Annual Report 2024

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EMBRAER


EMBRAER
PROFIT HUNTER
E195-E2

Message from Management

"The growth in all business units and Embraer's return to profitability were widely recognized by the market in 2024, and the company's stock had the highest appreciation in history, on B3 and NYSE. The main risk rating agencies raised our company's credit rating, which is once again considered investment grade."

Francisco Gomes Neto – Embraer's President

Francisco Gomes Neto, Embraer's President & CEO, and Alexandre Silva, Chairman of the Board of Directors

2024 was a historic year for Embraer, with remarkable results that demonstrate the company's successful growth trajectory. We achieved record revenue of USD 6.4 billion, our highest level ever, and delivered 206 aircraft, representing a 14% increase compared to the previous year.

We also improved key financial indicators, such as the adjusted EBIT margin, which reached 11.1%, and free cash flow (without Eve), which reached USD 676 million. In addition, we significantly reduced debt and financial leverage, contributing to strengthening the company's financial health. Our continued focus on sales resulted in the largest backlog since the company's creation, valued at USD 26.3 billion.

In this scenario, the company now has the financial and accounting conditions to consider paying dividends, subject to evaluation and approval by its shareholders.

The growth in all business units and Embraer's return to profitability were widely recognized by the market in 2024, and the company's stock had the highest appreciation in history, on B3 and NYSE. The main risk rating agencies raised our company's credit rating, which is once again considered investment grade.

We have successfully overcome the many challenges still present in the supply chain, with innovative actions and financial discipline. In order to better balance production over the coming years and improve collaboration with our suppliers, we have reinforced the structure of the Supply Chain area, digitized processes, and invested in artificial intelligence tools to monitor and manage the chain's activity in real-time, thus enabling increased production.

Commercial activity intensified overall in 2024, with positive highlights in all areas. Defense & Security announced a series of new contracts and ended the year with the best sales performance in history. The KC-390 Millennium multi-mission military transport aircraft, for instance, has already been chosen by 10 international air forces and continues to attract interest from several nations.

In 2024, the Netherlands, Austria, the Czech Republic and an undisclosed nation acquired the KC-390, joining Brazil, Portugal, Hungary, and South Korea; Sweden and Slovakia also announced their decision to purchase the jet from Embraer.

In another segment, the A-29 Super Tucano light attack and advanced training aircraft received new firm orders from Europe, Asia-Pacific, Africa, and South America, reaching 20 operators worldwide.

Executive Jets maintained its strong sales momentum with good performance across all segments, from private use to fleet operators and corporate flight departments. The Phenom 300 light jet remained the best-selling jet in the category for the 13th consecutive year, while the industry's most advanced midsize and super-midsize jets, the Praetor 500 and Praetor 600, continued to grow their global market share.

In Commercial Aviation, we expanded the international operator base of the E2 jets, the most efficient in the narrow-body segment, with new customers in Asia-Pacific, North America and Europe. The E175-E1 regional jet continues to increase its market share in the United States.

The Services & Support area showed solid growth, announcing new contracts for the Pool and integrated logistics support programs, in addition to opening a new Authorized Service Center at OGMA, in Portugal, dedicated to Pratt & Whitney GTF engines, with the potential to triple the revenue of the Portuguese subsidiary.

With an eye on the future, we continue to advance in the development of Eve's eVTOL (100% electric vertical take-off and landing vehicle), which will begin flight testing of the prototype this year, with a view to certification in 2027. We believe that Urban Air Mobility is a great business opportunity and we have the ideal conditions to become one of the leaders in this new industry, which is fully aligned with our commitment to more sustainable aviation.

We remain firm on our ESG journey. In 2024, our factories in Brazil began to operate using 100% renewable energy and our aircraft are preparing to be able to fly with 100% sustainable aviation fuel (SAF) until 2030. We are also increasingly investing in new low-carbon technologies that will ensure our readiness to develop new products in the future, regardless of segment.

In 2024, we also won global awards and certifications on different topics, such as those related to the work environment (we were once again recognized by GPTW as the Best Place to Work), in addition to awards for best practices in business excellence, continuous improvement and efficiency gains (with the Global Kaizen™ Award, an award from the Kaizen Institute), among others.

In the year in which we celebrate Embraer's 55th anniversary, the company has shown that it is stronger than ever, well-positioned for sustainable growth, and ready to capture its full potential in the coming years.

Once again, the strength of our people made the difference in a demonstration of strong identification with the pillars of our culture, based on

excellence, safety, quality, result orientation, and team spirit.

We have a clear growth strategy for the coming years, focused on efficiency and innovation, and we have qualified and motivated people to achieve this. It is a recipe that has worked at Embraer. Therefore, we are confident that 2025 will be another year of great results and business expansion. Let's move forward!

Francisco Gomes Neto
President & CEO

Alexandre Silva
Chairman of the Board of Directors

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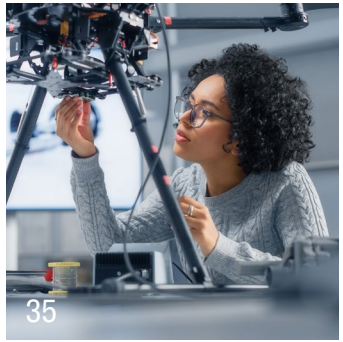


Technology & Innovation

Business Units

About Embraer

Leader in the aerospace and defense industry,

recognized for its global impact and commitment to innovation.

In 2024, the company's revenues were distributed as follows:

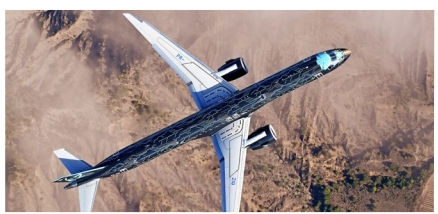
Embraer is one of the world's aerospace and defense industry leaders, operating in the Commercial Aviation, Executive Jets, Defense & Security, and Services & Support segments. Founded in 1969, the company has innovation, safety, and sustainability as pillars for the development of solutions that connect people, countries, and markets.

Throughout its history, it has manufactured and delivered more than 9,000 aircraft, being responsible for the annual transport of more than 145 million passengers on all continents. Every 10 seconds, an Embraer aircraft takes off somewhere in the world, constituting proof of the company's global impact on commercial & business aviation, as well as defense operations and special missions.

With a workforce of more than 20,000 employees in 2024, allocated among industrial operations, service centers, offices, and part distribution hubs on several continents, Embraer spurs on technological and industrial development on a global scale. The number of employees covers, interns and apprentices hired directly by Embraer companies, except affiliates such as Atech, Visiona, and OGMA.

Conducting business in more than 100 countries, Embraer combines tradition and technology to drive the future of air mobility and contribute to the economic and social progress of the regions where it operates.

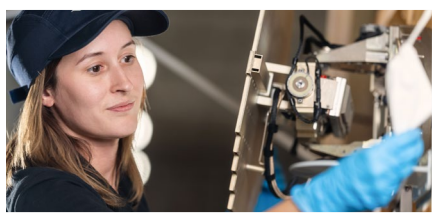
The backlog reflects the company's sustainable growth, with a total backlog of USD 26.3 B.



Commercial Aviation
35% – USD 2.2 B

Executive Jets
28% – USD 1.8 B

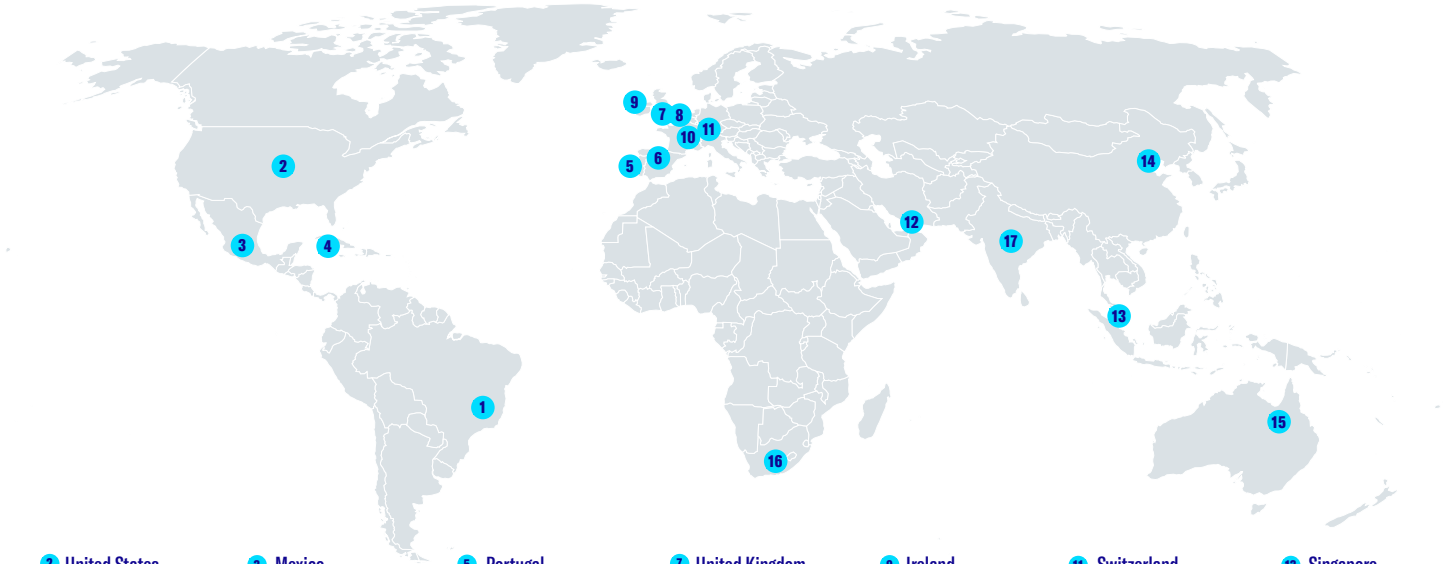
Defense & Security
11% – USD 721 M



Services & Support
25% – USD 1.6 B

Other segments 1% – USD 66 M

Where We Are



1 Brazil

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

Subsidiaries
ATECH
VISIONA
TEMPEST

2 United States

Dallas
Davie
Fort Lauderdale
Jacksonville
Melbourne
Mesa
Nashville

Subsidiaries
ECTS
EVE AIR MOBILITY
NIDEC AEROSPACE

3 Mexico

Chihuahua

Subsidiaries
EZ AIR
INTERIOR

4 Cayman Islands

George Town

5 Portugal

Alverca
Lisbon

Subsidiaries
OGMA

6 Spain

Madrid

7 United Kingdom

Burgess-Hill
Farnborough
London

Subsidiaries
ECTS

8 Netherlands

Amsterdam

Subsidiaries
ECTS
VISIONA

9 Ireland

Dublin

Subsidiaries
EZ AIR

10 France

Le Bourget

11 Switzerland

Zurich

12 United Arab Emirates

Dubai

13 Singapore

Singapore

Subsidiaries
ECTS

14 China

Beijing

15 Australia

Melbourne

16 South Africa

Lethabong

17 India

New Delhi

Joint Ventures & Affiliates

EZAir atech OGMA VISIONA Space Technology TEMPEST EVE MOBILITY ECOSYSTEM Nidec Aerospace

Embraer Culture

SAFETY FIRST QUALITY ALWAYS

At Embraer, culture is built by people. They are what make our values real through attitudes, decisions, and behaviors. More than processes or systems, cultural transformation derives from shared beliefs and the commitment of our employees to continuous improvement.

Safety and quality are our priorities. Our greatest commitment is to the wellness of people and the quality of our products.

Therefore, we have **safety first and quality always** as the basis of our cultural development. This evolution is supported by **five pillars**, which guide how we work, cooperate, and deliver results.

1 One Embraer. One Team.

Working together means being generous and always seeking what is best for the company and its stakeholders. We empower our teams to gain autonomy with accountability, providing people with the support needed to play their roles successfully.

2 Address Complexity with Simplicity.

We seek clarity and focus. This means avoiding wasting time with unnecessary red tape and understanding the reasons behind our actions before taking action. Excellence and simplicity allow work to flow efficiently and accurately without falling into perfectionism.

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

We value an environment of open and respectful dialogue, where transparency, active listening, and different perspectives are pivotal. Demonstrating vulnerability, listening with an open mind, and challenging ideas constructively allows us to improve processes and make better decisions. Attitudes based on respect and kindness strengthen trust and contribute to a more collaborative and inclusive work environment.

4 Take Responsibility for Company Results.

We recognize that every employee contributes to the success of our company. This means understanding how we create value in our business and prioritizing results that benefit our success, not just individual areas. In addition, caring for Embraer's assets as if they were our own is part of the collective accountability to preserve what we have and ensure efficiency.

5 Passion to Make a Difference.

Celebrating achievements and recognizing people's efforts are important in this path. We value Embraer's history and each achievement of our team. With empathy and respect, we lead from the heart, recognizing the value of each person. We live each day as if we were on an exciting first flight, committed to delivering the best for our clients, partners, and other stakeholders.

Transforming Culture Pillars into actions

For the Culture Pillars to materialize daily, we carry out continuous efforts that engage and add to our employees' personal development. Training and communication campaigns reinforce the expected behaviors, ensuring the improvement of our culture.

The **eTalks** connect leadership with employees, facilitate open dialogues on strategic topics, and allow everyone to understand their role in the company's results. This proximity facilitates the exchange of information and alignment between teams.

Another effort is the Simplification Team, created to identify and implement practical solutions that reduce unnecessary processes and improve the efficiency of operations. With the participation of professionals from different areas, the group seeks to remove obstacles and streamline daily activities.

In addition, accountably taking care of assets and results is part of each person's commitment at Embraer. Each effort strengthens the spirit of collaboration and contributes to an environment where everyone feels motivated to grow and innovate together.

Lastly, our culture is built on a daily basis, driven by a team that is committed and passionate about what they do. Together, we've evolved to build the company we want: more connected, efficient, and future-proof.

Financial Performance

Financial Performance

In 2024, Embraer achieved the financial estimates made public at the beginning of the year, especially by posting the Adjusted EBIT of USD 708.2 M and Free Cash Flow of USD 676 M, both above the projections reviewed throughout the year. Adjusted EBITDA reached USD 921.6 M, an increase of 87% compared to 2023, reflecting the increase in revenue and greater control of operating costs.

206
commercial, executive, and military aircraft delivered in 2024.

Net revenue totaled USD 6.4 billion, an 11% growth compared to 2023, driven by increased aircraft deliveries and the positive performance of all business units.

In **Commercial Aviation, revenue posted USD 2.2 B (+36%)**, reflecting the higher volume of deliveries and a portfolio of aircraft with higher added value. **Executive Jets, on the other hand, advanced 42%, adding up to USD 1.8 B**, driven by higher average prices and the delivery of more sophisticated models.

The **Defense & Security segment recorded the highest percentage growth, with revenue of USD 721 M (+55%)**, due to the progress of the KC-390 and Super Tucano programs. **The Services & Support area posted USD 1.6 B (+25%)**, following the fleet growth and maintenance and operational support supply expansion.

Net income attributed to Embraer was BRL 1.9 B, more than double that recorded in 2023 (BRL 783.6 M), with a net margin of 5.4%. Good operating performance and the positive impact of exchange rate change contributed to these outcomes. The year-end cash position was BRL 15.8 B, with a reduction in net debt, which went from – BRL 2.7 B in 2023 to BRL 371.5 M in 2024.

Total Net Revenue
USD 6,4 B
growth
11%↑

Operating
Result

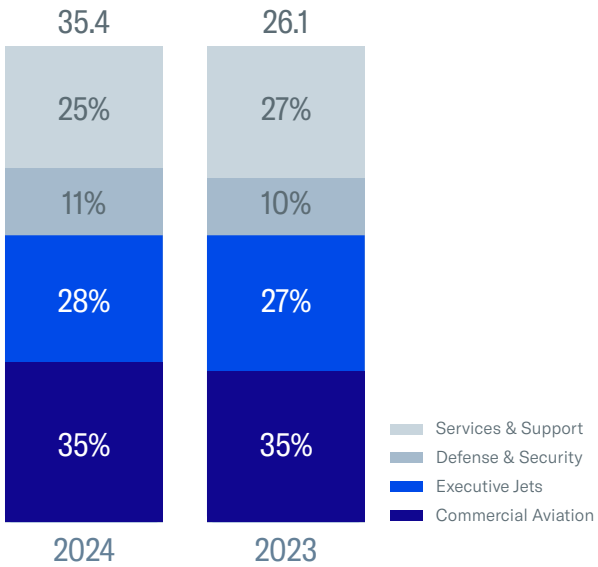
In 2024, adjusted income and operating margin (EBIT) were BRL 3.99 B and 11.3%, respectively, reflecting an increase from the 6.5% posted in 2023. This growth was driven by a 14% increase in the number of aircraft deliveries, higher turnover, and enhanced operational efficiency.

Embraer's shares have been traded on Novo Mercado of the São Paulo Stock Exchange (B3) since 1989 and on the New York Stock Exchange (NYSE) through the level III American Depositary Receipts (ADR) program, established in 2000. By the end of 2024, Embraer's shares in B3 (EMBR3) reached BRL 56.19 per unit, representing a valuation of 155% compared to BRL 22.39 at the end of 2023.

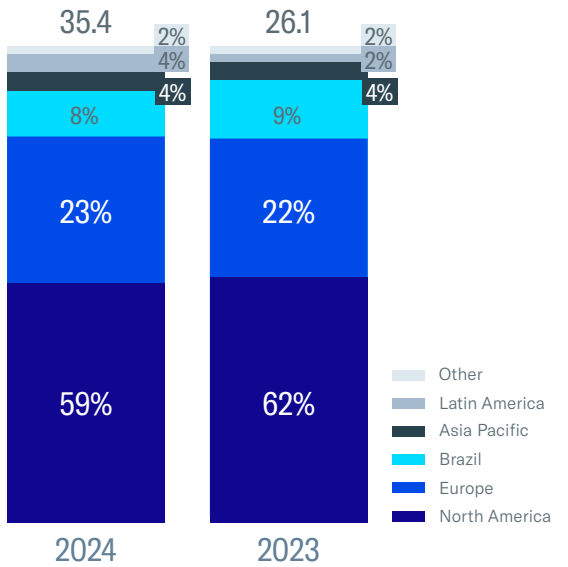
On the New York Stock Exchange, the company's American Depositary Shares (ADS) (ERJ) posted USD 36.68, an increase of 106% versus USD 18.45 in the previous year.

6.5%
increase
compared to 2023

Revenue per Segment
net revenue USD Billion



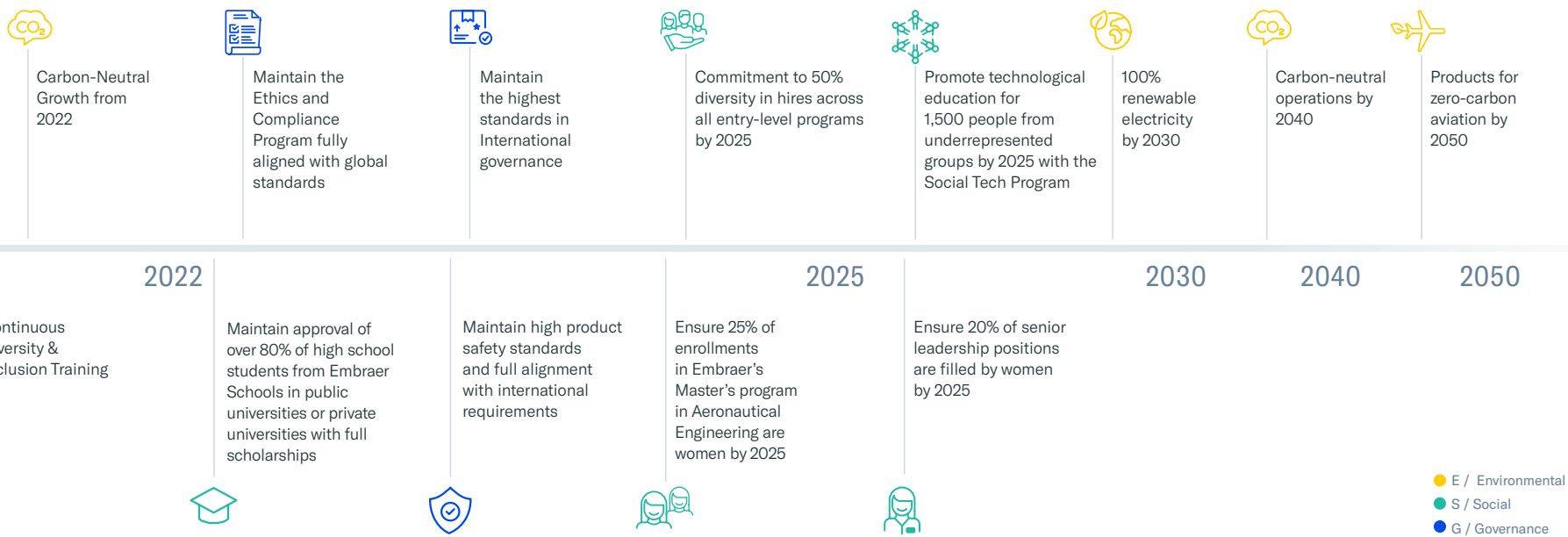
Revenue per Region
net revenue USD Billion



ESG

Announced in late 2021, the sustainability strategy and long-term ESG goal plan continued to be part of Embraer's daily operations throughout 2024. The company remains focused on decarbonizing aviation by developing more sustainable products, services, and technologies and reinforcing its historic role in social responsibility.

In 2024, important advances were made, with outcomes that show that the company is on track to achieve its environmental, social, and governance goals.



Environmental Commitment

Energy efficiency

Electricity 100% from renewable sources

Use and promotion of SAF production

GHG emissions management

Operations

Value Chain

In 2024, Embraer remained focused on decarbonizing its operations and its value chain, undertaking efforts on four major fronts:

On the energy efficiency and transition fronts, the project to replace natural gas (non-renewable fuel) with biomethane (renewable) stands out. This was Embraer's largest energy efficiency initiative in 2024. The unit in Gavião Peixoto, São Paulo, accounting for 10% of the company's global natural gas consumption, started testing for fuel switching in 2022. This year, the plant became Embraer's first to operate 100% with biomethane.

The plant is supplied by road, with trucks that use this same fuel, thus also reducing logistics emissions. Owing to the positive outcomes of this project, the company intends to expand the change of natural gas for biomethane to other units.

Other important energy efficiency projects were accomplished, such as the replacement of old burners with more efficient equipment at the units in Gavião Peixoto and São José dos Campos, both in the State of São Paulo. In addition, Ipanema's painting booth in the city of Botucatu, São Paulo, now uses 100% renewable electricity (solar and wind) instead of natural gas. The F-300 refrigeration plant at the Ozires Silva unit was also converted to 100% renewable electricity, switching from the use of natural gas.

Together, these initiatives account for a decrease of about 2,500 tons of CO_2 emissions in the last year. Embraer continues to study how similar measures can be implemented in other operating units.

Awareness-raising actions to reduce the use of natural gas are also underway among employees. In 2024, the Ozires Silva unit team in São José dos Campos, São Paulo, partook in efforts revolving around this issue. The operators of this unit's highest consumer hangar were engaged in activities to encourage the exchange of good ideas to reduce natural gas consumption.

On the 100% renewable electricity front, agreements pursuing the 100% goal took effect in Brazil, since January, and in Portugal, at OGMA, since July. All electricity consumed by aircraft manufacturing and maintenance units in Brazil and Portugal is already of solar or wind origin, thus eliminating scope 2 emissions in these locations.

With renewable energy supplying the units in Brazil and Portugal, Embraer achieved 80% of its consumption from these sources, keeping on track towards the 100% goal by 2030.

In the United States, in 2024, a partnership was signed for the installation of solar panels at the Melbourne, Florida, site. The largest photovoltaic energy project ever carried out by Embraer, will go into operation in 2025 at the Embraer Executive Jets' headquarters. The initiative aims to supply 100% of the electricity demand of this unit's entire hangar of the service center.

80%

By 2024, the company has reached **80%** of its goal of being supplied with **100%** renewable energy in all its operations by 2030

On the front of using and furthering the production of SAF (Sustainable Aviation Fuel), consumption continues to grow at the Melbourne unit. The business jet fleet was supplied with 760,000 liters in 2024, more than six times the volume used in 2023.

See more details in the chapter on Executive Jets.

SAF has the potential to reduce carbon emissions in the aerospace industry by up to 80% compared to traditional fuel. The main challenge is the volume of output, which is currently insufficient to meet the industry's global demand, and the cost incurred to ensure supply.

