



EQUITY STORY NOV/25



EMBRAER INVESTOR RELATIONS



OUR TEAM

- Antonio Garcia, CFO
- Gui Paiva, EAH CFO, Head IR, M&A and CVC
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IR Alerts



3Q25 Backlog
& Deliveries



3Q25 Earnings
Release



EMBRAER AT-A-GLANCE



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

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

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

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

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

➤ **Ratings**

STANDARD & POOR'S
BBB

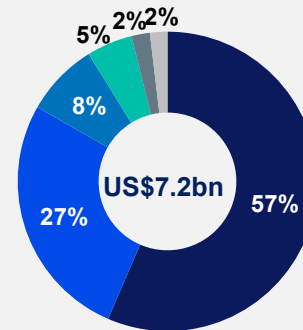
FitchRatings
**BBB-
Positive**

MOODY'S
**Baa3
Positive**

Embraer's Business Segments

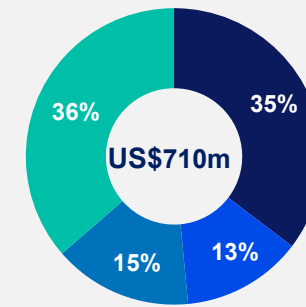


Revenue by Region¹



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

EBIT by Segment²

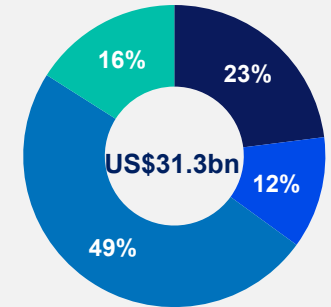


EBIT Margins

5% 10% 15%



Firm Backlog by Segment³



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

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

PROFITABLE GROWTH

Driven by Efficiency and Innovation



PROVEN RESULTS

Remarkable sales & revenue

Profitability

Improving operational efficiency



ON THE HORIZON

Substantial midterm growth

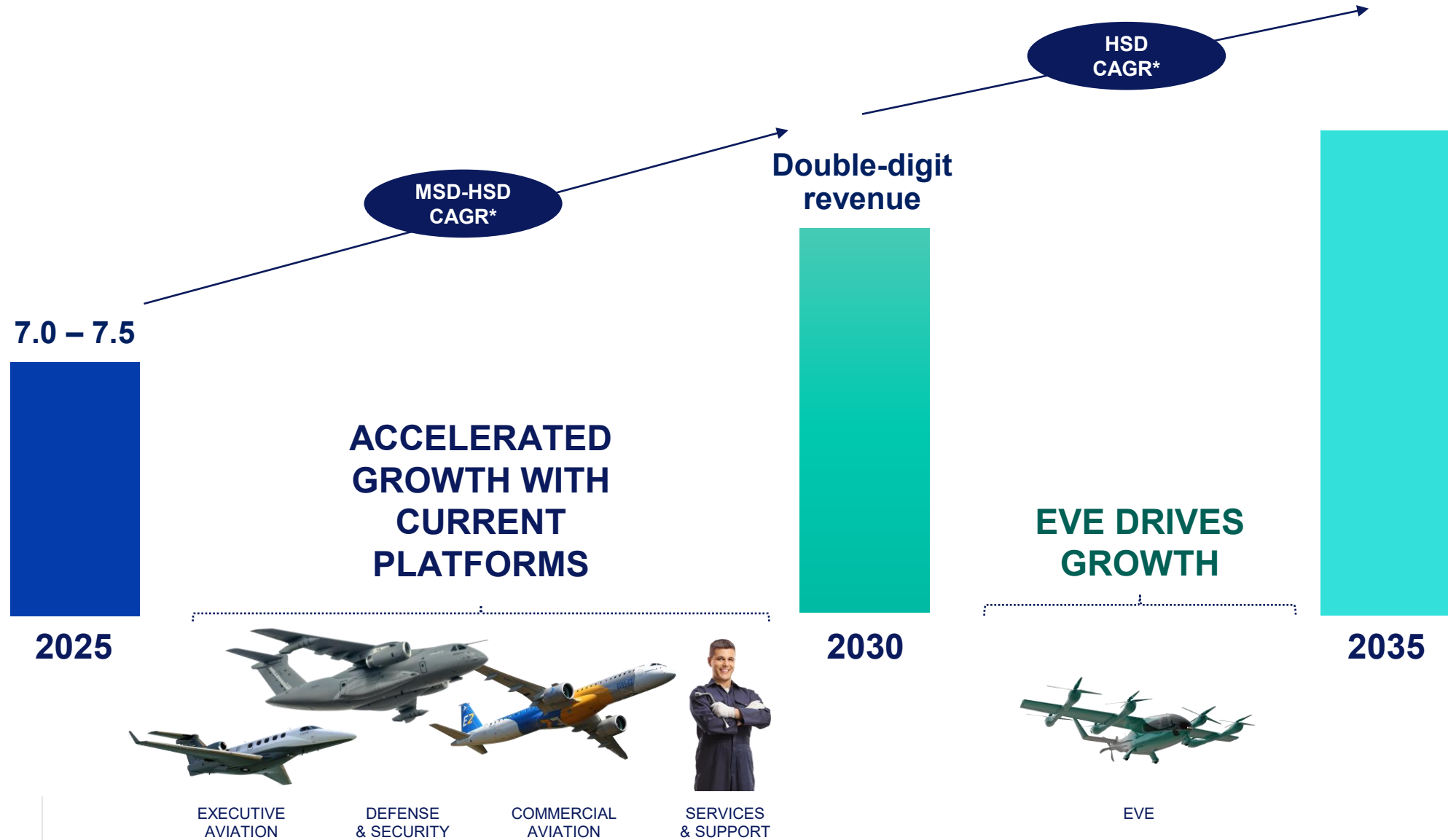
Ambitious long-term momentum

Next-gen product development

FLIGHT PLAN FOR THE NEXT 10 YEARS



US\$bn



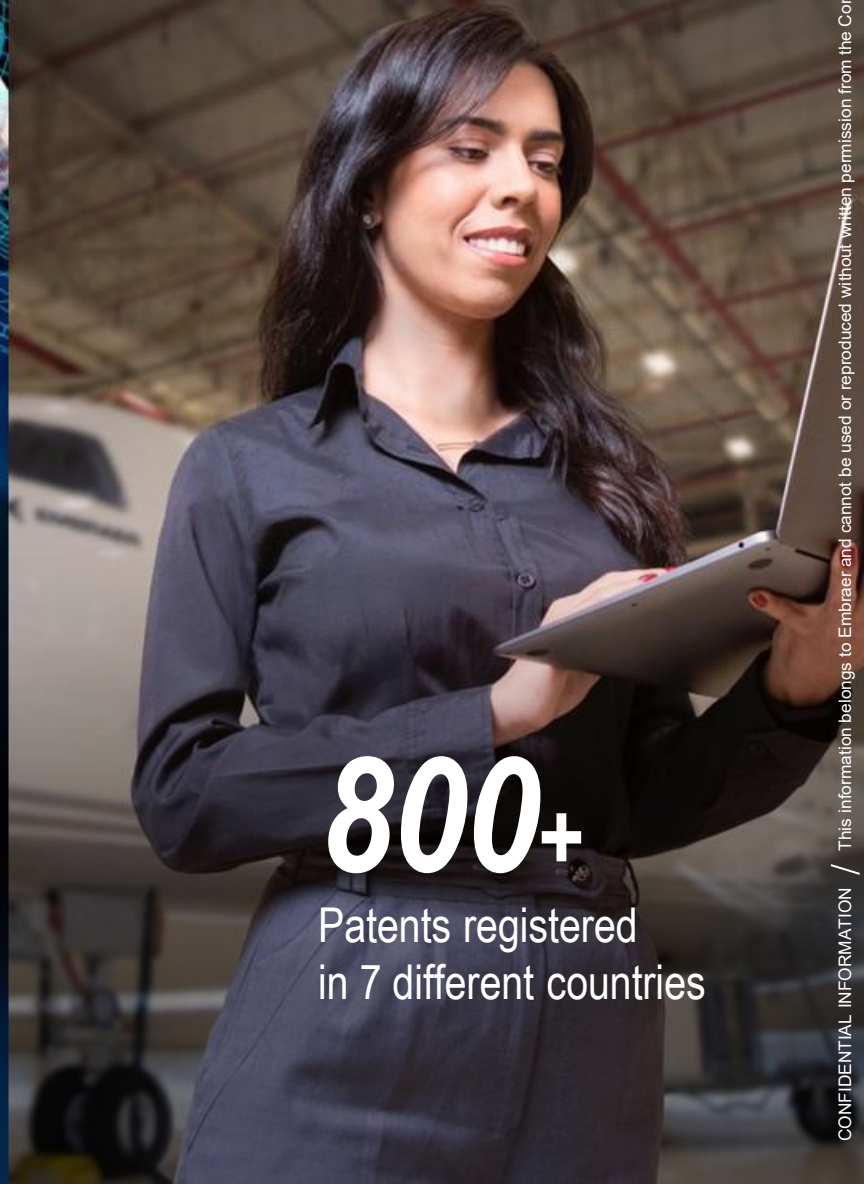
WORLD-CLASS ENGINEERING



4,000+
Engineering Team



1,400+
Employees have master's degrees, PhDs or post-graduate qualifications.



800+
Patents registered in 7 different countries

MANAGEMENT BY VALUE STREAMS



IPANEMA



~55%
REDUCTION IN
LEAD TIME*

Baseline: 2021

PRAETOR



~40%
REDUCTION IN
LEAD TIME*

Baseline: 2019

KC-390



~35%
REDUCTION IN
LEAD TIME*

Baseline: 2019

E1



~30%
REDUCTION IN
LEAD TIME*

Baseline: 2020

PHENOM



~20%
REDUCTION IN
LEAD TIME*

Baseline: 2020

E2



~15%
REDUCTION IN
LEAD TIME*

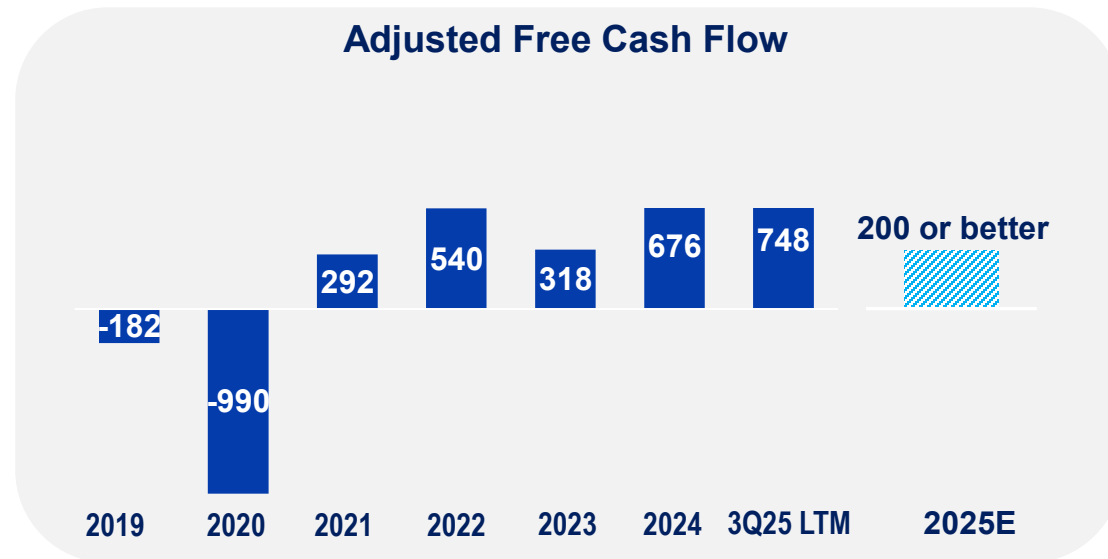
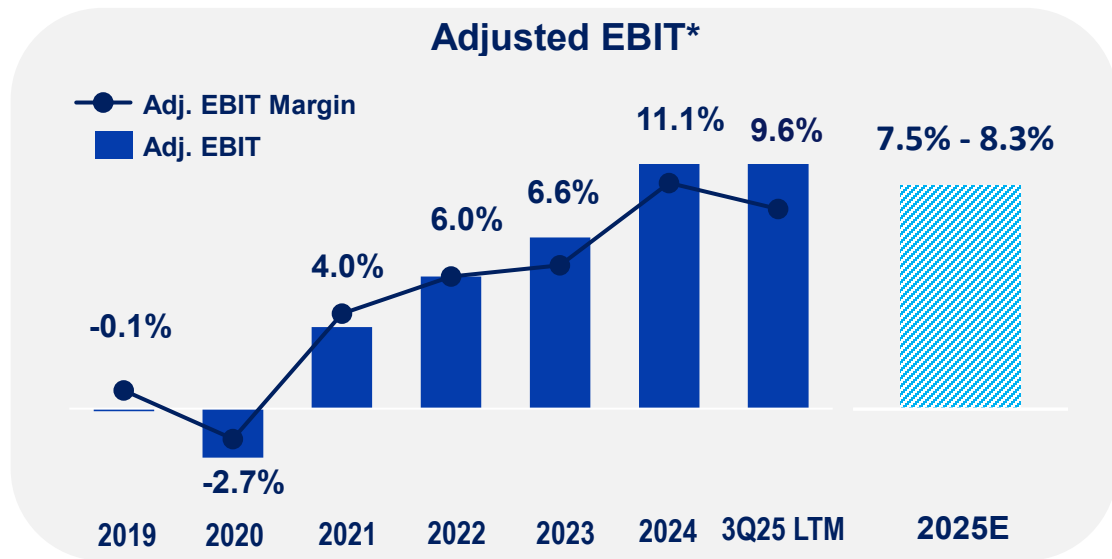
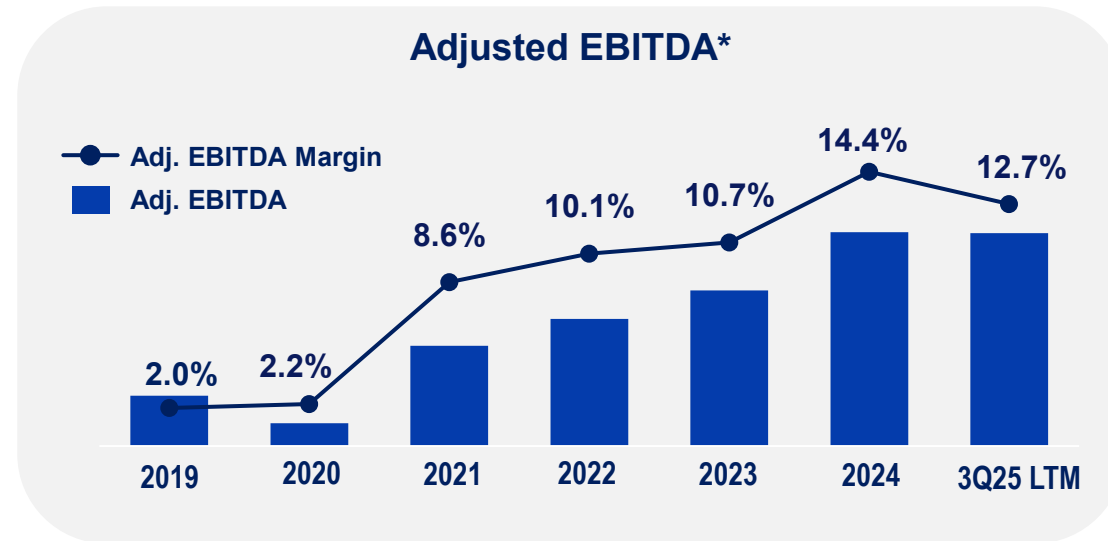
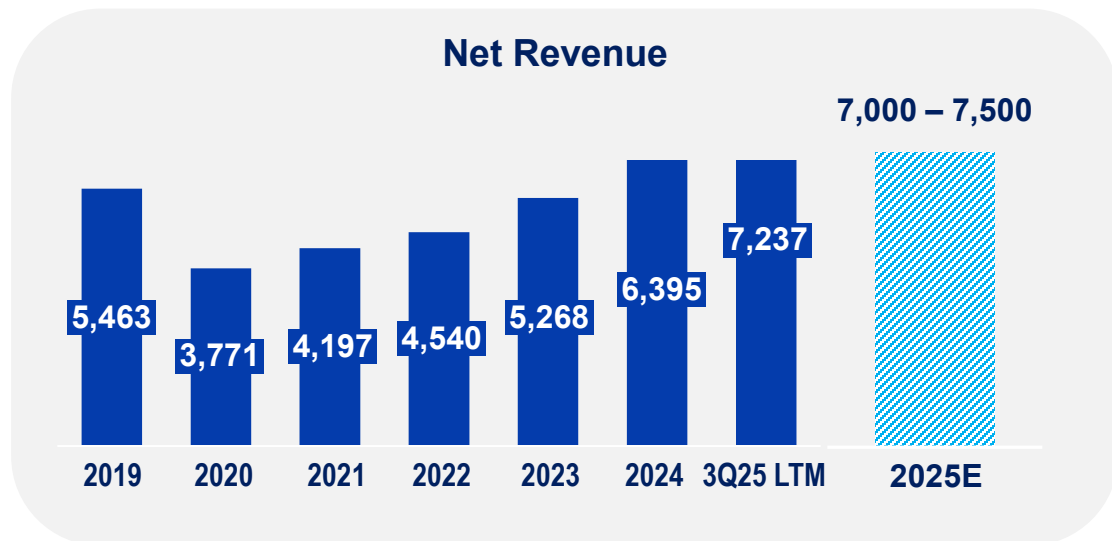
Baseline: 2020

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

PROFITABLE GROWTH



US\$m



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

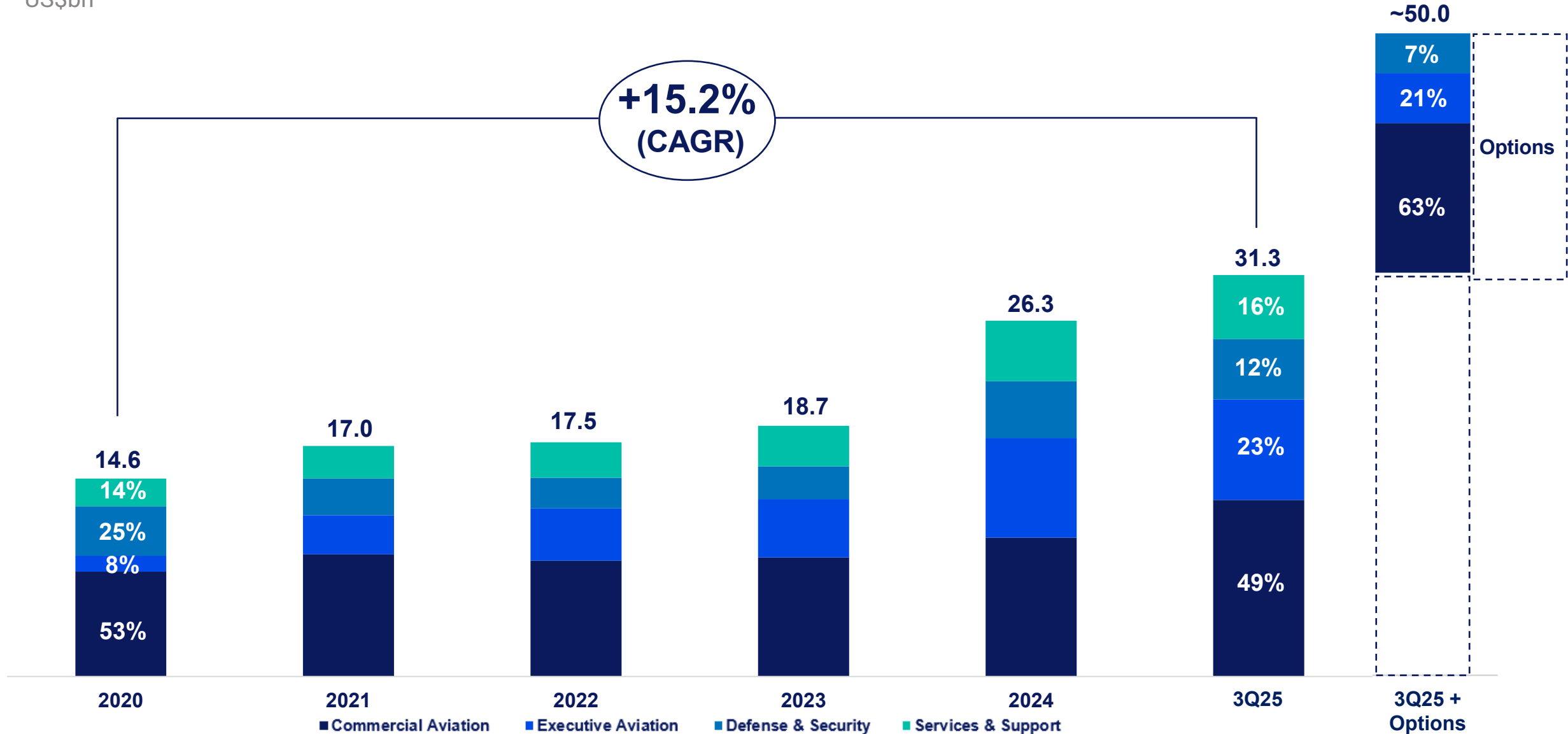
*Adj. EBITDA & EBIT (margin) ex BA and extraordinary items for 2024 US\$772m (+12.1%) and US\$558m (+8.7%); 2025 LTM ex BA and extraordinary items US\$768m (+10.6%) and US\$541m (+7.5%), respectively.

ALL TIME HIGH AND WELL-BALANCED PORTFOLIO



BACKLOG PER SEGMENT

US\$bn



INVESTMENT ON SUSTAINABLE GROWTH



3 main projects



Executive Aviation (2024-27)

US\$m

90

- Increase in production capacity by 2027;
- Gavião Peixoto SP, Brazil & Melbourne FL, USA;
- In-line with backlog growth.

Capex

Services – OGMA (2021-26)

US\$m

90

- Brand new P&W engines induction line;
- Operation started in April 2024;
- Full ramp (US\$500m revenues) in 2028.

