
SUSTAINABILITY
INDICATORS ANNEX

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CONTENTS SUMMARY

TECHNICAL REFERENCES AND MATERIALITY

This Embraer Annual Sustainability Report follows the following reporting standards:

Global Reporting Initiative (GRI):
The complete list of indicators addressed in this report is available in the GRI Content Index.

Sustainability Accounting Standards Board (SASB):
Embraer's ESG performance information has been supplemented with indicators specific to the aerospace sector. The list of indicators is available in the SASB Content Index.

Sustainable Development Goals (SDGs) and Global Compact Principles: Our initiatives are aligned with global agendas that address key challenges facing society, government, and the aerospace sector. The main SDGs considered are integrated into the GRI Content Index. The list of the 10 Global Compact Principles is presented below on page 57.

Task Force on Climate-Related Financial Disclosures (TCFD): Information related to the recommendations of this framework is available in the TCFD Content Index.

The data presented covers the period from January 1, 2025, to December 31, 2025, and includes 100% of Embraer S.A.'s employees. Any exceptions regarding data coverage are duly described in the relevant indicators. (GRI 2-2; 2-3)

Embraer produces its Sustainability Reports annually. The document is available to the public on its corporate website, accessible here, and the historical series can be accessed on the Investor Relations page. (GRI 2-3)

Questions regarding this report may be sent to esg@embraer.com.br (GRI 2-3)

This report has not been subject to independent auditor assurance. (GRI 2-5)

SUSTAINABLE DEVELOPMENT GOALS - SDGS

Embraer has been a signatory to the UN Global Compact since 2008 and aligns its ESG strategy with the Sustainable Development Goals. The main SDGs related to material topics are:

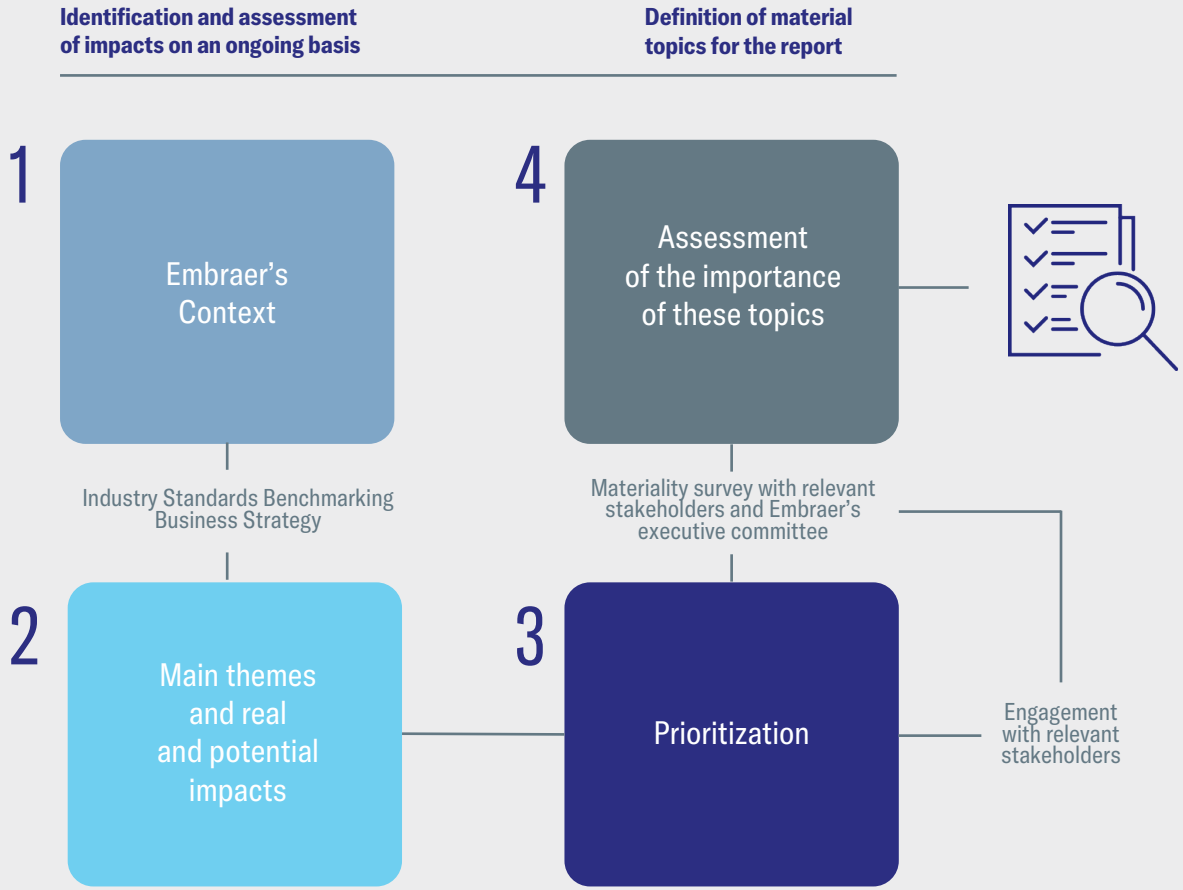
01 – No poverty
03 – Good health and well-being
04 – Quality education
05 – Gender equality
07 – Affordable and clean energy
08 – Decent work and economic growth
09 – Industry, innovation, and infrastructure
10 – Reduced inequalities
12 - Responsible consumption and production
13 - Action on climate change
16 - Peace, justice, and strong institutions
17 - Partnerships and means of implementation

MATERIALITY

Materiality Definition Process (GRI 3-1)
Embraer values its relationships with all links in its value chain and maintains a continuous and structured dialogue with its stakeholders. Engagement with these stakeholders is an integral part of the company's corporate processes.

The materiality assessment process, which guides the identification of material issues and the development of the corporate sustainability agenda, has been conducted by Embraer on a recurring and structured basis since 2013, taking place at least every five years. The most recent process occurred in 2022, in accordance with the guidelines of GRI Standard 3 (2021), and received over 700 responses from various stakeholders, including suppliers, customers, employees, investors, and shareholders, as well as civil society.

The material topics identified were discussed by the company's senior leadership at a regular meeting of the of the Board of Directors' advisory committee responsible on People and ESG issues, the CPESG.



Materiality Matrix

When comparing the list of material topics for this reporting period with that of the previous materiality assessment, conducted in 2017, the main change is the inclusion of the topic "*Support for the development of sustainable aviation fuels* (SAF)," which resulted from both stakeholder prioritization and strategic prioritization by Embraer's executive committee. (GRI 3-2)

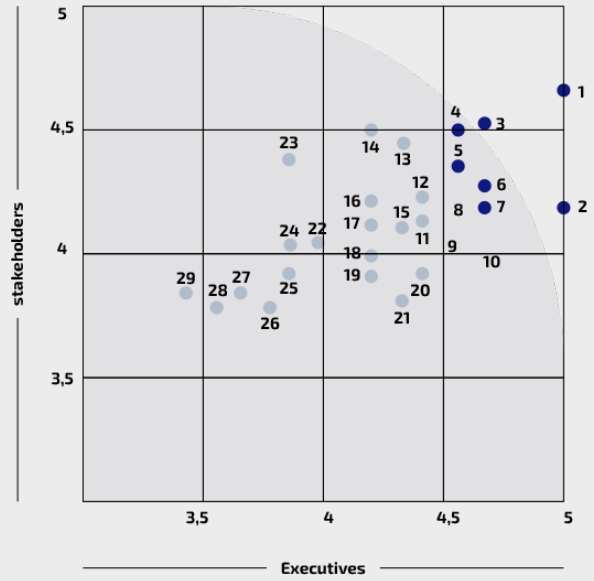
Dual Materiality

In 2024, the company began structuring its internal processes to comply with new international standards. The first is the International Financial Reporting Standards Foundation (IFRS), which establishes guidelines for the disclosure of financial information related to sustainability and climate factors.

The goal is to ensure that these disclosures are consistent, complete, comparable, and verifiable.

The second standard is the European Union's Corporate Sustainability Reporting Directive (CSRD). This directive requires the disclosure of sustainability information in accordance with standards set forth by the directive.

One of the requirements for complying with the CSRD is the construction of dual materiality, a process that began in 2024 in partnership with a specialized external consultancy. The results were approved by the CPESG in 2025, and the company aims to disclose the dual materiality in the company's next reporting cycle.



MATERIALITY 2022

1 Product safety and quality

2 GHG Emissions During the Product Use Phase

3 Anti-corruption and anti-bribery practices

4 Hazardous waste management

5 Support for Sustainable Alternative Fuels (SAF)

6 Talent attraction and retention

7 GHG emissions from production processes

Issues prioritized by internal and external stakeholders

Non-prioritized topics

ENVIRONMENTAL INDICATORS

ENERGY

The company's energy consumption is monitored monthly through the Environmental Management System (ISO 14001:2015) and is included in the objectives and targets of the main operating units. In addition, greenhouse gas emissions data (ISO 14064:2018) are also verified. These actions ensure that information related to energy consumption is reliable and continuously monitored.

The units included in the calculation of indicators for this topic, for 2025, are: Ozires Silva, Eugênio de Melo, Botucatu, Gavião Peixoto, Sorocaba, EDE (ELEB), Taubaté, Belo Horizonte, São Paulo, Campinas, Atech, Amsterdam, Le Bourget, Nashville, Fort Lauderdale, Melbourne, Jacksonville, Macon, Mesa, and OGMA, which represent approximately 97% of Embraer's employees, considering all of its units worldwide.

The data sources for purchased electricity consumption are the supply invoices issued by the utilities. The information and processes related to the consolidation of energy data are audited annually, both internally and by a third party, as part of the Greenhouse Gas (GHG) Inventory (Scope 2).

Energy consumption within the Organization (MWh) (GRI 302-1)

Source	Fuel	2023	2024	2025
Renewable	Fuel purchased and consumed	213	1,030	13,422
	Electricity purchase	14,087	146,525	158,078
	Electricity generated	236	208	438
	Total renewable energy consumption	**14,536**	**147,762**	**171,938**
Non-renewable	Fuel purchased and consumed	157,614	154,091	150,229
	Electricity purchased	155,085	37,011	33,787
	Total non-renewable energy consumption	**312,699**	**191,102**	**184,016**
Total energy consumption within the organization (MWh)		**327,235**	**338,864**	**355,954**
Data coverage (%)		98%	98%	97%

Notes: (i) In 2023, the OGMA units in Portugal and Sorocaba in Brazil consumed electricity from incentivized (renewable) sources. As of 2024, electricity purchased in Brazil (since January) and by OGMA – Portugal (since July) has been 100% renewable, sourced from wind and solar. In 2025, the Sorocaba unit in Brazil stopped consuming renewable energy, while the Melbourne, Jacksonville, and Fort Lauderdale units had 40% of their electricity consumption from renewable sources. (ii) Self-generated electricity refers to energy produced for own use, from photovoltaic systems installed at the Ozires Silva, Gavião Peixoto, EDE, and Melbourne units. (iii) Renewable fuels include biomethane and ethanol. (iv) Conservatively, as with "Gasoline – Brazil" and "Diesel – Brazil," in 2025 SAF (Sustainable Aviation Fuel) began to be accounted for as a non-renewable fuel. (v) In 2024, we conducted a methodological review that resulted in the recalculation of historical SAF (Sustainable Aviation Fuel) consumption. This variation does not represent an actual operational change, but rather a methodological adjustment to align data categorization with the criteria currently adopted. The values presented have been rounded.

Embraer's GHG Inventory was verified by Det Norske Veritas (DNV) in accordance with ISO 14064:2006. The verification was conducted with a reasonable level of assurance and completed in April 2025.

The organization's total energy consumption increased by approximately 5% due to expanded operations in 2025 compared to the previous year. The increase in the use of renewable energy sources observed in 2025 reinforces the company's commitment to the transition toward a low-carbon economy. Overall, there was a 3% reduction in the use of non-renewable fuels in 2025 compared to 2024.

Regarding fuel consumption, in 2025 the use of SAF (Sustainable Aviation Fuel) in test operations and flight demonstrations increased significantly compared to 2024.

In 2025, the use of biomethane was consolidated in Gavião Peixoto and initiated in Botucatu, replacing natural gas in the industrial processes of both units and contributing to the advancement of the Company's decarbonization strategy. *Learn more at Environmental Commitment.*

Energy consumption within the Organization (MWh) (GRI 302-1)

Source	Fuel	2023	2024	2025
Renewable	Hydrated Ethanol	213	237	220
	Biomethane	0	793	13,202
	Total renewable fuel	**213**	**1,030**	**13,422**
Non-renewable Renewable	SAF	1,326	7,399	11,277
	Diesel Brazil	659	523	608
	Diesel BO	683	707	710
	Gasoline Brazil	18	4	9
	Gasoline	260	177	178
	Aviation gasoline	8	7	5
	LPG	1,491	1,963	1,834
	Natural Gas	52,346	53,835	49,938
	Aviation Kerosene	100,797	89,466	85,646
	Acetylene	1	1	1
	Propane	24	9	22
	Total non-renewable fuel	**157,614**	**154,091**	**150,229**

Notes: *(i) Although conservatively classified as non-renewable fuels, "Gasoline – Brazil" and "Diesel – Brazil" contain mandatory percentages of renewable fuels, namely ethanol in gasoline and biodiesel in diesel.*
(ii) To maintain methodological consistency, in 2025 the Sustainable Aviation Fuel (SAF) consumed—composed of a blend of 30% renewable and 70% fossil fuel—began to be accounted for as nonrenewable fuel.
(iii) In 2024, we conducted a methodological review that resulted in the recalculation of historical Sustainable Aviation Fuel (SAF) consumption. We note that this variation does not represent an actual operational change, but rather a methodological adjustment to align the categorization of the data with the criteria currently in use.
The figures presented have been rounded.

External Energy Consumption (MWh) (GRI 302-2)

Source	Fuel	2023	2024	2025
Renewable	Hydrated Ethanol	4,820	4,435	6,802
	Total	**4,820**	**4,435**	**6,802**
Non-renewable	Diesel Brazil	24,986	25,144	27,785
	Gasoline Brazil	1,978	2,385	2,372
	LPG	25	33	32
	Natural Gas	—	—	—
	Aviation Kerosene	50,420	57,617	39,432
	Total	**77,409**	**85,179**	**69,621**
Total energy consumption within the organization (MWh)		**82,229**	**89,614**	**76,423**

Does not include the estimated consumption of aviation kerosene related to the product's use category. Note: (i) This table considers energy consumption from sources categorized as Scope 3. (ii) Although conservatively categorized as non-renewable fuels, "Gasoline - Brazil" and "Diesel - Brazil" contain renewable fuel additives (i.e., ethanol and biodiesel, respectively). The values presented have been rounded.

Overall, fuel consumption outside the organization decreased by 15% when compared to 2024.

Regarding Scope 3, the decline in energy consumption from non-renewable fuels was mainly due to the reduction in business air travel in 2025. As in previous years, the aviation kerosene consumption shown in the table for 2025 does not take into account the category of use of the product sold.

Energy management (RT-AE-130a.1)

Indicator	2023	2024	2025
% of energy consumed from the electricity grid	52%	54%	54%
% of renewable energy	4%	44%	48%
Total energy consumed (GJ)	**1,178,046**	**1,219,909**	**1,973,726**

The figures presented were rounded.

EMISSIONS

Greenhouse Gas Emissions

Issues related to emissions and climate change are incorporated into the Environmental Management System (EMS) and the company's targets. In 2025, improving the efficiency of natural gas use — one of the main contributors to Scope 1 emissions in manufacturing operations — became an EMS target for the most relevant sites in terms of consumption.

Regarding the GHG inventory, the company has been conducting it in accordance with ISO 14064 Part I since 2009 for its units in Brazil, and since 2020 it has expanded to a global scope.

The units included in the inventory are: Ozires Silva, Eugênio de Melo, Taubaté, EDE (ELEB), Botucatu, Sorocaba, Gavião Peixoto, São Paulo, Belo Horizonte, Atech (located in São Paulo), and Campinas in Brazil; Melbourne, Macon, Mesa, Nashville, Fort Lauderdale, and Jacksonville in the United States; OGMA in Portugal; Amsterdam in the Netherlands; and Le Bourget in France. Considering the company's total number of employees, the coverage of this indicator is 97%**.** In 2025, biogenic emissions were influenced by the increased use of biomethane replacing natural gas.

EMISSIONS BY GAS TYPE

Scope 1

Direct emissions increased by approximately 4% in 2025 compared to the previous year. This reflects the impact of initiatives aimed at reducing Scope 1 emissions. The increase in emissions from biogenic sources is explained by the greater use of renewable energy sources by Embraer.

Direct greenhouse gas emissions (Scope 1) (tCO_2e) (GRI 305-1)

Greenhouse	2023	2024	2025
CO2	37,519	36,080	35,028
HFC	5,670	8,038	7,785
N2O	229	217	241
CH4	20	809	347
PFC-218	—	—	—
Total	**43,438**	**45,144**	**43,401**
Biogenic Emissions	168	780	3,722

Notes: (i) In 2004, the wastewater treatment category was included, which explains the increase in CH4 emissions. The figures presented have been rounded.

Scope 2

In 2025, all electricity consumed by aircraft manufacturing and maintenance facilities in Brazil and at OGMA in Portugal has come from solar or wind sources, eliminating Scope 2 emissions at these locations and, consequently, reducing the company's total Scope 2 emissions.

Direct emissions (Scope 2 - Location-Based) of greenhouse gases (tCO_2e) (GRI 305-3)

Gases	2023	2024	2025
CH4	18	17	17
CO2	17,385	20,517	19,262
N2O	22	20	20
Total	**17,426**	**20,554**	**19,300**

The figures presented have been rounded

Direct greenhouse gas emissions (Scope 2 - Market-Based) (tCO_2e) (GRI 305-3)

Gases	2023	2024	2025
CH4		17	17
CO2		11,703	11,046
N2O		20	20
Total	**—**	**11,739**	**11,084**

The figures presented have been rounded

Scope 3

Other indirect emissions (Scope 3) greenhouse gas emissions (tCO_2e) (GRI 305-3)

Greenhouse	2023	2024	2025
CH4	2,071	2,374	1,217
CO2	18,170,126	21,022,291	23,094,892
N2O	281	275	388
Total	**18,172,479**	**21,024,940**	**23,096,497**
Biogenic Emissions	2,888	3,063	9,002

The figures presented have been rounded

EMISSIONS BY CATEGORY

SCOPE 3

The Scope 3 boundary was expanded in 2025 within the Purchased Goods and Services category. For the first time, emissions data reported directly by suppliers — allocated to Embraer and collected through the CDP Supply Chain questionnaire — were incorporated into the company's Corporate Greenhouse Gas (GHG) Inventory. This information was specifically included under the "Purchased Goods and Services" category within Scope 3.

In the product use phase category, the figures were calculated based on the aircraft's lifetime, the number of aircraft delivered in the reporting year, and the average annual fuel consumption for each aircraft model. The number of aircraft delivered was taken from Embraer's financial report.

The remaining information was estimated based on internal and external data regarding aircraft performance. The calculation methodology, as well as the entire GHG emissions inventory, was validated by a third party with a reasonable level of assurance, in accordance with ISO 14064 guidelines.

Scope 3 emissions by category (tCO_2e) (GRI 305-3)

Category	2023	2024	2025
Purchased Goods and Services	1,184	1,047	16,590
Employee Commuting (Home-Work)	3,715	3,661	4,365
Waste generated from operations	7,415	4,713	22,964,844
Transportation and distribution (upstream)	1,462	1,542	4,035
Business travel	13,179	15,158	1,516
Product usage phase	18,129,867	20,981,687	10,600
Fuel and energy-related activities not included in Scopes 1 and 2	15,657	17,132	94,547
Total	**18,172,479**	**21,024,940**	**23,096,497**

The figures shown have been rounded.

EMISSIONS INTENSITY

Direct Emissions Intensity (Scope 1) (GRI 305-4)

Scope 1	2023	2024	2025
Total direct GHG emissions (tCO2e)	43,438	45,144	43,401
Annual revenue (US$ million)	5,353	6,400	7,513
Emissions per annual revenue (tCO2e / US$ million)	8.1	7.1	5.8
Data Coverage	98%	98%	97%

The figures presented have been rounded

Direct emissions intensity (Scope 2) (GRI 305-4)

Market Based	2023	2024	2025
Total direct GHG emissions (tCO2e)	17,426	11,739	11,084
Annual revenue (US$ million)	5,353	6,400	7,513
Emissions per annual revenue (tCO2e / US$ million)	3.3	1.8	1.5
Data Coverage	98%	98%	97%

The figures presented have been rounded

Direct emissions intensity (Scope 2) (GRI 305-4)

Location-Based	2023	2024	2025
Total direct GHG emissions (tCO2e)	17,426	20,554	19,300
Annual revenue (US$ million)	5,353	6,400	7,513
Emissions per annual revenue (tCO2e / US$ million)	3.3	3.2	2.6
Data Coverage	98%	98%	97%

The figures presented have been rounded

OTHER ATMOSPHERIC EMISSIONS

The data coverage for emissions of ozone-depleting substances includes the same 20 units covered in the company's GHG inventory.

With regard to NOx, SOx, VOC, and other significant atmospheric emissions, the reporting requirement applies to Embraer's production and maintenance facilities. These facilities include sites with painting operations or other activities that release these gases into the atmosphere. The reporting requirement applies only to locations where measurement and monitoring are mandated by local environmental regulations.

In this regard, the applicable facilities considered for calculation of coverage are: Botucatu, EDE, Eugênio de Melo, Gavião Peixoto, Ozires Silva, Melbourne, Nashville, and OGMA. The emissions in metric tons reported in 2025 refer to the applicable units, i.e., coverage is 100%.

In 2025, improvements to the paint booths at the Botucatu site continued, resulting in a reduction of VOC emissions.

Emissions of Ozone-Depleting Substances - ODS (t) (GRI 305-6)

GHG Emissions - Non-Kyoto	2023	2024	2025
NOx	42	58	26
SOx	2	3	5
Persistent Organic Pollutants (POP) Volatile	—	—	—
Organic Compounds (VOC) Particulate Matter	202	190	117
Particulate Matter (PM)	60	40	72
Total	**306**	**291**	**220**

The figures presented have been rounded

Emissions of ozone-depleting substances - ODS (t) (GRI 305-6)

GHG Emissions - Non-Kyoto	2023	2024	2025
HCFC-22	0.09	0.12	0.10
HCFC-141B	0.02	0.02	0.01
HCFC-124	—	—	—
Total	**0.11**	**0.14**	**0.11**

Note: (i) Emissions in tons of CFC-11 equivalent, calculated using the Ozone Depletion Potential (ODP), as adopted by the Montreal Protocol. Values obtained from: https://www.epa.gov/ozone-layer-protection. The values presented have been rounded.

WATER AND EFFLUENTS

At Embraer, the environmental guidelines related to wastewater generation are:

> Compliance with legal, environmental, health, safety, fire prevention, and emergency response requirements applicable to the company's business;

> Prevention of and response to pollution, respect for biodiversity, and concern for climate change;

> Promotion and enhancement of technology development, so that its products, processes, and equipment have a lower environmental impact.

Data coverage for effluents is 87% and includes the following units: Botucatu, EDE, Eugênio de Melo, Gavião Peixoto, Melbourne, Ozires Silva, OGMA, and Taubaté.

For water, data coverage is 94%. For issues related to water collection, recycling, and reuse, the following Embraer facilities are considered: Belo Horizonte, Botucatu, Campinas, EDE, Eugênio de Melo, Fort Lauderdale, Gavião Peixoto, Jacksonville, Macon, Melbourne, Nashville, OGMA, Ozires Silva, São Paulo, Sorocaba, and Taubaté.

Water Use Efficiency

At Embraer, water-related issues are managed within the framework of the Environmental Management System (EMS), which is implemented at the main operating units and certified to ISO 14001:2015. Water consumption and wastewater generation, associated with both production processes and human use, are considered significant environmental aspects and, as such, are subject to operational controls, systematic monitoring, and the implementation of initiatives aimed at efficient water use and environmental protection.

Initiatives aimed at water efficiency focus primarily on the operating units with the highest water consumption and where the EMS is in place. In Brazil, this scope includes the EDE, Ozires Silva, Botucatu, Eugênio de Melo, Taubaté, and Gavião Peixoto units, as well as OGMA in Portugal.

Water efficiency practices encompass a structured set of actions and initiatives, described below.

