EQUITY STORY NOV/26

EMBRAER



EMBJ
LISTED
NYSE

EMBJ
B3 LISTED NM

EMBRAER INVESTOR RELATIONS

OUR TEAM

- **Felipe Santana**, CFO
- **Gui Paiva**, EAH CFO, Head IR, M&A and CVC
- **Patrícia Mc Knight**, IR manager
- **Alessandra Rangel**, IR senior associate
- **Rodrigo Diniz**, IR analyst
- **Ana Luiza Muniz**, IR analyst

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EMBRAER AT-A-GLANCE

World Leading Manufacturer
of jets up to 150-seats

2,100+ Executive Jets
delivered in more than 70 countries

170+ Airlines Customers
in more than 90 countries

60+ Armed Forces
as clients in Defense & Security

25,000+ Employees
across the globe

Ratings

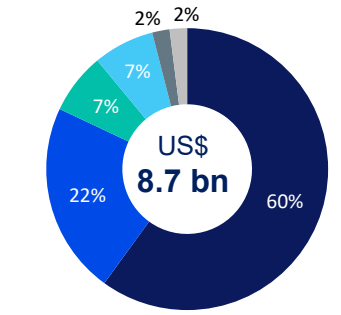
STANDARD &POOR'S	FitchRatings	MOODY'S
BBB	BBB	Baa2

Embraer's Business Segments

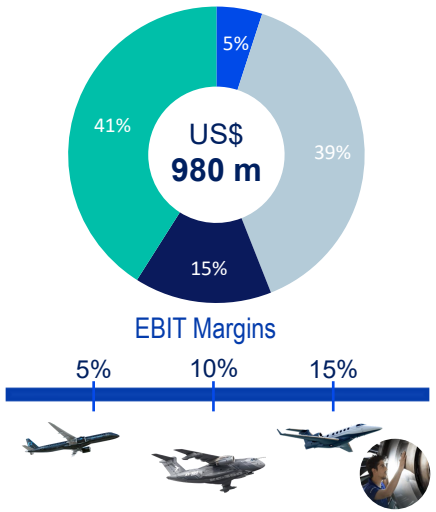


Commercial Aviation | Executive Aviation | Defense & Security | Services & Support | EVE

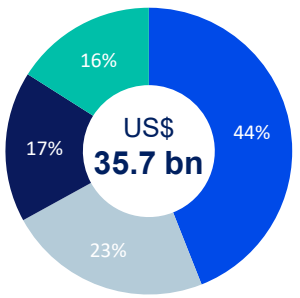
Revenue by Region[1]



EBIT by Segment[2]



Firm Backlog by Segment[3]



Source: Company | Note: (1)) 3Q26 LTM – include BU Others; (2) 3Q26 LTM – does not include BU Others and Non-Segmented; (3) 3Q26.

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SUSTAINABLE AND PROFITABLE GROWTH

Driven by Efficiency and Innovation



PROVEN RESULTS

Remarkable sales & revenue

Profitability

Improving operational efficiency

ON THE HORIZON

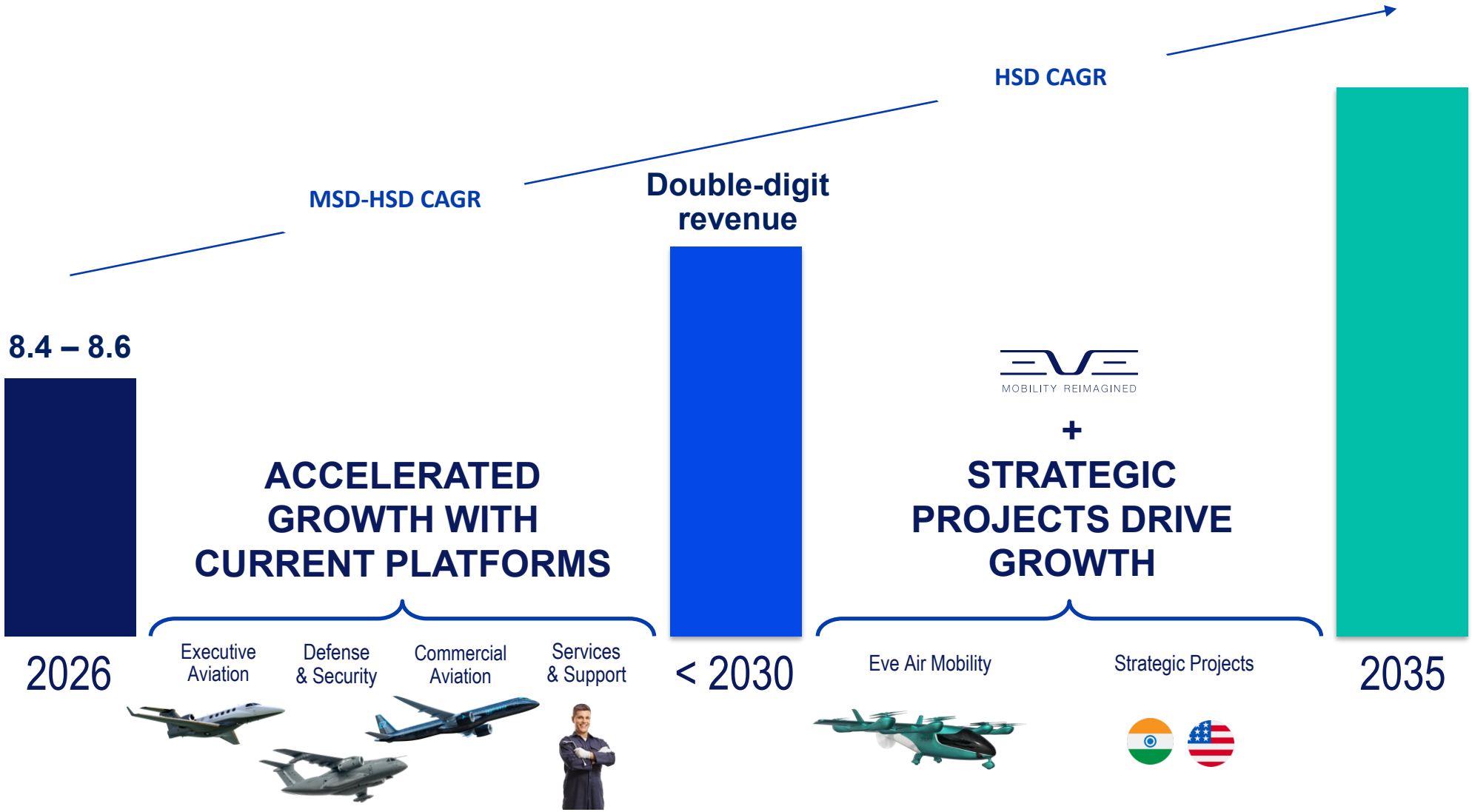
Substantial midterm growth

Ambitious long-term momentum

Next-gen product development

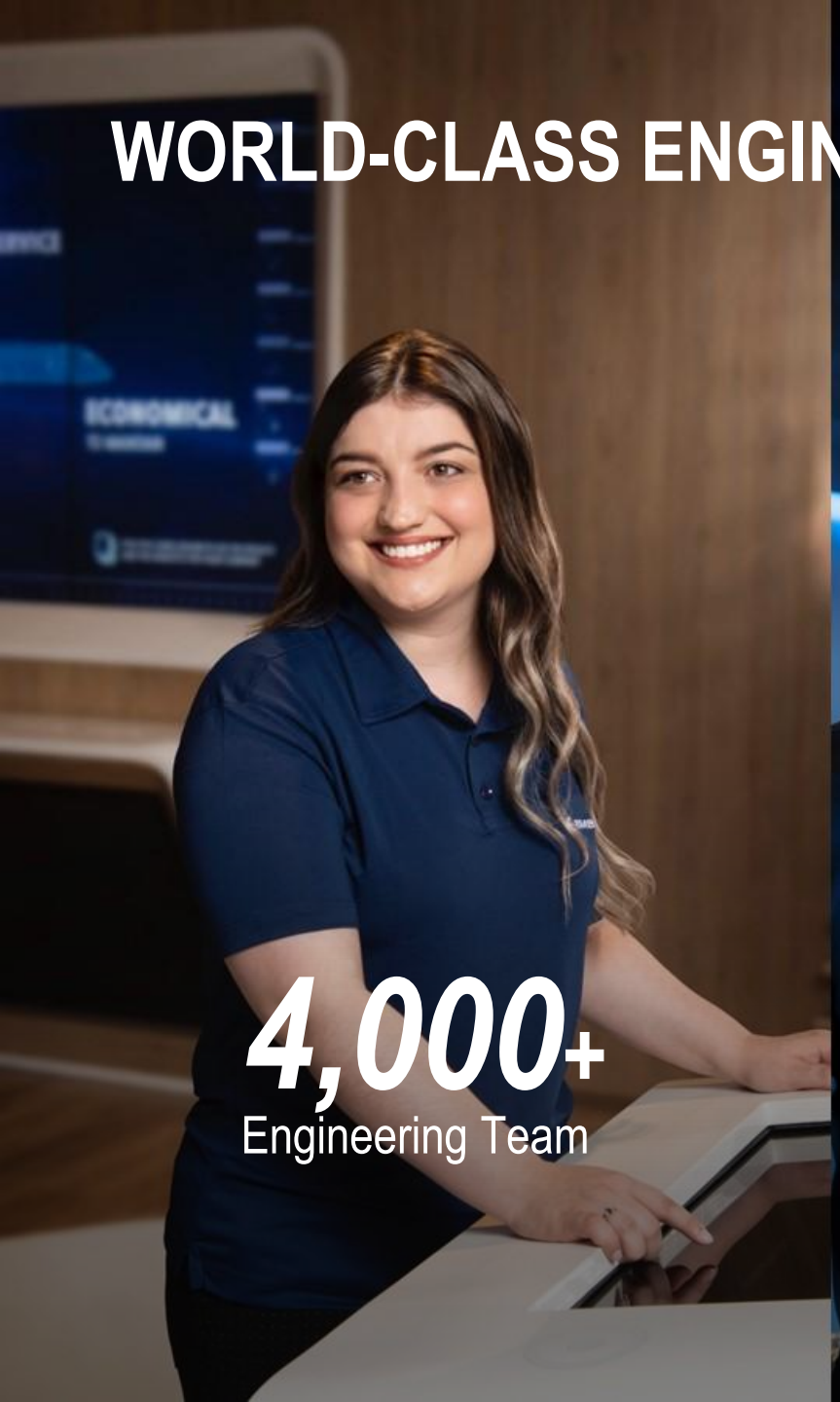
FLIGHT PLAN FOR THE NEXT 10 YEARS

US$ bn



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WORLD-CLASS ENGINEERING



4,000+
Engineering Team



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



900+
Patents registered in 7 different countries

MANAGEMENT BY VALUE STREAMS

IPANEMA



~60%

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



~20%

REDUCTION IN LEAD TIME*

Baseline: 2020

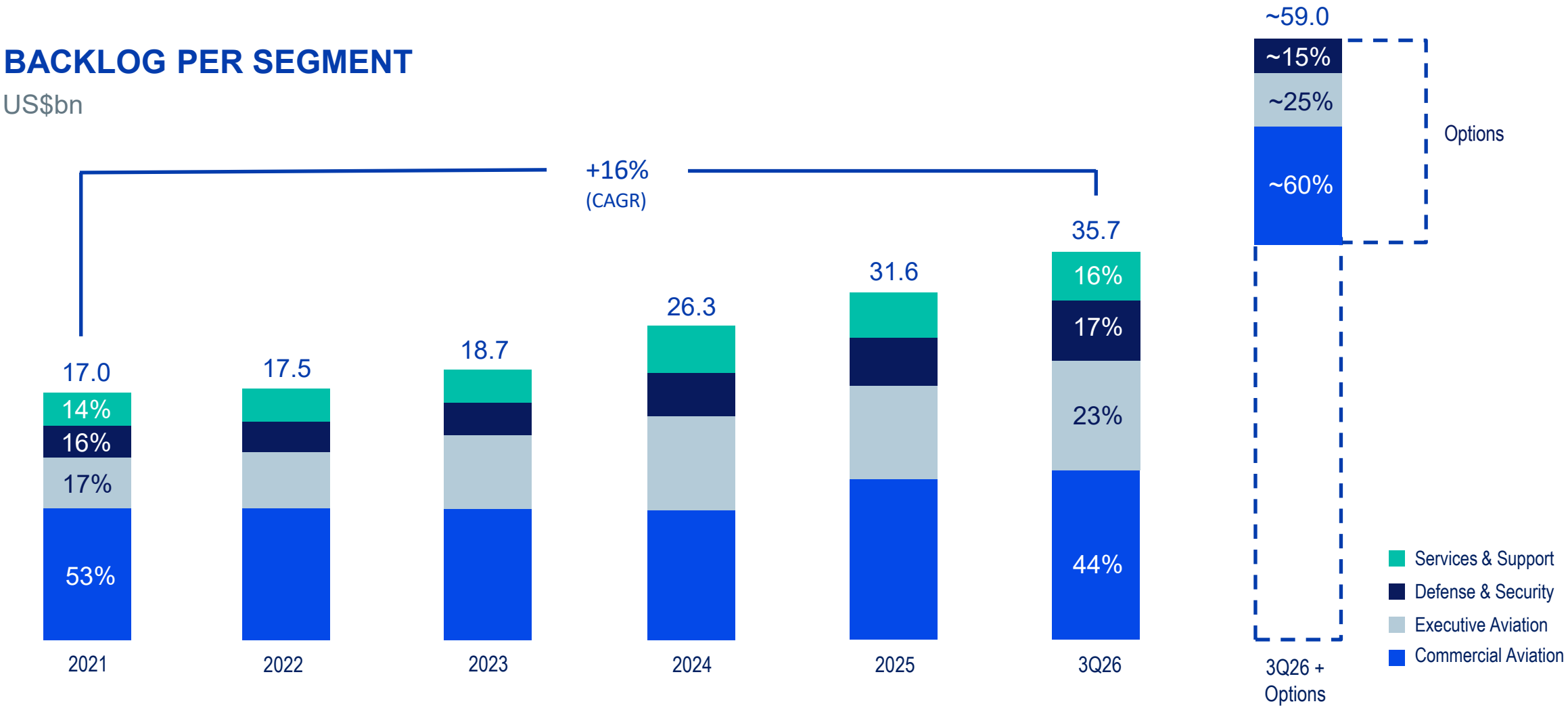
* The gains indicated are based on the evolution in 2025 compared to the baseline of each program.

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ALL TIME HIGH AND WELL-BALANCED PORTFOLIO

BACKLOG PER SEGMENT

US$bn

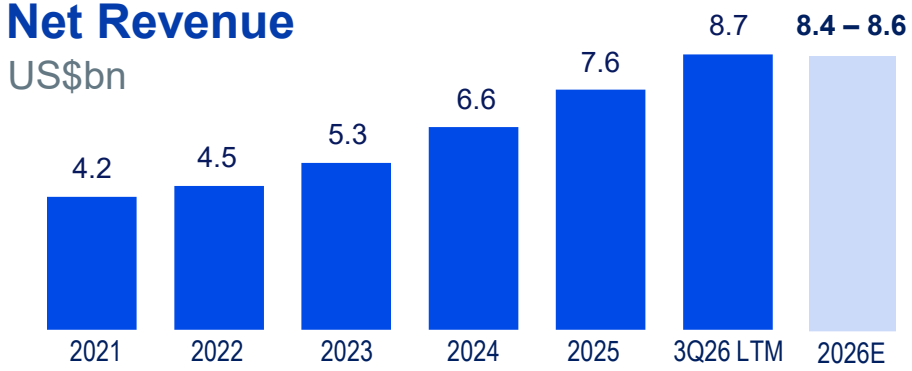


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PROFITABLE GROWTH

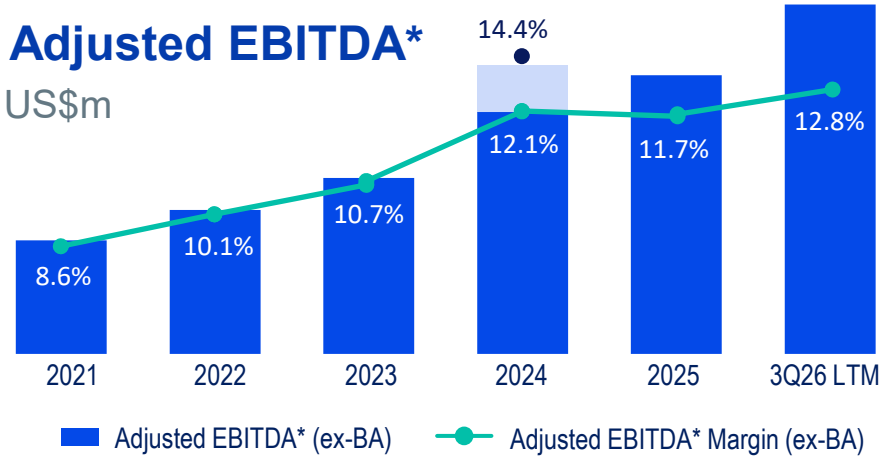
Net Revenue

US$bn

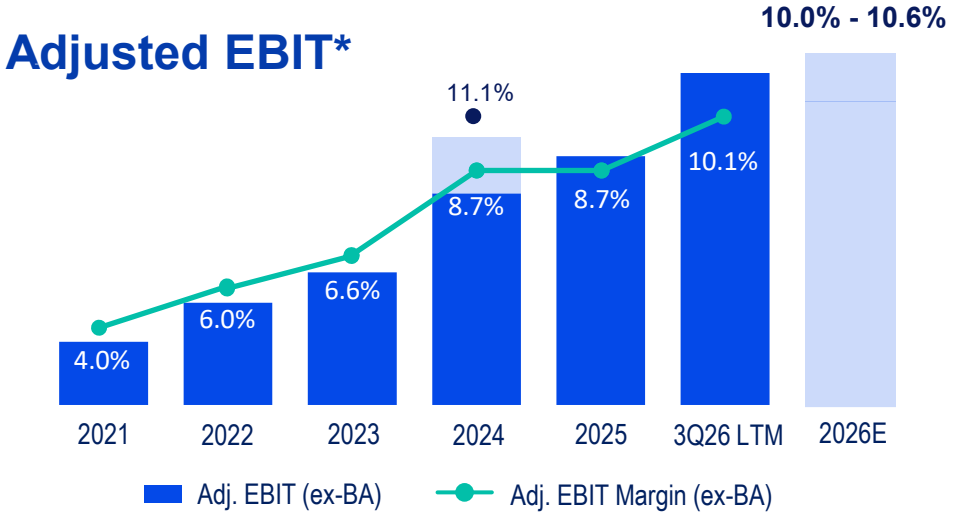


Adjusted EBITDA*

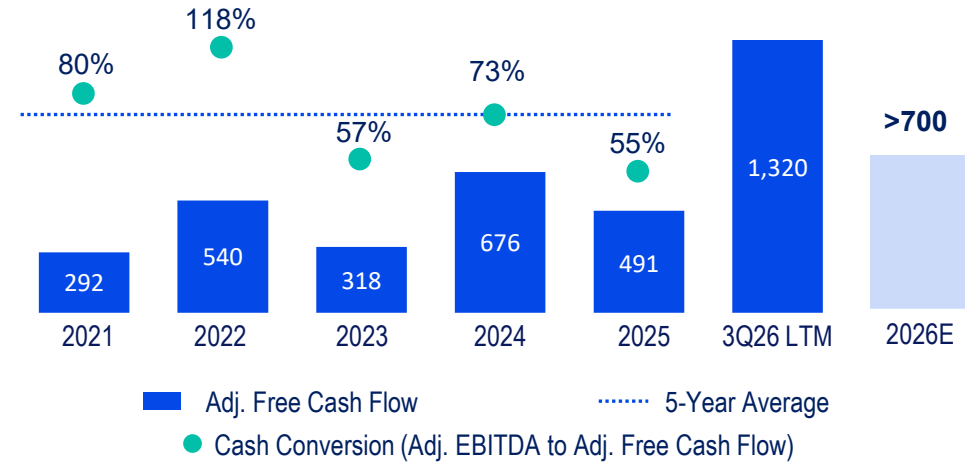
US$m



Adjusted EBIT*



Adjusted FCF



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

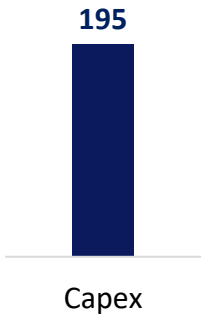
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INVESTMENT ON SUSTAINABLE GROWTH

Executive Aviation (2024-28)



US$m

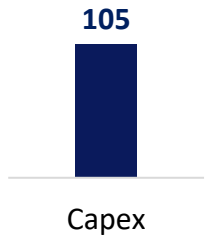


- Increase in production capacity for the business;
- Gavião Peixoto SP, Brazil & Melbourne FL, USA.

Services – OGMA (2021-27)

US$m



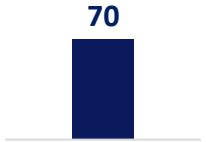


- Brand new P&W engines induction line;
- Operation started in April 2024;
- Full ramp (US$650m revenues) in 2030.

Services – MRO (2025-27)

US$m



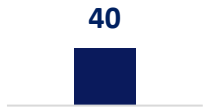


- Fort Worth TX, USA;
- 50%+ increase in North America Commercial Aviation clients in 2027.

Services – Training (2027-28)

US$m



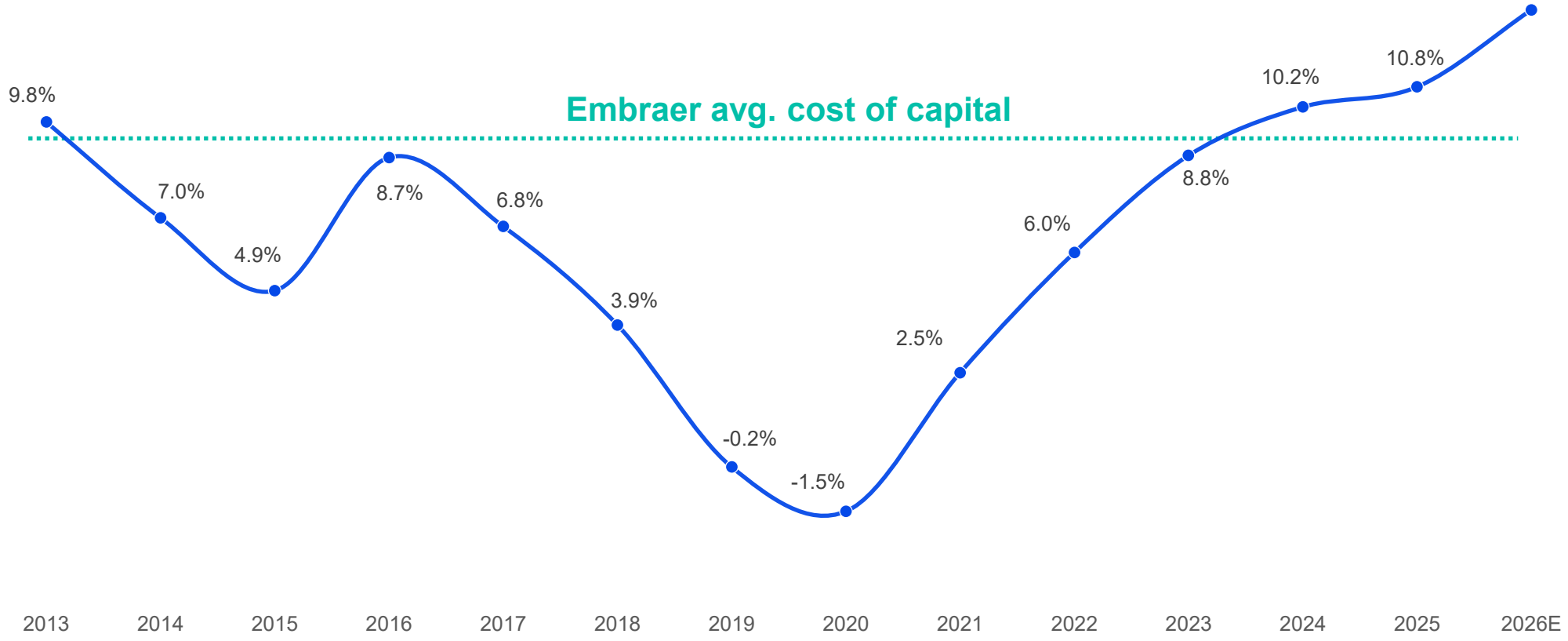


- Brazil & Europe;
- Expansion of the training footprint to support clients across the world.