To foster the use and production of SAF in Brazil, Embraer actively participated in the ProBioQAV technical subcommittee, linked to Program Combustível do Futuro (Future Fuel) of the Ministry of Mines and Energy. This group provided the technical premises for drafting the Future Fuel Law and actively collaborated in the discussions for its approval in 2024 (Law 14993/2024).

The new statute represents an important stimulus for the production and use of sustainable fuels in Brazil, providing the necessary legal certainty for potential agents in the SAF chain to shape their action plans and enable this new production chain.

The company also continues investing in SAF research, including developing new technological routes and flight tests.

In recent years, Embraer has made headway with its studies aimed to allow its aircraft to operate on 100% SAF. The goal is to achieve certification by 2030. Currently, all the company's aircraft are able to operate on a mixture of up to 50% of this fuel.

Embraer has progressed to the second phase of its supplier network engagement project aimed **at managing greenhouse gas emissions within the value chain**. In 2024, the company, in partnership with Disclosure Insight Action (CDP), the largest global environmental disclosure system, encouraged its global suppliers to complete a questionnaire regarding climate strategy and greenhouse gas emissions as part of the CDP Supply Chain program. This year, the number of participating suppliers has doubled compared to the previous year.

The first phase of the project took place in 2023, with a view to assessing the maturity of suppliers concerning climate change, analyzing their exposure to these risks and monitoring their emissions.

As concerns its clients, Embraer maintains the global goal of supporting the aviation industry in the search for net zero carbon emissions by 2050. Last year, the company invested 47% of its revenues in research & development of clean technologies.

Learn more about Familia Energia and eVTOL.

Social Commitment

Embraer values each employee as part of its global success and provides the necessary support for everyone to perform their duties with a sense of belonging. In 2024, the company restated its commitment to a culture of diversity, expanded opportunities, and further implemented strategic actions aimed at Diversity, Equity & Inclusion (DE&I).

Evolution of Embraer Culture

The program **"Culture Flight"** has been underscoring the company's cultural alignment with diversity, valuing the unique perspectives of each person. Through workshops and interactive actions, "Culture Flight" has been helping create an environment where voices from all hierarchical levels can be heard and respected.

Diversity, Equity & Inclusion

EMpower Women

In 2024, the program dedicated to women's development continued to support female leaders, in line with the corporate goal of reaching 20% of women in the company's senior leadership by 2025.

New opportunities were opened for supervisors, chosen through voluntary applications. In addition, the program included a mentoring stage conducted by leaders who participated in the first class, which created a network of support and exchange of important experiences for the development of the company's leaders.

The program also addressed topics such as self-knowledge, organizational power team development activities, and management practices. These activities are intended to prime participants for the corporate environment's challenges and strengthen a culture that values diversity and equity.

Embraer continues to voluntarily be part of the 25by25 initiative carried out by the International Air Transport Association (IATA). By joining the program, which seeks to increase women's participation in aviation, the company restates its commitment to increase the presence of women in leadership positions and technical roles by 25% by 2025. In addition, the People Division's VP has adhered to this goal for overall leadership and technical positions.

The company participated in both national and international events, including the Annual Conference of Women in Aviation (WAI) in the United States, the 36th Annual Conference of the International Aerospace Women's Association (IAWA) in Ireland, and the event organized by the Association of Women Aviators of Brazil (AMAB).

Social Tech Careers – 50+ Audience

Embraer carried out a special edition of the Social Tech Careers program aimed at training people aged 50 and over. The program supplied 185 scholarships, some of which were earmarked for employees.

With a workload of 240 hours, distributed over 12 weeks, the participants had access to content on data analysis, low code platforms, and Python programming. In addition, they have developed technical skills focused on expanding areas, such as artificial intelligence and automation. The methodology followed the bootcamp model, an intensive training that combines theory and practice in an immersive environment.

Since its inception in 2021, Social Tech Careers has trained more than 1,600 people from underrepresented groups, including people with disabilities, black people, women and, more recently, more senior professionals. In addition to the technical qualification, participants are linked to Embraer's talent bank and partner companies, expanding their opportunities to enter the technological sector.

Global Diversity Calendar

Several efforts have been added to Embraer's global diversity calendar in recent years, bringing visibility to the company's Diversity, Equity & Inclusion (DE&I) agendas. Accordingly, the company has started identifying and choosing significant dates for its operating regions. Communication and awareness-raising initiatives, lectures, and conversation circles are held on these occasions.

Many of these actions are carried out in partnership with Embraces, Employee Resource Groups (ERGs) made up of Embraer volunteer employees dedicated to welcoming and furthering the debate on diversity, equity, and inclusion in the company. Embrace is part of the Diversity Program and strengthens all initiatives and projects revolving around this topic.

In 2024, for example, Embrace Pride Week was held in June, the LGBTQIA+ pride month. The program addressed topics such as “Building Alliances: The Role of Leadership in Promoting the LGBTQIA+ agenda.”

Inclusion of People with Disabilities (PWD)

Embraer conducted an internal census in 2023 to assess the physical and digital accessibility conditions at its facilities. The outcomes, released in 2024, are being used to plan inclusion actions and structural improvements as part of the new efforts planned for 2025.

Concomitantly, Libras (Brazilian Sign Language) training was expanded to reach more employees, especially in operational areas.

Managers also participated in specific training aimed at fostering inclusive practices and contributing to a more welcoming culture.

In partnership with Embrace Abilities, made up of volunteer employees who exclusively discuss the inclusion of people with disabilities, Embraer started offering the Sunflower Lanyard, a symbol used by people with hidden disabilities.

Diversity Academy Portal

In 2024, to support Embraer's DE&I program, as well as organize and disseminate its initiatives, an internal page was created that allows employees to access content, explore learning paths, and expand their knowledge.

Recognitions

In 2024, Embraer received two important recognitions that praise the quality of the work environment and initiatives aimed at valuing employees: the Great Place to Work (GPTW) certification and the inclusion in Forbes’ World’s Best Employers 2024 ranking.

GPTW recognized Embraer's operations in Brazil, China, the United States, France, and Singapore as role models for excellence in the work environment. The certification was granted based on a voluntary and anonymous global survey, in which employees rated aspects such as organizational culture, well-being, and engagement.

Embraer was also included in the World’s Best Employers 2024 ranking, conceived by Forbes, highlighting the best companies to work for worldwide. The survey was based on independent surveys that collected opinions from employees, relatives, and industry professionals, recognizing organizations that further well-being, inclusion, diversity and work-life balance.

Great Place To Work.

Forbes 2024 WORLD'S BEST EMPLOYERS

Entry-Level Programs

Internship Program

A total of 663 vacancies were opened for technical and higher education students throughout Brazil, through a 100% virtual selection process. The program provides opportunities in remote, hybrid, and in-person models, as well as benefits such as scholarships, medical insurance, dental insurance, and transportation vouchers. In 2024, 51% of vacancies were filled by underrepresented groups, including women, black people, and youth with disabilities.

Throughout the program, interns have the opportunity to partake in internal projects aimed at improving the company's processes. In addition, they are encouraged to develop technical and behavioral skills.

Girls in STEM

Embraer conceived the Girls in STEM (Science, Technology, Engineering, and Mathematics) program as part of the efforts to draw more women to technical and technological careers. The initiative is aimed at elementary and high school students participating in lectures, workshops, and visits to the company's facilities. The goal is to enlighten on the challenges meanwhile encouraging and inspiring these young women to consider careers in sectors traditionally dominated by men.

Young Apprentice Program

In 2024, about 170 apprentices were hired to work in technical and administrative roles in the units of São José dos Campos, Botucatu, and Gavião Peixoto, all in the State of São Paulo. Overall, 60% of vacancies were filled by underrepresented groups, including women, black people, and youth with disabilities.

Training in Aeronautical Production

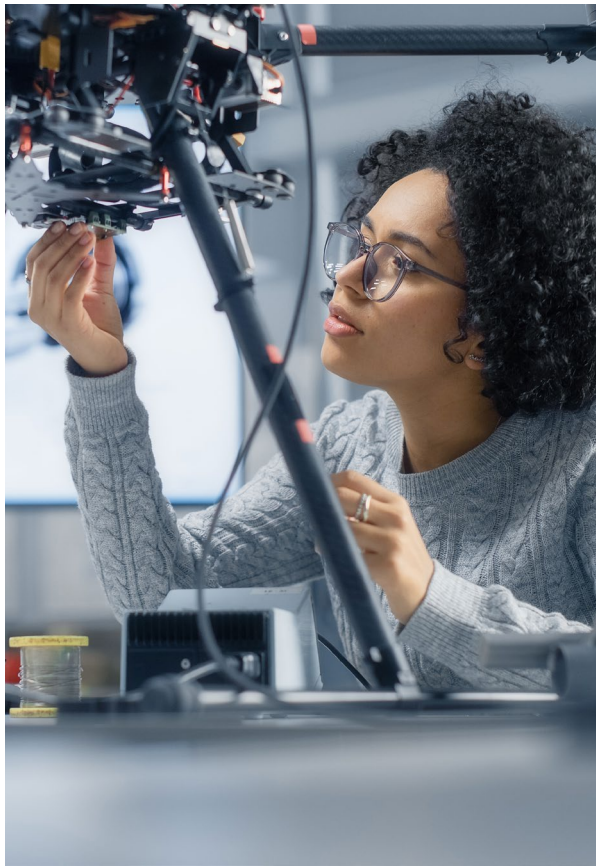
Embraer expanded its technical training initiatives by supplying, free of charge, Aeronautical Production programs, with an emphasis on Mechanical and Electrical Engineering, for residents of São José dos Campos, Botucatu, Caçapava, Jacareí, and São Manuel (SP). The program is developed in concert with the National Service for Industrial Learning (SENAI).

A total of 128 vacancies were opened, of which 30% were reserved for women and black/brown people.

ESP – Engineering Specialization Program

In 2024, the 32nd class of the program provided 43 scholarships to engineers from different specialties to join a new class of the Professional Master's Program in Aeronautical Engineering. The new class was comprised of 27% female engineers, in line with Embraer's social commitment within its ESG strategy, which seeks to contribute to the qualification and inclusion of women in STEM careers.

Recognized by the Ministry of Education (MEC) and lasting 18 months, the program has trained more than 1,700 students since 2001. The classes are taught in São José dos Campos by professors from the Technological Institute of Aeronautics (ITA) and Embraer professionals. The average rate of hiring participants by the company is 96%. The 33rd class of the program is scheduled to start in February 2025 with 45 engineers.



PES – Software and Data Science Specialization Program

In 2024, the 3rd class of the program provided 35 scholarships aimed at graduates in the area of Exact Sciences. Lasting nine months, the training resulted in 10 specialists in Data Science and 25 in Embedded Software. This class had 34% women, in line with Embraer's social commitment within its ESG strategy, which seeks to increase diversity in the company's entry-level programs.

PES is a non-degree graduate program carried out remotely in partnership with the Federal University of Pernambuco (UFPE) since 2022. To date, about 100 professionals have been selected by the program, which has an employability rate of 95%.

The 4th class of the program will begin in March 2025, with 30 professionals.

EMpower
Embraer Learning Hub

Embraer has its own education brand, EMpower, earmarked for globally disseminating the learning culture, in line with market trends.

Several educational solutions are provided, accessible from anywhere, at any time, for all Embraer employees. Currently, EMpower provides more than 4,000 training topics, and in 2024, more than 900,000 training hours were recorded and distributed in more than 6,000 classes. The average was 47 hours of training per employee, encompassing 98% of the workforce.

In addition, Embraer has a platform dedicated to self development, released in November 2023, which provides more than 24,000 courses on different topics. *Learn more in the Appendix of Indicators.*

EMpower was developed as a learning environment that includes:

> Academies

> Corporate Programs

> Learning Platforms

Occupational Health & Safety

In 2024, Embraer managed to cement the safety issue as a strategic pillar, intensifying it in corporate daily life and reaffirming its commitment to employee wellness. In the second half of the year, there was an unprecedented reduction in the accident rate, reversing the historical trend of increase in this period.

Such an outcome was achieved through more emphatic internal communication on risks and accidents, the effective implementation of preventive actions, and the high engagement of leaders in the analysis and adoption of corrective measures.

Safety Culture Diagnosis

In 2023, a safety culture diagnosis carried out at Embraer spotted opportunities for improvement in eight core areas. In 2024, the company concentrated efforts on three of them, regarded as priorities: risk perception, organizational learning, and managerial commitment.

Thus, several initiatives were implemented to make headway with these topics, including the revision of the Golden Rules; the expansion of accident reporting, and the implementation of the lessons learned process; the strengthening and revitalization of the Safety Dialogues; the structuring of the Safety Champions Committee; the development of dissemination campaigns and Safety First messages; and the implementation of focused genbas by engaging all levels of leadership. The reassessment of the diagnosis is scheduled for 2027 when the initiatives implemented will have matured and yield concrete results.

Active Leadership

Regular meetings called “Let's Talk About Safety,” led by VPs, organized discussions on safety with different hierarchical levels throughout the year and monitored the progress of initiatives focused on the issue.

Officers, managers, and supervisors have incorporated new practices into their routines, including the implementation of genbas focused on operational safety, and the application of Occupational Safety Dialogues with teams. These actions fostered the preventive culture and strengthened engagement at all levels of the company.

About 400 leaders started to envision specific goals of the Safe Workplace Program directly related to safety.

Safe Workplace Program

Created in 2018, the program underwent a revitalization, incorporating training, campaigns, and visual improvements. Now, employees, contractors, and visitors can report hazardous conditions, environmental situations, and unsafe behaviors identified at the facilities in a simpler and more streamlined way.

They only have to scan one of the QR codes available at different points of the Embraer units or access the platform through the desktop. The information is recorded in a central system, allowing teams to take immediate action to solve the problems identified.

The Safe Workplace is being integrated into a global SAP management software, providing greater control over indicators, processes, and non-conformities.

Well-Being Program

In order to reduce health risk factors, the program encourages the adoption of healthy habits, providing tools that facilitate the development of a more balanced lifestyle. Among the initiatives are benefits such as access to gyms, sports events, including street jogging, and nutritional monitoring, among others.

The Well-Being Program is aimed at employees, dependents, and interns.

Learn more about the program in the Appendix of Indicators.

Embraer Institute

Since its inception, the Embraer Institute has spurred education and promoted social change in Brazil. With more than two decades of experience, the institution restates Embraer's commitment, as its main sponsor, to building a fairer and more inclusive country.

In 2024, the Institute has broadened its impact through strategic partnerships and programs such as Diverse Science, Climate Emergency, and Wings of Kindness, connecting organizations and volunteers to urgent causes. In addition, it maintains two full-time high schools in São Paulo's cities of São José dos Campos and Botucatu, recognized for their high approval rates in universities.

Throughout the year, inclusion, sustainability, and strengthening educational training remained in focus, ensuring concrete results for students, families, and neighborhoods surrounding Embraer's activities.

Embraer Schools

Embraer Schools, located in São José dos Campos and Botucatu, provide full-time secondary education, free places for students from public and low-income schools, and a share of paying students.

In 2024, more than 85% of graduates have been accepted into public or private universities with full scholarships, maintaining the institutions' standard of academic excellence.

In addition to conventional subjects, Embraer Schools develop projects intended to further the Sustainable Development Goals (SDGs), declared by the UN in 2015. Thus, students are encouraged to seek innovative solutions to global challenges, such as climate change.

Partnership with the Banco do Brasil Foundation

Throughout the year, the partnership between the Embraer Institute and the Banco do Brasil Foundation incorporated Social Technologies into the syllabus of Embraer Schools. Students had access to theoretical content on climate change, problem-solving, and social innovation, in addition to developing practical projects aimed at community needs.

As a result of this work, 10 solar heaters were delivered to 5 institutions in the neighborhoods of São José dos Campos and Botucatu.

The pieces of equipment, developed by the students themselves, are based on simple and low-cost materials and allow heating water for taps and showers, reducing electricity consumption by up to 30%. Overall, 300 households directly benefited from the initiative.

Mini Glider Challenge

Mini Glider Challenge is an initiative of the Embraer Institute in partnership with Eve Air Mobility. The project provides workshops for students in the 8th and 9th grades of public elementary school, in which they learn to build and test mini gliders.

The experience allows first contact with engineering and aviation concepts, while also encouraging teamwork and creative thinking. In 2024, the final competition brought together more than 100 participants from São Paulo's cities of São José dos Campos, Gavião Peixoto, Botucatu, and Taubaté.

Science and Technology Olympiad for Girls

Science and Technology Olympiad (OCT, in Portuguese) is an annual initiative of the Embraer Institute aimed at public school students. Its third edition was earmarked for girls, with more than 1,000 registered participants. The purpose was to encourage female participation in exact science careers and promote gender equity in the technological field.

Registration was free for 7th and 8th grade students from 13 cities in São Paulo. The winners received medals and certificates. The initiative expands development opportunities and prepares young women for careers in STEM (Science, Technology, Engineering and Mathematics).

Revoar Program

Revoar Program provides financial and psychological support to talented young people from Embraer Schools approved in the best public and private universities with scholarships.

Funding comes from voluntary donations from the company's employees.

The initiative benefited **45** young people in 2024

Diverse Science

Diverse Science, a program of the Embraer Institute, continued in 2024 with its efforts aimed at technological training and social inclusion. In partnership with Toti Diversidade, an online platform that spurs on the inclusion of refugees and migrants, and Instituto Verdescola, an NGO aimed to further educational and social development, the program carried out initiatives intended for vulnerable groups, creating opportunities in areas such as Science & Technology.

In São Sebastião, the project "Ciência Delas", carried out with Verdescola, was intended to qualify girls in environmental education, science, technology, and entrepreneurship. In this project, participants learned how to recycle plastic collected from beaches, turning it into filaments for 3D printers. In addition, they created sculptures of sea animals, thus combining social and environmental impact with the development of new skills.

The partnership with Toti Diversidade provided online full-stack programming courses for refugees, expanding the qualification and technology market employability opportunities. Diverse Science selected 60 participants in 2024, of whom 38 successfully completed the training, contributing to the inclusion of historically underrepresented groups in high-demand areas.

In 2025, the fourth edition of Diverse Science will continue to focus on women, LGBTQIA+ people, blacks and browns, and people with disabilities. In addition, it will continue to fund projects by Civil Society Organizations (CSOs) in Science, Technology, Engineering and Mathematics (STEM).

The goal for next year is that at least 70% of the audience served belongs to these groups. Approved initiatives will be continuously monitored and assessed based on criteria such as social impact, innovation, and transformation potential.

Wings of Kindness

The Embraer Institute volunteer program organizes its actions through the Wings of Kindness platform, which connects employees to educational and social projects developed by Civil Society Organizations (CSOs).

In 2024, more than 500 people volunteered in activities such as mentoring, site visits, and projects at Embraer Schools. The efforts can be carried out in person or online and underscore the role of employees in supporting educational and social development in the neighborhoods surrounding Embraer's activities.

Accelerating Careers

The mentoring program Accelerating Careers, carried out in partnership with Instituto Joule, connects Embraer mentors to young students in the STEM areas.

Since its inception, the program has benefited more than 220 young people, providing mentoring meetings that facilitate the exchange of experiences and knowledge between mentors and students.

Climate Emergency

Created in 2022, the Embraer Institute's Climate Emergency program is targeted at providing humanitarian aid to neighborhoods impacted by disasters associated with extreme weather events. In 2024, the initiative played a key role in the response to floods in the State of Rio Grande do Sul, one of the most serious emergencies of the year in Brazil.

The intense rains affected more than 114 cities, leaving thousands of people homeless, many in extremely vulnerable situations. To support these neighborhoods, the Embraer Institute joined efforts with the NGO World Vision Brazil. The operation included the shipment of 2 KC-390 aircraft loaded with supplies and three carrying donations.

More than BRL 1 M were raised and converted into 120 tons of essential supplies, including basic food baskets, hygiene kits, and cleaning materials. More than 40,000 people were directly benefited, especially with psychosocial care for the impacted families.

Embraer Foundation

The Embraer Foundation, created to deepen and expand Embraer's Corporate Social Responsibility initiatives in the United States, has been operating for seven years with the aim of furthering social and environmental development through community engagement and educational projects. About 20% of Embraer employees utilize the company's benefit Tempo Livre Voluntário (Voluntary Free Time), intended to dedicate more than 3,000 hours of service to more than 400 community organizations in the United States.

Volunteering Incentives

Embraer employees are encouraged to spot opportunities to support community organizations and to engage other employees in voluntary actions through the IVOLUNTEER program.

Annually, up to USD 10,000 is allocated to these initiatives, which allows the beneficiary organization to acquire the necessary resources to accomplish projects.

Supporting Neighborhoods

In 2024, the Embraer Foundation further bridged relationships between Embraer and neighborhoods by supporting more than 400 organizations facing mixed challenges in the regions where their employees live. Each year, the foundation chooses programs and projects in the US for (e)NVEST, with a view to fostering initiatives in education, housing, food insecurity, and workforce development.

Purposeful Paths

Through the Embraer Foundation, the company supports programs that kindle the interest of young people in aviation, and introduce them to opportunities in the area, meanwhile increasing the access of underrepresented talent. The following projects are representative of the 6 initiatives sponsored:

> **Black Pilots of America**
For more than 25 years, Black Pilots of America (BPA) has provided aviation education and training to youth from underrepresented neighborhoods in the United States. The organization provides scholarships to Les Morris Summer Flight Academy, where students take flight theory and practice classes.

> **Women in Aviation International (WAI)**
For more than 30 years, Women in Aviation International (WAI) has been working to expand women's participation in the aerospace industry. The Embraer Foundation supports the organization of events such as the WAI Annual Convention and Girls in Aviation Day, which connects student girls and seasoned aviation industry professionals.

Embraer Aviation Day

In 2024, more than 500 students participated in an immersive experience at Embraer's facilities in Nashville, Fort Lauderdale, and Melbourne. Held in partnership with Captain Barrington Irving and the Flying Classroom, the initiative carries out Tech Talks with industry experts, hands-on STEM activities, and guided tours in Production, Painting, and Maintenance.

Commitment to Governance

Embraer seeks to ensure the highest level of corporate integrity and ethics in all its businesses.

The corporate governance model adopted covers business management focused on sustainable growth, meeting the standards of the Brazilian and international markets.

Embraer seeks to continuously improve its corporate governance instruments, such as internal regulations of the advisory committees, policies, internal rules, and the Code of Ethics and Conduct.

Ethics and Compliance

Embraer has a thoroughly established Compliance program, developed to ensure that all company activities are conducted in compliance with laws, regulations, and internal policies.

Compliance Program Pillars

- Corporate Governance (Anti-Corruption)
- Risk Management
- Policies and Procedures
- Training and Communication
- Helpline
- Monitoring and Assessment of Compliance Risks
- Compliance in Relationships with Third Parties
- Audit and Continuous Improvement

Highlights in Corporate Transparency and Operational Efficiency

In 2024, Embraer was recognized by the **National Association of Executives (ANEFAC) with the Transparency Trophy**. In addition to ranking among the 10 most transparent companies for the 23rd year, in this edition, the company was chosen as the company with the most transparent financial reporting in Brazil among those with net revenue above BRL 20 B.

Also in 2024, Embraer won the **International Award for Business Excellence and was recognized at the 6th edition of the Global KAIZEN™ Award**. The award recognizes the best practices of business excellence, aimed at efficiency gains and greater generation of value for society. This was the first time a Brazilian company won first place in the award.

Strengthening the company's commitment to the best corporate governance practices, the company maintains a continuous process for improving governance instruments and the Board of Directors. This includes updating the internal regulations of the advisory committees, as well as reviewing and improving institutional policies, and the Code of Ethics and Conduct.

In the supply chain, Embraer was recognized at the **Procurement Success Summit 2024 (PSS)** in China, where its program received awards in the categories of Process Innovation and Procurement Ecosystem.

Operational Safety & Product Quality

Safety First and Quality Always

Since 2007, Embraer has adopted the LEAN philosophy as a business strategy that disseminates the tenets, concepts, and practices of P3E – Business Excellence Program. This program is responsible for bringing about transformations in an integrated way, providing means for the entire company to make leaps towards improving its processes. This system of excellence aims at safety first, quality always, deliveries on time and at the best cost.

Learn more in the Appendix of Indicators.

Quality Culture

Embraer believes that a strong culture is essential for achieving excellence in quality. To continuously foster this culture, the company has implemented several initiatives. These include biweekly discussions with teams, dedicated Quality Weeks for production plants, and visual communication campaigns that emphasize safety and quality principles. Additionally, an online event is held as part of the Operational Safety and Quality Week for the entire company.