Capex

Services – MRO (2025-26)

US\$m

70

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

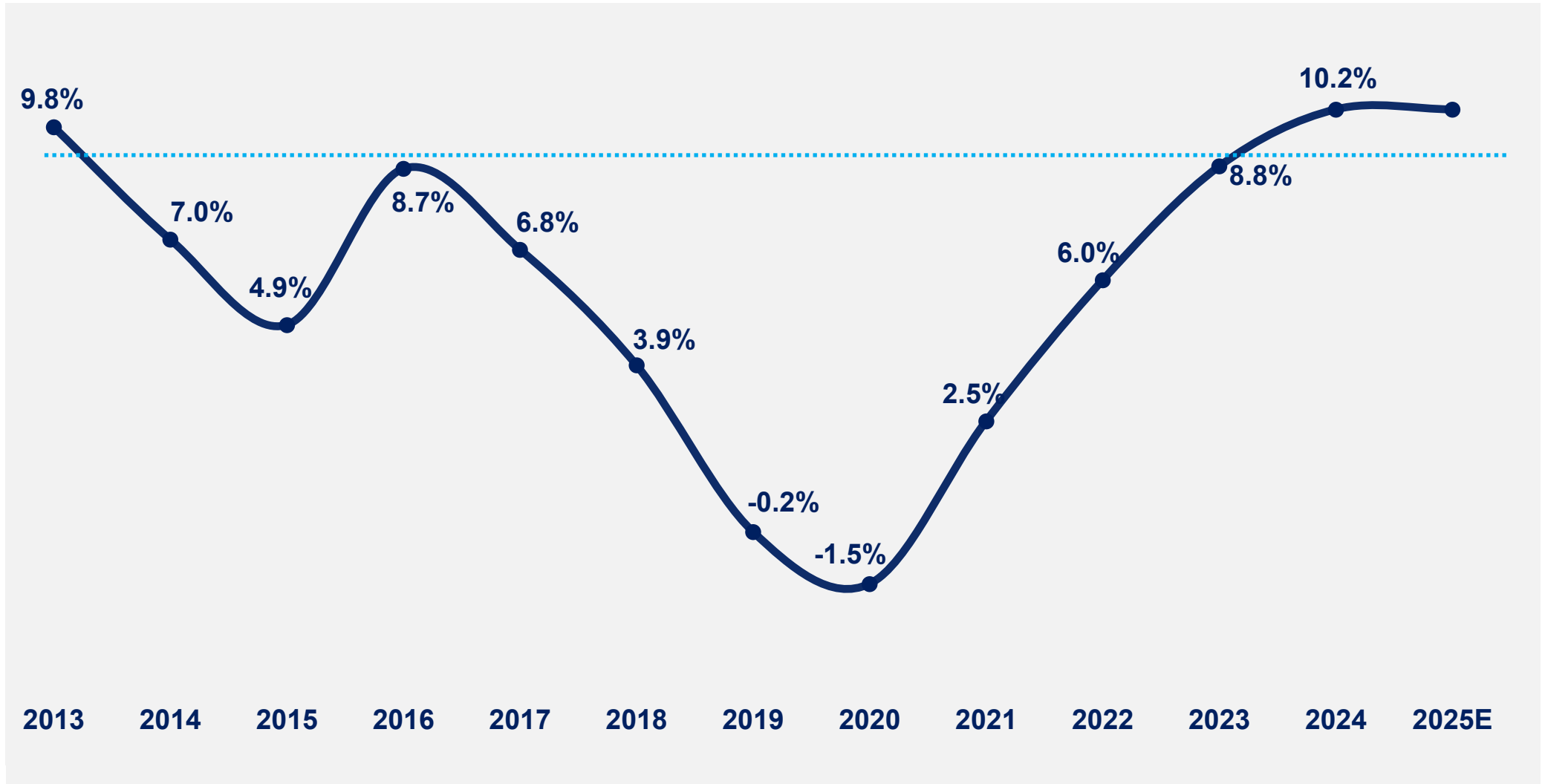
Capex

RETURN ON INVESTED CAPITAL

ROIC above WACC supported by improved operational and financial metrics



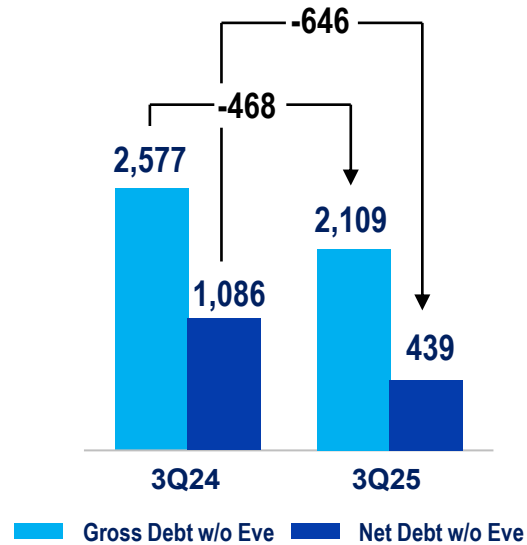
*Embraer avg.
cost of capital*



FINANCIAL POSITION

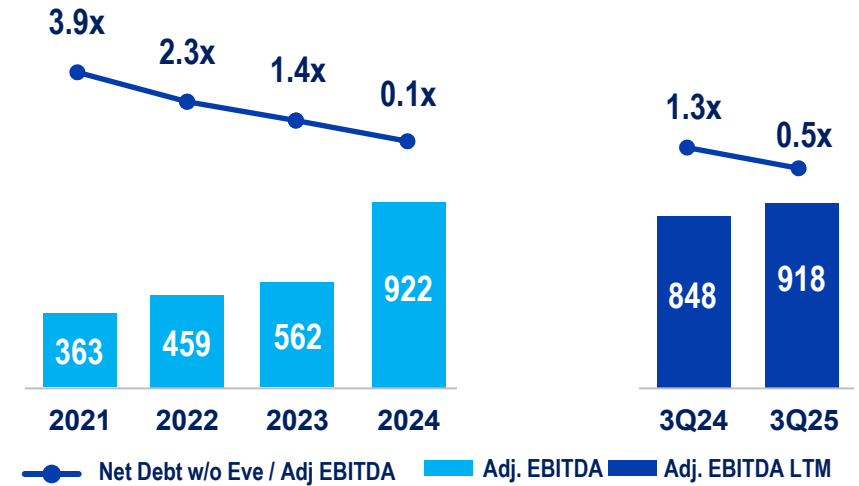
LIQUIDITY

US\$ million

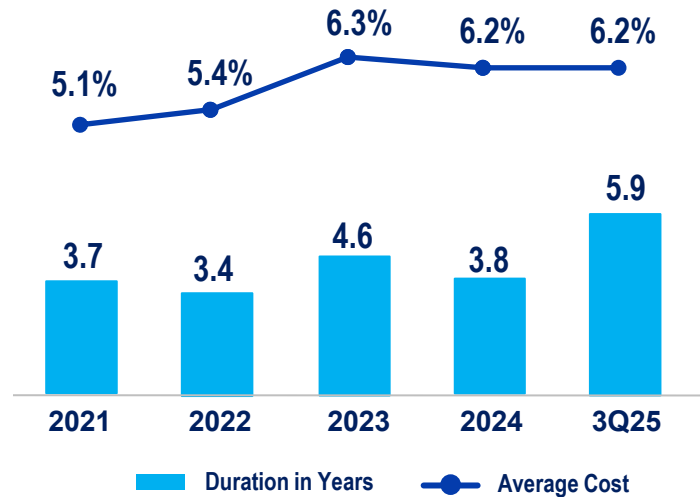


DELEVERAGING

US\$ million

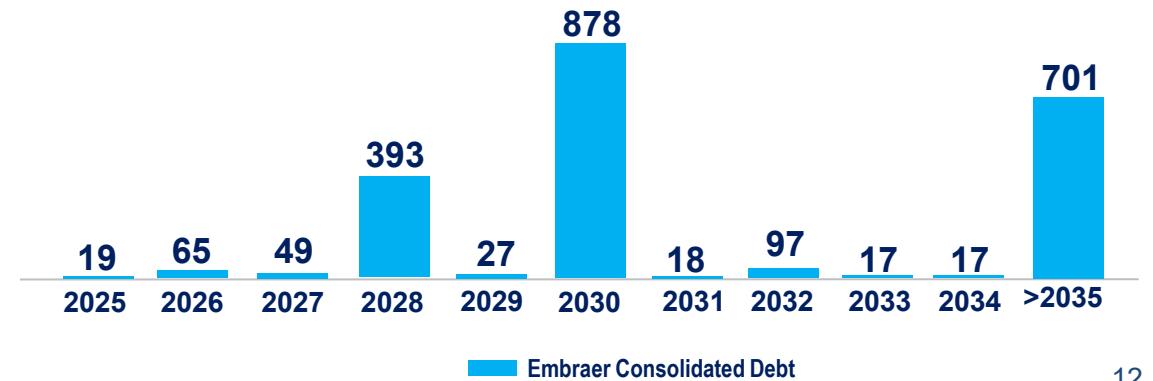


LONG-TERM MATURITIES



DEBT PROFILE

US\$ million





COMMERCIAL AVIATION

E-JETS FAMILY: A GLOBAL MARKET SUCCESS



The E2s are the most efficient in the world in the single-aisle segment, shaping the market with their sustainable technologies, superior comfort, excellent economy and the ideal range



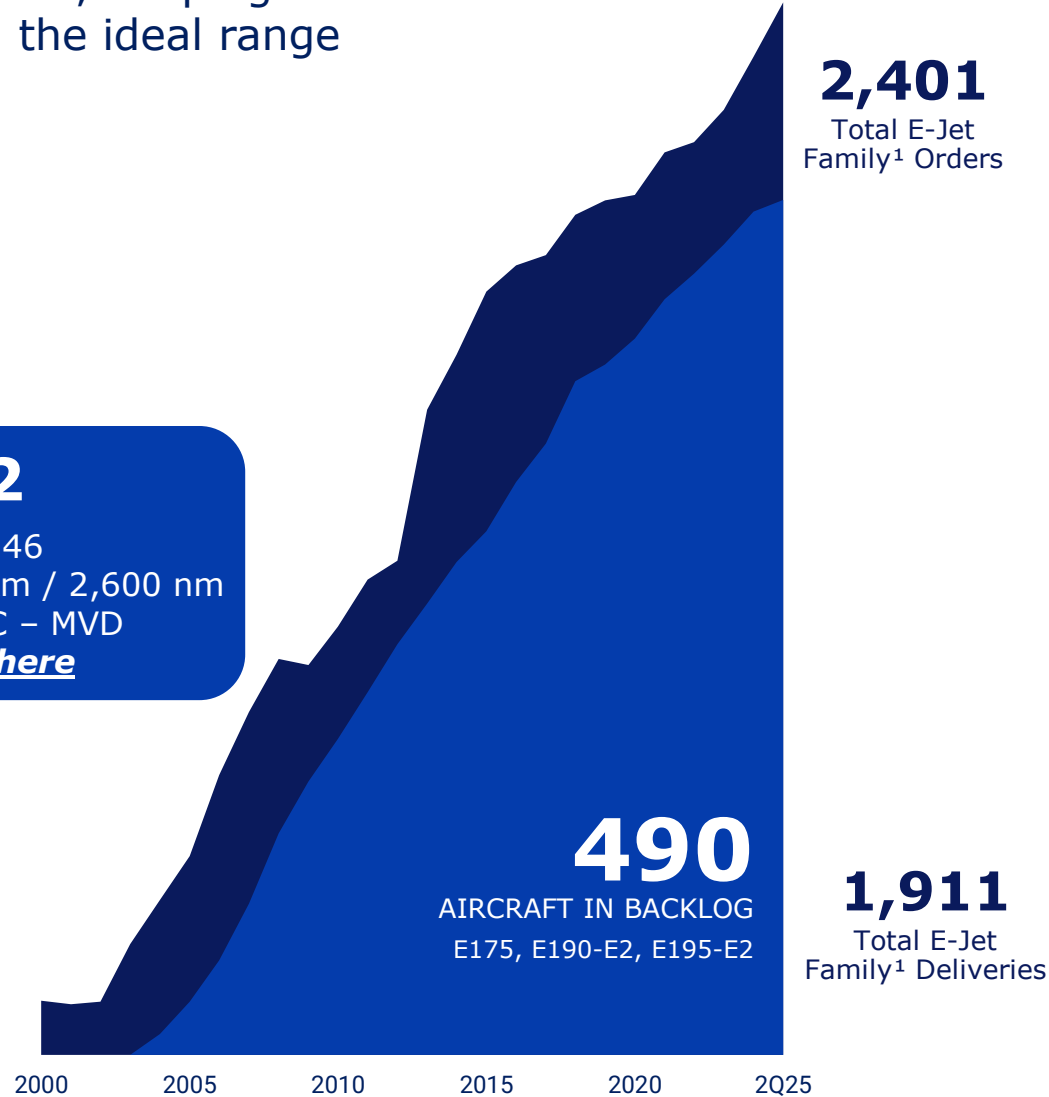
E195-E2
 Seats: 120 to 146
 Range: 4,815 km / 2,600 nm
 YYZ – LAX; REC – MVD
 For specs click [here](#)



E175
 Seats: 76 to 88
 Range: 4,074 km / 2,200 nm
 JFK – IAH; MCO – DEN
 For specs click [here](#)



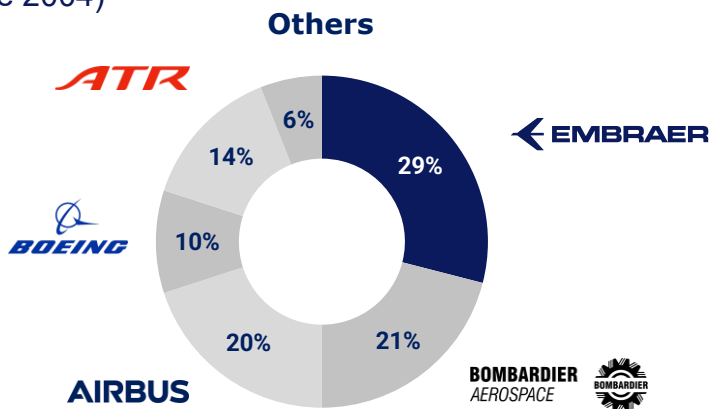
E190-E2
 Seats: 97 to 114
 Range: 5,280 km / 2,850 nm
 ATH – LHR; SVO – MAD
 For specs click [here](#)



MARKET SHARE & PRODUCT POSITIONING

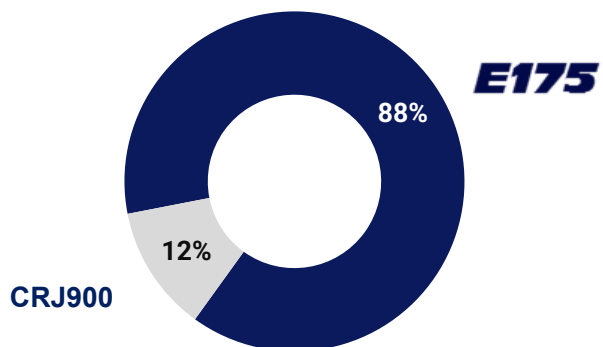
Up To 150-seat Global Market Share

(Deliveries since 2004)

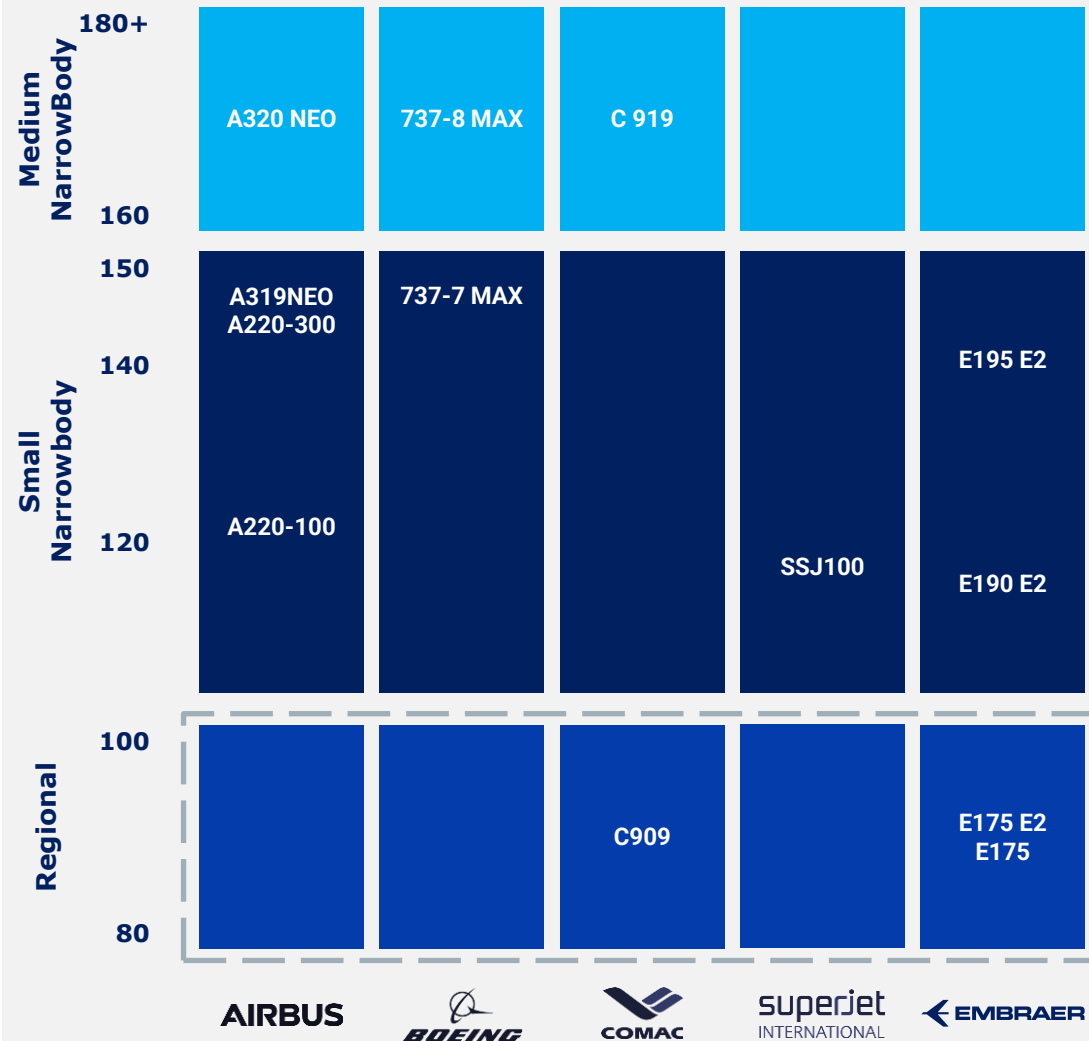


North America 70 to 90-seat Jets Market Share

(Orders since 2013)



Competitive Scenario

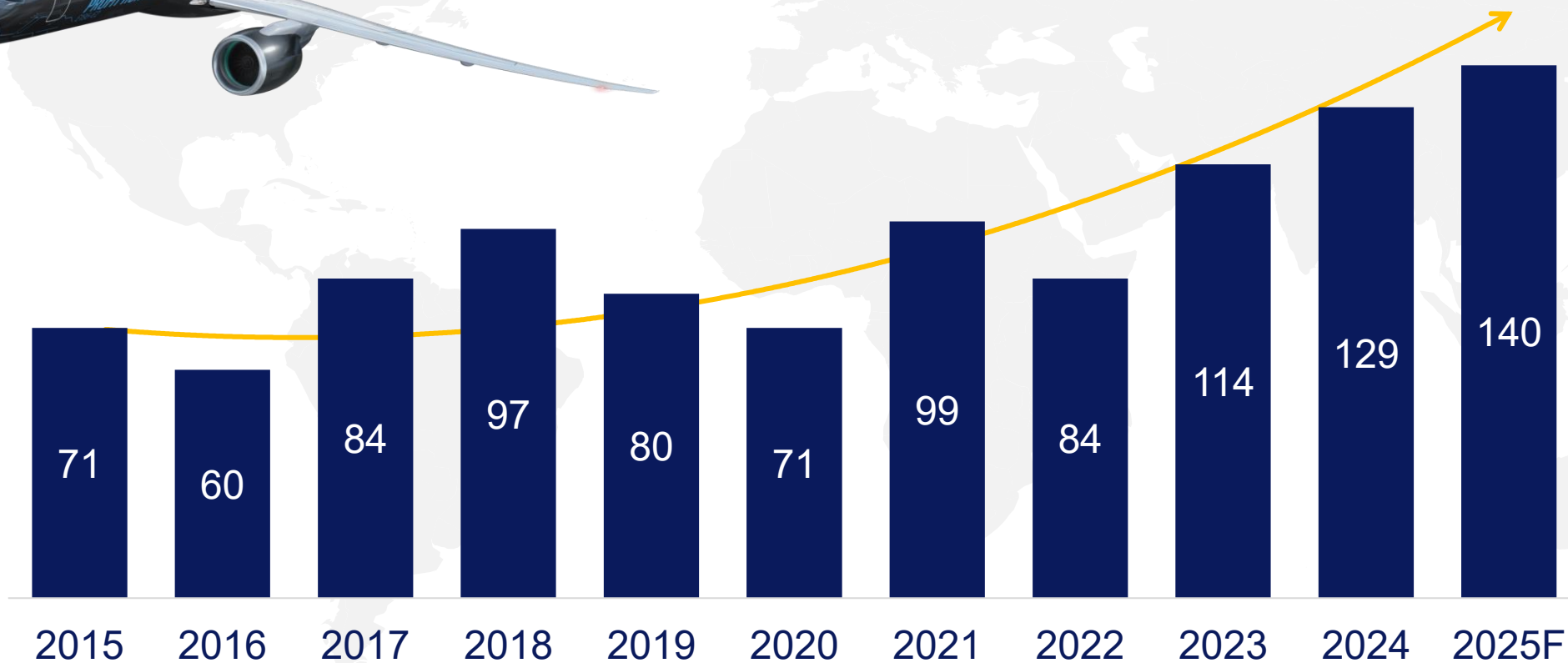


LONG-TERM SEGMENT OVERVIEW

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:

