

An aerial, top-down view of an airport tarmac. In the upper left, a large silver commercial jet is parked. In the upper center, a smaller teal aircraft is positioned. In the upper right, a white and blue commercial jet is parked. In the center, a large aircraft with a dark, patterned fuselage is parked. In the lower right, a white ground support vehicle is connected to the central aircraft. Several small figures of ground crew members are scattered around the aircraft. Red dashed lines mark various zones on the tarmac. The text 'ANNUAL SUSTAINABILITY REPORT' and '2025' are overlaid on the left side, and the Embraer logo is in the bottom right corner.

ANNUAL
SUSTAINABILITY
REPORT

2025



MESSAGE FROM THE ADMINISTRATION

The year 2025 was marked by continued business expansion, improved financial performance, and increasingly impressive results, clearly demonstrating the strength of our growth strategy based on efficiency and innovation. It was also a year in which we celebrated several records.

Our order backlog reached a record high of US\$31.6 billion at the end of 2025, while revenue of US\$7.6 billion was the highest in the company's history. Our adjusted EBIT margin for the year reached 8.6%, and free cash flow (excluding Efe) exceeded US\$490 million, surpassing previously announced forecasts. The strengthening of our financial health was further accompanied by a reduction in debt and leverage. As a result, together with strong operational rigor, the company's shares saw significant appreciation during the period on the São Paulo (B3) and New York (NYSE) stock exchanges. Additionally, we announced new trading codes (EMBJ3 and EMBJ), thereby emphasizing the company's new phase as part of the celebrations marking 25 years of listing on the New York Stock Exchange. Given the improvement in key financial indicators, Embraer resumed dividend payments, which had not occurred since 2018, following

shareholder evaluation and approval. It was also a year of intense commercial activity across all business units, with sales growth highlighting the strong competitiveness of our modern portfolio of products and services in the global market, at a time of significant geopolitical shifts.

In Commercial Aviation, global sales of the E2 family stood out. In total, 221 EJets were sold, with more than 208 options and purchase rights, which significantly boosted the business unit's order backlog. Highlights included E2 sales to Avelo, the model's first customer in the United States, as well as to LATAM, Scandinavian Airlines (SAS), All Nippon Airways (ANA), and the first deliveries to Luxair, Airlink, Hunnu Air, and Virgin Australia, which demonstrate interest in the E2 across all continents. The E175 also maintained its sales momentum, particularly in the United States.

The Executive Aviation market remained robust in 2025, with strong sales growth and high demand across all segments. The recognition of the Phenom 300 as the best-selling executive jet in its category for the 14th consecutive year, along with the significant expansion of market share for the Praetor 500 and Praetor 600 jets, further boosted Embraer's business. As a result, the company accelerated the implementation of its plan to expand operations in Gavião Peixoto and Melbourne in order to increase production rates.

The Defense & Security business also achieved success in securing new sales in key markets, reaching (between sales and selections) a firm order backlog of over 30 KC-390 Millennium aircraft, along with an additional 19 options. In 2025, the business unit also made significant progress in strategic campaigns in the United States, India, and Poland. In addition, there is renewed interest in the international market for the A-29 Super Tucano, a light attack, advanced training, and special missions aircraft, which has already accumulated more than 300 firm orders and has been selected by 22 air forces.

In the Services & Support segment, strong financial results were accompanied by new contracts, increased capacity, and expanded operations, such as the new facility in Fort Worth, Texas, United States. The \$70 million investment will increase service capacity for the U.S. market by 53% by 2027.

Despite the complexity of costs due to U.S. tariffs and supply chain challenges, our focus on efficiency and innovation has continued to guide our path of growth and financial discipline. Embraer has overcome supply chain challenges by enhancing collaboration, digitizing processes, and investing in artificial intelligence tools that support real-time management.

Initiatives to level out production and the implementation of the "perfect station" concept led to an 18% increase in aircraft deliveries, reaching 244 units across commercial, business, and defense aviation. This enabled us to meet our production target for the year, with a continued focus on safety and quality, and a significant reduction in the production cycle.

Starting in 2026, we expect even greater production stability across all aircraft models.

From a technological standpoint, we were very excited about the maiden flight of Eve's eVTOL prototype in late 2025. Development of the 100% electric vertical takeoff and landing vehicle will continue with the flight test campaign leading up to certification in 2027. As such, we are making strategic investments in new technologies while evaluating Embraer's next-generation products to ensure sustainable growth in the coming decades.

Finally, we celebrate once again the achievement of global Great Place To Work certifications, which recognize Embraer as a Best Place to Work. We have no doubt that the strength of our people reinforces the pillars of our culture and will continue to be essential for all the achievements yet to come.

In addition, we reaffirm our commitment to the UN Global Compact, to which we have been a signatory since 2008, and we continue to make steady progress in our sustainability strategy. We are well positioned and prepared to achieve Embraer's full potential. Looking ahead, we expect substantial growth in the medium term, while preparing the company for more ambitious long-term growth based on a new generation of products. Embraer is stronger than ever and ready to soar ever higher.

Francisco Gomes Neto
President & CEO

Raul Calfat
Chairman of the Board of Directors



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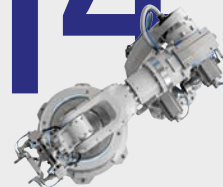
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ABOUT EMBRAER

Recognized as one of the world's leading aircraft manufacturers, Embraer is synonymous with innovation, quality, and reliability. More than just holding a prominent position in global aviation, the company has built a track record marked by a tangible impact on the technological, industrial, and social development of Brazil and the countries where it operates.