1) Assessment of water use and identification of opportunities for improvement

Water consumption is systematically monitored through periodic analyses that identify operational deviations and opportunities to improve water efficiency. As a best practice, the Gavião Peixoto facility has individual water meters for each building, with real-time readings. In 2025, a new system for measuring and monitoring water use and abstraction was implemented in Ozires Silva, Eugênio de Melo, Taubaté, and EDE, with real-time monitoring and alerts regarding the volume abstracted/used. This infrastructure supports water use management, providing a more detailed view of consumption and facilitating decision-making and the implementation of corrective and preventive actions.

2) Measures to reduce water consumption

Embraer continuously implements initiatives aimed at water efficiency and waste reduction. Among the key actions are:

> Use of robots for automated cleaning of water tanks at the main facilities in Brazil, preventing unnecessary draining and, consequently, water waste;

> Use of effluent from other organizations at the Melbourne facility for nonpotable purposes;

> Use of rainwater in restrooms, gas scrubbers, and floor washing at Botucatu;

> Use of rainwater in the pollution control system in the paint booth and for floor washing at Ozires Silva.

In 2025, a pilot project was carried out at the Ozires Silva site to upgrade the cooling tower technology, helping to reduce water consumption at the site.

3) Measures to improve effluent quality

In addition to conventional treatments, the Company adopts complementary technologies to improve the quality of treated effluents. At the Eugênio de Melo unit, effluent polishing is performed using zeolite filters. At the Botucatu and Ozires Silva units, polishing is performed using sand filters. These additional steps contribute to improving the final quality of the treated effluent.

4) Water reuse

Water reuse is adopted as an operational practice at various Embraer facilities.

At the Ozires Silva facility, wastewater from production processes, along with reject water from reverse osmosis systems, is reused for parts washing and to supply gas scrubbers. At the Botucatu facility, part of the water treated at industrial wastewater treatment plants is reused for floor cleaning, helping to reduce the demand for potable water.

These practices and initiatives are evaluated under the Environmental Management System, which undergoes internal and third-party audits at least annually, in accordance with ISO 14001:2015.

Water withdrawal by source (m^3) (GRI 303-3)

Water withdrawal sources		2023	2024	2025
Water collection by source	Surface water, including wetlands, rivers, lakes, and oceans	0	0	0
	Groundwater	458,512	515,589	459,412
	Rainwater collected and stored directly by the organization	123	131	118
	Municipal or other water supply companies	234,921	273,699	433,329
	Effluent from other organizations	66,550	67,908	63,724
	Total	**760,106**	**857,327**	**956,584**
Data coverage (%)		95%	95%	94%

The figures shown have been rounded.

Water consumption increased by 12% in 2025 compared to 2024. The facilities with the highest water consumption are: Ozires Silva, Gavião Peixoto, and Botucatu in Brazil, and OGMA in Portugal, which accounted for approximately 77% of total water consumption. This year, the Ozires Silva facility saw a 10% reduction in water consumption due to the cooling tower project. The other sites with significant consumption showed an increase in water consumption due to an increase in production operations, including those requiring water, as well as an increase in the number of employees. Other factors contributing to the increase in consumption were: facility expansion projects and the operation of new paint booths.

Water discharge (m^3) (GRI 303-4)

Destination		2023	2024	2025
Water discharge by destination	Surface water	72,489	78,884	66,035
	Groundwater	0	0	0
	Seawater	0	0	0
	Third-party water (total)	242,942	344,261	408,210
	Water supplied by third parties for use by other organizations	0	0	0
	Total	**315,431**	**423,145**	**474,245**
Data coverage (%)		87%	89%	87%

The figures presented have been rounded.

Total water discharge by production unit and quality (m^3) (GRI 303-4)

Water discharge by type of production unit	2023	2024	2025
Domestic	222,977	320,979	367,297
Industrial	92,455	102,165	106,948
Total	**315,432**	**423,144**	**474,245**

The figures presented have been rounded.

As for domestic wastewater, the facilities in Belo Horizonte, Botucatu, Campinas, EDE, Fort Lauderdale, Jacksonville, Macon, Melbourne, Nashville, São Paulo, and Sorocaba are covered by the local utility for domestic sewage treatment and discharge directly into the sewer system. The volumes of domestic wastewater discharged are not accounted for at these facilities, and the treatment service is billed based on the volume of water supplied by the same utility.

Domestic wastewater is accounted for by Embraer at facilities equipped with onsite biological treatment systems (Ozires Silva, Gavião Peixoto, Eugênio de Melo, Taubaté, and OGMA). As for Industrial effluents are accounted for at facilities where on-site treatment is performed at wastewater treatment plants own facilities (Ozires Silva, Gavião Peixoto, Botucatu, EDE, Eugênio de Melo, Melbourne, Taubaté, and OGMA). The Macon, Jacksonville, Campinas, Sorocaba, Nashville, Fort Lauderdale, Belo Horizonte, and São Paulo facilities do not generate industrial effluents.

In 2025, there was an increase of approximately 12% in water discharge compared to the previous year. The increase in the number of people at the sites, including employees and third parties, combined with production growth and expansion projects, were the main factors behind the increase in wastewater generation in 2025.

The water recirculation rate was reduced in 2025 because the methodology used to calculate this rate was revised, limiting it to the Ozires Silva facility.

Recycled and Reused Water (m^3) (GRI 303-4)

Recycled and Reused Water	2023	2024	2025
Total amount of water reused (m3)	17,228	3,217	2,856
Recirculation rate (%)	2.3	0.4	0.3

The figures presented have been rounded.

WASTE

Waste management is a key issue for the company. In 2025, data coverage stands at 93% and includes the following facilities: Botucatu, Campinas, EDE, Eugênio de Melo, Gavião Peixoto, Ozires Silva, Sorocaba, Taubaté, Fort Lauderdale, Jacksonville, Macon, Melbourne, Nashville, La Vergne, and OGMA.

Waste management program

Within Embraer's Environmental Management System (EMS), objectives, targets, and actions are established to reduce solid waste generation and/or mitigate associated risks. The waste management program includes:

1) Quantifiable targets

The Botucatu, EDE, Eugênio de Melo, Gavião Peixoto, OGMA, Ozires Silva, and Taubaté sites, which accounted for 93% of the company's waste generation in 2025, have annual targets to improve eco-efficiency regarding hazardous solid waste generation. To properly represent eco-efficiency, the metric used is: kg of waste per production hour.

2) Action plans to reduce waste generation

To achieve the established targets, and in line with ISO 14001:2015, action plans are implemented to reduce waste generation. A highlight in 2025 was that part of the abrasive material generated during cutting operations at the Taubaté Unit, which would previously have been considered waste, began to be sent to a specialized company that processes and transforms it into a material still suitable for use in the production process. This initiative extended the input's lifecycle and reduced solid waste generation.

3) Audits to identify opportunities for improvement in indicators related to waste management

The programs are audited at least annually under the implemented environmental management system (ISO 14001:2015), through internal and third-party audits. In addition, critical monthly performance evaluations are conducted to identify opportunities for improving eco-efficiency.

The Management System also includes audits to verify compliance with legal requirements and the operational conditions of companies contracted for waste transportation and/or treatment.

4) Waste reduction training provided to employees

For the Brazilian units most relevant in terms of solid waste generation, the Embraer Selective Collection Program (PECS) is implemented, providing guidelines for proper waste segregation and disposal according to its characteristics. Employees receive training during onboarding that includes PECS guidelines.

5) Integration of recycling programs to reduce waste sent to landfills

Management program actions integrate opportunities to increase recycling while reducing waste sent to landfills. In 2025, a key highlight was the increased recycling of construction waste, resulting in a reduction in the volume sent to landfills.

At the Taubaté unit, non-hazardous waste generated from raw material cutting processes, which could otherwise be sent to landfills, is directed to a "processing" (beneficiamento) method. This approach transforms industrial by-products into high-quality raw materials for reuse across multiple applications. Like Embraer, the company responsible for this process maintains an Environmental Management System certified under ISO 14001:2015 by an independent accredited body.

6) Investment in innovation or R&D to minimize waste

The ESG Chemicals working group is engaged in strategic projects to reduce risks related to chemicals and minimize hazardous waste, such as through research and development (R&D).

Total weight of waste, broken down by disposal method (t) (GRI 306-3,4,5 and RT-AE-150a.1)

Type	Disposal methods	2023	2024	2025
Hazardous Waste	**Total recycled/reused waste**	**1,865**	**2,270**	**2,247**
	Total waste disposed/eliminated:	**3,709**	**3,276**	**2,997**
	Landfill	16	14	15
	Incineration or direct burning (with energy recovery)	0	0	0
	Incineration or direct burning (without energy recovery)	1	91	46
	Other disposal methods	3,692	3,171	2,935
	Total hazardous waste generated	**5,574**	**5,546**	**5,243**
Non-Hazardous Waste	Total non-hazardous waste recycled/reused	10,617	15,637	20,867
	Total non-hazardous waste disposed/eliminated:	**6,299**	**7,682**	**9,300**
	Landfill	2,269	2,839	3,891
	Incineration or direct burning (with energy recovery)	2,933	3,601	3,769
	Incineration or direct burning (without energy recovery)	0	0	0
	Other disposal methods	1,097	1,242	1,641
	Total non-hazardous waste generated	**16,916**	**23,319**	**30,167**
Total waste generated		**44,980**	**57,730**	**70,820**
Data Coverage		94%	94%	93%

Notes: (i) Disposal categories included in "Recycled/reused waste": recycling, recovery, composting and waste blend formulation for co-processing. (ii) "Other disposal methods" include: biological treatment, physical-chemical treatment, disposal/elimination and recovery. (iii) Recovery (valorization) and disposal (elimination) are specific disposal types for Portugal, following Directive 2008/98/EC. Values presented have been rounded.

Percentage of recycled waste
(GRI 306-3,4,5 and RT-AE-150a.1)

Percentage of recycled waste	2023	2024	2025
% of recycled hazardous waste	33%	41%	43%
% of non-hazardous waste recycled	63%	67%	69%
Total waste generated	**22,490**	**28,865**	**35,410**
Data Coverage	94%	94%	93%

The figures presented have been rounded.

Waste generation data, by disposal type, is received, consolidated, and critically analyzed on a monthly basis by Embraer's Environment, Health, and Safety department.

Solid waste management complies with local requirements, and shipments of waste to companies responsible for treatment and/or disposal are accompanied by transport manifests. The data is reported by Embraer periodically so that the entities involved in waste management (generator, transporter, temporary storage provider, recipient, etc.) and environmental regulatory agencies, when applicable, can audit, reject non-compliant shipments, and take other actions.

Hazardous waste is defined in accordance with the applicable legal and regulatory frameworks in the jurisdictions where the waste is generated.

Similarly, these legal and regulatory frameworks are used to classify the types of disposal that pertain to recycled, reused, and recovered waste. The regulations used are: Directive 2008/98/EC for Portugal; ABNT NBR 10.004:2024; CONAMA Resolution No. 313/2002 and CONAMA Resolution No. 499/2020 for Brazil; and the U.S. Resources Conservation and Recovery Act (RCRA) for the United States.

In 2025, the amount of hazardous waste generated was approximately 5% lower than in the previous year. In addition, there was an increase in the recycling rate of hazardous waste, from 41% in 2024 to 43% in 2025.

Regarding non-hazardous waste, in 2025 there was a 29% increase compared to the previous year. The main factors contributing to this were: (i) an increase in the number of employees, which led to higher waste generation in cafeterias, pantries, and offices; and (ii) expansion works at the sites. The share of non-hazardous waste that is recycled increased from 67% in 2024 to 69% in 2025.

Number and volume of reportable spills; volume recovered (RT-AE-150a.2)
No reportable spills occurred in 2025, in accordance with the SASB indicator guidelines (RT-AE-150a.2). Incidents that occurred but did not meet the criteria for this indicator were reported to environmental regulatory agencies. These incidents were promptly contained and managed in accordance with the regulations applicable to the locations where they occurred.

Number and volume of reportable spills; volume recovered (RT-AE-150a.2 e GRI 2-27)

Number of Incidents - Spills and Leaks		Unit	2023	2024	2025
Number of incidents	Leaks	N	0	0	0

Environmental Violations
The company has not paid any significant fines (over $10,000) related to environmental issues in the last four fiscal years.

PRODUCT SUSTAINABILITY

Formed by a team from engineering, the DIPAS – Integrated Development of Environmentally Sustainable Products is based on the environmental aspects of product sustainability and operates on the following fronts: reduction of the use of internationally regulated chemicals, Design for Environment (DfE), life cycle assessment (LCA), and extended product life cycle thinking.

The chemicals initiative aims to comply with international regulations that restrict the use of certain chemicals in products and to mitigate the risk of their use at Embraer. This is achieved by mapping the use of high-concern chemicals in Embraer products, which informs plans for developing alternative solutions.

In the areas of Design for Environment (DfE), life cycle assessment (LCA), and extended product life cycle, DIPAS guides and trains development teams in creating technologies with lower environmental impacts, a process that is continuously being implemented. This is achieved through mentoring in DfE and Life Cycle Assessment, developed in partnership with the Integrated Product Development (DIP) teams.

Design for Environment – DfE

The adoption of Design for Environment (DfE) concepts in the early stages of Embraer's product development is part of an active effort by the Product Development, Conceptual Studies, and Technology Development teams, among many others, to ensure their implementation throughout the entire aircraft lifecycle.

Some of the key principles of DfE are to optimize the product lifecycle, extend the service life of materials, and facilitate the dismantling of products at the end of their service life. To this end, Embraer has developed a DfE Guide linked to internal procedures, with objectives, guidelines, and design options available to engineers during all phases of Integrated Product Development (IPD).

Another key principle of the DfE is the selection of resources and processes with the lowest environmental impact. This principle is put into practice through the adoption of contractual sustainability requirements for new products and the establishment of an internal Embraer standard for environmental requirements applicable to product designs. In addition, Embraer uses a platform dedicated to collecting declarations from regarding substances present in parts and components installed in aircraft, which enables structured collaboration with the supply chain and engineering teams to replace, whenever possible, substances restricted and tracked by environmental regulations.

In the aerospace industry, one of the main drivers of product development is creating an efficient product in terms of fuel consumption emissions, and durability. In these areas, fuel economy and weight reduction are fundamental, so best practices in design, materials, and manufacturing processes are employed and are key factors contributing to improvements in the buy-to-fly ratio. Design for Maintainability concepts are also applied to facilitate maintenance and the disassembly process at the end of the aircraft's service life.

Life Cycle Assessment (LCA)

To map and monitor the environmental performance of its products, Embraer conducted a life cycle assessment study in 2022 and determined the carbon footprint of the E195-E2. The carbon footprint provided a comprehensive analysis of the products' greenhouse gas (GHG) emissions, considering processes from raw material extraction through the end of production, an approach commonly known as "cradle-to-gate", as the company's initial steps toward achieving carbon neutrality by 2040.

The results made it possible to identify the main sources of emissions within the aircraft production chain, as well as opportunities for process improvement, such as supplier engagement, sustainable procurement, and the use of renewable energy, among others.

Since 2024, the DIPAS team has participated in the mentoring phase of the Engineering Specialization Program (PEE) to guide students — and future Embraer employees — in incorporating environmental requirements during the conceptual studies of aircraft development and conducting simplified life cycle analyses in preliminary studies.

End of Life Cycle

Embraer is particularly concerned about the end of the service life of its products. As part of this effort, the company is a member of the Aircraft Fleet Recycling Association (AFRA), an organization responsible for developing new strategies for managing end-of-life aircraft through the publication of Best Practices for the Management of Used Aircraft Parts and Assemblies and the Recycling of Aircraft Materials.

To extend the service life of Embraer aircraft, a series of measures are taken to maintain the operational readiness of all models. This includes the development of technical solutions to meet new requirements and regulations from aviation authorities, including for aircraft that are no longer in production but remain in service. Regarding the end of the service life of aircraft components and parts, Embraer offers customers and operators, during the aircraft's operational phase, special return services for the management and replacement of repairable components, to maximize the reuse and circularity of parts, efficiency, and cost savings, while reducing aircraft downtime. In addition, Embraer is expanding its aircraft dismantling business, enabling the use of USM (Used Serviceable Materials), in strong alignment with the principles of the circular economy.

Another key initiative is the proactive management of obsolescence, led by a dedicated team responsible for monitoring the obsolescence of components and parts due to geopolitical issues, technological advancements, supplier strategies, manufacturer bankruptcies, changes in raw materials, environmental regulations, and other factors.

Carbon neutrality

Embraer has joined PSNM (Polish New Mobility Association), the largest organization in Poland and the region dedicated to the electric mobility and hydrogen technology market. The partnership aims to accelerate the decarbonization of air transport, with a focus on the regional segment, contributing to global and European goals of achieving carbon neutrality by 2050. This includes the development of SAF (Sustainable Aviation Fuel), new propulsion architectures, electric and hybrid flight technologies, as well as improvements in the operational efficiency of the entire sector.

SOCIAL INDICATORS

HEALTH, SAFETY AND WELL-BEING (GRI 403-1)

Occupational Health and Safety Programs
(GRI 403-1, 403-2, 403-4, 403-7, 403-8, 403-9, 403-10)

Occupational Health and Safety Management System
(GRI 403-1)
We strive for excellence in our occupational health and safety performance, a topic considered a priority for Embraer. To this end, preventive measures are implemented on an ongoing basis and guided by the global Environmental, Health, and Occupational Safety Policy, which serves as a guideline for establishing goals, objectives, and actions aligned with our criteria for business excellence.

Embraer's Occupational Health Program aims to provide occupational medical care at the company's facilities, as well as to monitor workplace environmental conditions, promoting health and preventing both occupational and general illnesses.

Workers covered by the Occupational Health and Safety Management System (GRI 403-8)
Employees and partner companies (service providers) are covered by the Integrated Environmental, Occupational Health, and Safety Management System (SIGMASS). The team consists of assistants, nursing technicians, occupational safety technicians, occupational safety engineers, environmental engineers and technicians, coordinators, and the Global Head of Environment, Health, and Safety.

In 2025, Embraer maintained its international certifications ISO 14001 and ISO 45001, ensuring the implementation of all tools specified in these standards, covering 82% of Embraer's operations. In addition to external certifications, the company undergoes annual internal audits to assess environmental, occupational health, and safety requirements achieving 100% coverage.

Occupational health services (GRI 403-3)
Employees are scheduled for periodic occupational health examinations, conducted both at the company's facilities and at clinics accredited by Embraer.

In addition, the occupational physician conducts unscheduled on-site inspections, touring the various areas of the company together with the occupational safety engineering team. The purpose of these visits is to assess, in a direct and impartial manner, working conditions, potential risks, and compliance with health and safety standards, ensuring physical safety and well-being for employees.

Hazard identification, risk assessment, and incident investigation (GRI 403-2)
The EHS (Environment, Health, and Safety) team conducts hazard and risk assessment processes with the aim of controlling, preventing, and/or mitigating impacts on employee health and safety.

The Safe Environment Program allows employees and non-employees to report risky situations and behaviors. These reports strengthen prevention efforts, enable rapid responses, and ensure clear accountability at all levels. Leadership monitors the program's indicators, supported by consistent policies and a robust Safety.

In addition, between 2022 and 2025, Embraer made significant progress on its safety and sustainability agenda by conducting a structured operational risk analysis project. The initiative involved the systematic review of industrial processes using recognized hazard assessment methodologies and was grounded in the operational safety management system — Risk-Based Process Safety (RBPS). As a result, this approach strengthened risk-based decision-making, enabling the identification of opportunities for improvement, the reinforcement of existing controls, and the mitigation of potential impacts related to process safety and operations.

EHS indicators are evaluated monthly and are overseen by company leadership, both in visibility meetings with executive management and in Board of Directors meetings.

Prevention and mitigation of occupational health and safety impacts directly linked to business relationships (GRI 403-7)
The management model adopted in Embraer's Business Excellence Program, P3E, utilizes the SQDC (Safety, Quality, Delivery, and Cost) concept to standardize and optimize the company's operational and cost indicators. In addition to the criteria for business excellence, Embraer has a formal health and safety committee composed of employees, the CIPA Internal Commission for Accident Prevention), governed by Regulatory Standard NR5.

Employee participation, consultation, and communication regarding occupational health and safety (GRI 403-4)
The participation of employees who are not regular staff is essential for building a safe environment for everyone. This participation takes place through initiatives such as Safety Dialogue; Safe Environment; Safety Culture Assessment; and Lessons Learned.

Worker training in occupational health and safety (GRI 403-5)
Embraer focuses on training employees and leaders to maintain safe work environments. The company emphasizes preventive training, safe behavior practices, and safety culture initiatives.

Workplace accidents (GRI 403-9)

Workplace accidents - Employees	Unit	2023	2024	2025
Total number of fatalities	N	0	0	0
Fatality rate	I	0	0	0
Total number of work-related accidents resulting in lost time (excluding fatalities)	N	25	24	21
Workplace accident rate resulting in lost-time injuries (excluding fatalities)	I	0.01	0.01	0.38
Total number of reportable workplace accidents	N	25	24	21
Rate of reportable workplace accidents	I	0.01	0.01	0.38

Frequency rate of lost-time accidents (by country) - Employees	Unit	2023	2024	2025
Brazil	I	0.0	0.0	0.5
USA	I	0.02	0.02	3.57
Portugal	I	0.04	0.02	7.30
Other countries	I	-	-	-

Workplace accidents - Third parties	Unit	2023	2024	2025
Total number of fatalities	N	0	0	0
Fatality rate	I	0	0	0
Total number of work-related accidents resulting in lost-time absences (excluding fatalities)	N	6	9	13
Workplace accident rate resulting in lost-time injuries (excluding fatalities)	I	0.0	0.0	0.4

Frequency rate of lost-time accidents (by country) - Third parties	Unit	2023	2024	2025
Brazil	I	0.0	0.0	0.4
USA	I	0.03	0.03	18.87
Portugal	I	0	0	0
Other countries	I	0	0	-

Note: The data was calculated in accordance with the regulatory standards of the countries where Embraer operates. The rates were calculated based on 1,000,000 hours worked. The figures presented have been rounded.

WELL-BEING

Promotion of health and well-being (GRI 403-6)

Well-being	Number of Participating Employees		
	2023	2024	2025
Smoke-Free Well-Being	12	32	9
Drug-Free Well-Being	10	25	505
Well-Being with Family	290	284	364
Well-Being with yourself	368	1,962	2,699
Well-Being and Exercising * *	5,166	9,598	12,366
Feeling good	336	1,763	5,657
Vaccination program	23,241	25,003	21,933
Embraer in Motion	1,168	692	496
Prevention Livestreams	61	993	3,403

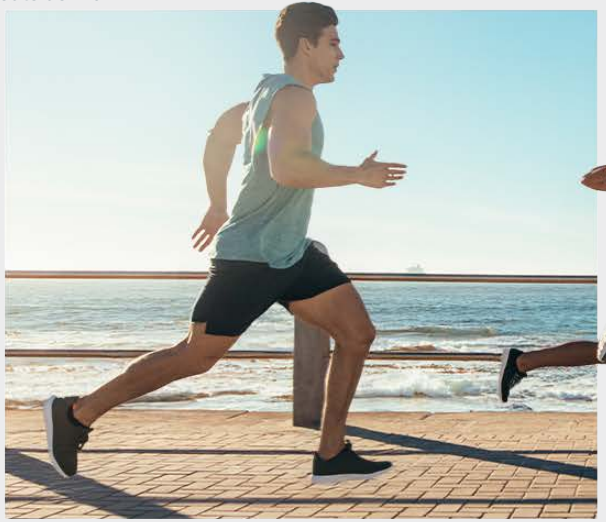
*Notes: Includes data only from Embraer, excluding affiliated companies. *Well-being and Exercising includes employees and their dependents.*

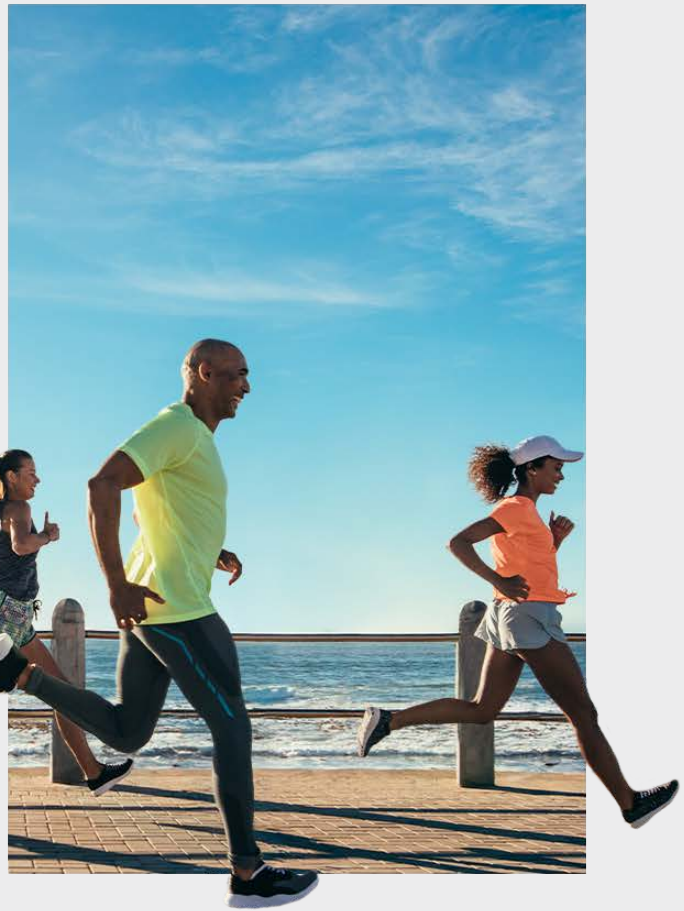
Well-Being with Yourself

The Well-Being Program promotes the quality of life of employees, their immediate dependents, and interns by encouraging the adoption of healthy habits and offering practical resources. With the goal of incorporating a more balanced lifestyle into daily life and reducing health risk factors, the program features a multidisciplinary team of nutritionists and psychologists committed to promoting balance and well-being.