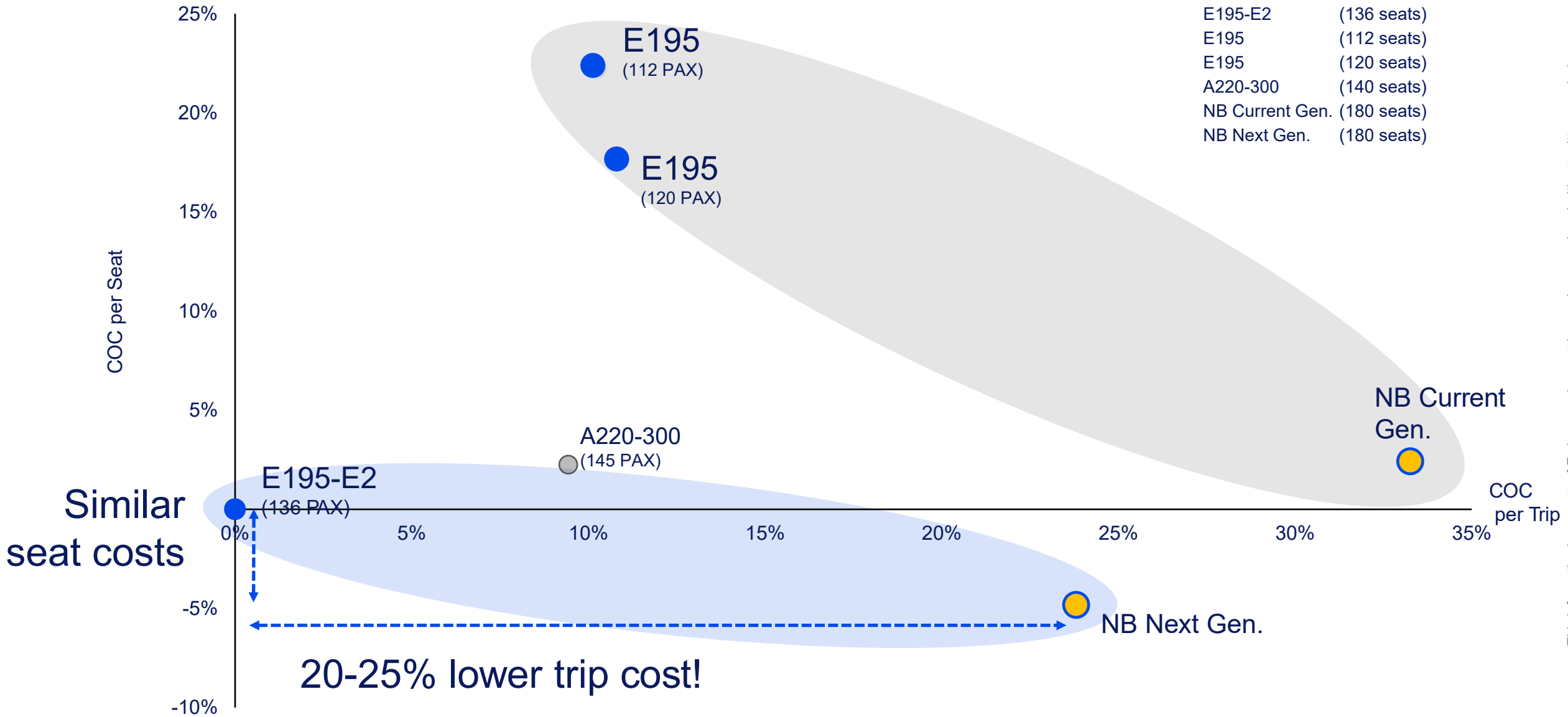


Since 2022:

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

UNBEATABLE COST EFFICIENCY



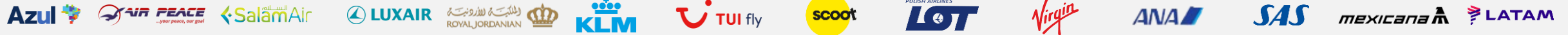
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E2 THE MOST ENVIRONMENTALLY-FRIENDLY JET IN SINGLE AISLE



E2 IS THE PREFERRED CHOICE TO COMPLEMENT NB

Selected to complement both Airbus and Boeing larger NB



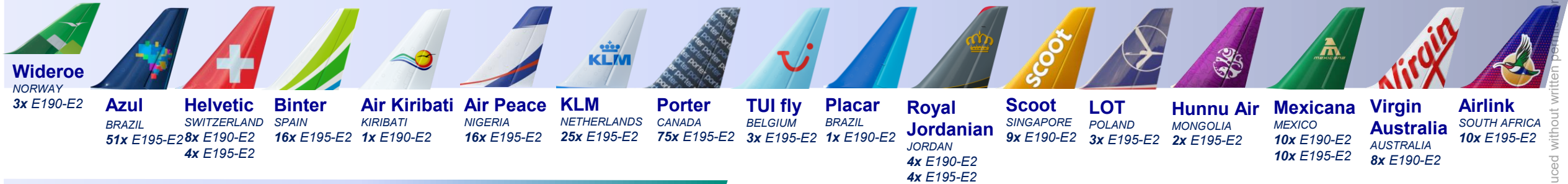
93 x E2s 54 x A320neo 26x A321neo	16 x E2s 21 x 737s 4x A320	6 x E2s 12 x A320neo	6 x E2s 10 x 737s	10 x E2s 20 x A320neo	25 x E2s 38 x 737s	3 x E2s 22 x 737s	9 x E2s 39 x A320neo	3 x E2s 19 x 737s	8 x E2s 92 x 737s 7 x A320	15 x E2s 39 x 737s 17 x A320	45 x E2s 80 x A320	20 x E2s 3 x 737s	24 x E2s 19 x A321s 16 x A320s
51x Owned 42x Lessors	16x Owned	6x Owned	6x Owned	2x Owned 8x Lessors	25x Lessors	3x Lessors	9x Lessors	3x Lessors	4x Owned 4x Lessors	15x Owned	45x Owned	20x Owned	24x Owned

Accelerate [Connectivity] Opportunity

E2 NUMBERS & FACTS



1st AIRCRAFT DELIVERED



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

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

MERYX
AVIATION

TrueNoord
Regional Aircraft Leasing

FALCO

AVOLON 

 **181** Delivered aircraft

 **23** Operators

 **290** To be delivered

 **471** Total Firm Orders

THE E2 IS THE SOLUTION FOR THE US MARKET

E2 value proposition for different business models



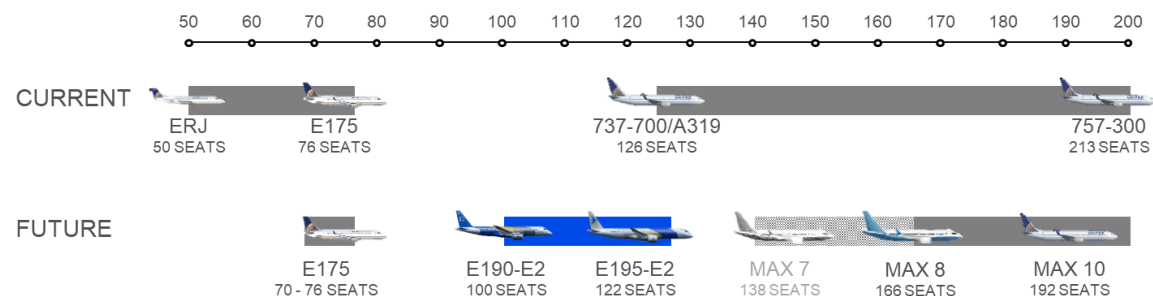
Mainline

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

Low Cost Carriers

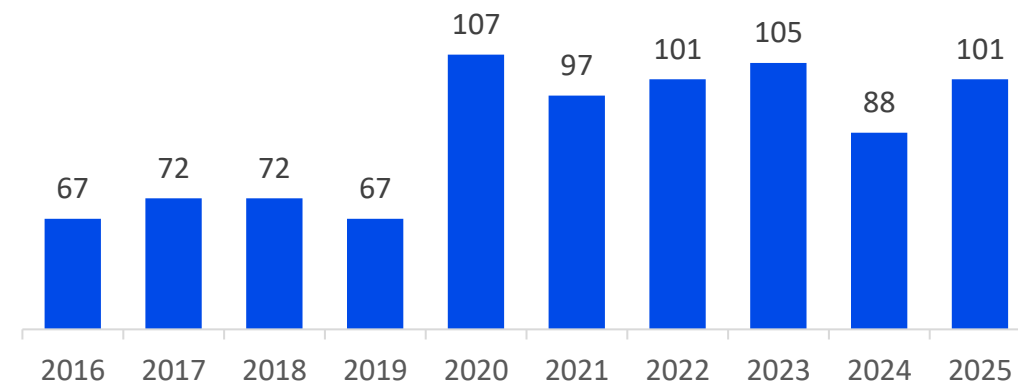
- Growing pocket of opportunities in thinner markets
- Missing an adequate aircraft that fits well
- E2 economics ideal for secondary cities expansion

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



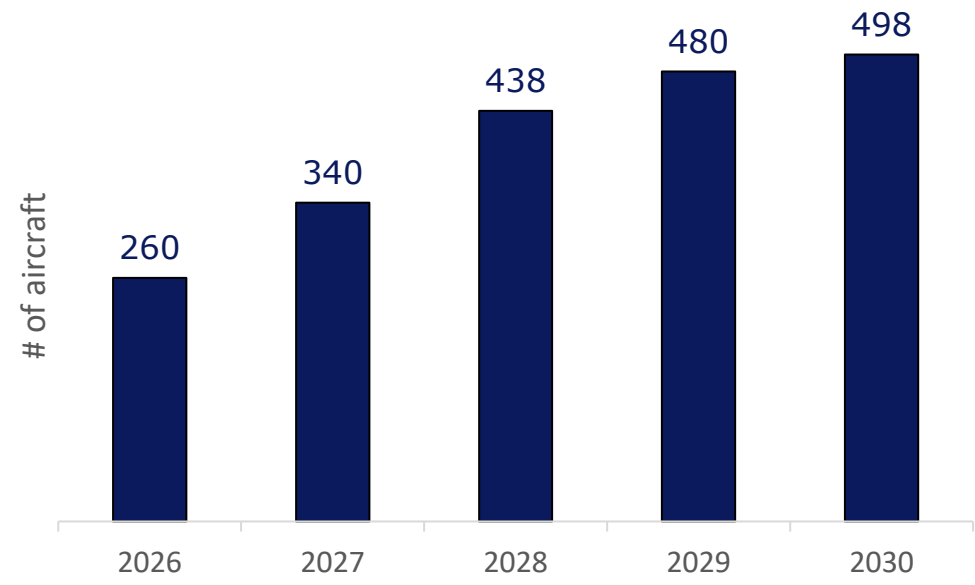
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REPLACEMENT OPPORTUNITIES AHEAD

Regional Aircraft Replacement (E175 opp)

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

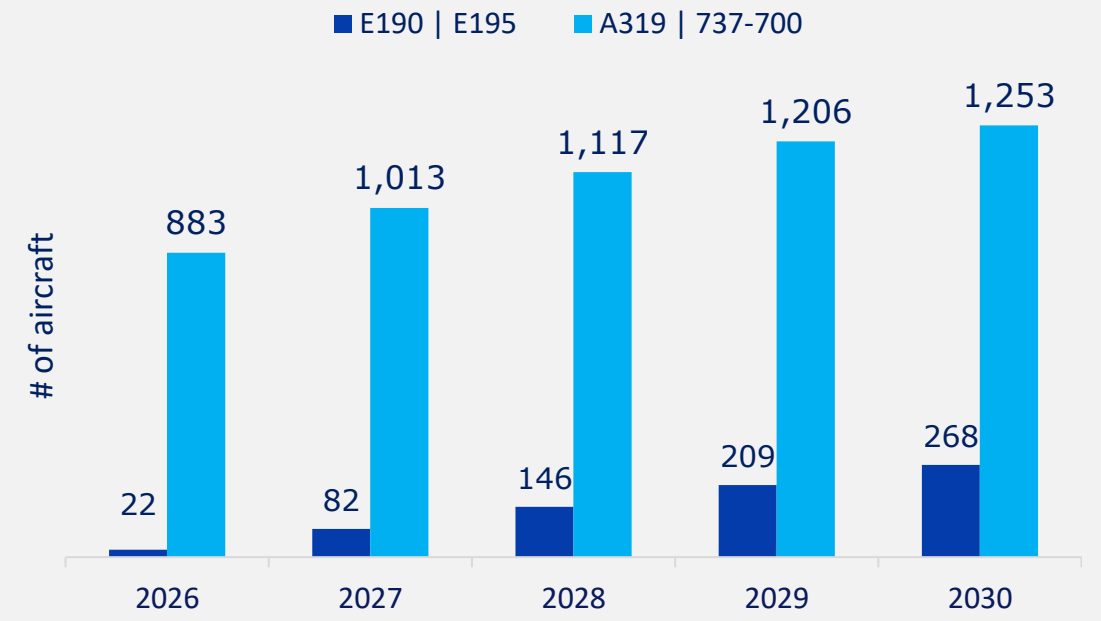


Low competition environment in the next decade

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

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

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

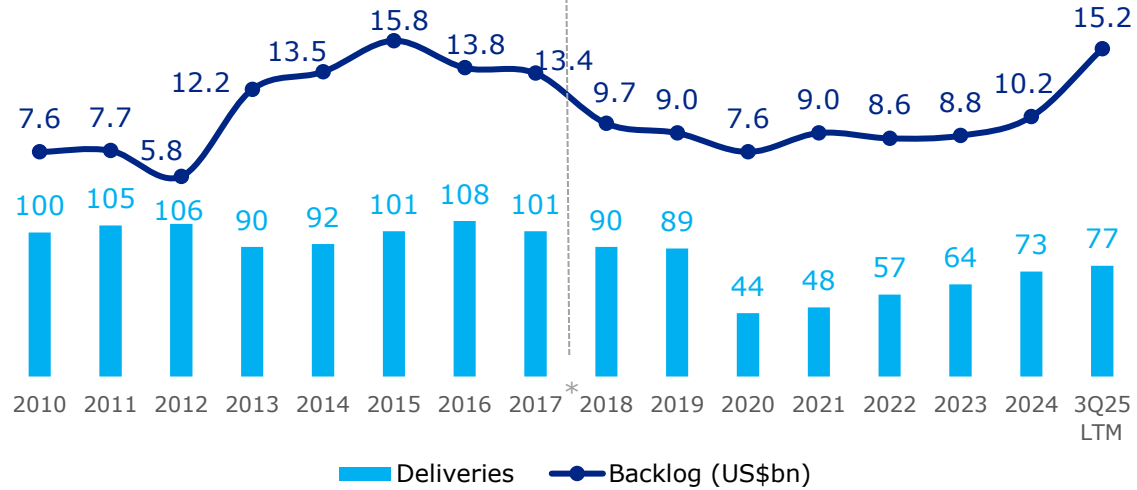


E1 replacement opportunities getting traction this decade – E2 as the most suitable option

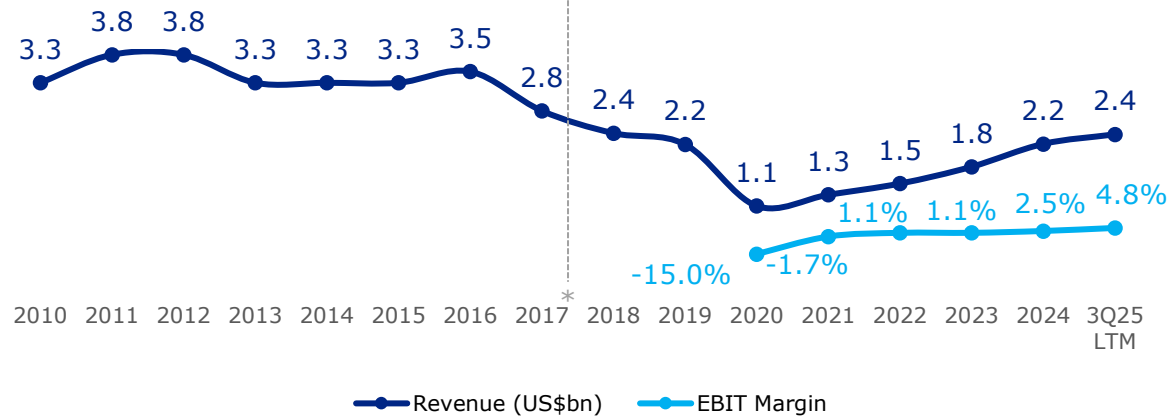
Additional 737-700 and A319 replacement opportunities also addressable

COMMERCIAL BACKLOG

Backlog and Deliveries

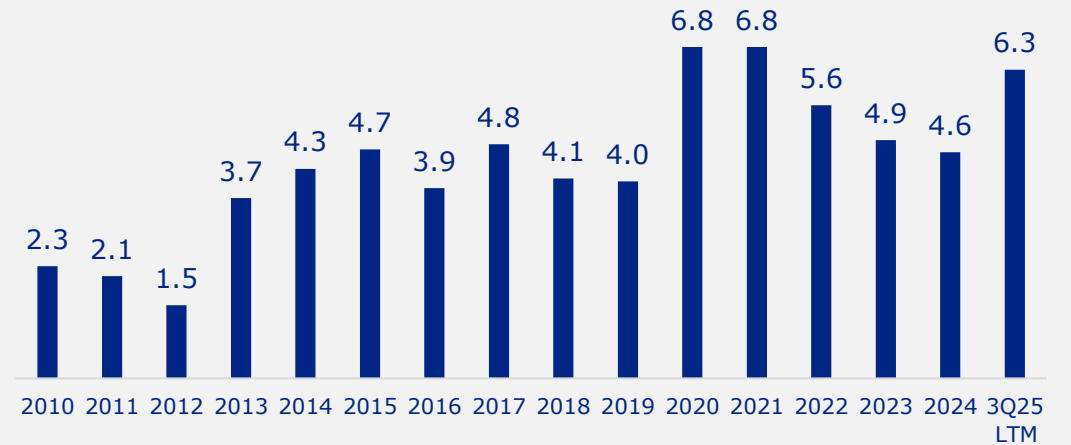


Revenue and EBIT Margin



Backlog / Revenue Ratio

Avg. 4.4 (σ 1.6)



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



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 500
Midsize
7 to 9 passengers
Range 6,186 km / 3,340 nm
*JFK – SFO; JFK – CDG
DXB – NCE; DEL – NRT*
For specs click [here](#)

Praetor 600
Super midsize
8 to 12 passengers
Range 7,441 km / 4,018 nm
*LHR – JFK; GRU – MIA
CDG – DEL; SIN – DXB*
For specs click [here](#)