With a workforce of more than 20,000 employees by 2025, distributed across industrial facilities, service centers, and global hubs, Embraer continues to drive the future of air mobility, strengthen supply chains, promote innovation, and contribute to economic and social growth on a global scale.

This trajectory translates into sustainable and consistent growth, reflected in a solid order book, with a total backlog of US\$31.6 billion, and in the continuous expansion of its capabilities and solutions.

[Learn more about our global presence](#)

IN 2025, THE COMPANY'S REVENUES WERE DISTRIBUTED AS FOLLOWS:

Commercial Aviation

29%
US\$ 2.2 billion



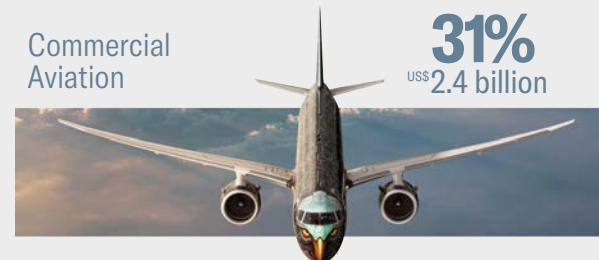
Executive Aviation

26%
US\$ 1.9 billion



Commercial Aviation

31%
US\$ 2.4 billion



Defense & Security

13%
US\$ 1.0 billion



Other Segments

1%
US\$ 0.1 billion



EMBRAER CULTURE

Embraer's culture is built on five pillars that guide the company's behavior to ensure the best possible execution of the strategic plan, with safety first and quality always at the forefront. Embraer believes that each of these pillars shapes the way we work, creating an environment where teamwork thrives, ideas flow freely, and our commitment to excellence, ethics, and integrity is reinforced every day. It is through the practice of these pillars that we make the company stronger and more sustainable and build a culture of responsibility, passion, and innovation. This is the essence of Embraer and the key to our success.

1. One Embraer. One Team.

2. Take Responsibility for Company Results.

3. Be Open and Honest in How You Speak and Listen.

4. Address Complexity with Simplicity.

5. Passion to Make a Difference.

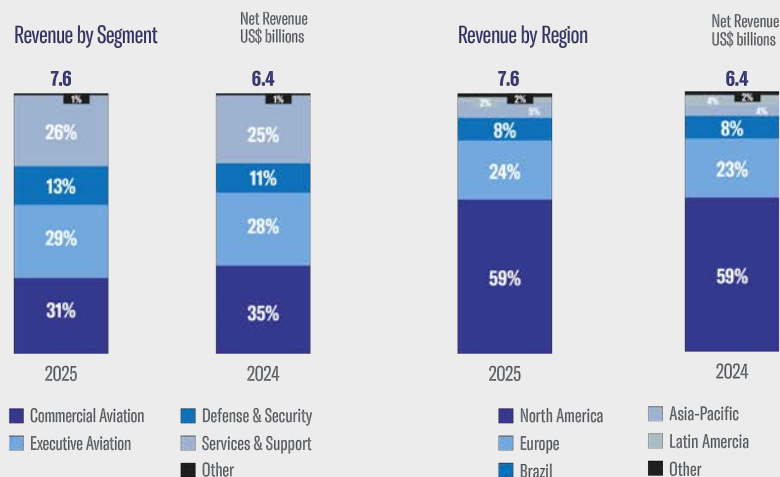
[Learn more about our culture here](#)



FINANCIAL PERFORMANCE

In 2025, Embraer met its delivery targets and exceeded its projections for Net Revenue, Adjusted EBIT Margin, and Free Cash Flow, reflecting the company's positive momentum and ongoing gains in operational efficiency.

Net revenue reached R\$41.9 billion (US\$7.6 billion), an 18% increase compared to 2024—R\$35.4 billion (US\$6.4 billion)—surpassing the upper end of guidance. All business units posted growth, with highlights including Defense & Security (+36%), Executive Aviation (+24%), and Services & Support (+21%), while Commercial Aviation grew 5%. Performance was mainly driven by higher deliveries (244 aircraft in 2025 vs. 206 in 2024), as well as improvements in customer mix and pricing.



OPERATING RESULT

In 2025, adjusted EBIT totaled R\$3.62 billion (US\$0.7 billion), excluding R\$273.8 million in results related to Eve, representing a 9% decrease compared to 2024.

Year over year, the adjusted EBIT margin declined from 11.3% at the end of 2024 to 8.6% in 2025, primarily reflecting the impact of import tariffs imposed by the United States, as well as non-recurring items. Among these, the agreement with Boeing, recorded in 2024, and infrastructure and facility costs incurred in 2025 stand out.

Adjusted EBITDA totaled R\$4.9 billion (US\$888.8 million) in 2025, compared to R\$5.2 billion (US\$921.6 million) in 2024, resulting in an adjusted EBITDA margin of 11.7%, a decrease of 2.8 percentage points year over year.

Embraer's reported net income was R\$1,953.0 million (US\$351.9 thousand), compared to R\$1,918.8 million (US\$352.5 thousand) recorded in 2024. In line with this performance, earnings per share increased from R\$2.61 (US\$1.9) to R\$2.67 (US\$1.9) over the same period.