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RETURN ON INVESTED CAPITAL

ROIC above WACC supported by improved operational and financial metrics



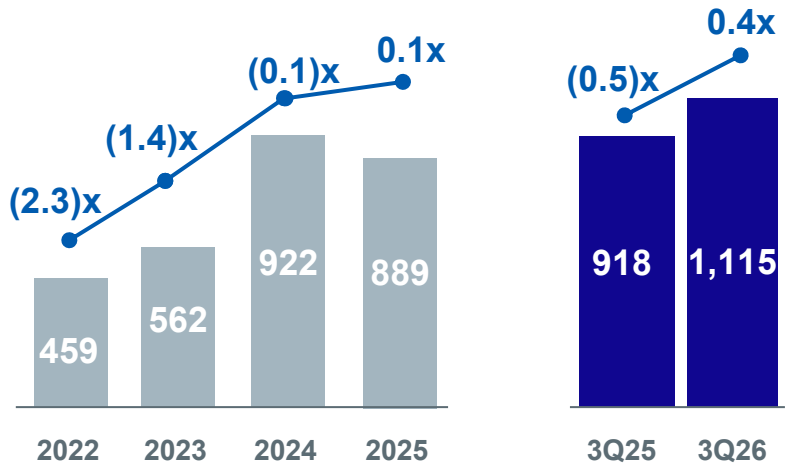
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FINANCIAL POSITION

US$ million

Excludes Eve

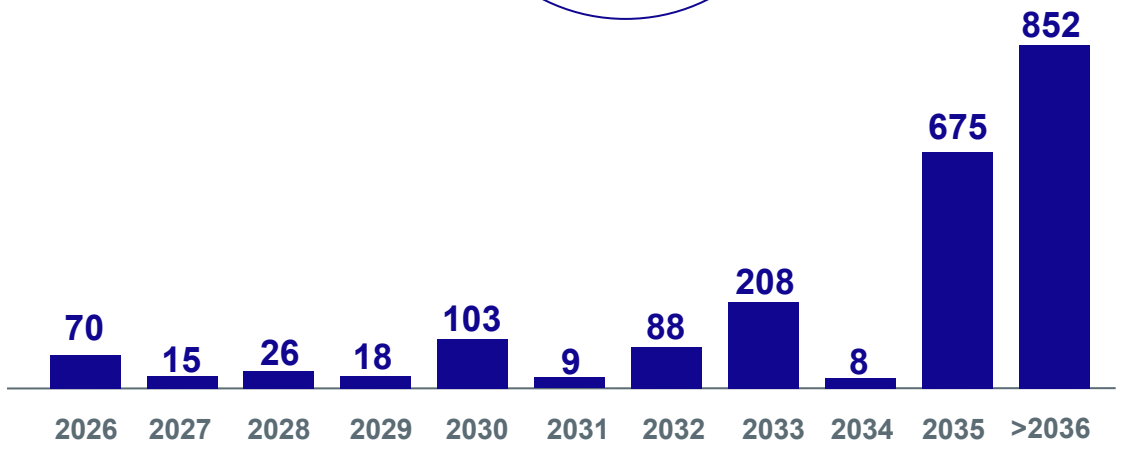
DELEVERAGING



DEBT PROFILE

8.7 years

5.1% average cost



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EMBJ
B3 LISTED NM

EMBJ
LISTED
NYSE



COMMERCIAL AVIATION

E-JETS FAMILY: A GLOBAL MARKET SUCCESS

The E2s are the world´s most efficient aircraft 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

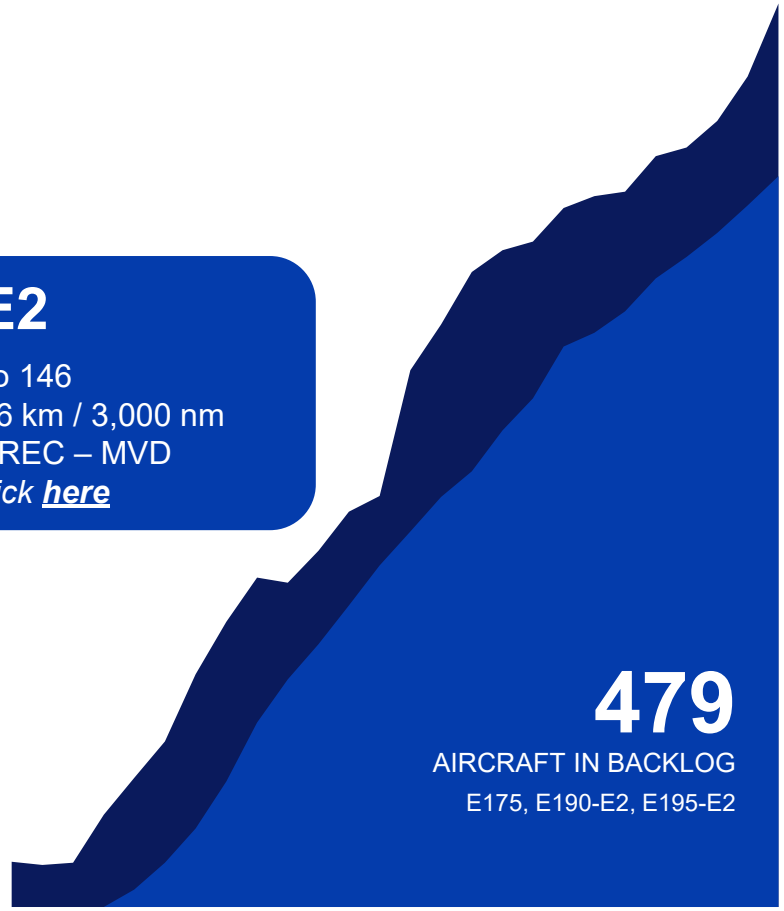
Seats: 76 to 88
Range: 4,074 km / 2,200 nm
JFK – IAH; MCO – DEN
*For specs click **here***



E190-E2

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

2,474
Total E-Jet Family[1] Orders



479
AIRCRAFT IN BACKLOG
E175, E190-E2, E195-E2

1,995
Total E-Jet Family[1] Deliveries

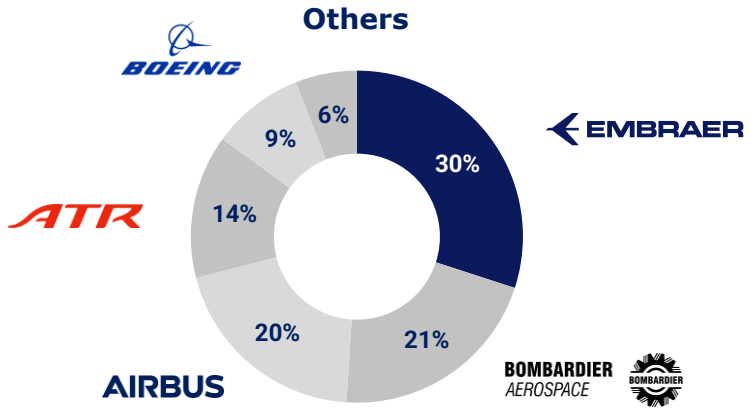
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Source: Company; routes made under specific conditions of winds, temperatures and payloads.
[1]Total E-Jets Family includes E170, E175, E190-E1, E190-E2, E195-E1, E195-E2.

MARKET SHARE & PRODUCT POSITIONING

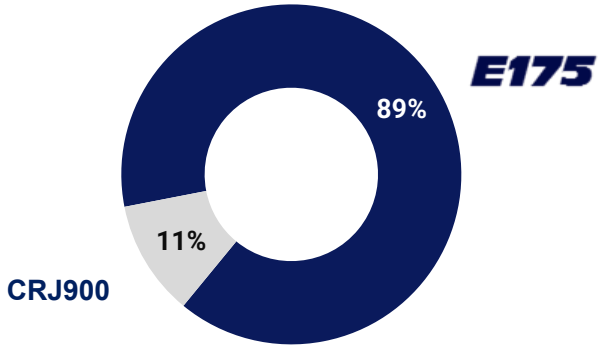
Up To 150-seat Global Market Share

(Deliveries since 2004)



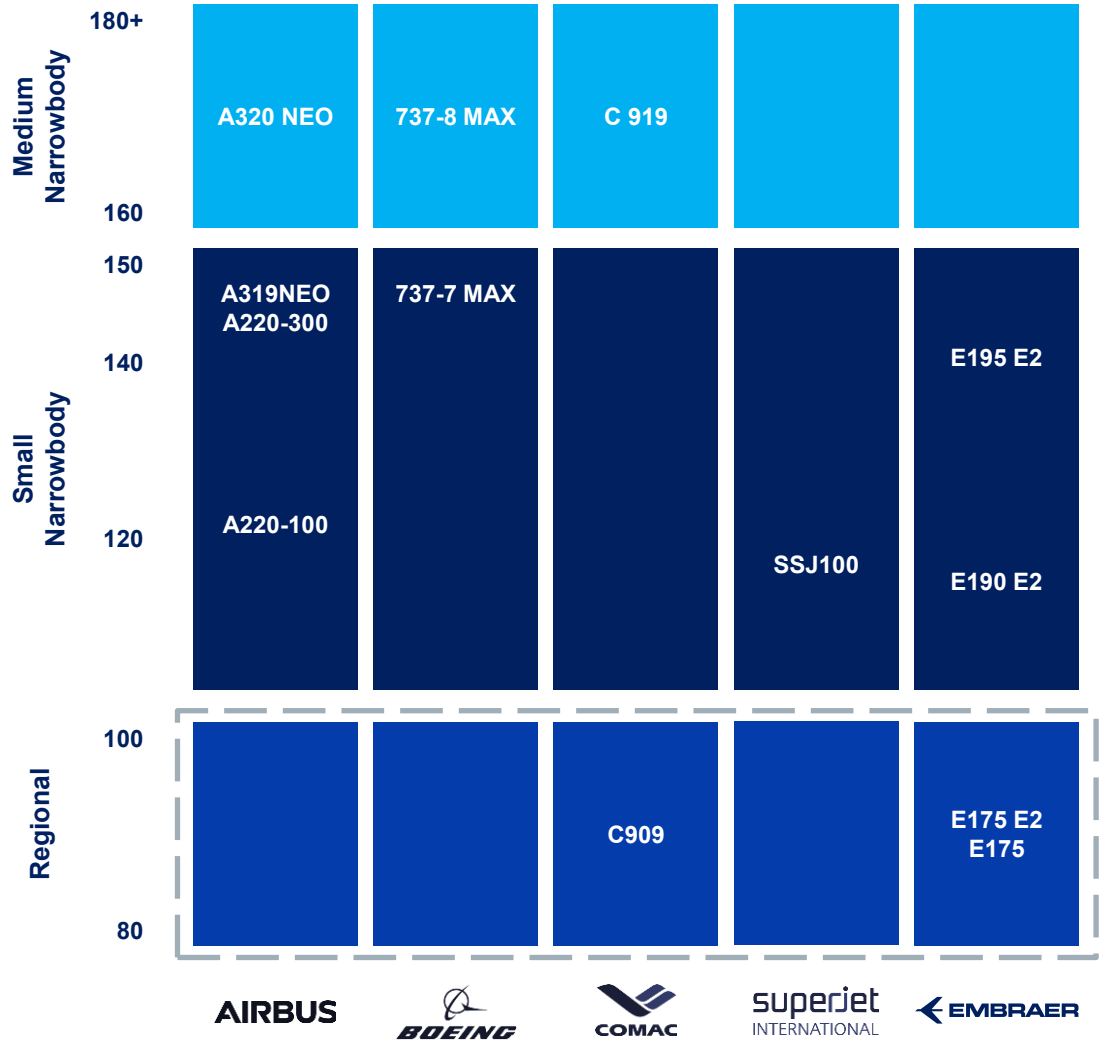
North America 70 to 90-seat Jets Market Share

(Orders since 2013)



Source: Embraer, September/2026.

COMPETITIVE SCENARIO



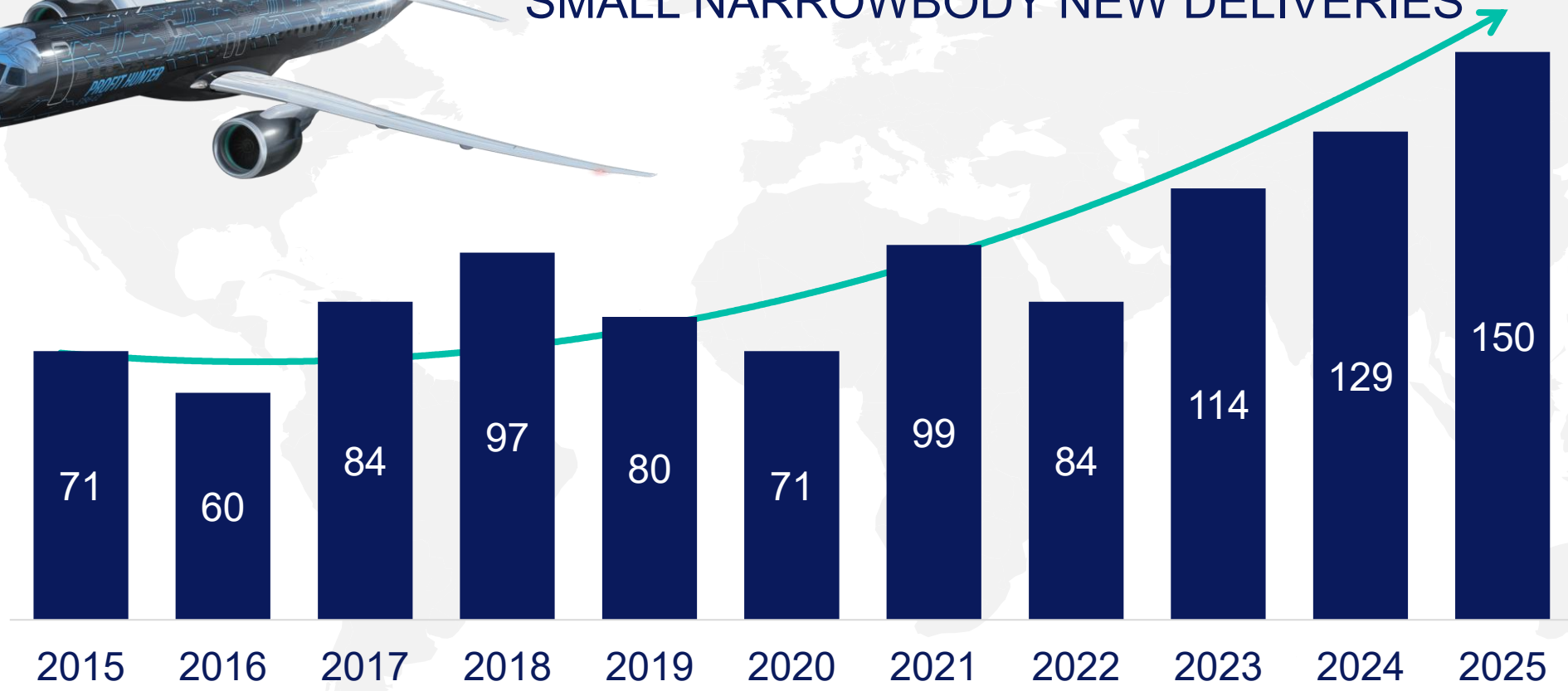
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LONG-TERM SEGMENT OVERVIEW

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

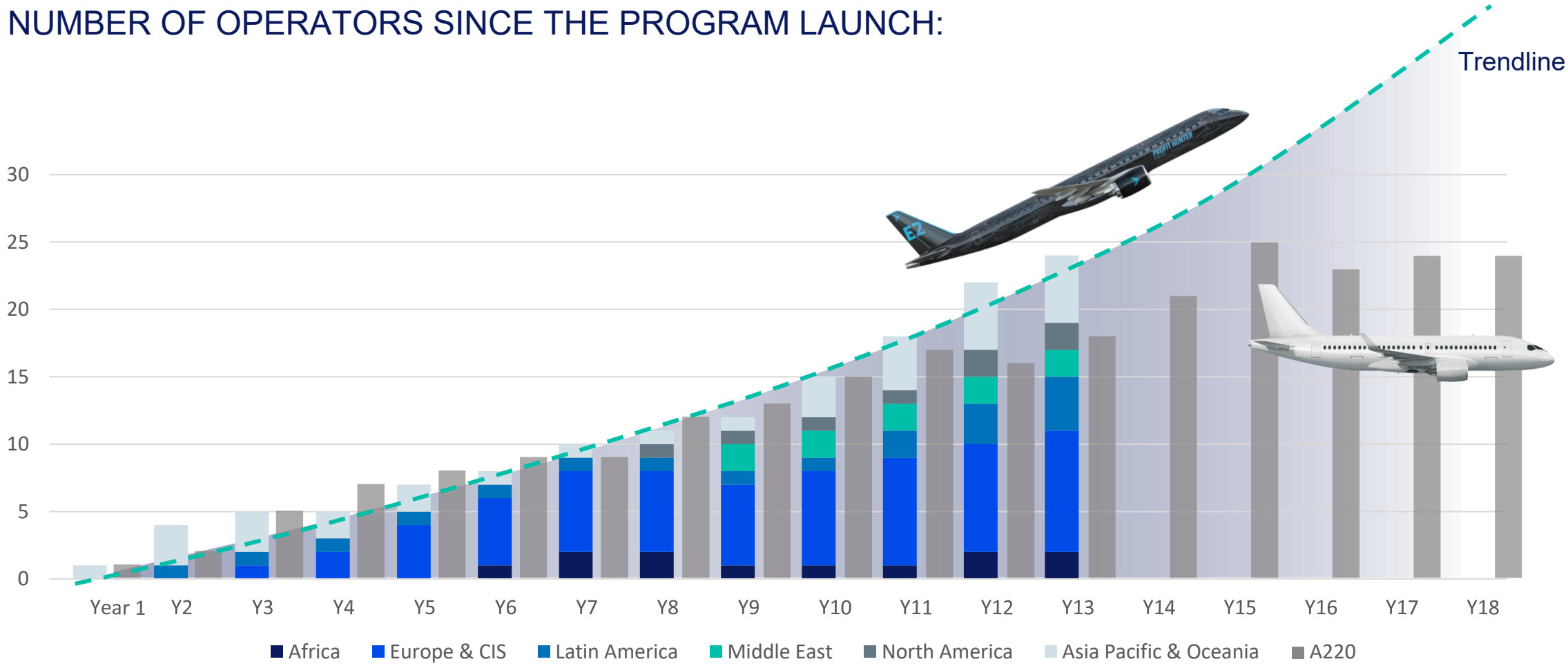
Source: Cirium, Dec. 2025.

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E2 MARKET ACCEPTANCE

Strong performance, accelerating post-covid

NUMBER OF OPERATORS SINCE THE PROGRAM LAUNCH:

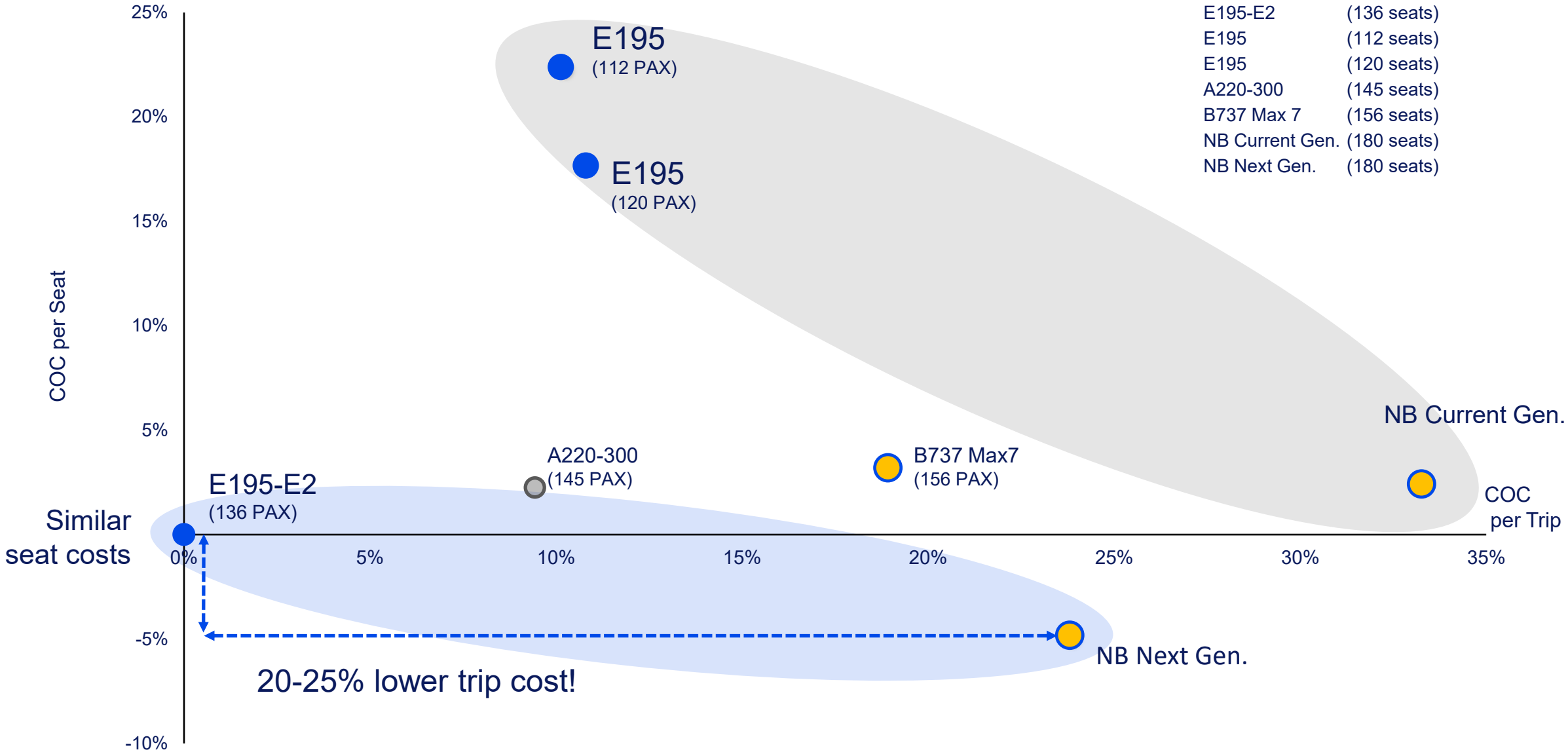


Operator regions: **Latin America:** Azul, Mexicana, LATAM and Abra Group. **North America:** Porter Airlines and Avelo. **Europe:** Wideroe, Binter Canarias, Helvetic Airways, KLM, TUI, Luxair, LOT Polish, SAS and Finnair. **Africa & Middle East:** Air Peace, Airlink, SalamAir and Royal Jordanian. **Asia Pacific & Oceania:** Scoot, Hunnu Air, ANA, Air Kiribati and Virgin Australia.