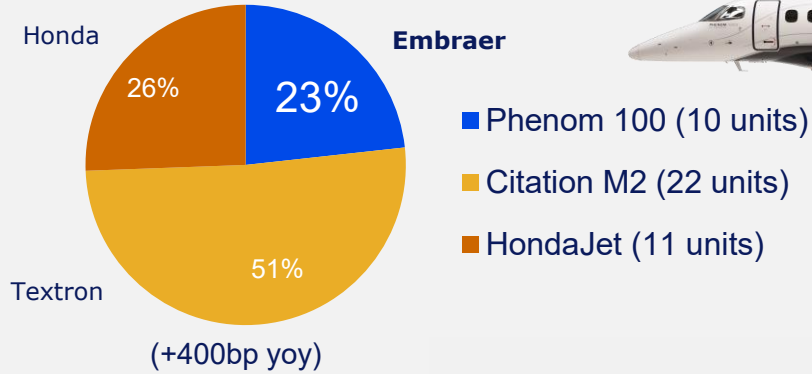
2,000+
Jets delivered

70+ Countries
us\$7.3bn Backlog

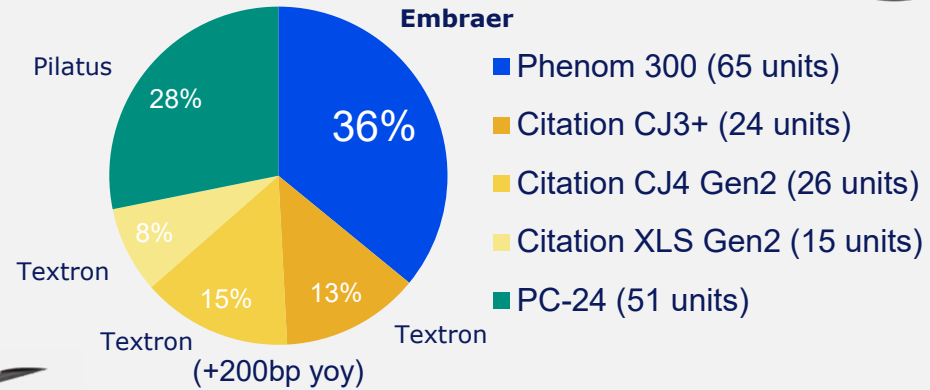
PENETRATING PRODUCT SEGMENTS



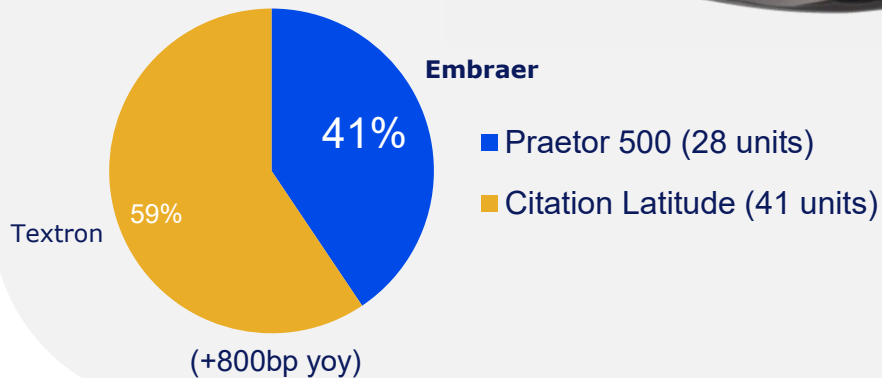
PHENOM® 100 EV/EX BY EMBRAER



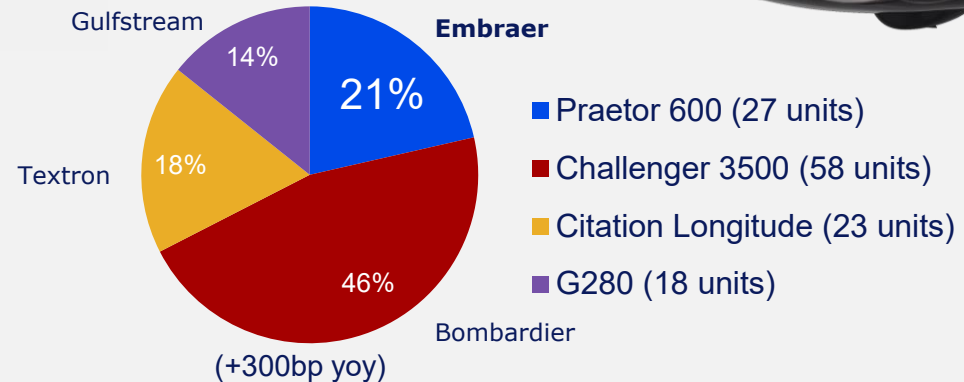
PHENOM® 300E BY EMBRAER



PRAETOR 500 BY EMBRAER



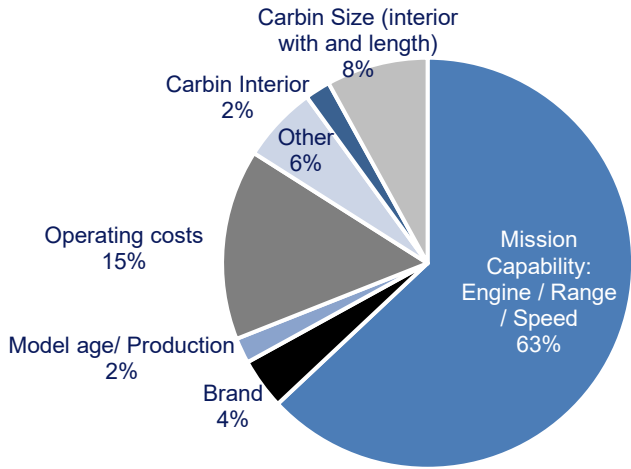
PRAETOR 600 BY EMBRAER



SOLID PRODUCT POSITIONING



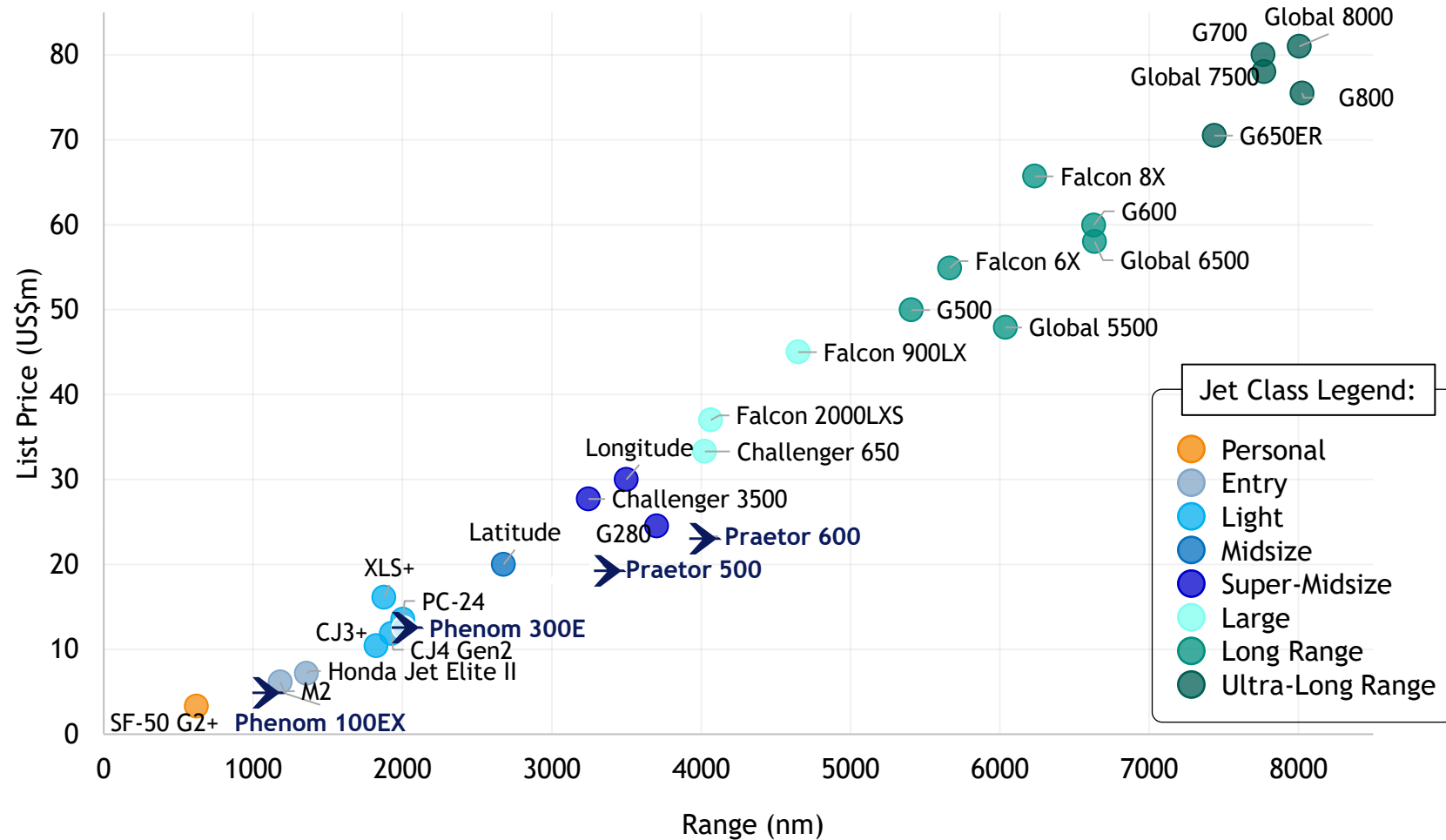
Most Important Features for Buyers



Embraer Value Proposition

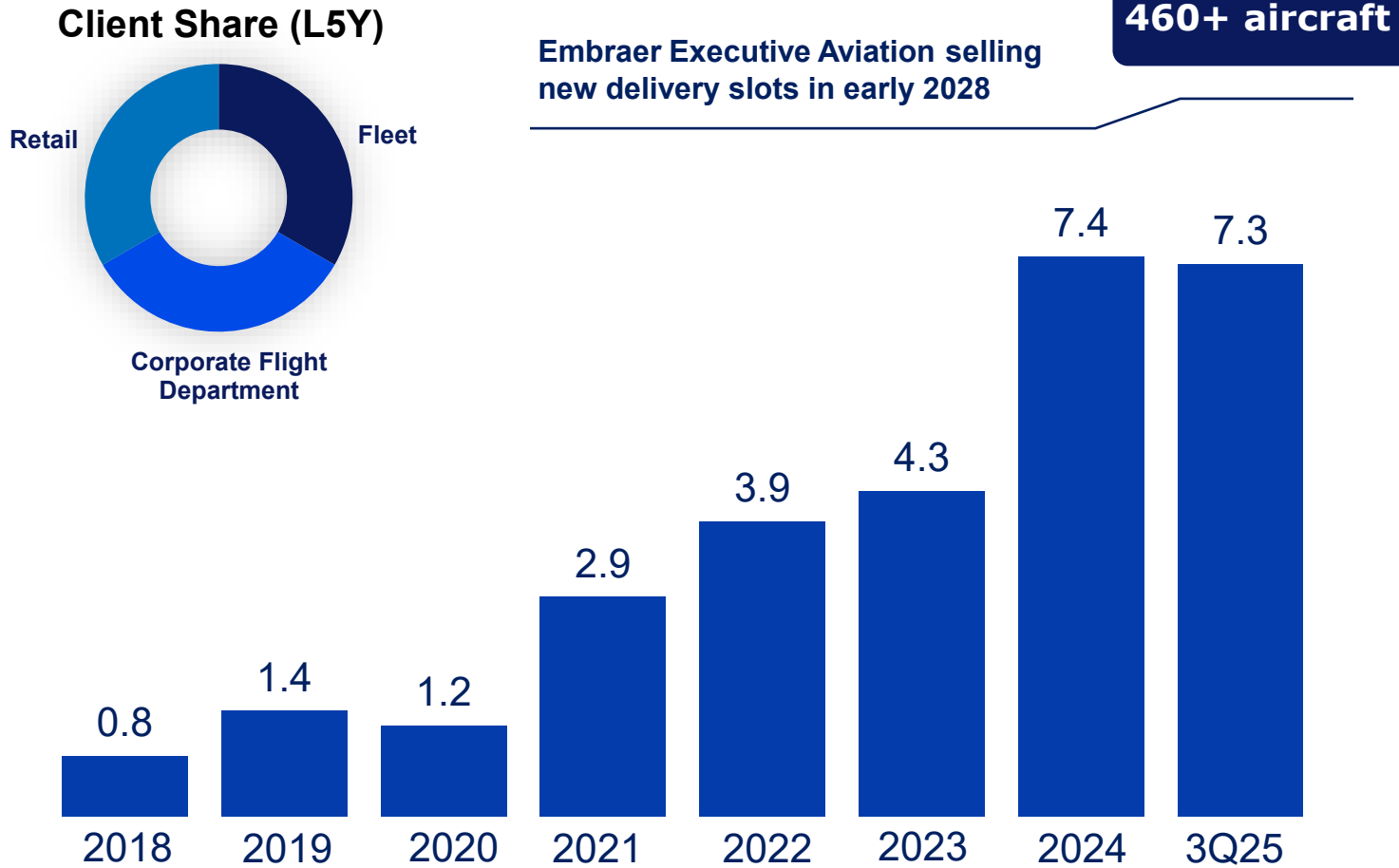
- Unmatched performance
- Disruptive technology
- Superior comfort
- Top-ranked support

Range v. List Price



STRONG CUSTOMER BACKLOG

Executive Aviation Order Backlog (US\$bn)



Customer demand is strong for Embraer aircraft (130 units delivered in 2024; +13% yoy)

Best-selling products, combined with sustained global demand and ageing fleet are driving new sales for Embraer

Seizing market momentum, NetJets continues to firm orders out of a total of 250

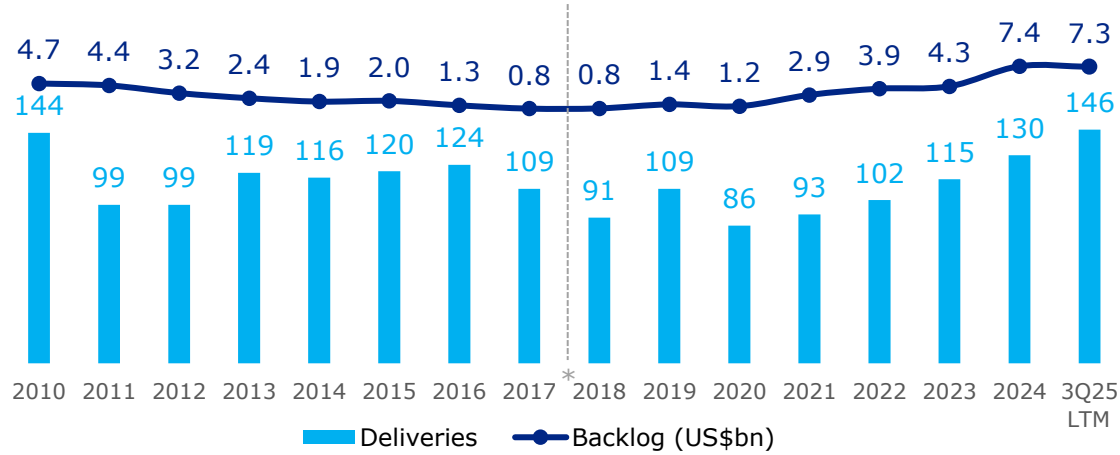
Marquee deal with Flexjet for 182 aircraft and 30 options to be delivered during 2026-2030

De-risked production profile until the end of the decade

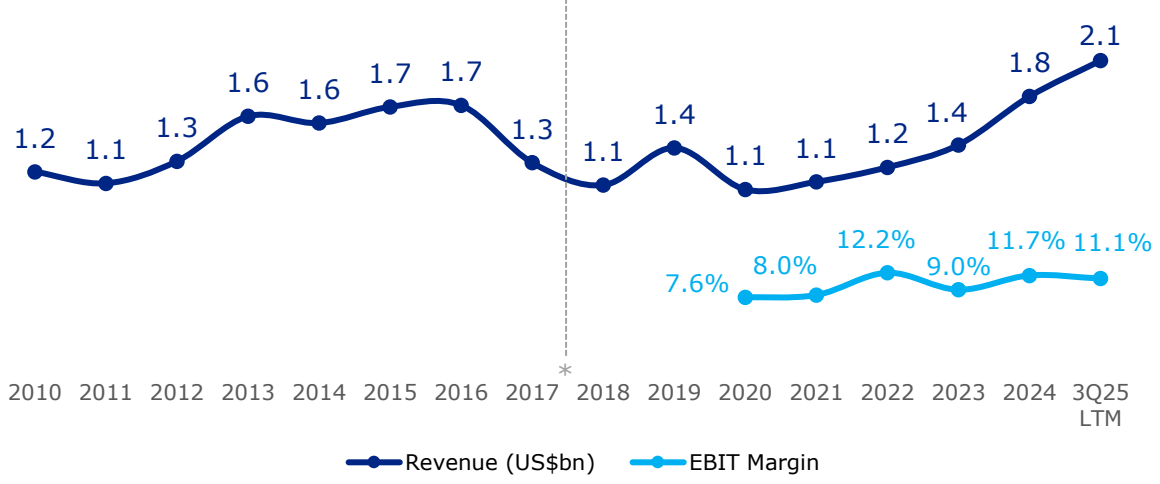
EXECUTIVE BACKLOG



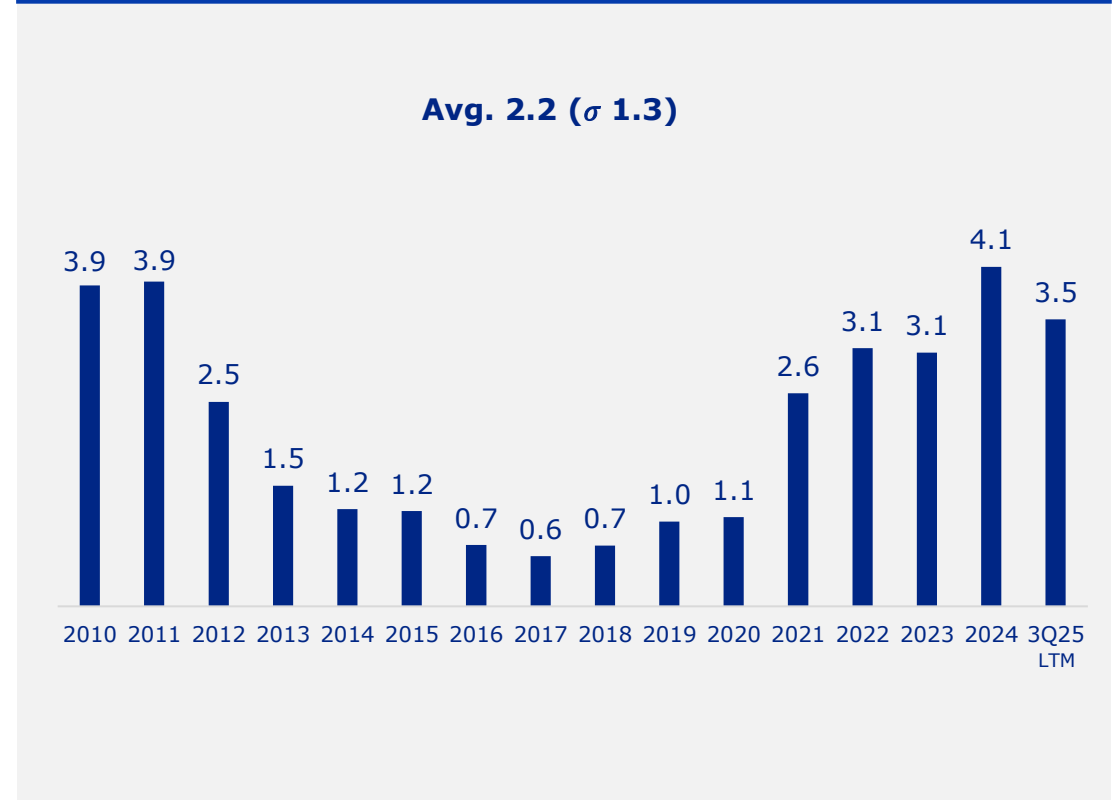
Backlog and Deliveries



Revenue and EBIT Margin



Backlog / Revenue Ratio



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

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DEFENSE & SECURITY





KC-390 MILLENNIUM

TRUE MULTI-MISSION PLATFORM

AERIAL RESUPPLY



AERIAL ASSAULT



SPECIAL OPERATIONS



AERIAL FIREFIGHTING



MEDICAL EVACUATION



HUMANITARIAN AID



SEARCH & RESCUE



AIR-TO-AIR REFUELING



19,200+

FLIGHT HOURS THROUGH SEPTEMBER 2025

93%

MISSION CAPABLE RATE⁽¹⁾

98.7%

COMPLETION RATE⁽²⁾

11

aircraft
in service

7

Brazil

1ST DELIVERY IN 2019

3

Portugal

1ST DELIVERY IN 2023

1

Hungary

1ST DELIVERY IN 2024

(1) Availability when scheduled maintenance is removed from the equation.

(2) Rate of successful missions, once launched.



KC-390 MILLENNIUM MARKET MOMENTUM

RIGHT PRODUCT, RIGHT TIMING

46 FIRM ORDERS
+ 6 SELECTIONS



2014 2019 2020 2023 2024 2025

Brazil

18

Portugal

5

Hungary

2

South Korea

3

The Netherlands

5

Austria

4

Czechia

2

Undisclosed

2

Portugal

+1

Sweden

4

Aircraft Selected by
 **3**

Slovakia
 **3**

Options:
 **9**

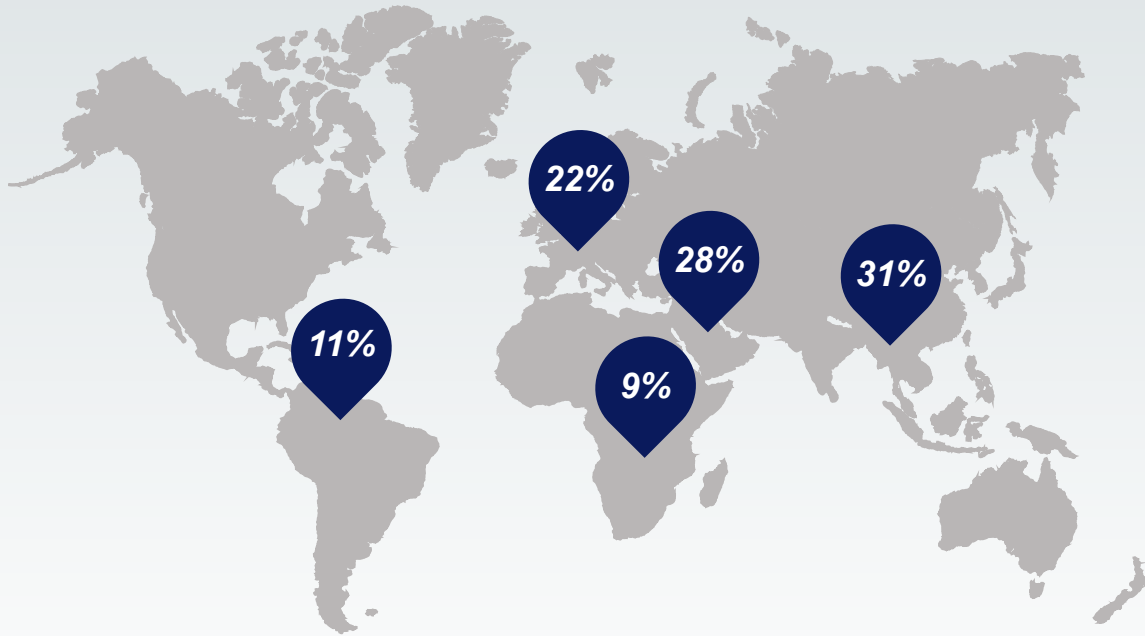
Portugal
 **10**



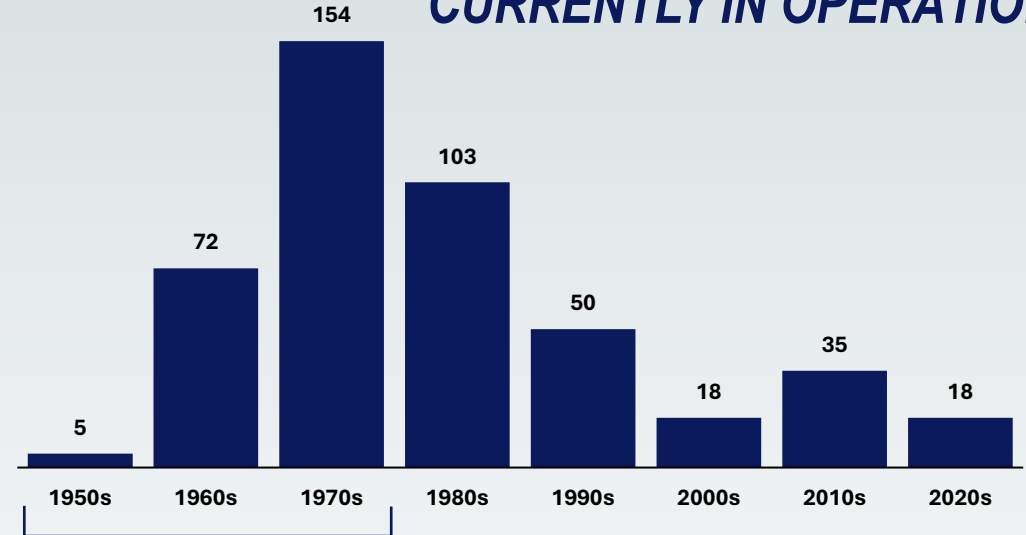
KC-390 MILLENNIUM | ADDRESSABLE MARKET

RIGHT PRODUCT, RIGHT TIMING

ADDRESSABLE MARKET
20 years
~460 AIRCRAFT



DELIVERY YEAR OF 455 TACTICAL AIRLIFTERS CURRENTLY IN OPERATION



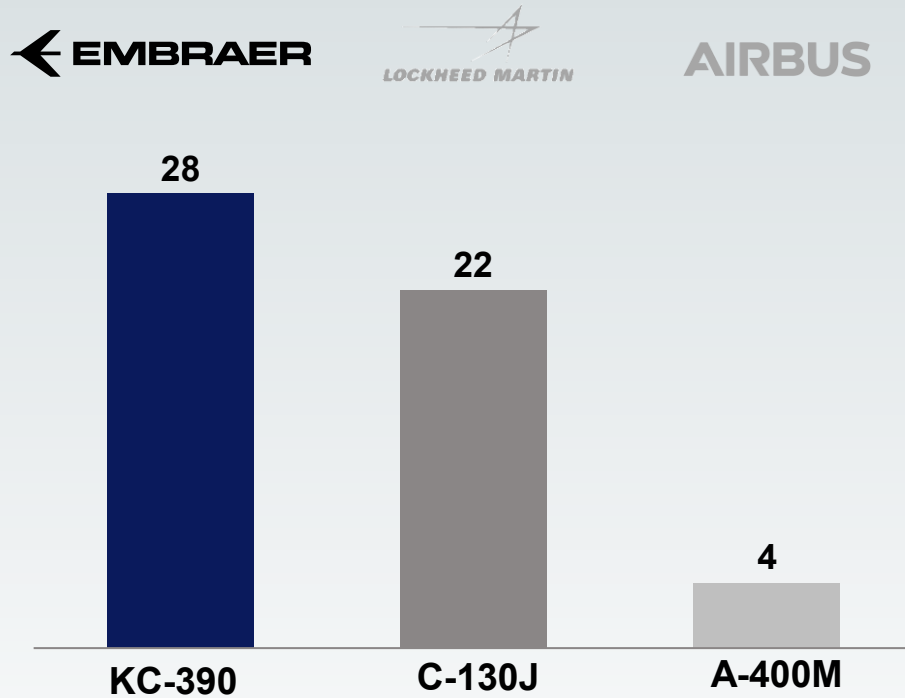
~230 AIRCRAFT
OVER 45 YEARS OLD
DUE TO RETIRE

Doesn't include U.S.A., Russia, China, Ukraine, North Korea, Cuba and Japan.