[Learn more about our financial performance here](#)

ESG GOALS

Since 2021, with the launch of its ESG targets, Embraer has made consistent progress in its sustainability agenda. In 2025, the company maintained its focus on decarbonizing operations and on developing more sustainable products, services, and technologies, while also strengthening its efforts in social responsibility. Embraer remains committed to fostering a diverse, equitable, and inclusive culture.

Learn more about our ESG goals here



Energy Transition and Efficiency:

- Expansion of biomethane use at the Botucatu site, following its implementation at the Gavião Peixoto site in 2024.
- Installation of more than 1,900 solar panels in Melbourne (Florida, USA), with a capacity of up to 1,800 MWh per year, supplying a large portion of the Customer Service Center and about 10% of local consumption, contributing to the goal of 100% renewable electricity by 2030.
- Enrollment in SolarTogether at facilities located in Florida, with 45% of electricity sourced from solar power and the potential to offset approximately 10 GWh per year. After reaching 100% renewable energy in Brazil and Portugal, the company is expanding the use of clean energy sources in the United States.



Sustainable Aviation Fuel (SAF) Consumption:

- Progress in studies to enable the use of 100% renewable SAF in Brazil, without blending with fossil fuels, starting with the acquisition of the first domestic batch supplied by Vibra.
- Expansion of SAF use in demonstration flights, deliveries, and operations in Melbourne (Florida), with a 30/70 blend, with the renewable portion accounting for approximately 3.6% of total aviation fuel consumption, in line with decarbonization targets.



Diversity, Equity & Inclusion:

Diversity is part of our strategy. Over the past year, the company reviewed and renewed its social commitments within ESG, with the approval of ESG targets by the Board of Directors, advised by the ESG People Committee (CPESG), maintaining its efforts and expanding its commitments toward 2030.

Public Goals	2025 Goal	2025 Results	2030 Goal
Minimum of 30% women in the Master's in Aeronautics ("PEE")	25%	29%	30%
At least 55% of hires in entry-level programs by 2030 to be from diverse backgrounds (women, Black employees)	50%	60%	55%
At least 20% women in senior leadership positions	20%	14%	20%

Next, we highlight some programs and initiatives carried out in 2025 that put these commitments into practice:

- **Embraer Culture Evolution** – Training on organizational culture aimed at disseminating and strengthening the company's cultural pillars, reaching 42% of employees by December 2025.
- **Empower Women** – A program dedicated to the development of women, aiming to promote female leadership.
- **Girls in STEM** – Introduces young students to the daily lives of women who have pursued degrees in STEM fields, with the goal of encouraging them in their choice of undergraduate studies.
- **Social Tech Careers for women and people with disabilities** – Provides scholarships for technical training in STEM. Since its creation in 2021, more than 1,700 people from underrepresented groups have been trained, including people with disabilities, Black individuals, women, and professionals aged 50 and over.
- **Inclusion of People with Disabilities (PwD)** – A Guide for the Inclusion of People with Disabilities, providing day-to-day guidance, along with training programs to support inclusive practices.
- **Asas da Diversidade Fair** – An event dedicated to discussing the employability of people with disabilities (PwD).
- **Global Diversity Calendar** – A calendar that gives visibility to Diversity, Equity, and Inclusion topics that are meaningful to underrepresented groups in the regions where Embraer operates.



Learn more about our Diversity, Equity & Inclusion Program [here](#)

EMBRAER INSTITUTE

For 25 years, the Embraer Institute has served as an agent of social transformation, focusing on education and the development of the communities where it operates in Brazil.

Embraer Schools

Located in São José dos Campos and Botucatu, they offer free enrollment to low-income students, ensuring access to quality education and opportunities for young talent. In 2025, approximately 76% of graduates were admitted to public universities or received full scholarships to private universities.

Partnership with Fundação Banco do Brasil

In 2025, Embraer Schools advanced the integration of Social Technologies into the school curriculum, strengthening their established partnership with Fundação Banco do Brasil. The initiative connects theoretical learning on climate change, social innovation, and problem-solving with practical application in communities.

Mini Glider Challenge

Offers workshops for 8th and 9th grade students in the public school system, introducing basic concepts of engineering and aviation.

Girls in Science and Technology Olympiad

Aims to encourage public school students' interest in Biology, Physics, Chemistry, Mathematics, and Technology.

Revoar Program

In partnership with Instituto Semear, the initiative addresses university dropout rates by providing mentorship, as well as financial and psychological support during the first and second years of undergraduate studies. In 2025, Embraer doubled the program's impact, benefiting 87 students.

Ciência Diversa (Diverse Science)

A program that promotes social inclusion and technological training for historically underrepresented groups, supporting projects in STEM fields. Its third edition, held in 2025, benefited two NGOs: Alpha Lumen and CESAR.



Corporate Volunteering

Throughout 2025, more than 850 volunteers participated in community engagement initiatives, visits, mentoring programs, activities at Embraer Schools, and mentoring efforts aimed at connecting professionals with young students in STEM fields. In the past year alone, more than 6,000 people were impacted.



EMBRAER FOUNDATION

For eight years, the Embraer Foundation has centralized Embraer's social responsibility initiatives in the United States, focusing on social and environmental development through community engagement and education.

Educational Partnership Program (EPP) – Connects students to education and the industry, facilitating and fostering the development of high-demand careers in the aerospace sector through partnerships with 14 educational institutions in the United States. In addition to academic support, the EPP offers mentoring, technical visits, networking, and exposure to career opportunities.

Skyward Careers – A virtual mentoring program by the Embraer Foundation that connects high school and college students with Embraer employee volunteers.