Well-Being with Physical Activity

The company offers this benefit to its employees, immediate dependents, and interns, providing them with access to a variety of solutions to help them stay active and healthy, including options for physical activity and wellness incentives, such as gym memberships and access to a comprehensive physical, mental, and nutritional wellness program both within and outside Brazil.





Drug-Free Well-Being
The program has a team of qualified professionals, in partnership with specialized institutions, to work on the prevention and treatment of chemical dependency, offering support through the following methods:

Outpatient care: consultations with specialists, including individual therapy and participation in weekly meetings of the Embraer-exclusive support group.

Inpatient care: In more advanced cases of the disease, when necessary, treatment may include hospitalization in specialized clinics, lasting between 30 and 45 days.

Support for immediate family members: recognizing the importance of family support, the program offers treatment to family members through support groups and individual therapy, helping them cope with the situation.

The Program covers 100% of the expenses related to the first hospitalization and outpatient treatment.

Well-Being with Family
Embraer offers support to employees expecting a child by providing two special courses:

Course for Expectant Parents: Designed for future fathers and mothers, this course is offered every six months in person or online, providing essential guidance for this special time, and the Course on Paternity Leave: Exclusively for employees who are about to become parents.

In addition, Embraer offers the following benefits:

Maternity Leave: 180 days of paid leave, allowing mothers to devote themselves fully to caring for their newborn.

Paternity Leave: 20 days of paid leave for fathers, in accordance with the guidelines of the Citizen Company Program.

Gift for the Newborn: A cooler bag is provided for newborns.

Daycare Assistance: Available to female employees during the first 18 months after returning from maternity leave, helping to balance work and personal life.

These initiatives reflect Embraer's commitment to supporting its employees during the transition to parenthood.

Feeling Good
Designed to care for the mind and body, this program offers free counseling with a psychologist and immediate support.

Leadership Training
Training designed for leaders to address mental health issues, such as: identifying signs that someone needs help, how to broach the subject with a team member, and how to refer the employee to support networks and systems, thereby promoting a healthy and welcoming work environment.

Digital Health
Health plan beneficiaries have access to digital medical care through their provider's app or website, with registered professionals throughout Brazil.

Mindfulness and Self-Care
A moment dedicated to well-being. It's 15 minutes each week set aside exclusively for self-care, featuring a variety of activities that promote balance and tranquility, strengthening your connection with yourself to improve your quality of life.

Focus groups
Embraer offers employees opportunities to speak with healthcare professionals, either in person or online. These sessions are designed to encourage active listening to employees, facilitate dialogue with others, and provide specialized support, with the aim of promoting self-care, improving quality of life, and fostering healthy habits.

Multidisciplinary Well-Being Team
A team dedicated to supporting employees, including exclusive health and wellness services, as well as support from medical and dental plan providers.

24-Hour Social Assistance
A telephone support service for employees and their immediate dependents in emergency situations. Eligible individuals can rely on the 24-Hour Social Assistance Hotline, a channel created to remotely assist employees and their immediate dependents at any time in emergency situations, such as:

> Funeral assistance to employees and their immediate dependents;

> Related issues and procedures the provision of health plan services;

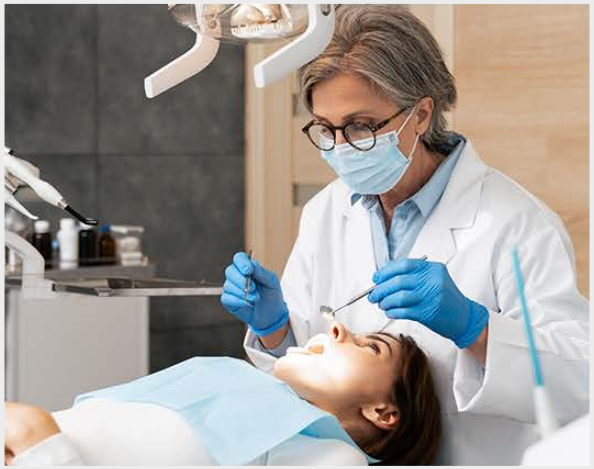
> Authorization for emergency care related to health or dental plans;

> Emergency assistance for employees on business trips;

Vaccination Benefit
Vaccines are effective in preventing and reducing the spread of diseases. As a way to promote the health of its employees and their immediate dependents, Embraer offers the Vaccination Benefit, under which the company covers 80% of the cost of certain vaccines not provided by the government.

Pharmacy Benefit
This benefit includes a predefined financial contribution from Embraer toward the cost of prescription medications (medical and dental) purchased by employees and their immediate dependents.

Dental Plan
Embraer offers four types of dental plans to all employees and their legal dependents, with the basic plan (mandatory coverage) fully funded by the company. Currently, 36,000 people are covered by these dental plans.



Health Insurance

Embraer offers regional and national health insurance plans, with options for shared or private rooms, for all employees and their legal dependents. The company contributes to the monthly premiums, covering between 70% and 100% of the costs. Currently, the plans cover 44,000 people.

Life Insurance

Embraer offers group life insurance to its employees, interns, and apprentices. This is a benefit that eligible individuals and their families can rely on, in accordance with the contractual coverage.

On-site laboratories

With the aim of making employees' daily lives more convenient and encouraging them to keep up with their check-ups, the company offers the services of Sabin Clinical Laboratory at the São José dos Campos and EGM facilities.

Executive Check-ups

The executive check-up (for Managers, Directors, VPs, and the President) is offered through Fleury Laboratories and can be performed annually. It helps detect and prevent changes in your health.

Campaigns/Events/EHS Calendar

Promoting health, quality of life, and well-being through guidance and tips shared company-wide via internal communication channels, as well as through annual events and campaigns.

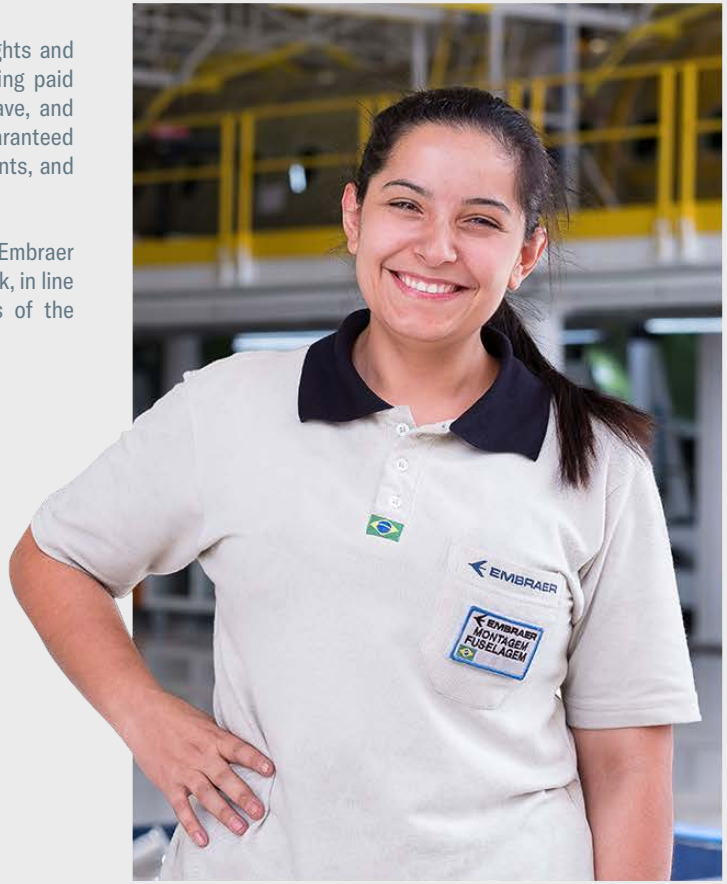
Benefits (GRI 401-2)

Embraer offers a comprehensive benefits package that covers 100% of its employees worldwide, with minor variations possible due to market practices and local conditions in the country or region where they are located.

In Brazil, where more than 85% of its workforce is based, the benefits offered by the company include: health insurance, dental insurance, life insurance, 180 days of maternity leave and 20 days of paternity leave, pharmacy benefits, vaccination benefits, executive health checkups, and Wellhub, in addition to a robust wellness program. Embraer also offers a private pension plan, on-site cafeterias at its operational units, meal vouchers (for units without a cafeteria), food vouchers, flexible work hours, alternative work models such as 100% remote (if applicable) and hybrid, daycare assistance, a language school, an education incentive program, the Embraer Cooperative, APVE – Embraer Pioneers and Veterans Association, and ADC – Embraer Class-Based Sports Association.

The company also guarantees all its employees the rights and benefits provided for under Brazilian labor law, including paid vacation, overtime pay, paid weekly rest, statutory leave, and other charges provided for by law. These rights are guaranteed through internal policies, applicable collective agreements, and formal mechanisms for labor compliance and oversight.

Although these rights are legal requirements in Brazil, Embraer treats them as fundamental commitments to decent work, in line with international principles such as the conventions of the International Labour Organization (ILO).



LOCAL COMMUNITIES

The following table shows the main results of the work carried out by the Embraer Institute and the Embraer Foundation in 2025.

Number of organizations supported by the Embraer Institute and the Embraer Foundation			
Embraer Institute & Embraer Foundation	**2023**	**2024**	**2025**
Embraer Institute	3	3	2
Embraer Foundation	34	22	30
Total	**37**	**25**	**32**
Number of volunteers engaged by the Embraer Institute and Embraer Foundation			
Embraer Institute & Embraer Foundation	**2023**	**2024**	**2025**
Embraer Institute	914	500	853
Embraer Foundation	507	400	582
Total	**1,421**	**900**	**1,435**
Embraer Schools	**2023**	**2024**	**2025**
Number of graduates from Embraer Schools since 2002	5,000	5,240	5,480
% of Embraer School students accepted into public or private universities with 100% on scholarship	86%	86%	76%
College students selected for the Revoar scholarship program	21	42	87

** The Scholarship Fund Program has been discontinued. In its place, the Revoar Program was created, offering financial support, mentoring, and a learning pathway to students graduating from Embraer high schools and the public school in Gavião Peixoto.*

TALENT MANAGEMENT

Entry-Level Programs

Internship Program

600 positions were opened for technical and college students across Brazil, who went through a 100% virtual selection process. With remote, hybrid, and in-person options, the program offers benefits such as a stipend, health insurance, dental insurance, and transportation vouchers. In 2025, 59% of the positions were filled by underrepresented groups, including women, Black individuals, and young people with disabilities. The development of interns aims to support the learning journey, professional growth, and autonomy of early-career talent. It is structured around three main, complementary pillars that ensure a comprehensive development experience: behavioral competencies, practical experience, and guided learning paths. Additionally, through LinkedIn Learning and interactive workshops, young talents practice leadership, soft skills, and project work, where interns develop a solution aligned with their field of expertise. In 2025, we had approximately 40 projects presented, and the conversion rate of interns to employees was 41%.

Summer and Winter Job Internship Programs

Embraer's Summer Job is an immersive experience that brings together students from various states across Brazil to gain an in-depth understanding of the company's day-to-day operations, participating in team-building activities with technical and corporate teams, lectures, training sessions, cultural visits, and hands-on projects supervised by experts. The Winter Job program, on the other hand, is designed for Brazilian students pursuing undergraduate degrees at universities abroad, offering immersive sessions focused on Embraer's culture, business understanding, and dedicated projects. Both programs last up to three months, and in 2025, we had 56 young interns participating in these programs, with a significant conversion rate of 70% to the Regular Internship.

Young Apprentice Program

In 2025, approximately 192 new apprentices were hired at the São José dos Campos, Botucatu, and Gavião Peixoto (SP) facilities for technical and administrative roles. In total, 69% of the positions were filled by underrepresented groups, including women, Black individuals, and young people with disabilities.

Talent Development Program

Organized in partnership with SENAI, the Program is an initiative dedicated to the professional development of people with disabilities, promoting inclusion, skills training, and real career opportunities.

During the training, young people have the opportunity to participate in a structured technical and behavioral training program, which combines practical and theoretical classes in an accessible, safe environment designed to accommodate diverse needs. The training reinforces Embraer's cultural pillars: collaboration, excellence, innovation, and respect, and offers participants the opportunity to develop fundamental skills for working in industrial and technological fields. More than just training, the program represents a commitment to diversity and social transformation, expanding access to knowledge and paving the way for the employability of people with disabilities.

Since 2023, we have trained 120 people through our Training Program in various courses, including: Aviation Culture, Logistics, Basic Computer Skills, Administration, Behavior and Attitude, and Aircraft Maintenance, among others. In 2025 alone, 52 people with disabilities were trained, with a 70% placement rate following completion of the program.

ACADEMIES & PROGRAMS (GRI 404-2)

Embraer Academies

The year 2025 marked an expansion and consolidation of the Leadership Academy within the broader scope of corporate initiatives. With the goal of continuing to strengthen connections and deepen relationships with leadership on a global scale, we reinforced our commitment to developing, training, and providing all necessary support so that leaders can exercise leadership aligned with expected behaviors.

The Leadership Academy worked to reinforce these behaviors by expanding the Embraer Leadership Behaviors training program, reaching 62% of the target audience and reinforcing our commitment to developing leaders capable of inspiring, engaging, and empowering their teams, creating a healthy environment aligned with organizational values and focused on delivering strategic results.

Another highlight is the consolidation of the First Leadership Journey, a program designed to support professionals in their first leadership role.

In its first full year after launch, the program involved 234 leaders, fostering the development of essential skills for leading oneself, others, and within the broader context. As a new initiative, Embraer has launched Welcome Onboarding, designed to introduce the key tools, processes, and resources available to support leaders in their day-to-day work, particularly in the area of people management. These initiatives reinforce the Academy's commitment to providing a structured onboarding experience, strengthening leaders' development journey and preparing them to perform with greater clarity, confidence, and alignment with the role expected of them at Embraer.

EMpower to Fly

EMpower to Fly is a program designed to develop employees with the goal of accelerating their careers, and it has successfully completed its first cohort of 50 participants. The initiative enhances understanding of organizational expectations and strengthens essential skills through content aligned with Embraer's culture. These learnings prepare participants to tackle future professional challenges and advance in their careers.

EMpower Women

The EMpower Women initiative, aligned with the commitment to reach 20% women in senior leadership positions, concluded its second global cohort with 45 participants. The program supported women's professional development through content focused on empowerment, career positioning, interpersonal skills, and people management in the context of gender equity. The program also included in-person meetings that strengthened networking and connections among participants, expanding their support network for future challenges.

Mental Health

In its third consecutive year, the Mental Health & Psychological Safety training program upheld Embraer's commitment to promoting a safe and healthy environment for leaders and employees. The goal of this training is to raise awareness and engage leadership to act as agents of change, promoting healthy and psychologically safe environments for themselves and their teams

Leadership Academy

In 2025, the Leadership Academy introduced Executive Communication training for Managers and Directors, with the goal of strengthening leadership's ability to communicate strategically, clearly, and persuasively. Based on principles of neuroscience, the program enhanced leadership's ability to make an impact, engage teams, and drive results.

Aligned with the corporate Innovation strategy, the Academy also promoted the Innovation & Simplification Journey, aimed at engaging leadership as an agent of transformation. The training reinforced practices that foster an environment open to new ideas, agility, and efficiency, contributing to the creation of sustainable value for Embraer.

Complementing the development portfolio, Embraer conducted training sessions with internal Knowledge Partners, who shared their expertise on essential management topics. “Finance in Practice” introduced financial concepts applied to the day-to-day work of leadership, strengthening the understanding of the relationship between management decisions, results, and company departments.

The LEAN Leadership training reinforced the application of LEAN principles in management, strengthening the culture of continuous improvement at Embraer, while Labor Prevention expanded understanding of key legal concepts and best practices.

In the People area, the Potential & Succession training program supported leaders in managing employee careers and strengthening internal development practices. The Performance Evaluation Training enabled leadership to conduct consistent, structured evaluations aligned with company guidelines, contributing to team development and organizational results. Additionally, the monthly Administrative Routines sessions, led by the Payroll team, reinforced leadership’s knowledge of administrative practices, streamlining processes and supporting day-to-day management.

To mark the first year since the relaunch of the Leadership Academy, we held the Global Leadership Academy Event, which brought together more than 700 leaders for a unique moment of celebration, alignment, and inspiration. The event highlighted the achievements made throughout the year, featured testimonials from leaders who participated in the initiatives, and presented the vision and initiatives that will drive the Academy’s next year.

More than just celebrating results, the event reinforced our commitment to a leadership team that is prepared, connected, and at the forefront of Embraer’s transformation. It was a milestone that further strengthened the Academy’s position as a strategic pillar in people development and highlighted our ambition to build, together, the future of leadership at the company.

Engineering Academy

In 2025, various learning solutions aligned with current and future engineering demands were implemented, with the goal of accelerating employee development. These initiatives promote a systemic view of product and business development, strengthening knowledge management and fostering employee engagement. In addition, new programs specific to engineering were launched, complementing the existing initiatives that have been maturing over the years. All these actions involved the collaboration of multidisciplinary engineering teams, ensuring the customization of content and the promotion of a culture of learning.

Engineering Technical Mentoring Program

For 15 years, the Technical Mentoring Program has demonstrated the importance of knowledge exchange between generations to enhance people’s technical maturity and readiness for future skills. In 2025, two technical mentoring cohorts were active, which will continue into 2026, with a duration of 18 months. A total of 227 mentor-mentee pairs are participating. Participants dedicate hours of study to 150 technical topics that have a direct impact on personal development and the perpetuation of Embraer Engineering’s technical knowledge.

Engineering Knowledge Acceleration Program (ACE)

Its goal is to train employees with up to 12 months of service and new hires through 35 courses organized under the pillars of Culture, Aeronautics & Business, Engineering Excellence Manual, and DIP (Integrated Product Development), Technical Concepts, Engineering Procedures and Tools, Business, and Soft Skills, with 100% of the training delivered by Embraer’s expert trainers. In addition to the theoretical courses, the program offers hands-on experience in different areas of the company, where participants have the opportunity to gain insight into operations, products, and people from other areas that interface with engineering.

The Program has already trained 22 classes, three of which took place in 2025, training 150 people and benefiting the key areas that impact integrated product development: Engineering, Manufacturing Engineering Strategy, Quality, Services & Support, as well as the Eve subsidiary. In 2025, this training recorded a total of approximately 36,270 training hours per participant.

Electronic Warfare Extension Program

The program is conducted in partnership with ITA (Aeronautical Technology Institute) and offers participants a certificate in Electronic Warfare. The program is structured around conceptual modules, hands-on laboratory sessions, and technical visits to institutes, companies, and organizations in the industry. In 2025, the third cohort took place, with the participation of 24 employees from different areas of Embraer: engineering, services and support, and sales, as well as one participant from Atech, a company within the Embraer group. Throughout the program's existence, approximately 80 instances of direct application of the course's knowledge in business operations have been documented, reducing man-hour costs, improving understanding of customer needs, and proposing more coherent and high-quality configurations, thereby ensuring a connection between learning and the company's results.

Soft Skills Program for Engineering

In 2025, soft skills were a key focus in engineering. Throughout the year, employees were invited to participate in various initiatives that focused on the importance of these skills for building high-performance teams. In total, there were 12 Learning Culture Workshops, 5 soft skills-themed podcasts featuring interviews with leaders and employees; 9 microlearning content series with quick soft skills tips; 28 internal psychological safety training sessions led by employees; 6 self-learning tracks; 14 soft skills classes, facilitated by external consultants; and 4 live sessions open to the entire engineering team, covering various topics such as communication and pathways to safe environments.

We also highlight the 2025 edition of the Engineering, Technology, and Innovation Seminar (SETI), where engineering teams were able to share soft skills articles and facilitate roundtable discussions with the participation of senior engineering leadership, addressing practical case studies with an emphasis on the application of soft skills and humanization as strategic factors for success.

Training Program for Flight Test Engineers

In 2025, the second class of the flight test engineer training course was held in Brazil, in partnership with a national institution approved by the Ministry of Education (MEC). The curriculum per participant was divided into the following stages: 64 hours of theory, 200 hours of flight simulator exercises, and 200 hours of practical flight time in an experimental aircraft, in addition to another 400 hours per participant dedicated to familiarization with the documentary aspects of flight, such as: preparation of flight logs, flight preparation, and reports, among others. This training was designed to meet business requirements regarding planning for current and future flight campaigns, which demand increased readiness from personnel. Eight employees were trained, and the program was rated by the trainees with an NPS score of excellence.

Embraer Connections Tour Program

The Embraer Connections Tour Program aims to further broaden employees' understanding of the company's products and processes. More than 20 experiential stops are available at six different Embraer sites, covering topics such as final assembly, the control tower, the furniture factory, simulators, laboratories, the augmented reality center, and the wiring factory, among others. This initiative not only brings participants closer to the product but also connects people from different areas. In 2025, 59 sessions were held with the participation of 260 people, accumulating over 100 hours of hands-on learning, while also fostering employee engagement with Embraer.

Product Development Skills Acceleration Program

This pillar guides employee learning based on the Engineering Employee Development Journey, which is divided into 2 phases: the first is designed for employees with up to 2 years of service, who access mandatory entry-level learning solutions; and the second is designed to support continuous learning at intermediate to advanced proficiency levels. This educational strategy, comprising self development tracks, certification curricula, and specialized programs, ensures the accelerated acquisition of customized knowledge at every stage of an engineering

employee's career. The content structure is organized into 13 macro-technologies and relevant topics, such as Aeronautics, Structures, Materials, EMIT, Design, Product Integrity, Systems Integration, and Testing, with the latter to be launched in 2025.

Moving forward to 2026, two new steps were added to the development journey: the establishment of mandatory training curricula by technology and a technical mentoring program with an emphasis on simulated exercises and practical case studies.

Skills Preparation Program for the Engineering of the Future

In 2025, the second cohort of the MBSE Program (conceptual and practical model-based systems engineering) took place, in partnership with ITA (Aeronautical Technology Institute).

This program, which began in 2024, has trained 80 people in an approach that uses models to support the entire life cycle of a system, promoting the updating and development of future tech skills for the Engineering team, which will enable the development of robust, efficient, and safe systems.

The program was conducted in-person, totaling approximately 8,000 hours of participation, featuring both theoretical and practical activities, such as real-time simulation exercises, a final project based on a real-world case study, and the promotion of "social learning" among participants, who were able to share experiences and lessons learned throughout the course.

Another key highlight is the training on the Virtual Systems Integration (VSI) Framework, a set of tools for developing, simulating, testing, validating, and certifying systems. This framework is based on Embraer's commercial and proprietary software, and the training aims to equip and update engineers to use the technologies and tools employed in VSI today and in the future. In 2025, 65 people were trained in a 16-hour course consisting of theoretical and practical training.

Engineering Job Rotation Program

In 2025, the 3rd edition of the Engineering Job Rotation Program took place, coordinated by the Product Development Engineering Strategy team in collaboration with the Engineering Academy. The Program included 146 selected participants, who had the opportunity to experience, over a period of 3 to 6 months, activities and challenges in areas different from their original fields. The program was created to meet the objectives of expanding knowledge in technical areas, integrating and understanding the routines and processes of other areas, broadening the business and strategic vision within engineering, and strengthening networking soft skills.

Specialization Program in Flight Safety – PE-Safety:

The Flight Safety Specialization Program (PE-Safety) is currently in its 16th cohort and aims to convey the principles of flight safety and product integrity, as well as to train professionals to understand, apply, and promote these fundamental concepts in their daily work.