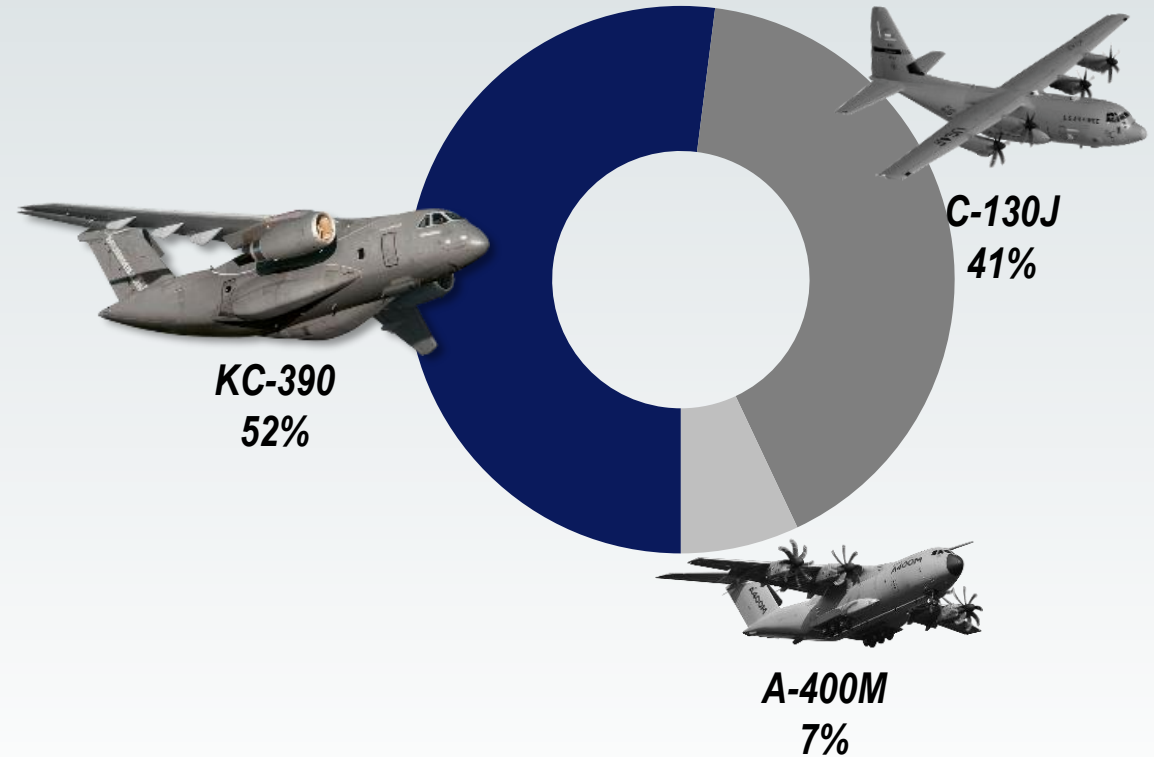
KC-390 MILLENNIUM | SALES SINCE 2019



INTERNATIONAL SALES



NEW MARKET LEADER

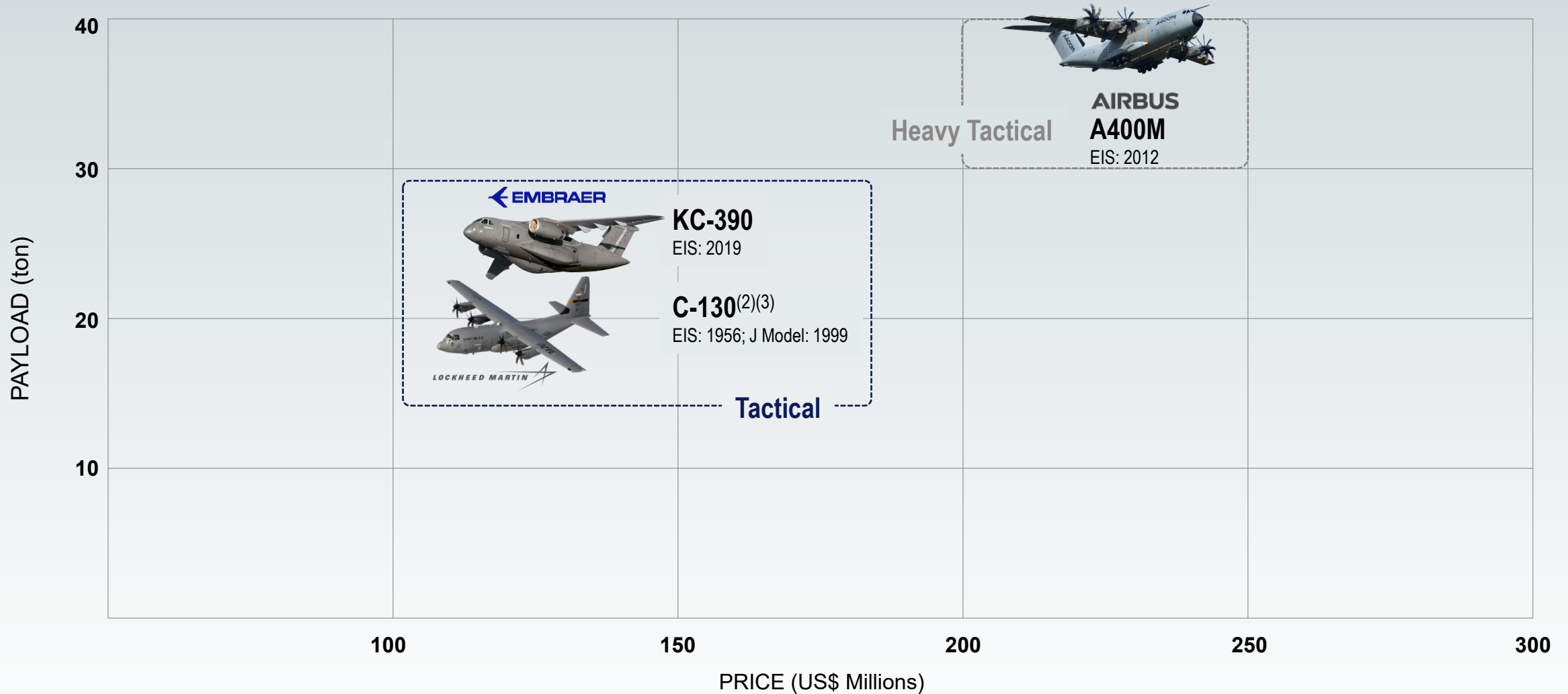


NOTE: C-130J domestic sales not included.



KC-390 MILLENNIUM | COMPETITION OVERVIEW

TRANSPORT AIRCRAFT⁽¹⁾



(1) Showing main competitors only. C-295, C-27J, Y8/Y9 and C2 are still being monitored.
 (2) Include models A, B, E, H, R, T, J - all replaceable by the KC-390. U.S. Armed Forces operate 585 C-130 units.
 (3) C-130J: 624 orders, 556 deliveries - backlog: 43 USA + 25 export (Australia, Egypt and Philippines)..

A-29 SUPER TUCANO MULTI-MISSION AIRCRAFT



LAA
Light Attack



ARA
Armed Reconnaissance



TTA
Tactical Trainer



A-29 SUPER TUCANO

WORLDWIDE PRESENCE

21
AIR FORCES

290+
AIRCRAFT ORDERED



+580,000
FLIGHT HOURS

+60,000
COMBAT HOURS

-  AFGHANISTAN
-  ANGOLA
-  BRAZIL
-  BURKINA FASO
-  CHILE
-  COLOMBIA
-  DOMINICAN REPUBLIC
-  ECUADOR
-  INDONESIA
-  LEBANON
-  MALI
-  MAURITANIA
-  NIGERIA
-  PANAMA
-  PARAGUAY
-  PHILIPPINES
-  PORTUGAL
-  UNDISCLOSED
-  UNDISCLOSED
-  URUGUAY
-  USA



A-29 SUPER TUCANO | MARKET MOMENTUM

STEADY FLIGHT



FLEET
UPDATE
Brazil



39

NEW ORDERS IN LESS THAN 18 MONTHS

TWO DECADES LEADING THE LIGHT ATTACK AIRCRAFT MARKET SEGMENT

2024

2025



Paraguay



Undisclosed



Portugal



Uruguay



Undisclosed



Uruguay



Panama



snc SIERRA
NEVADA
CORPORATION



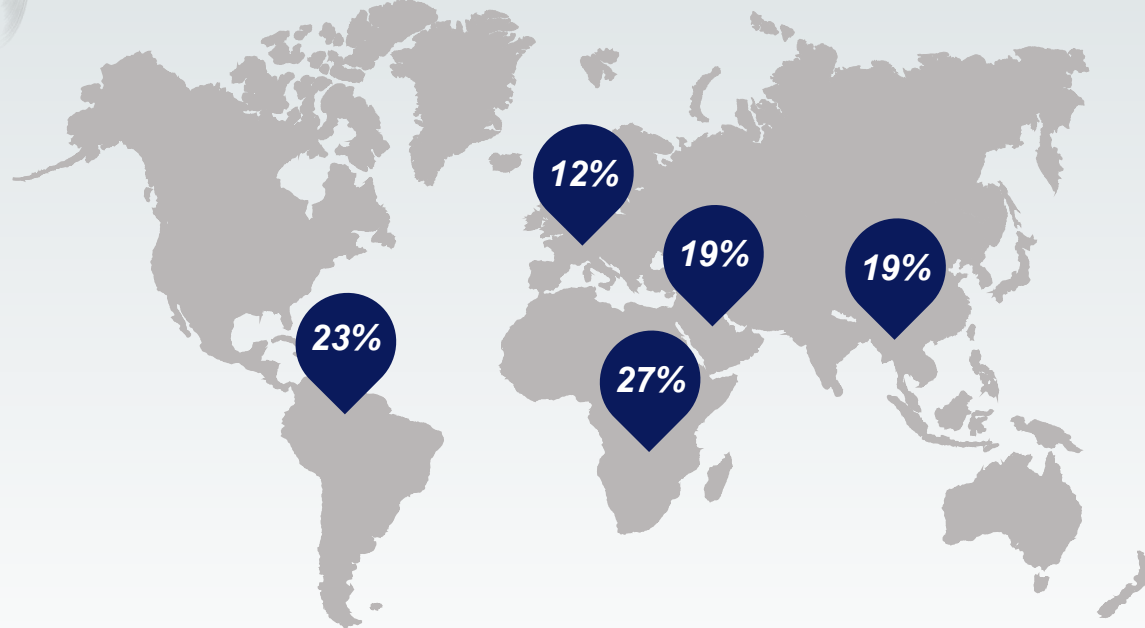
A-29 SUPER TUCANO | ADDRESSABLE MARKET

RELEVANT MISSION SET, VALUE TO OPERATORS



ADDRESSABLE
MARKET
20 years

~545 AIRCRAFT

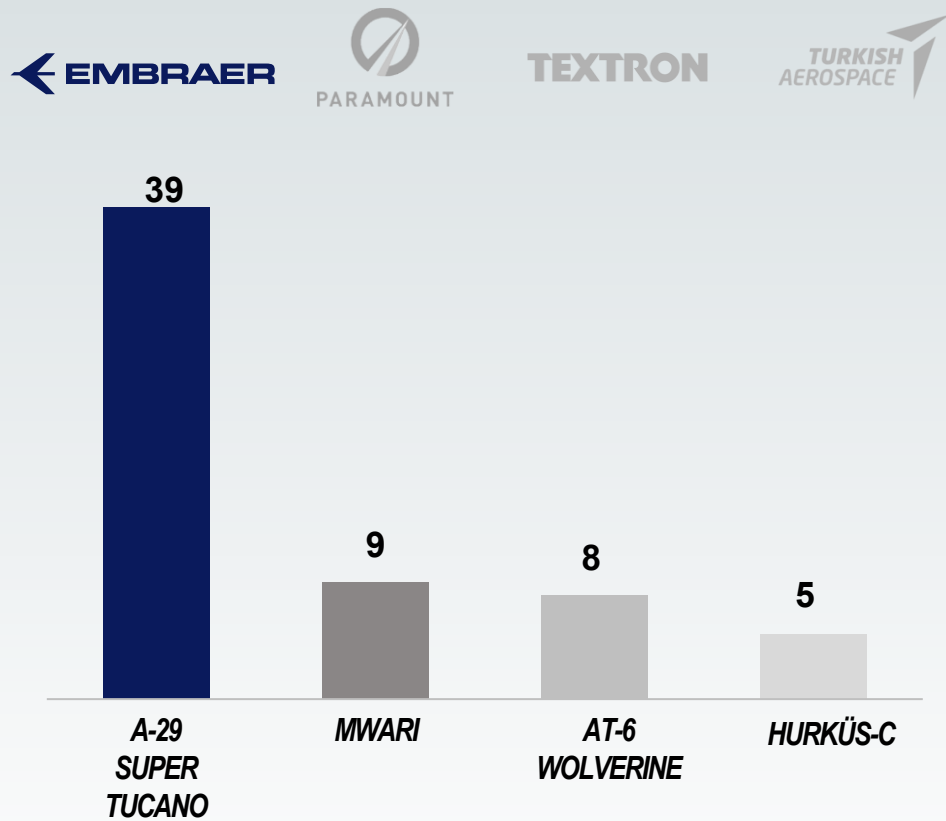


Doesn't include USA, Russia, China, Ukraine, North Korea, Cuba and Japan.

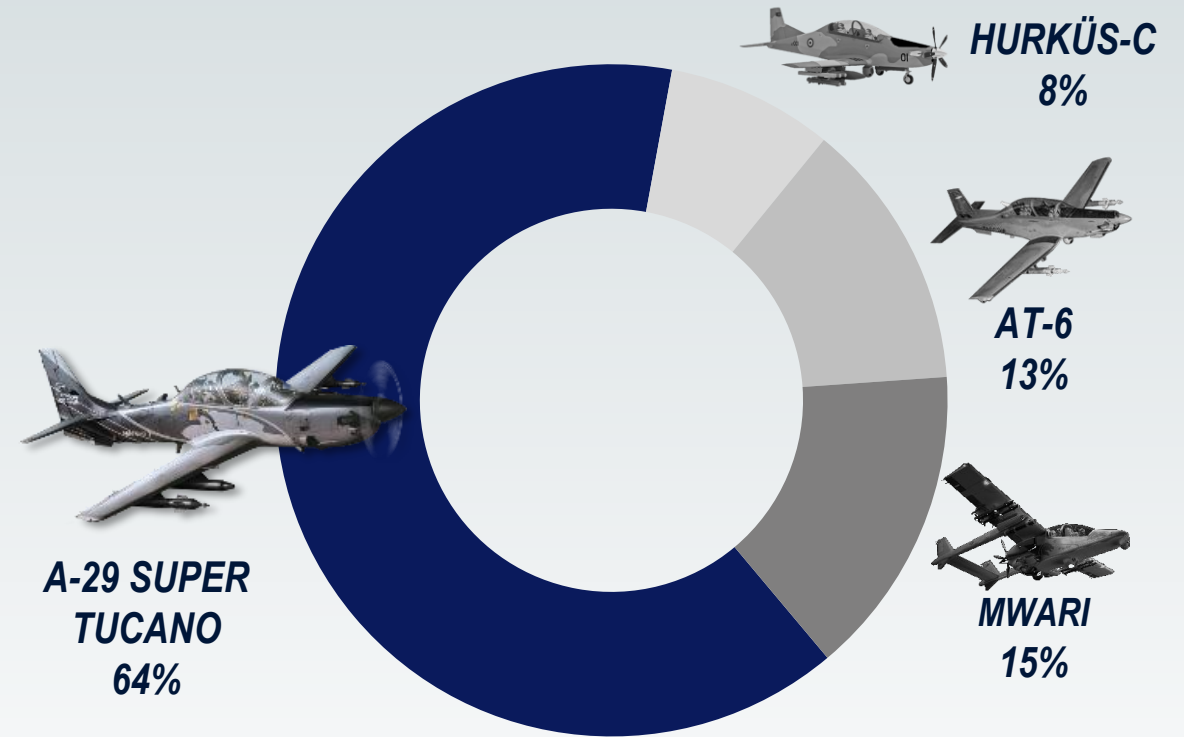


A-29 SUPER TUCANO | SALES SINCE 2019

INTERNATIONAL SALES













CONTINUOUS LEADERSHIP



NOTE: domestic sales not included.



A-29 SUPER TUCANO | COMPETITION OVERVIEW

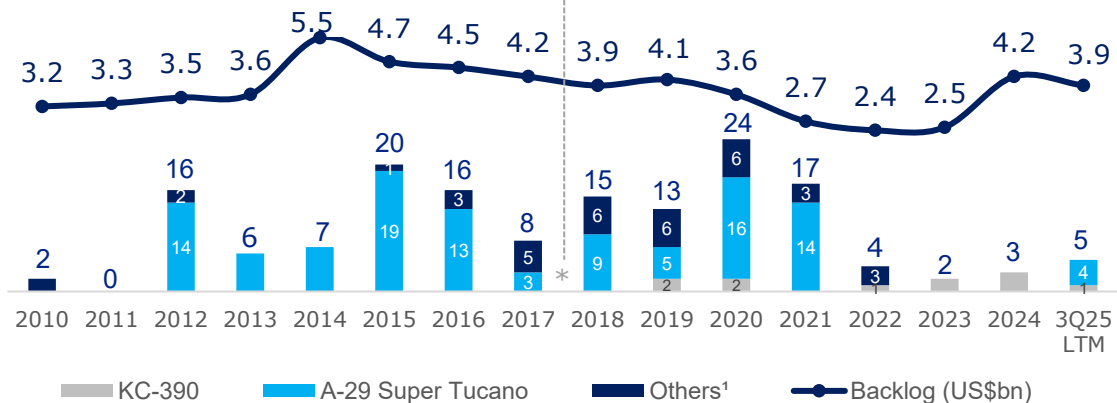
					
	A-29	AT-6	HURKÜS-C	SKY WARDEN	MWARI
Manufacturer					
Units Ordered	302	11	5	74	9
Number of Operators	21	2	2	1	2
Platform Design	Clean Sheet Design	Modified Basic Trainer	Modified Basic Trainer	Modified Crop Duster	Clean Sheet Design
Combat Maturity Level	Very High	None	Very Low	None	Very Low

Market Leader!

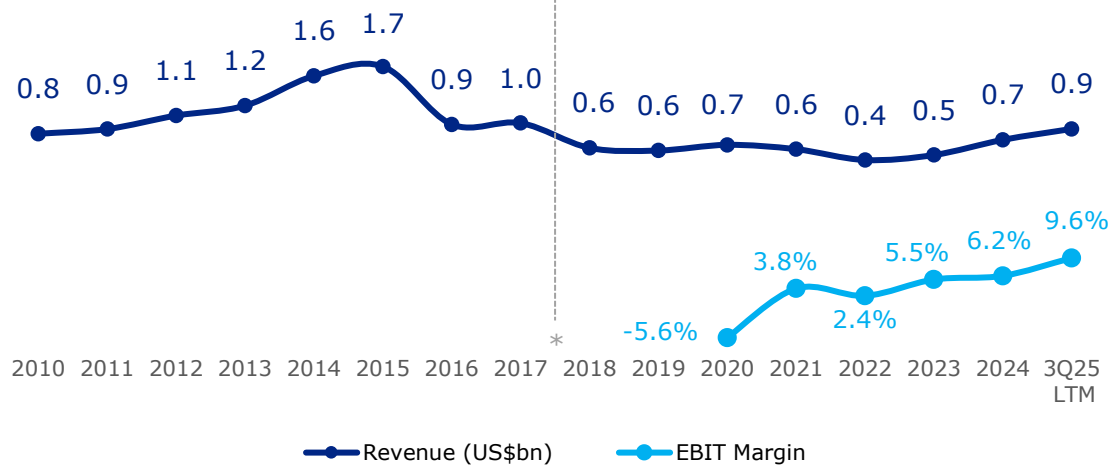
DEFENSE & SECURITY BACKLOG



Backlog and Deliveries

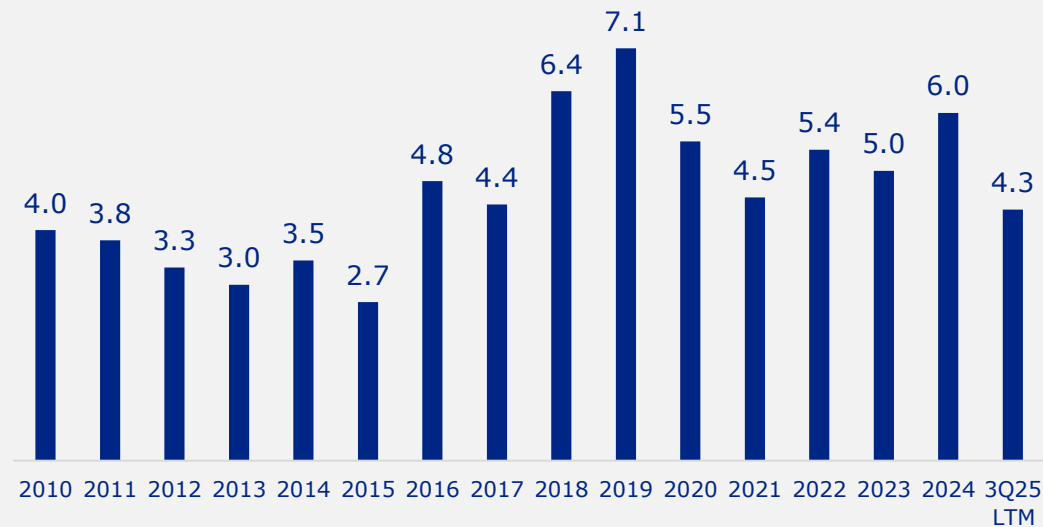


Revenue and EBIT Margin



Backlog / Revenue Ratio

Avg. 4.6 (σ 1.2)



Note: *In 2018 Services & Support reported as a separated business unit. BU financials mainly by POC accounting method. ¹Others, includes Modernization Programs and Special Mission.