Embraer Aviation Day – Held in partnership with Flying Classroom, led by Captain Barrington Irving, the program offers immersive experiences that combine STEM learning, visits to Embraer facilities, and direct interaction with employees.

Embraer Foundation Grant Portfolio – Investment in initiatives that strengthen communities, promote equity, and generate long-term social impact. The portfolio is designed to address priority social challenges while also building the capacity of organizations and communities to thrive in the future. Below are some of the key projects:

- **(e)NVEST in Communities** – Supports civil society organizations working in education, youth development, food security, health, and housing in U.S. communities where Embraer operates.
- **(em)PACT – Mission Aligned Grants** – The program promotes pathways to high-demand careers and expands access to opportunities, with a focus on measurable impact and sustainable outcomes, by supporting education, workforce development, and community advancement.
- **iVOLUNTEER** – A program that combines corporate volunteering and social investment to strengthen social organizations and promote a culture of purpose, collaboration, and leadership development among employees.



HEALTH, SAFETY, AND WELL-BEING

Occupational Health and Safety

In 2025, Embraer reinforced safety as a cornerstone of its strategy, expanding its integration into operations and strengthening its focus on health and well-being. In the second half of the year, the company recorded an unprecedented reduction in its accident rate, reversing a historical trend for that period.

As part of its Safety Culture Assessment, the company prioritized risk perception, organizational learning, and management commitment. Initiatives implemented included revising the Golden Rules, enhancing accident communication, consolidating lessons learned, strengthening Safety Dialogues, structuring the Safety Champions program, launching Safety First campaigns, and conducting gemba walks with leadership participation.

Below are the main initiatives carried out in 2025:

- **Active Leadership** – Throughout 2025, Embraer strengthened the role of leadership in promoting an increasingly safe workplace through regular sessions of the “Let’s Talk About Safety” program, which encouraged open dialogue about safety with employees. Approximately 400 leaders were assigned specific targets linked to the Safe Workplace Program, directly tied to safety performance.

- **Safe Workplace Program** – The program provides training, awareness campaigns, and improvements in visual communication to make it easier and more accessible to report risk conditions, environmental situations, and unsafe behaviors identified across the Company’s facilities, involving employees, contractors, and visitors.

- **Well-Being Program** – The program encourages the adoption of healthier habits by offering resources that support a balanced lifestyle. Initiatives include benefits such as access to gyms, sports events, nutritional guidance, and other actions.

[Learn more about the program in the Indicators Annex](#)



COMMITMENT TO GOVERNANCE

Ethics & Compliance

For Embraer, ethics is an essential value to ensure the trust of customers, partners, employees, and investors, as well as to sustain the longevity of the business. In a highly regulated and competitive sector such as aviation, acting with integrity is fundamental to preserving the company's reputation, ensuring legal compliance, and fostering transparent, trust-based relationships.

Embraer's Compliance Program was designed to reinforce this culture, ensuring that all activities are conducted in accordance with laws, regulations, and internal policies.

Compliance Program Pillars

- Corporate Governance (Anti-Corruption)
- Risk Management
- Policies and procedures
- Training and communication
- Helpline (Whistleblower Channel)
- Monitoring and compliance risk assessment
- Compliance in third-party relationships
- Audit and continuous improvement

CULTURE OF QUALITY

Embraer promotes a culture of Quality through ongoing initiatives, such as team engagement activities, dedicated weeks at its facilities, and the "Operational Safety and Quality Week," open to the entire company.

In 2025, the event featured eight training sessions and more than 3,100 participants. Throughout the year, initiatives included the 2nd Global FOE Week across eight sites, Excellence Culture events for leadership, accident prevention weeks, LEAN Transformation Week, and 16 Quality Blitzes.

The Safety First and Quality Always campaign continued with gemba walks attended by the CEO and leadership. Customer feedback also contributed to Embraer being recognized, for yet another year, as a leader in "Overall Aircraft Reliability" in Business Aviation, according to AIN.



CULTURE OF INNOVATION

Innovation is a strategic pillar for Embraer's competitiveness and sustainability, enabling the company to anticipate future aviation challenges and respond to global demands for efficiency, safety, and reduced environmental impact. In 2025, the company strengthened its technology and innovation ecosystem through the following initiatives:

Innovation Day – An initiative that promotes a culture of innovation. In 2025, in its 9th edition, the event brought together more than 400 participants.

HackaEmb – An innovation and technology event that brings together employees and Embraer School students to develop solutions to real company challenges. The 2025 edition, focused on new applications of AI, received 189 submissions.

Embraer Technology and Innovation Seminar (SETI) – The event brings together professionals from various fields to promote knowledge sharing and strengthen the culture of innovation. In its 13th edition, 446 papers were approved, along with 50 in-person exhibitions and 16 roundtables and panels. It also recognized the contributions of 33 inventors, bringing the total number of patents obtained to 889.

Spread Innovation – The goal of Spread Innovation is to provide engineering teams with the opportunity to prototype solutions, share knowledge, form working groups, and build capabilities in strategic areas.

Green Light – An entrepreneurship program that evaluates innovative proposals voluntarily submitted by employees.

Good Idea – The "Good Idea" program aims to encourage and recognize employees who have implemented improvements in company processes across the pillars of Safety, Environment, Product or Service Quality, Productivity, and Costs. In 2025, 9,000 ideas were implemented.