Source: Embraer, September/2026.

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UNBEATABLE COST EFFICIENCY



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

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E2 THE MOST ENVIRONMENTALLY-FRIENDLY JET IN SINGLE AISLE





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E2 IS THE PREFERRED CHOICE TO COMPLEMENT NB

Selected to complement both Airbus and Boeing larger Narrowbodies



Azul	AIR PEACE	SalamAir	LUXAIR	ROYAL JORDANIAN	KLM	TUI fly	scoot	LOT	Virgin	ANA	SAS	mexicana	avelo	LATAM	FINNAIR
67 x E2s 53 x A320neo 24x A321neo	**16 x E2s** 2x A320 15 x 737s	**6 x E2s** 18 x A320s	**9 x E2s** 1x A320 18 x 737s	**10 x E2s** 24 x A320s	**25 x E2s** 19x A321neo 32 x 737s	**3 x E2s** 2x A320 17 x 737s	**9 x E2s** 50 x A320s	**3 x E2s** 1x A320 41 x 737s	**8 x E2s** 112 x 737s 3 x A320	**23 x E2s** 35 x A320s 77 x 737s	**45 x E2s** 89 x A320s 2x 737	**20 x E2s** 3 x 737s	**50 x E2s** 15 x 737	**24 x E2s** 350 x A320s	**18 x E2s** 24 x A320s 4 x 737
25x Owned **42x Lessors**	**16x Owned**	**6x Owned**	**9x Owned**	**2x Owned** **8x Lessors**	**25x Lessors**	**3x Lessors**	**9x Lessors**	**3x Lessors**	**4x Owned** **4x Lessors**	**15x Owned**	**45x Owned**	**20x Owned**	**50x Owned**	**24x Owned**	**18x Owned**

Accelerate [Connectivity] Opportunity

Source: Embraer, September/2026.

E2 NUMBERS & FACTS

1st AIRCRAFT DELIVERED



Wideroe	Azul	Helvetic	Binter	Air Kiribati	Air Peace	KLM	Porter	TUI fly	Placar	Royal J.	Scoot	LOT	Hunnu Air	Mexicana	Virgin A.	Airlink	Luxair	LATAM
NORWAY	*BRAZIL*	*SWITZERLAND*	*SPAIN*	*KIRIBATI*	*NIGERIA*	*NETHERLANDS*	*CANADA*	*BELGIUM*	*BRAZIL*	*JORDAN*	*SINGAPORE*	*POLAND*	*MONGOLIA*	*MEXICO*	*AUSTRALIA*	*SOUTH AFRICA*	*LUXEMBOURG*	*CHILE*
3x *E190-E2*	***25x*** *E195-E2*	***8x*** *E190-E2* ***7x*** *E195-E2*	***21x*** *E195-E2*	***2x*** *E190-E2*	***16x*** *E195-E2*	***25x*** *E195-E2*	***75x*** *E195-E2*	***3x*** *E195-E2*	***1x*** *E190-E2*	***4x*** *E190-E2* ***4x*** *E195-E2*	***9x*** *E190-E2*	***3x*** *E195-E2*	***2x*** *E195-E2*	***10x*** *E190-E2* ***10x*** *E195-E2*	***8x*** *E190-E2*	***10x*** *E195-E2*	***6x*** *E195-E2* ***3x*** *E190-E2*	***24x*** *E195-E2*

1st AIRCRAFT TO BE DELIVERED



Salam Air	ANA	SAS	Avelo	Finnair
OMAN	*JAPAN*	SCANDINAVIA	UNITED STATES	*FINLAND*
6x *E195-E2*	***23x*** *E190-E2*	***45x*** *E195-E2*	***50x*** *E195-E2*	***18x*** *E195-E2*

224 Delivered aircraft

25 Operators

316 To be delivered

540 Total Firm Orders

*Including **20x** E195-E2 from Abra Group Latin America*

QUALIFIED LESSORS

ICBC
CHINA
10x *E195-E2*

AZORRA
UNITED STATES
38x *E195-E2*
16x *E190-E2*

ELEVATE CAPITAL PARTNERS

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

AIRCASTLE
UNITED STATES
25x *E195-E2*

MERX AVIATION

TrueNoord Regional Aircraft Leasing
NETHERLAND
20x *E195-E2*

FALKO

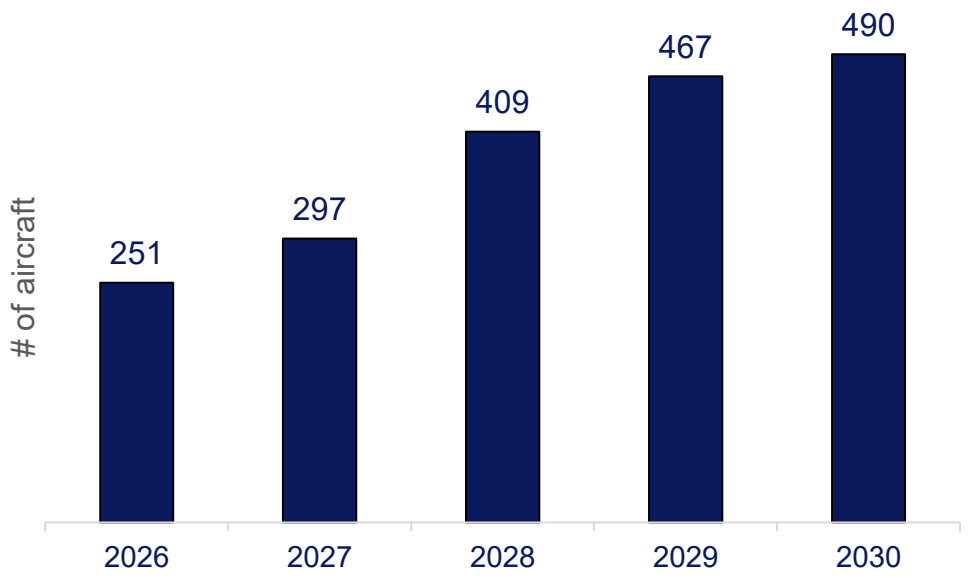
AVOLON

Source: Embraer, September/2026.

REPLACEMENT OPPORTUNITIES AHEAD

Regional Aircraft Replacement (E175 opp.)

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

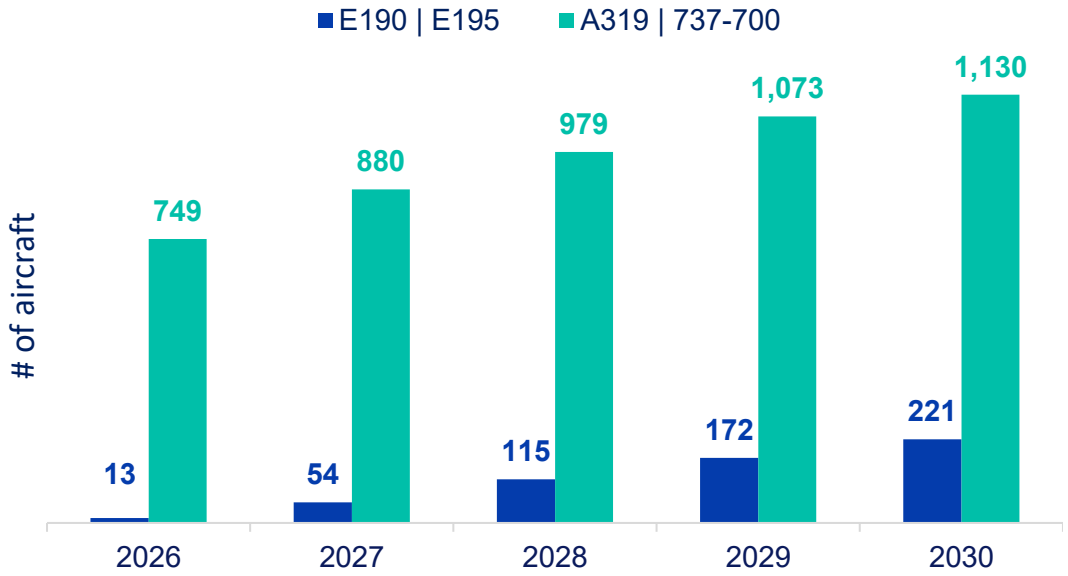


Low competition environment in the next decade

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

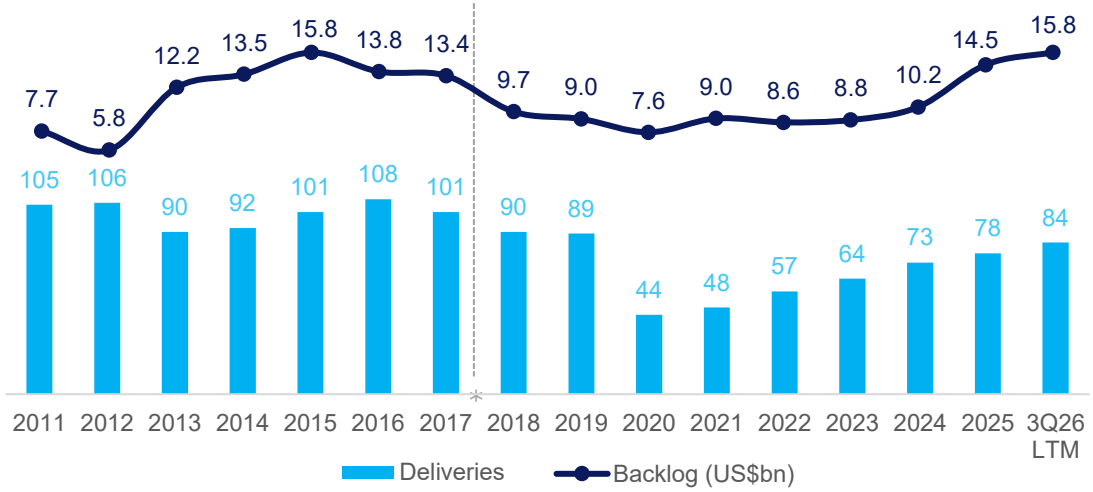
Additional 737-700 and A319 replacement opportunities also addressable

Source: Cirium; Embraer analysis (Mar 2026).

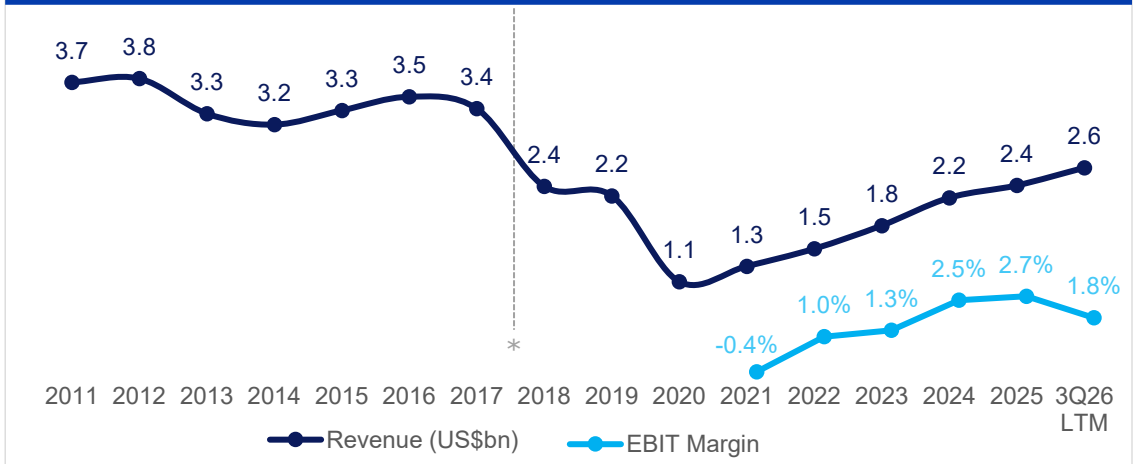
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COMMERCIAL BACKLOG

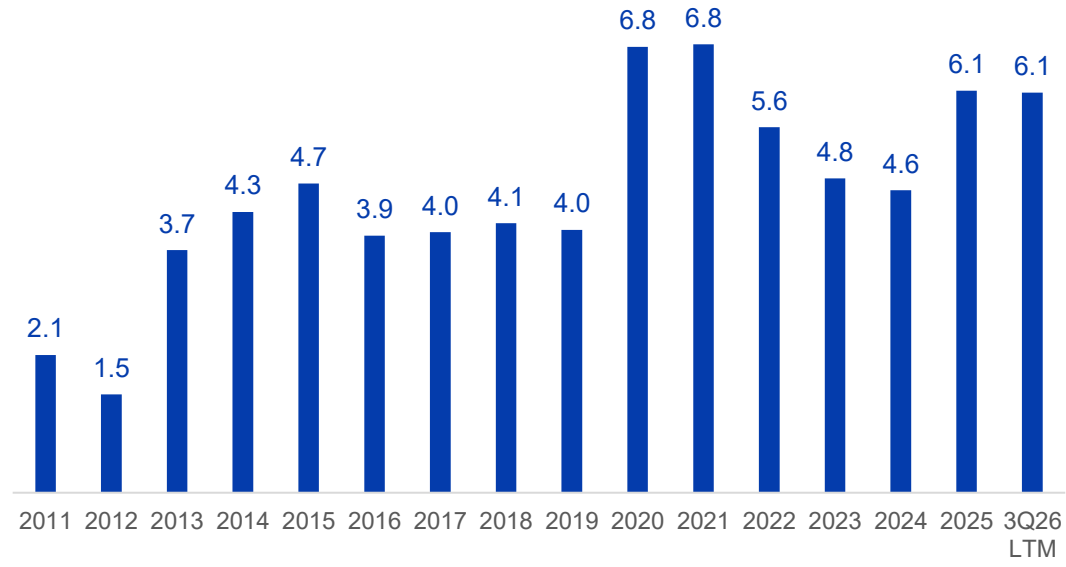
Backlog and Deliveries



Revenue and EBIT Margin



Backlog / Revenue Ratio



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

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EMBJ
B3 LISTED NM

EMBJ
LISTED
NYSE



EXECUTIVE AVIATION

EXECUTIVE AVIATION

Product Portfolio



PHENOM® 100EX BY EMBRAER

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



PRAETOR® 500E BY EMBRAER

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



PHENOM® 300EV BY EMBRAER

Light
Up to 10 passengers
Range 3,806 km / 2,055 nm
JFK – ASE; GRU – MAO
LHR –TFN; DXB – DEL
*For specs, click **here***



PRAETOR® 600E BY EMBRAER

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***

TOTAL SEGMENT:

2,100+ Jets delivered

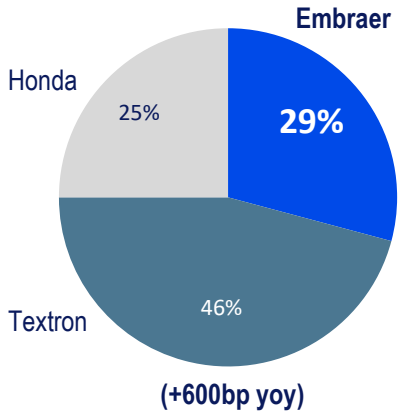
70+ Countries

US$8.2bn Backlog

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

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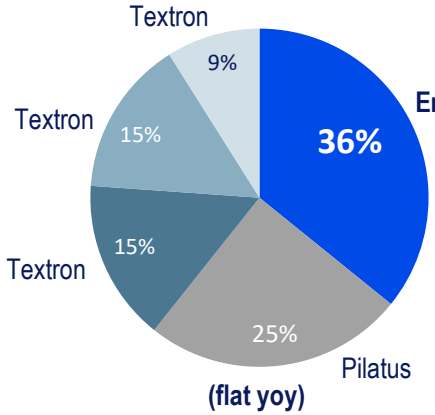
PENETRATING PRODUCT SEGMENTS



PHENOM® 100EX
BY EMBRAER

- Phenom 100 (14 units)
- Citation M2 (22 units)
- HondaJet (12 units)

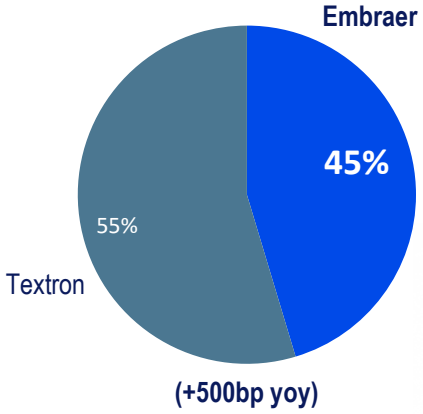




PHENOM® 300EV
BY EMBRAER

- Phenom 300 (72 units)
- PC-24 (50 units)
- Citation CJ3 (31 units)
- Citation CJ4 (30 units)
- Citation A/XLS (18 units)

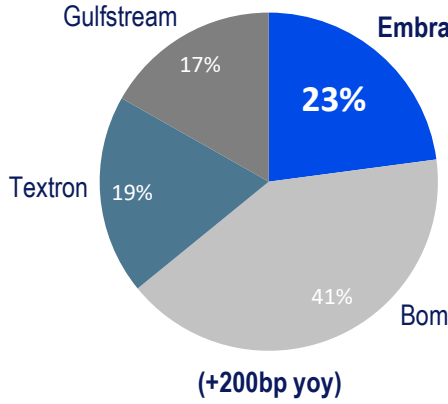




PRAETOR® 500E
BY EMBRAER

- Praetor 500 (39 units)
- Citation Latitude (47 units)





PRAETOR® 600E
BY EMBRAER

- Praetor 600 (30 units)
- Challenger 3500 (54 units)
- Citation Longitude (25 units)
- G280 (22 units)

Bombardier

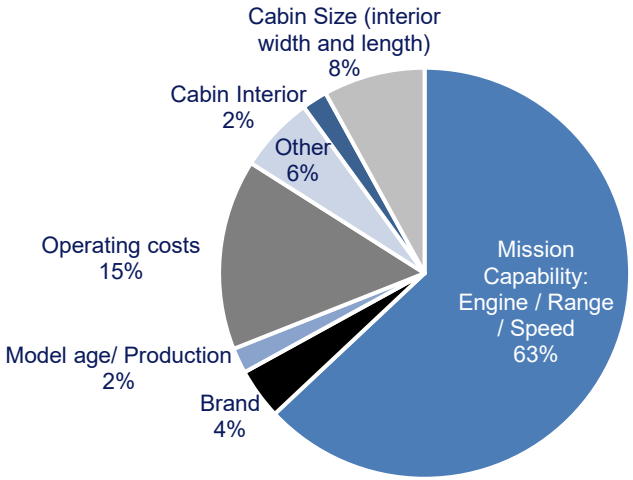


Source: GAMA 2025 and company assessment.