SERVICES & SUPPORT





we are **GLOBAL**



● 7 Global Distribution Centers

● 14 Owned MROs

● 78 Authorized MROs

● 8 Training Centers

ONE SITE, A WORLD OF CAPABILITIES



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

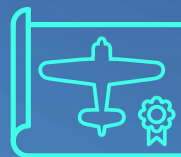


our **PORTFOLIO**

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



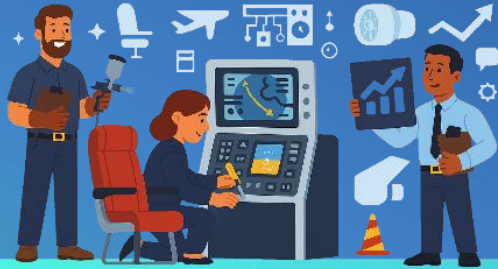
Aircraft Enhancements

Cabin Interior
Systems Upgrades
Performance Enhancements



Ownership Transition

Remarketing Services
Aircraft Enhancements
Engineering Services
Training



Alternative Solutions

Part-Out
Cargo conversion
Medevac
Special mission



2024 AEROSPACE & DEFENSE AFTERMARKET SERVICES



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



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



**Embraer S&S
Addressable Market**



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

Line Maintenance

22

Airframe

36

Tech. Services + Training

40

Component

50

20

Civil

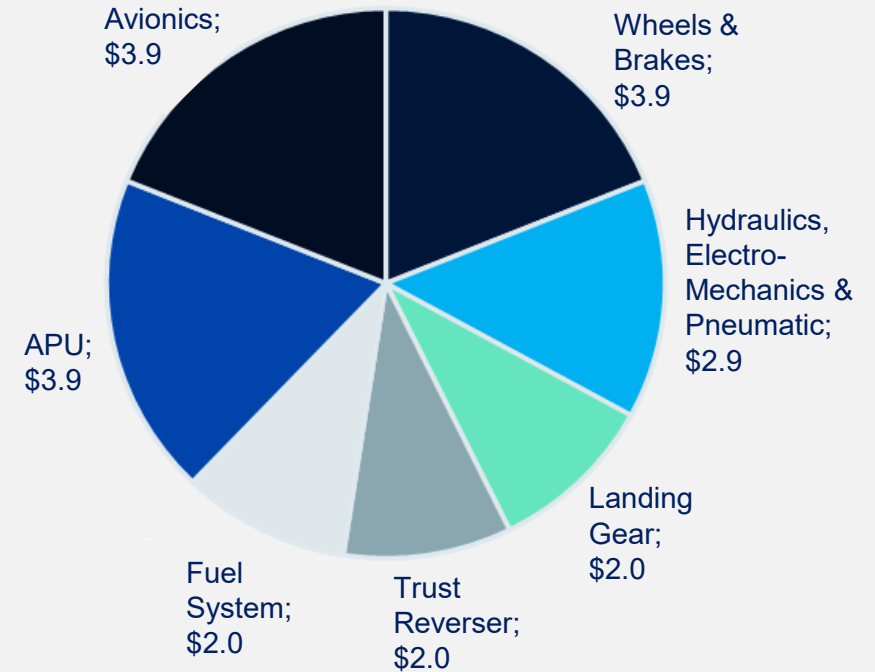
30

Military

Engine

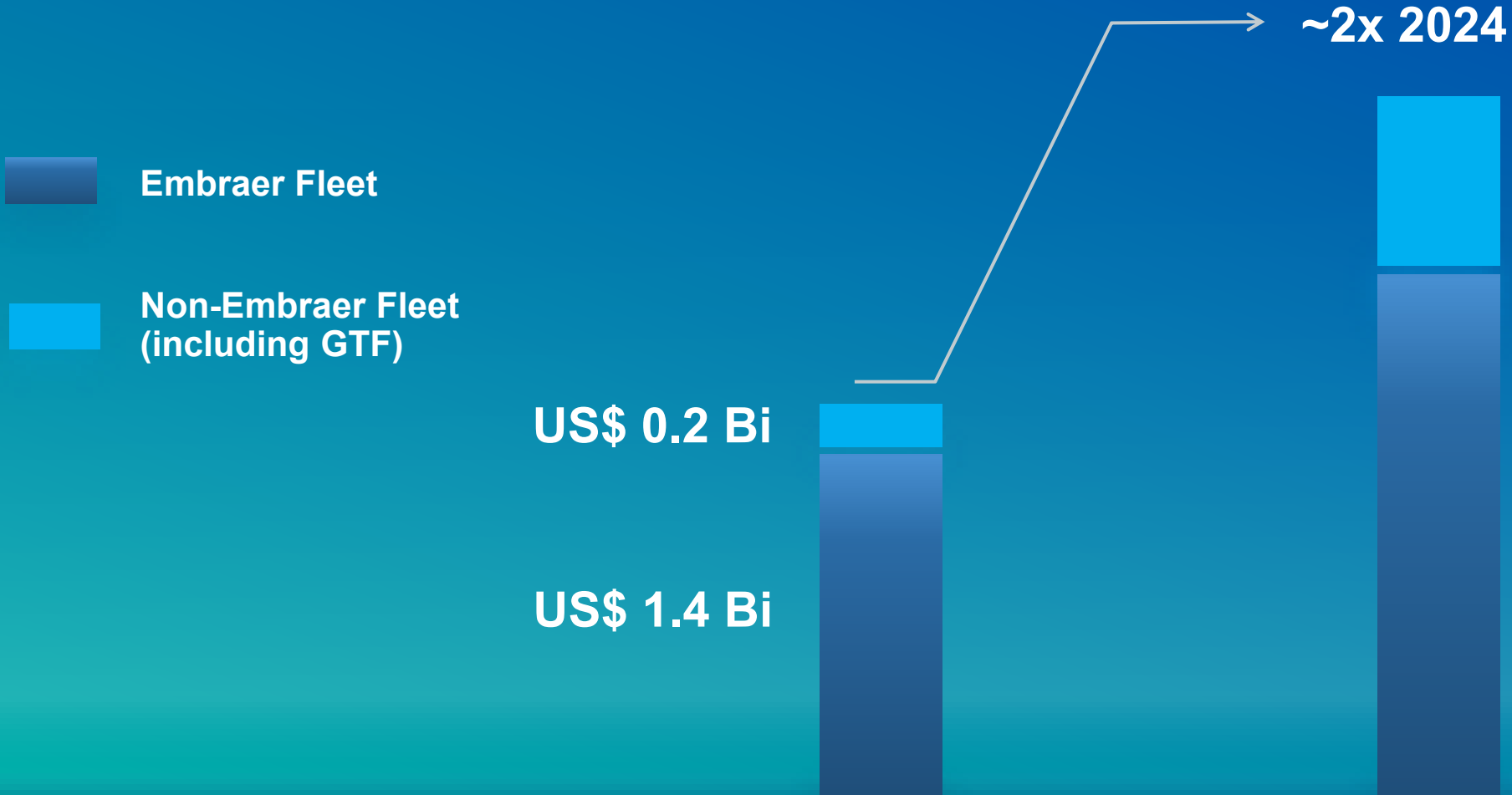
110

Civil A&D Component Repair Market (USD20 bn)





FLIGHT PLAN to the future

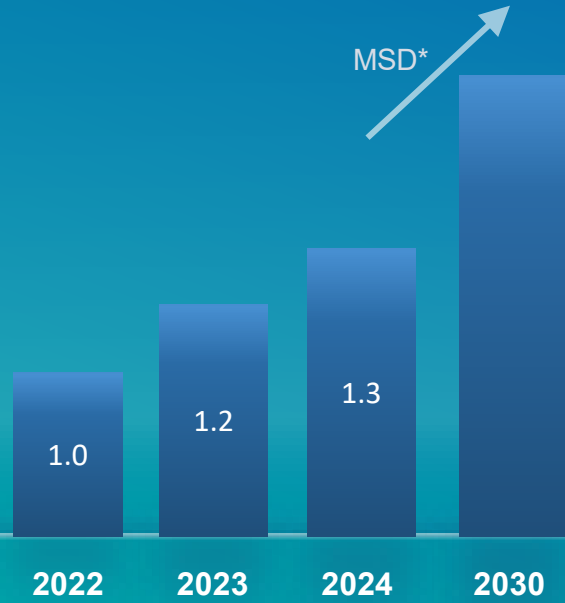




FLIGHT PLAN to the future

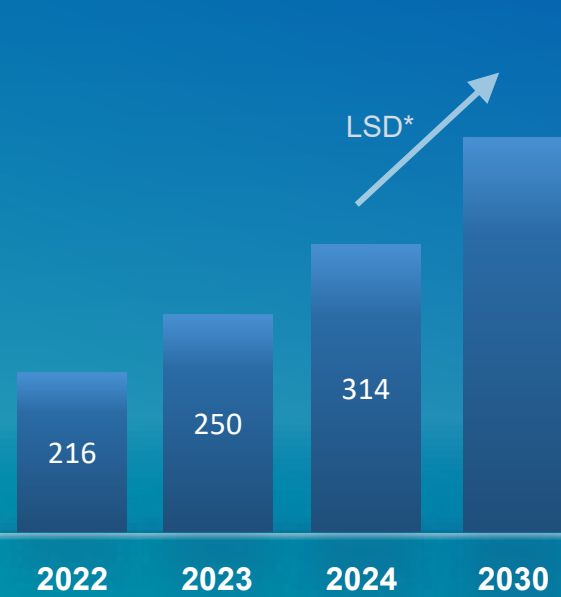
Embraer Fleet

(Net Rev. US\$ Bi)



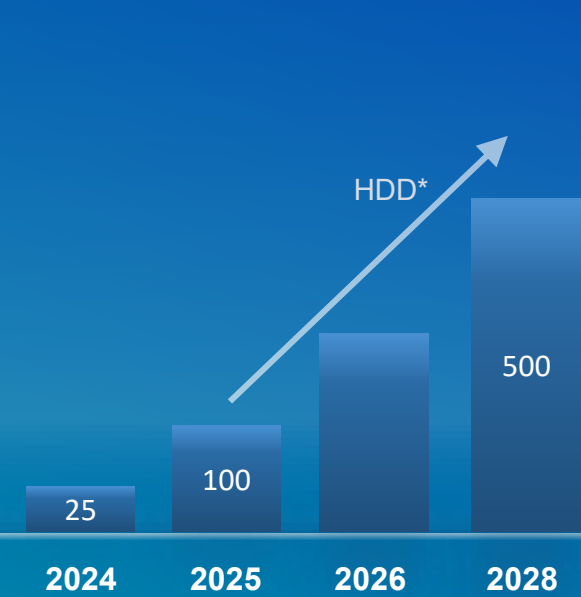
Non-Embraer Fleet

(Net Rev. US\$ Mi)



GTF

(Net Rev. US\$ Mi)



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

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

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

CAGR: MSD: Middle Single Digit

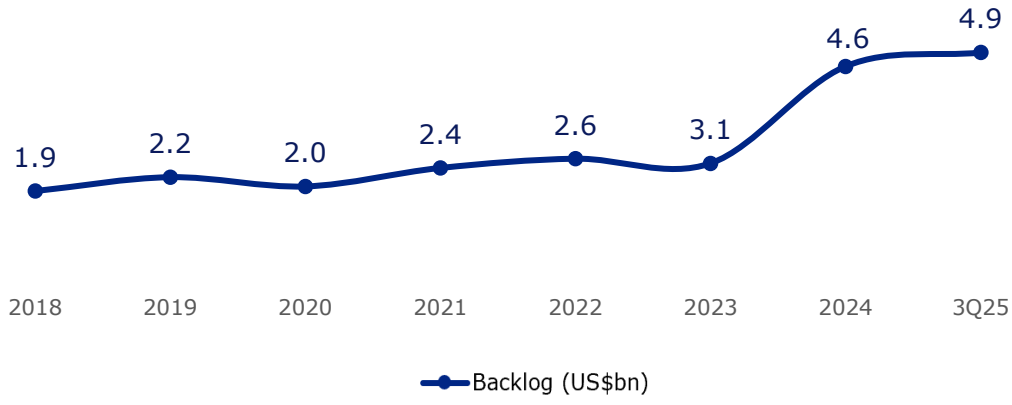
LSD: Low Single Digit

HDD: High Double Digit

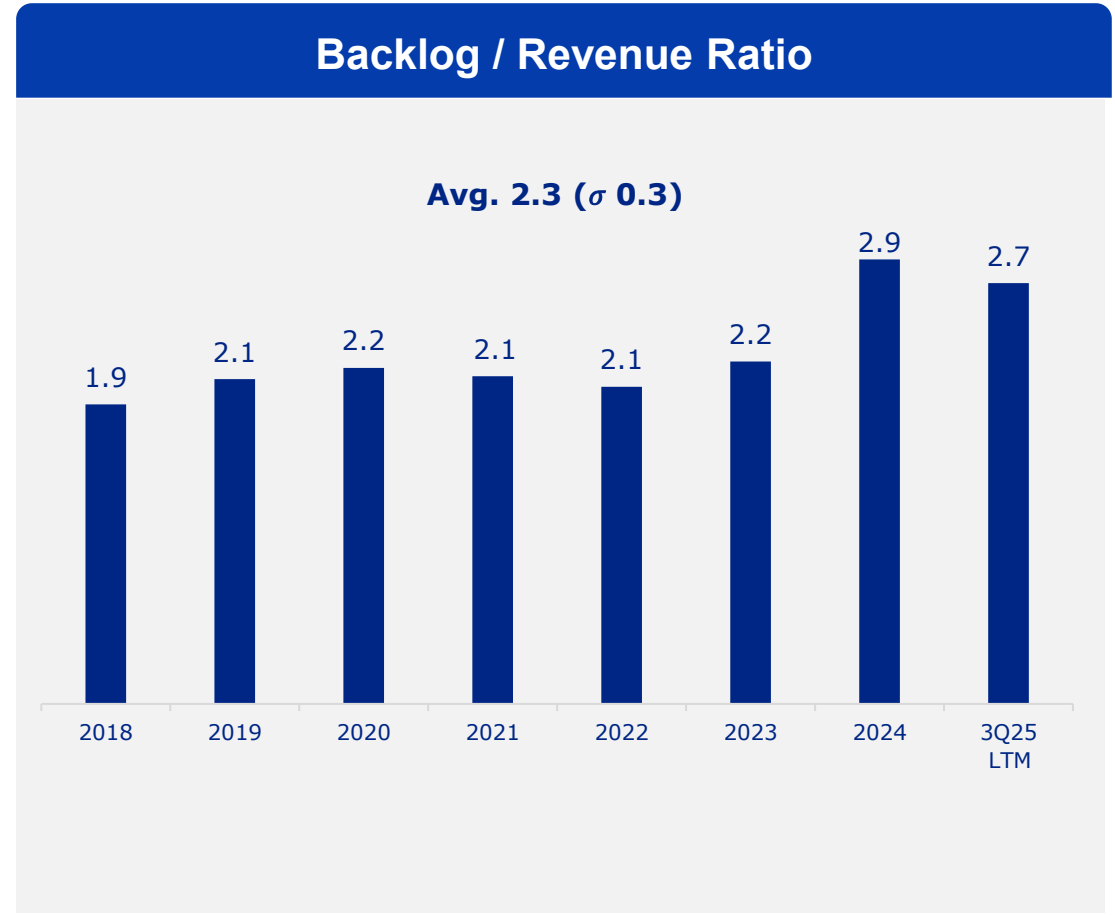
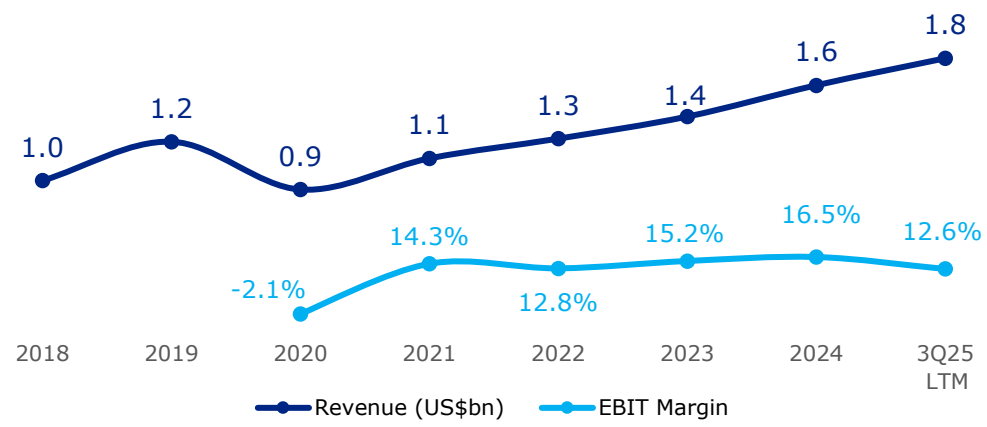
SERVICES & SUPPORT BACKLOG



Backlog



Revenue and EBIT Margins



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

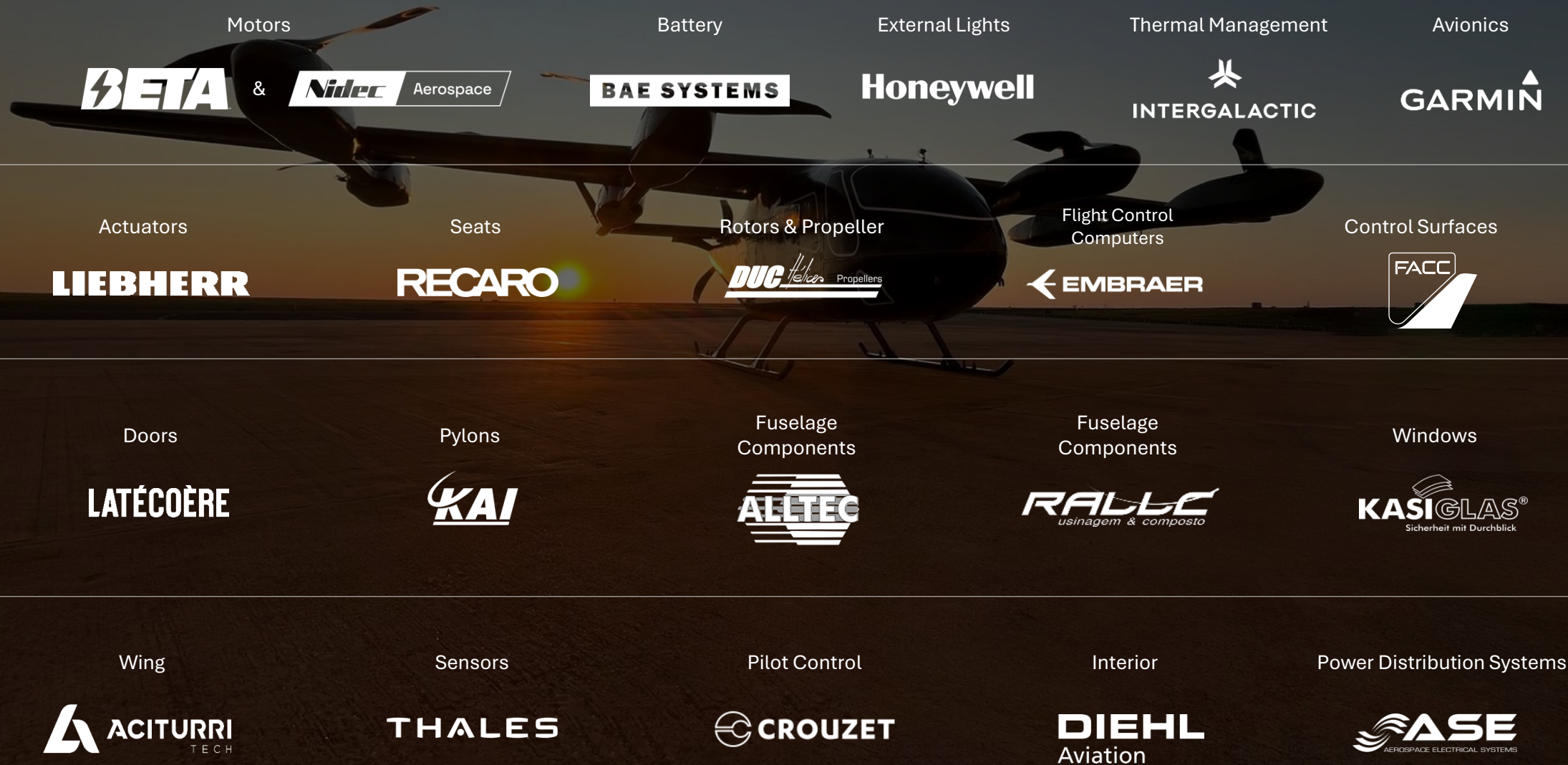
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Smarter, safer and
greener.



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

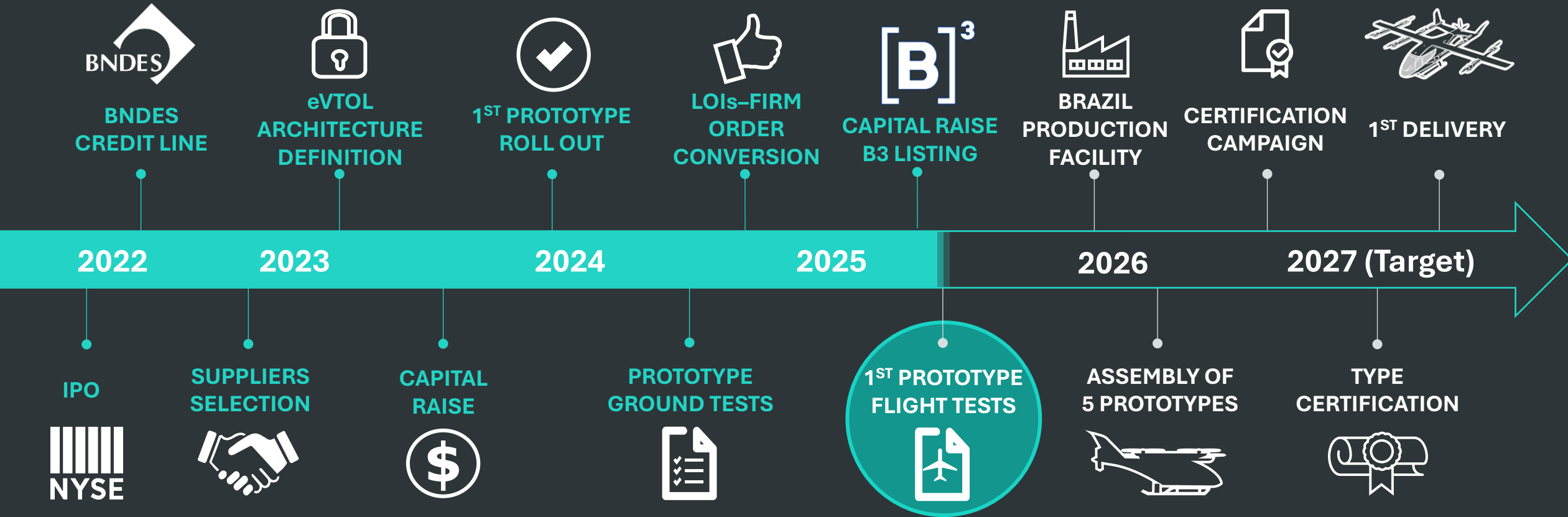
~2,800 Pre-ordered eVTOLs
Firm + LOIs

~\$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.