Classes are taught by internal and external instructors. In 2025, 38 professionals from Embraer and Eve began the program, with graduation scheduled for 2026. The specialization consists of 60 courses, with a total course load of 226 hours. Students have access to synchronous theoretical classes, lectures by external experts, study groups supervised by specialists, and develop a final project based on real-world case studies. The program also offers individual enrollment slots in all theoretical courses, fostering a culture of flight safety.

Generalist Professional Development Program for Interior Engineering – PAGE-Int

The first cohort of this program began in 2025, with the goal of updating and integrating the Interior Technology teams across the various business units. 84% of the team members participated in the program, with an average of 40 hours of training per participant.

There were 38 training programs, delivered by 35 in-house instructors and organized into three major knowledge areas: the first covering multidisciplinary topics in Interior Structures (panels, trim, and seats), Interior Design, Ergonomics and Comfort, Interior Materials, Interior Systems, Supplier Selection and Management, among others; the second block addressed complementary topics, such as robustness and maturity, the aircraft aftermarket, and the contribution of interior technology, as well as product lifecycle in the series; and, finally, the third block featured curated soft skills tracks from LinkedIn Learning on decision-making, productivity, and teamwork.

Advanced Training Program: Vehicle Electrification

The objective of this course is to enhance skills related to the impacts of vehicle electrification on Embraer's products, including: aeronautical microgrids, power electronics, energy quality and storage, and control of high-performance electric motors. The program is supported by a leading university specializing in electrification, which conducts the 375 hours of training over 18 months. In total, 30 engineering professionals are being trained, who will participate in mentoring sessions, study groups, and individual exercises. Student evaluations are conducted through practical assignments in a simulation environment addressing real-world industry challenges. The course also provides a non-degree certificate based on performance and attendance in the courses.

Business & Management Immersion Program

This program is part of the engineering school's training strategy and aims to foster attitudes of intrapreneurship and innovation in order to strengthen increasingly assertive decision-making.

Between 2024 and 2025, 160 people — mostly leaders — were trained, accounting for 45% of the participants. The program consists of 17 modules covering strategic and corporate vision, knowledge of business units, and an understanding of the operational management of cross-functional areas.

In 2025, a movement to democratize knowledge began, through the recording of content in the form of video lessons with subtitles and translation into Brazilian Sign Language. Also in 2025, Embraer offered employees a lecture on the topic "Scenario Planning: Preparing for the Future of Aviation," presenting possible futures in the aeronautical sector, as proposed by artificial intelligence, to more than 200 participants. The program is reinforced by asynchronous self-development tracks in business & management, aimed at promoting leadership.

Manufacturing Engineering Academy

Launched in August 2023, this academy has established itself as a strategic program dedicated to the professional development and training of industry professionals, with a focus on preparing teams for current and future technological and operational challenges of today and tomorrow. Its core objective is to enhance teams' technical and behavioral readiness, bridge any skills gaps, and support critical initiatives in innovation and industrial efficiency.

In 2025, the training tracks at the Melbourne site expanded to include new topics and content. The Corporate Technical Mentoring Program also expanded and is now in its second cycle, with 57 pairs connecting experts and emerging talent in a network of continuous development. Throughout 2025, the Academy held approximately 230 classes, totaling around 8,500 participants in activities focused on developing soft and hard skills. These figures underscore the growing participation of professionals and the Academy's direct impact on technical maturity, operational performance, and the development of capabilities critical to the company's future.

Quality Academy

Launched globally in 2024, the Quality Academy aims to pursue excellence in quality and customer satisfaction through employee learning and training, as well as by developing the skills of today's and tomorrow's professionals, in pursuit of continuous improvement and standardization of our processes, aiming to achieve high quality standards by encouraging continuous improvement. In 2025, the global "Culture for Quality Circuit" program was launched, a foundational initiative focused on strengthening key principles of aviation culture among operational teams. Overall, there were more than 296 classes, with approximately 6,000 participants.

Supply Chain Academy

Launched in 2021 with the mission of fostering supply chain management concepts and best practices, as well as shaping attitudes, to drive the necessary process transformations and continuous improvement in pursuit of excellence—particularly in areas related to supply chain management, a topic of critical importance to the business. In 2025, an onboarding track dedicated to key supply chain processes and procedures was established, with the goal of enhancing technical readiness and strengthening essential competencies in this strategic area. The second cycle of the mentoring program was also conducted with 32 pairs addressing topics driven by business challenges.

Another significant milestone in 2025 was the development of a specialized digital track in Artificial Intelligence, designed to promote the adoption of advanced technologies in the department's processes and routines. A leadership team was also developed in business-oriented competencies in partnership with a renowned market consulting firm. As a result, there were approximately 54 classes, with over 1,800 participants and about 379 hours of learning.

Procurement Academy

Its goal is to ensure the professional development of procurement professionals, based on the competencies required for each role to meet Embraer's business and strategic needs. In 2025, the area's leadership team underwent training in business-focused competencies, in partnership with a renowned consulting firm. Another significant milestone was the development of a specialized digital track in Artificial Intelligence, designed to promote the adoption of advanced technologies in the area's processes and routines. The third cycle of the technical mentoring program also took place, involving 28 pairs and 3 trios, focusing on topics driven by business challenges. A total of 64 training sessions were held, with approximately 3,100 participants and 268 hours of structured training.

LEAN Academy

One of the pioneering academies focused on all areas of the company. Its goal is to promote organizational learning and disseminate the LEAN philosophy, which forms the cultural foundation of Embraer's strategic plan. In 2025, it held approximately 328 training sessions, training over 7,500 people, with more than 2,400 people trained in the DOJOs, which are the practical learning rooms for LEAN. The Academy reached a milestone of 293,500 training completions since its launch in 2020. In 2025, it expanded its strategy for disseminating LEAN concepts online, creating video lessons developed with English voiceovers generated by Artificial Intelligence, ensuring inclusion and broad access to learning on a global scale.

Academy of Strategy and Innovation

The Academy of Strategy and Innovation, launched in April 2025, aims to develop the knowledge, skills, and attitudes that strengthen Embraer's culture of innovation and strategic thinking, disseminating the essential competencies needed to accelerate transformation and prepare the company for future challenges. In its first year of operation, the Academy structured and offered 18 training courses on topics such as Business Agility and VRO (Value Realization Office), Intrapreneurship - Green Light, Strategic Plan and Strategic Initiatives, and Introduction to the Embraer Startup Program, engaging more than 416 employees and driving strategic and innovative development within the company.

My Tech Academy

In 2025, My Tech Academy continued to strengthen the development and training of Embraer employees, with a focus on digital evolution and the training of agents of transformation. The main highlight of the year was the advancement of initiatives in Artificial Intelligence, with sessions dedicated to the context of AI at Embraer. In addition, training in other skills was also promoted. The results reinforced the Academy's impact, which covered 69 different topics across more than 110 learning solutions, with a total of 12,025 participants, impacting more than 5,160 employees.

Soft Skills Program

Embraer has a Soft Skills Program focused on developing and enhancing employees' interpersonal and behavioral skills, aligned with Embraer's strategy and cultural behaviors. In 2025, we had approximately 1,780 participants across 15 different topics, totaling approximately 14,000 hours of training.

Knowledge Partners Program

The Knowledge Partners Program brings together more than 1,700 in-house experts, spread across the company's various sites, and is responsible for approximately 96% of training at Embraer. The initiative strengthens knowledge management and promotes a culture of continuous collaboration and operational excellence. This program symbolizes the company's commitment to valuing internal talent, directly contributing to the sustainability of business knowledge and employees' careers. It is also responsible for training internal specialists, ensuring their competence as educators.

Education Incentive Program

The program was launched in 2022 with the aim of promoting the recognition and development of employees through grants for graduate programs, MBAs, master's degrees, doctorates, and postdoctoral studies, both in Brazil and abroad, in line with the company's business strategy. It is available to all employees with permanent employment contracts at all Embraer locations. In 2025, the program served approximately 100 employees with a total investment of over R$ 380,000.

Language Program

We understand that Embraer is moving in an increasingly global direction, and to contribute to this mission, the company relaunched the Language Program in 2022 with the goal of accelerating language learning in English, Spanish, French, and Portuguese, in line with the company's expansion strategy.

With classes and content delivered entirely online (both synchronous and asynchronous), by 2025 we had more than 600 active students, ending the year with 77 dedicated classes for Embraer employees. In addition to live classes, participants have access to a feature-rich platform, including interactive exercises and support materials designed to boost learning and reinforce daily practice. And to make the learning journey even more efficient, new students begin their experience with an AI-powered automated placement test that identifies the ideal starting point for each individual.

Ethics and Compliance Program

One of the governance areas of the "Corporate Ethics and Compliance Program" is the learning strategy, which centralizes training on these topics. In 2025, training courses were made available on the Code of Ethics and Conduct, Import and Export Policy, Conflicts of Interest, and Anti-Corruption, aligned with Embraer's culture, values, and pillars. These training sessions are mandatory. There were over 53,000 participants and 79,543 training hours.

Corporate Aeronautical Qualification Program

The Corporate Aeronautical Training Program offers content tailored to the company's production areas, particularly those responsible for aircraft manufacturing and assembly. Its primary objective is to provide technical training and prepare professionals to work safely, efficiently, and with a commitment to quality. Within the Internal PQE, the Trainee Program was developed, in which the employee is hired by the company and undergoes a cycle of theoretical and practical training on the basic concepts of production. This process ensures that the professional is properly prepared and capable of performing their duties with excellence, strictly adhering to safety and quality standards. In 2025, the Internal Qualification Program recorded approximately 300,000 course enrollments, totaling approximately 500,000 training hours.

APPRENTICESHIP LEARNING

LinkedIn Learning

LinkedIn Learning has established itself as Embraer's professional development platform, offering a portfolio of over 25,000 courses, updated monthly and categorized into basic, intermediate, and advanced levels. Focused on the pillars of creativity, innovation, and technology, the platform is available in more than 13 languages, incorporating certifications, accessibility features, and artificial intelligence functionalities that enhance the user experience. Over the past year, the platform has advanced its use of AI with three new features:

- AI Coaching: personalized recommendations;
- AI Role (English): simulations of professional conversations;
- Career plans: exploring internal advancement paths.

Similarly, the search for skills related to technology and artificial intelligence has grown exponentially among the more than 9,600 active employees on the platform.

Embraer was also recognized as the company that has adopted the most AI features on LinkedIn in Brazil, reinforcing its culture of continuous learning and its position as an innovation-driven organization.

EMpower Learning

The EMpower Learning Platform was developed in-house by the talent development team in partnership with the business units. The platform's objective is to host a variety of content organized into learning paths, with a focus on content owned by Embraer. These learning paths are developed by Embraer's Corporate Programs and Academies. The EMpower Learning Platform is a symbol that reinforces the encouragement of employee ownership regarding the development of their skills, allowing them to access content at any time, with a particular emphasis on the ability to study topics produced by cross-functional areas. Currently, the platform offers more than 7,896 learning solutions, structured into 73 knowledge tracks.

Employee Training (GRI 404-1)

Average training hours per employee, job category, and gender		2023		2024		2025	
		Men	Women	Men	Women	Men	Women
Administrative	Total training hours	8,957	6,409	8,311	4,768	10,221	7,650
	Total number of employees in the category	335	230	368	267	428	330
	Hours per employee in the category	**26.7**	**27.9**	**22.6**	**17.9**	**23.9**	**23.2**
Engineering	Total training hours	166,207	40,954	159,855	42,078	180,711	45,895
	Total number of employees in the category	3,196	617	3,441	712	3,598	768
	Hours per employee in the category	**52.0**	**66.4**	**46.5**	**59.1**	**50.2**	**59.8**
Internship	Total training hours	16,160	11,415	22,832	13,380	21,007	17,221
	Total number of employees in the category	357	250	335	235	273	257
	Hours per employee in the category	**45.3**	**45.7**	**68.2**	**56.9**	**76.9**	**67.0**
Leadership	Total training hours	22,154	5,397	18,878	4,397	35,984	8,924
	Total number of employees in the category	827	164	890	185	913	205
	Hours per employee in the category	**26.8**	**32.9**	**21.2**	**23.8**	**39.4**	**43.5**
Operations	Total training hours	355,700	60,129	395,791	81,586	338,816	60,982
	Total number of employees in the category	6,805	1,007	7,559	1,289	8,013	1,444
	Hours per employee in the category	**52.3**	**59.7**	**52.4**	**63.3**	**42.3**	**42.2**
Pilot	Total training hours	1,320	63	1,299	38	1,710	313
	Total number of employees in the category	99	2	99	3	108	3
	Hours per employee in the category	**13.3**	**31.5**	**13.1**	**12.7**	**15.8**	**104.3**
Professional	Total training hours	44,657	31,279	44,662	35,958	62,825	47,289
	Total number of employees in the category	1,691	1,244	1,769	1,355	1,847	1,405
	Hours per employee in the category	**26.4**	**25.1**	**25.2**	**26.5**	**34.0**	**33.7**
Technical	Total training hours	116,452	13,475	136,205	13,629	138,824	13,374
	Total number of employees in the category	2,094	240	2,156	246	2,246	259
	Hours per employee in the category	**55.6**	**56.1**	**63.2**	**55.4**	**61.8**	**51.6**
Total	Total training hours	731,607	169,121	787,833	195,834	790,098	201,648
	Total number of employees in the category	15,404	3,754	16,617	4,292	17,426	4,671
	Hours per employee in the category	**47.5**	**45.1**	**47.4**	**45.6**	**45.3**	**43.2**

Note: The data include information from Embraer and Eve. The values presented have been rounded.

Average training hours per employee, by gender and age		2024		2025	
		Men	Women	Men	Women
Under 20	Hours per employee in the category	27,220	13,516	8,522	5,536
	Total employees in the category	339	206	295	225
	Hours per employee in the category	**80.3**	**65.6**	**28.9**	**24.6**
20–30 years	Hours per employee in the category	232,613	82,401	228,978	85,882
	Total employees in the category	3,511	1,342	3,646	1,460
	Hours per employee in the category	**66.3**	**61.4**	**62.8**	**58.8**
30–50 years	Hours per employee in the category	471,070	95,124	455,840	100,036
	Total employees in the category	10,583	2,471	10,919	2,641
	Hours per employee in the category	**44.5**	**38.5**	**41.7**	**37.9**
> 50 years	Hours per employee in the category	56,930	4,793	96,758	10,194
	Total employees in the category	2,184	268	2,566	345
	Hours per employee in the category	**26.1**	**17.9**	**37.7**	**29.5**
Total	Hours per employee in the category	787,833	195,834	790,098	201,648
	Total employees in the category	16,617	4,287	17,426	4,671
	Hours per employee in the category	**47.4**	**45.7**	**45.3**	**43.2**

Note: The data includes information from Embraer and Eve. Information regarding training hours by professional category and age group covers the global operations of these companies, while data related to ethnicity refers exclusively to employees in Brazil. The values presented have been rounded.

Average training hours per employee, by gender and age		2024		2025	
		Men	Women	Men	Women
Black	Hours per employee in the category	41,069	9,623	37,798	7,448
	Total number of employees in this category	637	147	719	163
	Hours per employee in the category	**64.5**	**65.5**	**52.6**	**45.7**
Brown	Hours per employee in the category	135,529	36,787	122,878	31,735
	Total employees in the category	2,132	562	2,315	645
	Hours per employee in the category	**63.6**	**65.5**	**53.1**	**49.2**
White	Hours per employee in the category	544,937	139,360	544,675	147,485
	Total employees in the category	11,442	2,998	11,910	3,245
	Hours per employee in the category	**47.6**	**46.5**	**45.7**	**45.4**
Yellow	Hours per employee in the category	11,984	2,725	12,901	2,749
	Total employees in the category	249	50	262	55
	Hours per employee in the category	**48.1**	**54.5**	**49.2**	**50.0**
Indigenous	Hours per employee in the category	769	100	464	258
	Total number of employees in the category	9	3	11	4
	Hours per employee in the category	**85.4**	**33.3**	**42.2**	**64.5**
Ethnicity not declared	Hours per employee in the category	2,922	347	—	79
	Total employees in the category	514	177	2,209	559
	Hours per employee in the category	**5.7**	**2.0**	**—**	**0.1**
Total	Hours per employee in the category	737,210	188,942	718,716	189,754
	Total employees in the category	14,983	3,937	17,426	4,671
	Hours per employee in the category	**49.2**	**48.0**	**41.2**	**40.6**

Note: The data includes information from Embraer and Eve. Data on training hours by professional category and age group covers all global operations. Information by ethnicity refers exclusively to Brazil. Training types: Internal, Online (LMS EMpower), External, In-Company, and LinkedIn Learning. The figures presented have been rounded.

Average training hours per employee, by training type and gender		2025	
		Men	Women
Internal Training	Hours per employee in the Total category	442,854	121,818
	Total de Colaboradores	19,493	5,206
	Hours per employee	**22.7**	**23.4**
Online Training	Total hours in the category	251,834	59,563
	Total number of employees	19,493	5,206
	Hours per employee	**12.9**	**11.4**
External Training	Total hours in the category	13,263	5,710
	Total number of employees	19,493	5,206
	Hours per employee	**0.7**	**1.1**
In-Company Training	Total hours in the category	76,645	11,624
	Total number of employees	19,493	5,206
	Hours per employee	**3.9**	**2.2**
LinkedIn Training	Total hours in the category	5,502	2,934
	Total number of employees	19,493	5,206
	Hours per employee	**0.3**	**0.6**

Notes: The data includes information from Embraer and Eve. In-house Training: courses taught by in-house instructors (synchronous); Online: courses conducted on the LMS - EMpower (asynchronous); External: courses conducted by one or more employees at the consulting firm's premises (open market class); In-Company: courses taught by training consultancies at Embraer's premises (closed class for Embraer); LinkedIn Learning: courses conducted on the LinkedIn Learning platform (corporate license)

Investment in employee training (GRI404-I)

Talent Management	2023	2024	2025
Average hours per FTE for training and development (Hours)	47	47	45
Average amount spent per FTE on training and development (US$)	98	64	260

Note: The data includes information from Embraer and Eve. The figures presented have been rounded.

Types of Embraer Training

CLASS
(Course taught by an instructor in an in-person or hybrid format)

SELF-STUDY AND READ & SIGN
(Material available for online reading, which can be completed at any time)

ONLINE
(Interactive training that can be completed at any time by the employee)

OJT
(Hands-on training conducted in the workplace with a mentor)

2025 Training Data:

22,022 employees trained

~99% **training coverage of permanent employees**

+990,000 training hours

~US$ 6 Million invested in employee training

Training in Aeronautical Production

Embraer expanded its technical training initiatives by offering free Aeronautical Production courses, with an emphasis on Mechanics and Electrical Systems, to residents of São José dos Campos, Botucatu, Caçapava, Jacareí, and São Manuel (SP). The program partners with SENAI (National Industrial Apprenticeship Service). A total of 48 spots were made available, with 30% of them reserved for women and Black/Brown individuals.

PEE - Engineering Specialization Program

In 2025, the program's 33rd cohort awarded 45 scholarships to engineers from various disciplines to form a new class for the professional master's degree in Aeronautical Engineering. This cohort included 27% female engineers, which aligns with our ESG social commitment to contribute to the training and entry of women into STEM careers.

Accredited by the MEC (Ministry of Education) and lasting 18 months, the program has graduated more than 1,790 students since 2001. Classes are held in São José dos Campos and taught by professors from ITA (Aeronautical Technology Institute) and professionals from Embraer. The average hiring rate for participants by the company is 96%. The 34th class of the program began in February 2026, with 45 engineers.

PES - Specialization Program in Software and Data Science

In 2025, the program's fourth cohort offered 30 scholarships to recent graduates with degrees in the exact sciences. The course lasted nine months, and by the end of the program, 10 specialists in Data Science and another 20 in Embedded Software had graduated. This cohort was 33% female, which aligns with our ESG social commitment to greater diversity in our entry-level programs. The PES is a non-degree graduate program offered online in partnership with UFPE (Federal University of Pernambuco) since 2022. To date, approximately 115 professionals have been selected for the program, which boasts a 94% employment rate.

GIFT - (Guiding and Inspiring the Future of Technicians)

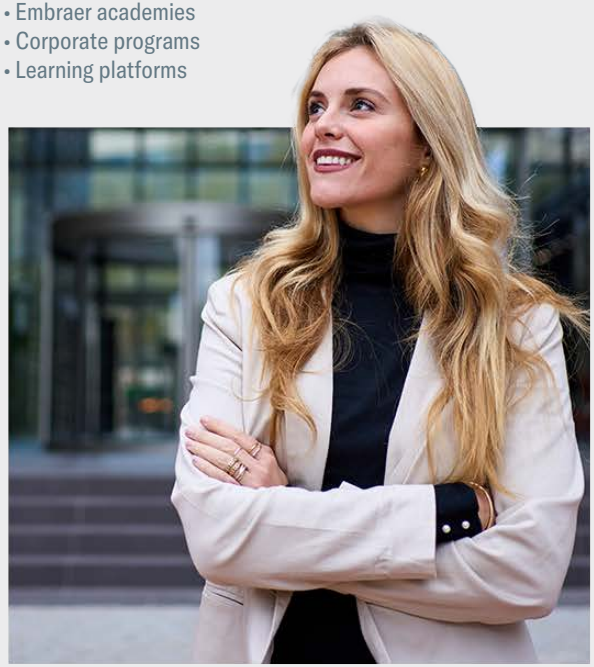
The GIFT program was created in response to the need to train a skilled workforce for the aircraft maintenance sector at the MRO facility in Sorocaba (SP). This program trains individuals for careers as Aircraft Maintenance Mechanics (MMA), offering students in Sorocaba and the surrounding region a comprehensive and up-to-date education, preparing them to work with high qualifications in Embraer's aircraft maintenance sector. The curriculum includes scientific and technological knowledge focused on aircraft inspection, operation, and maintenance, always in compliance with regulatory standards.

The first class began in 2023 and graduated in 2026 with 22 students. The second class is already scheduled to begin with 35 participants, 34% of whom are from underrepresented groups, reinforcing Embraer's social commitment to diversity.

Hub EMpower – Embraer Training and Development

Embraer has its own educational brand, EMpower, which focuses on promoting learning on a global scale and in line with market trends. EMpower is designed around a learning environment model that includes:

- Embraer academies
- Corporate programs
- Learning platforms



PEOPLE CYCLE

The People Cycle is our guiding framework for talent management strategy at Embraer. It clearly outlines the key stages that guide employee training, evaluation, development, and engagement throughout the year.

Just as in previous cycles, it functions as a career “flight plan,” ensuring a structured path, continuous feedback, and alignment between priorities, results, and development.

At Embraer, caring for people is not just an HR practice: it is a commitment that underpins our culture, influences our results, and reinforces who we are as a global organization.

The Cycle consists of several key milestones:

Individual Goals and Priorities
Every year begins with a check-in between leaders and employees to define the most important deliverables for that period. These deliverables are called Individual Priorities and represent the activities that have the greatest impact on customers, the department, and the business strategy. They also help make work clearer and more focused, because they are recorded in the system and tracked throughout the year, facilitating conversations about progress, challenges, and the impact generated.

Throughout the Cycle, each person builds, together with their leadership, an IDP: a plan that guides their development, considering technical and behavioral skills important for career growth.

Performance
The Performance Review is the time when we analyze both what was delivered and how the work was carried out. The goal is not only to measure results, but to foster honest conversations, reinforce best practices, identify opportunities, and ensure that everyone has a clear understanding of their progress. To this end, Embraer uses the Performance Matrix, conducts meetings called People Reviews with support from HRBPs, and concludes the process with structured feedback, always recorded in the system.

Stages of the Evaluation:
- Leadership Training
- Performance Matrix
- People Review
- Formal Feedback
- Merit

Mid Year Talk
Midway through the year, a meeting is held to review the status of deliverables, discuss career prospects, and make any necessary adjustments. This is an essential opportunity to avoid surprises during the Performance Review and to strengthen the relationship between the leader and the employee.

Potential and Succession
In addition to focusing on the present, Embraer also plans for the future. For this reason, it conducts an annual Potential Assessment, a practice that identifies talent capable of assuming key positions down the line. The 2025 process took place between June and July and involved leaders, senior analysts, and other professionals selected based on strategic needs. Immediately following this, Succession Committee sessions were held to structure this strategic plan.

Engagement Survey - GPTW
Employee engagement is a cornerstone of Embraer’s social sustainability. The company recognizes that fostering a positive work environment, listening to employees, and promoting practices that support inclusion and well-being strengthen our global reputation and directly influence our positive impact on society.