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SOLID PRODUCT POSITIONING

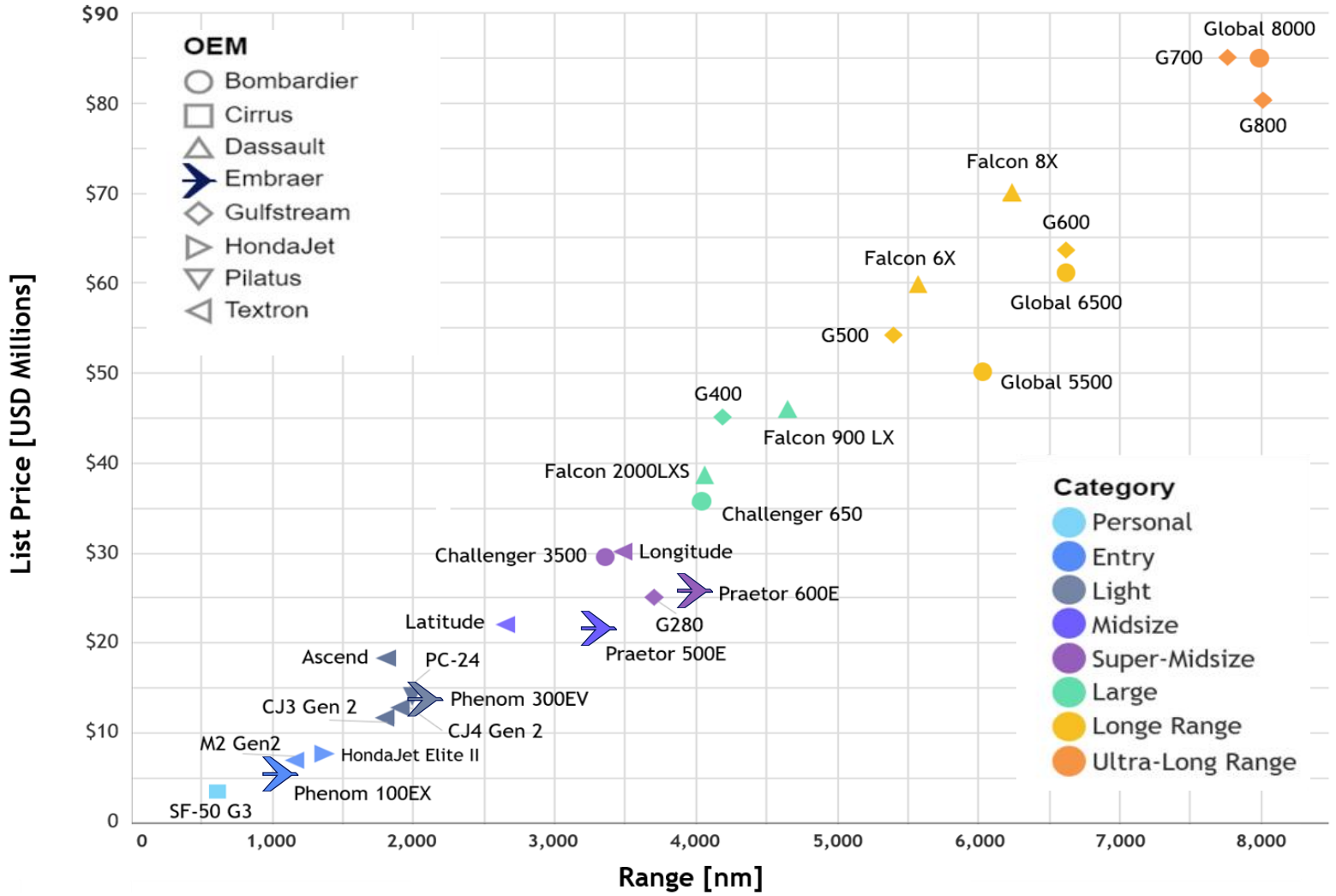
Most Important Features for Buyers



Embraer Value Proposition

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

Range vs. Price List

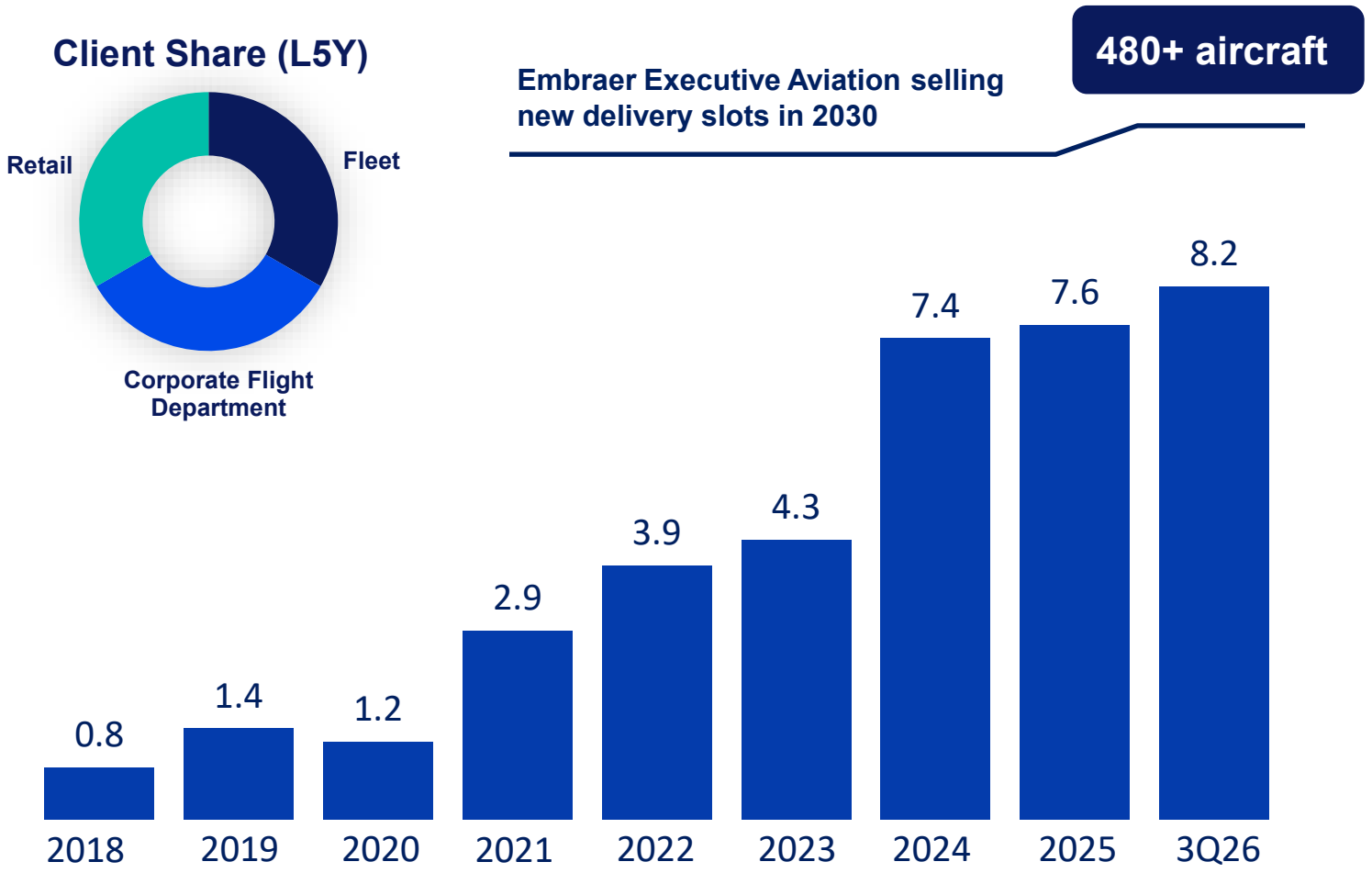


Source: B&CA 2026 Publication of in-production aircraft*. Range at 4 or 8 passengers according to each jet aircraft class.
*Global 8000 and G800 soon to enter service.

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STRONG CUSTOMER BACKLOG

Executive Aviation Order Backlog (US$bn)



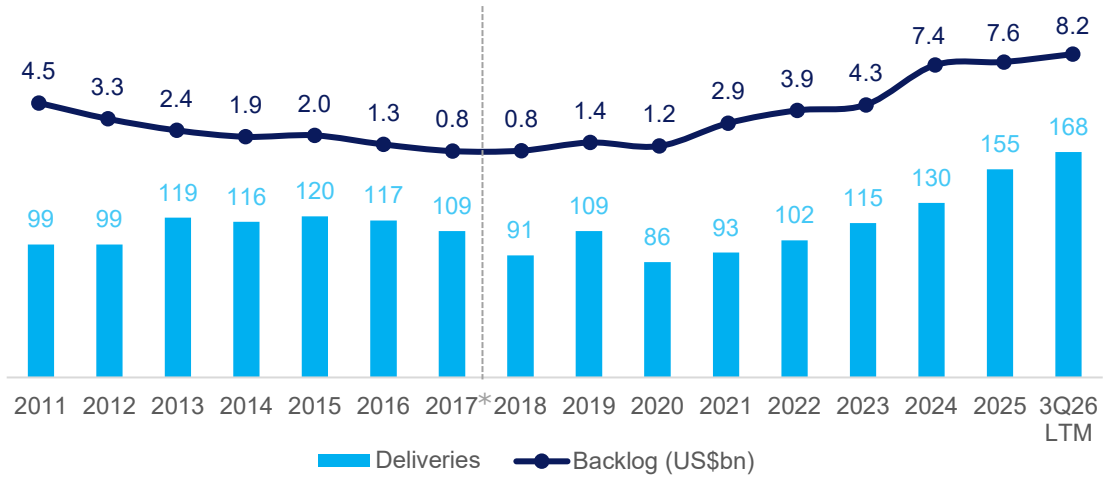
Source: Embraer.

- **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***

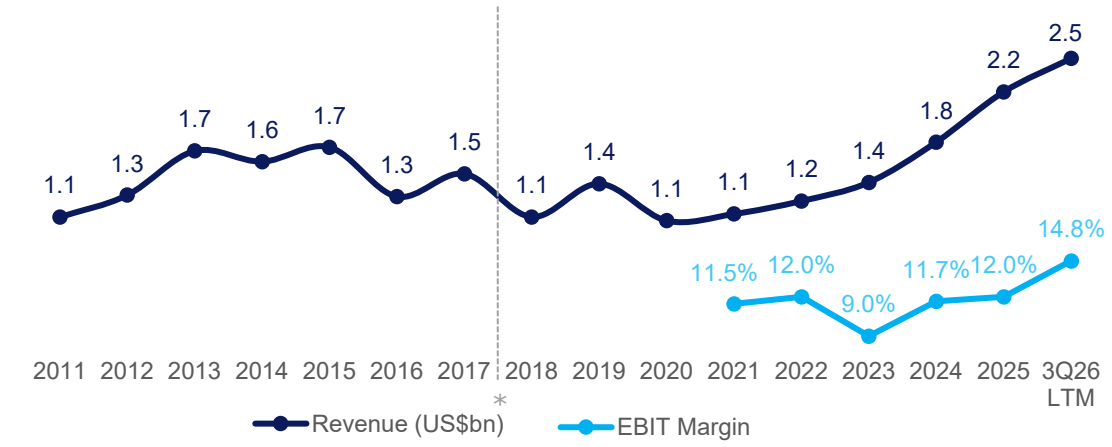
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EXECUTIVE BACKLOG

Backlog and Deliveries

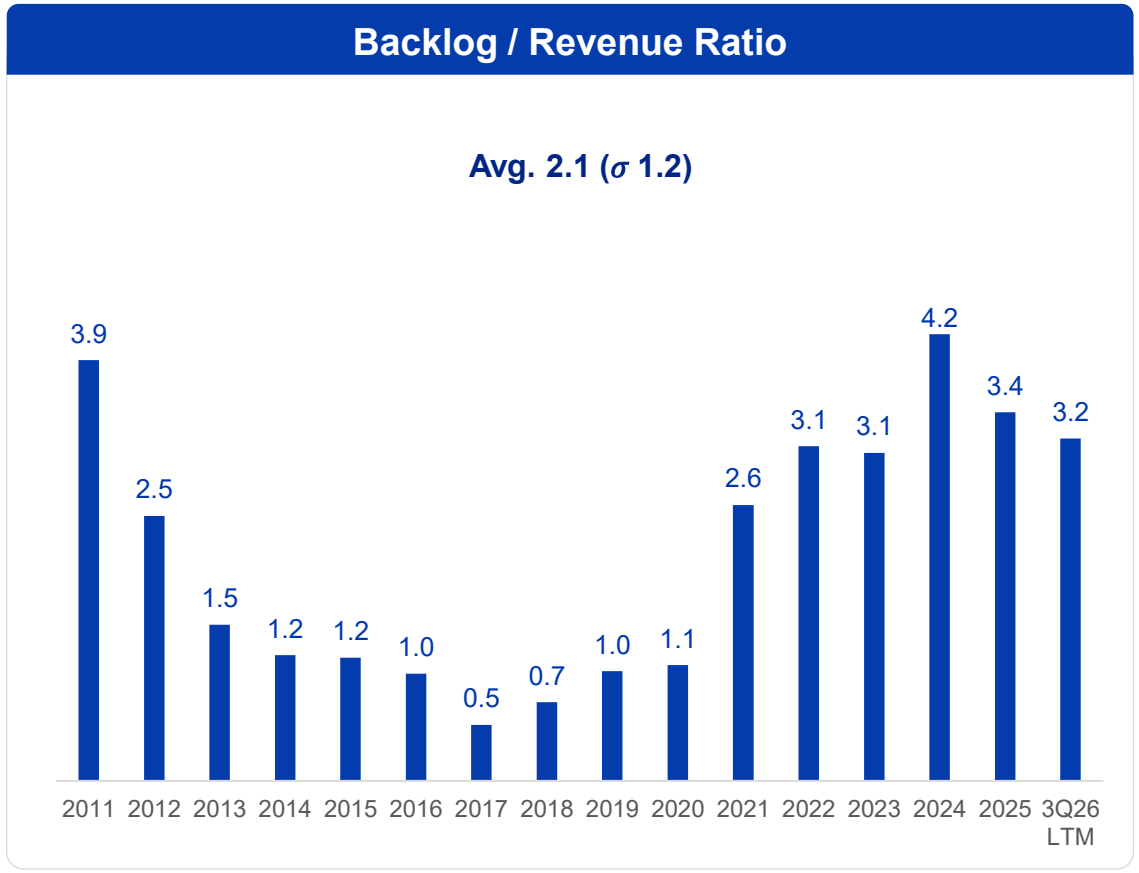


Revenue and EBIT Margin



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

Backlog / Revenue Ratio



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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



23,370

FLIGHT HOURS THROUGH OCTOBER 2026

99%

COMPLETION RATE(1)

16 aircraft in service

8	Brazil	1ST DELIVERY IN 2019
4	Portugal	1ST DELIVERY IN 2023
2	Hungary	1ST DELIVERY IN 2024
1	Czech Rep	1ST DELIVERY IN 2026
1	Uzbekistan	1ST DELIVERY IN 2026(2)

Note: (1) Rate of successful missions, once launched. (2) November: Undergoing training with customer crew in-country

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KC-390 MILLENNIUM MARKET MOMENTUM

Right Product, Right Timing

+60
FIRM ORDERS & SELECTIONS

+26
OPTIONS



2014	2019	2020	2023	2024		2025	2026	
18	5	2	3	5	4	+1	10	3
Brazil *Launch Customer*	***Portugal***	***Hungary***	***South Korea***	***The Netherlands***	***Austria***	***Portugal***	***UAE***	***Greece***
				2	2	4	2	
				Czech Rep.	***Uzbekistan***	***Sweden***	***Colombia***	

Aircraft Selected by ***Lithuania*** ***Slovakia***

Options ***The Netherlands*** 9 ***Portugal*** 4 ***UAE*** 10 ***Greece*** 3

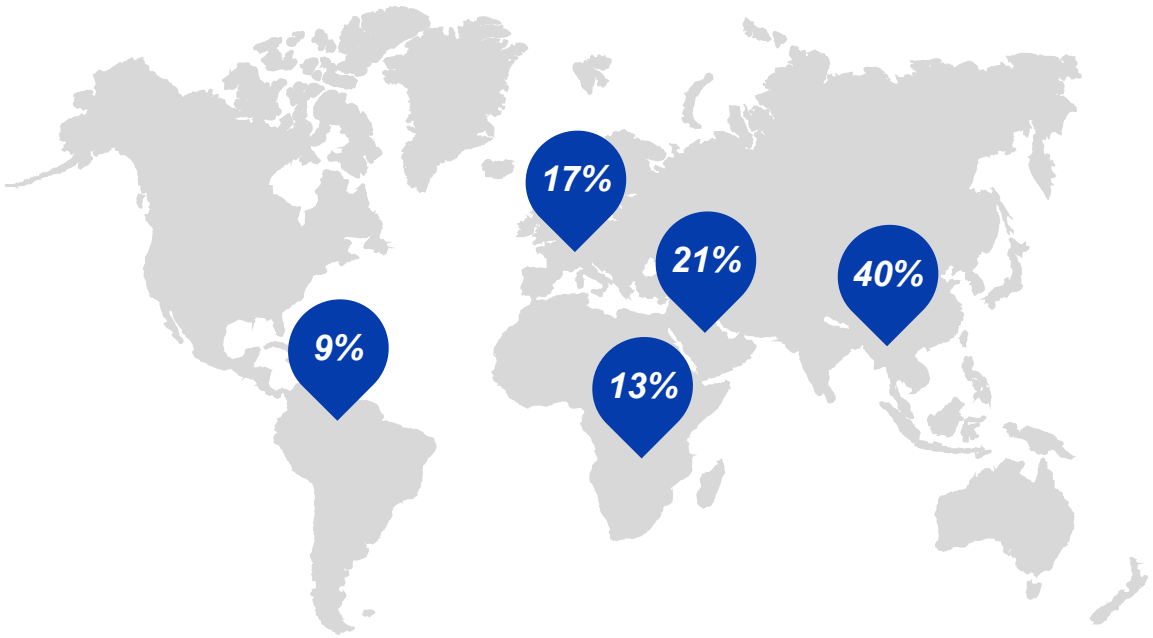
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KC-390 MILLENNIUM ADDRESSABLE MARKET

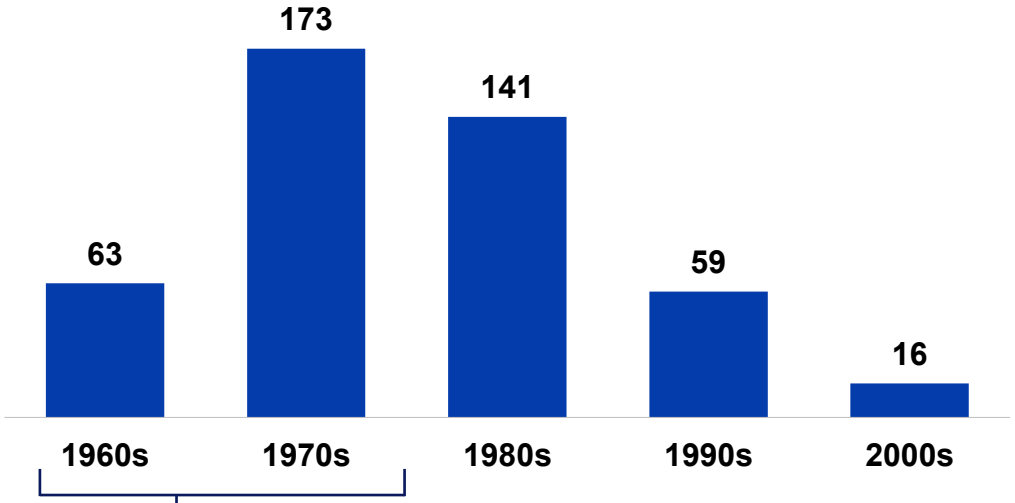
Right Product, Right Timing

ADDRESSABLE
MARKET
20 years

~450 AIRCRAFT



DELIVERY YEAR OF C-130's*



230+ AIRCRAFT

OVER 45 YEARS OLD

DUE FOR REPLACEMENT NOW

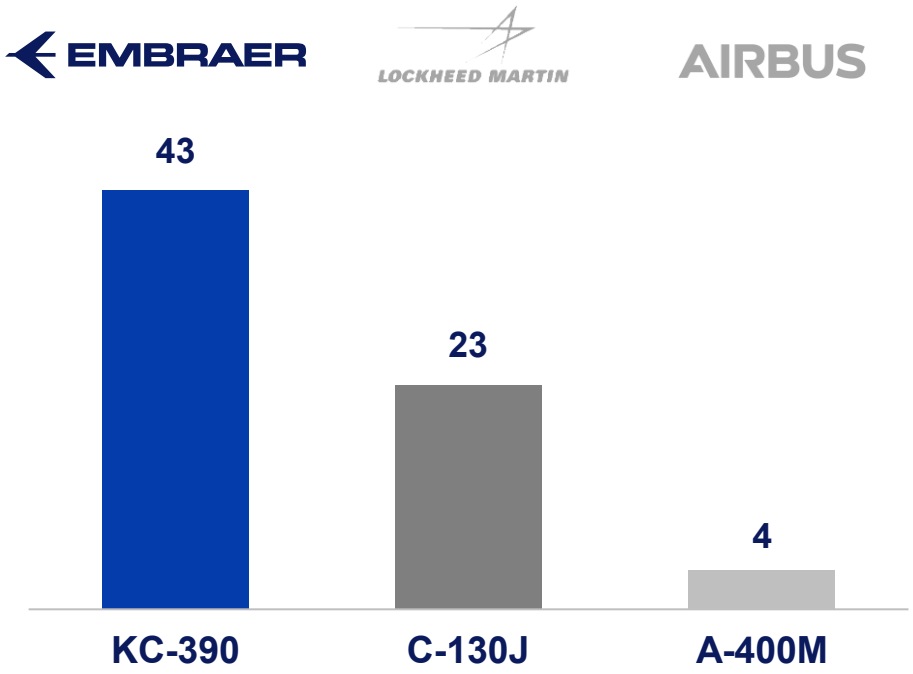
Note: doesn't include U.S.A., Russia, China, Ukraine, North Korea, Cuba and Japan. (*) Countries/ Operators that are part of the KC-390 Addressable Market.

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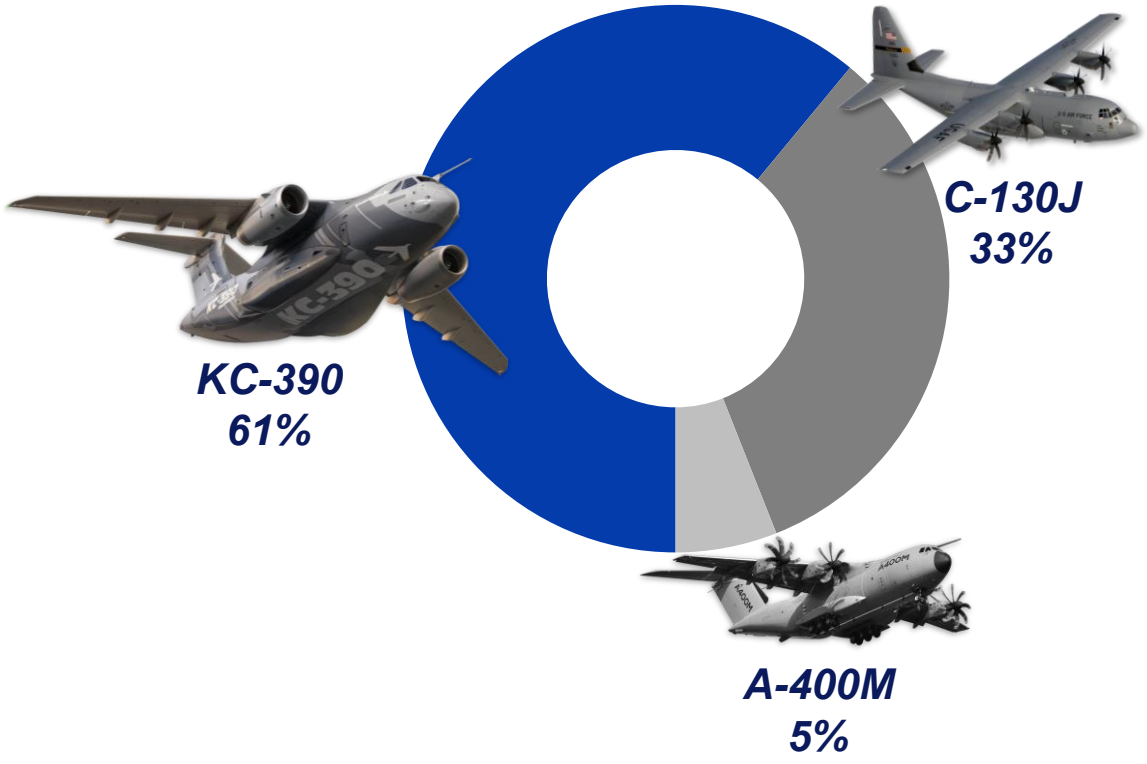
KC-390 MILLENNIUM MARKET SHARE

2019-2026

INTERNATIONAL SALES



KC-390 MARKET LEADER



Note: domestic sales not included.

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KC-390 MILLENNIUM COMPETITION OVERVIEW

Transport Aircraft[1]



Note: (1) Showing main competitors only. C-295, C-27J, Y8/Y9 and C2 are still being monitored.