Innovation Month – A series of events that celebrate and foster innovation, including Innovation Day, Marathon Startups, HackaEmb, and the Embraer Technology and Innovation Seminar (SETI). In total, the initiative has reached more than 25,000 online views, 3,770 in-person participants, and recognized 290 innovators for their contributions.

Innovation Verticals – Embraer has structured six Innovation Verticals: Zero Emissions, Artificial Intelligence, Data Science and Cybersecurity, Industry 4.0, Platform Competitiveness, Autonomous Flight, and Passenger Experience. These priorities guide the development of new businesses, products, technologies, services, and processes, while also increasing efficiency in the use of resources and investments through cross-functional integration. The company also evaluates additional models, including strategic partnerships in collaboration with Embraer-X.

New Technologies Demonstration Platform (PDNT)

In 2025, Embraer advanced the development of a test aircraft ("flying laboratory") for solutions focused on efficiency, sustainability, and innovation.

Structural tests were conducted to validate processes, materials, and manufacturing methodologies, with the potential to reduce environmental impacts and increase efficiency, in partnership with ACS Aviation.

With an investment of R\$180 million and support from Finep and Brazil's Ministry of Science, Technology and Innovation (MCTI), as well as partnerships with ITA, IMT, IPT, and EESC-USP, the project reinforces open innovation and technological development.

Flymov (Flight and Mobility Innovation Center)

In 2025, Flymov expanded discussions on the future of air mobility by connecting academia, industry, and government around topics such as safety, efficiency, and accessibility. Highlights include participation in the 32nd Technology Week at Fatec Sorocaba and achieving 2nd place at the RoboCup 2025 ARM Challenge in Salvador (BA), competing among 150 teams, with strong recognition for innovation and autonomous robotics.

EVENTS AND PARTNERSHIPS

In 2025, Embraer strengthened its presence in global and domestic forums, promoting innovation, collaboration, and technological development. Through events and strategic partnerships, the company expanded connections, created opportunities for knowledge exchange, business generation, and advanced solutions that are shaping the future of aviation.

Web Summit Rio – Embraer hosted the Marathon Startup during Web Summit Rio 2025, aiming to foster innovation focused on artificial intelligence, machine learning, and other emerging technologies in aviation.

Mission 6 of Nova Indústria Brasil – A ceremony held in Brasília where Embraer announced an estimated R\$20 billion investment through 2030, aimed at strengthening the defense industry and advancing Brazil's technological capabilities.

Embraer Day – An event celebrating Embraer's 25th anniversary on the New York Stock Exchange, held at the NYSE in October.

Global Ozires Awards 2025 – Created to recognize projects and initiatives developed across five categories: Safety, Quality, Growth & Efficiency, Cost, and 5S & People (the latter covering initiatives related to integrity and ESG, simplification, and culture).

Partnership with ILOT – The partnership with the Łukasiewicz Institute of Aviation (ILOT), formalized through a Memorandum of Understanding (MoU), focuses on research and development in materials, future flight technologies, aircraft design, and maintenance processes.

AWARDS

Valor 1000 – Recognized as Company of Value 2025 in the Valor 1000 ranking, for its efficient management.

Valor Innovation Brazil 2025 – Named the most innovative company in the capital goods sector and ranked 4th overall among the 150 most innovative companies in Brazil, according to Valor Innovation Brazil 2025.

ANEFAC Transparency Trophy 2025 – In addition to receiving the trophy, Embraer was listed among the ten most transparent companies for the 24th year and was also named the company with the most transparent financial statements in Brazil among those with net revenue above R\$20 billion.



BUSINESS UNITS



COMMERCIAL AVIATION

2025 was a year of impressive results and further expansion of Embraer's global presence. In the Commercial Aviation segment, the company maintained a solid pace, delivering 78 aircraft and securing an order backlog of 221 new units, reflecting the market's confidence in its products and the expansion of strategic partnerships that underpin long-term growth and stability.

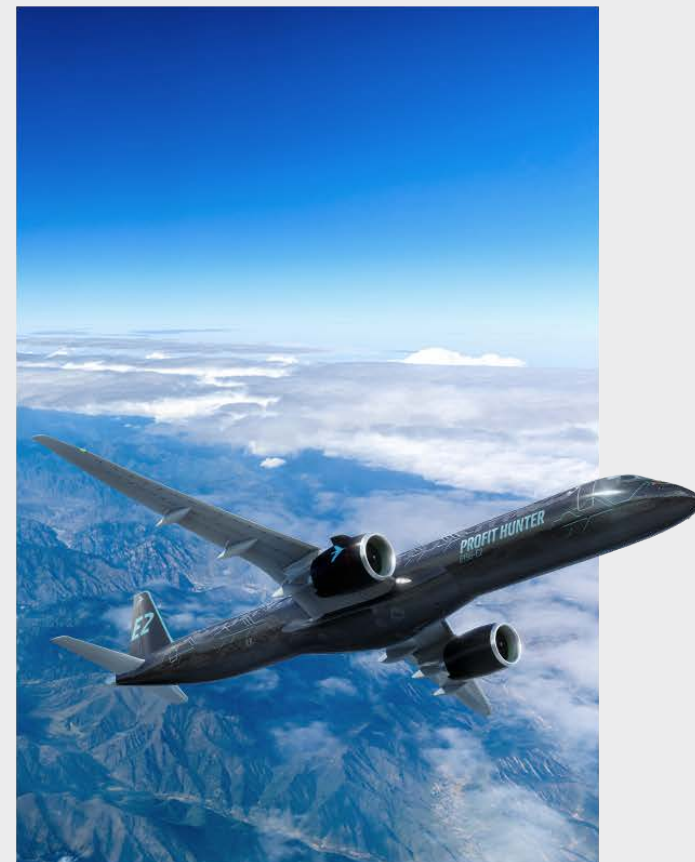
The year began with the triple certification of the E-Freighter, following EASA approval, in addition to the ANAC and FAA certifications obtained in 2024, paving the way for global operations. During the same period, All Nippon Airways (ANA) selected the E190-E2 for its fleet renewal, with 15 firm orders and 5 options, marking the entry of the E2 E-Jets into the Japanese market starting in 2028. Throughout the first half of the year, new contracts and deliveries expanded the international presence of the E2 family. Azorra delivered the first E195-E2s to Hunnu Air, introducing the E2 to Mongolia, and began deliveries of E190-E2s to Virgin Australia.