In 2025, we received certification and recognition as a Great Place to Work (GPTW). These recognitions reinforce that our culture is built on trust, active listening, inclusion, and valuing people, and that this commitment is recognized by our employees in all regions where we operate.

The GPTW survey is entirely voluntary and anonymous, which allows the company to gain an honest and transparent understanding of how employees evaluate aspects of organizational culture, well-being, and engagement, including leadership, communication, well-being, opportunities, and a sense of belonging. These results help Embraer make decisions that are more people centered, sustainable, and aligned with employees' expectations. In total, Embraer's operations in Brazil, China, the United States, France, and Singapore were recognized as examples of excellence in the workplace.

REGULAR PERFORMANCE AND CAREER DEVELOPMENT REVIEWS

Employee Assessment (GRI 404-3)

Percentage of employees who received regular performance and career development reviews		2025		
		Men	Women	Others
Administrative	Total Reviews	361	286	5
	Total employees in Administrative this category	390	307	5
	% of Employees Evaluated	**93%**	**93%**	**100%**
Engineering	Total Evaluations	3,558	768	1
	Total employees in this category	3,565	768	1
	% of Employees Evaluated	**100%**	**100%**	**100%**
Internship	Total Evaluations	396	329	1
	Total employees in this category	396	329	1
	% of Employees Evaluated	**100%**	**100%**	**100%**
Leadership	Total Reviews	897	198	2
	Total number of employees in this category	918	199	2
	% of Employees Evaluated	**98%**	**99%**	**100%**
Operational	Total Evaluations	7,720	1,263	14
	Total employees in this category	7,926	1,401	14
	% of Employees Evaluated	**97%**	**90%**	**100%**
Pilot	Total Evaluations	108	3	0
	Total number of employees in this category	108	3	0
	% of Employees Evaluated	**100%**	**100%**	**—%**
Professional	Total Evaluations	1,820	1,397	11
	Total employees in this category	1,823	1,401	11
	% of Employees Evaluated	**100%**	**100%**	**100%**
Technician	Total Reviews	2,207	240	2
	Total number of employees in this category	2,210	245	2
	% of Employees Evaluated	**100%**	**98%**	**100%**
Total	Total Evaluations	17,067	4,484	36
	Total employees in the category	17,336	4,653	36
	% of Employees Evaluated	**98%**	**96%**	**100%**

Notes: The indicator covers employees eligible for the Performance Evaluation and Automatic Progression processes, assessed in the 2025 cycle. The following groups are not eligible for these processes: positions exclusively subject to Automatic Progression, SENAI apprentices, employees hired as of September 1, 2025, employees on continuous leave for a period equal to or longer than eight months, and the Administrative Assistant role. The total number of employees per category considers the assessed population as of September 2025 (the evaluation period) and includes data exclusively from Embraer, excluding information from its affiliated companies.

DIVERSITY & EMPLOYEES

Employees by Contract Type and Gender (GRI2-7)

Employees	Female	Male	Other	Total
Number of employees	5,206	19,493	36	24,735
Number of permanent employees	4,787	19,067	35	23,889
Number of temporary employees	419	426	1	846
Number of employees without guaranteed working hours	0	0	0	0
Number of full-time employees	4,770	18,958	35	23,763
Number of part-time employees	436	535	1	972

The number of employees includes all professionals hired directly by the company, including interns and apprentices. The information covers not only EMBRAER but also its affiliates Eve, Atech, Visiona, and OGMA, encompassing all countries where these companies operate.

For the number of temporary employees, only those hired on a fixed-term basis, interns, and apprentices were considered. For the number of part-time employees, all individuals working fewer than 8 hours per day were considered.

Employees by Contract Type and Country (GRI2-7)

Employees	Brazil	USA	Portugal	Other Countries	Total
Number of employees	19,858	2,486	2,019	372	24,735
Number of employees Permanent Temporary	19,035	2,486	2,002	366	23,889
Number of temporary employees	823	0	17	6	846
Number of employees with no guarantee of hours	0	0	0	0	0
Number of full-time employees	18,909	2,486	2,002	366	23,763
Number of part-time employees	949	0	17	6	972

In 2025, the company had 2,647 workers who are not employees but whose work is managed by Embraer. The most common types of workers in this category are involved in cleaning and maintenance, restaurant services, security, IT services, logistics, and tooling engineering. (GRI 2-8) 100% of employees are represented by an independent union or covered by collective bargaining agreements. (GRI 2-30)

DIVERSITY

Workforce composition by gender and job category (GRI 405-1)

Functional Category	Gender	2023	2024	2025
Administrative	Women (%)	41%	42%	43%
	Men (%)	59%	58%	56%
	Others (%	—%	—%	1%
	Total number of people	**565**	**635**	**805**
Related positions in STEM	Women (%)	—%	—%	19%
	Men (%)	—%	—%	81%
	Others %	—%	—%	—%
	Total number of people	**—**	**—**	**4,348**
Engineer	Women %	16%	17%	18%
	Men %	84%	83%	82%
	Others %	—%	—%	—%
	Total number of people	**3,813**	**4,153**	**4,588**
Internship	Women %	41%	41%	48%
	Men %	59%	59%	52%
	Other %	—%	—%	—%
	Total number of people	**607**	**570**	**558**
Leadership	Women %	17%	17%	18%
	Men %	83%	83%	82%
	Other %	—%	—%	—%
	Total number of people	**991**	**1,075**	**1,339**
Operational	Women %	13%	15%	15%
	Men %	87%	85%	85%
	Other %	—%	—%	—%
	Total number of people	**7,812**	**8,848**	**10,783**
Pilot	Women %	2%	3%	3%
	Men %	98%	97%	97%
	Other %	—%	—%	—%
	Total number of people	**101**	**102**	**111**

Professional	Women %	42%	43%	43%
	Men %	58%	57%	57%
	Others %	—%	—%	—%
	Total number of people	**2,935**	**3,124**	**3,951**
Technical	Women %	10%	10%	10%
	Men %	90%	90%	90%
	Others %	—%	—%	—%
	Total number of people	**2,334**	**2,402**	**2,564**

Notes: Workforce composition indicators include data exclusively from Embraer and do not include information from its affiliated companies.

Workforce composition by age group (GRI 405-1)

Age Group (%)	2023	2024	2025
Under 30	20%	26%	28%
30–50 years	67%	62%	61%
> 50 years	13%	12%	13%

Notes: Workforce composition indicators include data exclusively from Embraer and do not include information from its affiliated companies.

Workforce composition by ethnicity and other minorities (GRI 405-1)

Ethnic groups and other minorities (%)	2023	2024	2025
Black	15%	4%	4%
Brown		13%	13%
White	70%	69%	68%
Yellow	1.5%	1.4%	1%
Indigenous	—%	0.1%	0.1%
Undeclared ethnicity	13%	3%	13%
Percentage of people with disabilities	**4%**	**4%**	**4.9%**

Notes: Workforce composition indicators include only data from Embraer and do not include information from its affiliated companies. Until 2023, Black and Brown ethnicities were monitored together.

Women in Leadership (GRI 405-1)

WOMEN IN LEADERSHIP (%)	2023	2024	2025
Women's share of the total workforce	20%	20%	21%
Women's representation in all management positions, including junior, middle, and senior management	16%	17%	21%
Proportion of women in junior management positions, i.e., First level of management	18%	17%	19%
Proportion of women in senior management positions, i.e., within two levels of the CEO or comparable positions	13%	17%	9%
Proportion of women in management positions in revenue-generating functions (e.g., sales)	—%	8%	13%

Notes: The information refers exclusively to Embraer, excluding Eve and other affiliates. Positions in revenue-generating functions include leadership roles in the areas directly responsible for revenue generation (Commercial Aviation, Executive Aviation, Defense & Security and Services & Support). Senior management positions include roles up to two levels below the CEO, corresponding to Senior Leadership (Executive Board and Vice Presidency).

Diversity on the Governing Body (GRI 405-1)

Diversity on the Board of Directors (%)	2023	2024	2025
Gender			
Women	9%	9%	18%
Men	91%	91%	82%
Ethnicity			
Black	—	—	—
Brown	—	—	9%
White	—	—	91%
Yellow	—	—	—
Indigenous	—	—	—
Ethnicity not declared	—	—	—
Age Group			
< 30 year	—%	—%	—%
30–50 years	9%	9%	—%
> 50 years	91%	91%	100%
Total number of members	**11**	**11**	**11**

Notes: The information refers exclusively to Embraer. Ethnicity data began to be reported only in 2025.

Return to work and retention after maternity/paternity leave (GRI 401-3)

Employees eligible for maternity/paternity leave by gender	Unit	2023	2024	2025
Women	N.	3,285	3,773	3,781
Men	N.	13,420	14,539	14,763
Total	N.	**16,705**	**18,312**	**18,544**

Total number of employees who took maternity/paternity leave by gender		2023	2024	2025
Women	N.	74	115	157
Men	N.	366	376	461
Total	N.	**440**	**491**	**618**

Return-to-work rate for employees who took maternity/paternity leave, by gender		2023	2024	2025
Women	N.	72	108	153
Men	N.	354	373	461
Total	N.	**426**	**481**	**614**

Total number of employees who returned to work after the end of their maternity/paternity leave by gender		2023	2024	2025
Women	%	97%	94%	97%
Men	%	97%	99%	100%
Total	%	97%	98%	99%

Total number of employees who returned to work after the end of maternity/paternity leave and remained employed twelve months after their return to work, by gender		2023	2024	2025
Women	N.	64	76	147
Men	N.	329	341	453
Total	N.	393	417	600

Retention rates for employees who took maternity/paternity leave, by gender		2023	2024	2025
Women	%	89%	70%	96%
Men	%	93%	91%	98%
Total	%	92%	87%	98%

TURNOVER

Employee turnover (GRI 401-1)

Turnover	Unit	2023	2024	2025
Total	N	1,295	1,280	1,439
Turnover rate as a percentage of the total number of employees	%	6.8%	6.1%	6.6%
Voluntary	N	773	757	723
Voluntary turnover rate of employees	%	4.0%	3.6%	3.3%

Number and percentage of turnover by country		2023	2024	2025
Brazil	N	909	845	968
	%	70.2%	66.0%	28.4%
USA	N	345	393	443
	%	26.6%	30.7%	13.0%
Portugal	N	2	5	2
	%	0.2%	0.4%	0.1%
Other countries	N	39	37	26
	%	3.0%	2.9%	0.8%

Number and percentage of turnover by gender		2023	2024	2025
Women	N	254	248	315
	%	19.6%	19.4%	21.9%
Men	N	1,033	1,025	1,119
	%	79.8%	80.1%	77.8%
Others	N	—	—	5
	%	—	—	—

Number and percentage of turnover by age group		2023	2024	2025
< 20 years	N	—	—	3.00
	%	—	—	—
30–50 years	N	287	322	362
	%	22.2%	25.2%	25.2%
30 - 50 years	N	803	765	858
	%	62.0%	59.8%	59.6%
> 50 years	N	205	193	216
	%	15.8%	15.1%	15.0%

Number and percentage of turnover by race		2023	2024	2025
Black	N	—	34	57
	%	—%	2.7%	4.0%
Brown	N	—	164	196
	%	—%	12.8%	13.6%
White	N	—	628	711
	%	—%	49.1%	49.4%
Yellow	N	—	17	9
	%	—%	1.3%	0.6%
Indigenous	N	—	1	1
	%	—%	0.1%	0.1%
Ethnicity not declared	N	—	—	465
	%	—%	—%	32%

Note: The figures shown have been rounded.

New employee hires (GRI 401-1)

Total hires	Unit	2023	2024	2025
Total hires	N	3,581	3,948	3,406
Percentage of hires relative to the total number of employees	%	18.7%	18.9%	15.5%

Number and percentage of hires by gender		2023	2024	2025
Women	N	938	1,117	1,012
	%	26.2%	28.3%	29.7%
Men	N	2,642	2,827	2,390
	%	73.8%	71.6%	70.2%
Others	N	—	—	4
	%	—%	—%	0.1%

Number and percentage of hires by age group		2023	2024	2025
< 20 years	N	—	—	214
	%	—%	—%	6%
20 –30 years	N	1,770	2,219	1,716
	%	49.4%	56.2%	50.4%
30 –50 years	N	1,657	1,561	1,283
	%	46.3%	39.5%	37.7%
> 50 years	N	154	168	193
	%	4.3%	4.3%	5.7%

Number and percentage of hires by country		2023	2024	2025
Brazil	N	3,084	3,391	2,626
	%	86.1%	85.9%	77.1%
USA	N	442	499	715
	%	12.3%	12.6%	21.0%
Other countries	N	48	52	60
	%	1.3%	1.3%	1.8%
Portugal	N	7	6	5
	%	0.2%	0.2%	0.1%

STEM hires		2023	2024	2025
Women	N	146	160	183
	%	4.1%	4.1%	35.6%
Men	N	377	416	331
	%	10.5%	10.5%	64.4%
Others	N	—	—	0
	%	—%	—%	—%

Number and percentage of hires by race		2023	2024	2025
Black	N	—	227	168
	%	—%	5.7%	4.9%
Brown	N	—	762	597
	%	—%	19.3%	17.5%
White	N	—	2,340	1,823
	%	—%	59.3%	53.5%
Yellow	N	—	50	41
	%	—%	1.3%	1.2%
Indigenous	N	—	4	2
	%	—%	0.1%	0.1%
Ethnicity not declared	N	—	8	775
	%	—%	0.2%	22.8%

The values presented have been rounded.

Pay gap between women and men (GRI 405-2)

Ratio of total compensation to base salary by gender across hierarchical levels					
Gender Pay Ratio		**Unit**	**2023**	**2024**	**2025**
Executive level (base salary only)	Women	(US$)	180,990.0	157,737.0	190,569.0
	Men	(US$)	218,669.0	177,376.0	219,089.0
Executive level (base salary + other financial incentives)	Women	(US$)	255,864.0	217,825.0	318,784.0
	Men	(US$)	281,154.0	257,139.0	415,188.0
Management level (base salary only)	Women	(US$)	63,552.0	49,048.0	63,500.0
	Men	(US$)	74,701.0	55,600.0	75,691.0
Management level (base salary + other financial incentives)	Women	(US$)	71,686.0	58,903.0	80,138.0
	Men	(US$)	88,245.0	70,460.0	98,226.0
Non-managerial level (base salary only)	Women	(US$)	28,402.0	20,671.0	28,588.0
	Men	(US$)	30,546.0	22,829.0	30,838.0
Non-managerial level (base salary + other financial incentives)	Women	(US$)	29,268.0	22,193.0	30,714.0
	Men	(US$)	31,550.0	24,621.0	33,201.0

Remuneration of women and men (GRI 405-2)

Pay ratio between genders	Unit	2023	2024	2025
Average wage gap	%	10%	12%	10%
Median wage gap	%	—%	5%	1%
Average bonus difference	%	12%	32%	3%
Median bonus difference	%	5%	23%	22%
Data coverage (% of FTEs)	%	95%	95%	95%

Data coverage (% of FTEs): 95% (Apprentices, Interns, and Eve employees were not included). The figures presented have been rounded

COMPENSATION

Compensation Policies applied to members of the highest governance body and senior executives (GRI 2-19)
Embraer has a Management Compensation Policy, currently in effect, which covers all board members, and an Executive Compensation Policy, which covers all of its executives, with their latest revisions approved by the Board of Directors on October 26, 2018, and November 11, 2021, respectively.

Both aim to attract and retain highly qualified professionals who are aligned with the company's principles and values and with the shareholders' objectives. To this end, the company bases its policies on monitoring the external environment and annually compares compensation practices with benchmark markets, comprising competitors in the segments in which it operates, Brazilian multinationals, publicly traded companies, or companies with compensation strategies similar to Embraer's.

Board of Directors: Total compensation amounts are determined annually based on market surveys of companies comparable to Embraer in terms of size, complexity, and challenges. These surveys aim to establish not only the prevailing compensation levels but also the proportionality of their components (fixed and variable compensation, short-term and long-term). The company prioritizes the retention of its executives and aims to retain and attract highly qualified directors and key personnel, aligning their interests with those of its shareholders. In addition, the objective is to ensure that executives who effectively contribute to the improved performance of the company and its securities share in the results of their contributions.

Fixed compensation: This is determined annually based on market benchmarks. The Board of Directors adjusts these amounts as it deems necessary each year.

Benefits: Group life insurance, health insurance, and private pension plans on the same terms as those offered to Embraer employees.

Short-Term Incentives ("STI"): Members of the Executive Board are entitled to variable compensation and are eligible to participate in short-term incentive plans as a reward for achieving goals that support Embraer's short-term strategy.

Long-Term Incentive Plans ("LTIP"): Members of the Executive Board are eligible to participate in long-term incentive plans, which, through a *phantom share* mechanism and the Stock Option Plan, reward executives for achieving targets that support the company's medium- and long-term strategic objectives.

Board of Directors: Members of the Board of Directors receive a fixed monthly stipend and are offered, on an optional basis, group life insurance and health insurance, provided they cover the full associated costs. There is no variable compensation for this body. It is understood that the payment of a fixed remuneration exclusively to members of the Board of Directors is intended to align with best market practices.

Performance indicators (GRI 11.2, 12.2)
The performance indicators taken into account to determine short-term variable compensation are (i) the annual evaluation of the "Action Plan," a document entered into annually with each statutory and non-statutory director, setting forth Embraer's targets for that year and the actions planned for each director to ensure those targets are met; and (ii) the company's overall performance results.

Thus, ICP and ILP compensation vary depending on the company's financial results and operating performance. The ICP is influenced by the evaluations of individual Action Plans, while the ILP is linked to the company's stock appreciation and performance targets specifically established in the Plan.

For the Short-Term Incentive, the amount to be effectively distributed to executives each fiscal year is linked to their respective Individual Action Plans, and its calculation will vary directly with the achievement of the results defined therein. The content of the Action Plan is reviewed annually through the Business Planning cycle and approved by the company's Board of Directors.

Accordingly, each executive is evaluated annually based on the achievement of their specific Action Plan, and their short-term variable compensation is determined by this result.

Process for determining compensation (GRI 2-20)
Embraer's compensation practices and policies take into account current legislation and general market practices or those specific to each segment, as well as the country and region where the company operates. The definition, implementation, and/or modification of benefits undergo market analyses, feasibility studies, and economic/financial studies, as well as their impact on the compensation package for Embraer employees.

Variable compensation linked to ESG targets (GRI 2-18)
The ESG goals are directly linked to the company's Strategic Plan, demonstrating alignment between sustainability and ESG issues and the core of the business. Since these goals influence executives' variable compensation, their importance to the company becomes even more evident.

At Embraer, ESG goals are established in accordance with the Strategic Plan and are available to all leaders, who must select, on an annual basis, those that have the greatest synergy with their area. The selected goal will form part of the leaders' short-term variable compensation.

In the case of executives, the CEO and vice presidents have individual priorities that guide their key deliverables for the year, in line with the company's strategy. All executives have an ESG goal included in their individual priorities, and achieving this goal results in a payment of up to 10% of their Short-Term Incentive.

Proportion of total annual compensation (GRI 2-21)
The ratio of the total annual compensation of the organization's highest-paid employee to the average total annual compensation of all employees (excluding the highest-paid employee) in 2024 was 47.3 times, excluding the Long-Term Incentive (ILP).

SUPPLY CHAIN MANAGEMENT (GRI 3-3)

Embraer structures its global supply chain with an eye toward the specific requirements and high standards of the aerospace industry, maintaining a constant focus on operational efficiency, innovation, and social and environmental responsibility, guided by strong principles of ethics, transparency, and compliance. With over 4,000 suppliers spread across 62 countries, the company continues to advance the digitization of its management processes, enhancing the traceability and agility required to operate in a dynamic market, while mitigating financial, operational, and social and environmental risks.

Management Tools

In 2025, ONEChain reaffirmed its role as a strategic initiative for Embraer's Procurement area, establishing itself as the global digital transformation program for the Source-to-Pay cycle. The program integrated Processes, Technology, and People into a single model for the supply chain.

Throughout the year, the gradual rollout of ONEChain across international operations has contributed to greater process standardization, increased operational transparency, and strengthened collaboration with suppliers, supported by a unified digital platform. This evolution has enabled the adoption of a common way of working across the entire organization, promoting greater integration between internal departments and external partners.

The maturity achieved has led to significant gains in efficiency, agility, reliability, and governance, with streamlined processes and faster workflows. These advances have directly supported the strengthening of competitiveness and the advancement of sustainability in Embraer's supply chain.

Supply Chain ESG Program

The ESG program in the supply chain has five pillars: Assessments, Collaboration, Supplier Code of Conduct, Socio-Environmental Requirements, and Training. This program is part of Embraer's ESG strategy and, therefore, is overseen by the Board of Directors through its advisory committee responsible for ESG matters, the CPESG.

1 – Monitoring

The Monitoring pillar is responsible for managing risks and opportunities. In 2025, we continued to use Prewave, a risk management tool that monitors suppliers based on publicly available information regarding commercial, financial, operational, and ESG aspects. The solution provides a real-time view of the risks associated with each company that does business with Embraer, enabling proactive monitoring of the supply chain, early identification of potential deviations, and strengthening of preventive management.

Since 2023, Embraer has also been using Assent's tool to manage campaigns related to hazardous substances (REACH) and conflict minerals, ensuring regulatory compliance and sustainable practices. The solution has brought greater efficiency and control in meeting these regulatory obligations.

In this area, Embraer's participation in the CDP Supply Chain program, which the company has been part of since 2023, is also noteworthy. In 2025, the initiative's reach expanded significantly, with invitations extended to approximately 140 suppliers, more than double the number engaged in 2024 (69 suppliers). As a result, the company achieved an engagement rate higher than the average of other CDP members in the same cycle, reflecting significant improvements in communication strategy and more efficient use of the CDP platform. These advances establish a solid foundation for the development of structured decarbonization initiatives in the supply chain.

In addition, for the first time, emissions data reported by suppliers, allocated to Embraer and collected through the CDP Supply Chain survey, have been incorporated into the company's corporate greenhouse gas (GHG) inventory, specifically under the "purchases of goods and services" category of Scope 3. This milestone represents a significant methodological advancement, as it incorporates primary data directly from the supply chain, contributing to greater accuracy, robustness, and transparency in emissions estimates.

Embraer continues to make consistent progress on this journey, expanding the use of insights generated by the CDP to strengthen relationships with suppliers and deepen engagement in decarbonization, a central theme for the aerospace sector and fully aligned with the company's global goal of contributing to achieving net zero by 2050.

2 – Collaboration

In recent years, Embraer has been steadily integrating ESG principles into its domestic supplier base. Through annual assessments, workshops, webinars, and collaborative initiatives, Embraer has fostered a more environmentally conscious ecosystem that is aligned with its corporate goals.

Since 2021, this journey has already yielded significant results, such as the expansion of sustainable initiatives, the adoption of renewable energy, and increased partner engagement in social and environmental issues. This progress reinforces Embraer's strategic role as a catalyst for transformation in the supply chain, which, by sharing knowledge and promoting practical projects, such as returnable packaging, energy efficiency, process optimization, logistics improvements, social inclusion, and cybersecurity enhances suppliers' ESG maturity and accelerates meaningful progress.

The expansion of environmental initiatives, the evolution of programs such as the Inclusive Work Cell, and the growing number of companies transitioning to clean energy demonstrate that Embraer not only sets guidelines but also inspires, empowers, and works with partners to build a supply chain that is more responsible, resilient, and aligned with the company's sustainable future.

In addition to its established initiatives, Embraer has stepped up on-site monitoring of suppliers, offering targeted technical support to strengthen operational capabilities. Regular visits, on-site assessments, and practical guidance enable the identification of opportunities for improvement directly within production processes, accelerating the implementation of sustainable and compliant solutions. This close collaboration fosters the continuous development of partners, expands the standardization of practices, and reinforces Embraer's commitment to building a more robust supply chain that is prepared and aligned with the industry's current requirements.

3 – Supplier Code of Conduct

Since its creation in 2022, the Supplier Code of Conduct has become one of Embraer's key ethical and socio-environmental reference tools. Inspired by Embraer's Corporate Values, the principles of the UN Global Compact, and global governance standards, the Code guides the responsible conduct of our supply chain partners on issues such as integrity, human rights, the environment, and fair business practices. These principles have guided the consolidation of a supplier base that is increasingly aligned with corporate expectations and Embraer's commitment to sustainable development.

Suppliers must fully comply with applicable national and international laws and incorporate the Code's guidelines into their operations and their own supply chains. To support this adoption, Embraer promotes collaborative practices that strengthen partners' ESG maturity and contribute to long-term relationships based on trust and transparency.