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A-29 SUPER TUCANO

MULTI-MISSION AIRCRAFT



LAA
Light Attack



ARA
Armed Reconnaissance



TTA
Tactical Trainer



C-UAS
Counter UAS

A-29 SUPER TUCANO

Worldwide presence



22
OPERATORS

300 +
AIRCRAFT ORDERED

+634,000
FLIGHT HOURS

+60,000
COMBAT HOURS

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

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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 ***2025***

6	4	12	1	6	5	4	1
Paraguay	*Undisclosed*	*Portugal*	*Uruguay*	*Philippines*	*Uruguay*	*Panama*	SIERRA NEVADA CORPORATION

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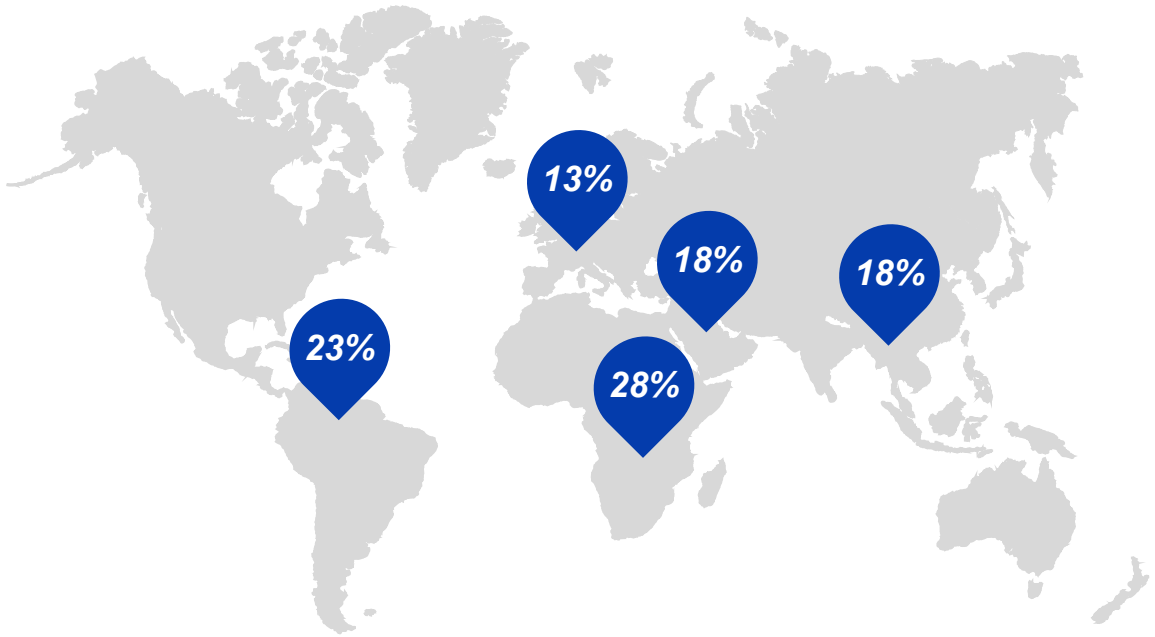
A-29 SUPER TUCANO ADDRESSABLE MARKET

Relevant mission set, value to operators



ADDRESSABLE
MARKET
20 years

~500 AIRCRAFT



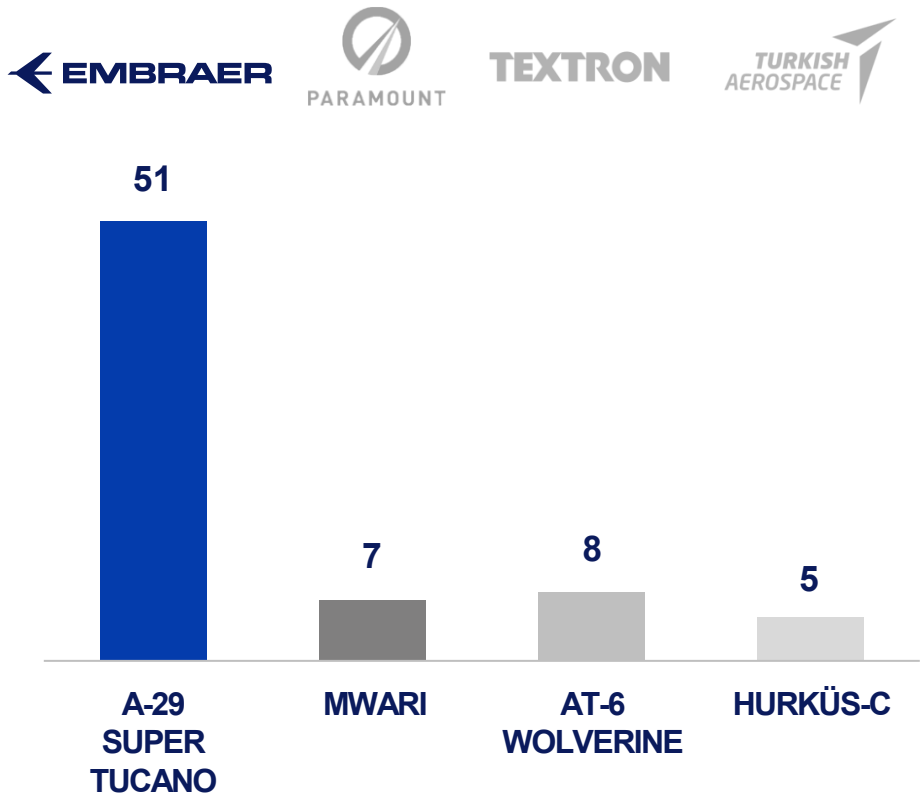
Note: Doesn't include USA, Russia, China, Ukraine, North Korea, Cuba and Japan.

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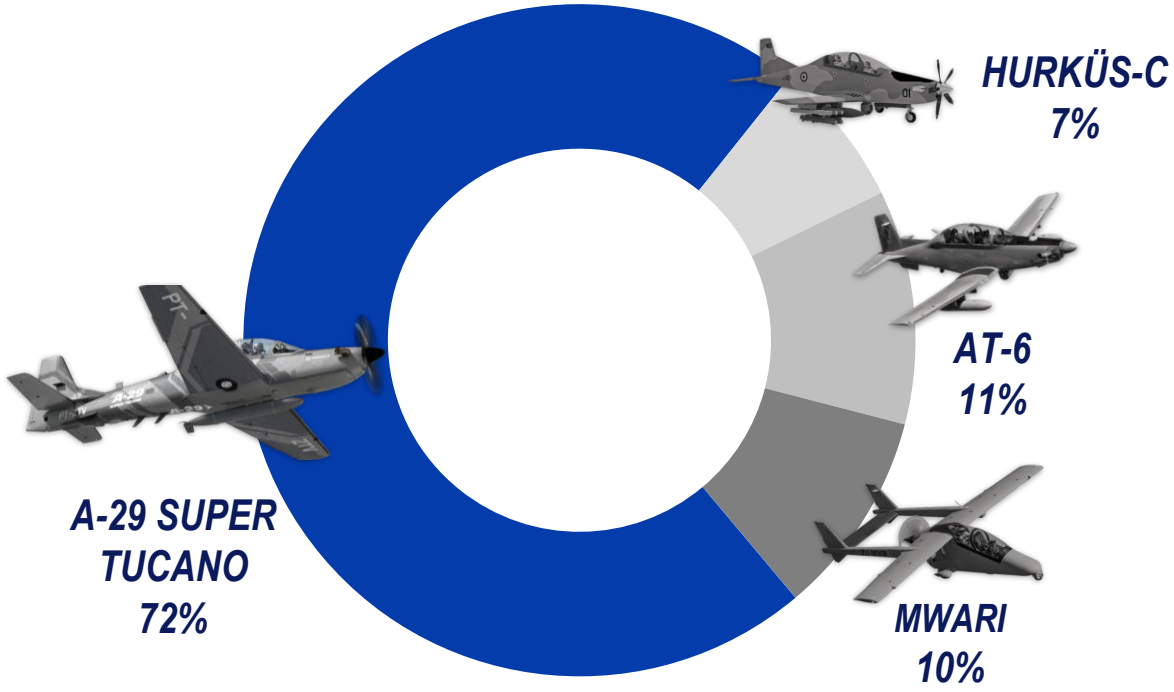
A-29 SUPER TUCANO MARKET SHARE

2019-2026

INTERNATIONAL SALES



CONTINUOUS LEADERSHIP



Note: domestic sales not included.

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A-29 SUPER TUCANO COMPETITION OVERVIEW

Leading the market

	 A-29	 AT-6	 HURKÜS-C	 SKY WARDEN	 MWARI
Manufacturer	EMBRAER	TEXTRON	TURKISH AEROSPACE	L3HARRIS™	PARAMOUNT
Units Ordered	303	8	5	53(1)	7
Number of Operators	22	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

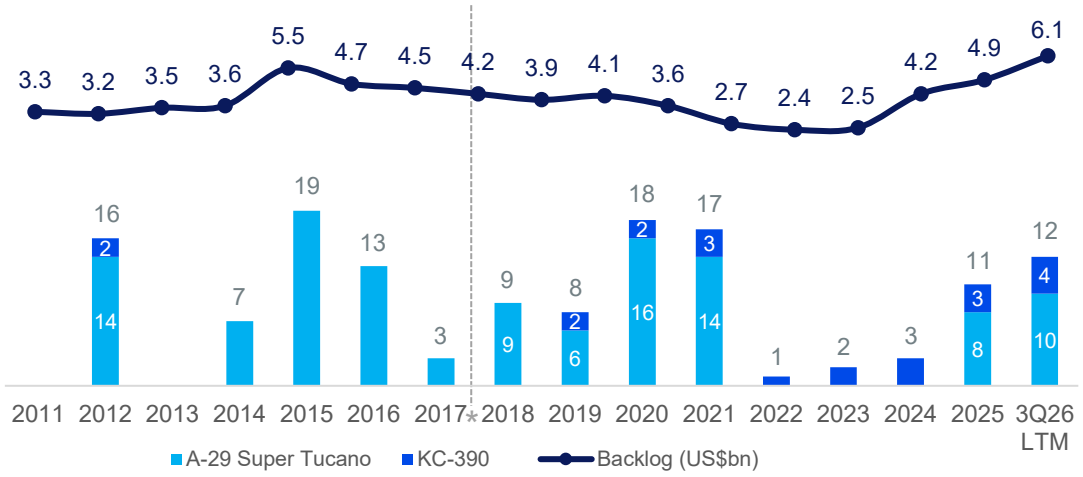
Market Leader!

(1) Fleet reduced from 75 to 62, then 53 aircraft. Analysis: Embraer Defense and Security Market Intelligence. Source for orders / operators: Cirium database.

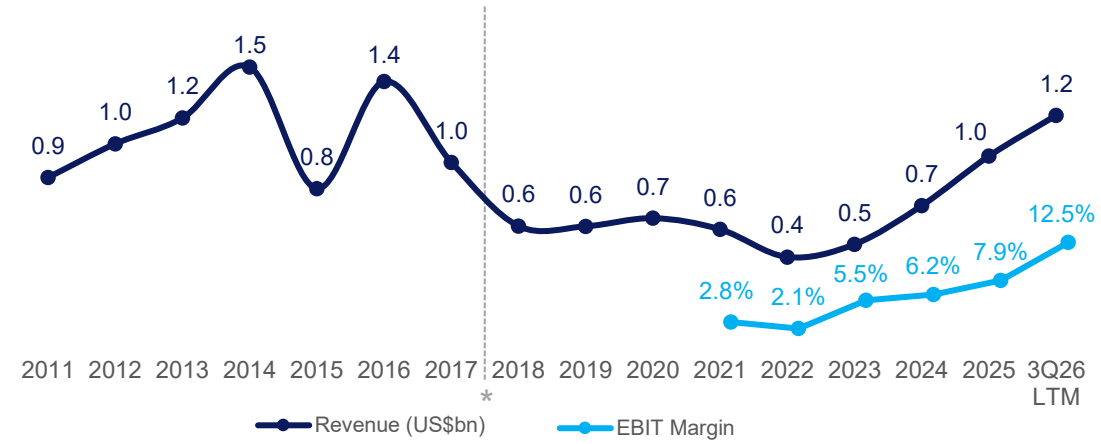
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DEFENSE & SECURITY BACKLOG

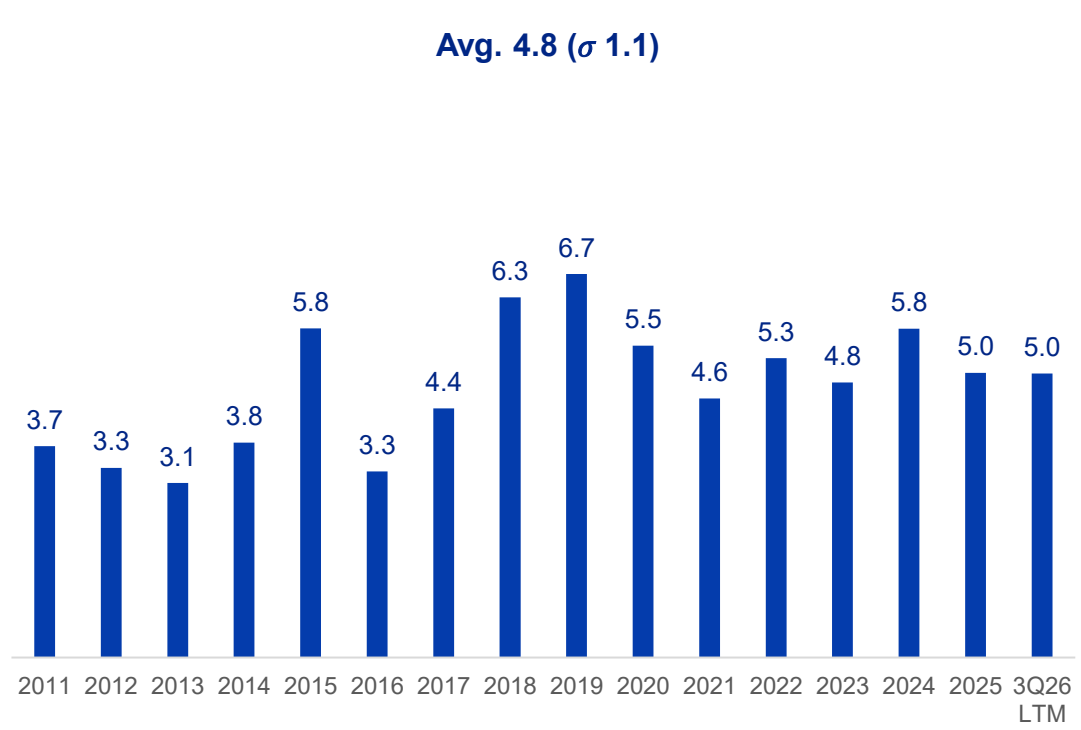
Backlog and Deliveries



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.

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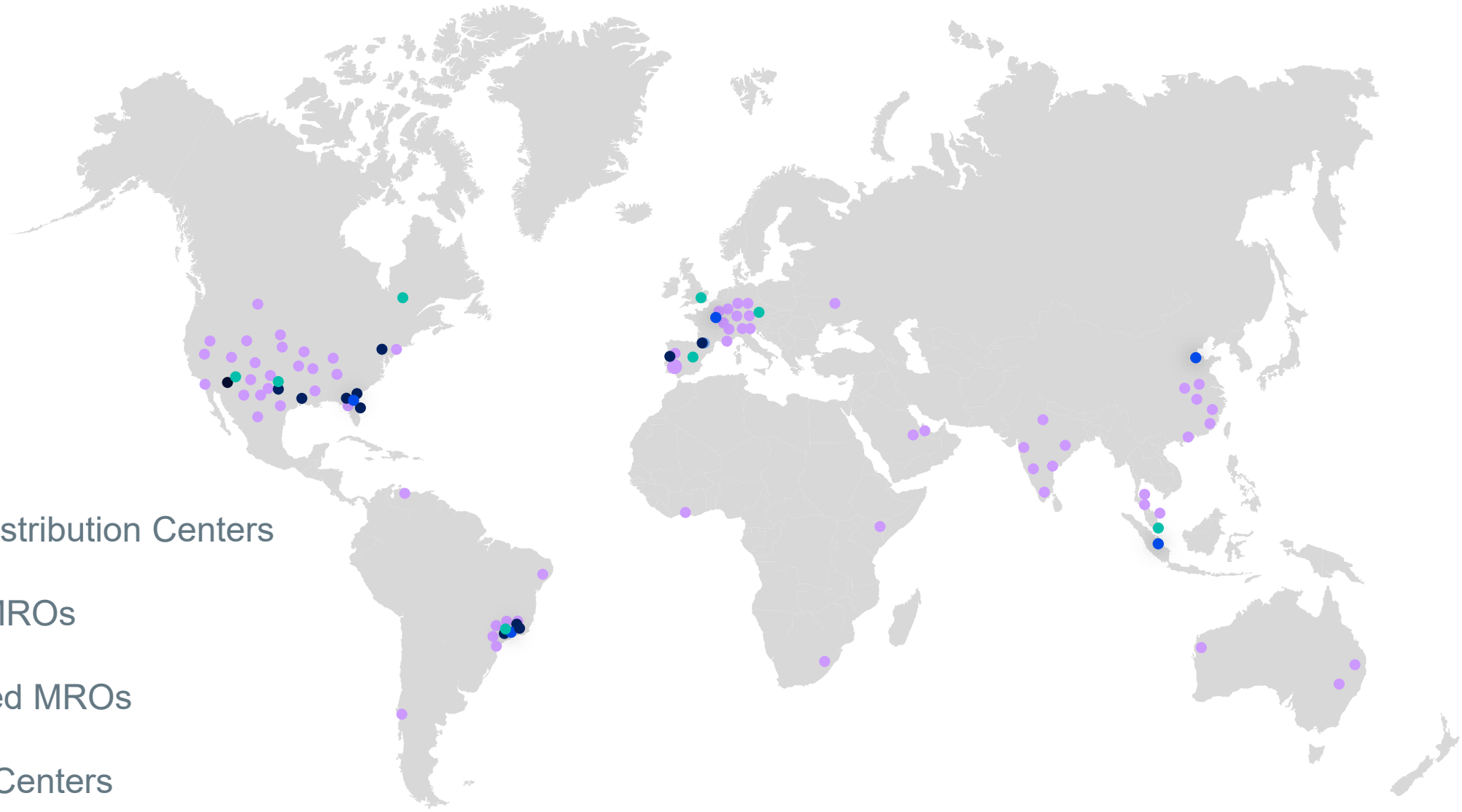
EMBJ
B3 LISTED NM

EMBJ
LISTED
NYSE

SERVICES & SUPPORT



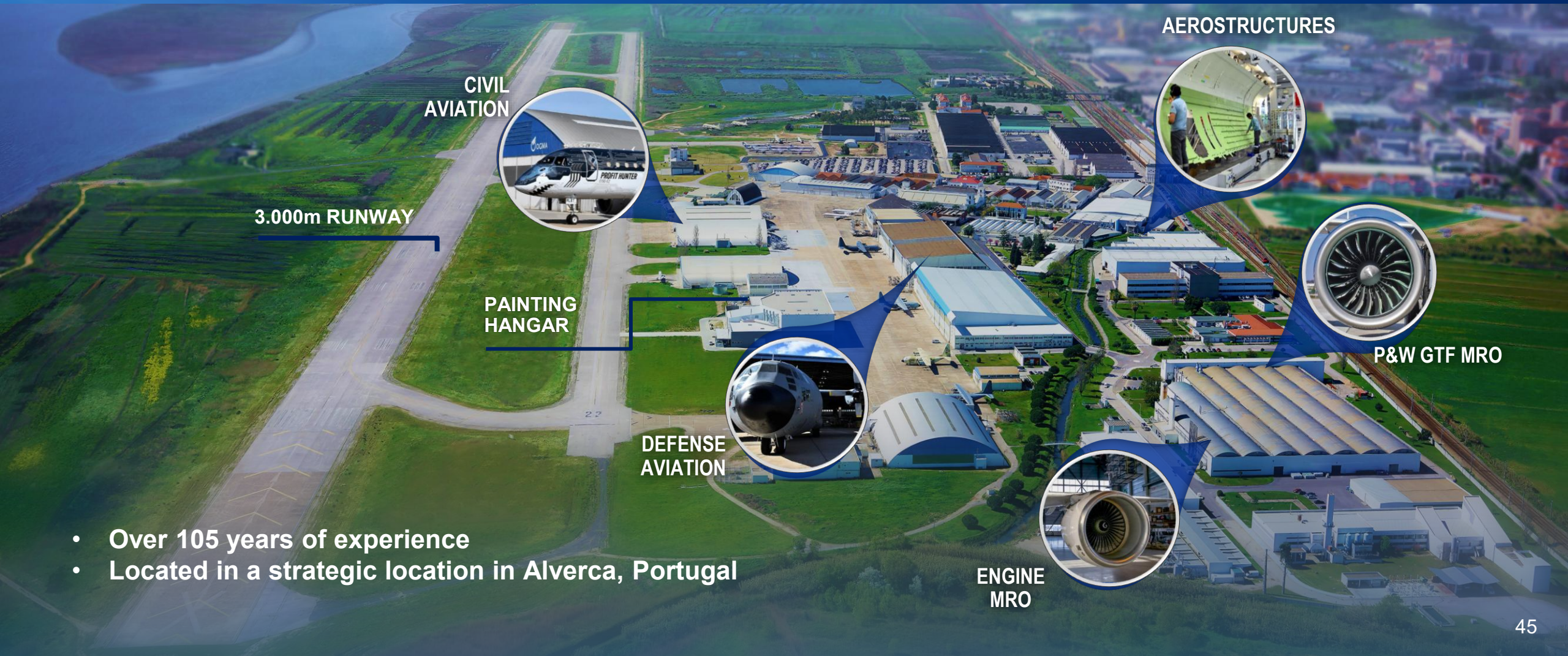
WE ARE GLOBAL



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

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ONE SITE, A WORLD OF CAPABILITIES



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

SERVICES & SUPPORT

Elevating Customer Experience

Our Portfolio



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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

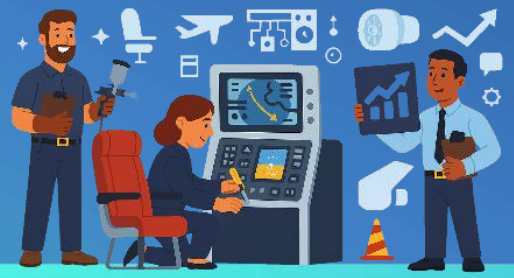
Cabin Interior
Systems Upgrades
Performance Enhancements

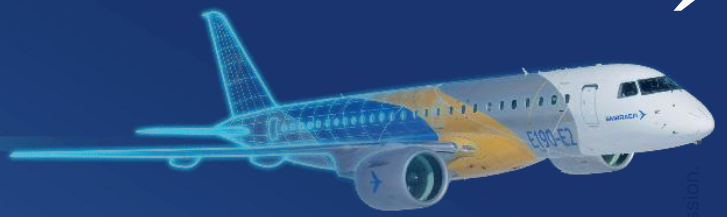


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Ownership Transition

Remarketing Services
Aircraft Enhancements
Engineering Services
Training









Alternative Solutions

Part-Out
Cargo conversion
Medevac
Special mission



OGMA

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2025 AEROSPACE & DEFENSE AFTERMARKET BUSINESS