~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



ENVIROMENTAL SOCIAL GOVERNANCE

ESG COMMITMENTS – PROGRESS IN 2024



Environmental

Product Use (Scope 3)

- Net-zero Aviation by 2050:
 - Approval of “Fuel of Future” Law in Brazil

Operations (Scope 1+2)

- Carbon neutrality by 2040:
 - Increased SAF use at MLB
 - 100% of electricity from renewable sources in Brazil and Portugal (starting in 2024)
 - Starting of biomethane use at GPX
 - Agreement to install a solar array at MLB

Social

- 53% of diverse hires in all entry level programs (target 50% by 2025)
- 17% of women in senior leadership positions (target 20% by 2025)
- 1,735 students qualified on “Social Tech” Program. 4th edition started on September dedicated to 165 senior professionals
- 27% of women participation in Engineering Specialization Program (target 25% by 2025)

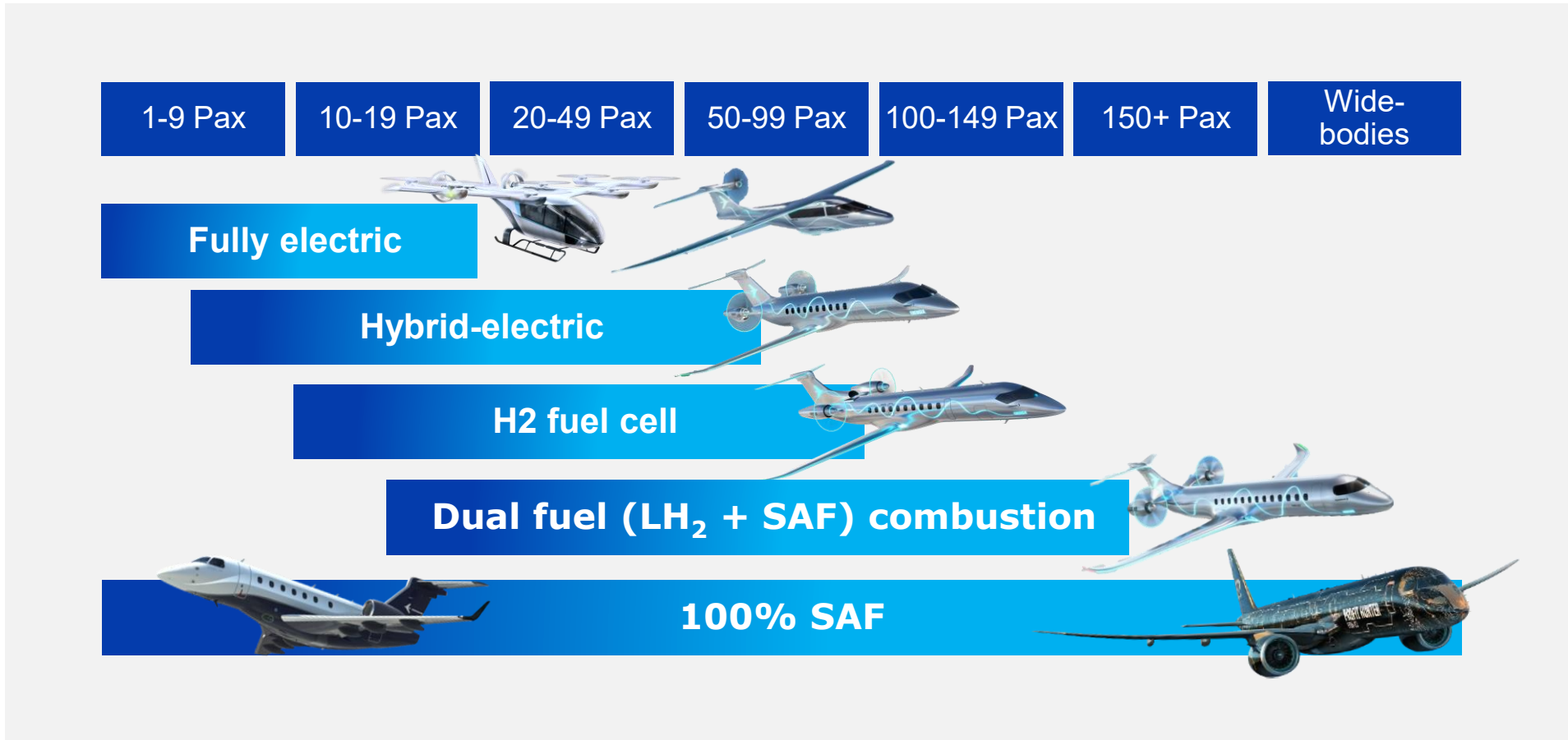
Governance

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

SUSTAINABILITY – TECHNOLOGY APPLICABILITY



The mission defines the architecture





Great
Place
To
Work.®

Certified

TM



APPENDIX 1

HISTORICAL FINANCIAL INFORMATION



INCOME STATEMENT



(In millions of U.S. dollars, except weighted shares and earnings per share)

CONSOLIDATED STATEMENTS OF INCOME	2021	2022	2023	2024	3Q25 LTM
REVENUE	4,197.2	4,540.4	5,268.5	6,394.7	7,237.2
Costs of sales and services	(3,537.6)	(3,628.2)	(4,358.9)	(5,241.6)	(5,921.1)
GROSS PROFIT	659.6	912.2	909.6	1153.1	1316.1
INCOME STATEMENT					
Administrative	(153.2)	(184.9)	(204.9)	(198.9)	(207.6)
Selling	(226.4)	(274.4)	(314.7)	(309.7)	(324.4)
Expected credit losses over financial assets and contract assets	13.0	(17.4)	10.2	(21.1)	(25.2)
Research	(43.0)	(110.0)	(90.3)	(55.0)	(61.3)
Other operating income	-	-	-	266.1	90.7
Other operating expense	(49.8)	(444.5)	(5.6)	(162.7)	(133.2)
Equity in income (losses) of associates	1.1	8.5	10.2	(4.3)	(6.5)
EBIT	201.3	-110.5	314.5	667.5	648.6
Financial income (expense), net	(199.4)	(123.5)	(193.3)	(104.4)	(332.2)
Foreign exchange gain (loss), net	25.5	28.2	(0.5)	(6.0)	(17.9)
PROFIT BEFORE TAX ON INCOME	27.4	(205.8)	120.7	557.1	298.5
Income tax (expense) income	(70.9)	2.3	43.6	(202.4)	17.4
NET INCOME	-43.5	(203.5)	164.3	354.7	315.9
Depreciation and Amortization	195.5	188.7	211.9	213.4	226.9
EBITDA	396.8	78.2	526.4	880.9	875.5

CASH FLOW

(In millions of U.S. dollars)



CONSOLIDATED STATEMENTS OF CASH FLOWS	2021	2022	2023	2024	3Q25 LTM
OPERATING ACTIVITIES					
Net income	(43.5)	(203.5)	164.3	354.7	316.0
<i>Items not affecting cash and cash equivalents</i>	-	-	-	-	-
Depreciation and amortization expenses	208.6	210.3	241.7	243.6	255.7
EVEX Transaction	-	239.2	-	-	-
Accrued interest	20.1	201.0	189.7	174.6	151.8
Others	(116.8)	(53.6)	(124.6)	281.4	41.9
<i>Changes in assets:</i>					
Financial investments	(41.7)	181.3	22.9	(117.7)	19.2
Derivative financial instruments	5.4	(5.6)	21.2	(41.5)	59.7
Accounts receivable	13.9	(1.1)	(4.6)	(159.3)	(0.3)
Others	469.3	183.3	106.4	135.5	226.0
NET CASH GENERATED BY (USED IN) OPERATING ACTIVITIES	515.3	751.3	617.0	871.3	1,070.0
INVESTING ACTIVITIES					
Acquisition of property, plant and equipment	(101.7)	(136.2)	(238.7)	(200.4)	(210.6)
Additions to intangible assets	(166.5)	(119.8)	(192.1)	(265.8)	(288.0)
Others	136.6	146.5	(16.8)	(133.5)	(119.4)
NET CASH GENERATED BY (USED IN) INVESTING ACTIVITIES	(131.6)	(109.5)	(447.6)	(599.7)	(618.0)
FINANCING ACTIVITIES					
Proceeds from borrowings	60.4	145.4	2,000.7	775.2	1,842.6
Repayment of borrowings	(478.2)	(961.8)	(2,331.9)	(1,155.3)	(2,210.4)
Payments of capital lease obligations	-	-	-	-	-
Others	(12.8)	147.2	(17.5)	44.4	149.5
NET CASH GENERATED BY (USED IN) FINANCING ACTIVITIES	(430.6)	(669.2)	(348.7)	(335.7)	(218.3)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE PERIOD	1,883.1	1,838.6	1,815.6	1,626.3	825.0
Increase (decrease) in cash and cash equivalents (1+2+3)	(46.9)	(27.4)	(179.3)	(64.1)	233.7
Effects of exchange rate changes on cash and cash equivalents	2.4	4.4	(10.0)	0.8	5.7
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	1,838.6	1,815.6	1,626.3	1,563.0	1,064.4

BALANCE SHEET

(In millions of U.S. dollars)

ASSETS	2021	2022	2023	2024	3Q25
CURRENT					
Cash and cash equivalents	1,818.3	1,816.9	1,629.2	1,563.0	1,065.4
Financial investments	750.8	494.4	521.7	639.7	699.5
Trade accounts receivable	189.0	202.9	217.6	320.8	234.5
Derivative financial instruments	0.1	5.4	17.5	13.2	54.5
Customer and commercial financing	9.6	50.8	8.4	12.2	2.1
Contract assets	582.3	505.4	509.1	622.7	712.7
Collateralized accounts receivable	-	-	-	-	-
Inventories	1,986.0	2,329.0	2,636.0	2,936.1	3,645.5
Income tax and Social Contribution	114.5	105.5	203.0	142.0	144.0
Other assets	425.2	246.3	312.9	262.7	314
	5,875.8	5,756.6	6,055.4	6,512.4	6,872.2
NON-CURRENT					
Financial investments	65.6	170.0	170.0	348.3	316.6
Contract assets	-	0.7	2.4	1.4	84.8
Held to maturity investments	-	-	-	-	-
Trade accounts receivable	-	2.3	3.4	2.0	3.2
Derivative financial instruments	-	5.7	-	-	0.3
Customer and commercial financing	22.4	50.4	54.4	20.2	3.0
Collateralized accounts receivable	-	-	-	-	-
Guarantee deposits	2.4	-	-	-	-
Deferred income tax and social contribution	97.6	48.1	137.7	174.0	143.0
Other assets	125.6	135.2	141.3	173.4	223.8
Investments	4.4	12.3	28.2	43.7	54.6
Property, plant and equipment	1,687.6	1,649.2	1,770.7	1,941.3	2,095.1
Intangible assets	2,213.4	2,246.5	2,331.0	2,502.9	2,667.1
Right of use assets	60.2	65.1	88	104.7	104.4
	4,279.2	4,385.5	4,727.1	5,311.9	5,695.9
TOTAL ASSETS	10,155.0	10,142.1	10,782.5	11,824.3	12,568.1

(In millions of U.S. dollars)

LIABILITIES & SHAREHOLDERS' EQUITY	2021	2022	2023	2024	3Q25
CURRENT					
Trade accounts payable	495.2	739.5	787.0	966.3	1,197.0
Trade accounts payable - Supplier finance	14.8	27.5	37.6	43.3	51.0
Loans and financing	574.2	308.5	127.1	113.8	100.0
Lease liabilities	11.5	12.0	13.8	19.2	20.3
Non-recourse and recourse debt	-	-	-	-	-
Other payables	241.3	319.9	332.3	359.8	531.1
Contract Liabilities	1,204.6	1,469.0	1,919.0	2,563.4	2,595.4
Derivative financial instruments	2.9	57.4	85.7	71.9	35.3
Taxes and payroll charges payable	40.4	47.2	42.6	45.8	46.2
Income tax and social contribution	71.6	107.2	195.6	124.7	94.2
Provision	108.9	126.4	114.7	90.1	26.1
Others	63.4	2.6	10.2	18.0	100.6
	2,828.8	3,217.2	3,665.6	4,416.3	4,797.2
NON-CURRENT					
Loans and financing	3,452.7	2,894.7	2,759.3	2,377.3	2,178.3
Lease liability	52.3	59.0	82.2	92.6	95.6
Other payables	57.6	51.1	55.4	161.2	320.9
Contract Liabilities	308.7	495.0	621.9	721.2	717.0
Derivative financial instruments	3.0	40.1	39.5	31.9	24.4
Taxes and payroll charges payable	10	13.2	18.3	9.2	11.8
Income tax and social contribution	-	4.0	5.1	3.2	3.9
Deferred income tax and social contribution	505.8	370.6	304.7	450.3	230.8
Provisions	120.5	150.2	173.5	203.7	222.3
Others	40.6	22.6	17.7	12.8	11
	4,551.2	4,100.5	4,077.6	4,063.4	3,816.0
SHAREHOLDERS' EQUITY					
Capital	1,551.6	1,551.6	1,551.6	1,551.6	1,551.6
Treasury shares	(28.2)	(28.2)	(28.2)	(28.2)	(42.7)
Revenue reserves	1,301.5	1,116.1	1,280.1	1,624.2	1,624.2
Share-based remuneration	37.4	40.3	44.8	49.3	53.3
Retained earnings	-	-	-	-	229.9
Other comprehensive loss	(167.7)	(189.6)	(152.7)	(257.1)	(103.8)
Result in transactions with non controlling interest	(26.7)	77.4	90.9	135.8	273.2
EQUITY ATTRIBUTABLE TO OWNERS OF THE COMPANY	2,667.9	2,567.6	2,786.5	3,075.6	3,585.7
Non-controlling interests	107.1	256.8	252.8	269.0	369.2
TOTAL EQUITY	2,775.0	2,824.4	3,039.3	3,344.6	3,954.9
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	10,155.0	10,142.1	10,782.5	11,824.3	12,568.1



APPENDIX 2

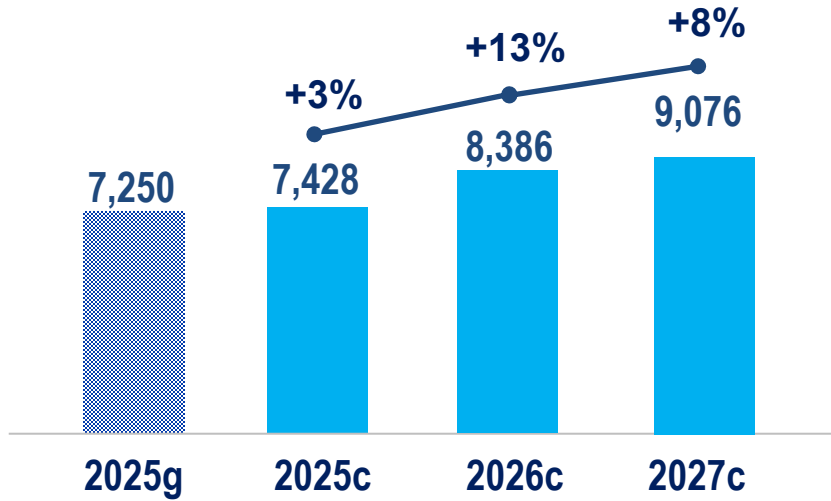
MARKET ESTIMATES, VALUATION & BOND YIELDS



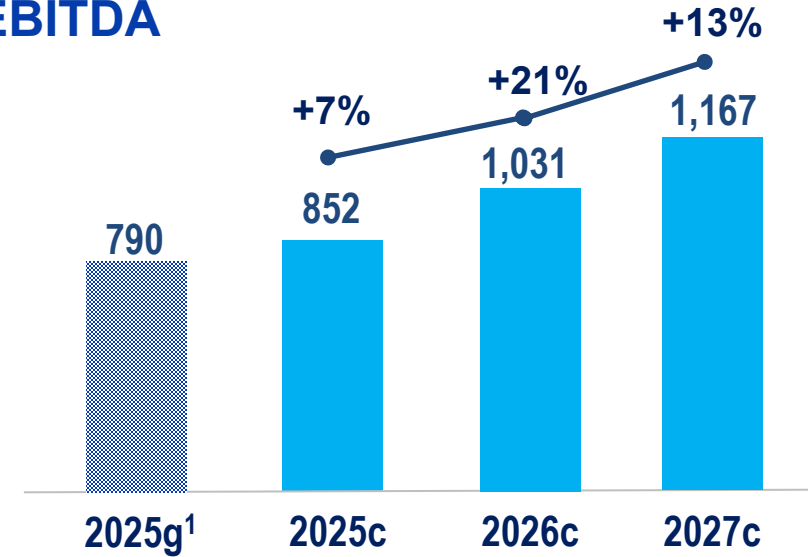
CONSENSUS ESTIMATES (USDm)