Reviewed annually, the Code underwent a significant update in 2025, incorporating key emerging issues and reinforcing its adherence to international best practices. The new version expands guidelines related to aviation product safety, establishes new requirements for cybersecurity, governance, and data protection, and strengthens anti-corruption practices and diversity and inclusion guidelines throughout the supply chain.

The updated document establishes a more modern, comprehensive tool that is aligned with the global landscape, enhancing Embraer's ability to foster an ethical, resilient supply chain that is prepared for future challenges. Click here to view the Supplier Code of Conduct.

4 – Social and Environmental requirements

Embraer maintains strict criteria for the selection and management of suppliers, integrating ESG principles throughout the supply chain. These requirements are outlined in the Global Procurement Policy and the Supplier Code of Ethics and Conduct, a document that is periodically revised to reflect industry best practices and aligned with the company's internal policies. These guidelines establish standards regarding privacy and data protection, fair competition, anti-corruption, anti-money laundering, diversity, human rights, and social and environmental requirements that must be met by all companies that do business with Embraer.

In 2025, we strengthened these criteria, with 100% of newly qualified suppliers evaluated based on key criteria and fully committed to the clauses set forth in the "Social-Environmental Specification," an integral part of supply agreements. Throughout the year, the company advanced the implementation of the new social-environmental clauses in existing contracts, expanding ESG adherence across its current partner base.

The adoption of these practices reinforces our governance model, reduces risks, and increases the operational robustness of the supply chain, ensuring greater competitiveness, integrity, and reliability across the entire supply ecosystem.

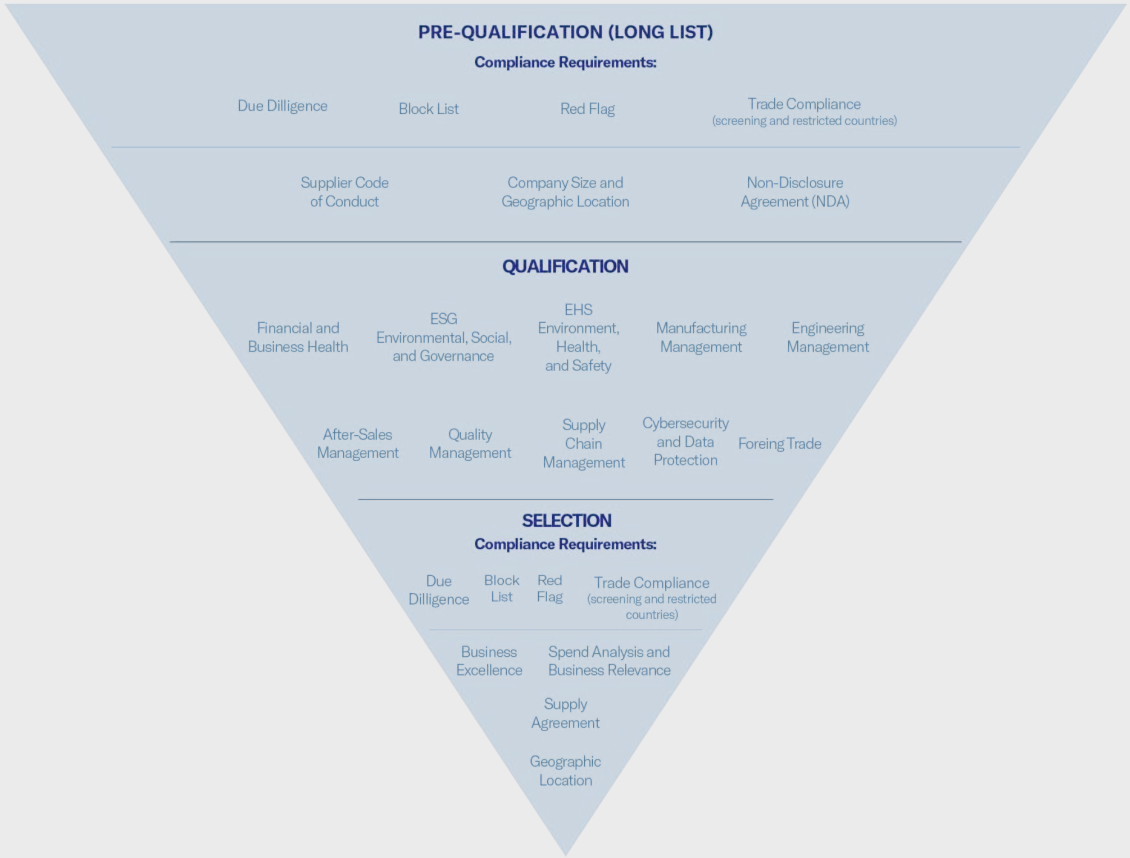
5 – Training

Embraer recognizes that supplier management goes far beyond technical and commercial criteria: it involves ensuring that products and services are developed with social and environmental responsibility, sound governance, and integrity. This vision is essential for the industry to move toward zero-carbon aviation and for the entire supply chain to operate ethically and in alignment with the company's global goals.

To strengthen this agenda, Embraer established an ongoing ESG training program for Procurement & Supply Chain professionals, ensuring that teams maintain an up-to-date sustainability perspective and a thorough understanding of the social and environmental requirements applicable to procurement and supplier management processes.

In 2025, expanding upon the existing training provided to contract administrators regarding the contract's non-negotiable social and environmental requirements, the first ESG training program dedicated exclusively to the Procurement area was launched. The program aims to consolidate governance, strengthen technical competencies, and ensure alignment with global best practices in the selection, management, and development of more sustainable suppliers.

Main phases of the supplier selection process



Onboarding of new suppliers (GRI 308-1 e 414-1)
100% of new suppliers are selected based on key criteria and commit to complying with the provisions outlined in the "Social and Environmental Specifications" appendix, which is an integral part of the supply contract. The contract also stipulates that new suppliers must comply with and meet the legal requirements regarding the environment, occupational safety, and social responsibility requirements applicable to their line of business, including obtaining licenses and certificates, if required by their local laws, as well as committing to the terms of the Supplier Code of Ethics and Conduct.

Pre-Qualification: Potential suppliers are identified to participate in the BID (Long List), and criteria such as the company's experience, aeronautical certification, performance in other Embraer programs, compliance aspects (due diligence —reputational and integrity), red flags, block lists, and trade compliance (screening and restricted countries) are taken into account. In addition, a Confidentiality Agreement is signed at this stage to ensure the confidentiality of information between the parties.

Qualification: In this phase, technical and commercial proposals are evaluated, as well as acceptance of the Supplier Code of Conduct and Cybersecurity requirements. Furthermore, a risk assessment of potential suppliers is conducted at this stage, taking into account aspects such as:

> Financial and Business Health
> ESG - Environmental, Social, and Governance
> EHS - Environment, Health, and Safety
>Manufacturing Management
> Engineering Management
> After-Sales Management
> Quality Management
> Supply Chain Management
> Cybersecurity, Data Protection
> Foreign Trade
> REACH
> Conflict Minerals

Selection: When selecting suppliers, Embraer takes into account the criteria outlined in the pre-qualification and qualification processes, as well as other factors, in accordance with Embraer's compliance standards and corporate excellence criteria, with a focus on continuous improvement, ethics, environmental sustainability, and health and safety. At this stage, Embraer and the selected supplier sign a supply contract to formalize the commitment between the parties.

Evaluation and Development
Embraer takes a systematic approach to evaluating suppliers' operational performance, as well as to identifying, mitigating, and monitoring potential risks that could compromise the supply chain.

Risk assessments are conducted for each of the levels listed below, and the results of these assessments are shared and used across all levels.

Corporate Level: Annual assessments are conducted across all Embraer business units, including Embraer's Procurement Department—where potential supplier risks that could impact Embraer's business are mapped, addressed, and monitored. This assessment focuses in the following risk categories: Strategic, Financial, ESG+EHS, Regulatory, Operational, Quality, and Foreign Trade. The Regulatory and Operational categories cover supplier aspects related to waste, effluents, air emissions, natural resources and impacts, occupational health and safety, etc.

Business Level: Supply chain assessments are conducted on an ongoing basis. The procedures are described below:

> New Programs/New Purchases: New suppliers (critical and strategic sourcing categories) are assessed. A self-assessment questionnaire is administered using a holistic approach covering strategic categories (natural risks, geopolitical and economic risks, financial health, cybersecurity, business, environment/health/safety/ESG initiatives, manufacturing capability, quality requirements, engineering capability, supply chain (supplies and after-sales infrastructure).

> In-person or online risk assessment: Conducted by a multidisciplinary team that performs an in-depth risk assessment based on the self-assessment diagnosis, supported by evidence.

> Recurring Supplier Management: The risk questionnaire can be administered every two years to critical and strategic suppliers.

> On-site or online risk audit: This is applied to suppliers with low operational performance who are monitored through the F4G (Fit for Growth Program).

F4G is an Embraer program, designed by the Procurement Team, that promotes the integration of all stakeholders and the improvement of supplier performance. This methodology ensures the sustainable monitoring of supplier performance, anticipating deviations and ensuring greater reliability in deliveries.

Coverage and progress of suppliers with corrective action plans

Suppliers with Plans in Place	Unit	2023	2024	2025
Total number of suppliers supported in the implementation of corrective action plans	N	159	100	137
% of suppliers assessed with actual/potential significant negative impacts supported in the implementation of corrective action plans	%	100	100	100
Target number of suppliers supported in the implementation of the corrective action plan (%)	%	100	100	100

Coverage and progress of the Supplier Assessment Program

Supplier Assessment	Unit	2023	2024	2025
Total number of suppliers evaluated through remote/on-site assessments	N	290	496	467
% of unique significant suppliers assessed	%	79	70	93
Number of suppliers assessed with actual/potential substantial negative impacts	N	159	100	137
% of suppliers with actual/potential substantial negative impacts with an agreed corrective/ improvement action plan	%	100	100	100
Number of suppliers with actual/potential substantial negative impacts that have been discontinued	N	0	0	0
Target percentage of significant suppliers to be assessed	%	50	50	50

Supplier Screening Indicators

Supplier screening	Unit	2023	2024	2025
Total number of Tier-1 suppliers	N	5,626	4,792	4,640
Total number of significant Tier-1 suppliers	N	366	706	503
% of total spending on significant Tier-1 suppliers	%	66	63	59
Total number of significant suppliers excluding Tier-1	N	0	0	81
Total number of significant suppliers (Tier-1 and non-Tier-1)	N	366	706	584

Note: The values for 2023 and 2024 were adjusted due to an update in the database used, which now reflects the supply chain more comprehensively. Previously, the figures were based on a reduced dataset that did not represent the full operational reality.

Supplier coverage and progress in training programs

Suppliers in Programs Training	Unidade	2023	2024	2025
Total number of suppliers	N	36	775	444
% of significant unique suppliers in of training programs	%	10	91	88
Target number of suppliers in capacity-building programs (%)	N	36	775	444

Assessment of negative environmental impacts in the supply chain (GRI 308-2)

Embraer has been incorporating social and environmental requirements into all new supply, service, and manufacturing contracts for over 10 years, ensuring that contracted companies adopt practices aligned with applicable environmental regulations. These requirements are formalized in the contracts themselves, which detail the obligations, documents, and notifications necessary to ensure compliance throughout the supply chain.

Suppliers and their respective supply chains must comply with relevant environmental laws and guidelines, including international regulations such as REACH, CEPA, and TSCA, as well as other standards that may affect materials and processes used in Embraer products. The company also expects its subcontractors to maintain the same standard of compliance. Based on these regulations and internal criteria, periodic assessments are conducted to identify potential negative environmental impacts, guiding mitigation and corrective actions when necessary.

As part of its efforts to strengthen its sustainability strategy, the company maintains structured initiatives for monitoring and managing emissions throughout the supply chain. The Supply Chain ESG Program, which includes social and environmental assessments and requirements, promotes collaboration with suppliers to continuously improve environmental and governance practices. In this context, the CDP Supply Chain project remains an essential tool for increasing visibility into the carbon footprint of key suppliers and encouraging joint actions to reduce emissions. The most recent cycle brought significant improvements in communication and support, expanding engagement across different countries and supplier profiles.

Material restrictions due to environmental regulations

Embraer adopts a structured approach to managing materials subject to environmental restrictions, supported by a specialized engineering team within DIPAS (Integrated Development of Environmentally Sustainable Products). This program incorporates Design for Environment (DfE) guidelines and is based on reducing the use of internationally regulated chemicals, promoting environmental improvements throughout the entire product lifecycle.

Among its objectives, DIPAS ensures compliance with global regulations that restrict or control chemical substances applicable to aerospace products. This work includes support for regulatory risk analyses of the supply chain, the systematic mapping of substances of high concern present in items used by the company, as well as the definition and periodic updating of contractual requirements that oblige suppliers to report the presence of these materials in supplied components. This process enhances traceability and enables the identification of risks associated with the use of restricted chemicals, contributing to compliance with international environmental legislation.

Given the complexity of aerospace products and the need for comprehensive information on all the components that make them up, Embraer has, since 2023, its data collection and management mechanisms through the Assent platform, which automates the submission of requests to suppliers, centralizes information, and generates consolidated reports on substances present in purchased items, in addition to supporting continuous updates regarding legal obligations and compliance with applicable regulatory requirements. This collaborative process reinforces and strengthens technical awareness of the supply chain and expands knowledge of regulations governing the use of chemicals and reinforces understanding of the importance of this issue for the sustainability of operations.

When the mapping process identifies substances that need to be phased out, DIPAS works directly with the Engineering department — covering Materials, Interiors, and Systems — or through multidisciplinary forums at the industrial units. On these fronts, processes are carried out to replace and approve alternatives that meet environmental requirements without compromising operational reliability and safety. Among the projects under development, highlights include hexavalent chromium (Cr^{6+})-free solutions for chemical conversion, anodizing, and acid deoxidation processes, as well as the implementation of cadmium (Cd)-free technologies and bromine (Br)-free flame retardants, aligned with international best practices in the aerospace sector.

Assessment of negative social impacts in the supply chain (GRI 414-2)

Embraer recognizes that the quality and safety of its products depend directly on a supply chain committed to robust social standards. In this regard, the company reinforces its commitment to delivering aircraft and systems that meet applicable regulatory requirements, ensuring safety and reliability for the end customer. This commitment extends to its relationships with suppliers, who must act ethically, responsibly, and in alignment with the company's social and environmental expectations.

The management of social aspects in the supply chain is structured around Embraer's Supplier Code of Conduct, which establishes clear principles regarding human rights, decent working conditions, and the prevention of unacceptable practices, such as child labor, forced labor, and human trafficking. The Code also requires suppliers to fully comply with applicable national and international laws, reinforcing shared responsibility regarding respect for human rights (learn more here).

Embraer also requires its suppliers to comply with requirements related to conflict minerals, as stipulated by U.S. law (the Dodd-Frank Act). The company maintains specific contractual clauses that require suppliers to report the origin of 3TG minerals (an acronym for tin, tantalum, tungsten, and gold) used in supplied items, ensuring transparency and traceability. This practice is complemented by formal due diligence processes, as reported in documents filed with the SEC, including the Specialized Disclosure Report (Form SD) and the Conflict Minerals Report, which describe the measures taken to trace the origin of these minerals and comply with applicable regulatory requirements.

In addition, Embraer participates in global initiatives dedicated to strengthening responsible practices in the mineral supply chain, such as the Responsible Minerals Initiative (RMI), which provides widely recognized standards and tools to support more ethical and transparent mineral chains, the Aerospace Industries Association ("AIA"), the International Aerospace Environmental Group ("IAEG"), and the Responsible Business Alliance - Responsible Minerals Initiative ("RBA-RMI"). These groups reinforce Embraer's alignment with international due diligence frameworks, expanding its capacity to assess and mitigate social risks associated with suppliers and refiners in the chain.

With these guidelines, policies, and formal mechanisms, Embraer maintains structured processes for identifying, preventing, and mitigating social risks in the supply chain, reinforcing its preventive approach and its commitment to global corporate social responsibility practices.

Suppliers where the right to freedom of association and collective bargaining may be at risk (GRI 407-1)

Embraer incorporates the protection of human rights as a central tenet of its supplier relations policy. Contractual agreements stipulate that all partners must comply with applicable laws and fully observe the principles of the UN Global Compact, to which Embraer is a signatory. Among these principles is the guarantee of the right to freedom of association and collective bargaining, in addition to requiring that the entire supply chain comply with applicable national and international labor standards, ensuring working conditions aligned with the fundamental rights recognized by the Universal Declaration of Human Rights and the International Labour Organization (ILO).

These commitments are reinforced by Embraer's Supplier Code of Conduct, which establishes minimum requirements for responsible practices, including respect for dignity, equal treatment, and non-retaliation. The Code also requires suppliers to comply with all applicable national and international labor standards, ensuring working conditions aligned with the fundamental rights recognized by the Universal Declaration of Human Rights and the International Labour Organization (ILO).

Throughout the contract term, suppliers are monitored to ensure compliance with these principles, and social assessments are periodically updated, with a particular focus on potential risks related to the rights of association and collective bargaining. In addition, Embraer provides a Helpline (learn more here) as a secure and confidential channel for reporting violations or concerns. The mechanism can be used by anyone and strengthens the company's preventive approach by enabling the early identification of inappropriate conduct and the implementation of corrective actions.

Management of Critical Materials in the Supply Chain (RT-AE-440a.1.)

Embraer manages a broad, global, and highly complex supply chain, which requires robust processes to identify and manage critical suppliers. To this end, the company uses two complementary matrices that allow it to assess risks, prioritize strategic suppliers, and establish monitoring actions proportional to the potential impact on the business, as outlined in the following sections.

External risk monitoring

Embraer conducts proactive risk monitoring by commodity category across its supply chain, an essential practice in today's environment. The company recognizes that its global supply chain is highly complex and dispersed, exposing it to significant risks such as capacity constraints, material shortages, regulatory changes, geopolitical tensions, and extreme weather events. To mitigate these challenges, continuous monitoring processes are adopted, supported by digital solutions and analytical tools, ensuring greater predictability, resilience, and responsiveness. This approach allows us to anticipate supply fluctuations, identify critical materials, and mitigate impacts that could compromise deadlines, costs, and the stability of operations.

Embraer employs formal risk assessment tools that provide a holistic view of the factors that may affect the continuity and reliability of the supply chain. This approach covers criteria such as natural, geopolitical, and economic risks; financial and business risks; environmental, health, and safety risks; quality, engineering, and after-sales risks; manufacturing processes; and vulnerabilities within the logistics chain itself. These elements guide the company in allocating mitigation efforts and defining more resilient supply strategies:

> Natural risks
> Geopolitical and economic
> Financial, business
> Environment/Health/Safety
> Quality
> Engineering
> After-sales
>Manufacturing
> Supply Chain

1. Strategic Matrix: Drawing on the concept of the Kraljic Matrix, Embraer classifies its suppliers based on the complexity of the products and services provided and the estimated expenditure over the entire contract cycle. This analysis is combined with the level of impact the supplier has on the business, which allows the company to identify strategic items and partners that require greater attention and specific management.

2. Risk Matrix: The Risk Matrix complements the strategic analysis by providing a two-dimensional view that cross-references supplier vulnerability with the potential impact on Embraer's operations. This model allows monitoring resources to be directed toward priority suppliers, including those whose disruption could pose significant risks to operations, thereby ensuring greater predictability and resilience in the supply chain.

3. Contracts & Compliance Requirements: Embraer strengthens its governance by ensuring that contracts contain specific clauses related to the risk analysis process and compliance with environmental, health, safety, and human rights requirements. These clauses are based on the Supplier Code of Conduct of the Embraer, which sets clear expectations regarding compliance with applicable laws, the principles of the UN Global Compact, and relevant labor and socio-environmental standards in all countries where suppliers operate.

This holistic approach ensures that all suppliers, especially those classified as critical, operate in compliance with strict ethical and regulatory standards, thereby strengthening the company's integrity, operational safety, and global supply continuity.

Internal risk monitoring

Embraer maintains a robust internal planning and governance process to mitigate risks and ensure operational continuity in a complex global environment. The SI&OP process guides strategic decisions at the corporate level, while the Supplier Management Program (F4G) supports and organizes the monitoring of the supplier base through four fundamental pillars: Performance, Cost & Efficiency, Business Growth, and Partnership. It is worth highlighting the work of monitoring our suppliers' capacity within the Efficiency Pillar, seeking to identify opportunities for improvement, encourage the adoption of sustainable practices, and promote initiatives that contribute to greater operational efficiency, waste reduction, and the strengthening of ESG commitments throughout the supply chain.

This structure promotes integration across departments and provides ongoing support for supplier development:

> Performance
> Cost & Efficiency
> Business Growth
> Partnership

1. Inventory strategy: For materials classified as critical, Embraer shares long-term plans with suppliers in order to anticipate needs and reduce the risk of production line disruptions. This practice enhances predictability, increases operational resilience, and enables suppliers to adjust their production capacity more effectively.

2. Supplier management: Supplier management is conducted on three main fronts:

a. Structured supplier monitoring: Embraer has a program developed by the Procurement Department that promotes the integration of all stakeholders involved in the supply chain, enabling continuous and systematic evaluation of supplier performance. Structured monitoring facilitates the identification of trends, bottlenecks, and opportunities for development, strengthening supply chain governance—a practice aligned with the guidelines established in Embraer's Code of Conduct, which guides ethical and transparent business relationships.

b. Leadership meetings: On a weekly basis, Embraer executives and related departments analyze supplier scorecards, dashboards, and action plans. This consolidated view streamlines the decision-making process and allows for close monitoring of critical indicators, ensuring that corrective and preventive actions are quickly implemented.

c. Executive meetings: Meetings between Embraer's senior leadership and supplier leaders facilitate in-depth analysis of results, performance trends, and the identification of improvement initiatives. These forums also address competitiveness, sustainability, and operational processes, reinforcing the collaborative nature of the relationships and driving the joint development of the supply chain—an approach aligned with Embraer's governance and collaboration strategy in programs such as ONEChain, which promotes integration and continuous improvement on a global scale.

This governance and monitoring process is not limited to direct (tier-1) suppliers but is also extended to tier-N links considered critical or strategic for operational continuity. Embraer adopts a structured approach to traceability and risk assessment across multiple levels of the supply chain, enabling the identification of relevant dependencies, the anticipation of potential bottlenecks, and the targeting of interventions with greater precision. This expanded approach strengthens systemic visibility of the supply chain, enhances the robustness of preventive controls, and contributes to more efficient management of risks associated with global supply.

The main risks monitored in the aerospace sector continue to be linked to the post-pandemic ramp-up in production, as well as geopolitical risks, extreme weather events, and cyber threats — a growing challenge in highly integrated digital environments.

As part of its preventive measures, Embraer has been expanding the Capacity project, a collaborative initiative with suppliers to promote sustainable growth and operational strengthening through technical support from local teams. The company has also expanded mechanisms for the early detection of environmental and cyber threats, notably through the continued use of the Prewave tool, which is used to anticipate and mitigate potential risks that could compromise operational continuity.

These actions reflect a commitment to high standards of governance and control, principles also reinforced in its Ethics and Compliance Programs, which guide suppliers regarding legal compliance and the adoption of safe practices.

Local suppliers

13% of the procurement budget for key operating units in the 2025 cycle was allocated to local suppliers. Key operating units are defined as the manufacturing facilities where aircraft are produced, which, in this case, are located in Brazil and the United States.

Monitoring of conflict minerals

Embraer takes a structured approach to ensure that its purchasing decisions do not contribute to armed conflicts or human rights violations. This commitment is reflected in the annual reports filed with the SEC, pursuant to Section 1502 of the Dodd-Frank Act, and in contractual clauses requiring suppliers to ensure the traceability of 3TG minerals (tin, tantalum, tungsten, and gold), which are considered sensitive when sourced from the Democratic Republic of the Congo and the surrounding region. The Conflict Minerals Policy is public and described in Form SD and the Conflict Minerals Report, available through Investor Relations channels and on the SEC website. In these documents, Embraer details its due diligence in the supply chain, including the annual conduct of the RCOI, alignment with the Supplier Code of Conduct, and the principles of the UN Global Compact. The company also maintains a specific operational process to identify and mitigate risks associated with 3TG minerals, combining RCOI, conducted in accordance with Rule 13p-1 of the Securities Exchange Act, with additional supplier verifications, smelter assessments, and supply chain mapping. When necessary, it adopts mitigation measures in line with globally recognized standards. Official reports highlight Embraer's focus on maintaining high standards of compliance and transparency, enhancing its due diligence processes in accordance with regulatory requirements and international best practices.