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

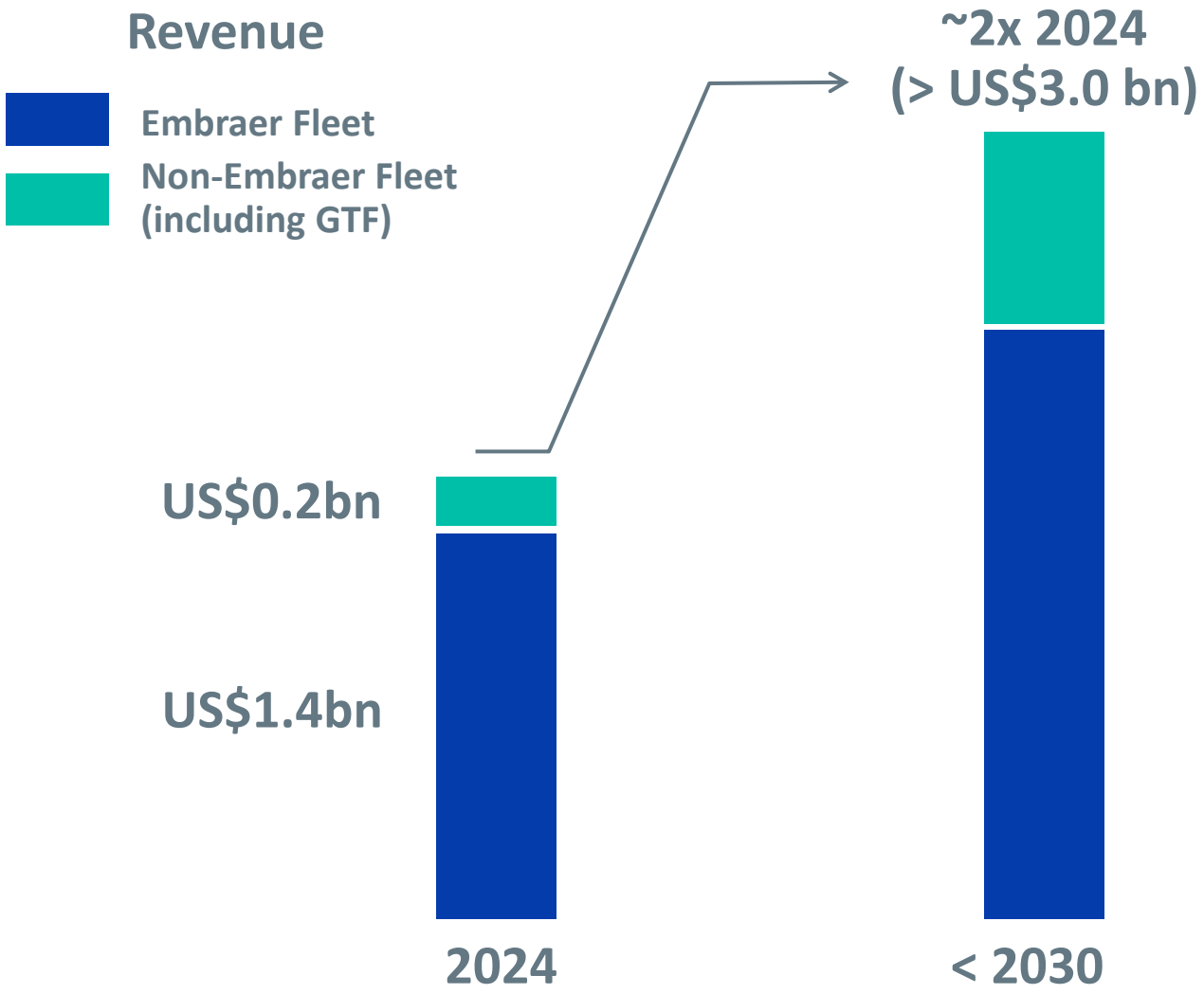
- All operators' expenses to keep Embraer aircraft flying throughout its lifecycle.

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.

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FLIGHT PLAN TO THE FUTURE



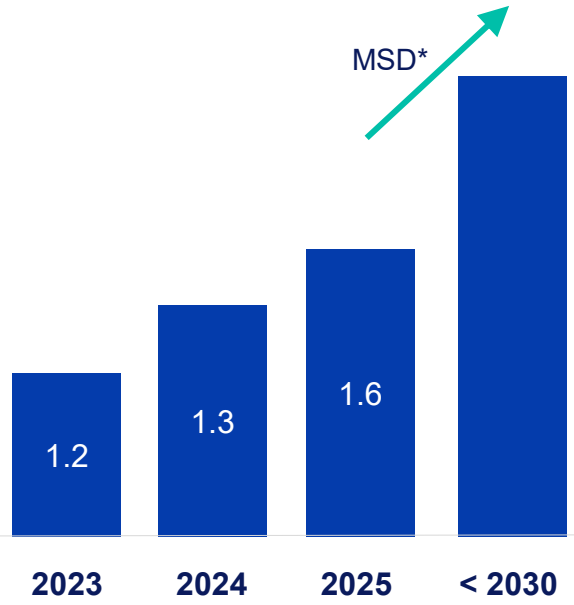


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FLIGHT PLAN TO THE FUTURE

Embraer Fleet

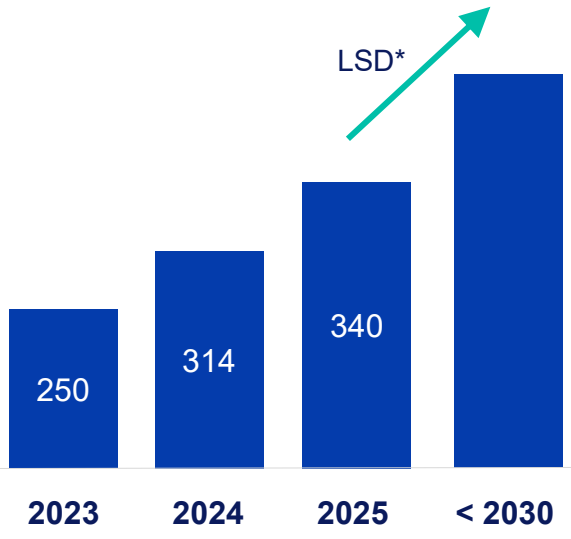
(Net Rev. US$bn)



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

Non-Embraer Fleet *

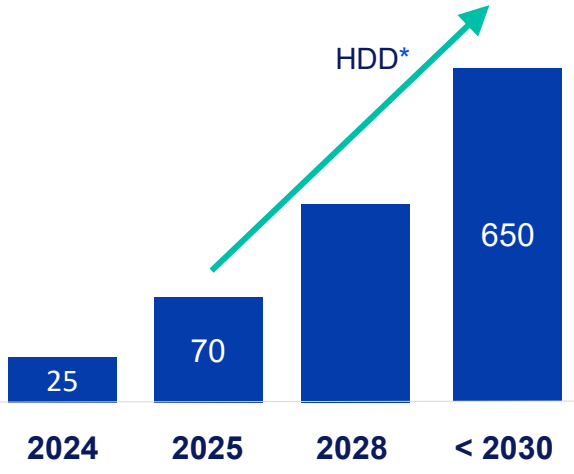
(Net Rev. US$m)



- Potential market ~ US$50 bn
- Component Repair

GTF

(Net Rev. US$m)



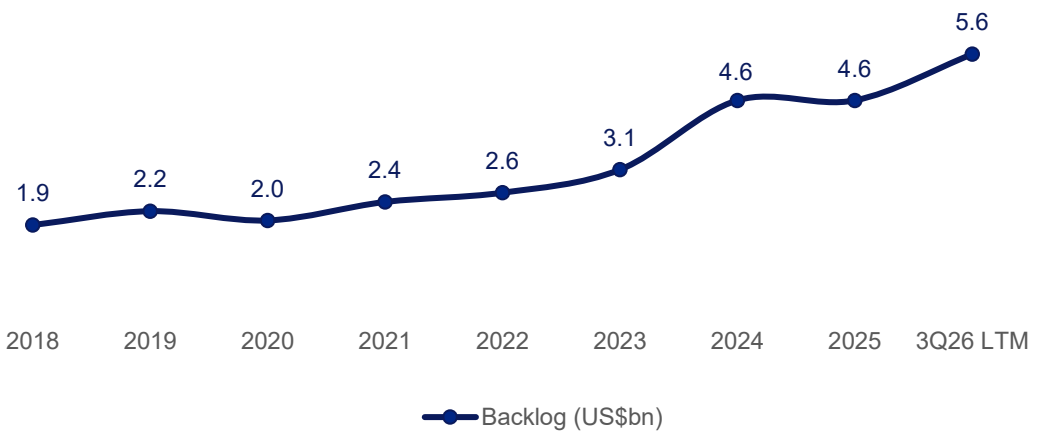
- US$15 bn contract in 30y
- PW 1100 engine (2024)
- PW 1900 engine (2027)

* Non-Embraer Fleet information includes revenues derived from the GTF contract. CAGR: MSD: Middle Single Digit. LSD: Low Single Digit. HDD: High Double Digit

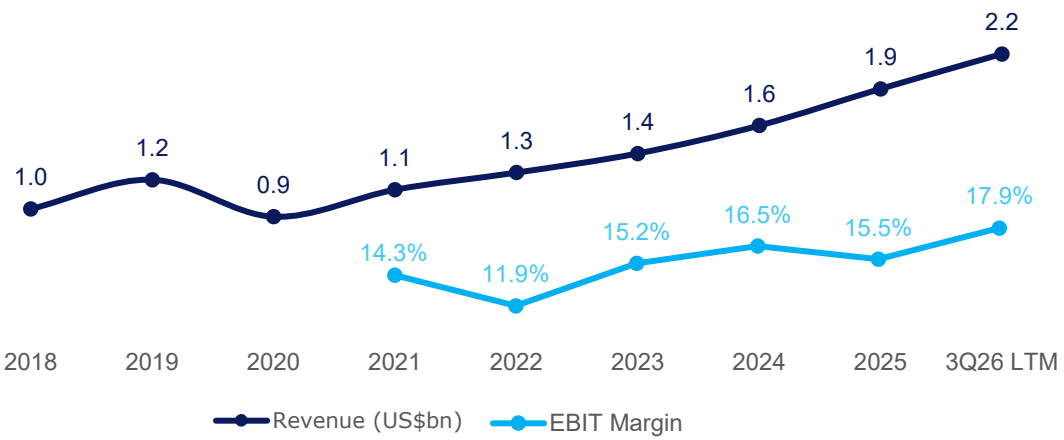
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SERVICES & SUPPORT BACKLOG

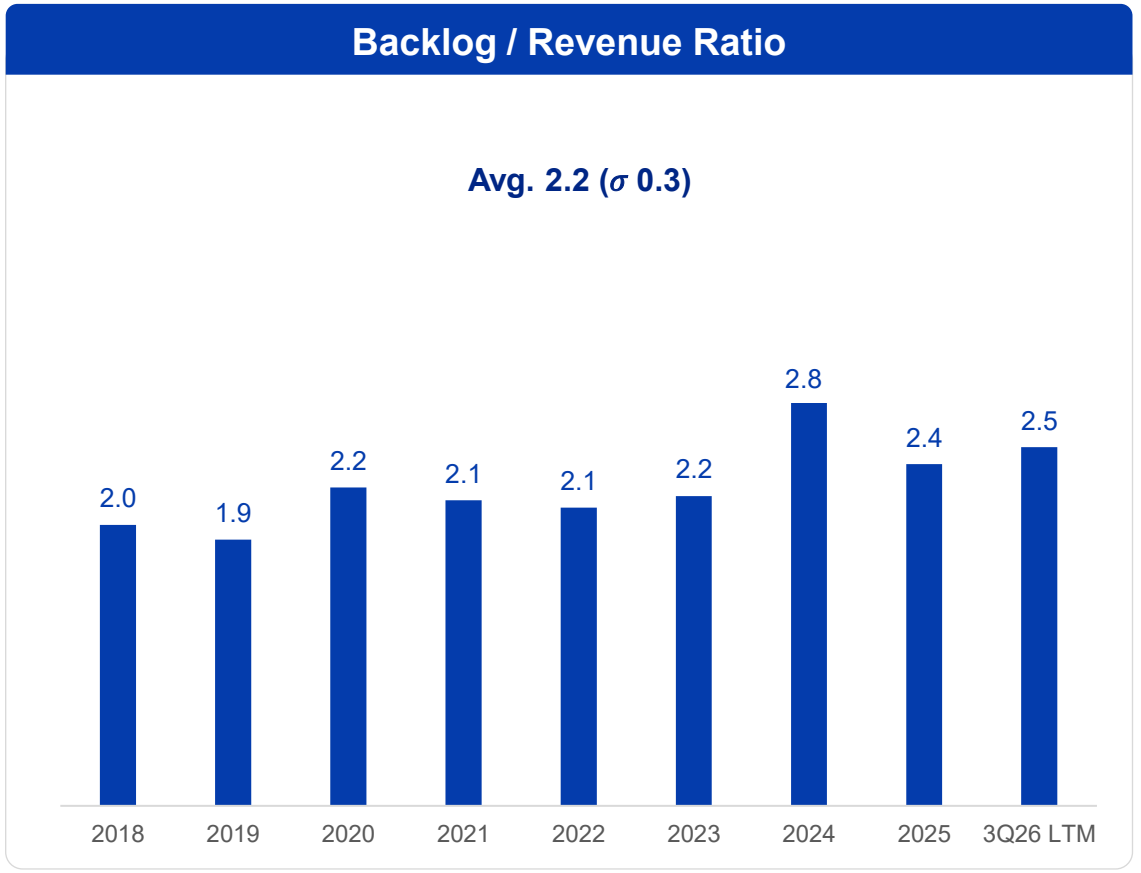
Backlog and Deliveries



Revenue and EBIT Margin



Backlog / Revenue Ratio



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

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Smarter, safer and greener.



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EVE BACKLOG



~2.5K Pre-ordered eVTOLs (Firm + LOIs)

112 Under Binding Agreement**

~1.1K eVTOLs with service contracts

~$12.6B Pre-order Book Value*

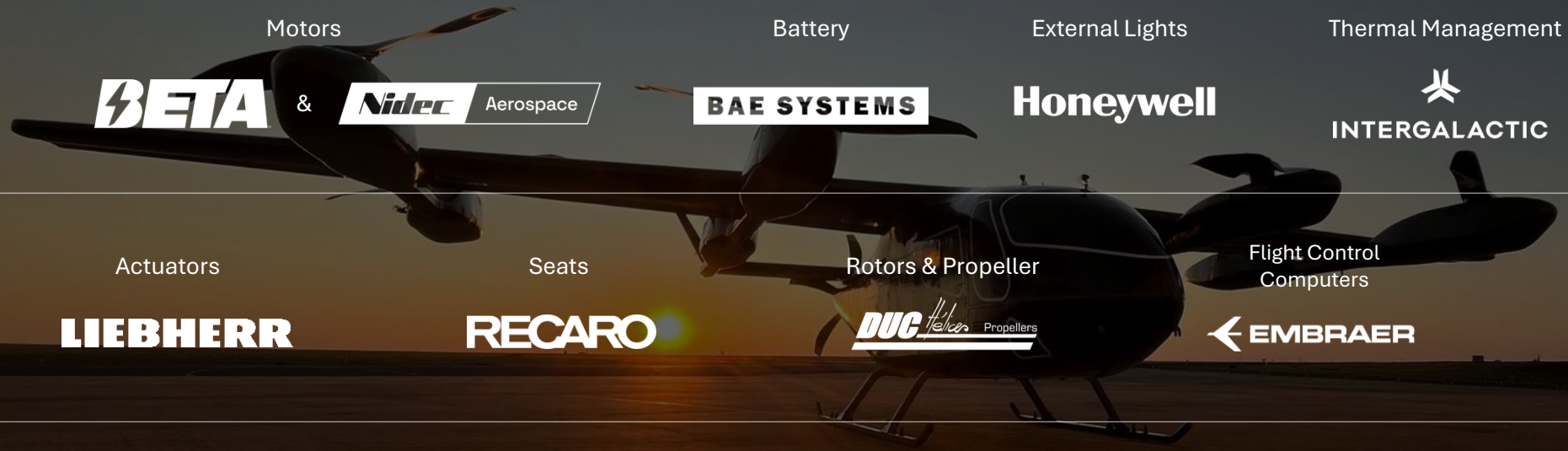
~$560M Under Binding Agreement*

~$1.5B TechCare contracts

* Based in list price. ** Includes options.

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WORLD-CLASS DEVELOPMENT PROGRAM PARTNERS



Motors	Battery	External Lights	Thermal Management	Avionics
BETA & Nidec Aerospace	BAE SYSTEMS	Honeywell	INTERGALACTIC	GARMIN

Actuators	Seats	Rotors & Propeller	Flight Control Computers	Control Surfaces
LIEBHERR	RECARO	DUC Helices Propellers	EMBRAER	FACC

Doors	Pylons	Fuselage Components	Fuselage Components	Windows
LATÉCOÈRE	KAI	ALLTEC	RALLC usinagem & composto	KASIGLAS® Sicherheit mit Durchblick

Wing	Sensors	Pilot Control	Interior	Power Distribution Systems
ACITURRI TECH	THALES	CROUZET	DIEHL Aviation	ASE AEROSPACE ELECTRICAL SYSTEMS

ENGINEERING PROTOTYPE FLIGHT CAMPAIGN

ON-TRACK, RELIABLE AND HIGH-QUALITY

73
TOTAL FLIGHTS

3h 06min
TOTAL FLIGHT TIME

170
POINTS VALIDATED

91% OF FLIGHT CAMPAIGN



PARTIAL TRANSITION PHASE → FULL TRANSITION BY YEAR END

HOVER PHASE

Flights up to 45 knots

Dec-25 Jan-26 Feb-26 Mar-26 Apr-26 May-26 Jun-26 Jul-26 Aug-26 Sep-26

0 20 40 60 80 100 120 140 160 180 200

Total flights — Validated points — Denotes two flights / day

As of November 5, 2026, timeline not to scale

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EVE FLIGHT CAMPAIGN

Ongoing and next steps

1st Flight

Dec. 2025 – 2Q2026

HOVER FLIGHTS

- Hover Flights Completed (~60 flights)
- Campaign in-line with Schedule
- Pusher & Actuators Final Ground Tests for Transition
- Load of Flight Control Computer Software Update for Transition

3Q2026

TRANSITION FLIGHTS

- Flights Above 30 knots
- Pusher, Actuators & Lifters Engaged
- Initial Transition Flights

4Q2026

FINAL TESTS

- Full Transition Flights
- Failure Simulation
- Response & Procedures
- Pilot in the Loop to Test Protocols

2027

CERTIFICATION PROTOTYPES



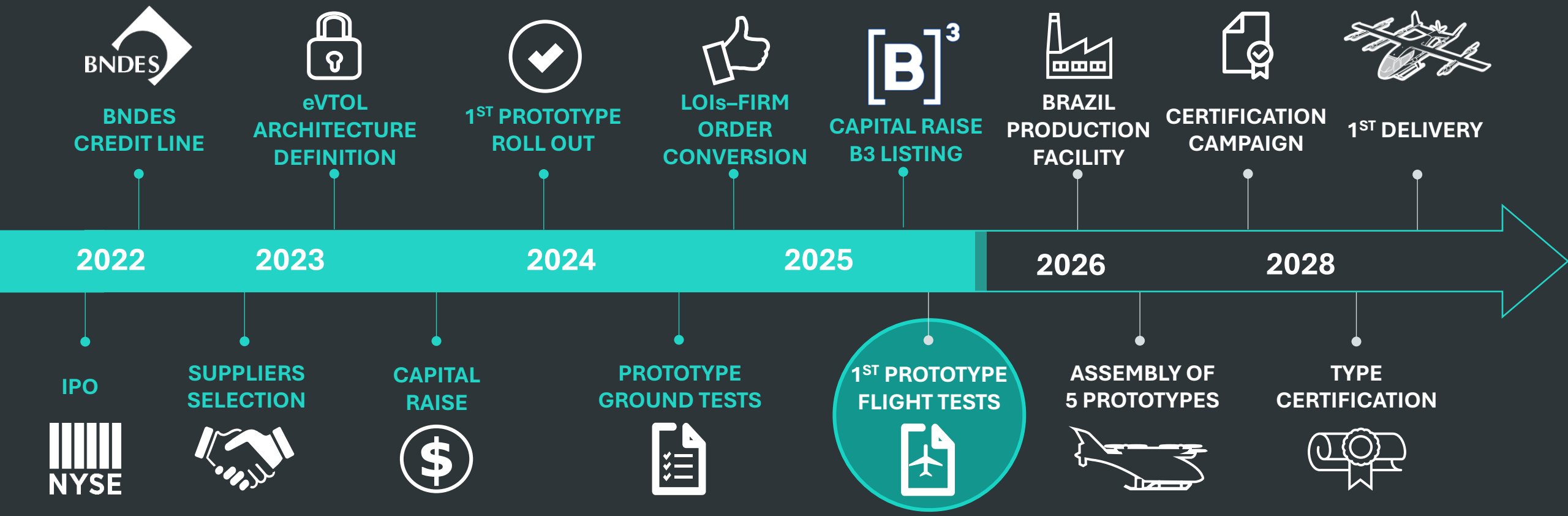
2028

TYPE CERTIFICATION

Suppliers' Final Design Review of Conforming Prototype

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PATH TO REVENUE & PROFITABILITY



Note: Timeline in graph not to scale.

