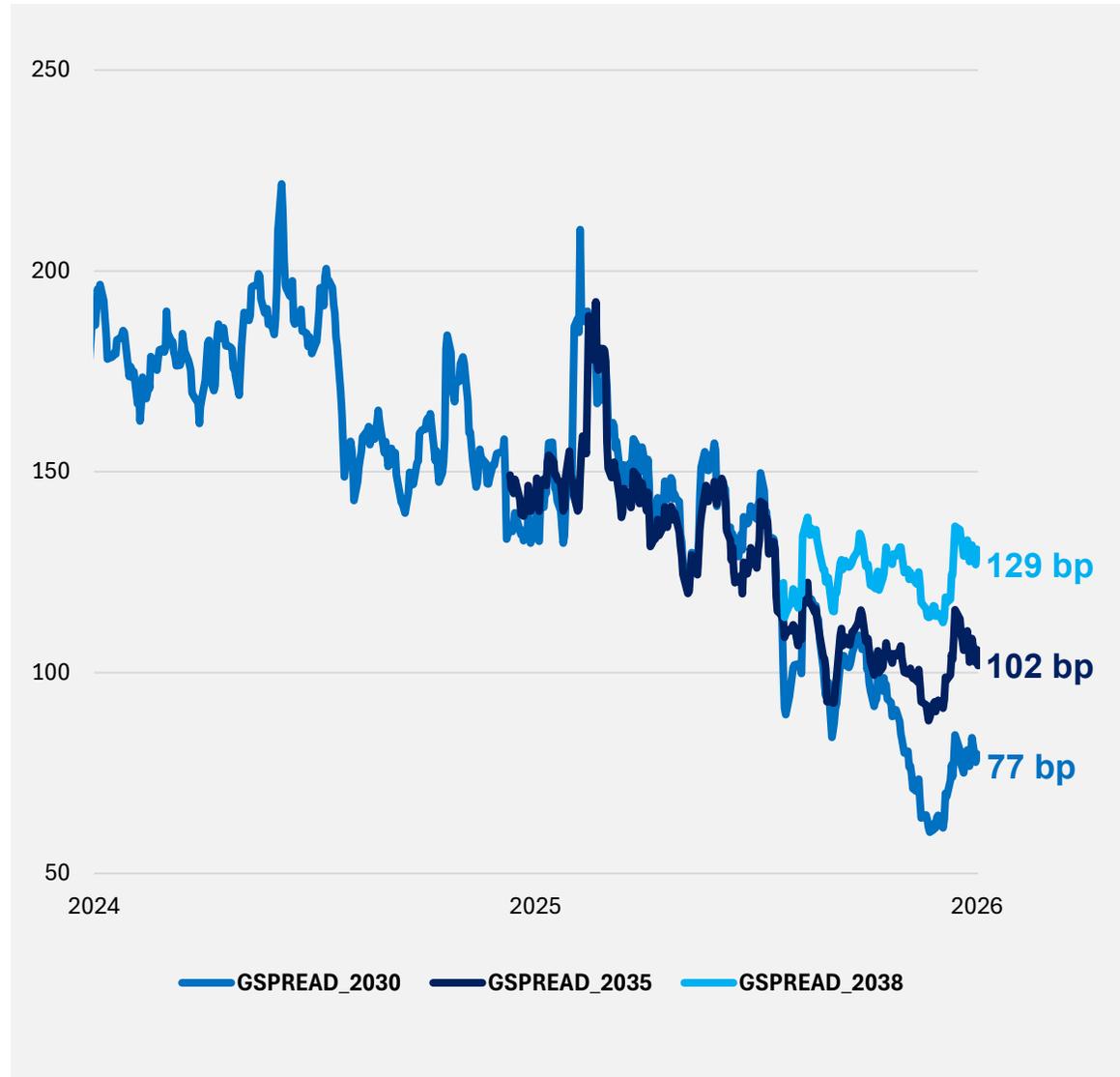
VALUATION - FORWARD EV/EBITDA



Source: Capital IQ; March 03, 2025.



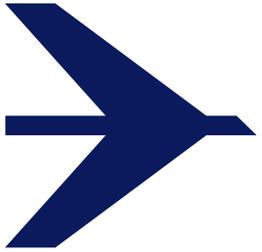
BONDS YIELD TO MATURITY & SPREAD OVER UST



Source: Bloomberg; March 04, 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



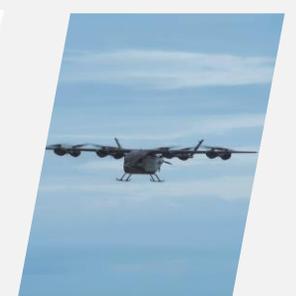
EVE'S IPO

2024



OGMA P&W Engine Overhaul

2025



1st flight of eVTOL

WHERE WE ARE



1 Brazil

São José dos Campos
 Belo Horizonte
 Botucatu
 Brasília
 Caçapava
 Campinas
 Campo Grande
 Florianópolis
 Gavião Peixoto
 Rio de Janeiro
 São Paulo
 Sorocaba
 Taubaté
 Recife