In 2024, this event had 8 trainings, from speeches to case studies, and more than 3,600 participants among Embraer's employees. In an effort to enhance the focus on Safety and Quality within the company, several initiatives were implemented throughout the year. These included the 1st Global FOE (Foreign Object Elimination) Week, which took place simultaneously at eight Embraer locations and trained over 4,000 employees. Additionally, the Event Cultura de Excelência (Excellence Culture) was organized for the company's leaders in the vice-presidency of operations. There were also weeks dedicated to accident prevention reporting across all units, a LEAN Transformation Week focused on quality, and two Global Kaizen Quality Weeks.

In the second half of 2024, the Safety First and Quality Always campaign was started, aiming at furthering the focus on Safety and Quality, in which genbas were carried out with the presence of the CEO, VPs, and officers of the entire company.

In addition, the company listens to clients to understand their needs and always seeks to exceed expectations. All this work led the company, in 2024, to be recognized, according to a customer satisfaction survey published by Aviation International News (AIN) and PRO PILOT magazines, for another year at Embraer Executive Jets.

Implementation of Safety Management System (SMS)

Embraer has completed the implementation stage of the Operational Safety Management Systems (SMS – Safety Management System) on a voluntary basis, within its largest operations in the Engineering and Manufacturing areas. These implementations were based on the training of more than 12,000 employees and the deployment of 8 Operational Safety Committees.

IASS BRAZIL

The 77th edition of the International Aviation Safety Summit (IASS) was held in November 2024 in Rio de Janeiro. The event is considered one of the most important in international civil aviation and brought together more than 350 representatives from 50 countries, including Operational Safety experts, industry leaders, and aviation professionals from all across the globe.

The objective of the meeting was to exchange information and learn about new practices in issues pertaining to operational safety, training, risk management, human factors, maintenance, and engineering in civil aviation. Embraer opened the event with the speech of President and CEO Francisco Gomes Neto, and several of its professionals participated through lectures and leading debates over the subsequent days.


Technology &
Innovation

Technology & Innovation

Event to celebrate the agreement between Embraer and FINEP, with the participation of MCTI

Technological Cooperation Agreements for Pre-Competitive R&D

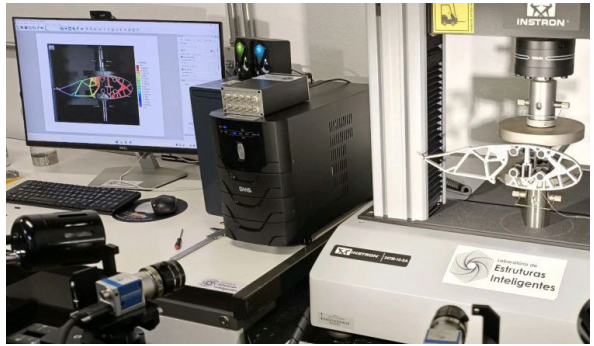
Embraer enters into technological cooperation agreements to accomplish pre-competitive research & development projects with companies, universities, institutions, and research centers in Brazil and abroad. Such collaborations may or may not have the support of development agencies.

In 2024, Embraer signed 20 cooperation agreements. Notably, one of these agreements was with the Financing Agency for Studies and Projects (Finep) and the Ministry of Science, Technology, and Innovation (MCTI). This partnership focuses on the development of technologies for sustainable aviation, with a total investment of BRL 126.7 million. Half of this funding was provided by Finep as an economic subsidy, through resources from the National Fund for Scientific and Technological Development (FNDCT), while the other half was contributed by Embraer.

Silent Aircraft

In 2024, Embraer honed in on the Silent Aircraft program, which achieved a reduction of up to 65% in noise and 85% in carbon emissions with the use of sustainable aviation fuel (SAF).

The program's progress also led to Brazilian scientists Micael Carmo and Fernando Catalano being selected as finalists for the European Inventor Award, granted by the European Patent Office (EPO). The two represented, respectively, the teams of Embraer and the research centers coordinated by the University of São Paulo (USP).



Flight and Mobility Innovation Center (Flymov)

Flymov is an engineering research center dedicated to innovation in air mobility, created in 2023 by Embraer in partnership with the Technological Institute of Aeronautics (ITA) and the São Paulo Research Foundation (FAPESP).

In the last year, the center has advanced in research aimed at sustainable air mobility. In September, it presented outcomes of studies focused on electric flight systems, energy efficiency, and autonomous technologies.

In addition, it has made available 33 PhD and postdoctoral spots in areas such as advanced aerodynamics, autonomous systems, cobots, additive manufacturing, and hydrogen in aviation, contributing to the specialization of professionals with the potential to drive innovation in the aerospace industry.

Innovation Culture

In addition to financial investments, Embraer invests in the continuous strengthening of its innovation culture as a catalyst for new ideas and solutions. Throughout the year, different initiatives were carried out to stimulate creativity and recognize internal talents.

Innovation Month

In September, Embraer carried out a string of weekly events focused on innovation, including Innovation Day, the Marathon Startup Program, the Embraer Technology and Innovation Seminar (SETI), and HackaEmb. Overall, the initiatives recorded more than 18,000 online accesses and 3,000 in-person participations and recognized 140 innovators for their contributions.

Innovation Day

The event, broadcast globally to all employees, brought together employees to discuss innovation and foster new ideas for the future of aviation, inspired by the topic of the company's Innovation Verticals.

Marathon Startup Program

The initiative seeks to select startups that can solve the challenges mapped at Embraer and discuss innovations and ways to increase the efficiency of processes in various sectors of the company. In 2024, 10 Brazilian startups presented solutions to improve Embraer's operational efficiency.

HackaEmb

HackaEmb, Embraer's innovation and technology event, brings together employees and Embraer School students to create solutions to real company challenges. In 2024, the competition received 165 registrations for the development of new applications with Microsoft Copilot.

In addition to the competition, the effort included a social action in favor of Associação Missionária Mãos Ativas, resulting in the donation of 360 kg of foodstuff and 160 toys.

Learn about other social actions.

Embraer Technology and Innovation Seminar (SETI)

SETI (Embraer Technology and Innovation Seminar) is an internal event in which employees present articles that cover Embraer's thematic areas. In 2024, the initiative celebrated its 10th edition, with more than 300 articles presented and 97 inventors recognized for their contribution to 56 patents.

Green Light

For ten years, this intrapreneurship program has encouraged employees to present ideas, besides providing time and resources to develop the chosen projects. In 2024, 20 initiatives with greater business potential received investment and are in the execution phase.

Spread Innovation

The initiative aims to include, communicate, and encourage engineering employees on innovation fronts such as job rotation (opportunity to garner experience in other areas of the company through temporary allocations), internal information podcast (podcast “Modo avião"), innovation encouragement and recognition groups (innovation groups), and training of people in innovation at operational and leadership levels.

Boa Ideia

Created in 1988, Boa Ideia is a tool for incremental innovation and continuous improvement of P3E. It encourages employees to suggest process improvements, with a focus on cutting costs and increasing productivity. Suggestions should be aligned with the Safety, Quality, Environment, and Financial criteria.

In 2024, more than 8,000 ideas were recorded.

Kaizen

It is a Lean thinking methodology that seeks continuous improvement through small daily changes that generate large impacts over time. Its goal is to improve quality, productivity, safety, and culture in the workplace. The implementation of Kaizen takes place through intensive workshops, which identify waste in processes and apply improvement solutions. In 2024, more than 2,000 Kaizens were started, and 26 Kaizen Weeks performed.

External Innovation Events

Web Summit Rio

Embraer was present on the main stages of the conference, held in Rio de Janeiro, with debates on technology and air mobility. One of the highlights was eVTOL, the subject of a presentation and an interactive experience with augmented reality glasses. Visitors were able to get a preview of what the flight will be like in the new vehicle under development by Eve.

SXSW

For the second year in a row, Embraer and Eve led discussions on innovation and sustainability in aviation during the South by Southwest (SXSW) in the United States. One of the main topics covered was how the corporate world can build the future without losing focus on current market demands.

Embraer-X

Embraer's Technology and Innovation division, Embraer-X, engages with innovation ecosystems and creates new disruptive businesses for Embraer. The innovation verticals are the company's strategic priorities: Zero Emission, Artificial Intelligence, Data Science and Cybersecurity, Industry 4.0, Airframe Competitiveness, Autonomous Flight, and Passenger Experience.

In 2024, Embraer's startup accelerator partnered with the Sustainable Aero Lab in Germany to encourage the development of projects aimed at the energy transition in air transport.

Embraer-X also started collaborating with Greentown Labs, the largest climate technology incubator in North America, connecting 200 startups to the sustainable innovation ecosystem.

Awards

In the Valor Inovação award, granted by the newspaper Valor Econômico, Embraer was chosen as one of the most innovative companies in Brazil. Since the creation of the award, the company has become the biggest winner among all participants.

In the Capital Goods category, Embraer had nine victories in a row, the most recent in 2024.

In the overall ranking, it was nine times among the ten most innovative brands and ranked first in five editions.

In addition to this recognition, Embraer's innovation was also awarded by other institutions in the last year:

> The Valor Inovação Award granted Embraer the highlight in the capital goods sector, awarding it with 1st place in the sector.

> The International Council of Aeronautical Sciences awarded Embraer the von Karman Award for International Cooperation in Aeronautics. *Find out more.*

Business Units

Commercial Aviation

In 2024, Embraer expanded its global presence with new deliveries and agreements. For the first time, it signed purchase orders with Mexicana de Aviación and Virgin Australia(1), expanding its operations to strategic markets.

The year also marked the delivery of the first aircraft to Scoot, a subsidiary of Singapore Airlines, which started operating E2 models in the Asia-Pacific region.(2) In addition, companies such as Azul, Luxair and LOT Polish Airlines (the first to operate an E-Jet, in 2004) placed new orders.(3)

Overall, Commercial Aviation delivered 73 aircraft in 2024, generating USD 2.2 B in revenue *(see other indicators).* Embraer maintained its leadership in the segment of commercial jets of up to 150 seats and continues to explore growth opportunities, especially in regional routes and connecting flights between small and medium-sized airports.

(1): Companies with which Embraer entered into purchase orders for the first time in 2024
(2): Companies that already had purchase orders signed in previous years and received their first aircraft in 2024
(3) Companies that are already clients and placed new orders in 2024

E2 Series: The Most Sustainable in its Category

Embraer delivered 47 E2 jets in 2024, thus establishing the series as the most efficient in the category. Single-aisle models are recognized as the most sustainable new-generation jets on the market, owing to lower fuel consumption and low levels of carbon dioxide emissions.

E195-E2, Embraer's largest commercial aircraft, received recent upgrades that raised its fuel efficiency from 10.0% to 12.5%, compared to its main competitor. In addition, it is considered the quietest in its class, making it an effective solution in the face of regulations aimed at reducing noise pollution in large urban centers.

The improvements were driven by an update package announced during the Farnborough Airshow in England – one of the premier events in global aviation. In E2, new features include more efficient engines, innovations in piloting technology, a new connectivity system, and in-cab optimizations, allowing for the addition of an extra row of seats. Fuel consumption has also been reduced, drawing attention to the E2 as the most efficient option in the segment. As for E1, upgrades bring larger internal luggage racks, a new lighting system, more connectivity options, and new seat models. Many of these innovations have already been incorporated as standard or are available as customization options, while others are still in the implementation phase.

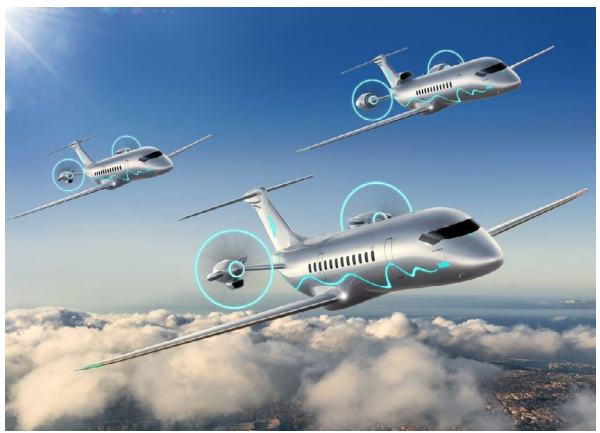
Energy Line Flying High

Embraer made headway with the concept of sustainable Energia aircraft in 2024. The company expanded research to include 50-seat planes in the program in addition to the 30-seat models.

The studies were also expanded to assess the use of hydrogen or dual-fuel turbines, which add to the exploration of hybrid, electric, and fuel cell technologies.

One of the Energy models is expected to achieve technological readiness in the next decade, in line with the goal of net-zero carbon aviation by 2050.

See all the initiatives on this front.



New Certifications in Freight Forwarding

The E-Freighter was one of Embraer's Commercial Aviation highlights in 2024. During the year, the model was approved by the aeronautical authorities of Brazil (ANAC), the United States (FAA), and Europe (EASA).

The efficiency of its development has been proven by becoming the fastest passenger-to-freighter conversion program to be completed, taking just over two and a half years from conception to triple certification.

Designed to meet the demands of e-commerce, the model stands out for providing 40% more cargo capacity and three times more range compared to turboprops used in air logistics.

In addition, its operating costs are up to 30% lower than those of narrowbody models.

Executive Jets

Embraer Executive Jets posted a record revenue in 2024, totaling USD 1.7 B. The number of deliveries was also significant, reaching 130 aircraft, the highest volume in the last 14 years and the second highest in history.

Embraer's business jets continue to draw new clients, driven by productivity gains and travel efficiency. The company maintains its prominent position through technological innovation, operational quality, and the ability to serve different profiles and markets. With this growing demand, the unit already has a full backlog until 2026.

Check out other results.

Phenom 300 Remains in the Lead

Phenom 300 series models have maintained their position as sales leaders among light jets for the 13th year in a row, according to the General Aviation Manufacturers Association (GAMA). The performance of the line had a significant impact on the positive results of 2024.

With the longest range and speed in its class, the Phenom 300 has established itself as one of the industry's most successful and desired jets. Its performance, comfort, and technology combination strengthens its position in all market segments. In addition, the Federal Aviation Administration (FAA) pointed out the model as the most-flown business jet in the United States in 2024, recording more than 370,000 landings and takeoffs throughout the year.

Phenom 100EX Arrives in Latin America

Phenom 100EX, Executive Jets's latest model, had its first deliveries in early 2024. The new version incorporates Embraer's design DNA, allowing an enhanced experience for pilots and passengers.

Among the main strengths of the model are operational versatility and intuitive technology, which allows flights with only one pilot. The jet stands out for its superior comfort within its class and environmental efficiency, being recognized by pilots, owners, and training schools for its reliability. The spacious and modern cockpit, equipped with advanced avionics, provides practicality and comfort during flights.

Phenom 100EX was presented in Latin America during LABACE 2024, the largest business aviation event in the region, held in São Paulo. The following month, the first delivery to a client in Brazil took place in September. The country is the world's second-largest business aviation market, and the Phenom 100 family is the most used in the country, amassing more than one-quarter of the domestic fleet.

Avionics and Range are Competitive Strengths of Praetor Models

In addition to the Phenom 100 and Phenom 300 models, Embraer's business jet portfolio includes Praetor 500 and Praetor 600. Recognized for their technology, both have sophisticated and intuitive avionics systems. The unique turbulence reduction capability and the 5,800-foot cabin altitude and silent environment set a new standard in the customer experience in the mid-size and super-midsize categories.

The range is also an edge. The transcontinental Praetor 500 flies up to 3,340 nautical miles (6,186 km), enabling direct travel within North America, such as Miami-Seattle and Los Angeles-New York. Praetor 600, of the intercontinental category, reaches 4,018 nautical miles (7,441 km), allowing non-stop routes such as São Paulo--Miami and London-New York.

SAF Use Boosted by More Than 500%

Embraer Executive Jets posted increased sustainable aviation fuel (SAF) consumption in 2024 after expanding its partnership with the American company Avfuel. Over the year, approximately 760,000 liters of SAF were purchased, accounting for an increase of more than 500% compared to 2023.

Continued investment in SAF underlines the company's commitment to reducing current emissions and moving the industry closer to its net-zero carbon emissions target by 2050.

Solar Powered Operation

The company took another step toward decarbonizing aviation by concluding its first clean energy purchase agreement in the United States in 2024. The electricity purchased will be used to meet the demand of the service center of Executive Jets in Melbourne, Florida.

Learn more at Environmental Commitment.

Defense & Security

The internationalization process of the Defense & Security unit resulted in strategic advances in 2024. Focusing on commercial expansion and contract execution, the area achieved revenue of USD 721 M, posting a growth of 55%.

The opening of Embraer Defense & Security's new European office in Portugal foregrounds the company's presence in the international market. It leverages the development of partnerships in the NATO (North Atlantic Treaty Organization) environment.

KC-390 Millennium

In 2024, the KC-390 Millennium reached the mark of 10 countries that acquired or chose the aircraft for their fleets: Brazil, Austria, South Korea, the Netherlands, Hungary, Portugal, and the Czech Republic, in addition to an undisclosed client that formalized its acquisition. Meanwhile, Slovakia and Sweden announced the selection of KC-390 and began negotiations for its purchase.

Overall, 13 KC-390 Millennium aircraft were sold to 4 countries yearly. Out of the contracts signed in 2024,

Austria and the Netherlands have purchased 9 aircraft in a joint negotiation. The Czech Republic has purchased 2 aircraft, accompanied by a support and training package for its military forces. A new undisclosed client purchased 2 aircraft, including a training and support package, in addition to the spare parts supply.

Sweden announced the choice of KC-390 to streamline its military fleet, demonstrating confidence in the model as a versatile and efficient solution. Slovakia has formalized a letter of intent for the negotiation of 3 aircraft.

In India, Embraer and Mahindra Defence Systems have signed a Memorandum of Understanding (MoU) to cooperate in meeting the requirements of the Indian Air Force as part of its upcoming Medium Transport Aircraft (MTA) procurement project.

In 2024, Embraer delivered 3 aircraft to 3 different clients (Brazil, Portugal, and Hungary), adding up to 10 KC-390s in operation. The Hungarian aircraft was the first in the fleet furnished with an Intensive Care Unit for medical and humanitarian missions.

Emergency Support

In Brazil, the KC-390 Millennium played a key role in emergency missions:

During the floods in Rio Grande do Sul, the aircraft was used to transport food, drinking water, and other basic necessities for victims. In addition, the freighter was operated in firefighting in the Amazon and Pantanal, underscoring its versatility in disaster response operations.

In international operations, the KC-390 was also employed in the rescue of Brazilians and their families in Lebanon during the armed conflicts in the region.

In addition, Embraer entered into an MoU with the Brazilian Air Force (FAB) to deepen collaborative studies aimed at expanding the capacity of KC-390 Millennium in Intelligence, Surveillance, and Reconnaissance (ISR), focusing on Maritime Patrol missions.

A-29 Super Tucano

In 2024, 29 A-29 Super Tucano aircraft were sold to 5 countries. One of the year's milestones was the first sale of the A-29N version, set up to meet NATO standards. The buyer was Portugal, ordering 12 units of the new model. Months earlier, Embraer had already announced the sale of 1 A-29 Super Tucano aircraft to Uruguay, coupled with 5 purchase options to be exercised in 2025, in addition to the negotiation of 6 units for Paraguay. At the end of the year, 6 more aircraft were acquired by an undisclosed client, and another 4 units were negotiated with an African Air Force.

With more than 290 units ordered in 20 countries, Super Tucano remains the leader in its category in the global market.

In addition, Embraer made headway in studies with the Brazilian Air Force (FAB) to modernize the fleet of Super Tucanos in operation in Brazil. The project, announced during the Paris Air Show, foresees improvements in avionics, sensors, and communication systems.

Radars and Ground Systems

In 2024, two new strategic agreements have been executed. The first, signed with the Brazilian Army, provides for the delivery of a SABER M200 Vigilante radar unit. The second, signed with the Funding Authority for Studies and Projects (Finep), covers the completion of the new technologies that will be incorporated into the SABER M200 Multimission radar.

Within the scope of Phase 2 of SISFRON, the completion and delivery of two Transportable Command and Control Centers to the client stand out. In addition, the Technical and Operational Assessment of the SENTIR M20 Terrestrial Surveillance radar was completed as part of the agreement entered into in 2022 with the Brazilian Army.

Atech

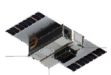
Atech works in the development of complex systems, solutions for critical missions, and technologies to support decision-making. Its goods and services play a strategic role in the programs of the Brazilian Armed Forces.

In 2024, Atech executed five new agreements aimed at the development, streamlining, and implementation of air traffic control systems in Brazil in partnership with DECEA. In addition, the contract for Phase 3 of the Urban Air Traffic Management System, developed in concert with Eve Air Mobility, was signed.

Defense projects also advanced throughout the year.

In the DACOM program, progress has been made in modernizing the Brazilian Air Force's Air Defense System. Meanwhile, the Brazilian Navy's LABGENE (Nuclear Power Generation Laboratory) reached an important milestone with the delivery of the Reactor Power Control Rod Position Indication System, as well as the factory readiness of the Plant Control and Safety Systems, which are now moving into the integration and testing phase.

Subsequently, Atech advanced the Tamandaré Class Frigates program, accepting the system and starting the commissioning of the integrated management of the platform on the first ship. The Combat Management System factory test was also completed, in addition to the readiness of the integration and commissioning laboratory at the Atech unit in Rio de Janeiro.



Visiona

Visiona is a joint venture made up of Embraer Defense & Security and Telebras with a view to becoming the reference company in the integration of space systems in Brazil. In 2024, it has accomplished all the goals for VCUB1, the first Earth Observation and Data Collection satellite designed by the domestic industry. The mission was declared a success, with the release of the first images collected by the satellite and the validation of the systems, some of them unprecedented in Brazil.

All Preliminary Design Reviews of the Very High Resolution Satellite (SATVHR) subsystems have been completed, exceeding 50% of program completion.

Águas Azuis

The Tamandaré Class Frigates Program is a partnership between the Brazilian Navy and SPE Águas Azuis, a Special Purpose Company formed by Embraer, Atech, and thyssenkrupp Marine Systems, managed by EMGEPRON. Of the total of four frigates contracted, three are already under construction.

In June 2024, the keel laying ceremony for the second frigate, the "Jerônimo de Albuquerque" (F201), took place. Less than two months later, the launch ceremony for the first ship of the class, the Frigate "Tamandaré" (F200), was held. This event was attended by the President of the Republic, as well as officials from the Armed Forces and the Brazilian Government, along with international representatives.

At the end of the year, production of the third frigate, F202 “Cunha Moreira,” began.

Services & Support

Embraer Services & Support maintains its expansion pace, cementing its status as one of the company's main growth pillars for the coming years. With revenue of USD 1.6 B in 2024, the unit combines operational excellence, a focus on customer experience, and new solutions to supply services adaptable to different aviation needs.

Closer to Clients, From East to West

The business unit has been expanding its international Maintenance, Repair, and Overhaul (MRO) network over the last year. In Europe, Embraer announced the expansion of its capacity in Le Bourget (France), doubling the structure dedicated to Executive Jets. The new facility will feature an energy-self-sufficient hangar designed to operate with low carbon emissions.

In the United States, a new service center was announced at the Perot Field Alliance Airport in Fort Worth (Texas) to keep pace with the growth of the E-Jets fleet in the region. Operations will begin in the first quarter of 2025, with the construction of a second hangar scheduled for 2027.

As part of its partnership model, Embraer presented a new service option for Executive Jets's clients in Europe, Africa, and the Middle East. These operators can now rely on the services of Gama Aviation's MRO center in Bournemouth, UK.

In the Asia-Pacific region, the expansion included the certification of SIA Engineering Philippines as an authorized service provider for E2 jets. In Singapore, Fokker Services was accredited to serve the first generation of E-Jets.

OGMA's revenue to triple

Embraer announced the expansion of the Portuguese subsidiary OGMA, specialized in MRO, with a contribution of € 90 M. The investments will be mainly aimed at adapting the Super Tucano and KC-390 aircraft to NATO standards. *Find out more.*

In 2024, OGMA opened a plant for the maintenance of Pratt & Whitney engines, certified to serve Embraer and Airbus jets. With these expansions, OGMA's revenue is expected to reach € 600 M in the coming years, tripling its current revenue.

Expansion of Full-Flight Simulators Network

The global network of flight simulators is expanding.

In 2024, Embraer CAE Training Services (ECTS), a joint venture formed by CAE and Embraer, released the first E2 simulator in the Asia-Pacific region. Located in Singapore near Changi Airport, the new equipment was developed to support E-Jets operators in the region.

For Executive Jets, ECTS has launched a new full flight simulator for Phenom 300 in Burgess Hill, UK. In addition, in the Netherlands, a new full-flight simulator and an instruction station for the loadmaster, both developed in partnership with Rheinmetall, came into operation.