GOVERNANCE INDICATORS

CORPORATE GOVERNANCE (GRI 3-3)

As a publicly traded corporation, Embraer adopts corporate governance processes and policies that comply with the regulations of the markets where its shares are traded (the NYSE in the United States and B3 in Brazil); these mechanisms reinforce the Company's commitment to transparency, integrity, and maintaining balance in strategic decisions.

As a member of the Novo Mercado, the segment with the highest governance standards on the Brazilian stock exchange, the company has a shareholder structure without a controlling group or controlling shareholder. Its policies guide the expected standards of behavior, which are primarily reflected in the Code of Ethics and Conduct. All employees and business partners must act in accordance with applicable laws and regulations, as well as the Company's internal guidelines.

In order to meet the highest standards of corporate governance, Embraer has adopted the policies recommended by the "Code of Best Governance Practices," such as: Policy on the Hiring of Non-Audit Services, Risk Management Policy, Trading and Disclosure Policy, Policy on the Appointment and Training of the Board of Directors, Related Party Policy, and Compensation Policy, Excess Incentive Compensation Recovery Policy (Clawback), Profit Allocation Policy, Policy on Funding Defense Expenses and Reimbursement of Payments, among others. All of these policies are publicly available on the Investor Relations website. Embraer Investors, aimed at ensuring transparency regarding the company's information.

The Company also has an Anti-Corruption Policy, which serves as a key reference document for the company, as it establishes guidelines aimed at ensuring compliance with the law, the proper management of relationships with third parties and employees, the prevention of conflicts of interest, and the definition of principles for donations, sponsorships, the giving and receiving of gifts and entertainment, as well as for contracting or conducting business with third parties. Finally, it is also a member of important governance forums, such as the Brazilian Institute of Corporate Governance (IBGC), the Brazilian Association of Publicly-Traded Companies (Abrasca), the National Institute of Investors (INI), and the Brazilian Institute of Investor Relations (IBRI).

GOVERNANCE STRUCTURE AND ITS COMPOSITION (GRI 2-9)

Embraer S.A.'s governance structure consists of: the Board of Directors; the Advisory Committees of the Board of Directors provided for in the Bylaws, the Fiscal Council, the Executive Board, Internal Audit, External Audit, Compliance, and Internal Controls.

Currently, the Board of Directors consists of 11 members, including (a) 8 independent members; (b) 1 regular member appointed by the Federal Government, in its capacity as holder of a special class of shares, and his or her alternate; (c) 1 regular member representing non-shareholder employees and his or her alternate; and (d) 1 regular member representing of CIEMB — Embraer Employee Investment Club — and its alternate.

*Audit Committee - Independent Body - Art. 43 ES / **Committees - Advisory Bodies to the Board of Directors - Art. 34 ES

During the reporting period, the company's Board of Directors consisted of 9 men and 2 women. Among them, 8 are Brazilian nationals residing in Brazil, 1 is a Brazilian national residing in the United States, and 2 are U.S. nationals residing in the United States. The directors and committee members have relevant professional experience in various sectors, notably the aerospace industry, innovation and technology, ESG, and finance.

The company has three statutory statutory of advisory committees to the Board of Directors, all of which lack decision-making authority, consisting of a minimum of 3 and a maximum of 5 members, namely: the Strategy and Innovation Committee, the Audit, Risk, and Ethics Committee, and the People and ESG Committee. Although they do not have decision-making power, these committees provide technical advice to the Board of Directors on matters within their purview and make recommendations to the Board regarding decision-making. The composition and internal regulations of each committee are available via this link on Embraer's Investor Relations website.

All Committees report the matters discussed in their meetings at the first subsequent ordinary meeting of the Board of Directors. In addition, the Board of Directors' annual recurring agenda includes discussions on ESG topics, such as environmental matters, as well as governance and/or compliance training on relevant subjects for Board members.

BOARD OF DIRECTORS

Appointment and selection for the highest governance body (GRI 2-10)

The appointment of members of the Board of Directors complies with the guidelines set forth in the Bylaws, the Internal Rules of the Board of Directors, the Code of Ethics and Conduct, and the Policy on the Appointment and Training of Members of the Board of Directors and its Committees, in addition to applicable legal and regulatory provisions, with the aim of reflecting and strengthening the existing governance structure, ensuring the protection of the interests of shareholders and the market.

Highly qualified professionals with significant experience (technical, professional, and academic) who share Embraer's values and culture should be nominated to the Board of Directors. The nomination process should also consider, among other things, criteria such as: complementary skills, availability of time to perform the role, as well as diversity in terms of gender, sexual orientation, color or race, age group, and the inclusion of people with disabilities. Additional information on the nomination and selection processes is included in the Policy on the Nomination and Training of Members of the Board of Directors and Committees, available on the company's IR website.

Chair of the highest governance body (GRI 2-11)

The Chairman of Embraer's Board of Directors is an independent member and does not hold an executive position at the Company. In accordance with Article 27, Paragraph 5 of the Bylaws, the Company has adopted a policy that no member of the Board of Directors may simultaneously hold the position of Officer.

Role of the highest governance body in overseeing the management of impacts (GRI 2-12)

The company's Bylaws and the internal rules of the Board of Directors set forth the Board's primary responsibilities. The Board of Directors plays a central role in the strategic oversight of the management of the company's economic, environmental, social, and governance impacts. In accordance with best corporate governance practices, the Board is responsible for establishing guidelines that direct the actions of senior leadership and ensuring that internal processes are aligned with the principles of accountability, ethics, transparency, and the generation of sustainable long-term value. The Board of Directors exercises its oversight through its meetings, which are held ordinarily eight times a year or extraordinarily whenever necessary. At these meetings, reports are presented by the advisory committees and on topics deemed relevant by the Executive Board, in addition to the items on the regular meeting agenda.

Pursuant to Article 7, Section I of the Board of Directors' Internal Regulations, the Board is responsible for identifying, supervising, and monitoring the risks to which Embraer is exposed, whether financial, legal, tax, operational, commercial, or otherwise. The Board of Directors is also responsible for approving the Enterprise Risk Management Policy and revising it whenever necessary, monitoring its implementation, and ensuring the existence of a crisis management plan that enables the company to safely overcome such crises.

Delegation of responsibility for managing impacts (GRI 2-13; 2-16)

Embraer has adopted a governance structure that ensures the appropriate allocation of responsibilities for managing economic, social, environmental, and governance impacts. The Board of Directors plays a central role in this process, being responsible for the election, monitoring, and evaluation of the performance of the Chief Executive Officer and other executives, as provided for in the Board of Directors' Internal Regulations. The Executive Board, in turn, is responsible for the day-to-day management of the company, including the implementation of the Strategic Plan and the Action Plan, which are approved by the Board itself.

Issues of relevance to Embraer are brought to the attention of the members of the Board of Directors, which meets regularly eight times a year, or whenever it deems necessary to address extraordinary matters. In addition, issues deemed critical are monitored through the risk map and by the internal audit function.

Role of the highest governance body in the sustainability report (GRI 2-14)

The People and ESG Committee advises the Board of Directors on the analysis, recommendation, and monitoring of the company's social and environmental strategy; it discusses key ongoing projects, Embraer's ESG roadmap, and its challenges and goals. ESG-related topics, as well as climate change, are addressed periodically throughout the year by the CPESG. The sustainability report is reviewed by committee members, as are the materiality process and the definition of material topics.

In addition, the Committee also provides advice on matters of corporate governance, executive compensation and performance goals, the adoption of best governance practices, analysis, recommendation and monitoring of the strategy for the evolution of the company's culture, administration of long-term incentive programs, and the transfer of company funds to employee associations, charitable organizations, recreational groups, and private pension funds, all of which are subject to deliberation by the Board of Directors. The company also analyzes the organization's internal control processes through monitoring by the responsible department, which reports to the Audit, Risk, and Ethics Committee.

Conflicts of Interest (GRI 2-15)

Pursuant to Article 30 of the company's Bylaws, no person who has or represents an interest that conflicts with that of the company may be elected, unless the General Meeting waives this requirement. In addition, an annual survey is conducted using a questionnaire completed by the members of the Board of Directors and the external members of the advisory committees, in order to mitigate any conflicts of interest that may exist.

The participation of members of the Board of Directors on the boards of other companies or advisory committees, as well as cross-shareholdings with suppliers and other stakeholders and whether there are related parties, are disclosed in the Shareholders' Meeting Manual and Reference Form. Embraer does not have a controlling shareholder.

Communication of Material Concerns (GRI 2-16)

Issues of relevance to the company are brought to the attention of the members of the Board of Directors at regular board meetings or on an ad hoc basis, when necessary.

Collective knowledge of the highest governance body

(GRI 2-17)

When a new member of the Board of Directors is elected or an alternate member is promoted to a full member, that individual must undergo an onboarding program to acquire or refresh their knowledge of their fiduciary duties and related responsibilities, as well as information about the Company, its business, strategy, and culture. Governance and/or compliance training is conducted annually with members of the Board of Directors to expand their knowledge on relevant topics, and when the Company identifies a need, it organizes training sessions with a presenter who has expertise in the subject.

Effectiveness of the Board of Directors

The Board of Directors undergoes a formal evaluation of its performance as a statutory body, of its committees, and of each director, including the chairman.

This evaluation is conducted with the support of specialized external consultants, using a 360-degree format, in which each director assesses their own performance and that of the other members. Additionally, the company's CEO also evaluates the activities of the board, its members, and the other committees.

The evaluation criteria focus on the director's competence and the quality of their contributions, including up-to-date knowledge of the company's business and the Articles of Incorporation, impartiality and independence in voting, basic knowledge of corporate finance, general awareness of the national and international economy, and attendance at meetings, among other factors, in order to ensure the body's effectiveness. The percentage of meetings attended in the last fiscal year was 100%.

Memberships in Associations (GRI 2-28)
List the industry associations, other membership associations, and organizations in which the organization plays a significant role, whether through projects, committees, or by providing substantial funding beyond routine membership dues. Describe whether these activities could directly or indirectly influence policies, laws, or regulations that may impact the climate. Embraer is engaged in a wide range of associations and professional organizations operating in the countries where the company has operations and in its main markets.

Among the main organizations with which Embraer is affiliated, the institutional role of the Brazilian Aerospace Industries Association (AIAB), the Brazilian General Aviation Association (ABAG), the American Chamber of Commerce in São Paulo (AMCHAM-SP), the Brazil – United States (CEBEU), the Brazil – China Business Council (CEBC), the Portuguese Chamber of Commerce in Brazil, the Global Compact Network Brazil, the International Air Transport Association (IATA), the Aerospace Industries Association of America (AIA), the General Aviation Manufacturers Association (GAMA), the Aviation Working Group (AWG), and the U.S. Chamber of Commerce, among others.

ETHICS AND COMPLIANCE

Mechanisms for advice and raising concerns (GRI 2-25 e 2-26)
The company's Compliance Department operates as an independent unit that reports directly to the Audit, Risk, and Ethics Committee, and maintains a whistleblower channel - Helpline - structured and available 24 hours a day, 7 days a week, in the languages of the countries where the company operates, enabling any individual (employee or otherwise) to raise concerns regarding Embraer's business conduct. The channel ensures anonymity and confidentiality, as well as non-retaliation against whistleblowers acting in good faith.

Additionally, with the aim of continuously promoting the company's culture of compliance and best practices, the governance of the area has been structured to establish the roles of compliance officers across various sectors of Embraer, so that support can also be provided by the employees themselves, who receive regular training on compliance topics.

In addition, the Code of Ethics and Conduct, as last updated in April 2025, and the Global Anti-Corruption Policy are available on the company's website. The other related policies are freely and easily accessible via internal links on the company's website, where they set forth the key guidelines to be followed.

Operations assessed for corruption-related risks (GRI 205-1)
As part of its compliance program, the company conducts risk assessments in all business areas and functions every three years, with the assistance of external consultants. The results of these assessments, along with the corresponding action plans, are shared with CARE.

During periodic assessments conducted by the Compliance Department, risks, when identified, are properly addressed according to their potential impact. When applicable, such risks are shared with the appropriate authorities along with relevant recommendations, with the aim of discussing and implementing mitigation measures, which are continuously monitored. The total number and percentage of operations assessed are confidential and, for this reason, will not be disclosed in this report.

Communication and training on anti-corruption policies and procedures (GRI 205-2)
All members of the Board of Directors and the Executive Board — Board Advisory Committee received training and communication related to anti-corruption and related topics in 2025. All levels of the company's leadership received training in 2025 on anti-corruption topics, namely: Bribery & Corruption; Ethics & Compliance; and Corporate Governance, for which the company's minimum acceptance rate is 92% of the target audience trained.

The Code of Ethics and Conduct is communicated through the company's main official channels, as well as via the intranet and the company's external website. Training on the Code is mandatory for all employees, and the company requires a minimum participation rate of 92%. Furthermore, leadership and employees are trained and informed on anti-corruption matters according to a schedule defined in the annual compliance training and communication plan. The Global Anti-Corruption Policy is available to employees via the intranet and on the company's website.

As part of the company's third-party due diligence process, which is an integral part of the contracting workflow, business partners who may pose a medium-to-high risk of potentially relevant anti-corruption issues receive a copy of Embraer's Code of Ethics and Conduct and declare that they have read and understood it.

Confirmed cases of corruption and measures taken (GRI 205-3)
There were no cases of corruption during the reporting period.

Total amount of monetary losses resulting from legal proceedings related to incidents of corruption, bribery, and/or illicit international trade (RT-AE-510a.1)
In 2025, the company did not incur any monetary losses related to legal proceedings associated with incidents of corruption, bribery, and/or illicit international trade.

Description of processes for managing business ethics risks throughout the value chain (RT-AE-510a.3)
The company has a robust due diligence process for third parties, including customers, suppliers, business partners, and government entities. The level of scrutiny in the process is determined based on the degree of risk the third party poses (risk-based approach) and takes into account various factors, such as exposure to government agencies, the company's powers of representation, the countries in which it operates, payment structure, the type of activity to be conducted, the existence of adverse media coverage, and ongoing legal proceedings, among others.

The process is conducted and supervised independently by the Compliance Department, with the support of Compliance Officers in each business area, who may request additional information and documents regarding the third party whenever necessary to complete their assessment. External consultants may be engaged to conduct additional and/or more in-depth analyses in sensitive situations or regions where access to information is limited.

The actual hiring and/or establishment of business relationships will depend on the final assessment issued by the Compliance Department, which may recommend mitigation measures to the business units and the inclusion of anti-corruption compliance clauses in the company's contracts. Finally, the company provides the FlyRight (Lextegrity) portal as a tool to manage and record the company's compliance processes, including third-party due diligence, Know Your Customer (KYC), hospitality, donations, sponsorships, conflicts of interest, among others. The FlyRight system undergoes an external audit annually.

Cases of discrimination and corrective measures taken (GRI 406-1)

Embraer received five reports of discrimination through the company's official reporting channel (Helpline) in 2025, all of which were found to be valid and resulted in disciplinary action.

Compliance with laws and regulations (GRI 2-27)

During the reporting period, no fines or monetary penalties were imposed on Embraer for significant cases of non-compliance with laws and regulations.

Monetary losses related to legal proceedings (RT-AE-510a.1)

In 2025, the company did not incur any monetary losses related to legal proceedings associated with incidents of corruption, bribery, and/or illicit international trade.

Countries with a high risk of corruption (RT-AE-510a.2)

Revenue from countries classified as "E" and "F" according to Transparency International's Government Anti-Corruption Index in 2025 was approximately US$ 843.59 million and approximately US$ 14.90 million, respectively.

DATA SECURITY

Number of data breaches; percentage involving confidential information (RT-AE-230a.1)

Embraer employs cybersecurity solutions and procedures to ensure the most appropriate and effective handling, collection, and provision of the data and information used by its corporate systems, business processes, and products. These procedures and mechanisms are based on industry best practices (frameworks such as NIST and ISO 27001/2) and undergo periodic reviews to ensure their ability to detect, control, and respond to potential global cyber threats. However, these results are not disclosed publicly.

In fiscal year 2025, no information security incidents with material impact involving the leakage of Embraer's personal data or confidential information were identified, in accordance with governance, monitoring, and risk management processes.

Description of the approach to identifying and address data security risks in the company's operations and products (RT-AE-230a.2)

Embraer establishes guidelines regarding the methodology to be used for vulnerability management by the Information Security department. Its use enables the company to take appropriate measures to eliminate the respective vulnerabilities before they can be exploited.

Vulnerability management is an ongoing and transparent process carried out by the Information Security team. Using solutions for scanning and digitally auditing systems and applications, the process is responsible for reporting, within the CMDB (Configuration Management Database) configuration entries, the vulnerabilities identified across the various layers that make up the corporate systems. Scans are scheduled to run daily, with mechanisms in place to prevent impacts on operations. To accommodate the company's critical routines, the scan is performed in a less intrusive manner, avoiding overloads on critical systems. The scan results should provide visibility into the company's status, with results centralized in the CMDB. Periodic meetings are held among representatives from all Information Technology (IT) management teams and technical departments to report results, analyze critical cases, and address their resolution. These results are confidential and not disclosed publicly.

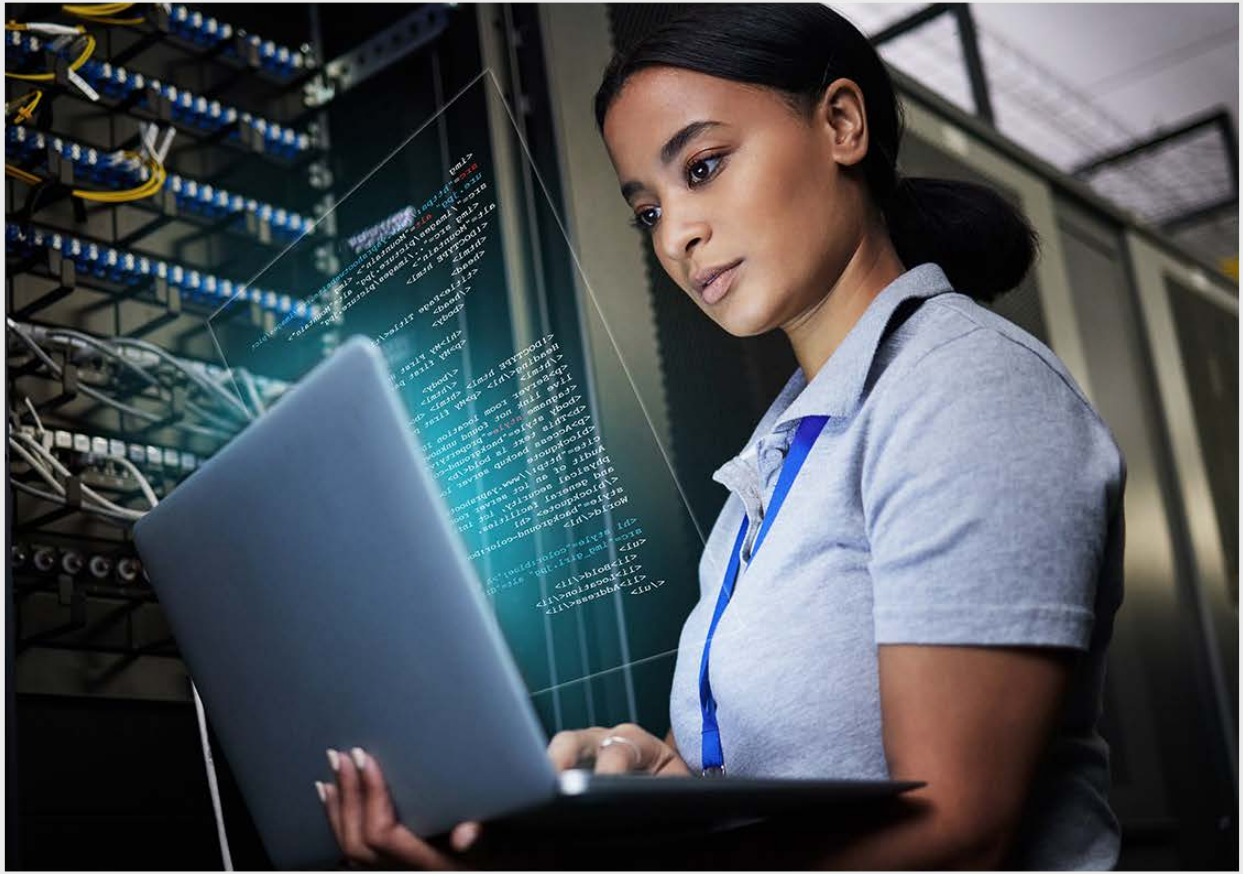
The Patch Management and Update Process, which falls under the responsibility of the IT Infrastructure department, aims to coordinate and implement updates to corporate systems. The process should be organized by listing vulnerabilities based on configuration items, with the necessary updates classified and ordered by criticality, using the CVE (Common Vulnerabilities and Exposures) severity metric. For each severity level, the IT Infrastructure department must prioritize the application of updates and patches within a specified timeframe.

For issues detected through vulnerability management, the IT Infrastructure team has the authority to take remedial actions without prior notice. These actions are aimed at maintaining business operations, ensuring the company's availability, integrity, and confidentiality.

Cyber Governance at Embraer (GRI 3-3; 418-1)
It is composed of the following members of the Executive Committee:
1. CEO - Chief Executive Officer
2. CFO - Chief Financial Officer
3. CISO - Chief Information Security Officer
4. Vice President of Defense and Security
5. General Counsel / Data Protection Officer (DPO)

1.Vice President of Engineering
The Cybersecurity Committee meets monthly, and the CISO has the authority to convene the committee as needed. In addition, there are meetings of the Board of Directors and CARE to discuss the Cybersecurity Agenda, including updates and decisions regarding cyber risk.

Substantiated complaints regarding and loss of customer data (GRI - 418-1)
In 2025, Embraer received no complaints related to privacy breaches by employees or customers, nor were there any leaks, thefts, or losses of customer data. The company has a dedicated structure that manages data privacy issues across the entire Embraer Group through a multidisciplinary team under the supervision of the DPO (Data Protection Officer).



SAFETY FIRST AND QUALITY ALWAYS

Embraer Quality Management System

Embraer's Quality Management System complies with the requirements of various authorities, regulatory bodies, and certification entities, and is audited periodically. In 2025, 35 external audits were conducted at facilities in Brazil and abroad, ensuring the maintenance of its certifications related to safety and product quality.

Embraer Excellence System

Launched in 2007, the Embraer Business Excellence Program (P3E) aims to foster and sustain cultural transformation through the LEAN philosophy, striving for excellence in its processes, services, and products. The program is based on the Embraer Excellence System, consisting of four elements: (i) understanding of strategy, (ii) integrated management, (iii) process excellence, and (iv) employee empowerment. When put into practice, these elements promote value creation and the consolidation of organizational culture among stakeholders. More than just based on these four elements, Embraer's Excellence System disseminates the LEAN philosophy — comprehensively throughout the organization — through the Excellence Manuals, which contain LEAN concepts, methods, and tools tailored to the specific processes they address. Among the main topics covered are: LEAN fundamentals, 5S (organization), TPM (reliability of assets and resources), KAIZEN (continuous improvement), Visual Management, Value Stream Mapping (VSM), and LEAN Management (administrative and operational areas). Focused on productivity gains and the elimination of waste, the Embraer Excellence System is responsible for ensuring standardized implementation and improvements, and is organically maintained within the company through intensive training promoted by the LEAN Academy — which in 2025 reached the milestone of 20,000 trained employees, along with communication and recognition initiatives within Embraer's LEAN community. Demonstrating its commitment to the company's culture, P3E (in partnership with the EHS and Quality departments) promotes events such as "Let's Talk About Safety," which held nine editions in 2025, and "Culture of Excellence," with three events held during the same period. In addition, the company has implemented structural projects in its operations, such as Quality Time. This project consists, in short, of implementing a daily, structured routine on the gemba to solve problems that, together with a multidisciplinary team, are addressed and eliminated as soon as they first occur. Thus, discipline, One Earn, and the Quality Time + Go & See methodology were effectively promoted.

Product testing

At Embraer, tests, inspections, and trials are conducted throughout the product development and manufacturing process, in accordance with company procedures and regulatory requirements, to ensure the safety, quality, maturity, performance, and reliability of the products throughout the entire life cycle of the aircraft in operation.

During the development phase of new products, Embraer conducts testing and evaluation campaigns with the aim certification of the aircraft design with regulatory agencies System. The automated stages are also carried out, and quality planning for aircraft production encompassing the preparation of suppliers for delivery.

At the production stage, the Embraer Quality System, through its procedures, provides for the implementation of inspection processes and the performance of tests on products and manufacturing. These inspections and tests cover the entire supply chain, including inspections upon receipt of materials, as well as inspections and verifications at various stages of the company's production process, in order to certify the conformity of the manufactured products.