Subsidiaries
 ATECH
 VISIONA
 TEMPEST

2 United States

Dallas
 Davie
 Fort Lauderdale
 Jacksonville
 Melbourne
 Mesa
 Nashville

Subsidiaries
 ECTS
 EVE AIR MOBILITY
 NIDEC AEROSPACE

3 Mexico

Chihuahua
 Subsidiaries
 EZ AIR
 INTERIOR

4 Cayman Islands

George Town

5 Portugal

Alverca
 Lisbon
 Subsidiaries
 OGMA

6 Spain

Madrid

7 United Kingdom

Burgess-Hill
 Farnborough
 London
 Subsidiaries
 ECTS

8 Netherlands

Amsterdam

Subsidiaries
 ECTS
 VISIONA

9 Ireland

Dublin
 Subsidiaries
 EZ AIR

10 France

Le Bourget

11 Switzerland

Zurich

12 United Arab Emirates

Dubai

13 Singapore

Singapore
 Subsidiaries
 ECTS

14 China

Beijing

15 Australia

Melbourne

16 South Africa

Lethabong

17 India

New Delhi

Joint Ventures & Affiliates

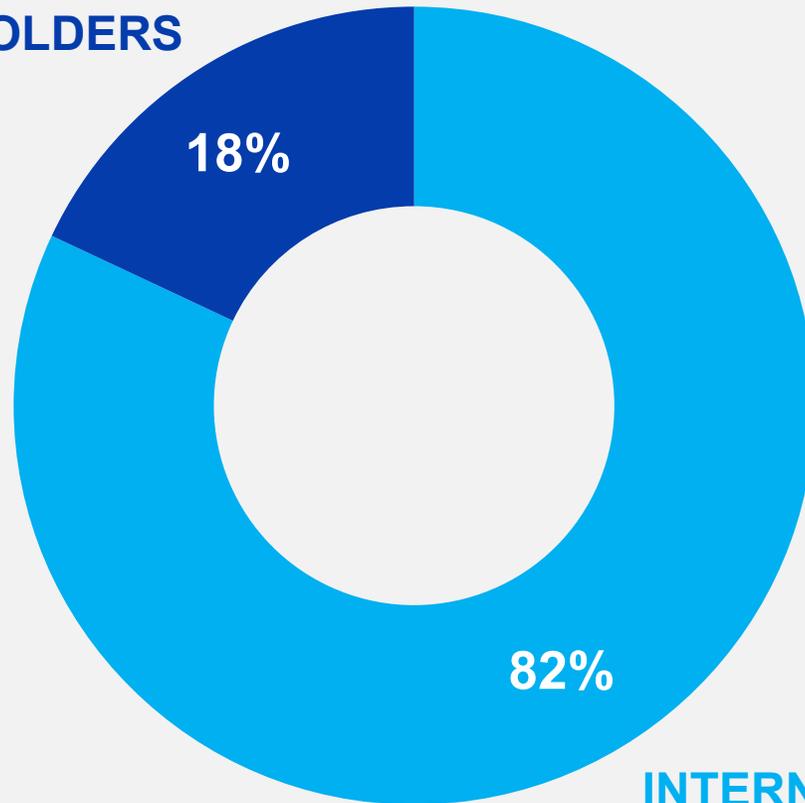


OWNERSHIP STRUCTURE AND TRADING



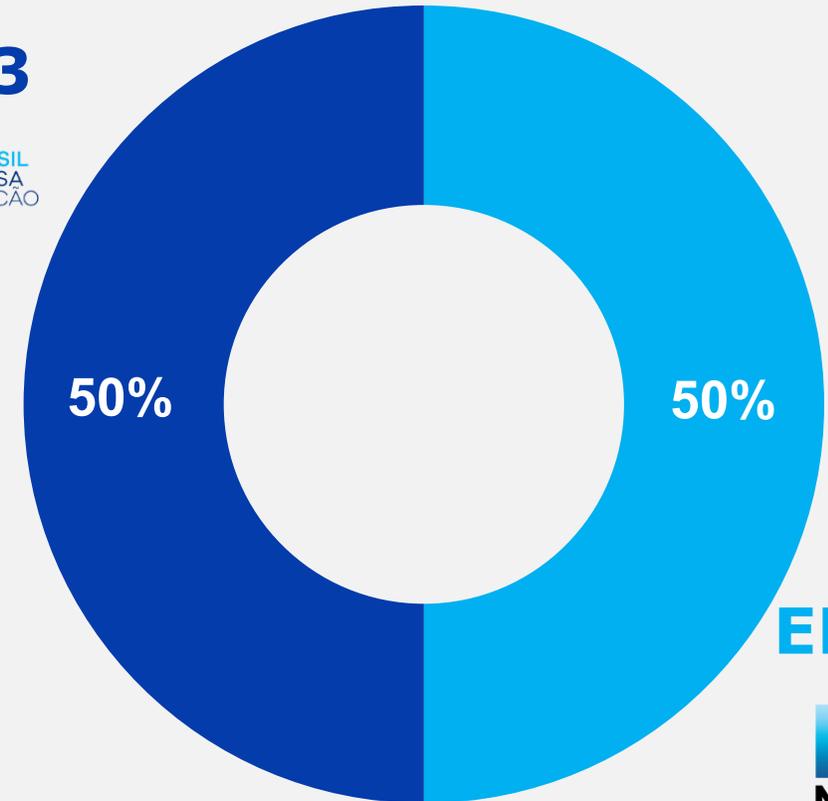
3-month ADTV (US\$m)
EMBJ: 110
EMBJ3: 90
Total: 200