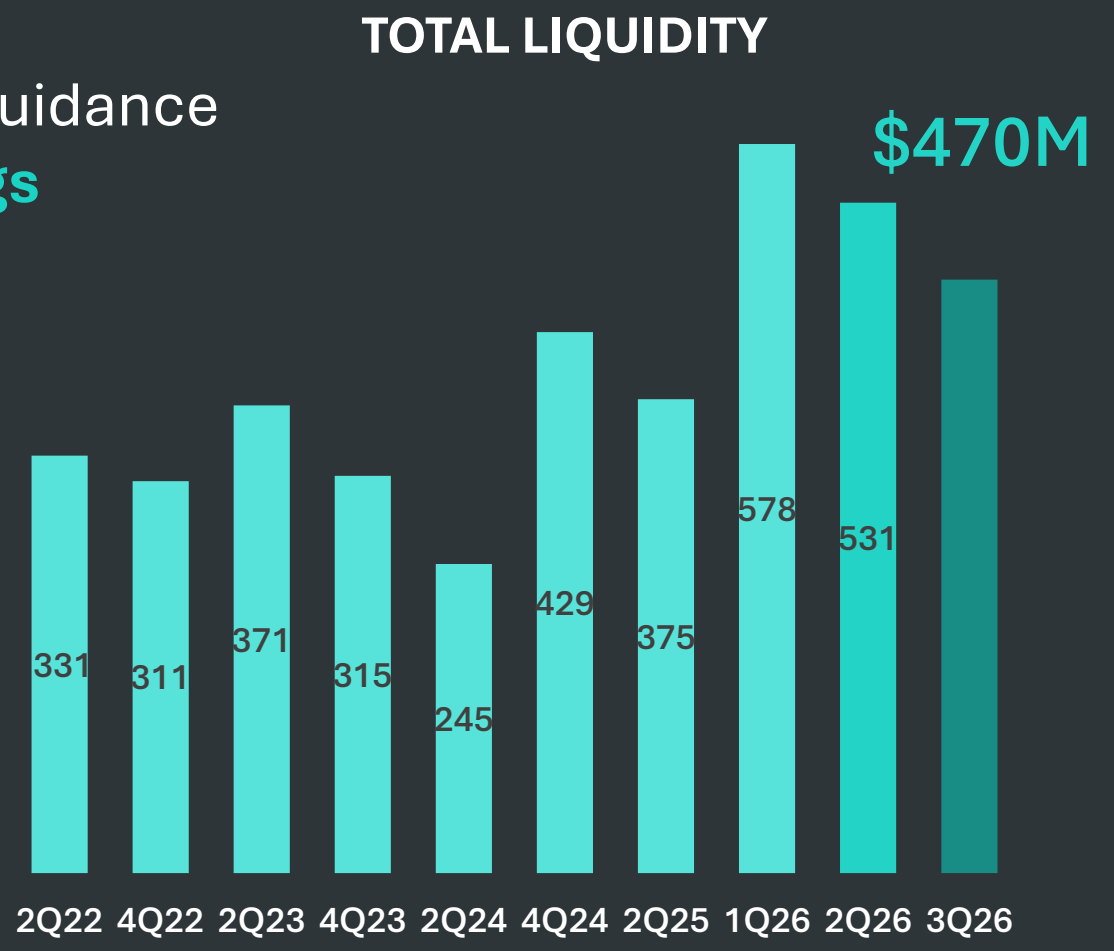
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CASH & LIQUIDITY

- 9M26 cash consumption of **$173 million**
- 2026 cash burn leaning towards low-end of guidance due to **Embraer synergies** & **Eve cost savings**
- Total liquidity of **$470 million** in 3Q26
- Eve funded through **2028**

2026 Expected Cash Consumption

~$225 to 275 million



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~$1.2 BILLION RAISED SINCE 2022

NYSE | 2022
De-SPAC Combination with PIPE Investments

EMBRAER, UNITED, acciona, BAE SYSTEMS, SKYWEST INCORPORATED, bradesco, THALES, ROLLS ROYCE, Republic Airways, falko, AZORRA

~$390 million

NEW DEBT | 2025, 2026

BNDES, citi, BANCO DO BRASIL, EXIM EXPORT-IMPORT BANK OF THE UNITED STATES, itaú, MUFG

~$165 million

DEBT | 2023, 2024

BNDES, citi, Finep INOVAÇÃO E PESQUISA

~$290 million

EQUITY | 2024

EMBRAER, Nidec AEROSPACE A Nidec & Embraer Joint Venture, SPACE FLORIDA

+ FINANCIAL INVESTORS

~$96 million

NEW EQUITY | 2025

EMBRAER, BNDES

+ FINANCIAL INVESTORS

~$230 million

~$1.2
Billion raised in total

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ENVIRONMENTAL
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.

Learn more about our ESG initiatives in our **Annual Sustainability Report**.

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ESG COMMITMENTS 2026 ONWARDS

ENVIRONMENTAL

Scope 1 + 2 (Direct emissions from operations + indirect emissionsfrom 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.

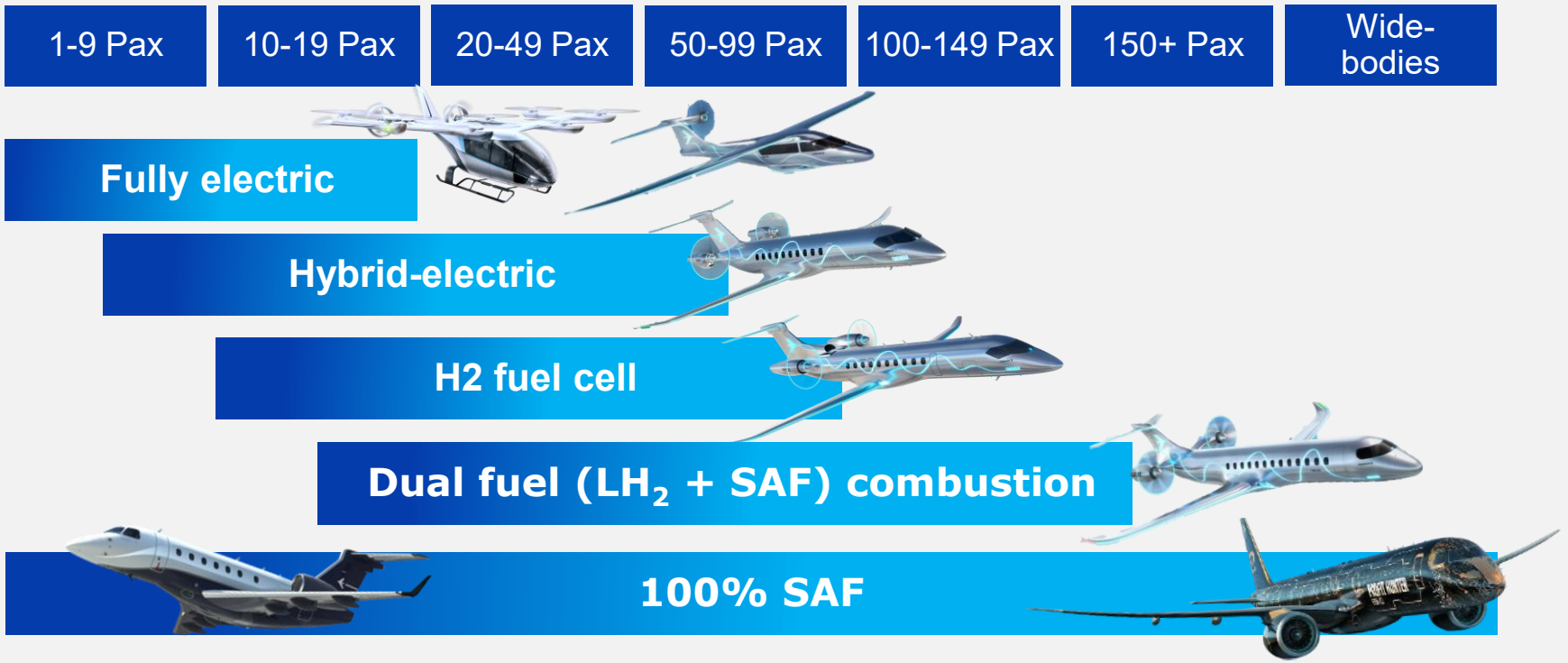
GOVERNANCE

- Maintain the highest international standards of governance.

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SUSTAINABILITY – TECHNOLOGY APPLICABILITY

The mission defines the architecture



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Great Place To Work®

Certified

SEP 2026-SEP 2027

BRAZIL ™

APPENDIX 1

HISTORICAL FINANCIAL INFORMATION

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INCOME STATEMENT

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

CONSOLIDATED STATEMENTS OF INCOME	2022	2023	2024	2025	3Q26LTM
REVENUE	**4,540**	**5,269**	**6,395**	**7,578**	**8,681**
Costs of sales and services	(3,628)	(4,359)	(5,242)	(6,249)	7,084
GROSS PROFIT	**912**	**910**	**1,153**	**1,329**	**1,597**
Administrative	(185)	(205)	(199)	(214)	(223)
Selling	(274)	(315)	(310)	(339)	(357)
Expected credit losses over financial assets and contract assets	(17)	10	(21)	(4)	2
Research	(110)	(90)	(55)	(74)	(107)
Other operating income	-	-	266	101	134
Other operating expense	(445)	(6)	(163)	(185)	(211)
Equity in income (losses) of associates	9	10	(4)	(7)	(8)
EBIT	**(111)**	**315**	**668**	**608**	**827**
Financial income (expense), net	(124)	(193)	(104)	(299)	(275)
Foreign exchange gain (loss), net	28	(1)	(6)	(41)	(13)
PROFIT BEFORE TAX ON INCOME	**(206)**	**121**	**557**	**268**	**539**
Income tax (expense) income	2	44	(202)	91	(132)
NET INCOME	**(204)**	**164**	**355**	**359**	**407**
Aircraft deliveries	159	181	206	244	266
Depreciation and Amortization	189	212	213	232	266
EBITDA	**78**	**526**	**881**	**840**	**1,093**

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CASH FLOW

(In millions of U.S. dollars)

CONSOLIDATED STATEMENTS OF CASH FLOWS	2022	2023	2024	2025	3Q26LTM
OPERATING ACTIVITIES					
Net income	(204)	164	355	359	407
Depreciation and amortization expenses	210	242	244	260	266
EVEX Transaction	239	-	-	-	-
Accrued interest	201	190	175	111	114
Others	(54)	(125)	281	(27)	160
Changes in assets:					
Financial investments	181	23	(118)	87	(315)
Derivative financial instruments	(6)	21	(42)	(19)	25
Accounts receivable	(1)	(5)	(159)	26	(138)
Others	183	106	136	74	844
1.NET CASH GENERATED BY (USED IN) OPERATING ACTIVIES	**751**	**617**	**871**	**870**	**1,362**
INVESTING ACTIVITIES					
Acquisition of property, plant and equipment	(136)	(239)	(200)	(187)	(242)
Additions to intangible assets	(120)	(192)	(266)	(297)	15
Others	147	(17)	(134)	(128)	(323)
2.NET CASH GENERATED BY (USED IN) INVESTING ACTIVIES	**(110)**	**(448)**	**(600)**	**(612)**	**(550)**
FINANCING ACTIVITIES					
Proceeds from loans and financing	145	2,001	775	2,957	1,775
Repayment of loans and financing	(962)	(2,332)	(1,155)	(2,814)	(1,729)
Receipt in the offering of subsidiary shares	-	-	-	-	-
Others	147	(18)	44	3	(431)
3.NET CASH GENERATED BY (USED IN) FINANCING ACTIVITIES	**(669)**	**(349)**	**(336)**	**146**	**(385)**
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE PERIOD	**1,839**	**1,816**	**1,626**	**1,563**	**1,950**
Increase (decrease) in cash and cash equivalents in the year	(27)	(179)	(64)	404	(475)
Effects of exchange rate changes on cash and cash equivalents in the year	4	(10)	1	(18)	11
CASH AND CASH EQUIVALENTS AT THE END OF THE PERIOD	**1,816**	**1,626**	**1,563**	**1,950**	**1,486**

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BALANCE SHEET

(In millions of U.S. dollars)

ASSETS	2021	2022	2023	2024	2025	3Q26
CURRENT						
Cash and cash equivalents	1,818	1,817	1,629	1,563	1,950	1,497
Financial investments	751	494	522	640	676	1,083
Trade accounts receivable	189	203	218	321	289	385
Derivative financial instruments	0	5	18	13	9	20
Customer and commercial financing	10	51	8	12	-	1
Contract assets	582	505	509	623	510	618
Inventories	1,986	2,329	2,636	2,936	3,267	3,791
Income tax and Social Contribution	115	106	203	142	79	124
Other assets	425	246	313	263	370	431
TOTAL CURRENT ASSETS	**5,876**	**5,757**	**6,055**	**6,512**	**7,150**	**7,949**
NON-CURRENT						
Financial investments	66	170	170	348	289	184
Contract assets	-	1	2	1	52	41
Trade accounts receivable	-	2	3	2	2	-
Derivative financial instruments	-	6	-	-	-	3
Customer and commercial financing	22	50	54	20	8	11
Deferred income tax and social contribution	98	48	138	174	118	133
Other assets	126	135	141	173	313	346
Investments	4	12	28	44	30	35
Property, plant and equipment	1,688	1,649	1,771	1,941	2,131	2,228
Intangible assets	2,213	2,247	2,331	2,503	2,721	2,906
Right of use assets	60	65	88	105	106	102
TOTAL NON-CURRENT ASSETS	**4,279**	**4,386**	**4,727**	**5,312**	**5,770**	**5,988**
TOTAL ASSETS	**10,155**	**10,142**	**10,783**	**11,824**	**12,920**	**13,937**

(In millions of U.S. dollars)

LIABILITIES & SHAREHOLDERS' EQUITY	2021	2022	2023	2024	2025	3Q26
CURRENT						
Trade accounts payable	495	740	787	966	1,117	1,387
Trade accounts payable - Supplier finance	15	28	38	43	63	58
Loans and financing	574	309	127	114	105	107
Lease liabilities	12	12	14	19	21	25
Other payables	241	320	332	360	610	970
Contract Liabilities	1,205	1,469	1,919	2,563	2,563	3,106
Derivative financial instruments	3	57	86	72	38	17
Taxes and payroll charges and Income tax	40	154	243	172	71	218
Others	109	129	137	144	254	199
TOTAL CURRENT LIABILITIES	**2,829**	**3,217**	**3,666**	**4,416**	**4,762**	**6,085**
NON-CURRENT						
Loans and financing	3,453	2,895	2,759	2,377	2,489	2,197
Lease liabilities	52	59	82	93	97	92
Other payables	58	51	55	161	348	148
Contract Liabilities	309	495	622	721	872	1,085
Derivative financial instruments	3	40	40	32	26	27
Taxes and payroll charges and Income tax	10	17	18	16	17	16
Deferred income tax and social contribution	506	371	305	450	273	156
Others	121	173	168	163	367	262
TOTAL NON-CURRENT LIABILITIES	**4,551**	**4,101**	**4,078**	**4,063**	**4,347**	**3,983**
SHAREHOLDERS' EQUITY						
Capital	1,552	1,552	1,552	1,552	1,552	1,552
Treasury shares	(28)	(28)	(28)	(28)	(215)	(399)
Revenue reserves	1,302	1,116	1,280	1,624	1,879	1,879
Share-based remuneration	37	40	45	49	328	330
Retained earnings	-	-	-	-	-	249
Other comprehensive loss	(168)	(190)	(153)	(257)	(99)	(117)
Ttransactions with non controlling interest	(27)	77	91	136	-	-
EQUITY ATTRIBUTABLE TO OWNERS	**2,668**	**2,568**	**2,787**	**3,076**	**3,445**	**3,494**
Non-controlling interests	107	257	253	269	367	375
TOTAL EQUITY	**2,775**	**2,824**	**3,039**	**3,345**	**3,812**	**3,869**
TOTAL LIABILITIES AND SHAREHOLDRES' EQUI	**10,155**	**10,142**	**10,783**	**11,824**	**12,920**	**13,937**

APPENDIX 2

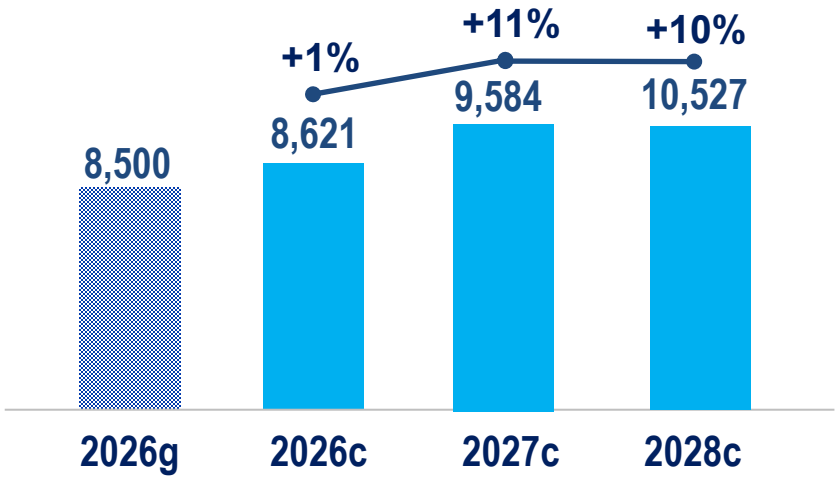
MARKET ESTIMATES, VALUATION & BOND YIELDS

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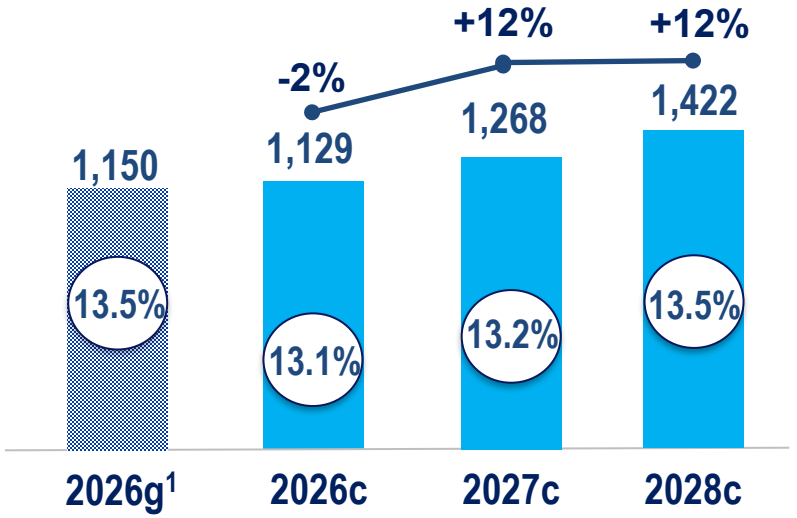
CONSENSUS ESTIMATES

(US$m)

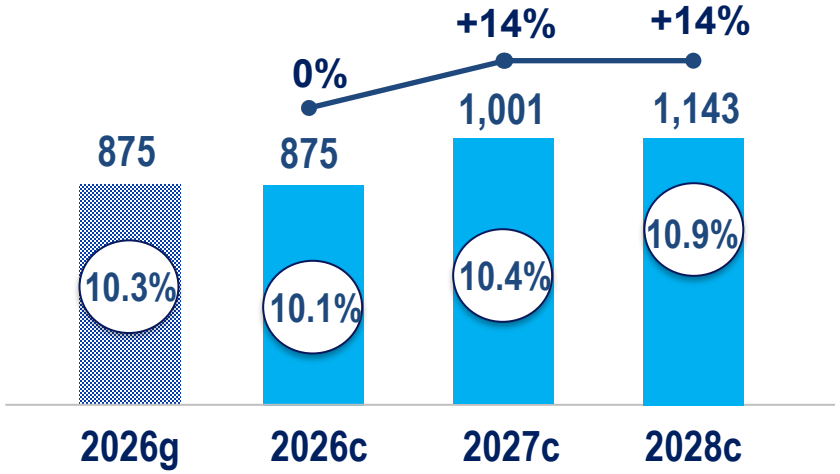
NET REVENUES



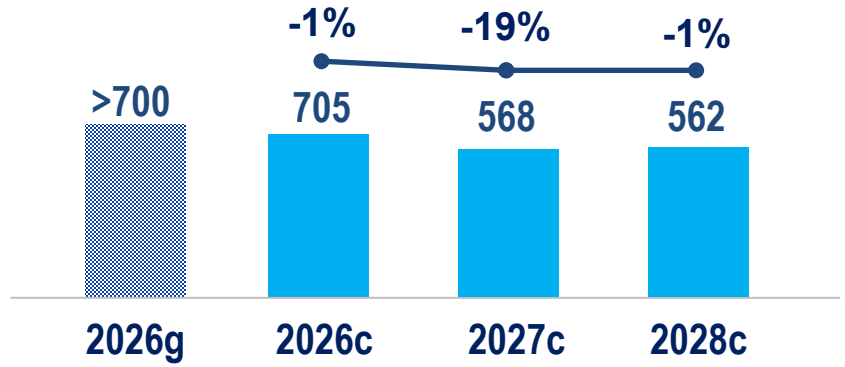
ADJ. EBITDA



ADJ. EBIT



FCF



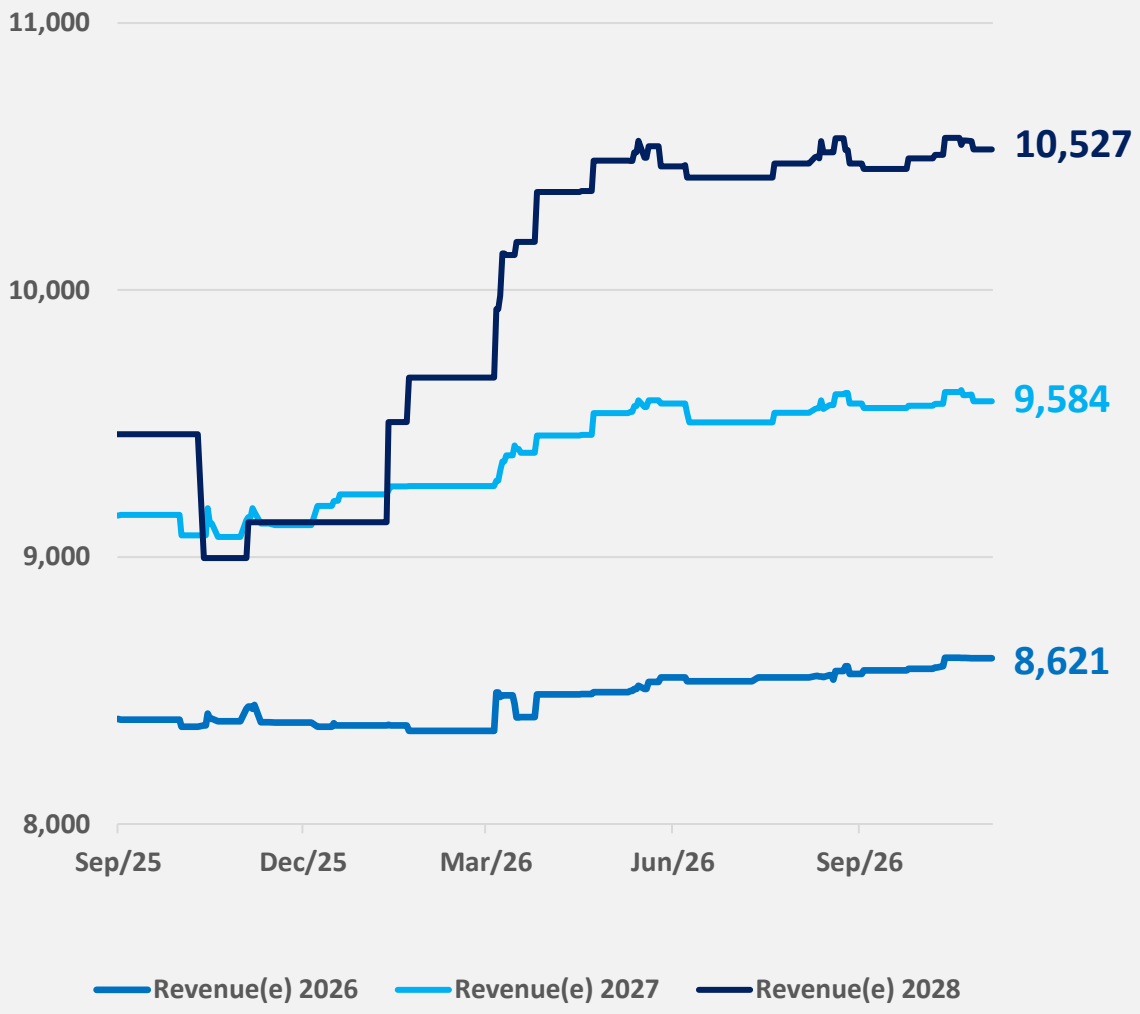
Mid-point company's guidance | Consensus market[2] | Yoy change