SkyWest Airlines has placed an order for 60 E175s, with options for an additional 50 aircraft, while Scandinavian Airlines (SAS) has announced an agreement for 45 E195-E2s, with 10 additional options.

Highlights of the second half of the year included the agreement between Airlink and Azorra for 10 E195-E2 aircraft, Avelo Airlines' order for 50 E195-E2 aircraft with options for an additional 50—making it the first E2 operator in the U.S.—and LATAM Airlines' agreement for up to 74 E195-E2 aircraft, strengthening connectivity in South America.

The year was also marked by significant new orders: TrueNorth ordered 20 E195-E2s, with purchase rights for up to 20 additional aircraft, as well as up to 10 new E175s; Helvetic Airways placed a new firm order for 3 E195-E2s and added 5 purchase rights; and Air Côte d'Ivoire signed an order for 4 E175s, with 8 additional purchase rights. Additionally, the 50th E195-E2 was delivered to Porter Airlines, supporting the expansion of its network in North and Central America.

Commercial Aviation ended the year with a firm order backlog of US\$14.5 billion (42% higher than in 2024) and net revenue of US\$2.4 billion (5% higher than in 2024).



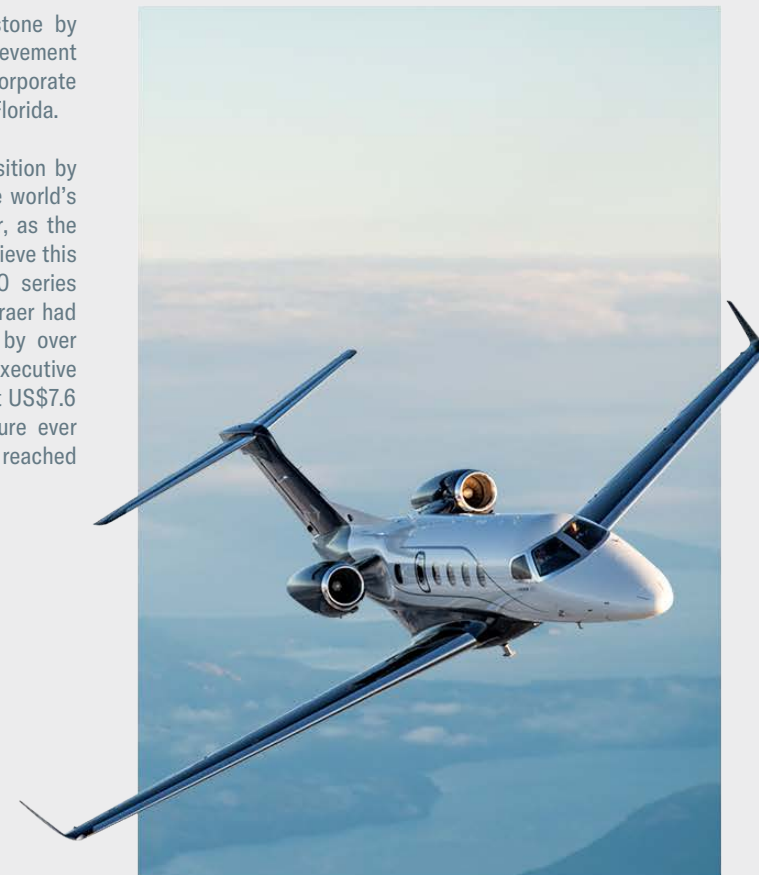
EXECUTIVE AVIATION

In 2025, Embraer continued to show significant growth in the Executive Aviation market, reaching its highest number of deliveries in a single year. A total of 155 jets were delivered, including 86 light jets and 69 medium jets, representing an annual growth rate of 19%. This equates to a total market share of approximately 18% and 33% in the segments in which it operates, according to data from the General Aviation Manufacturers Association (GAMA). Also in 2025, Embraer recorded a sales-to-deliveries ratio of 1.1:1, reinforcing the strength of demand and maintaining a sustainable growth pace.

Throughout the year, Embraer took important steps in the connectivity solutions offered in its executive jets. In June, the availability of the Gogo Galileo HDX system for Phenom 300 aftermarket customers was announced via a Supplemental Type Certificate (STC). In August, Embraer announced the availability, also via STC, of the Starlink system for customers of the Praetor 600, Praetor 500, Legacy 500, and Legacy 450 jets.

Also in August, Embraer reached a significant milestone by surpassing 2,000 executive jets delivered. The achievement was celebrated with the delivery of a Praetor 500 to a corporate customer at the Global Customer Center in Melbourne, Florida.