Pool Program Allows Savings and Ensures Predictability

In 2024, LOT Polish Airlines and Air Serbia joined the Pool Program, expanding the service's customer base. Since 2023, more than 180 E-Jets from 66 companies have joined the program.

The solution provided by Embraer allows operational cost reduction, through special conditions in the procurement of the service package. In addition, the program allows greater predictability since it defines in advance the periods in which each aircraft needs to be on the ground for maintenance.

Operation is Awarded in the United States

Embraer's new MRO center in Fort Worth, Texas, was recognized by Business Facilities as a 2024 Impact Award winner in the Advanced Manufacturing category. The award highlights projects impacting the region, considered one of North America's main aerospace and defense hubs.

The company also received the Laureate Award, given by the Aviation Week Network, in recognition of the operational efficiency of the Nashville, Tennessee, MRO. Since 2008, the unit has performed maintenance on over 4,000 aircraft, including 2,500 heavy overhauls.

The operation was awarded for the implementation, in 2024, of a digital system that furnished technicians with more than 500 electronic devices, thus eliminating the use of paper and speeding up processes. With this innovation, activities that previously took days began to be completed in a few hours. In addition, the use of printed documents was reduced by 85% in the annual comparison.

Embraer plans to expand this technology to other maintenance centers in the coming years.

Agricultural Aviation

Ipanema is the only series-produced agricultural aircraft worldwide to operate on biofuel. In 2024, 20 years have passed since its certification to fly with ethanol. Over this period, using sustainable fuel helped avoid the emission of more than 28 million tons of CO_2 into the atmosphere.

Since 1969, Embraer's Agricultural Aviation has delivered more than 1,600 aircraft, of which about 780 operate on ethanol. Most – approximately 510 units – correspond to aircraft produced with engines originally developed for this fuel. In addition, older versions, originally powered by gasoline, can be converted to operate more sustainably using ethanol.

Spraying with Biologics Under Test

In 2024, Ipanema participated in tests to approve the first methodology for the aerial application of biological pesticides in Brazil.

Koppert, a global leader in the development and production of bioinputs for agriculture, leads the project. With the support of Embraer, the company seeks to improve the efficiency and safety of aerial spraying, contributing to the reduction of the use of chemicals in the field.

Boost via Fundo Clima and Agrishow

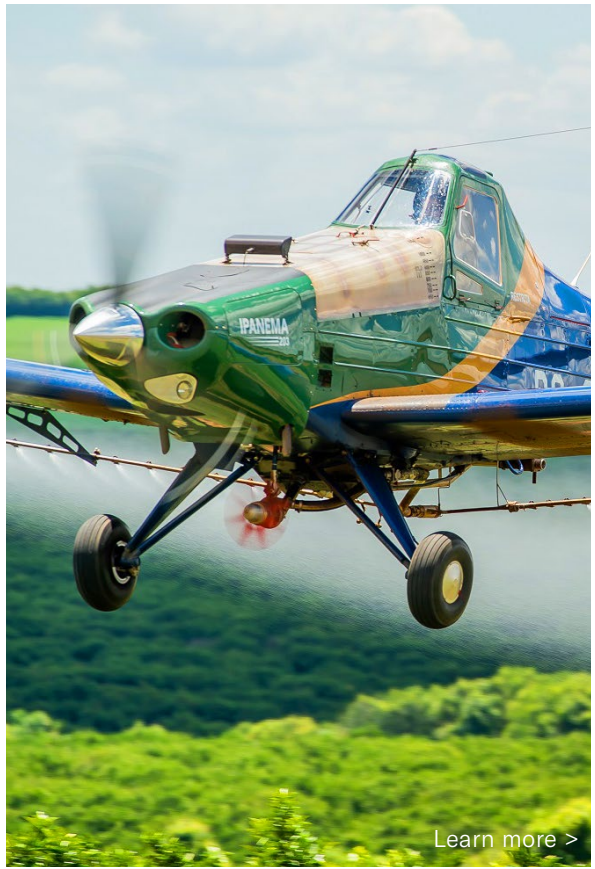
Embraer made the first sale of Ipanema through Fundo Clima, a BNDES financing program aimed at encouraging decarbonization in agricultural aviation. During Agrishow, the largest agricultural technology fair in Brazil, another 20 units of the model were sold.

The increase in procurement was also driven by ISO 9001 (quality management), ISO 14001 (environmental management), and ISO 45001 (occupational health and safety) certifications, recognized as global standards of excellence and aligned with ESG principles.

In 2024, Embraer's Agricultural Aviation delivered 65 aircraft, remaining the sales leader in the segment.

65 aircraft delivered

For 20 years helping to avoid the emission of more than 28 million tons of CO_2 into the atmosphere.



Learn more >

Eve Air Mobility

Eve Air Mobility develops solutions for urban air mobility, including eVTOL and related technologies. In 2024, the company strengthened its position in the urban air mobility sector, advancing technologies, strategic partnerships, and the eVTOL certification process.

Currently in the testing phase, the full-scale prototype of eVTOL was presented at the Farnborough Airshow. Manufactured at Embraer's unit in Gavião Peixoto (SP), the model uses the "Lift + Cruise" design, which combines electric motors for takeoff and cruise, ensuring safety and operational efficiency.

In the regulatory field, an important advance occurred in 2024 when the National Civil Aviation Agency (ANAC) published the final version of the airworthiness criteria for eVTOL, a fundamental step toward certification.

In Asia, Eve signed contracts with Yugo Global Industries for the creation of vertiports and service centers and with SkyScape in Japan for the implementation of Urban ATM, an urban air traffic management software. In the United States, the collaboration with Siemens Smart Infrastructure seeks to develop energy solutions to integrate eVTOLs into daily transportation.

Concomitantly, Eve posted a capital increase of USD 94 M in 2024, with the participation of strategic investors, including Embraer and Nidec. Citibank also contributed a USD 50 M investment.

In addition, the company obtained a USD88 M loan from the Brazilian Development Bank (BNDES) to finance the construction of its production unit in Taubaté (SP). The plant, designed to produce up to 480 aircraft per year, will be powered by renewable energy.

BNDES also approved an additional USD35 M fund for eVTOL's R&D program.

~3,000
eVTOLs ordered, accounting for about

USD 14.5 B
in pre-sales

Eve TechCare

Eve TechCare is Eve Air Mobility's portfolio of services designed to ensure safe and efficient operations of eVTOL aircraft in urban air mobility. Launched in 2024 during MRO Europe, the platform offers technical support, maintenance, parts, batteries, training, and aircraft health monitoring.

With a centralized digital platform and 24/7 support, the service covers from start-up to day-to-day operation of air vehicles, offering different levels of service tailored to customer needs.

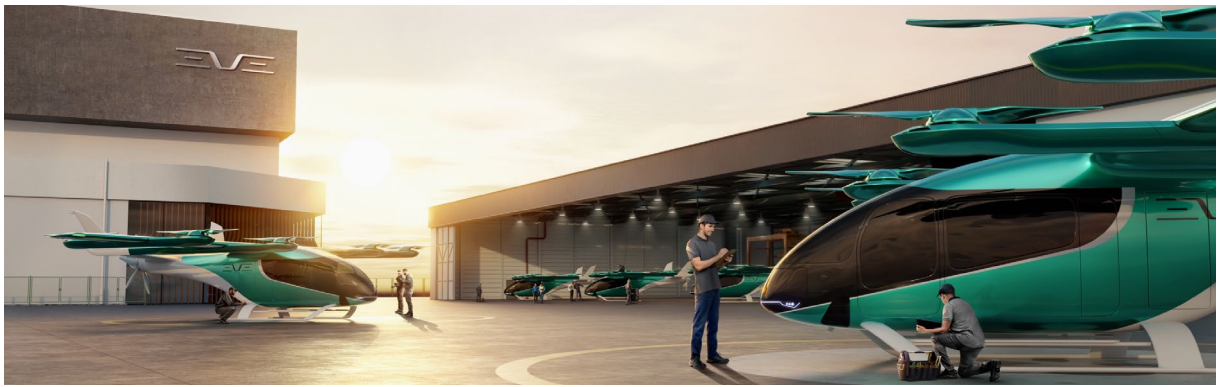
Embraer-CAE Training Services was selected as the supplier of the initiative, responsible for the preparation of pilots, maintenance technicians, and ground assistance teams.

Vector

Vector is the urban air traffic management (Urban ATM) software developed by Eve Air Mobility to integrate eVTOL operations into urban airspace. The system automates processes, optimizes resources, and coordinates fleet operators, vertiports, and air navigation service providers.

In 2024, Vector was tested in São Paulo in partnership with Revo and Omni Helicopters International Group (OHI). The simulation used Revo helicopters to replicate urban eVTOL operations, while the software managed scenarios such as delays, diversions to alternate locations, and airspace and weather restrictions.

The tests also identified necessary adjustments to current air traffic systems and validated new services such as integrated flight planning, alternate landing management, and compliance monitoring for in-flight diversions.



ESG Calling

Eve develops 100% electric urban mobility solutions designed to reduce CO_2 emissions by up to 80% compared to traditional vehicles.

In addition, the company is studying reverse logistics solutions to ensure product sustainability.

On the social front, Eve was certified as a Great Place to Work (GPTW) after only three years of operation.

NIDEC AEROSPACE

Nidec Aerospace is a joint venture made up of Embraer and Nidec Motor Corporation, dedicated to the development of technologies for electric propulsion in aviation. Its first customer is Eve Air Mobility, which will adopt the Electric Propulsion System in its eVTOLs.

Sustainability Indicators

Index

Click to go to the desired topic.
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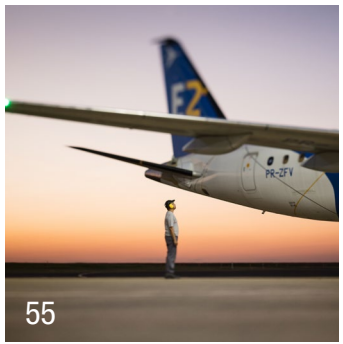


Technical References and Materiality

Environmental Indicators

Social Indicators

Governance Indicators

Content Summary

Technical References and Materiality

Technical References

This Embraer Annual Sustainability Report follows the reporting references below:

Global Reporting Initiative (GRI): The full list of material indicators covered in this report is available in the GRI Content Summary.

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

Sustainable Development Goals (SDGs) and Global Compact Principles: our initiatives are aligned with global agendas that address relevant challenges faced by society, governments, and the aerospace industry. the main SDGs addressed are integrated into the GRI Content Summary. The list of the 10 Global Compact Principles is presented on page 59.

Task Force on Climate-Related Financial Disclosures (TCFD): information related to this framework's recommendations is available in the TCFD Content Summary.

The data presented refer to the period from January 1, 2024, to December 31, 2024, and cover 100% of Embraer S.A.'s employees. Exceptions regarding data coverage are duly described in the indicators where they occur. (GRI 2-2; 2-3)

Embraer produces its Sustainability Reports on an annual basis.

The document is available to the public on its corporate website esg.embraer.com, and the historical series can be accessed on the Investor Relations page. (GRI 2-3)

Questions about this report can be sent to the email investor.relations@embraer.com.br (GRI 2-3)

This report has not undergone independent assurance. (GRI 2-5)

Materiality

Embraer values relationships with all links in its value chain.

Dialogue and engagement with various stakeholders are ongoing processes within the company.

The materiality process for defining material topics and its corporate sustainability agenda has been conducted by Embraer regularly and in a structured manner since 2013.

The latest process was conducted in 2022, following the guidelines of the GRI-3 standard from 2021. (GRI 3-1)

The materiality assessment gathered over 700 responses, representing five stakeholder groups: suppliers, customers, employees, investors & shareholders, and civil society.

The material topics were discussed and validated by the company's senior leadership during a regular meeting of the Board of Directors' advisory committee responsible for People and ESG matters (CPESG). *Learn more*.

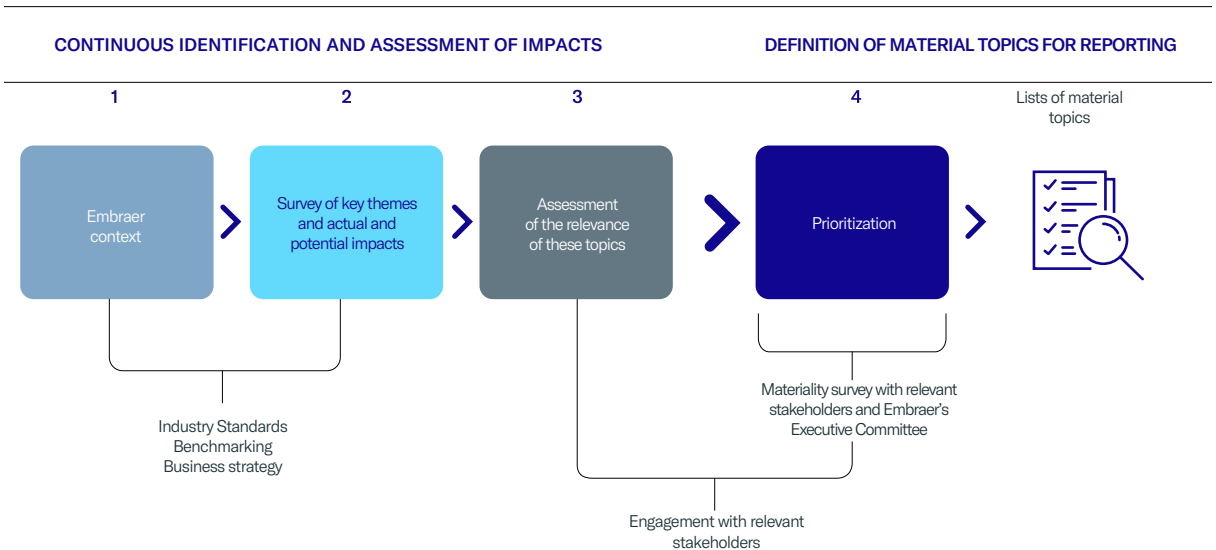


Figure 1: Embraer's 2022 Materiality Process (GRI 3-1)

Materiality Matrix

Compared to the list of material topics from the previous reporting year (2017), the main change is the inclusion of the topic *Support for the Development of Biofuels* (SAF), which resulted from both stakeholder prioritization and strategic prioritization by Embraer's Executive Committee. (GRI 3-2)

Double Materiality

In 2024, the company began structuring its internal processes to comply with two international standards. The first is the International Financial Reporting Standards Foundation (IFRS), which sets guidelines for disclosing sustainability and climate-related financial information. The aim is to ensure that such disclosures are consistent, complete, comparable, and verifiable.

The second is the Corporate Sustainability Reporting Directive (CSRD) from the European Union. This directive requires the disclosure of sustainability information, in accordance with standards defined by the regulation.

One of the requirements of both standards is the development of double materiality, whose construction process began in 2024, in partnership with a specialized external consultancy. The results will be presented to the CPESG and approved by the Board of Directors in 2025. The company aims to disclose the double materiality in the next reporting cycle.

MATERIALITY MATRIX

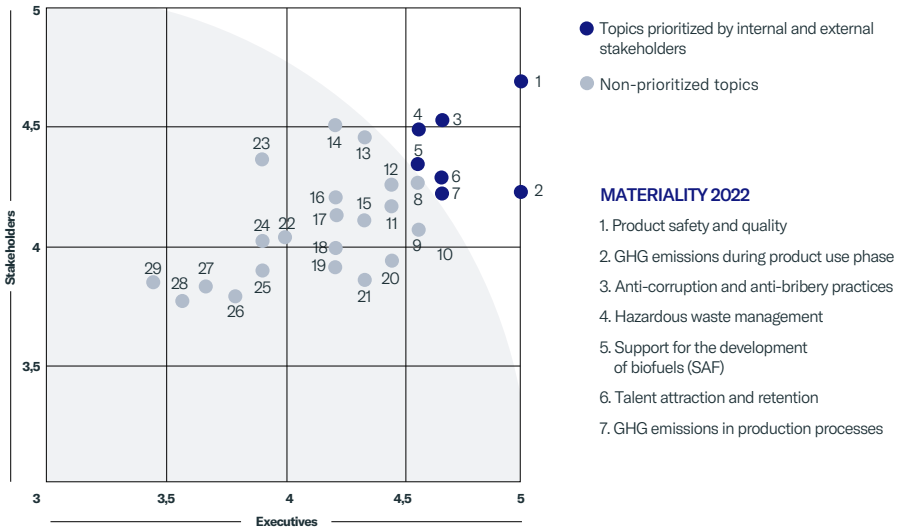


Figure 2: 2022 Materiality Matrix (GRI 3-2)

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 the material topics are:

01 – No Poverty;

04 – Quality Education;

05 – Gender Equality;

08 – Decent Work and Economic Growth;

09 – Industry, Innovation and Infrastructure;

13 – Climate Action.

Other SDGs are addressed by Embraer according to its strategic plan and ESG agenda. The full list is available in the *GRI Content Summary.*

Environmental Indicators

Energy

The company's energy consumption is monitored monthly through the Environmental Management System (ISO 14001:2015), as part of the objectives and targets of the main operational units. Additionally, greenhouse gas (GHG) emissions data are verified (ISO 14064:2018). These actions ensure that energy consumption information is reliable and continuously monitored.

The units included for the construction of the indicators in this section, for 2024, 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, representing approximately 98% of Embraer's employees across all global units.

The data sources for purchased electricity consumption are the invoices issued by utility companies. Information and processes related to the consolidation of energy data are audited annually, both internally and by third parties, within the scope of the Greenhouse Gas (GHG) Inventory – Scope 2.

Energy Consumption Within the Organization (MWh) (GRI 302-1)

SOURCE	TYPE	2022	2023	2024
RENEWABLE	Purchased and consumed fuels	1,168	911	8,429
	Purchased electricity	14,404	14,087	146,525
	Generated electricity	34	236	208
	Total renewable energy consumption	**15,606**	**15,234**	**155,162**
NON-RENEWABLE	Purchased and consumed fuels	151,757	154,994	146,692
	Purchased electricity	142,658	155,085	37,011
	Total non-renewable energy consumption	**294,415**	**310,079**	**183,702**
	Total energy consumption within the organization (MWh)	**310,021**	**325,313**	**338,864**
	Data coverage	94%	98%	98%

Notes: (i) The electricity purchased in Brazil (since January 2024) and at OGMA – Portugal (since July 2024) is 100% renewable (wind and solar). (ii) Self-generated electricity refers to power produced for internal use from photovoltaic panels installed at Ozires Silva, Gavião Peixoto, and EDE. (iii) Renewable fuels include: biomethane, ethanol, and SAF (Sustainable Aviation Fuel). Figures 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 at a reasonable level of assurance and completed in April 2025.

Total energy consumption within the organization increased by approximately 4% due to expanded operations in 2024 compared to the previous year. The increased use of renewable energy sources in 2024 reinforces the company's commitment to the transition to a low-carbon economy.

Overall, there was a 5% reduction in non-renewable fuel use in 2024 compared to 2023.

Regarding fuel consumption, the use of SAF (Sustainable Aviation Fuel) in testing and demonstration flights significantly increased compared to 2023.

Biomethane consumption took place at the Gavião Peixoto unit, where, by the end of the year, construction was completed to enable the use of biomethane as an energy source for industrial processes, replacing natural gas.

Learn more under Environmental Commitment.

Energy Consumption Within the Organization (MWh) (GRI 302-1)

SOURCE	FUEL	2022	2023	2024
RENEWABLE	Hydrous Ethanol	166	213	237
	SAF – Sustainable Aviation Fuel	859	1,326	7,399
	Biomethane	320	0	793
	Total renewable fuel	**1,345**	**1,539**	**8,429**
NON-RENEWABLE	Diesel – Brazil	505	659	523
	Diesel BO	767	683	707
	Gasoline – Brazil	27	29	4
	Gasoline	357	259	177
	Aviation Gasoline	4	8	7
	LPG – Liquefied Petroleum Gas	1,491	1,491	1,963
	Natural Gas	47,521	47,783	53,835
	Aviation Kerosene	100,993	100,797	89,466
	Acetylene	2	1	1
	Propane	61	24	9
	Total non-renewable fuel	**153,073**	**153,273**	**146,692**

Notes: *(i) Although conservatively categorized as non-renewable fuels, "Gasoline – Brazil" and "Diesel – Brazil" contain renewable fuel additives (i.e., ethanol and biodiesel, respectively). Figures presented have been rounded. In 2024, we carried out a methodological review which resulted in a recalculation of historical SAF (Sustainable Aviation Fuel) consumption. We highlight that this variation does not represent an actual operational change, but rather a methodological adjustment to align the categorization of data with the criteria currently adopted.*

Off-site fuel consumption (MWh) (GRI 302-2)

SOURCE	FUEL	2022	2023	2024
RENEWABLE	Hydrous Ethanol	3,095	4,820	4,435
	Total	**3,095**	**4,820**	**4,435**
NON-RENEWABLE	Diesel – Brazil	23,022	24,986	25,144
	Gasoline – Brazil	1,227	1,978	2,385
	LPG – Liquefied Petroleum Gas	22	25	33
	Natural Gas	0	0	0
	Aviation Kerosene*	28,875	50,420	57,617
	Total	**53,146**	**77,409**	**85,179**

Does not include the estimated aviation kerosene consumption related to the product use category.* ***Note: (1)* *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).*

In general terms, off-site fuel consumption increased by 10% compared to 2023.

As for Scope 3, the increased energy consumption from non-renewable fuels was mainly due to the rise in business air travel in 2024. As in 2022 and 2023, in 2024 the aviation kerosene consumption presented in the table above does not include the product use category of sold products.

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

INDICATOR	2022	2023	2024
% of energy consumed from the electricity grid	51	52	54
% of renewable energy	5	5	46
Total energy consumed (GJ)	**1,115,955**	**1,170,276**	**1,219,161**

Figures presented have been rounded.

Emissions

Greenhouse Gas Emissions

Issues related to emissions and climate change are integrated into the Environmental Management System (EMS) and the company's goals. In 2024, reducing natural gas consumption — the main contributor to Scope 1 emissions from manufacturing operations — became an EMS target for the highest-consumption sites (Gavião Peixoto, Botucatu, and Ozires Silva).

Regarding the GHG inventory, the company has followed ISO 14064 Part I since 2009 for its units in Brazil, and in 2020 the scope was expanded to a global level. Also in 2024, two new units were added to the scope: Mesa, in the United States, and Amsterdam, in the Netherlands.

The other units included in the inventory are: Ozires Silva, Eugênio de Melo, Taubaté, EDE, Botucatu, Sorocaba, Gavião Peixoto, São Paulo, Belo Horizonte, Atech (located in São Paulo), and Campinas in Brazil; Melbourne, Macon, Nashville, Fort Lauderdale and Jacksonville in the United States, OGMA in Portugal and Le Bourget in France. This indicator covers 98% of the company's employees.

Exceptionally for Scope 3, reported values refer only to Brazilian units, except for emissions associated with the use of sold products (aircraft), as well as emissions related to energy and fuel production activities not included in Scopes 1 and 2, which encompass all 20 units.

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

GAS	2022	2023	2024
CO_2	36,504	37,322	36,080
HFC	4,846	5,670	8,038
N2O	230	235	217
CH_4*	19	19	809
PFC-218	0	0	0
Total	**41,599**	**43,246**	**45,144**
Biogenic Emissions	172	123	780

*Figures presented have been rounded. * In 2024, the effluent treatment category was included, which justifies the increase in CH_4 emissions.*

Direct emissions have increased by approximately 4% in 2024 compared to the previous year. This condition, similar to other environmental indicators, reflects the increased production and operational activity this year. The rise in biogenic emissions is explained by the increased use of renewable energy sources by Embraer.

Indirect greenhouse gas emissions (Scope 2) (tCO_2e) (GRI 305-2)

GAS	2022	2023	2024
CH_4	20	18	17
CO_2	17,840	17,385	11,703
N_2O	25	22	20
Total	**17,885**	**17,425**	**11,739**

In 2024, all electricity consumed by aircraft manufacturing and maintenance units in Brazil (since January) and at OGMA in Portugal (since July) came from solar or wind sources, eliminating Scope 2 emissions in these locations and consequently reducing the company's total Scope 2 emissions.

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

GAS	2022	2023	2024
CH_4	1,341	2,071	2,374
CO_2	15,617,363	18,170,055	21,022,291
N_2O	202	281	275
Total	**15,618,906**	**18,172,407**	**21,024,940**
Biogenic Emissions	1,985	2,888	3,063

Figures presented have been rounded.