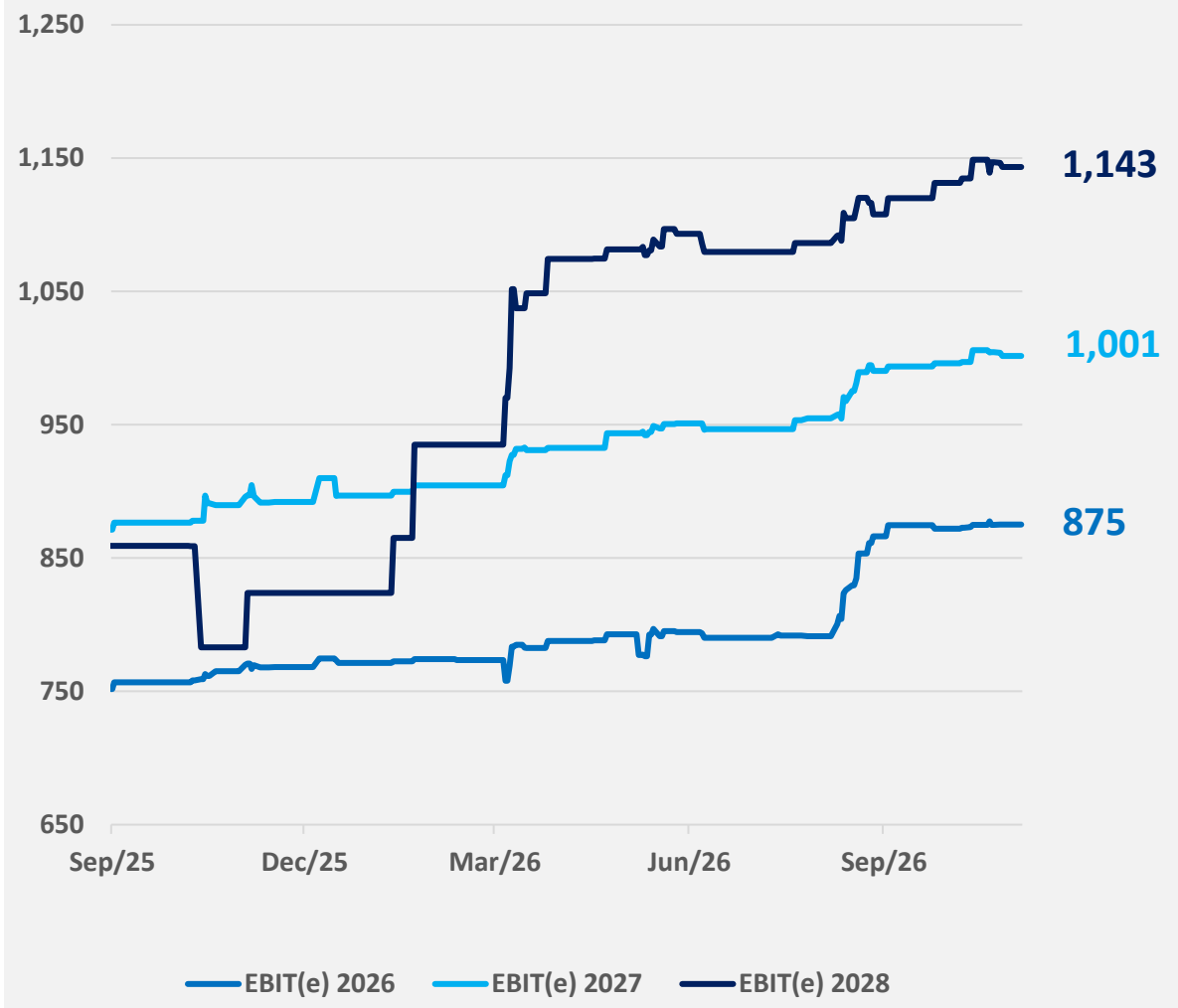
Note: (1) Implied by the EBIT guidance; (2) Consensus market: analysts' average estimate.

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REVENUE & EBIT CONSENSUS

(US$m)

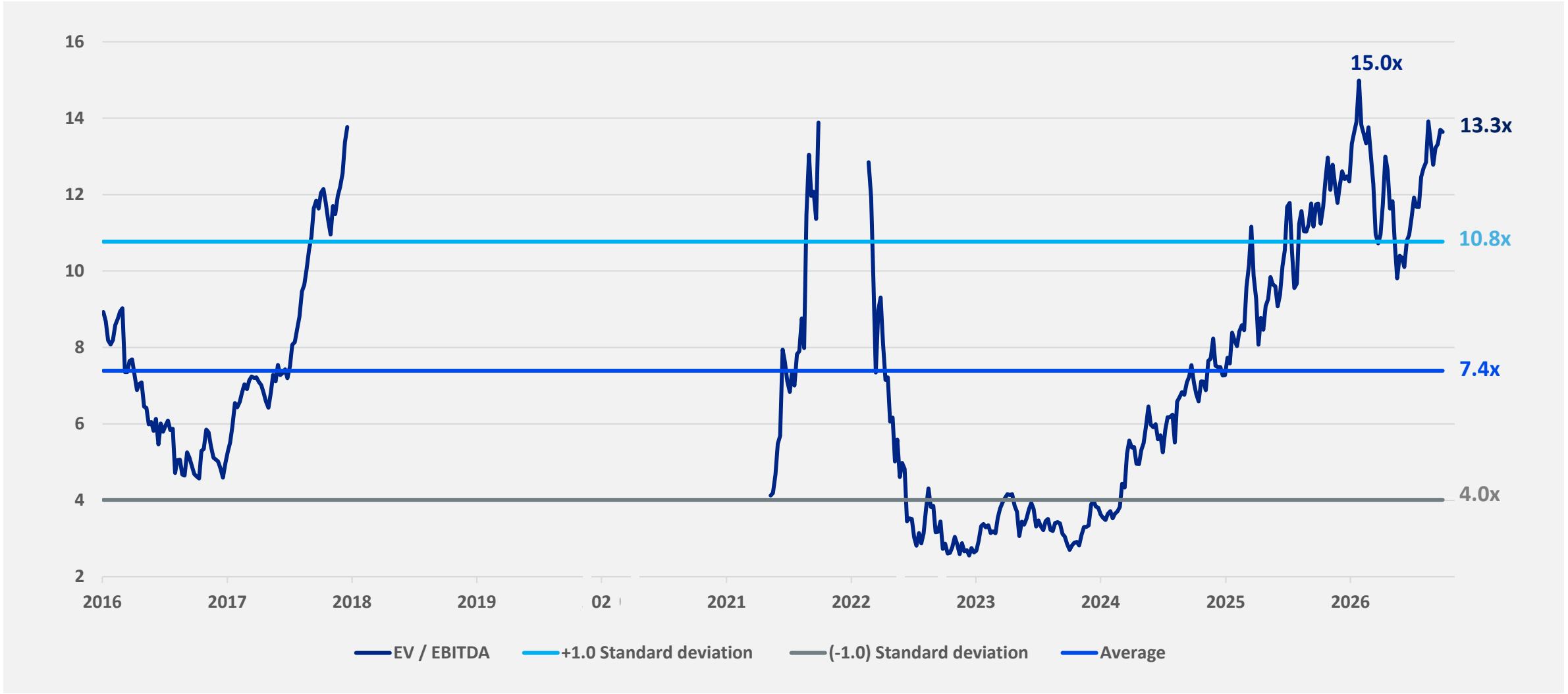




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Source: Capital IQ; November 05, 2026.

VALUATION - FORWARD EV/EBITDA

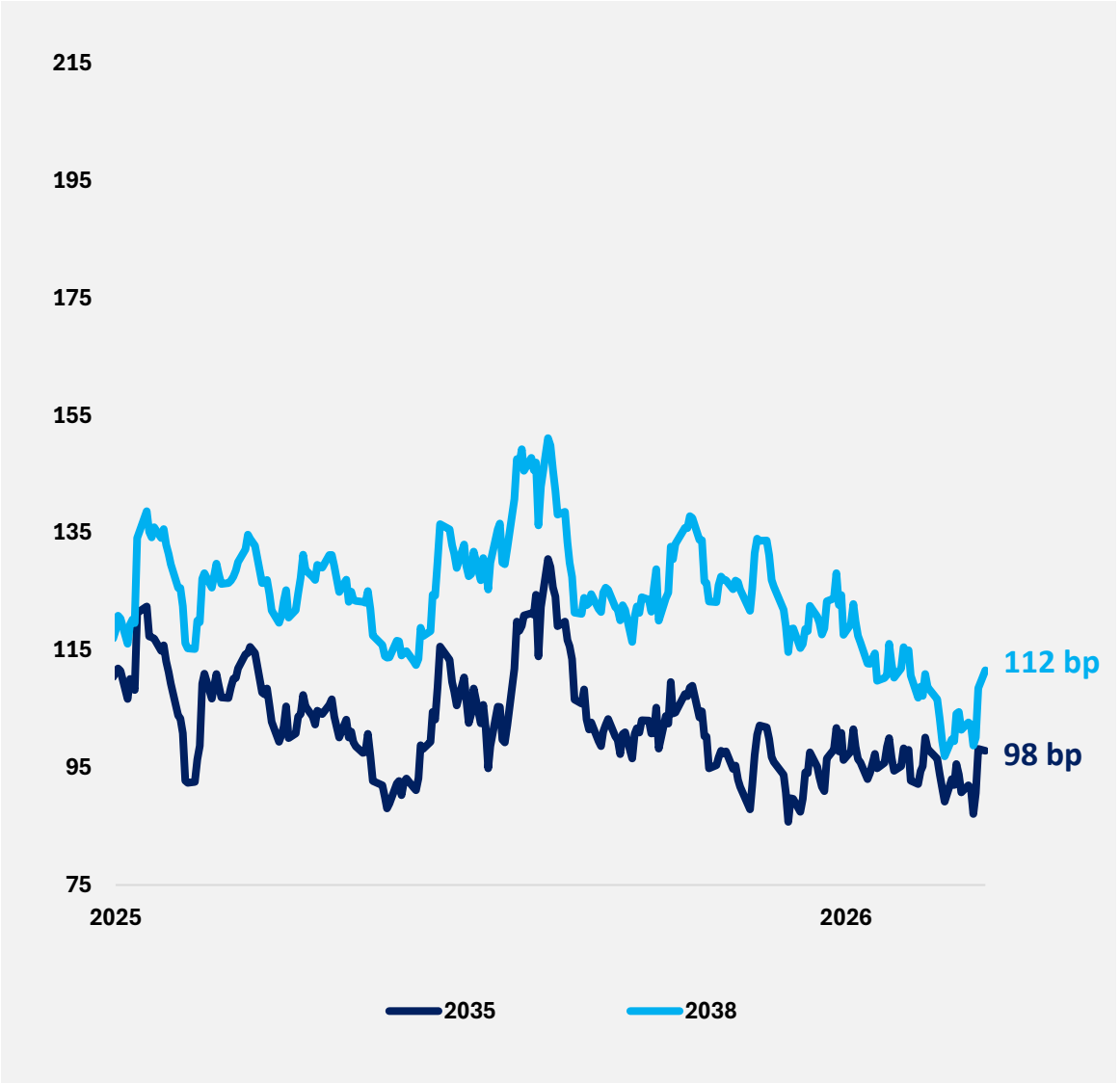


Source: Capital IQ; November 05, 2026.

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BONDS YIELD TO MATURITY & SPREAD OVER UST





Source: Bloomberg; Sep 30, 2026.

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APPENDIX 3

COMPANY INFORMATION

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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



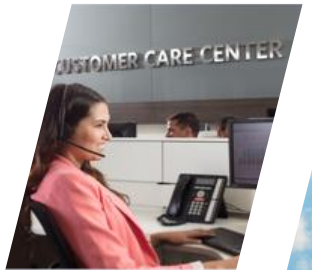
KC-390 Millennium

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

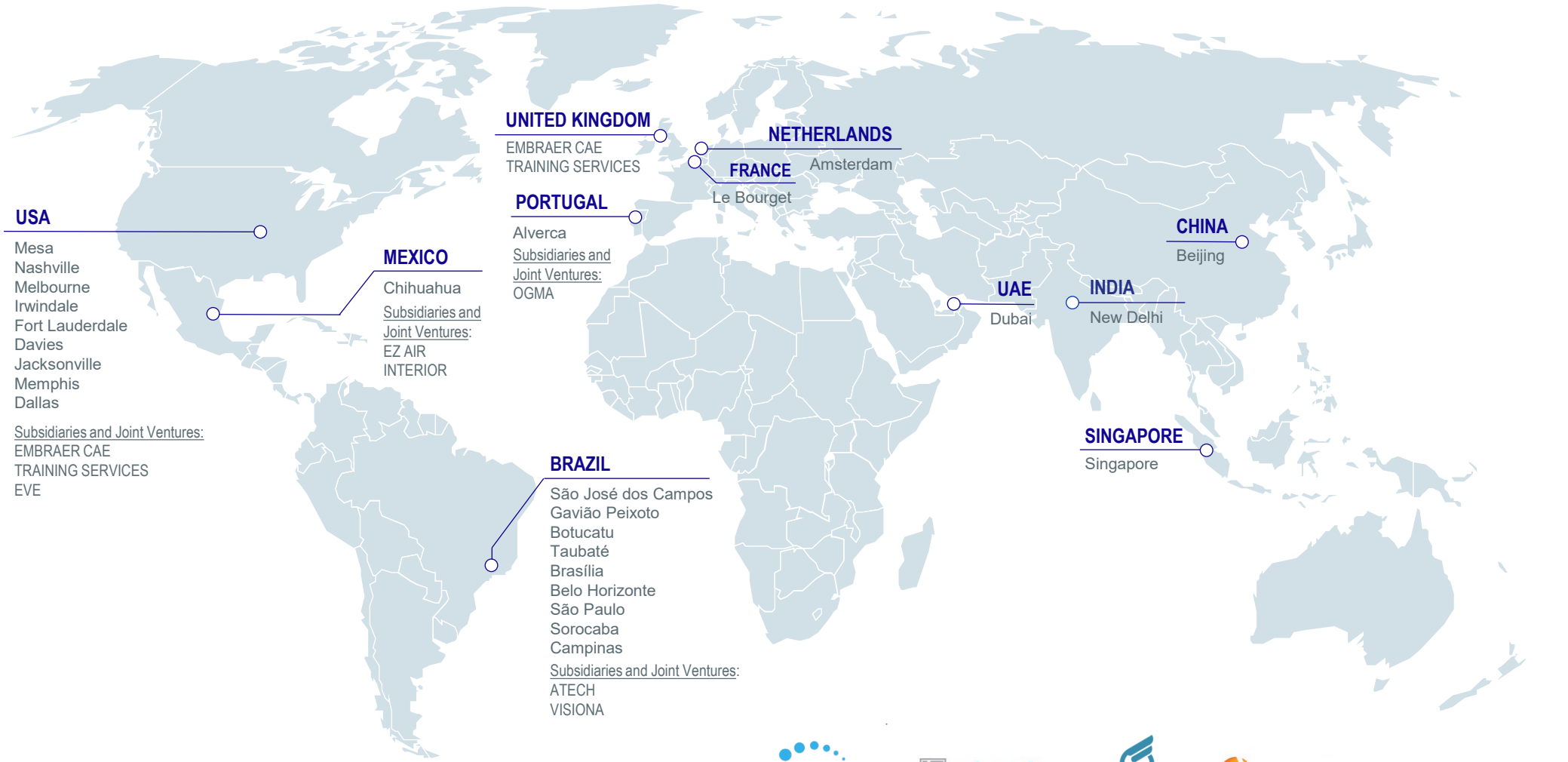
2025



1st eVTOL flight

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WHERE WE ARE

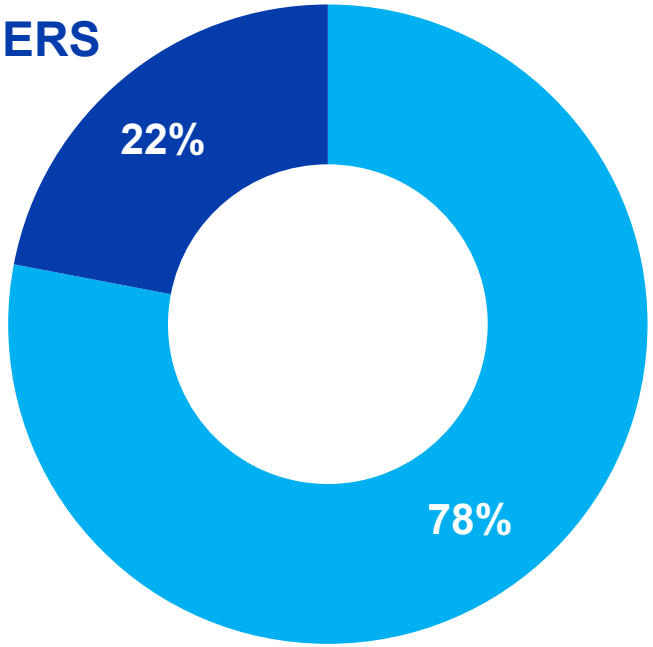


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OWNERSHIP STRUCTURE AND TRADING

3-month ADTV (US$m)
EMBJ: 80
EMBJ3: 100
Total: 180

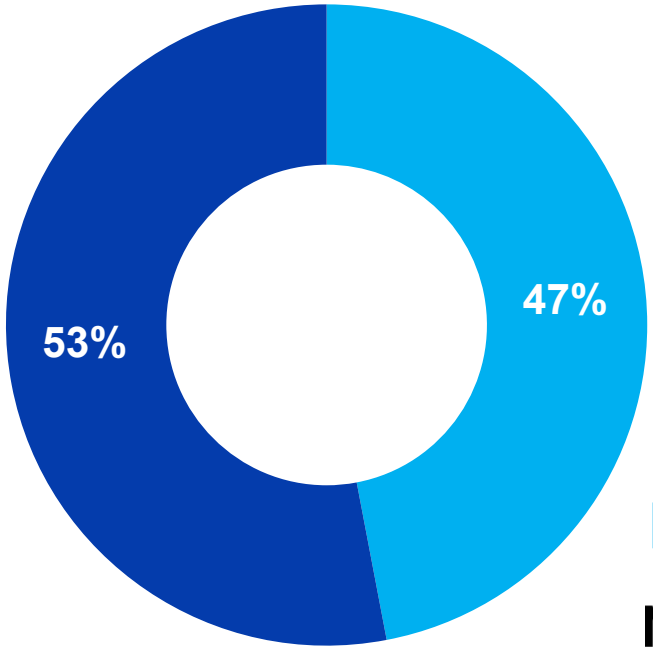
LOCAL SHAREHOLDERS



INTERNACIONAL SHAREHOLDERS

EMBJ3

[B]³ BRASIL BOLSA BALCÃO



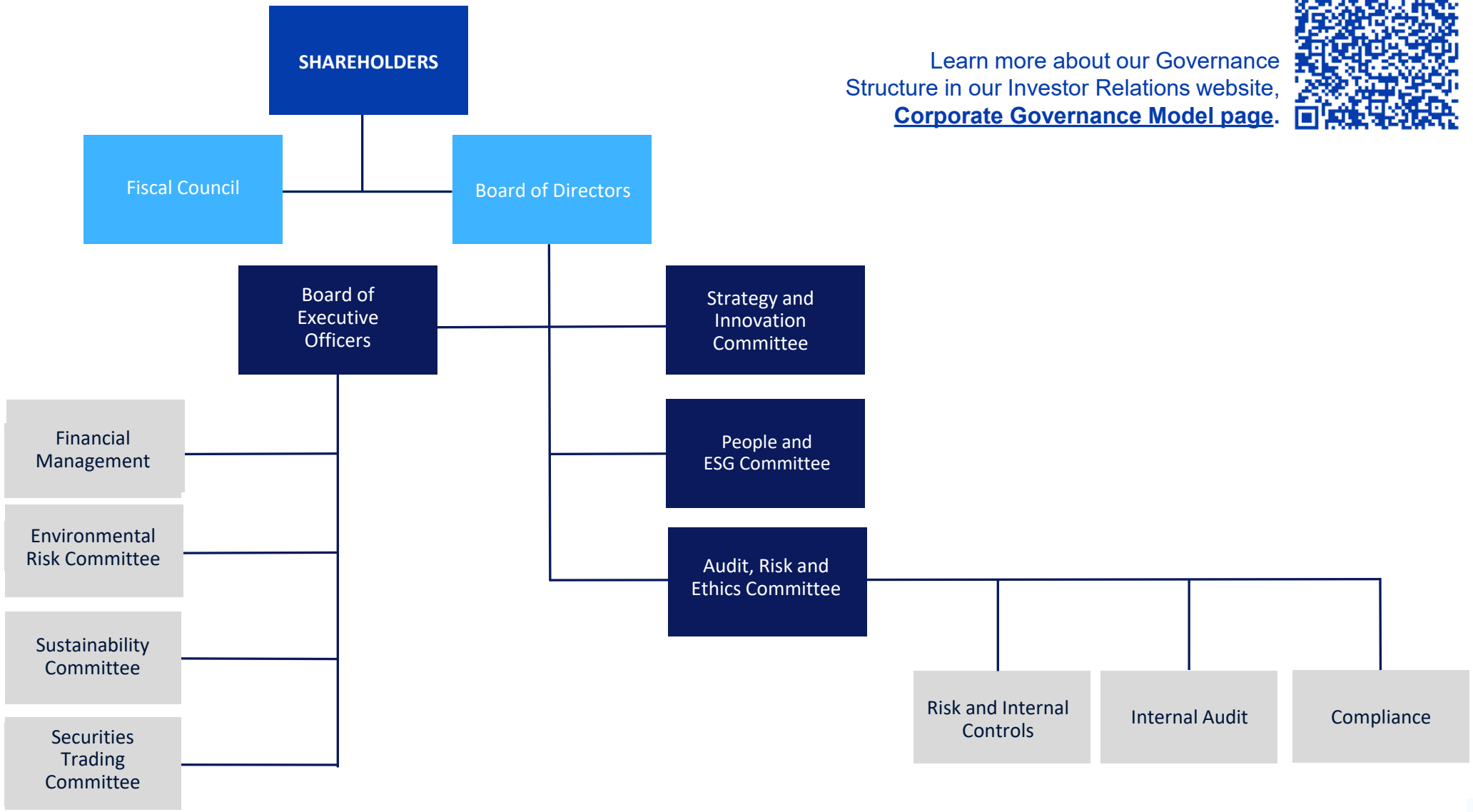
EMBJ

NYSE

Note: 3Q26.

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CORPORATE GOVERNANCE STRUCTURE



Learn more about our Governance Structure in our Investor Relations website, **Corporate Governance Model page**.

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THANK YOU!

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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,