The Phenom 300 maintained its global leadership position by being recognized, for the 14th consecutive year, as the world's best-selling light jet and, for the 5th consecutive year, as the best-selling twin-engine jet, according to GAMA. To achieve this performance, the company delivered 72 Phenom 300 series aircraft throughout the year. By the end of 2025, Embraer had delivered more than 2,070 executive jets, operated by over 1,200 customers across more than 70 countries. The Executive Aviation division's firm order backlog ended the year at US\$7.6 billion (3% higher than in 2024 and the highest figure ever recorded by the business unit), and its net revenue reached US\$2.2 billion (24% higher compared to 2024).



DEFENSE & SECURITY

The internationalization of the Defense & Security business continued to yield excellent results in 2025. The unit generated revenue of US\$1 billion (a 36% increase compared to 2024) and ended the year with a backlog of US\$4.6 billion (a 10% increase compared to 2024).

KC-390 Millennium

In 2025, five KC-390 were sold to two countries: Sweden (4 aircraft) and Portugal (1 aircraft, added to the 2019 contract). The joint Netherlands-Austria-Sweden acquisition includes an option for 9 additional aircraft, and the contract with Portugal included an option for 10 additional aircraft for partner nations. Lithuania announced its selection of the KC-390, reinforcing confidence in the platform's versatility and efficiency. Slovakia also formalized a letter of intent (LoI) to negotiate the purchase of 3 aircraft.

In Poland, five MoUs were signed with companies from the Polska Grupa Zbrojeniowa S.A. (PGZ) group, initiating a broad and long-term collaboration that supports job creation in the country.

In India, Embraer expanded its presence: it established a local subsidiary to increase collaboration with Indian industry, strengthening the KC-390's position for the Medium Transport Aircraft (MTA) procurement project. In South Africa, Embraer and Denel signed an MoU for collaboration on the KC-390 program, focusing on aerostructures, maintenance, and repair.

Embraer also signed Memorandums of Understanding (MoUs) with AMMROC and GAL (part of the Abu Dhabi Aviation-ADA group) in the United Arab Emirates, expanding its partnerships in the Middle East with a focus on Maintenance, Repair, and Overhaul (MRO) services, as well as training services for the KC-390.

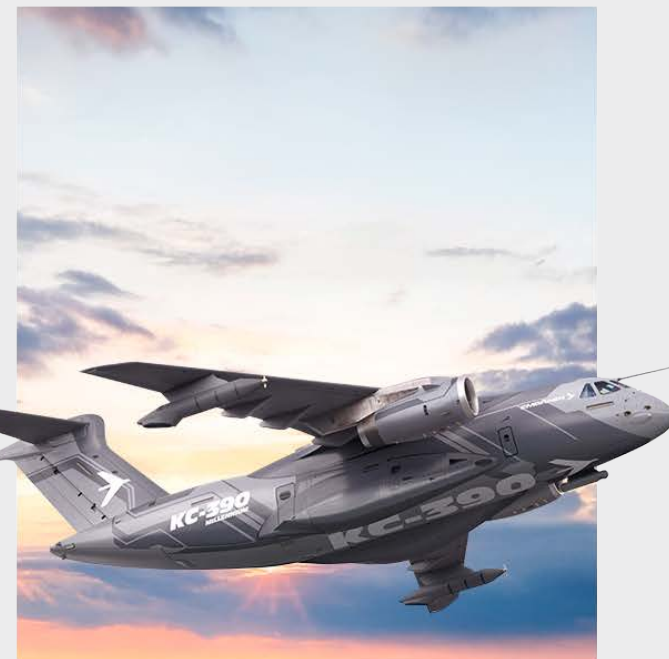
In Brazil, Embraer strengthened its technological and operational integration with Saab, successfully completing certification tests for in-flight refueling of the F-39 Gripen fighter jet by the KC-390.

The KC-390 fleet continues to grow: in 2025, 3 new aircraft were delivered (to Brazil, Portugal, and Hungary), bringing the total to 13 aircraft in operation.

A-29 Super Tucano

In 2025, 10 A-29 Super Tucano aircraft were sold to Three customers: Uruguay, Panama, and Sierra Nevada Corporation. Embraer also announced the expansion of the A-29's capabilities to combat unmanned aerial systems (UAS), offering an affordable, effective, and highly versatile solution to address this threat.

In South America, the first batch of Super Tucanos was delivered to Paraguay. In Europe, the first batch of the A-29N version, configured to NATO (North Atlantic Treaty Organization) standards, was delivered to the Portuguese Air Force. On that occasion, a Letter of Intent (LOI) was signed to evaluate an A-29 Super Tucano assembly line in Portugal.



SERVICES & SUPPORT

In 2025, the Services & Support segment delivered a strong performance, with significant growth in the firm order backlog, which reached US\$ 4.9 billion. This amount represents a 7% increase over the previous year, reinforcing the unit's role as one of the main drivers of recurring revenue and financial sustainability at Embraer. The performance achieved reflects a combination of operational excellence, a focus on the customer experience, and continuous innovation the central pillars of the company's growth strategy.

Commercial Aviation - The Commercial Aviation Services & Support unit made significant progress, notably with the signing of an Embraer Collaborative Inventory Planning (ECIP) contract with a customer in the EMEA region (Europe, Middle East, and Africa), ensuring support for 68 aircraft and greater logistical efficiency. Training capacity was expanded with the installation of a new Embraer CAE Training Services (ECTS) simulator in Madrid, and the MRO network was strengthened with new facilities in Dallas-Fort Worth and the certification of LOTAMS as the first Embraer E2 Authorized Service Center in Europe.