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

CATEGORY	2022	2023	2024
Purchased goods and services	3,165	3,377	1,047
Employee commuting (home–work)	1,300	1,520	3,661
Waste generated in operations	4,785	7,415	4,713
Transportation and distribution (upstream)	1,359	1,462	1,542
Business travel	7,630	13,199	15,158
Product use phase	15,585,195	18,129,867	20,981,687
Fuel and energy related activities not included in Scopes 1 and 2	15,497	15,568	17,132
Total	**15,618,906**	**18,172,408**	**21,024,940**

Figures presented have been rounded.

The Scope 3 coverage was expanded in 2022: (i) For the following categories: Purchased goods and services, Employee commuting (home–work), Waste generated in operations, Transportation and (upstream) distribution, and Business travel — data coverage remained limited to Brazilian units. (ii) The category of emissions associated with energy use - not included in Scopes 1 and 2 - was added for all operational units considered in the inventory. To this end, emission factors available in the literature related to the production processes of the energy consumed by the company were considered. (iii) Scope 3 emissions associated with the use of sold products were also included for commercial and executive aircraft.

For accounting purposes, the Technical Guidance for Calculating Scope 3 Emissions – Category 11 (GHG Protocol, 2022) was used. Emissions from the product use phase were calculated based on aviation kerosene consumption – the emission factor used accounts for the entire fuel life cycle.

Values were estimated considering aircraft service life, the number of aircraft delivered in the reported year, and the average annual fuel consumption per aircraft model. The number of aircraft delivered was sourced from Embraer's financial report. Other information was estimated using internal and external data on aircraft performance.

The calculation methodology, as well as the entire GHG inventory, was verified by a third party with a reasonable level of assurance and in accordance with ISO 14064 guidelines.

Direct emissions intensity (Scope 1) (GRI 305-4)

	2022	2023	2024
Total direct GHG emissions (tCO_2e)	41,599	43,264	45,144
Annual revenue (USD million)	4,500	5,200	6,400
Emissions per annual revenue (tCO_2e / USD million)	9.24	8.32	7.05
Data coverage	93%	98%	98%

Figures presented have been rounded.

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

	2022	2023	2024
Total direct GHG emissions (tCO_2e)	17,885	17,425	11,739
Annual revenue (USD million)	4,500	5,200	6,400
Emissions per annual revenue (tCO_2e / USD million)	3.9	3.35	1.8
Data coverage	93%	98%	98%

Figures presented have been rounded.

Other Air Emissions

The data coverage for ozone-depleting substance (ODS) emissions includes the same 20 units covered in the company's GHG inventory.

As for NO_X, SO_X, VOCs, and other significant atmospheric emissions, the report applies to Embraer's production and maintenance centers. These centers include units with painting operations or other activities that emit gases into the atmosphere. Only sites where monitoring and measurement are required by local environmental regulations are reported.

For calculation purposes, the applicable units are: Botucatu, EDE, Eugênio de Melo, Gavião Peixoto, Ozires Silva, Melbourne, Nashville, and OGMA. The emissions reported in 2024 (in metric tons) refer to these applicable units, i.e., the coverage is 100%.

In 2024, improvements were made to the painting booths at the Botucatu site, resulting in a reduction of VOC emissions.

In 2022, the Évora unit ceased to be part of the Embraer group and OGMA's emissions in Portugal were not reported, which explains the VOC emissions drop compared to 2021. In 2023, emissions were higher compared to 2022, considering: (i) the inclusion of the OGMA unit, not accounted for in 2022; (ii) increased production activities, particularly the extended operating hours of the paint booths.

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

GAS	2022	2023	2024
HCFC-22	0.06	0.09	0.12
HCFC-141B	0.02	0.02	0.02
HCFC-124	0	0	0
Total	**0.08**	**0.11**	**0.14**

Note: (i) Emissions reported in metric tons of CFC-11 equivalent, calculated using the Ozone Depletion Potential (ODP) as adopted by the Montreal Protocol. Source: https://www.epa.gov/ozone-layer-protection. Figures have been rounded.

Emissions of NO_X, SO_X, and other significant atmospheric pollutants (t) (GRI 305-7)

GAS	2022	2023	2024
NO_X	53	42	58
SO_X	1	2.3	3
Persistent Organic Pollutants (POP)	0	0	0
Volatile Organic Compounds (VOC)	78	202	190
Particulate Matter (PM)	37	60	40
Total	**170**	**306**	**291**
Coverage	89%	97%	100%

Figures have been rounded.

Water and Effluents

At Embraer, environmental guidelines for wastewater generation include:

- Compliance with applicable legal, environmental, health, safety, fire prevention, and emergency response requirements related to the company's business;
- Prevention and response to pollution, respect for biodiversity, and concern for climate change;
- Promotion and enhancement of the development of technologies to minimize the environmental impact of its products, processes, and equipment.

The data coverage for effluents is 89%, a 2% increase compared to the previous year, and includes the following units: Botucatu, EDE, Eugênio de Melo, Gavião Peixoto, Melbourne, Ozires Silva, OGMA, and Taubaté.

For water data, coverage remained at 95%. For topics related to water withdrawal, recycling, and reuse, the following Embraer units 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 Program

At Embraer, matters related to water are managed within the scope of the Environmental Management System (EMS) implemented at major operational units, in accordance with ISO 14001:2015. Water consumption and effluent generation, whether from production processes or human use, are considered key environmental aspects. Accordingly, controls, monitoring, objectives and targets, programs, and initiatives are established to promote efficient water use and environmental protection.

The water use efficiency program includes:

1) Target Setting

The established targets focus on reducing water consumption at sites where the Environmental Management System (EMS) is implemented. These representing the highest consumption levels and including: EDE, Ozires Silva, Botucatu, Eugênio de Melo, Taubaté, and Gavião Peixoto in Brazil, and OGMA in Portugal.

2) Water use assessment to identify opportunities for efficiency improvement

Water use is continuously monitored and critically assessed to identify deviations and opportunities for efficiency gains. Gavião Peixoto site stands out with individual consumption meters installed in each building. These meters record consumption volumes in real time and serve as a management tool to detect anomalies, identify opportunities, and guide decision-making.

3) Actions to reduce water consumption

The company continuously implements initiatives to reduce water consumption. These actions include:

- Use of robots for automated cleaning of water reservoirs at the main units in Brazil, avoiding unnecessary drainages and, consequently, water waste;
- Use of effluents from other organizations at the Melbourne unit for non-potable purposes;
- Rainwater harvesting for restrooms, gas scrubbers, and floor cleaning in Botucatu;
- Rainwater reuse in the pollution control system of the paint booth and for floor cleaning at the Ozires Silva unit.

4) Actions to improve effluent quality

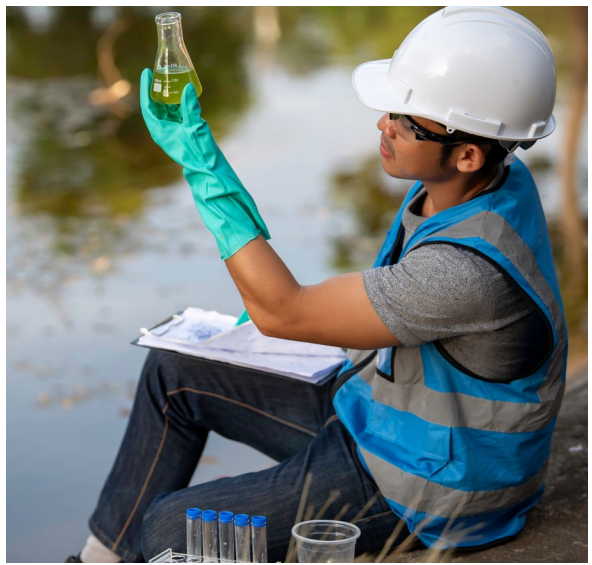
After conventional effluent treatment, an additional polishing treatment was applied at the Eugênio de Melo unit, using zeolite filters. At Botucatu and Ozires Silva, polishing is also performed using sand filters after the standard treatment process. In both cases, these treatment techniques significantly improve the quality of the treated effluent.

At the Gavião Peixoto unit, disinfection is performed after conventional treatment of domestic effluent, using an ultraviolet (UV) system, and allowing a portion of the treated water to be stored in a reuse tank and used internally for floor cleaning and gardening.

5) Water reuse applications

Wastewater from production processes, along with reverse osmosis reject water, is reused for parts washing and for supplying gas scrubbers at the Ozires Silva Unit.

At the Botucatu unit, part of the treated water from the industrial wastewater treatment stations is reused for floor cleaning. Since reducing water consumption is one of the



Environmental Management System (EMS)'s objectives, and Embraer has defined reduction targets, the programs designed to achieve these targets are audited at least annually, both internally and by third parties, under the implemented EMS (ISO 14001:2015).

Water Withdrawal by Source (m^3) (GRI 303-3)

	WATER WITHDRAWAL	2022	2023	2024
WITHDRAWAL BY SOURCE	Surface water, including wetlands, rivers, lakes, and oceans	0	0	0
	Groundwater	397,825	458,512	515,589
	Rainwater directly collected and stored by the organization	148	123	131
	Municipal water supply or other water supply companies	244,258	234,921	273,699
	Effluent from other organizations	88,925	66,550	67,908
	Total water withdrawal by source	**731,156**	**760,106**	**857,327**
	Data coverage	94%	95%	95%

Figures have been rounded.

In terms of water consumption, there was a 13% increase in 2024 compared to 2023. The most representative units in terms of consumption were: Ozires Silva, Gavião Peixoto, and Botucatu in Brazil, and OGMA in Portugal, which together accounted for approximately 73% of total water consumption. This year, these sites experienced increased production activity, including processes that require water, as well as an increase in the number of employees. Other factors contributing to the increased consumption included facility expansion projects and internalization of processes.

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

SOURCE	TYPE	2022	2023	2024
WATER DISCHARGE BY DESTINATION	Surface water	71,107	72,489	78,884
	Groundwater	0	0	0
	Seawater	0	0	0
	Third-party water services (total)	299,694	242,942	344,261
	Third-party water sent for use by other organizations	0	0	0
	Total water discharged	**370,800**	**315,431**	**423,144**
	Data coverage	86%	87%	89%

Figures have been rounded.

Total Water Discharge by Production Units and Quality (m^3) (GRI 303-4)

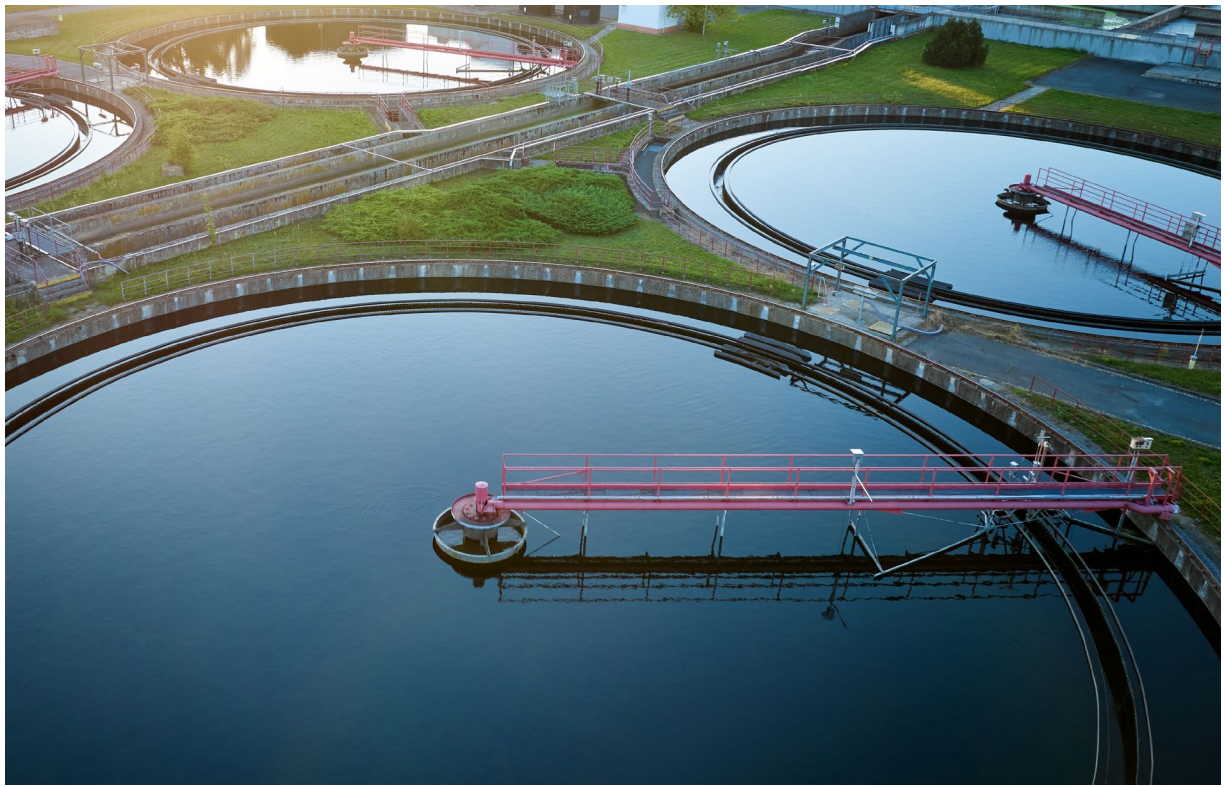
TOTAL WATER DISCHARGE, BY TYPE (M^3)	2022	2023	2024
DOMESTIC	271,755	222,977	320,979
INDUSTRIAL	99,045	92,455	102,165
TOTAL	**370,800**	**315,432**	**423,144**

Figures have been rounded.

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

Domestic effluents are tracked by Embraer at units where in-house biological treatment is performed (Ozires Silva, Gavião Peixoto, Eugênio de Melo, Taubaté, and OGMA). Industrial effluents are monitored at units with internal wastewater treatment stations: Ozires Silva, Gavião Peixoto, Botucatu, EDE, Eugênio de Melo, Melbourne, Taubaté, and OGMA. The units Macon, Jacksonville, Campinas, Sorocaba, La Vergne, Nashville, Fort Lauderdale, Belo Horizonte, and São Paulo do not generate industrial effluents.

In 2024, a 34% increase in water discharge was observed compared to the previous year. The main factors contributing to this increase were the higher number of people at the sites, including employees and contractors, growth in production, and facility expansion projects.



Additionally, heavy rainfall in certain locations, with higher precipitation rates than the previous year, contributed to rainwater being routed to sewage treatment stations.

Recycled and Reused Water (m^3) (CDP W1.2)

WATER REUSED BY THE ORGANIZATION	2022	2023	2024
Total Reused Water (m^3)	16,761	17,228	3,217
Recirculation Rate	2.29%	2.3%	0.4%

Figures have been rounded.

The water recirculation rate decreased in 2024 because the two sites that accounted for 80% of the company's water reuse underwent maintenance (EDE, in São José dos Campos) or had their reuse systems decommissioned (in Taubaté, due to expansion work in the production area).

Waste

Waste management is a material topic for the company. In 2024, data coverage was 94% and included 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

As part of Embraer's Environmental Management System, objectives, targets, and programs are defined to reduce solid waste generation and/or the risks associated with it. The waste management program includes:

1) Quantifiable targets for waste minimization

Botucatu, EDE, Eugênio de Melo, Gavião Peixoto, OGMA, Ozires Silva, and Taubaté sites —responsible for 95% of the company's total waste—have annual targets for waste reduction. To adequately represent eco-efficiency, the metric used is: kg of waste / production hours.

2) Action plans for reducing waste generation

To meet the established targets, and in accordance with ISO 14001:2015, action plans are developed to reduce waste generation. In 2024, one notable initiative was the installation of a biodigester at the Gavião Peixoto Unit, used in the cafeteria for anaerobic digestion of organic waste, transforming it into a liquid effluent treated at the unit's own sewage treatment station. This initiative aims to eliminate food waste at its source.

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

The programs are audited at least annually under the implemented Environmental Management System (ISO 14001:2015), through internal and third-party audits. Additionally, monthly performance reviews are conducted to identify opportunities to improve eco-efficiency.

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

4) Waste reduction training provided to employees

Employees receive training during post-hiring onboarding that includes guidelines for proper solid waste management and minimization. In Brazil, the Embraer Selective Collection Program is adopted.

5) Integration of recycling programs to reduce landfill waste

Management program actions combine opportunities to increase recycling and reduce landfill disposal. Examples include: in 2024, the installation of a biodigester at the Gavião Peixoto unit and the increased diversion of organic waste for composting at the EDE unit to reduce the amount of waste that would otherwise be sent to landfill.

At the Taubaté unit, non-hazardous waste from raw material cutting processes (which would otherwise go to landfill) is sent for material recovery. This method transforms the material generated by the industrial process into a high-quality raw material that will be reused for various purposes. Just like Embraer, the company responsible for this process

has an Environmental Management System certified (ISO 14001:2015) by an independent and accredited body.

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

The ESG Chemicals working group develops strategic projects to reduce risks associated with chemicals and minimize hazardous waste, including through research and development (R&D) initiatives.

Total Weight of Waste, by Disposal Method (t) (GRI 306-3,4,5 e RT-AE-150a.1)

TYPE	DISPOSAL METHOD	2021	2022	2023	2024
HAZARDOUS WASTE	**Total recycled/reused waste**	**1,597**	**1,308**	**1,865**	**2,270**
	Total disposed/eliminated waste:	**3,591**	**3,307**	**3,709**	**3,276**
	· Landfill	6	12	16	14
	· Incineration or direct burning (with energy recovery)	0	0	0	0
	· Incineration or direct burning (without energy recovery)	5	0	1	91
	· Other disposal methods	3,580	3,295	3,692	3,171
	Total hazardous waste generated	**5,188**	**4,615**	**5,574**	**5,546**
NON-HAZARDOUS WASTE	**Total recycled/reused waste**	**7,499**	**8,908**	**10,617**	**15,637**
	Total disposed/eliminated waste:	**3,227**	**4,026**	**6,299**	**7,682**
	· Landfill	1,062	1,832	2,269	2,839
	· Incineration or direct burning (with energy recovery)	845	1,240	2,933	3,601
	· Incineration or direct burning (without energy recovery)	1	0	0	0
	· Other disposal methods	1,319	954	1,097	1,242
	Total non-hazardous waste generated	**10,726**	**12,934**	**16,916**	**23,319**
	Data coverage	93%	93%	94%	94%

Notes: (i) Disposal categories included under recycling/reuse are: recycling, recovery, composting, and blending of waste for co-processing. (ii) Other disposal methods include: biological treatment, physico-chemical treatment, disposal, and valorization. (iii) Valorization and disposal are specific waste treatment types used in Portugal, following Directive 2008/98/EC. Figures have been rounded.

Percentage of Waste Recycled (GRI 306-3,4,5 e RT-AE-150a.1)

	2022	2023	2024
% of hazardous waste recycled	28	33	41
% of non-hazardous waste recycled	69	63	67
Total waste generated (t)	**17,549**	**22,490**	**28,865**
Data coverage	93%	94%	94%

Figures have been rounded.

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

Solid waste management complies with local requirements, and all waste shipments to companies responsible for treatment and/or disposal are accompanied by transport manifests. Embraer reports this data periodically to ensure that all parties involved in the waste management process (generator, transporter, temporary storage facility, receiver, etc.), as well as environmental regulatory agencies where applicable, can audit, reject inconsistent shipments, and take other necessary actions.

Hazardous waste is defined according to the legal and regulatory frameworks applicable in the jurisdictions where waste is generated.

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

Starting with the 2022 reporting cycle, for units operating in Brazil, the blending of waste for co-processing was included in the recycled waste scope, based on specific legal support (CONAMA Res. 313/2002 and 499/2020), which classifies co-processing under reuse/recycling/recovery.

In 2024, the amount of hazardous waste generated was very similar to that of the previous year (a 1% reduction). However, the recycling rate for hazardous waste increased from 33% in 2023 to 41% in 2024.

As for non-hazardous waste, there was a 38% increase in 2024 compared to the previous year. The main contributing factors were: (i) the increase in the number of employees, which led to higher waste generation in restaurants, break rooms, and offices; (ii) increased industrial production, primarily resulting in greater generation of metal waste and wooden packaging; and (iii) expansion works at various sites. The share of recycled non-hazardous waste increased from 63% in 2023 to 67% in 2024.

Number and Volume of Reportable Spills; Amount Recovered (RT-AE-150a.2)

There were no reportable spills in 2024, in accordance with SASB indicator guidelines (RT-AE-150a.2). Events that occurred but did not meet the criteria for this indicator were reported to environmental regulatory agencies. Such events were promptly contained and managed in compliance with the applicable regulations at the locations where they occurred.

Number and Volume of Notifiable Spills; Amount Recovered (RT-AE-150a.2 e GRI 2-27)

YEAR	NUMBER OF EVENTS
2022	0
2023	0
2024	0

Product Sustainability

Product Stewardship

Formed by a team from Engineering, the DIPAS (Environmentally Sustainable Product Integrated Development) group is focused on the environmental aspects of product sustainability, working on the following fronts: reduced use of internationally regulated chemicals, Design for Environment (DfE), life cycle assessment (LCA), and extended product life cycle thinking.

The chemical focus area aims to comply with international regulations that restrict the use of certain chemical substances in products, as well as to mitigate the risk of use at Embraer. This is achieved through the mapping of high-concern chemical substances used in Embraer products, which is a key activity conducted by DIPAS. To support this, contractual requirements are established for suppliers to report the presence of monitored substances in their components.

In the Design for Environment (DfE), Life Cycle Assessment (LCA), and Extended Product Life Cycle focus areas, DIPAS guides and trains development teams in creating technologies with lower environmental impact – a process under continuous implementation. To support this, a Design for Environment Guide was developed and is made available to engineers from the early stages of product development.

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 ongoing effort by the Product Development, Conceptual Studies, and Technology Development teams, among many others, to ensure their implementation throughout the entire aircraft life cycle.

Some of the main principles of the DfE include optimizing the product life cycle, extending the service life of materials, and facilitating product disassembly at the end of life.

In this regard, Embraer developed a DfE Guide linked to internal procedures, containing objectives, guidelines, and design options made available to engineers during the product development phase.

Another important DfE principle is the selection of resources and processes with lower environmental impact. To support this selection, Embraer uses a platform to gather information on hazardous and

regulated substances in components acquired from the supply chain and to monitor affected manufactured parts. The selection of sustainable materials is also promoted through contractual sustainability requirements for new products and the application of Embraer's internal environmental standards to product design documentation.

In the aerospace industry, one of the main drivers in product development is to build products that are fuel-efficient, emit less, and are highly durable. Weight reduction and efficiency are key to lowering fuel consumption. Therefore, the best practices in design, materials, and manufacturing processes are employed—critical factors that contribute to improvements in the buy-to-fly ratio and reductions in the raw material manufacturing cycle. Design for Maintainability concepts are also applied to facilitate maintenance and aircraft disassembly at the end of its 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. This carbon footprint study provided a comprehensive analysis of the aircraft's greenhouse gas (GHG) emissions, covering processes from raw material extraction to the end of production — that is, a cradle-to-gate approach. This represents one of the company's initial steps in its movement toward achieving carbon neutrality by 2040.

The results enabled Embraer to identify the main sources of emissions within the aircraft production chain, as well as opportunities for improvement in processes such as supplier engagement, sustainable procurement, use of renewable energy, among others.

In 2024, the Integrated Environmental Product Development team (EnvIPD) participated in the mentorship phase of the Engineering Specialization Program (PEE) to guide students - future Embraer employees - in including environmental requirements during the conceptual studies of aircraft development and conducting simplified LCAs during preliminary studies. The team has also recently joined the new LCA Working Group of the International Aerospace Environmental Group (IAEG).

End of Life

Embraer is especially committed to the end-of-life management 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 end-of-life aircraft management through the publication of Best Management Practices for handling used aircraft parts and assemblies, and for aircraft material recycling.

To extend the service life of Embraer aircraft, a number of initiatives are implemented to maintain the operability of all aircraft models—including out-of-production aircraft—such as the development of solutions to comply with new regulatory and authority requirements.

Regarding end-of-life components and parts, Embraer offers customers and operators special return services during the aircraft's service phase, to support the management and replacement of repairable components, aiming to maximize parts reuse and circularity, promote efficiency and cost savings, and reduce aircraft downtime.

Additionally, Embraer is expanding its aircraft disassembly business to leverage USM (Used Serviceable Materials) markets, with a strong focus on ESG practices.

Another important initiative is proactive obsolescence management, led by a dedicated team responsible for monitoring component and part obsolescence due to factors such as geopolitical issues, technological advancements, supplier strategies, manufacturer bankruptcies, raw material changes, environmental regulations, among others.