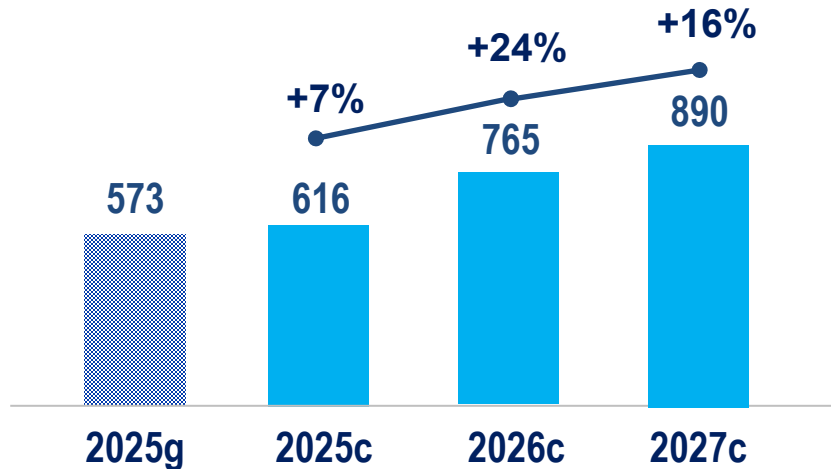
NET REVENUES



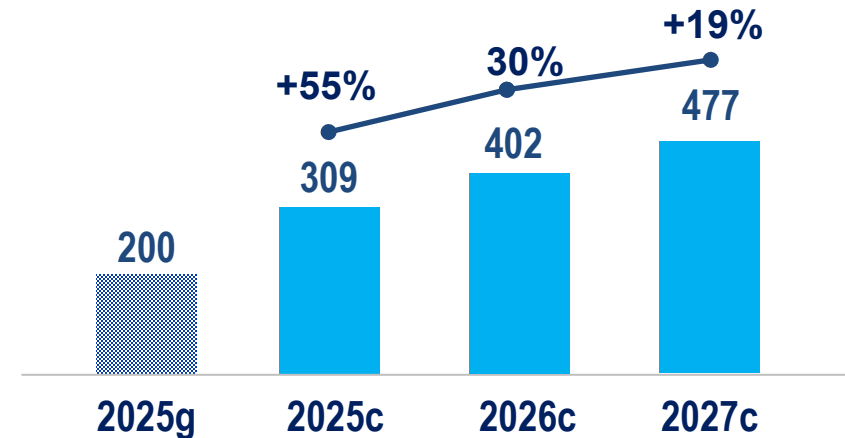
ADJ. EBITDA



ADJ. EBIT



FCF



Mid-Point company's guidance

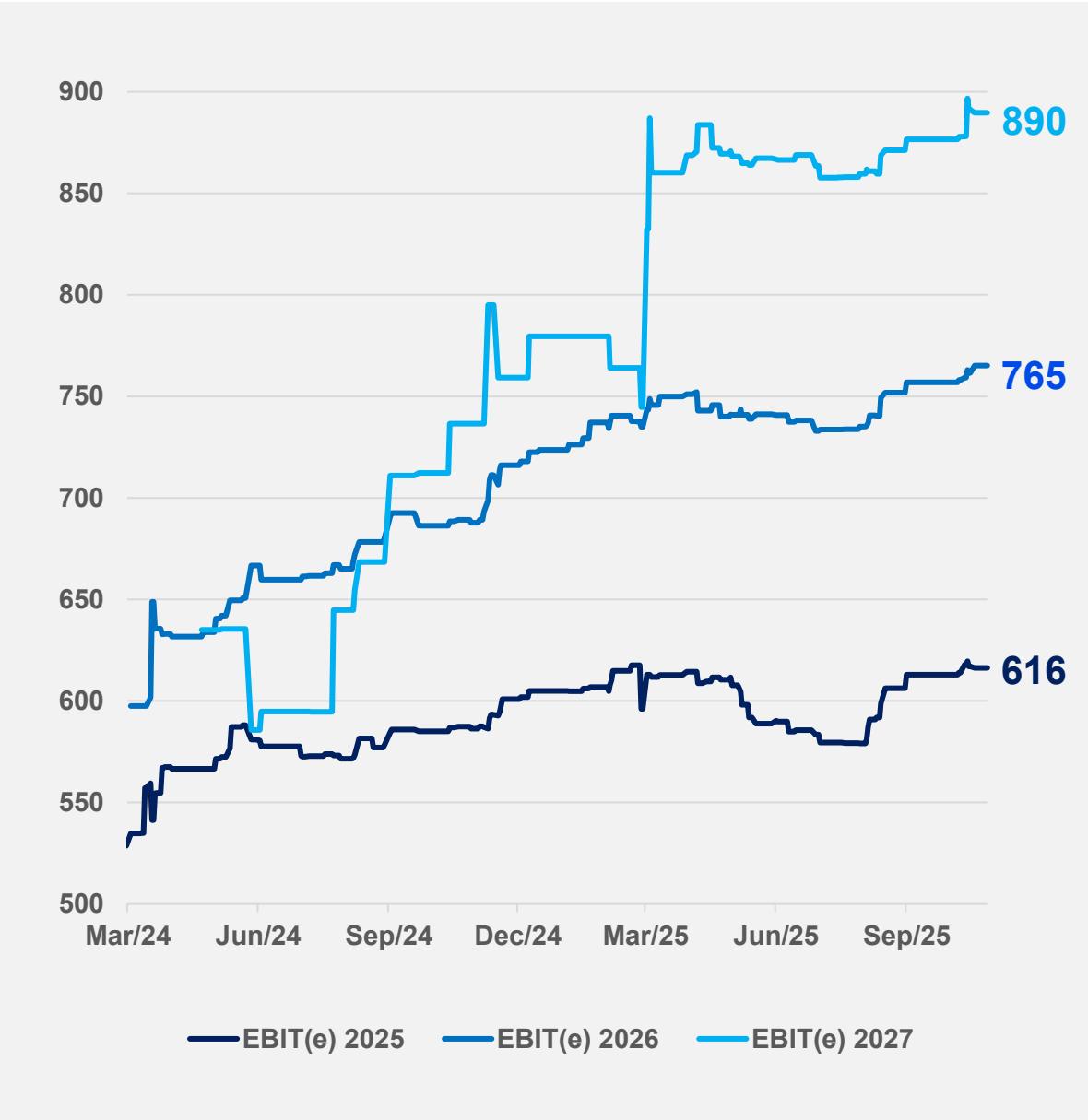
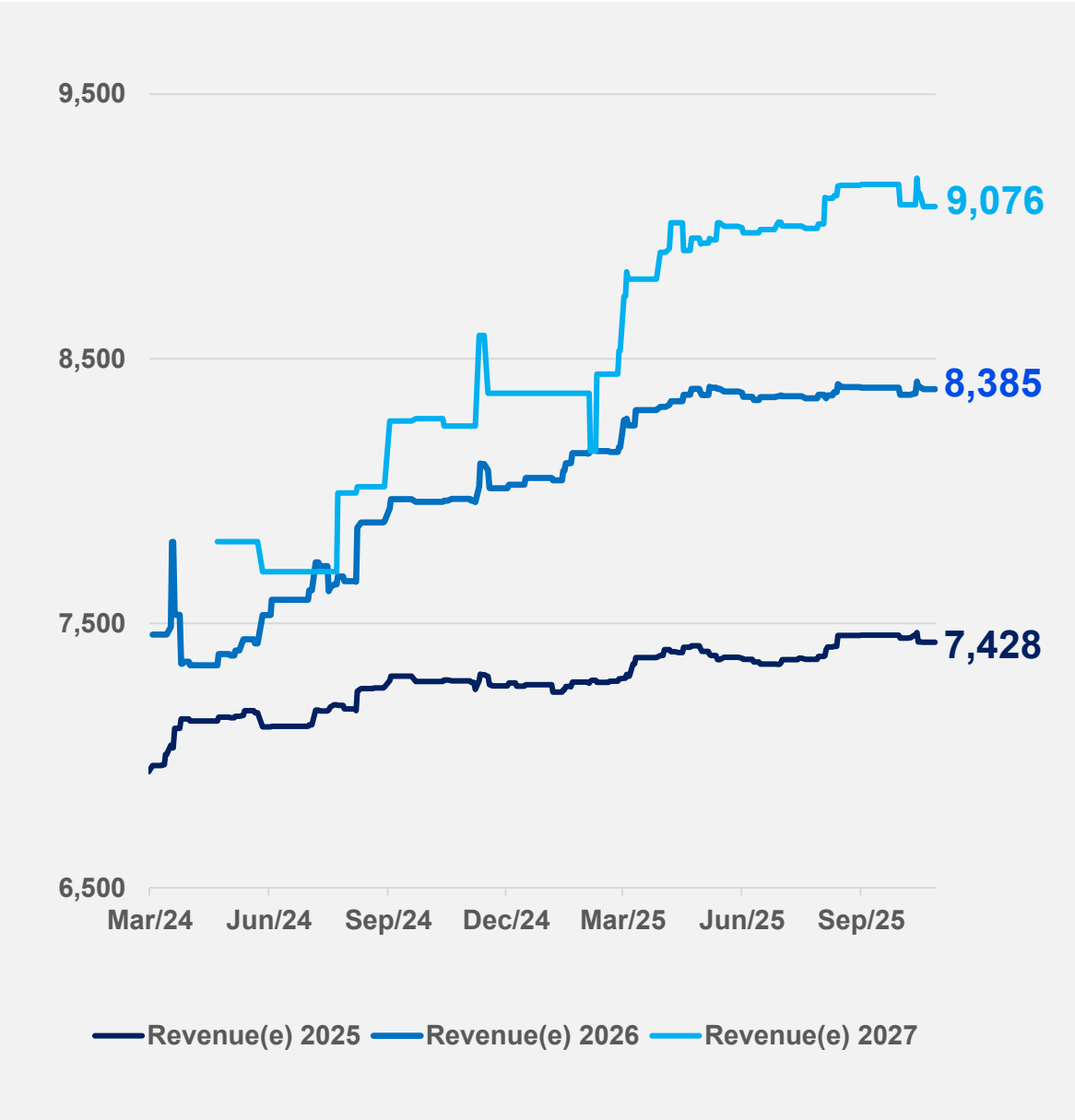
Consensus market²

Variation yoy

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

REVENUE & EBIT CONSENSUS

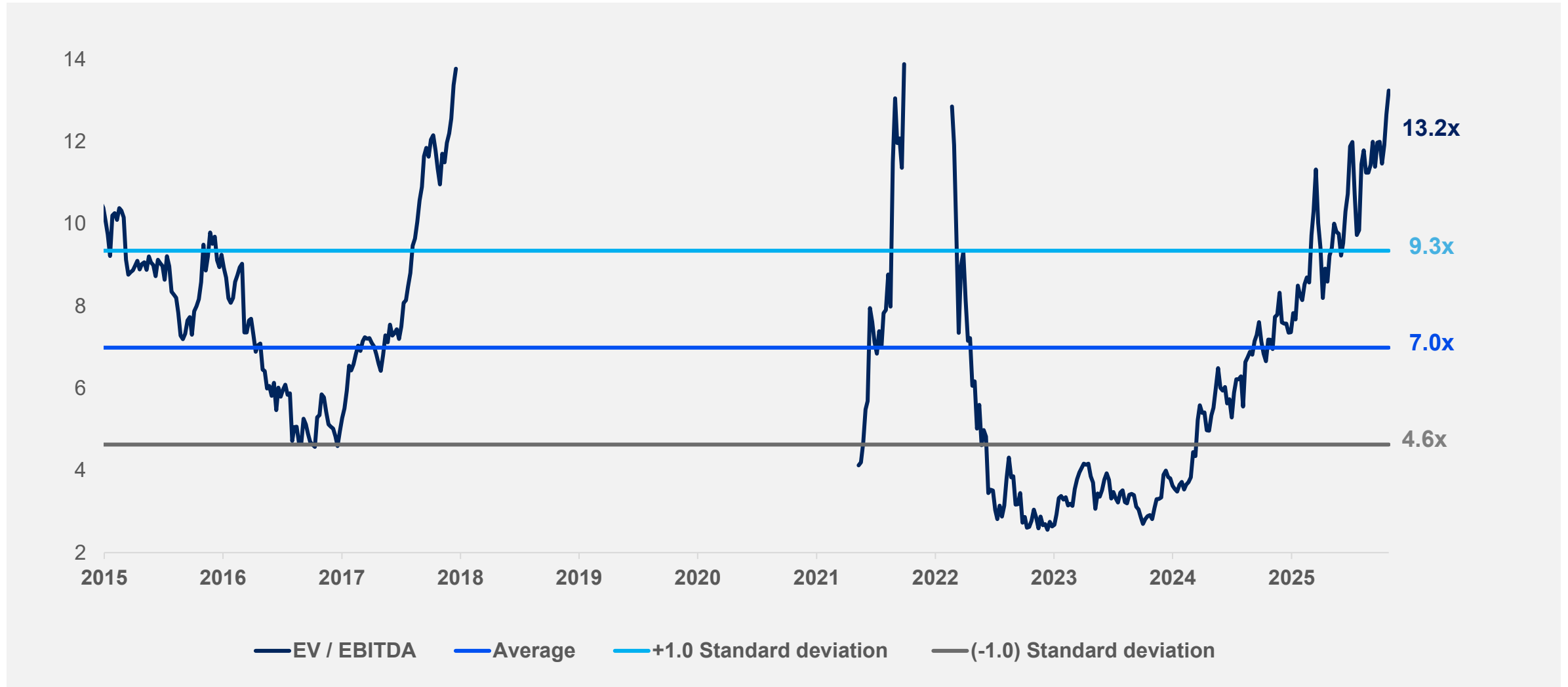
(USDm) ➔



Source: Capital IQ; October 29, 2025.

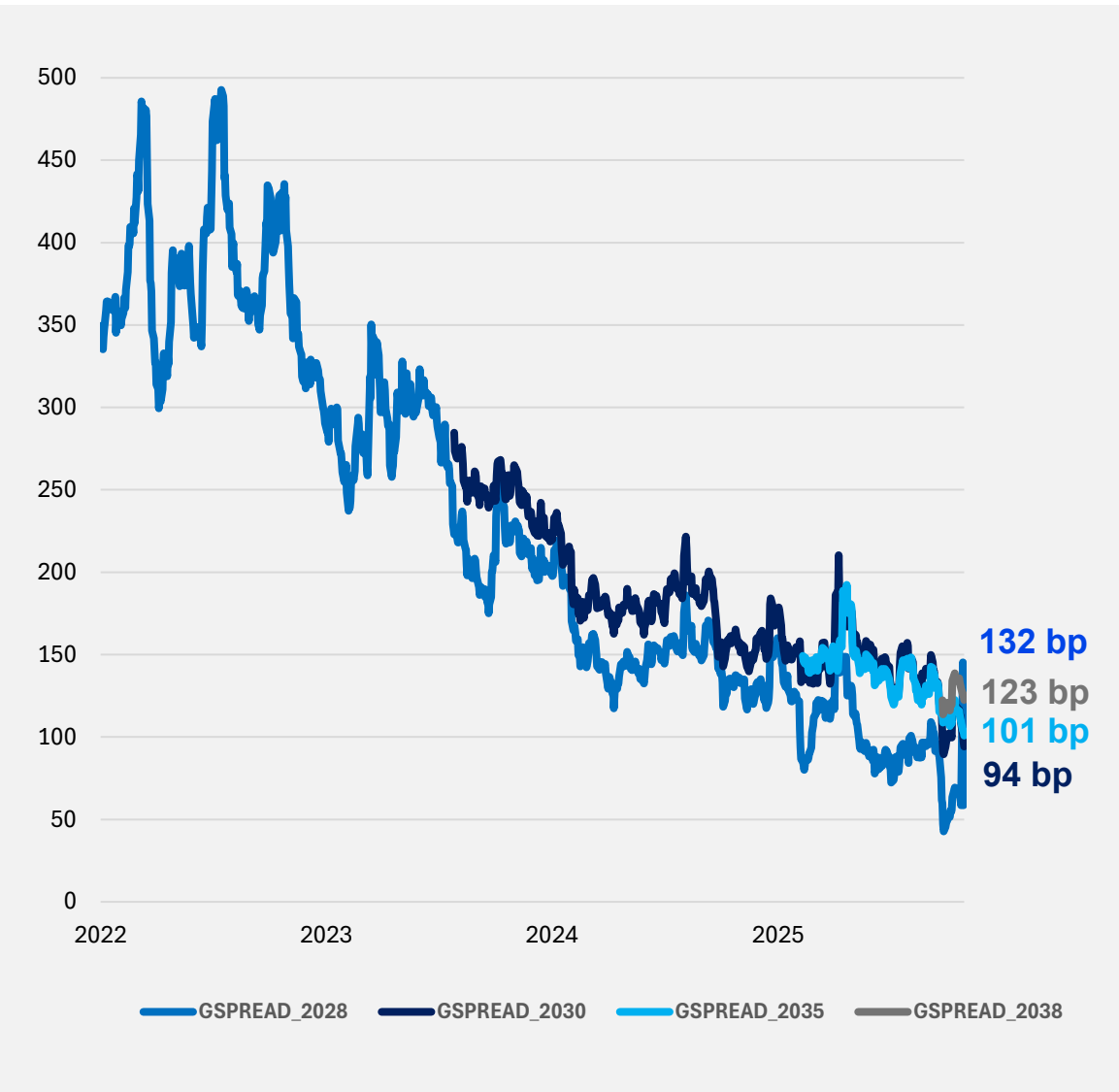
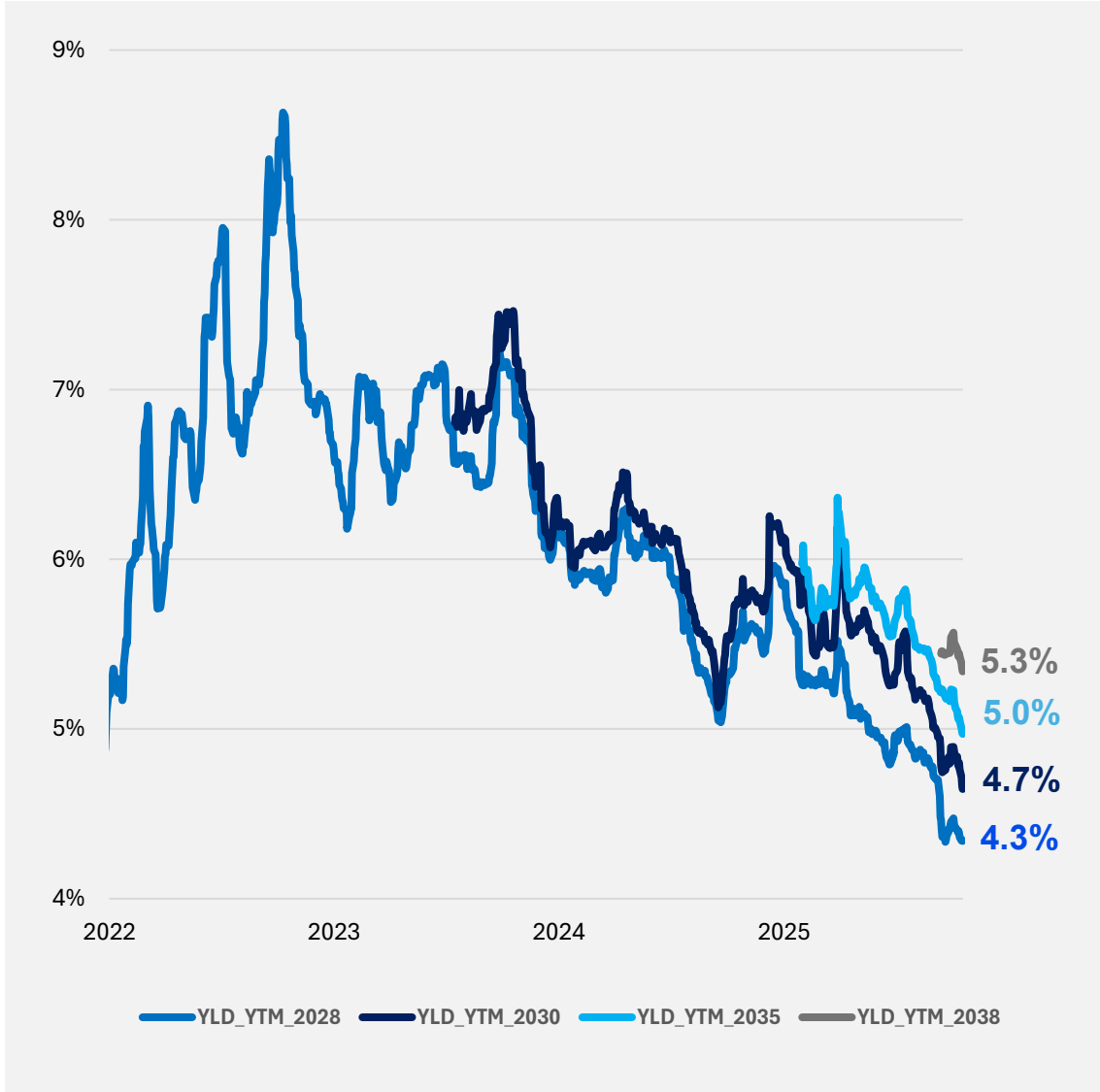


VALUATION - FORWARD EV/EBITDA





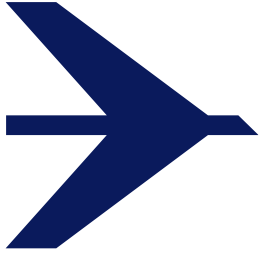
BONDS YIELD TO MATURITY & SPREAD OVER UST



Source: Bloomberg; October 29, 2025.

APPENDIX 3

COMPANY INFORMATION



EMBRAER'S HISTORY



60's



**Embraer is
Founded**
Production of
Bandeirante

70's



**Development of
EMB 312 Tucano**
Start of
Exports

80's



**Great
Technological
Leap**

1994



Privatization
ERJ Family
Launch

1999



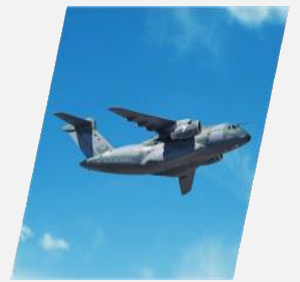
**E-Jet
Family**

2000



**Beginning of
Executive
Aviation**

2009



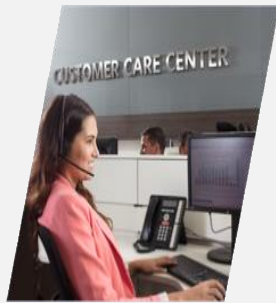
**KC-390
MILLENNIUM**

2013



**E-Jet E2
Family**

2017



**Services & Support
Unit Creation**

2018



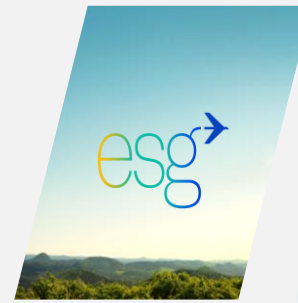
**Praetors'
Launch**

2018



**Beginning of the
eVTOL Project**

2021



ESG Targets

2021



**Energia
Family**

2022



**EVE'S
IPO**

2024



**OGMA P&W
Engine Overhaul**

WHERE WE ARE



1

Brazil
São José dos Campos
Gavião Peixoto
Botucatu
Taubaté
Brasília
Belo Horizonte
São Paulo
Rio de Janeiro
Sorocaba
Campinas

Subsidiaries:
Atech
Visiona
Tempest

2

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

Subsidiaries:
Embraer Cae
Training Services
Eve

3

Mexico
Chihuahua
Subsidiary:
EzAir
Interior

4

Portugal
Alverca
Subsidiary:
OGMA

5

United Kingdom
Farnborough
Subsidiary:
Embraer Cae
Training Services

6

Ireland
Dublin

7

France
Le Bourget

8

Netherlands
Amsterdam

9

Arab Emirates
Dubai

10

Singapore
Singapore

11

China
Beijing



OWNERSHIP STRUCTURE AND TRADING



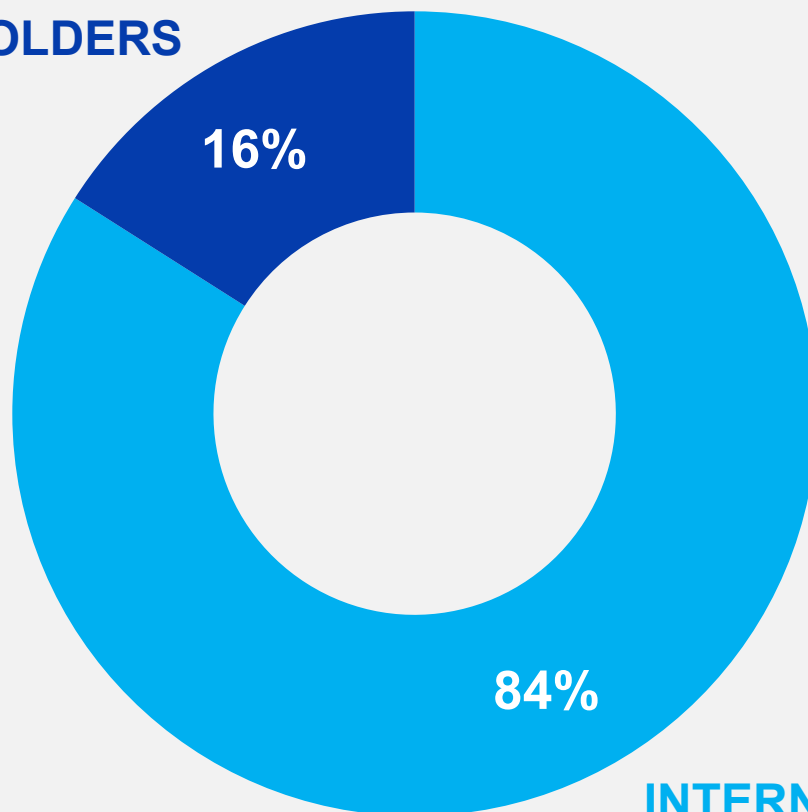
3-month ADTV (US\$m)

EMBJ: 110

EMBJ3: 90

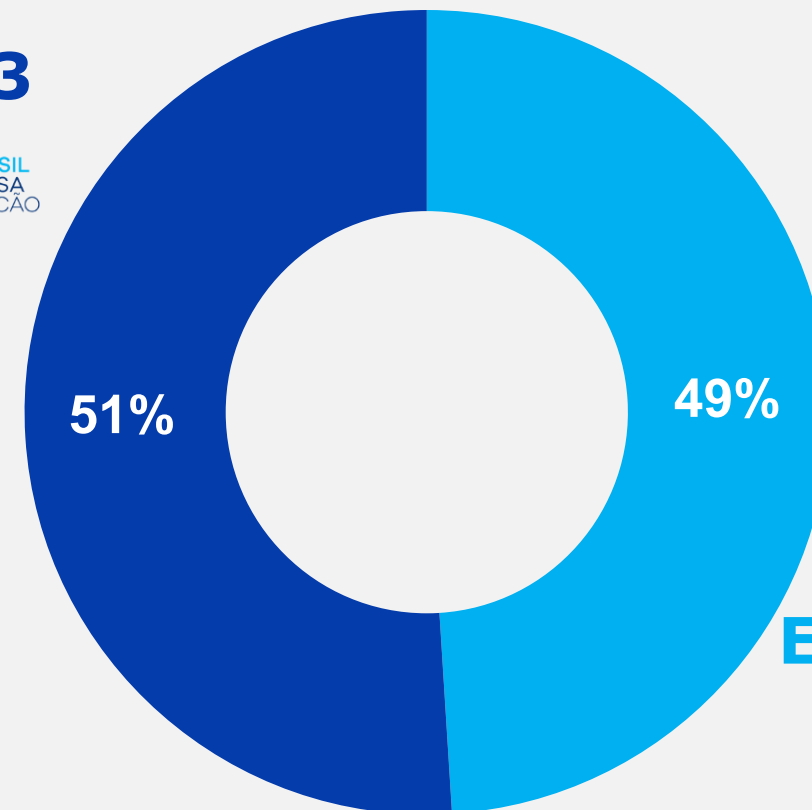
Total: 200

LOCAL
SHAREHOLDERS



INTERNACIONAL
SHAREHOLDERS

EMBJ3



EMBJ



CORPORATE GOVERNANCE STRUCTURE





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,