In the retrofit segment, a new overhead bin design was launched for E1 EJets, with a launch customer for more than 260 aircraft.

The Pool Program expanded with the addition of approximately 75 aircraft. Among the major contracts, highlights include the renewal with Republic Airways through 2030 and Air Dolomiti's joining of the Pool Program. The year concluded with the launch of the new commercial jet MRO facility in Fort Worth, reinforcing investments in global infrastructure.

Executive Aviation - Embraer Services & Support expanded its global executive aviation network by adding Fly Across MRO as an Authorized Service Center in Mexico and Aerocardal in Chile, thereby strengthening its base maintenance capabilities for the Phenom, Praetor, and Legacy series in Latin America. The Executive Care program maintained its strategic relevance, with the signing of 37 contracts throughout the year, contributing to greater cash flow predictability and loyalty among the global operator base. These initiatives reinforce Embraer's commitment to operational excellence and global support for executive aviation customers.

Defense & Security - Embraer has expanded its operations in the Defense & Security sector, focusing on support, maintenance, training, and technology integration. Of particular note is the return to service of Indian Air Force aircraft following inspections conducted in India. The company completed the KC-390 Millennium training package with the Royal Netherlands Air Force, conducted technical surveys for new A-29 Super Tucano customers, and signed a contract with the Dominican Republic for full support of the A-29 fleet, contributing to the resumption of critical operational missions.

OGMA

OGMA made progress on strategic projects, with the start of industrialization of the PW1900 engine, scheduled to enter service in 2026, and the approval of the first PW1100 engines in the test cell. The company also obtained approval from ANAC to perform complex repairs on GTF engines, expanding its technical capabilities. These initiatives reinforce OGMA's position as Embraer's strategic partner in highly complex maintenance solutions, contributing to the expansion of global support and the strengthening of competitiveness in the civil and military markets.



AGRICULTURAL AVIATION

The Ipanema is the first and only mass-produced aircraft in the world to operate with an ethanol-powered engine. In 2024, it marked 20 years since its certification for ethanol-powered flight, a milestone that underscores its pioneering role and its significant contribution to reducing emissions, having prevented the release of millions of tons of CO₂ into the atmosphere over the years.

Since 1969, Embraer's Agricultural Aviation division has delivered more than 1,700 aircrafts, with over 1,100 of them still in operation. Of this total, approximately 780 run on ethanol, with about 510 factory-equipped with engines designed for this fuel. Additionally, older aircraft models, initially powered by aviation gasoline, can be converted to run on ethanol, further enhancing the fleet's positive environmental impact.

In 2025, the Ipanema EMB-203, a global leader in biofuel use, maintained its leadership in the Brazilian agricultural aviation market, with a market share exceeding 50%, despite the agricultural sector continuing to face a period of low grain prices and high production input costs.

In terms of environmental sustainability, the Ipanema offers significant competitive advantages over ground-based spraying equipment, notably:

- Average CO₂ equivalent emissions per hectare up to 4.5 times lower than those of self-propelled agricultural machinery;
- An average reduction of approximately 70% in water consumption during the application process, compared to ground spraying;
- Estimated annual contribution of over 48 million kilograms of CO₂ equivalent avoided, considering the active ethanol-powered fleet.



EVE AIR MOBILITY

In 2025, Eve was selected through a public call for proposals by Finep (the Brazilian Agency for the Financing of Studies and Projects) to receive a grant of up to R\$ 90 million. The total investment by Finep planned for the project is up to R\$ 191 million, an amount that includes both Finep funds and Eve's own mandatory matching contribution. This is the first time the company has received non-reimbursable financial support of this kind, reinforcing its leadership position in the development of innovative solutions for sustainable urban air mobility.

At the 2025 Paris Air Show, Eve announced the signing of its first firm contract with Revo, a UAM operator, and its parent company, Omni Helicopters International S.A. (OHI). The agreement outlines the framework for the purchase of up to 50 eVTOLs (10 firm orders and 40 options), as well as comprehensive solutions for entry into service and after-sales support. This milestone marked Eve's transition from development to execution, consolidating its position as one of the global leaders in UAM solutions.

In the second half of the year, Eve announced that it had raised funds through a direct offering, entering into subscription agreements with BNDES Participações S.A. (BNDESPAR), a

subsidiary of the Brazilian Development Bank (BNDES), Embraer, and other institutional investors. The transaction included the subscription of Brazilian Depositary Receipts (BDRs) by BNDES, resulting in gross proceeds of approximately US\$ 230 million.

Eve's BDRs have been approved for trading on B3 under the ticker symbol "EVEB31," expanding local investors' access to the company. This listing complements Eve's presence on the New York Stock Exchange (NYSE), where it has been listed since 2022 under the ticker symbols "EVEX" and "EVEXW," and is aligned with the strategy to diversify the shareholder base, expanding reach to different markets and strengthening the capital structure to support the execution of the eVTOL program.

At the end of the year, Eve reached a significant milestone in its development plan with the successful completion of the first flight of its full-scale unmanned prototype, conducted at Embraer's test facility in Gavião Peixoto (SP). The maiden flight marked the start of the flight test phase and validated the aircraft's architecture by confirming the integration of essential systems, including the fifth-generation fly-by-wire concept and rotors dedicated exclusively to vertical flight. Following the hover flight, the company plans to conduct hundreds of flights, with a gradual expansion of the operational envelope and the transition to fully wingborne flight throughout 2026.