Social Indicators

Health, Safety and Well-being (GRI 403-1)

Embraer strives for excellence in occupational health and safety performance. The company has a set of preventive practices to protect employees from occupational risks and workplace accidents, providing a safe and healthy environment with optimal conditions for everyone to perform their tasks. Educational and preventive actions are offered continuously and guided by the MASS policy (Environment, Health and Occupational Safety) with global coverage.

All employees and partner companies (service providers) are covered by the Integrated Management System for Environment, Health and Occupational Safety (SIGMASS). The team is composed of assistants, nursing technicians, occupational safety technicians, occupational safety engineers, environmental engineers and technicians, coordinators, and the Global Head of Environment, Health and Safety.

Additionally, it is essential to clearly establish the process of hazard identification and risk management, and to systematize the dissemination of obligations and prohibitions that must be known and followed regarding occupational health and safety. This is part of the Occupational Risk Management (GRO) program, which is integrated into SIGMASS.

Workplace safety indicators are monitored monthly and overseen by the company's leadership, both in visibility meetings with executive boards and in Board of Directors meetings. (GRI 403-2)

The management model adopted in the Embraer Business Excellence Program – P3E uses the SQDC (Safety, Quality, Delivery, and Cost) concept, aiming to standardize and optimize the company's operational and cost indicators. In addition to business excellence criteria, Embraer maintained its international certifications ISO 14001 and ISO 45001 in 2024, ensuring the implementation of all tools required by these standards. This means that more than 82% of Embraer's operations are covered by these certifications. Alongside external certifications, the company also conducts annual internal audits, assessing environmental, health, and occupational safety requirements, reaching 100% coverage.

Employees who are not directly hired by Embraer may report hazards and risk situations via the SIGMASS channel. This communication channel is anonymous and supported by Embraer's Compliance policy.

Workplace Accidents (GRI 403-9)

WORKPLACE ACCIDENTS – EMPLOYEES	UNIT	2022	2023	2024
Total number of fatalities	N.	0	0	0
Fatality rate	I	0	0	0
Total number of work-related injuries with leave (excluding fatalities)	N.	23	25	24
Rate of work-related injuries with leave (excluding fatalities)	I	0.75	0.69	0.60
Total number of reportable work-related accidents	N.	23	25	24
Rate of reportable work-related accidents	I	0.71	0.69	0.60
LOST TIME INJURY FREQUENCY RATE, BY COUNTRY				
Brazil	I	0.16	0.13	0.3
United States	I	3.61	2.2	2.25
Portugal	I	1.94	3.81	1.7
Other countries	I	0	0	0
Total	**I**	**5.71**	**6.14**	**4.25**

WORKPLACE ACCIDENTS – HIRES	UNIT	2022	2023	2024
Total number of fatalities	N.	0	0	0
Fatality rate	I	0	0	0
Total number of work-related injuries with leave (excluding fatalities)	N.	8	6	9
Rate of work-related injuries with leave (excluding fatalities)	I	0.64	0.18	0.31
LOST TIME INJURY FREQUENCY RATE, BY COUNTRY				
Brazil	I	0.73	0.41	0.45
United States	I	1.53	2.88	2.6
Portugal	I	0	0	1.7
Other countries	I	0	0	0
Total	**I**	**2.72**	**3.29**	**4.75**

Note: The data was calculated in accordance with Brazilian regulatory standards, OSHA (USA), and the legislation of the countries where Embraer operates. Rates were calculated based on 1,000,000 hours worked. Figures have been rounded.

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

Embraer's Occupational Health Program aims to provide occupational medical care services at company units, as well as to ensure the monitoring of workplace environmental conditions, promoting both health and the prevention of occupational and clinical diseases.

All employees are required to undergo periodic occupational health exams, which are conducted on-site or at Embraer-accredited clinics. In addition, the occupational physician must perform unannounced visits to various areas of the company, together with the occupational engineering team, to inspect employee working conditions.

The company also has a structured hazard and risk assessment process aimed at preventing and mitigating health and safety impacts on its employees. This work is led by Embraer's Environment, Health, and Safety team.

The participation of non-employee collaborators is essential to building a safe environment for everyone. Employees are responsible for reviewing and being familiar with hazards and control measures related to their work processes, as well as for requesting updates via the SIGMASS system whenever needed.

Embraer also has a formal health and safety committee composed of employees, known as CIPA – Internal Commission for Accident Prevention, governed by Brazilian Regulatory Standard NR5.

Well-Being Program

Fostering of Health and Well-Being

(GRI 403-6)

ACTIONS	NUMBER OF PARTICIPATING EMPLOYEES		
	2022	2023	2024
Smoke-Free Well-Being	18	12	32
Drug-Free Well-Being	23	10	25
Well-Being with Family	125	290*	284*
Well-Being with Yourself	556	368	1,962
Well-Being and Exercising	1,011	5,166	9,598 *
Feeling Good	467	336	1,763
Vaccination Program*	27,000	23,241	25,003
Embraer in Motion	2,762	1,168	692
Prevention Livestreams	1,028	61	993

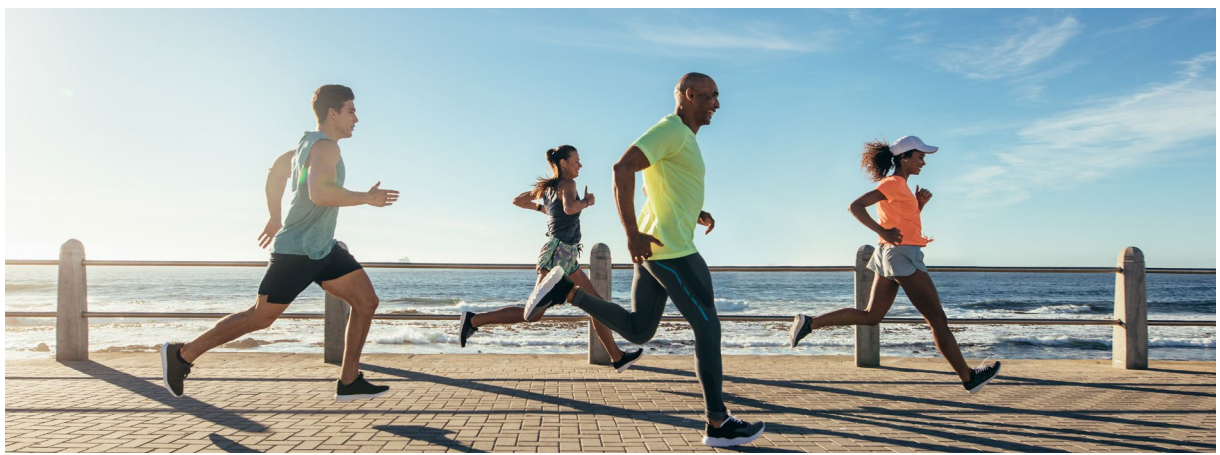
Note: (1) These programs are offered to Brazilian employees. ***This number includes employees and their dependents.*** *Figures have been rounded.*

Well-Being with Yourself

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

Well-Being and Exercising

The company offers this benefit to its employees, direct dependents, and interns, providing access to a range of solutions that help them stay active and healthy, with options for physical activity and wellness incentives, such as gym membership packages and access to a comprehensive wellness program—covering physical, mental, and nutritional health—available both in Brazil and abroad.



Drug-Free Well-Being

The program includes a team of qualified professionals, in partnership with specialized institutions, to support the prevention and treatment of chemical dependency, offering assistance through the following modalities:

- **Outpatient care:** consultations with specialists, including individual therapy and participation in weekly support group meetings exclusively for Embraer.
- **Inpatient care:** in more advanced cases of the condition, when necessary, treatment may involve admission to specialized clinics for 30 to 45 days.
- **Support for direct dependents:** recognizing the importance of family support, the program offers treatment for family members through support groups and individual therapy, helping them to cope with the situation.

The program covers all expenses related to the first inpatient treatment and outpatient care.

Well-Being with Family

Embraer offers support to employees who are expecting a child by providing two special courses:

Pregnancy Course: Designed for future mothers and fathers, this course is held twice a year, either live or online, offering essential guidance for this special moment and the **Paternity Leave Course:** Exclusive to employees who are going to become fathers.

In addition, Embraer grants the following benefits:

- **Maternity Leave:** 180 days of paid leave, allowing mothers to fully dedicate themselves to caring for their newborn.
- **Paternity Leave:** 20 days of paid leave for fathers, in accordance with the “Empresa Cidadã” (Citizen Company) Program guidelines.
- **Newborn Gift:** a thermal bag is offered to newborns.
- **Childcare Assistance:** Available to female employees during the first 18 months after returning from maternity leave, aimed at supporting work–life balance.

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

Feeling Good

Designed to care for both mind and body, this initiative offers free psychological support and immediate assistance.

Leadership Training

Leadership development to address mental health matters, promoting a healthy and welcoming work environment.

Digital Health

Beneficiaries of the Bradesco Saúde health plan have access to medical care via app, with licensed professionals available throughout Brazil.

Mindfulness and Self-Care

A moment dedicated to well-being. Fifteen minutes set aside exclusively for self-care, with various activities that promote balance and tranquility.

On-site Medical, Assistance and Occupational Care

For employees working fully on-site or in a hybrid model, the benefit includes access to an on-site medical clinic with a healthcare team prepared to handle medical concerns, answer questions, and make referrals.

Conversation Circles

With health professionals, aimed at active listening for employees.

Multidisciplinary Well-Being Team

A team dedicated to employee support and care, including personalized health and wellness services, as well as assistance from medical and dental plan providers.

24-Hour Social Support Hotline

Phone support service for employees and their direct dependents in emergency situations, such as:

- Funeral assistance for employees and direct dependents;
- Support in the event of work-related, traffic, or other types of accidents;
- Authorization for emergency medical or dental plan services;
- Emergency assistance for employees on assignment.

This initiative aims to strengthen the quality of life and well-being of all employees.

Vaccination Benefit

Vaccines are effective and help prevent and reduce the spread of diseases. As a way of promoting the health of its employees and their direct dependents, Embraer offers the Vaccine Benefit, through which the company covers 80% of the cost of certain vaccines not provided by the government.

Pharmacy Benefit

This benefit consists of Embraer's pre-defined financial contribution to the purchase of prescription medications (medical and dental) made by employees and their direct dependents.

Dental Plan

Embraer offers four dental plan options to all employees and their legal dependents. The basic plan (mandatory coverage) is fully funded by the company.

Currently, 35,000 individuals are covered under the dental plans.

Health Plan

Embraer offers both regional and national health plans, with ward and private room accommodation options, available to all employees and their legal dependents.

The company contributes to the monthly premiums, subsidizing between 70% and 100% of the cost. At present, the health plans cover 41,900 individuals.

Life Insurance

The company offers life insurance coverage to all employees and interns.

On-site Laboratory Services

To simplify daily routines and encourage employees to keep their medical tests up to date, the company provides access to Sabin Clinical Laboratory services at the São José dos Campos and EGM facilities.

Talent Management (GRI 404-1)

Employee Training and Development

AVERAGE TRAINING HOURS PER EMPLOYEE, BY JOB CATEGORY AND GENDER		2022		2023		2024	
		MEN	WOMEN	MEN	WOMEN	MEN	WOMEN
Administrative	Total training hours	7,191	4,468	8,957	6,409	8,311	4,768
	Total number of employees by category	355	228	335	230	368	267
	Average hours per employee by category	**21.5**	**19.6**	**26.7**	**27.9**	**22.6**	**17.9**
Engineer	Total training hours	87,790	20,560	166,207	40,954	159,855	42,078
	Total number of employees by category	3,026	553	3,196	617	3,441	712
	Average hours per employee by category	**28.7**	**37.2**	**52**	**66.4**	**46.5**	**59.1**
Internship	Total training hours	12,599	11,102	16,160	11,415	22,832	13,380
	Total number of employees	310	236	357	250	335	235
	Average hours per employee by category	**40.6**	**47**	**45.3**	**45.7**	**68.2**	**58.2**
Leadership	Total training hours	24,522	5,332	22,154	5,397	18,878	4,397
	Total number of employees by category	797	148	827	164	890	185
	Average hours per employee by category	**30.8**	**36**	**26.8**	**32.9**	**21.2**	**23.8**
Operational	Total training hours	263,727	34,699	355,700	60,129	395,791	81,586
	Total number of employees by category	5,908	719	6,805	1,007	7,559	1,289
	Average hours per employee by category	**44.6**	**48.3**	**52.3**	**59.7**	**52.4**	**63.3**
Pilot	Total training hours	572	0	1,320	63	1,299	38
	Total number of employees by category	84	0	99	2	99	3
	Average hours per employee by category	**6.8**	**0**	**13.3**	**31.6**	**13.1**	**12.7**
Professional	Total training hours	51,223	43,581	44,657	31,279	44,662	35,958
	Total number of employees by category	1,588	1,169	1,691	1,244	1,769	1,355
	Average hours per employee by category	**32.3**	**37.3**	**26.4**	**25.1**	**25.2**	**26.5**
Technician	Total training hours	87,886	8,996	116,452	13,475	136,205	13,629
	Total number of employees by category	1,932	194	2,094	240	2,156	246
	Average hours per employee by category	**45.5**	**46.4**	**55.6**	**56.1**	**63.2**	**55.4**
Total	Total training hours	525,510	128,738	731,608	169,121	787,833	195,833
	Total number of employees	14,016	3,247	15,404	3,754	16,617	4,287
	Average hours per employee	**38.2**	**39.6**	**47.5**	**45.1**	**47.4**	**45.7**

Figures have been rounded.

Employee Training and Development

AVERAGE TRAINING HOURS PER EMPLOYEE, BY GENDER AND AGE GROUP		2024	
		MEN	WOMEN
Up to 20 years	Total training hours	27,220	13,516
	Total number of employees by category	339	206
	Average hours per employee by category	**80,3**	**65.6**
21 to 30 years	Total training hours	232,613	82,401
	Total number of employees by category	3,511	1,342
	Average hours per employee by category	**66.3**	**61.4**
31 to 40 years	Total training hours	255,556	60,704
	Total number of employees by category	4,944	1,422
	Average hours per employee by category	**51.7**	**42.7**
41 to 50 years	Total training hours	215,514	34,420
	Total number of employees by category	5,639	1,049
	Average hours per employee by category	**38.2**	**32.8**
Over 50 years	Total training hours	56,930	4,793
	Total number of employees by category	2,184	268
	Average hours per employee by category	**26.1**	**17.9**

Figures have been rounded.

Employee Training and Development

AVERAGE TRAINING HOURS PER EMPLOYEE, BY GENDER AND ETHNICITY		2024	
		MEN	WOMEN
Black	Total training hours	41,069	9,623
	Total number of employees by category	637	147
	Average hours per employee by category	**64**	**65**
Brown	Total training hours	135,529	36,787
	Total number of employees by category	2,132	562
	Average hours per employee by category	**64**	**65**
White	Total training hours	544,937	139,360
	Total number of employees by category	11,442	2,998
	Average hours per employee by category	**48**	**46**
Asian	Total training hours	11,984	2,725
	Total number of employees by category	249	50
	Average hours per employee by category	**48**	**54**
Indigenous	Total training hours	769	100
	Total number of employees by category	9	3
	Average hours per employee by category	**85**	**33**
Not declared	Total training hours	2,922	347
	Total number of employees by category	514	177
	Average hours per employee by category	**6**	**2**

Note: the ethnicity data refer only to employees in Brazil. *The figures presented have been rounded.*

Investment in Employee Development

(GRI404-1)

INVESTMENT IN TRAINING AND DEVELOPMENT	2022	2023	2024
Average training and development hours per FTE	**38**	**47**	**47**
Average training and development spending per FTE (USD)	78	98	64

Corporate Programs (GRI 404-2)

Embraer Academies

Designed to accelerate and enhance technical, behavioral, and business competencies through customized programs for employees, aiming to meet business unit strategies and ensure competitiveness in the market by investing in people development.

These academies are developed by the People Training and Development team in partnership with subject matter experts from across the company. They offer innovative learning solutions aligned with current trends and provide top-tier educational experiences, while strengthening a culture of continuous learning.

Leadership Academy

In 2024, Embraer restructured its Leadership Academy to strengthen global connections and foster closer relationships with leaders, reaffirming its commitment to developing, empowering, and supporting them in exercising leadership aligned with expected behaviors.

The Leadership Academy focused on reinforcing these behaviors through training on **Embraer's Leadership Behaviors**, promoting a culture of collaboration, integrity, innovation, and excellence. This initiative seeks to develop leaders who can inspire, engage, and empower their teams, creating a healthy work environment aligned with organizational values and focused on delivering strategic results.

Two new programs were created: The **First-Time Leadership Journey** was developed for supervisors embarking on their management path. The program focuses on developing essential skills such as organization and communication.

Meanwhile, the **EMpower to Fly** program was designed to prepare professionals with leadership potential by working on strategic skills and equipping them to face higher-level challenges in the future.

As part of an existing initiative focused on the development of women in leadership at Embraer, called **EMpower Women**, the Leadership Academy enhanced this effort by introducing a dedicated mentorship program for women supervisors. These supervisors are mentored directly by directors and managers of the company, reinforcing Embraer's commitment to promoting the development of women for leadership roles, in line with the company's target of reaching 20% female representation in senior leadership by 2025.

The company also continued its **Mental Health and Psychological Safety** training program, aimed at raising awareness and engaging leaders to act as agents of transformation, fostering healthy and psychologically safe environments for themselves and their teams.

Other programs and training initiatives support these efforts, focusing on preparing leaders to manage healthy and engaged teams, aligned with Embraer's commitment to building a more inclusive and responsible organization, grounded in its Cultural Pillars.

Engineering Academy

In 2024, several learning solutions were implemented, aligned with current and future demands of engineering, and aiming to accelerate the development of technical, behavioral, and business skills among employees. These initiatives promote a systemic view of product development, strengthen knowledge management, and encourage employee engagement. Additionally, new engineering-specific programs were launched, complementing existing initiatives that have evolved over the years. All these actions were conducted with the collaboration of multidisciplinary teams from the engineering and training and development areas.

Engineering Technical Mentorship Program

For over 15 years, the Technical Mentorship Program has demonstrated the importance of intergenerational knowledge exchange in enhancing the technical maturity and readiness of employees. In 2024, a new 18-month cohort was launched, involving 225 mentor-mentee pairs. Participants dedicated study hours to 191 technical topics with direct impact on people development and the preservation of Embraer Engineering's technical knowledge. The program is coordinated by the Engineering Strategy team, with support from the Engineering Academy.

Engineering Knowledge Acceleration Program (ACE)

It aims to train employees with up to 12 months at the company and new hires through 38 courses, structured around the following pillars: Culture, Aeronautics & Business, Engineering Excellence Manual, and DIP (Integrated Product Development), as well as Technical Concepts, Engineering Procedures and Tools, Business, and Soft Skills. All training sessions are delivered within 20 days by Embraer's in-house expert facilitators. In addition to theoretical courses, the program offers practical immersion across different departments, giving participants the opportunity to get closer to operations and products.

The program has trained 20 cohorts and approximately 980 participants to date, including 5 cohorts held in 2024, supporting key areas involved in integrated product development: Engineering, Manufacturing Engineering Strategy, Quality, Services & Support, and subsidiary EVE. This training program recorded a total of approximately 70,000 training hours in 2024.

Electronic Warfare Extension Program

This program is conducted in partnership with ITA (Technological Institute of Aeronautics) and offers participants an extension certificate in Electronic Warfare. The program includes conceptual modules, lab-based practical activities, and technical visits to institutes, companies, and organizations in the market.

In 2024, the second cohort was held with 24 participants from various Embraer departments: Engineering, Services & Support, and Sales, as well as one participant from XMobots®, a drone company invested in by Embraer. Over the program's lifetime, 50 direct applications of course knowledge to business operations have been recorded, resulting in reduced labor hours, better understanding of customer needs, and improved, more coherent configurations—all contributing to aligning learning with business outcomes.

Soft Skills Program for Engineering

The Engineering Academy's Soft Skills pillar delivered several in-person and remote training sessions on this topic, supported by the LinkedIn Learning platform, external consultancies, and internal instructors. Over 5,600 participations were recorded, totaling approximately 11,000 training hours.

The four most accessed topics were: learning culture, decision-making, creative thinking, and active listening in interpersonal communication. Compared to 2023, there was a significant increase in the number of employees accessing soft skills content—an achievement made possible by the availability of the LinkedIn Learning platform and the creation of a working group composed of both leaders and non-leaders from the engineering and training & development areas. This group structured reinforcement strategies for learning solutions, such as podcast series on soft skills (featuring senior leadership), awareness forums on the learning culture (lifelong learning, upskilling, and reskilling), microlearning editions (curated content on soft skills), and self-development learning paths focused on soft skills. One highlight that contributed to soft skills development in engineering was the "Developing Innovative Environments" Workshop, held at various Embraer sites, which trained around 130 leaders. The workshop provided opportunities for reflection and the collection of best practices, encouraging innovation and increasing employee engagement.

Also contributing to soft skills development is the Engineering Shadowing Program, now in its second cycle in 2024. The program was designed by the engineering teams in collaboration with the Engineering Academy. In 2024, it reached 81 participants—a 75% increase compared to 2023—and totaled 2,025 participant hours. The program's main objectives include fostering engagement, developing soft skills (such as interpersonal relationships), and expanding both business and technical capabilities.

Flight Test Engineer Training Program

In 2024, Embraer launched the first Brazilian cohort of the Flight Test Engineer Training Program, in partnership with a national institution accredited by the Ministry of Education (MEC). Each participant followed a structured curriculum consisting of: 78 hours of theory, 240 hours of flight simulator exercises, 120 hours of practical flights in an experimental aircraft, 400 additional hours dedicated to familiarization with flight test documentation, including test card creation, flight preparation, and report writing.

Eight employees completed the full training path as regular students from the flight test department, and two others from different departments joined the theoretical and simulator stages to deepen their knowledge in this area — reinforcing the company's flight test talent pipeline.

The program was designed to meet business demands for current and future flight test campaigns, which require increased technical readiness.

Embraer Connections Tour Program

This program aims to broaden employees' understanding of Embraer's products and processes. More than 40 experiential stations are cataloged across 6 Embraer sites, including final assembly, control tower, furniture production,

simulators, laboratories, augmented reality center, and wiring harness production, among others.

In addition to bringing participants closer to the product, the initiative fosters cross-functional interaction. Since 2023, over 800 employees have participated in the tours, totaling approximately 50,000 hours of training. This is a hands-on learning experience with multiple associated benefits and plays an important role in strengthening employee engagement with Embraer.

Product Development Skills Acceleration Program

Revamped in 2023, the Product Development pillar delivered nine specialized development tracks in the following technological areas: Aeronautics, Structures, Materials, Maintenance Engineering and Technical Information (EMIT), Systems, Projects, Product Integrity, Software, and Systems Integration. Additionally, a General Product Development Track was launched, focusing on transversal topics recommended or required for all new engineering employees, such as: Innovation and Technology, Product Cost, Aeronautical Culture, Product Configuration, Project Management, Business & Management, Technical Concepts, and Soft Skills. In 2024, the number of new learning solutions increased by more than 151% compared to 2023. The Engineering Academy now counts 219 learning path curators and approximately 280 internal instructors, responsible for more than 650 internal specialized training courses. Highlights among new learning solutions include the production of 11 self-produced video lessons by internal instructors using Embraer-provided tools and an external partner's AI platform. Another key 2024 initiative was the expansion of the Hard Skills Pillar learning tracks to engineering sites abroad, where 14 courses were held, training approximately 150 engineering professionals through customized programs adapted to local cultures. Similar expansions are underway for the Business & Management and Soft Skills pillars.

Engineering for the Future – Skills Development Program

In 2024, the first cohort of the Model-Based Systems Engineering (MBSE) Program was held, in partnership with the Technological Institute of Aeronautics (ITA). This conceptual and practical training, attended by 40 employees, uses modeling techniques to support a system's entire lifecycle. It promotes upskilling of future tech capabilities and enables the development of robust, efficient, and safe systems. The program was stablished by attendance, totaling approximately 4,000 participant hours, with both conceptual and practical activities, such as real-time simulation exercises, a final project based on an applied case, and the promotion of social learning among participants, who were able to exchange experiences and lessons learned throughout the course.

Engineering Job Rotation Program

In 2024, Embraer held the second edition of the Engineering Job Rotation Program, coordinated by the Engineering team in partnership with the Engineering Academy. A total of 81 selected employees participated in 3 to 6-month rotations, working on tasks and challenges in different departments. The program was created to broaden technical knowledge, increase understanding of different routines and processes, expand business and strategic insight within engineering, and strengthen networking soft skills. In 2024, the program expanded beyond engineering to other departments involved in product development.