Finally, as the final stage of aircraft manufacturing, Embraer conducts ground and flight tests on the finished product to ensure quality and compliance with requirements. In addition, there is a customer acceptance phase as part of the delivery process for each manufactured aircraft, involving inspections, tests, and flights conducted in the presence of the customers.

The company is part of Industry 4.0, and one of the innovations is the technological innovations implemented was the Integrated Certification Testing automated system, which sends signals and activates various systems for repair aircraft, performing hundreds of tests. Each interface is verified, is reviewed, validated, and has its information recorded, ensuring quality ensuring the quality of the production process.

Education and Training Program

Product quality - Training at Embraer

Employee readiness is one of the pillars of Embraer's Excellence Model. At Embraer, it is mandatory that 100% of employees working in specific areas (operational and non-operational) undergo training in qualification operational (content customized according to process needs), quality general content on excellence and safety (regulatory content in accordance with legislation). These training sessions are conducted as part of the onboarding process for new employees and continue throughout their careers with periodic refresher courses to address new knowledge requirements.

The Quality Management System ensures that individuals are properly qualified to perform their duties, thereby ensuring excellence in the execution of activities.

Embraer offers corporate training programs, as well as training centers and learning platforms with courses tailored to various fields, providing employees with specialized training, most of which is related to product quality.

Training is delivered through various learning formats to ensure the robust development and enhancement of hard and soft skills. Below is an overview of what one of the learning platforms offers.

Supplier Quality Management

Tier 1 and 2 suppliers must hold AS9100 certification and comply with the requirements set forth in the EQRS (Embraer Quality Requirements for Suppliers). Suppliers ensure the maintenance of their AS9100 certification through audits conducted by a third-party firm and monitored by Embraer. Compliance with the EQRS is periodically reassessed by Embraer Quality. In addition, suppliers that produce parts according to Embraer specifications (Build to Print) must have their processes qualified by Embraer auditors, in accordance with the requirements defined in the EQRS. If a supplier uses special processes in its manufacturing, regardless of its level in the supply chain, it must also hold NADCAP certification for each existing special process, maintaining this certification through the annual cycle of NADCAP audits.

The quality of all products and raw materials received by Embraer and its suppliers (Tier 1, 2, and 3) is verified during the material receipt process. This verification is based on test reports submitted by the suppliers or manufacturers of the material in question, certifying that the tests required to verify quality have been conducted and approved in accordance with technical specifications. Additionally, some products and raw materials are retested by Embraer in its laboratories, in accordance with specifications defined in the technical standards by Product Engineering.

**Tier 1 - supply to our supplier, Tier 2 - supply to our suppliers' suppliers, Tier 3 - and so on*

Supplier Training

As part of a robust regulatory system, Embraer annually reinforces the quality requirements to be met throughout its entire supply chain via the EQRS – Embraer Quality Requirements for Suppliers, which are additional requirements to those in the AS9100 standard – Quality Management Requirements for Aerospace Industries, a mandatory certification to become an Embraer supplier. In addition to the EQRS, Embraer also provides the EPPAP Manual – Embraer Production Part Approval Process, containing 17 quality tools to be applied during the development or modification of a product, with the aim of ensuring quality readiness. Both training sessions are conducted via a "read and sign" format, though they may also take place in an interactive manner, either in person or online. Another important initiative is the promotion of the LEAN philosophy and continuous process improvement through training for suppliers in the KAIZEN methodology. These trainings are conducted in the OJT (On-the-Job Training) format, where Embraer provides guidance on how to identify and resolve problems in practice, carrying out KAIZEN projects in collaboration with suppliers. In 2025, 11 projects were carried out in collaboration with domestic and international companies.

Complementing these initiatives, technical training focused on Product Quality and Safety is constantly conducted throughout the supply chain, both domestically and internationally, and may be delivered in person or virtually. In 2025, in-person training sessions were held for domestic and international suppliers on Safety & Quality Culture and Problem Solving.

Number of recalls issued and total number of units recalled

(RT-AE-250a.1)

Embraer, in compliance with the regulations of the Brazilian Aeronautical Regulatory System, uses the issuance of Airworthiness Directives to the ANAC, FAA, and EASA authorities as its methodology for communicating necessary actions regarding delivered aircraft. In 2025, thirty-three Directives were issued, all of which are publicly available on the appropriate regulatory websites, with the respective affected units listed for each directive issued; there were no cases of aircraft recalled in 2025.

Embraer maintains communication channels with operators through which they can submit inquiries and resolve questions regarding the operation of our products, In addition, we have the Embraer Quality Management System, which conducts tests, inspections, and trials throughout the manufacturing process and performs audits of the management system to ensure the conformity of the product delivered to operators.

Process for preventing counterfeit parts (RT-AE-250a.2)

Prevention of the Use of Counterfeit or Non-Genuine Parts The approval process at Embraer involves several internal procedures with established practices and protocols. The foundation of prevention lies in training and the implementation of requirements within the company's processes regarding the selection of a supplier, the purchase of a part, product design, and the receipt and handling of non-conforming products. Training is provided to employees to raise awareness about identifying suspicious parts, and procedures for handling existing nonconforming products are followed in the event these materials are encountered.

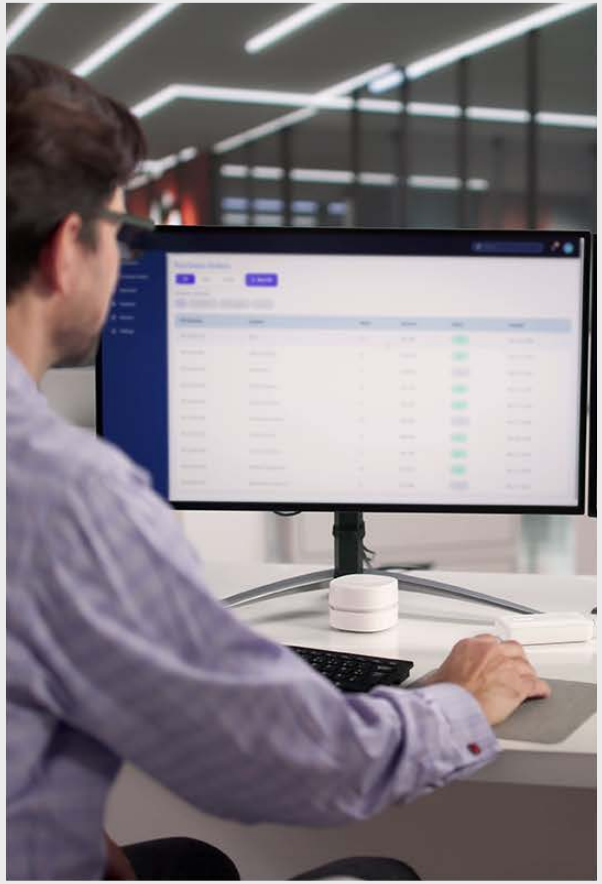
Contract

When contracting a supplier, the requirement regarding counterfeit parts is specified in the purchase order or contract. In the contract, this requirement is incorporated into the quality system certification standards required of suppliers (AS9100, AS9120). For suppliers that do not hold these certifications, the requirement is included in the purchase order for all products acquired by Embraer, along with the technical and documentary specifications.

Purchases

The procurement department must purchase products in accordance with project specifications and from suppliers qualified under Embraer's product structure.

The supplier qualification process includes procedures that verify not only compliance with technical requirements but also compliance with the quality management system requirements. Periodic evaluations of supplier performance are conducted, and risk management is practiced, identifying critical points that require a more in-depth assessment (audit) or action plans focused on specific problems. Distributors are also approved according to specific procedures and may only deliver products from approved manufacturers listed on the purchase order.



Engineering
In the aircraft certification process, components must also undergo a specific certification campaign. The equipment is subjected to testing and must have a certificate of conformity, as must the laboratory setup and the testing procedure used. All certification documents are approved by the certification authority or its representatives. These artifacts comprise the technical data required to obtain the aircraft type certificate. Each aircraft is manufactured by a production organization certified in accordance with the type certificate. A new or modified component may only be installed on a certified aircraft if it complies with all the steps mentioned above, following the design change procedure. As a member of the Material Review Board (MRB), engineering product is also responsible for equipment compliance, ensuring that it meets the applicable requirements.

Engineering may also issue requests for re-inspection of inventory for updating, return, testing, or visual inspections. It is also possible request that Quality include equipment limitation notes that restrict use during flight, delivery to the customer, or other situations.

Receiving
To receive products, Embraer establishes specific inspection standards for each type of material. These standards include physical and documentary characteristics (certificate of conformity, test report) that must accompany the product, ensuring traceability back to the source of supply. Upon receipt, the material's identification, packaging conditions, quantities, and delivered documentation are verified, as well as whether the supplier is approved in the system; in other words, the information is verified to ensure that the delivered product meets the supplier's specifications upon receipt, the products or samples are sent to laboratories for testing to verify compliance with the specified technical requirements. When excess parts are received, the parts are scrapped if the the supplier fails to update the documentation to ensure traceability.

Handling of nonconformities (product and process)
When suspicious or counterfeit parts are identified, the material is placed in quarantine following the same procedure used for handling non-conforming products. If nonconformities are identified in processes related to the handling of counterfeit parts, corrective actions are initiated to prevent the recurrence of the problem and ensure a definitive solution. The disposal of parts destined for scrap is strictly controlled to prevent their misuse in the production process.

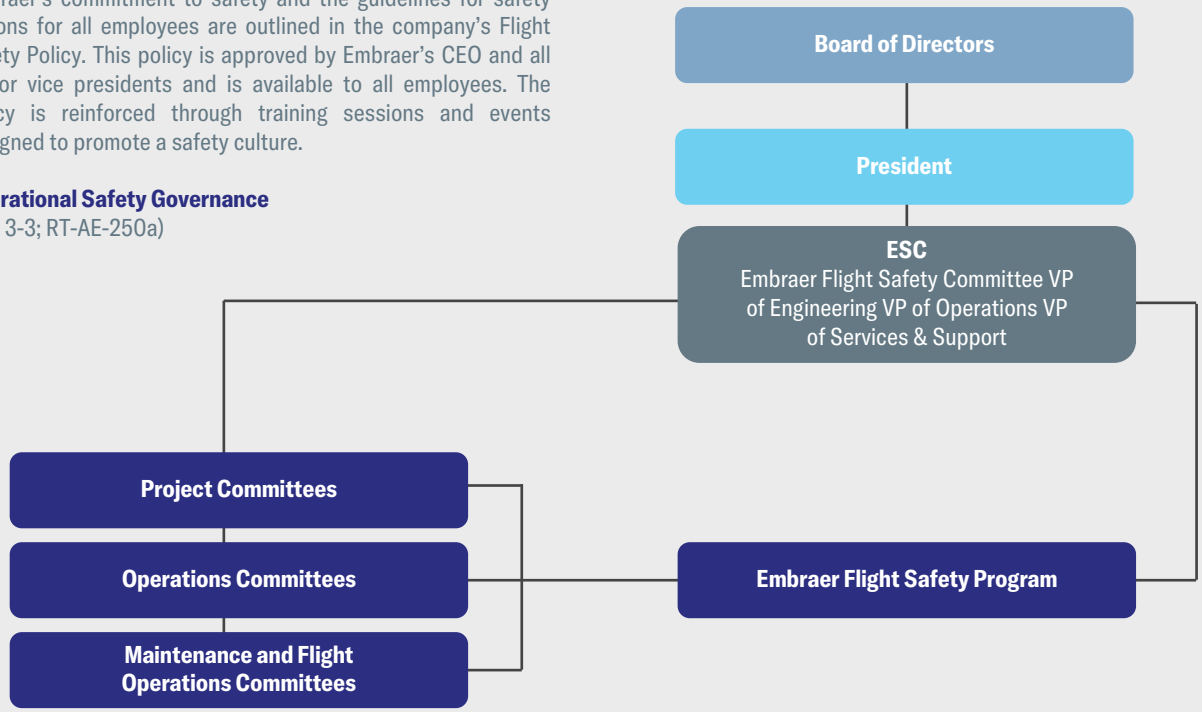
Training
EMpower on the impact of counterfeit parts in the aviation industry and prevention. The practices implemented by Embraer are also incorporated into specific procedures in these areas.

FLIGHT SAFETY AND PRODUCT QUALITY

Embraer Flight Safety Program (GRI 3-3; RT-AE-250a)
Designed to establish governance for safety initiatives and the review of safety indicators across all company operations (projects, manufacturing, maintenance, and air traffic control), the Flight Safety Program focuses on the continuous improvement of safety in products and operations and is chaired by the Senior Vice Presidents of Engineering, Operations, and Services & Support. Safety actions related to risk management are presented monthly at the company's executive board meeting, which is attended by senior leadership. In addition, the matter is overseen by the company's CEO and the Board of Directors during previously scheduled oversight meetings.

Embraer's commitment to safety and the guidelines for safety actions for all employees are outlined in the company's Flight Safety Policy. This policy is approved by Embraer's CEO and all senior vice presidents and is available to all employees. The policy is reinforced through training sessions and events designed to promote a safety culture.

Operational Safety Governance
(GRI 3-3; RT-AE-250a)



Since 2003, internal flight safety committees have been established to address risk management. These committees periodically review all safety reports received from employees, customers, suppliers, aviation authorities, and other stakeholders associated with Embraer. For each of these reports, the associated risk is assessed in accordance with aviation industry standards and Embraer's standards, validating the proposed actions and managing them until their completion.

In addition to the risk management described above, Embraer assigns specialists to assist authorities in all investigations of accidents and incidents involving its products. The goal is to improve product safety by identifying contributing factors and defining recommendations to prevent future events.

Safety is a fundamental part of our culture, which is promoted through various initiatives: internal training on product safety and safety culture, internal safety conferences, and participation in external safety events with customers, suppliers, authorities, and other aircraft manufacturers to exchange safety data and lessons learned. In addition, periodic internal safety culture surveys are conducted to identify areas where actions will be focused to improve safety awareness.

Airworthiness Directives (RT-AE-250a.3)
In 2025, thirty-three new or revised Airworthiness Directives (ADs) were issued by ANAC (National Civil Aviation Agency), EASA (European Union Aviation Safety Agency), and the FAA (Federal Aviation Administration). They involved the following products: ERJ-170, ERJ-190, EMB-550, EMB-200, EMB-505, EMB-500, EMB-120, EMB-145, EMB-110, EMB-710, EMB-720, and EMB-820. All DAs are publicly available, and the most recent information can be found on the appropriate regulatory websites. The affected units are specified in each DA issued by the respective civil aviation authority and vary according to the current configuration of the aircraft at each operator.

Financial losses resulting from legal proceedings
Legal matters related to product safety (RT-AE-250a.4)
In 2025, the company did not incur any financial losses related to product safety.

GRI CONTENT INDEX			
Statement of Use	EMBRAER – Empresa Brasileira de Aeronáutica S.A has reported the information cited in this GRI content index for the period from January 1, 2022 to December 31, 2022, in accordance with the GRI Standards.		
GRI 1 used	GRI 1: Foundation 2021		
GRI STANDARD		**LOCATION**	
GENERAL DISCLOSURES		**SUSTAINABILITY REPORT**	**ADDITIONAL REFERENCES**
GRI 2: General Disclosures 2021	2-1 Organizational Details	Pages 8-11	Page 6 of the 2022 Annual Report
	2-2 Entities included in the organization's sustainability report	Page 56	
	2-3 Reporting period, frequency, and contact point	Page 56	
	2-4 Restatements of information	Page 56	
	2-5 External verification	Page 56	
	2-6 Activities, value chain, and other business relationships	Page 8	Management Report
	2-7 Employees	Page 107	
	2-8 Workers who are not employees	Page 107	
	2-9 Governance structure and its composition	Page 136	
	2-10 Appointment and selection for the highest governance body	Page 137	Nomination and Training Policy Internal Rules of the Board
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	2-14 Role of the highest governance body in sustainability reporting	Page 138	
	2-15 Conflicts of interest	Page 138	

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	2-17 Collective knowledge of the highest governance body	Page 139	Policy for the appointment and training
	2-18 Performance evaluation of the highest governance body	Page 120	Internal regulations of the board of directors
	2-19 Compensation policies	Page 120	Internal regulations of the board of directors
	2-20 Process to determine compensation	Page 121	Internal regulations of the board of directors
	2-21 Ratio of annual total compensation	Page 121	
	2-22 Statement on sustainable development strategy	-	Corporate website - Sustainability
	2-23 Policy commitments	-	
	2-24 Embedding policy commitments	-	
	2-25 Processes to remediate negative impacts	Page 141	
	2-26 Mechanisms for advice and raising concerns	Page 141	
	2-27 Compliance with laws and regulations	Pages 77 and 143	
	2-28 Membership in associations	Page 140	CDP - C12.3 - Engagement
	2-29 Approach to stakeholder engagement	Page 140	Corporate procedure
	2-30 Collective bargaining agreements	Page 86	

MATERIAL TOPICS		SUSTAINABILITY REPORT	ADDITIONAL REFERENCES
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 58	
	3-2 List of material topics	Page 59	
ECONOMIC PERFORMANCE			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Pages 13-15	Results Center
	201-2 Financial implications and other risks and opportunities due to climate change	-	CDP – C2. Risks and Opportunities C3. Business Strategy
	201-3 Obligations of defined benefit plan and other retirement plans	-	20-F Report
	201-4 Financial assistance from the government	-	20-F Report
PROCUREMENT PRACTICES			
GRI 204: Procurement Practices 2016	204-1 Spending proportion on local suppliers	Page 132	
ANTI-CORRUPTION			
GRI 205: Anti-corruption 2016	205-1 Assessed operations for risks related to corruption	Page 141	
	205-2 Communication and training on anti-corruption policies and procedures	Page 142	
	205-3 Confirmed corruption incidents and actions taken	Page 142	
ENERGY			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 122, 135, 145, 151	Embraer Compliance Program (page 130)
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Page 61	
	302-2 Energy consumption outside the organization	Page 63	
WATER AND EFFLUENTS			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 122, 135, 145, 151	Embraer Compliance Program (page 130)
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	Page 71	
	303-4 Water discharge	Page 72	

		SUSTAINABILITY REPORT	ADDITIONAL REFERENCES
EMISSIONS			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 122, 135, 145, 151	Embraer Compliance Program (page 130)
GRI 305: Emissions 2016	305-1 Direct (Scope 1) greenhouse gas (GHG) emissions	Page 64	
	305-2 Indirect (Scope 2) greenhouse gas (GHG) emissions from purchased energy	Page 65	
	305-3 Other indirect (Scope 3) greenhouse gas (GHG) emissions	Page 65	
	305-4 Greenhouse gas (GHG) emissions intensity	Page 67	
	305-6 Ozone-depleting substances emissions (ODS)	Page 68	
	305-7 NOX, SOX, and other significant air emissions	Page 68	
WASTE			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 122, 135, 145, 151	Embraer Compliance Program (page 130)
GRI 306: Waste 2020	306-3 Waste generated	Pages 75 and 76	
	306-4 Waste diverted from disposal	Pages 75 and 76	
	306-5 Waste directed to disposal	Pages 75 and 76	
SUPPLIER ENVIRONMENTAL ASSESSMENT			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 122, 135, 145, 151	Embraer Compliance Program (page 130)
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers screened based on environmental criteria	Page 125	
	308-2 Negative environmental impacts in the supply chain and actions taken	Page 128	
EMPLOYMENT			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Pages 116- 118	
	401-2 Benefits provided to full-time employees that are not extended to temporary or part-time employees	Page 88	
	401-3 Parental leave	Pages 111 and 112	

		SUSTAINABILITY REPORT	ADDITIONAL REFERENCES
OCCUPATIONAL HEALTH AND SAFETY			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 122, 135, 145, 151	Embraer Compliance Program (page 130)
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 81	
	403-2 Hazard identification, risk assessment, and incident investigation	Page 81	
	403-3 Occupational health services	Page 81	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 82	
	403-5 Worker training on occupational health and safety	Page 82	
	403-6 Promotion of worker health	Page 84	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	Page 82	
	403-8 Workers covered by an occupational health and safety management system	Page 81	
	403-9 Work-related injuries	Page 83	
TRAINING AND EDUCATION			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 122, 135, 145, 151	Embraer Compliance Program (page 130)
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Pages 99-101	
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 91	
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 106	
DIVERSITY AND EQUAL OPPORTUNITY			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Pages 108-110	
	405-2 Ratio of basic salary and compensations received by women, and by men	Page 119	
NON-DISCRIMINATION			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 122, 135, 145, 151	Embraer Compliance Program (page 130)
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Page 143	

		SUSTAINABILITY REPORT	ADDITIONAL REFERENCES
FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING			
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Page 130	
LOCAL COMMUNITIES			
GRI 413: Local Communities 2016	413 -1 Operations with local community engagement, impact assessments, and development programs	Page 89	
SUPPLIER SOCIAL ASSESSMENT			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 122, 135, 145, 151	Embraer Compliance Program (page 130)
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Page 125	
	414-2 Negative social impacts in the supply chain and actions taken	Page 129	
CUSTOMER PRIVACY			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 122, 135, 145, 151	Embraer Compliance Program (page 130)
GRI 418: Customer Privacy 2016	418-1 Proven complaints related to violation of privacy and customers' loss of data	Page 145	

SASB CONTENT INDEX			
METRICS	CODE	LOCATION	
		SUSTAINABILITY REPORT	ADDITIONAL REFERENCES
ENERGY MANAGEMENT			
Total consumed energy, energy network percentage; renewable percentage	RT-AE-130a.1	Page 63	
DANGEROUS WASTE MANAGEMENT			
Amount of dangerous waste generated; percentage of recycled dangerous waste	RT-AE-150a.1	Pages 75 and 76	
Number and amount of reportable aggregated spills; reclaimed amount of reportable spills	RT-AE-150a.2	Page 77	
DATA SECURITY			
Number of data breaches; percentage involving confidential information	RT-AE-230a.1	Page 144	
Description of the approach to identify and address data security risks in the company's operations and products	RT-AE-230a.2	Page 144	
PRODUCT SECURITY			
Product safety	RT-AE-250a	Page 151	
Amount of recalls issued, total of units gathered	RT-AE-250a.1	Page 148	
Number of counterfeit parts detected, avoided percentage	RT-AE-250a.2	Page 149	
Number of received Airworthiness Directives; total of affected units	RT-AE-250a.3	Page 152	
Total amount of monetary losses resulting from legal proceedings associated to product security	RT-AE-250a.4	Page 152	
SAVING OF FUEL AND EMISSIONS IN THE PRODUCT'S USE STAGE			
Approach description and strategy debate to handle the saving of fuel and greenhouse gas (GHG) emissions of products	RT-AE-410a.2	Page 18	
MATERIAL SUPPLY			
Description of risks management associated to the use of critical materials	RT-AE-440a.1	Page 130	
BUSINESS ETHICS			
Total amount of monetary losses resulting from legal proceedings associated with incidents of corruption, bribery and/or illicit international trade	RT-AE-510a.1	Pages 142 and 143	
Revenue from countries classified as "E" or "F" in the Transparency International Government Defense Anti-Corruption Index	RT-AE-510a.2	Page 143	
Description of processes to manage business ethics risks throughout the value chain	RT-AE-510a.3	Page 142	

TCFD CONTENT INDEX

RECOMMENDATIONS	RECOMMENDED DISCLOSURES	LOCATION	
		SUSTAINABILITY REPORT	ADDITIONAL REFERENCES
Governance	a) Describe how the Board oversees climate-related risks and opportunities.	Governance structure and composition (pages 136-140)	C1.1a, C1.1b
	b) Describe the Board's role in assessing and managing climate-related risks and opportunities.		C1.2, C1.2a
Strategy	a) Describe climate-related risks and opportunities identified by the organization over the short, medium, and long term.		C2.3a, C2.4a
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.		C2.3a, C2.4a, C3.1, C3.3, C3.4
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.		C3.2, C3.2a
Risk Management	a) Describe the processes the organization uses to identify and assess climate-related risks.		C2.1, C2.1a, C2.1b, C2.2, C2.2a
	b) Describe the processes the organization uses to manage climate-related risks.		C2.1, C2.2
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.		C2.1, C2; 1b, C2.2
Metrics and Targets	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	ESG Commitment (pages 18-20) Emissions Indicators (pages 64- 68)	C4.2, C9.1
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.		C6.1, C6.2, C6.3, C6.5, C6.10, C7.1, C7.1a, C7.2, C7.3, C7.3a, C7.5, C7.6, C7.6a
	c) Describe the targets used by the organization to manage climate-related risks and opportunities, and performance against targets.		C4.1, C4.1a, C4.1b, C4.2a


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