LOCAL
SHAREHOLDERS



INTERNACIONAL
SHAREHOLDERS

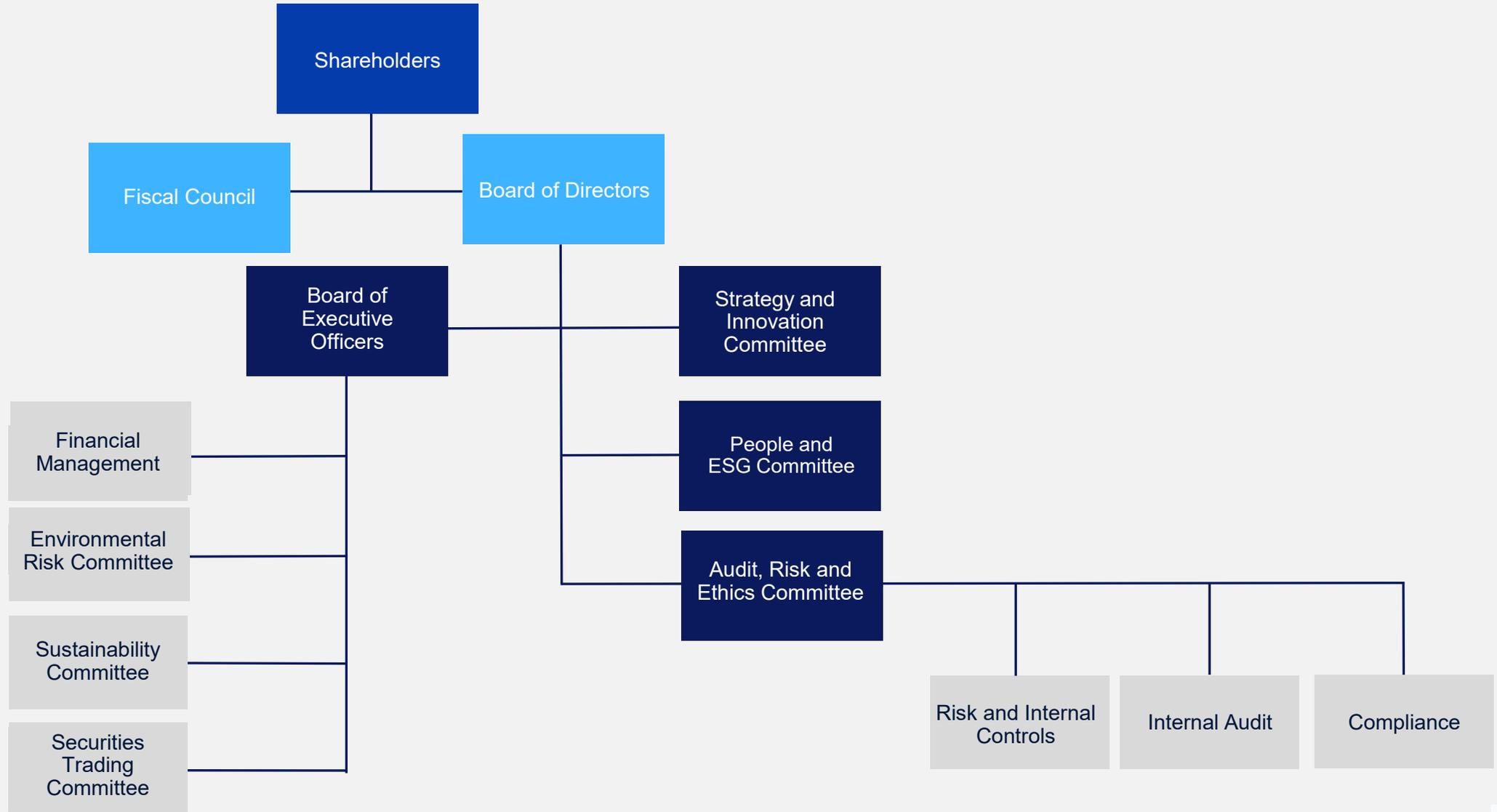
EMBJ3



EMBJ



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,