Business & Management in Engineering Program

In 2024, the Engineering Academy strengthened the Business & Management pillar by assembling a working

group of leaders and non-leaders in collaboration with the Training and Development department. A Business & Management Immersion Program was launched, with 970 total participants across 14 curriculum modules taught by expert partners. Among them, 60 participants from Brazil and the United States were selected for the full learning journey. In total, the program accounted for 1,940 participant hours. Topics covered include: the structure, strategy, and operations of Embraer's business units; strategic planning; corporate finance; integrated product development; customer and product support services; innovation; among others. The sessions were led primarily by leaders and subject matter experts from various areas. This program will expand throughout 2025 with the recording of video lessons, making knowledge more accessible and scalable to all employees in engineering and other areas of the company. The initiative aims to enhance business insight, support more assertive and integrated decision-making, and strengthen employee engagement with Embraer.

Culture Academy

To disseminate and reinforce Embraer's Cultural Pillars, the Culture Academy page was launched on the EMpower hub. The academy offers a learning journey about organizational culture, including the origin of the pillars and expected behaviors, alongside curated LinkedIn Learning courses that help employees practice those values daily.

Diversity Academy

Focused on strengthening a culture of diversity, equity, and inclusion, the Diversity Academy hosted development webinars to raise awareness and foster understanding of issues related to underrepresented groups, including women, the LGBTQIA+ community, people with disabilities, and Black and Brown individuals. In 2024, learning paths on diversity, equity, and inclusion were launched on the EMpower hub. These included four core pillars and about 50 curated content pieces, ranging from beginner to intermediate level, sourced from various platforms.

Business Units Academy

In 2024, the Materials Academy and Tech Services Academy, under the Services & Support vice-presidency, delivered a combined total of 1,700 training hours, in addition to webinars and discussion circles. Both academies had global reach and focused on developing technical and behavioral competencies.

Manufacturing Engineering Academy

Launched in August 2023, the Manufacturing Engineering Academy consists of a series of programs focused on qualifying and training professionals for current and future challenges, aiming to enhance team readiness and define strategic actions to address capability gaps. In 2024, the academy was introduced to the Melbourne site in the United States, with learning paths designed in alignment with local cultural context. A global mentoring program was also launched, with 61 mentor-mentee pairs focused on developing readiness in key aeronautical technologies critical to the sustainability of the business. Throughout 2024, approximately 200 training sessions were held, with around 8,000 participants, covering both soft and hard skills.

Quality Academy

Launched globally in 2024, the Quality Academy aims to pursue excellence in quality and customer satisfaction through learning and people development, as well as by building the competencies of today's and tomorrow's professionals. It seeks continuous improvement and process standardization, with the goal of achieving high quality standards by promoting ongoing enhancement.

As a result, over 40 training sessions were delivered, reaching approximately 1,000 participants and totaling around 370 learning hours.

Supply Chain Academy

Launched in 2021, the Supply Chain Academy is dedicated to providing training in supply chain management best practices and concepts, as well as cultivating behaviors that drive process transformation and continuous improvement toward excellence, which is particularly relevant for areas involving supply chain management—one of the business's most critical topics. In 2024, training continued with a focus on soft skills, including advanced negotiation based on real case studies, elicitation techniques, and APICS CPIM certification, which attests to competencies in materials management, inventory, and planning. The year also marked the launch of a mentoring program involving 16 pairs, working on topics directly related to business challenges. As a result, the program delivered approximately 150 training sessions, with over 2,800 participants and about 240 learning hours.

Procurement Academy

The Procurement Academy aims to ensure the development of Procurement professionals by building training paths based on the competencies required for each role, in alignment with Embraer's business and strategic needs. The academy features 27 development topics mapped across its learning paths, with approximately 1,900 participations and over 209 training hours recorded. In 2024, 31 training sessions were conducted, aligned with the academy's business fronts, and a mentoring program was launched with 16 mentor-mentee pairs, focusing on business-driven challenges. Additionally, the leadership team and early-career professionals (Y Generation) was trained in Advanced Negotiation, in partnership with one of the leading consulting firms in the market.

Lean Academy

One of Embraer's pioneering academies, open to all areas of the company. Its objective is to foster organizational learning and disseminate the Lean philosophy, which forms part of the cultural foundation of Embraer's strategic plan.

In 2024, the academy delivered around 260 training sessions, training over 4,000 employees, including more than 1,800 participants trained in DOJOs, Embraer's hands-on Lean learning spaces.

Since its launch in 2020, the Academy has reached a milestone of 286,000 training completions.

In 2024, as part of its strategy to broaden the dissemination of Lean principles, the academy introduced AI-powered dubbing of its training materials — originally in Portuguese — into English, and made them available on EMpower, ensuring inclusivity and expanding global organizational learning.

Corporate Aeronautical Qualification Program

This program provides content aimed at the company's production areas responsible for the manufacturing and assembly of aircraft. Its purpose is to ensure employees are

fully qualified and prepared to perform their duties with safety and quality. In 2024, a Kaizen event resulted in the creation of the Embraer Qualification Program (PQE).

Under the Internal PQE, a trainee program was introduced, in which new employees are hired and undergo approximately 45 days of training, covering basic production concepts in both theory and practice. After the qualification phase, they are assigned to operational areas where they continue their learning through On-the-Job Training (OJT), supported by designated mentors.

In 2024, the Internal Qualification Program registered approximately 300,000 course participations, totaling around 500,000 training hours.

My Tech Academy (Technology Academy)

The My Tech Academy aims to train and develop Embraer employees in the most advanced technologies, accelerating knowledge acquisition and enhancing the speed at which new solutions are implemented. In 2024, the academy focused on developing transformation agents, driving significant change across various areas of the company.

The results highlight its impact: 54 key topics were covered, with 72 training sessions and events held, and over 10,000 participations recorded.

Soft Skills Program

Embraer's Soft Skills Program is designed to develop and enhance employees' interpersonal and behavioral skills, aligned with Embraer's cultural strategy and expected behaviors.

In 2024, the program held 100 sessions across 18 different topics, totaling over 800 training hours and around 2,500 participations.

Knowledge Partners Program

The Knowledge Partners Program includes over 1,200 active partners, who are responsible for delivering approximately 90% of all synchronous training sessions at Embraer.

To maintain engagement and continuous development of the partners in 2024, the following initiatives were conducted:

- Hybrid recognition event for Knowledge Partners from all Embraer sites;
- Creation and revision of specific training programs for the development of this audience;
- Launch of a Self-Development Learning Path.

Education Incentive Program

Launched in 2022, the Program was created to recognize and foster employee development by offering financial support for postgraduate education, including lato sensu and stricto sensu programs (MBA, master's, doctoral, and post-doctoral studies), in both Brazil and abroad, in alignment with the business strategy. Applicable to all employees under permanent employment contracts across all Embraer units, the program supported approximately 100 employees in 2024, with a total investment of over BRL 300,000.

Language Learning Program

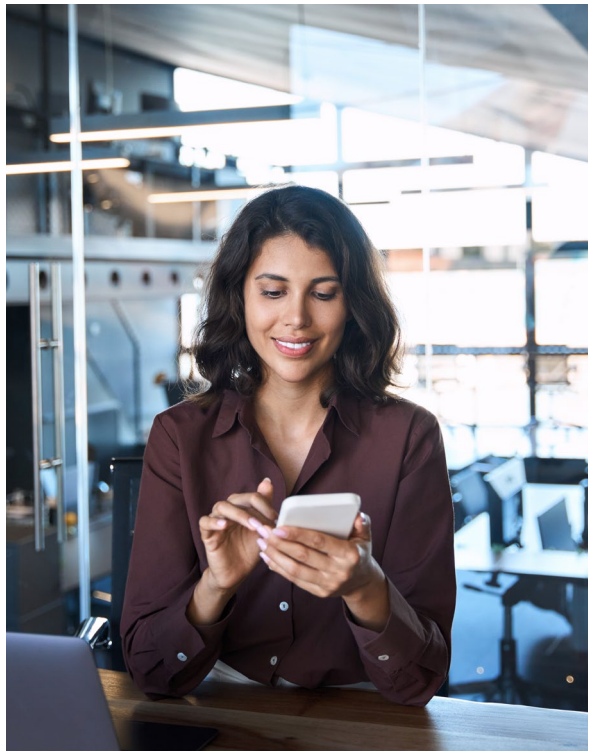
With classes and content offered entirely online (both synchronous and asynchronous), the Language Program had over 600 active students in 2024, closing the year with 69 classes and a total investment of approximately BRL 3.6 million.

Learning Platforms

LinkedIn Learning

The platform offers over 24,000 learning resources — updated weekly — ranging from beginner to advanced levels. It covers topics such as: people, business, technology, and creativity, and is available in over 10 languages. It includes certifications, accessibility features, and AI tools. Following its launch in late 2023, 2024 was marked by a strong campaign to promote and drive engagement to it, adding value for both employees and the business. LinkedIn Learning courses were increasingly incorporated into the academies' learning tracks and corporate programs, in addition to being accessed independently by employees pursuing self-development. As a highlight engagement strategy, the company aligned the topic of learning with innovation by launching a dedicated learning path in innovation and technology, using LinkedIn Learning content. This path was promoted globally in partnership with Embraer's Innovation team.

The most frequently accessed LinkedIn Learning courses by Embraer employees in 2024 were: Microsoft Excel, Power BI, Artificial Intelligence, Data Analysis, Communication, Emotional Intelligence, and Personal Development. That year, the platform maintained an average engagement rate of 58% of "repeat learners" (those who consistently access content), outperforming the 48% average among companies in the same industry segment.



EMpower Learning

In 2024, Embraer officially launched the EMpower Learning Platform, developed in-house by the People Development team in partnership with various business areas. The platform replaced a previously outsourced solution provided by an external consultancy, resulting in cost reduction and greater autonomy for Embraer in knowledge management. This initiative aims to host a wide variety of content organized into learning paths, helping employees find educational resources that support skill development, upskilling, and reskilling in the areas of Soft Skills, Hard Skills, and Business. These learning paths are designed by Embraer's Corporate Programs and Academies, based on current and future business skill requirements, as well as individual development plans (IDPs). The EMpower Learning Platform stands as a symbol of Embraer's commitment to empowering individuals in their self-directed development, enabling employees to independently plan their learning journeys, access content at any time, and explore materials developed by cross-functional teams. This cross-disciplinary access promotes the expansion of capabilities across various domains, accelerating performance and career growth.

New Employee Hires (GRI 401-1)

NEW HIRES	UNIT	2022	2023	2024
Total hires	N	3,371	3,581	**3,948**
Percentage of hires relative to total employees	%	19	19	**19**
NUMBER AND PERCENTAGE OF HIRES BY GENDER	**UNIT**	**2022**	**2023**	**2024**
Women	N.	858	938	**1,117**
	%	25.5	26	**28**
Men	N.	2,492	2,642	**2,827**
	%	73.9	74	**72**
NUMBER AND PERCENTAGE OF HIRES BY AGE GROUP				
Under 30	N.	1,598	1,770	**2,219**
	%	47.4	49	**56**
30 to 50	N.	1,567	1,657	**1,561**
	%	46.5	46	**39**
Over 50	N.	206	154	**168**
	%	6.1	4	**4**
NUMBER AND PERCENTAGE OF HIRES BY COUNTRY				
Brazil	N.	2,831	3,084	**3,391**
	%	84	86	**86**
United States	N.	497	442	**499**
	%	14.8	12	**13**
Portugal	N.	2	7	**6**
	%	0.06	0	**0**
Other countries	N.	41	48	**52**

Figures have been rounded.

New Employee Hires (GRI 401-1)

STEM HIRES				
Women	N.	134	146	**160**
	%	24	28	**28**
Men	N.	421	377	**416**
	%	76	72	**72**
NUMBER AND PERCENTAGE OF STEM HIRES BY RACE				
Black	N.	-	-	**227**
	%	-	-	**7**
Brown	N.	-	-	**762**
	%	-	-	**22**
White	N.	-	-	**2,340**
	%	-	-	**69**
Asian	N.	-	-	**50**
	%	-	-	**1**
Indigenous	N.	-	-	**4**
	%	-	-	**0**
Not declared	N.	-	-	**8**
	%	-	-	**0**

Figures have been rounded.

Employee Turnover (GRI 401-1)

TURNOVER	UNIT	2022	2023	2024
Total employee turnover	N.	1,347	1,295	**1,280**
Percentage of turnover relative to total number of employees	%	8	7	**6**
Voluntary employee turnover	N.	956	773	**757**
Percentage of voluntary turnover	%	6	4	**4**
NUMBER AND PERCENTAGE OF TURNOVER BY GENDER		**2022**	**2023**	**2024**
Women	N.	245	254	**248**
	%	18.2	19	**19**
Men	N.	1,094	1,033	**1,025**
	%	81	80	**80**
NUMBER AND PERCENTAGE OF TURNOVER BY AGE GROUP		**2022**	**2023**	**2024**
Under 30	N.	243	287	**322**
	%	18	22	**25**
30 to 50	N.	902	803	**765**
	%	67	62	**60**
Over 50	N.	202	205	**193**
	%	15	16	**15**

Figures have been rounded.

TURNOVER	UNIT	2022	2023	2024
NUMBER AND PERCENTAGE OF TURNOVER BY COUNTRY				
Brazil	N.	888	909	**845**
	%	66	70	**66**
United States	N.	427	345	**393**
	%	32	27	**30**
Portugal	N.	1	2	**5**
	%	0.1	0	**0**
Other countries	N.	31	39	**37**
NUMBER AND PERCENTAGE OF TURNOVER BY RACE				
Black	N.	-	-	**34**
	%	-	-	**4**
Brown	N.	-	-	**164**
	%	-	-	**19**
White	N.	-	-	**628**
	%	-	-	**74**
Asian	N.	-	-	**17**
	%	-	-	**2**
Indigenous	N.	-	-	**1**
	%	-	-	**0**
Not declared	N.	-	-	**0**

Figures have been rounded.

Return to Work and Retention After Maternity/Paternity Leave (GRI 401-3)

RETURN TO WORK AND RETENTION AFTER MATERNITY/PATERNITY LEAVE	UNIT	2022	2023	2024
Employees entitled to maternity/paternity leave, by gender				
Women	N.	3,011	3,285	**3,773**
Men	N.	13,706	13,420	**14,539**
Total	**N.**	**16,717**	**16,705**	**18,312**
Total number of employees who took maternity/paternity leave, by gender				
Women	N.	114	74	**115**
Men	N.	390	366	**376**
Total	**N.**	**504**	**440**	**491**
Total number of employees who returned to work after maternity/paternity leave, by gender				
Women	N.	109	72	**108**
Men	N.	377	354	**373**
Total	**N.**	**489**	**426**	**481**
Return-to-work rate of employees who took maternity/paternity leave, by gender				
Women	%	96	97	94
Men	%	97	97	99
Total	**%**	**96**	**97**	**98**
Total number of employees who returned to work after maternity/paternity leave and remained employed 12 months later, by gender				
Women	N.	174	64	76
Men	N.	702	329	341
Total	**N.**	**876**	**393**	**417**
Retention rate of employees who took maternity/paternity leave, by gender				
Women	%	91	90	100
Men	%	95	93	99
Total	**%**	**94**	**92**	**99**

Employees (GRI 2-7)

	FEMALE	MALE	OTHERS*	NOT DISCLOSED	TOTAL
Total number of employees	4,287	16,617	0	19	**20,923**
Number of permanent employees	3,947	16,113	0	19	**20,079**
Number of temporary employees	340	504	0	0	**844**
Number of employees without guaranteed working hours	0	0	0	0	**0**
Number of full-time employees	3,961	16,141	19	0	**20,121**
Number of part-time employees	326	476	0	0	**802**

Gender as self-identified by employees.

	BRAZIL	USA	PORTUGAL	OTHER COUNTRIES	TOTAL
Total number of employees	18,312	2,236	27	348	**20,923**
Number of permanent employees	17,510	2,228	23	318	**20,079**
Number of temporary employees	802	8	4	30	**844**
Number of employees without guaranteed working hours	0	0	0	0	**0**
Number of full-time employees	17,520	2,236	27	338	**20,121**
Number of part-time employees	792	0	0	10	**802**

The total number of employees includes all employees, including interns and apprentices directly hired by the company. Data includes EMBRAER, ELEB, and EVE across all countries. Data from affiliates ATECH, VISIONA, and OGMA were not considered.

For the number of temporary employees, only those under fixed-term contracts, interns, and apprentices were considered. For the number of part-time employees, all individuals working less than 8 hours per day were included.

In 2024, the company had 2,583 workers who were not directly employed by Embraer, but whose work was managed or controlled by the company. The most common types of workers in this category included those in cleaning and maintenance, food services, facility security, IT services, logistics, and tooling engineering. (GRI 2-8)

All employees are represented by an independent trade union or covered by collective bargaining agreements. (GRI 2-30)

Benefits (GRI 401-2)

Embraer offers a comprehensive benefits package that covers 100% of its employees worldwide, with minor variations based on market practices and local realities in each country or region.

In Brazil, where over 85% of Embraer's workforce is located, the benefits include: Health Plan, Dental Plan, Life Insurance, Private Pension Plan, On-site Restaurants at operational units, Meal Voucher, Food Voucher, 180-day Maternity Leave and 20-day Paternity Leave, Flexible Work Hours, Alternative work models such as 100% remote and hybrid formats, Childcare Allowance, Pharmacy Benefit, Vaccine Benefit, Executive Check-up, Gympass, Language Academy, Education Incentive Program, Embraer Cooperative, APVE – Embraer Pioneers and Veterans Association, and ADC – Embraer Class-Based Sports Association.

Additionally, the company offers a comprehensive well-being program. *Learn more.*

Diversity

Diversity in Governance Bodies

(GRI 405-1)

DIVERSITY IN GOVERNANCE BODIES (%)	2022	2023	2024
Women	15	9	**9**
Men	85	91	**91**
Under 30	0	0	**0**
30 to 50	8	9	**9**
Over 50	92	91	**91**
Total number of individuals	**13**	**11**	**11**

Figures have been rounded.

Workforce Composition by Gender and Job Category (GRI 405-1)

EMPLOYEE DIVERSITY	GENDER	2022	2023	2024
Administrative	Women (%)	40	41	42
	Men (%)	59	59	58
	Not disclosed (%)	0	0	0
	Total number of individuals	**563**	**566**	**637**
Engineer	Women (%)	15	16	17
	Men (%)	85	84	83
	Not disclosed (%)	0	0	0
	Total number of individuals	**3,615**	**3,812**	**4,153**
Internship	Women (%)	43	41	41
	Men (%)	57	59	59
	Not disclosed (%)	0	0	0
	Total number of individuals	**546**	**607**	**565**
Leadership	Women (%)	16	16	17
	Men (%)	84	84	83
	Not disclosed (%)	0	0	0
	Total number of individuals	**945**	**991**	**1.075**
Operational	Women (%)	11	12	15
	Men (%)	89	88	85
	Not disclosed (%)	0,4	0,2	0
	Total number of individuals	**6,627**	**7,630**	**8,863**
Pilot	Women (%)	0	2	3
	Men (%)	100	98	97
	Not disclosed (%)	0	0	0
	Total number of individuals	**84**	**101**	**102**
Professional	Women (%)	42	42	43
	Men (%)	58	58	57
	Not disclosed (%)	0	0	0
	Total number of individuals	**2,757**	**2,935**	**3,124**
Technician	Women (%)	9	10	10
	Men (%)	91	90	90
	Not disclosed (%)	0,05	0	0
	Total number of individuals	**2,126**	**2,335**	**2,404**
Total	Women (%)	19	20	20
	Men (%)	81	80	79
	Not disclosed (%)	-	0,1	0
	Total number of individuals	**17,263**	**19,179**	**20,923**

Figures have been rounded.

Workforce Composition by Age Group

(GRI 405-1)

AGE GROUP (%)	2022	2023	2024
Under 30	19	20	**23**
30 to 50	69	67	**63**
Over 50	12	13	**14**

Workforce Composition by Ethnicities and Other Minorities

(GRI 405-1)

ETHNICITIES AND OTHER MINORITIES (%)	2022	2023	2024
Asian	2	1.5	**1**
Black or African American	13	15	**17**
White	71	70	**70**
Indigenous	0.05	0	**0**
Not disclosed	14	13	**12**
People with disabilities	5	4	**4**

Note: "People with disabilities" data refer only to units in Brazil. Figures have been rounded.

Women in Leadership

(GRI 405-1)

WOMEN IN LEADERSHIP (%)	2022	2023	2024
Female representation in the total workforce	19	20	**20**
Female representation in all management levels (junior, middle, and senior management)	16	16	**17**
Female representation in junior management roles (first level of management)	17	18	**17**
Female representation in senior management roles (up to two levels below the CEO or equivalent)	15	13	**17**
Female representation in management roles in revenue-generating functions (e.g., sales)	0	0	**8**
Female representation in STEM roles (Science, Technology, Engineering, and Mathematics)	17	18	**18**

Notes: (i) As of the 2022 report, only women in formal management positions (junior to senior) are included in the count for revenue-generating functions (ii) Embraer includes roles with the word "sales" in this calculation and plans to enhance this parameter to include other revenue-generating functions in the future. Figures have been rounded.

Gender Pay Equity (GRI 405-2)

Ratio of average compensation and base salary received by women to that received by men	Unit	2022		2023		2024	
		Average salary Women	Average salary Men	Average salary Women	Average salary Men	Average salary Women	Average salary Men
Executive level (base salary only)	USD	159,874	184,001	180,990	218,669	157,737	177,376
Executive level (base salary + additional financial incentives)	USD	240,569	309,295	255,864	281,154	217,825	257,139
Managerial level (base salary only)	USD	71,320	71,957	63,552	74,701	49,048	55,600
Managerial level (base salary + additional financial incentives)	USD	83,989	87,023	71,686	88,245	58,903	70,460
Non-managerial level (base salary only)	USD	27,397	29,888	28,402	30,546	20,671	22,829
Non-managerial level (base salary + additional financial incentives)	USD	28,599	31,036	29,268	31,550	22,193	24,621

Gender Pay Equity (GRI 405-2)

DIFFERENCE BETWEEN COMPENSATION AND BASE SALARY RECEVEID BY MEN AND WOMEN	UNIT	GENDER PAY GAP BETWEEN MALE AND FEMALE EMPLOYEES		
		2022	2023	2024
Average salary gap between men and women	%	8	10	**12**
Median salary gap between men and women	%	0	0	**5**
Average bonus gap	%	14	12	**32**
Median bonus gap	%	5	5	**23**
Data coverage (% of FTEs)	%	95	95	**95**

Data Coverage (% of FTEs): 95% (Excludes Apprentices, Interns, and Eve employees). Figures have been rounded.

Compensation Policies Applied to the Highest Governance Body and Senior Executives (GRI 2-19)

Embraer currently has in place two key compensation policies: the Management Compensation Policy, which applies to all board members, and the Executive Compensation Policy, which applies to all executives. The most recent revisions were approved by the Board of Directors on October 26, 2018, and November 11, 2021, respectively.

Both policies are designed to attract and retain highly qualified professionals aligned with the company's principles and values and with the objectives of its shareholders. To this end, the company bases its compensation policies on monitoring the external environment and annually benchmarking its compensation practices against a reference market, which includes competitors in its business segments, Brazilian multinationals, publicly traded companies, or companies with similar compensation strategies.

Statutory Board of Officers Total compensation values are planned annually based on market surveys involving companies of comparable size, complexity, and business challenges to those of Embraer. These surveys aim to define not only market-aligned compensation values but also the proportionality of components, including Fixed and Variable Compensation, both Short-Term and Long-Term. The company prioritizes the retention of its executives and seeks to attract and retain highly qualified officers and key personnel, aligning their interests with those of shareholders. Additionally, the policies aim to ensure that executives who effectively contribute to the company's performance and the value of its securities participate in the results of their contributions.

Fixed Compensation: it is defined annually from the market references. The Board of Directors adjusts these values each year, as deemed necessary.

Benefits: Group life insurance, health insurance, and private pension plan, offered under the same conditions as those available 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, designed to reward the achievement of goals that support Embraer's short-term strategy.

Long-Term Incentives (LTI): Members of the Executive Board are eligible to participate in long-term incentive plans, which — through phantom share mechanisms and the Stock Option Program — reward executives for achieving targets aligned with the company's medium and long-term strategic goals.

Board of Directors: Members of the Board of Directors receive a fixed monthly fee and are optionally offered group life and health insurance, provided they assume the full cost of these benefits. There is no variable compensation for this body. The exclusively fixed compensation structure for Board members is intended to align with market best practices.

Performance Indicators (GRI 11.2, 12.2)

The performance indicators that are taken into account to ascertain the short-term variable compensation are (i) annual assessment of the "Action Plan," an instrument signed with each statutory and non-statutory officer annually containing the results intended by Embraer for that year and the efforts planned for each one, so that such results are achieved; and (ii) the result of the company's overall performance.

As such, both STI and LTI compensation vary according to financial and operational performance. The STI is influenced by the evaluation of individual Action Plans, while the LTI is tied to the company's stock value appreciation and performance targets specifically defined in the Plan.

In the Short-Term Incentive program, the amount effectively distributed to executives each fiscal year is linked to their respective individual Action Plans, and the payout will directly vary based on the achievement of the defined results. The content of the Action Plan

is reviewed annually through the company's Business Planning cycle and approved by the Board of Directors.

Accordingly, each executive is evaluated annually based on the performance according to their specific Action Plan, and their short-term variable compensation is influenced by the outcome of this assessment.

Compensation Determination Process (GRI 2-20)

Embraer's compensation practices and policies are based on applicable legislation, general or segment-specific market practices, as well as the country and region in which the company operates. The definition, implementation, or adjustment of benefits involves market benchmarking, economic and financial feasibility studies, and analyses of their impact on the overall compensation package offered to Embraer employees.

The Board of Directors evaluates the company's compensation policy annually, based on recommendations from the People & ESG Committee, which regularly addresses this matter in its meetings.

Variable Compensation Linked to ESG Goals (GRI 11.2, 12.2)

ESG goals are directly aligned with the company's Strategic Plan, thereby reinforcing the connection between Sustainability & ESG issues and the core of the business. As these goals influence executive variable compensation, their strategic relevance to the company becomes even more evident.

At Embraer, ESG goals are defined in alignment with the Strategic Plan and made available to all leaders, who must select each year the goals that best align with their area of responsibility. The selected goal will be part of the leader's short-term variable compensation.

In the case of executives, the CEO and Vice Presidents have individual priorities that guide their key annual deliveries in line with company strategy. Each of them includes at least one ESG goal in their individual priorities, and achieving it results in a payout of up to 10%, calculated as part of the Short-Term Incentive (STI).

Ratio of Total Annual Compensation (GRI 2-21)

In 2024, the ratio between the total annual compensation of the highest-paid individual and the average total annual compensation of all other employees (excluding the highest-paid individual) was 47.3 times, excluding Long-Term Incentive (LTI).

Local Communities (GRI 413-1)

The following table presents the key results of the work conducted by the Embraer Institute and the Embraer Foundation in 2024.

EMBRAER INSTITUTE (BRAZIL) AND EMBRAER FOUNDATION (UNITED STATES)	2022	2023	2024
Number of organizations supported by Instituto Embraer and Embraer Foundation	43	37	25
Volunteers engaged worldwide	1,296	1,421	900
Total volunteer hours [hours]	5,891	12,468	11,840

HIGH SCHOOL PROGRAM (BRAZIL ONLY)	2022	2023	2024
Number of graduates from both Embraer high schools since 2002	4,760	5,000	5,240
% of Embraer high school students accepted into public or private universities with 100% scholarships	75%	86%	86%
University students supported by the scholarship fund (cumulative)	768	N/A*	N/A*
University students supported by the Revoar scholarship program	-	21	42

** The Scholarship Fund Program has been discontinued. It was replaced by the Revoar Program, which offers financial aid, mentorship, and learning tracks for students graduating from Embraer schools and public schools in Gavião Peixoto.*

Supply Chain Management (GRI 3-3)

Embraer organizes its supply chain in accordance with the specific characteristics of the aerospace industry, focusing on operational efficiency, innovation, and socioenvironmental responsibility, always upholding the highest standards of ethics, transparency, and compliance.

With over 4,000 suppliers across 62 countries, the company has advanced in the digital transformation of its supply chain management processes, increasing agility and traceability to meet the demands of a dynamic and demanding market — while also reducing Embraer's exposure to financial, operational, and socioenvironmental risks.

Management Tools

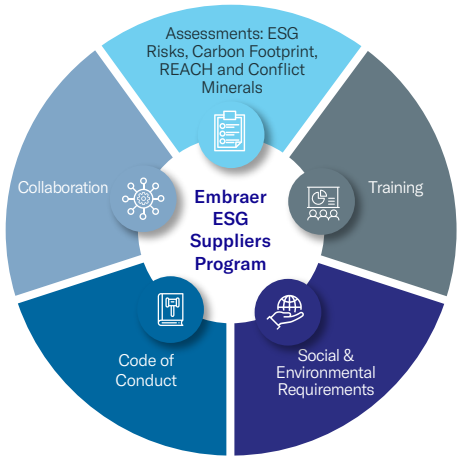
The implementation of the ONEChain Program, an integrated digital platform that enables real-time supply chain management and improves operational efficiency, began in 2023 and was completed in 2024. The rollout took place in countries where the company operates, including Brazil, the United States, China, Singapore, France, the Netherlands, and Portugal.

This initiative enables Embraer to enhance governance, standardize processes, reduce costs, and increase competitiveness, agility, and productivity, while also scanning and unifying the entire process from sourcing to supplier payment in an innovative manner.

The impact of this transformation was recognized at the Procurement Success Summit 2024 (PSS), the most influential supply chain event in the Asia-Pacific region, where the ONEChain program received awards in two categories: Process Innovation and Procurement Ecosystem. *Learn more.*

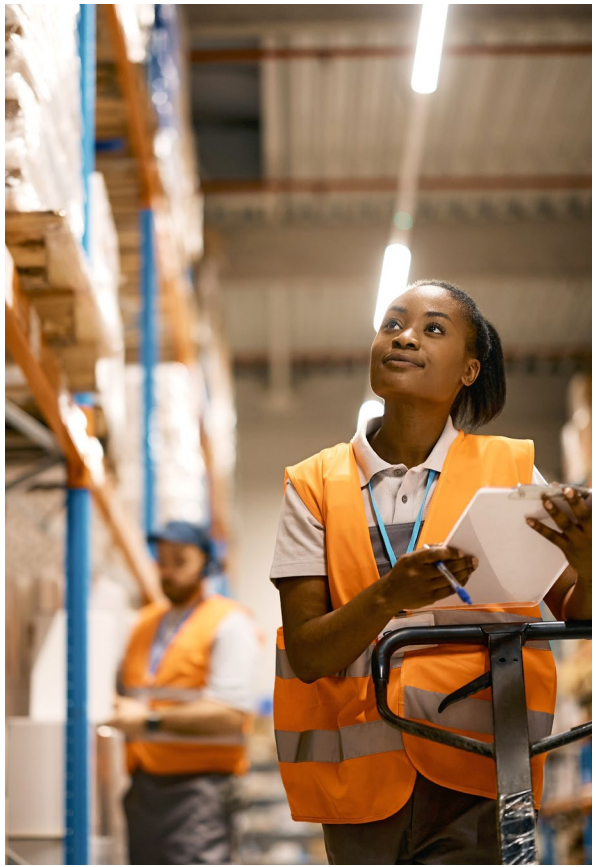
ESG Program in the Supply Chain

Embraer's ESG program in the supply chain is built on five pillars: Assessments, Collaboration, Supplier Code of Conduct, Socioenvironmental Requirements, and Training. This program is part of Embraer's broader ESG strategy and is therefore overseen by the Board of Directors through its advisory committee responsible for ESG topics, the People, ESG and Sustainability Committee (CPESG).



1 – Assessments

The Assessments pillar is responsible for risk and opportunity management. In 2024, the company adopted Prewave, a risk management platform that monitors suppliers using public data on commercial, financial, operational, and ESG aspects, providing real-time visibility into risks associated with each company with which Embraer maintains a direct relationship.



Since 2023, Embraer has also used the Assent platform to manage hazardous substance (REACH) and Conflict Minerals compliance campaigns. This solution has enhanced efficiency and control in meeting these regulatory obligations.

In this pillar, Embraer also participates in the CDP Supply Chain Program, which it joined in 2023. Through this program, the organization collects data from its suppliers and receives an environmental performance assessment of its supply chain. In 2024, the company doubled the number of suppliers evaluated, representing 55% of direct material expenditures for its Brazilian operations.

2 – Collaboration

Since 2022, Embraer has managed collaborative projects with suppliers to expand the reach of its ESG agenda. Each year, approximately 30 projects are monitored, with a stronger focus on the supply chain in Brazil, addressing themes such as returnable packaging, energy transition, and lecture series with students from Embraer High Schools.

3 – Supplier Code of Conduct

Implemented in 2022, the Supplier Code of Conduct is based on Embraer's Corporate Values, the UN Global Compact principles, and best practices in corporate governance and accounting. The Code establishes the expected standards and minimum requirements for suppliers to achieve Embraer's business objectives ethically, honestly, and transparently, strengthening partnerships and contributing to the well-being of the communities where the company operates.

As part of the Code, suppliers are expected to: Fully comply with applicable laws, rules, regulations, and requirements (national and international), understand and implement this Code throughout their entire supply chain. No provision of this Code shall override any stricter terms contained in a signed contract.

The Supplier Code of Conduct is reviewed annually to reflect the latest updates and international best practices, with the goal of maintaining a socially and environmentally responsible, and ethical supply chain. Learn more about the Supplier Code of Conduct.

4 – Social & Environmental Requirements

As part of the ESG program within the supply chain, Embraer has well-defined criteria that must be met by all companies wishing to maintain a relationship with the company.

The Global Procurement Policy establishes guidelines for the acquisition of goods, services and industrialization of

products and, in addition to it, the company has a specific Code of Ethics and Conduct for Suppliers, which is regularly updated to reflect market best market practices, as well as internal policies that define requirements for topics such as privacy, processing of confidential information, competition laws, anti-corruption practices, prevention of money laundering, diversity, human rights and socio-environmental requirements.

In 2024, the company expanded the inclusion of new socio-environmental clauses into existing contracts and has a structured plan to further broaden this initiative throughout 2025.

5 – Training

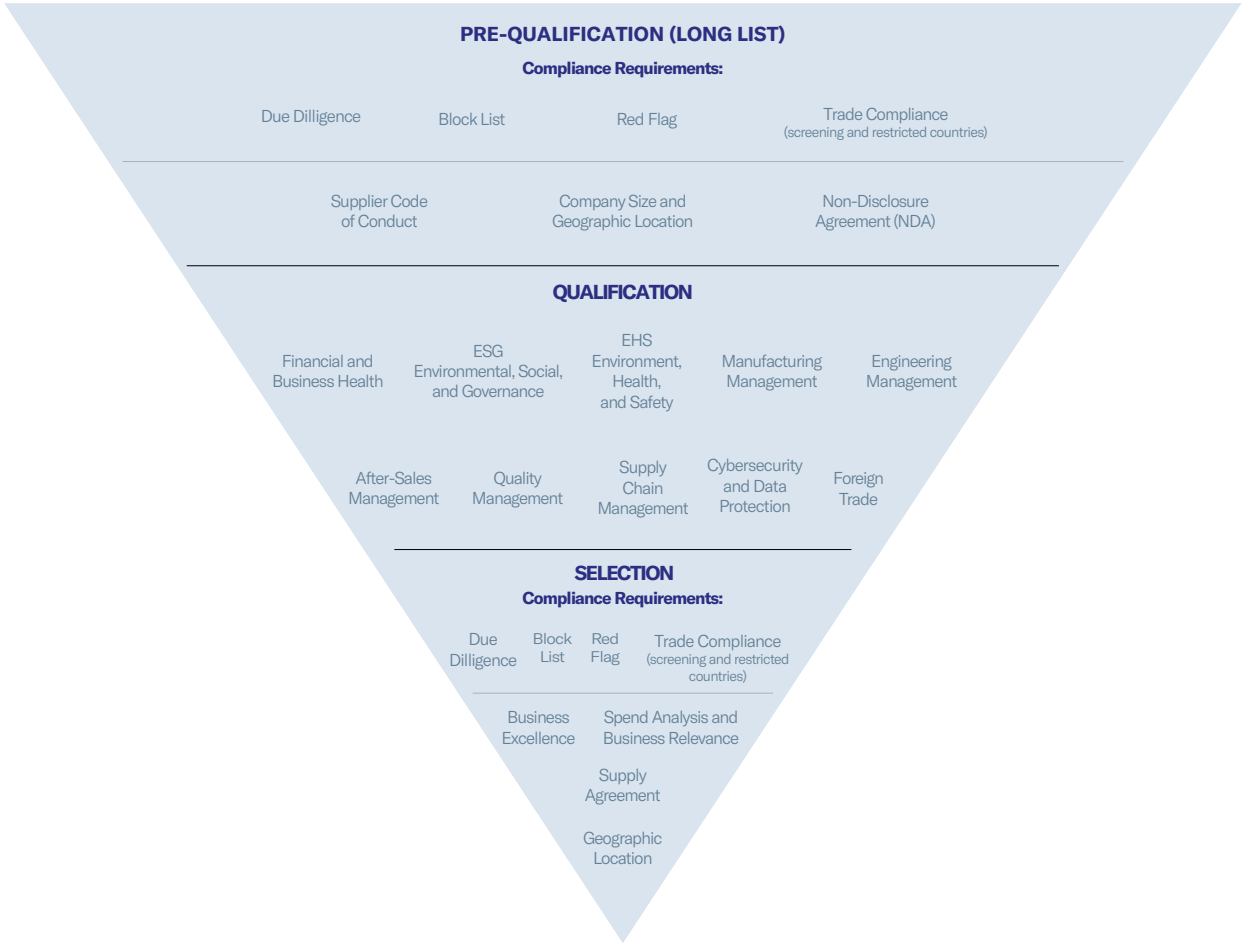
Embraer understands that supplier contracting and management requirements go beyond improving technical and commercial conditions, encompassing the development of products and services that align with social and environmental standards, guided by governance and ethics.

The company believes this is the only path to achieving net-zero carbon aviation.

Therefore, a training program focused on ESG topics was launched, ensuring that Procurement & Supply Chain professionals are continuously updated with a sustainable business mindset, aligned with the company's values and strategic goals. In 2024, training sessions were conducted for all contract managers (buyers), professionals responsible for supplier contracting and management. This training aimed to prepare professionals to negotiate the clauses of the new socioenvironmental requirement with suppliers, as well as to clarify the clauses that are non-negotiable for Embraer.

In 2025, the company will also launch the first ESG-exclusive training program for Procurement & Supply Chain professionals, with the goal of developing teams capable of selecting, managing, and developing more sustainable suppliers.

Main Phases of the Supplier Selection Process



Selection of New Suppliers (GRI 308-1 e 414-1)
All new suppliers are selected based on key criteria and have committed to fully complying with the clauses outlined in the annex "Socio-environmental Specification," which is an integral part of the supply contract. The contract also establishes that new suppliers must comply with all applicable environmental, occupational safety, and social responsibility regulations relevant to their line of business, including any required licenses and certifications, when applicable under local legislation.

Pre-Qualification: Potential suppliers are identified to participate in the BID (Long List), based on criteria such as: company experience, aerospace certification, performance in other Embraer Programs, Compliance aspects (Due Diligence – reputational and integrity), Red Flags, Blocklist, Trade Compliance (screening and restricted countries), as well as acceptance of the Supplier Code of Conduct. Additionally, at this stage, a Non-Disclosure Agreement (NDA) is signed to ensure the confidentiality of information between the parties.

Qualification: In this phase, technical and commercial proposals are evaluated, along with Cybersecurity. A risk assessment of potential suppliers is also conducted, considering 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 and Data Protection
- Foreign Trade
- REACH
- Conflict Minerals

Selection: To define suppliers, Embraer considers the criteria established during the pre-qualification and qualification processes, along with other factors, in accordance with Compliance standards and Embraer's Business Excellence criteria, focusing on continuous improvement, ethics, environmental sustainability, safety, and health. At this stage, Embraer and the selected supplier sign a supply agreement to formalize the commitment between the parties.

Evaluation and Development

Embraer adopts a systemic approach to evaluate the operational performance of suppliers, as well as to identify, mitigate, and monitor potential risks that may compromise the supply chain.

Risk assessments are conducted for each of the levels outlined below, and the results are shared and mutually utilized.

Corporate Level: Annual assessments are conducted across all Embraer business units, including the Embraer Procurement Department, where potential supplier risks that could impact the company's operations are mapped, addressed, and monitored. This assessment focuses on the following risk categories: Strategic, Financial, ESG + EHS (Environmental, Social, Governance + Environment, Health, and Safety), Regulatory, Operational, Quality, Foreign Trade). The Regulatory and Operational categories include supplier-related aspects such as: waste management, effluent control, air emissions, natural resource usage and impacts, occupational health and safety, etc.

Business Level: Supply chain evaluations are conducted continuously. The modalities are described below:

- **New Programs/New Purchases:** All new suppliers (in critical and strategic sourcing categories) are evaluated. A self-assessment questionnaire is applied using a holistic approach, covering strategic categories such as: natural risks, geopolitical and economic risks, financial health, cybersecurity, business practices, environment/health/safety/ESG initiatives, manufacturing capacity, quality requirements, engineering capacity, supply chain, and aftermarket structure.
- **On-site or remote risk audit:** conducted by a multidisciplinary team that deepens the evaluation based on the self-assessment risk diagnosis, adding supporting evidence.
- **Recurring Supplier Management:** The self-assessment questionnaire may be applied every 2 years to all critical and strategic suppliers.
- **On-site or remote risk audit:** applied to suppliers with low operational performance, monitored through the F4G (Fit for Growth Program).

F4G is an Embraer program designed by the Procurement Team, which promotes the integration of all stakeholders and the sustainable monitoring and development of supplier performance.

Supplier Screening Indicators

SUPPLIER SCREENING	2023	2024
1.1 Total number of Tier-1 suppliers	5,626	**4,792**
1.2 Total number of significant Tier-1 suppliers	366	**706**
1.3 % of total spend with significant Tier-1 suppliers	83	**89**
1.4 Total number of significant non–Tier-1 suppliers	0	**0**
1.5 Total number of significant suppliers (Tier-1 and non–Tier-1)	366	**706**

Supplier Assessment Program Coverage and Progress

SUPPLIER ASSESSMENT	2023	2024	TARGET FOR 2023		TARGET FOR 2024	
Total number of suppliers assessed via desk assessments/on-site assessments	290	496	% of significant suppliers	50	% of significant suppliers	50
1.2% of unique significant suppliers assessed	79	70				
1.3 Number of suppliers assessed with substantial actual/potential negative impacts	159	100				
1.4 % of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	100	100				
1.5 Number of suppliers with substantial actual/potential negative impacts that were terminated	0	0				

Coverage and progress of suppliers with corrective action plans

CORRECTIVE ACTION PLAN SUPPORT	2023	2024	TARGET FOR 2023		TARGET FOR 2024	
2.1 Total number of suppliers supported in corrective action plan implementation	159	100	% of key suppliers	100	% of key suppliers	100
2.2 % of suppliers assessed with substantial actual/potential negative impacts supported in corrective action plan implementation	100	100				

Coverage and progress of suppliers in training programs

CAPACITY BUILDING PROGRAMS	2023	2024	TARGET FOR 2023		TARGET FOR 2024	
3.1 Total number of suppliers in capacity building programs	36	775	Number of suppliers	36	Number of suppliers	775
3.2 % of unique significant suppliers in capacity building programs	10	91				

Assessment of Negative Environmental Impacts in the Supply Chain (GRI 308-2)

All supply, service, and product industrialization contracts include social and environmental requirements, which contracting companies must comply with and implement. Mandatory documentation and notifications are detailed in the respective contracts.

Through their supply chains, suppliers must comply with applicable environmental regulations, such as the European REACH regulation*, CEPA**, TSCA***, and other relevant directives that may affect Embraer products. They must also ensure compliance with applicable environmental legislation, even by their subcontractors. Based on applicable regulations, assessments are conducted using internal criteria to determine whether negative impacts should be prevented and/or corrected.

The CDP Supply Chain project also helps the company understand the carbon footprint of its key suppliers. From this measurement, emission reduction projects will be collaboratively developed to more effectively reduce environmental impacts and influence the aerospace sector, its clients, suppliers, and users.

Material Restrictions by Environmental Regulation

Regarding the use of materials containing substances restricted by environmental regulations, Embraer has a dedicated engineering team responsible for this management: DIPAS – Environmentally Sustainable Integrated Product Development, which is based on the reduction of internationally regulated chemicals, among other environmental aspects related to product sustainability.

In this regard, one of DIPAS's objectives is to ensure compliance with international regulations that restrict the use of certain chemical substances in products and to mitigate the risk of their use at Embraer. This is conducted through the mapping of high-concern chemical substances used in Embraer products. To support this, contractual requirements are established for suppliers to report the presence of monitored substances in their components.

Given the complexity of the product and the need to obtain data on all its articles, since 2023 Embraer has invested in hiring the Assent platform, which is a service that automates information collection from suppliers, stores the data in a platform, and generates reports on substances present in purchased items. This close relationship with the supply chain contributes to increased awareness across various parties regarding chemical regulations.

Occasionally, certain substances that have been mapped will need to be removed from products.

For items purchased by Embraer, DIPAS works together with the Engineering teams in various technologies (Materials, Interiors, and Systems), taking appropriate actions with the manufacturer and paving the way for the development of alternative solutions. In the case of items processed at Embraer plants, the work is conducted through a multidisciplinary forum. This includes the development of alternative chemicals free of hexavalent chromium (Cr6+) for chemical conversion, anodizing, and acid deoxidation processes, as well as the implementation of cadmium-free (Cd) and bromine-free (Br) flame retardant processes.

Assessment of Negative Social Impacts in the Supply Chain (GRI 414-2)

Product quality and safety are essential to Embraer's business. The company is committed to delivering products that meet or exceed applicable government and industry standards, thereby ensuring safety and quality for the end customer. With that in mind, Embraer strives to ensure that its supply chain is committed to and aligned with social and environmental issues.

**Registration, Evaluation, Authorization and Restriction of Chemicals **Canadian Environmental Protection Act ***Toxic Substances Control Act*

Embraer requires that suppliers comply with the company's social standards, do not use or allow others to use child or forced labor, and do not adopt or allow others to adopt unacceptable labor practices.

As part of the social impact management process, the company has established a "Conflict Minerals" clause in its contracts, requiring suppliers to report the origin of the minerals contained in the products they and their subcontractors supply to Embraer, in accordance with applicable U.S. law (Dodd-Frank Act).

The company works continuously to eliminate the social impacts of its activities. One such initiative was to become an active member of several global Conflict Minerals programs, such as: Aerospace Industries Association (AIA), International Aerospace Environmental Group (IAEG), and the Responsible Business Alliance – Responsible Minerals Initiative (RBA-RMI).

Each year, the company conducts due diligence in its supply chain to identify whether any of its products originate from conflict zones. In 2024, deeper due diligence was conducted with 22 suppliers in order to mitigate potential risks. Additional information is available in the *SEC filing*.

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

The agreement with suppliers contains clauses that determine that they must comply with the legal obligations and principles of the Global Compact to which Embraer is a signatory, ensuring that the right to freedom of association and collective bargaining is respected.

Suppliers are continuously monitored throughout the contract term, and a social assessment is revalidated every two years. Helpline is another tool to ensure these rights, ensuring that any possible violation can be reported by anyone.

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

Embraer has a vast and complex global supply chain. Critical suppliers are identified through two key matrices, whose combined results allow the company to define the best strategy to assess and monitor potential risks.

External Risk Monitoring

Risk Assessment Tools: Risk assessment tools allow Embraer to cover risk analysis, evaluation, and control with a holistic approach across various criteria, such as:

- Natural risks
- Geopolitical and economic risks
- Financial and business risks
- Environmental/health/safety
- Quality
- Engineering
- Aftermarket
- Manufacturing
- Supply chain

1. **Strategic Matrix:** Following the same concept as the Kraljic Matrix, suppliers are classified based on the complexity of the products and services provided to Embraer and the total spent over the duration of the contract. This information is combined with the level of business impact on Embraer. As a result, critical and strategic suppliers are identified.

2. **Risk Matrix:** This matrix provides a two-dimensional framework that estimates the supplier's vulnerability versus the impact on Embraer's business. This enables the company to identify critical suppliers that require greater control.

3. **Contracts:** Embraer ensures that its suppliers comply with the risk assessment process, environmental and health requirements through contractual clauses based on the company's Code of Ethics and Conduct, which establish the supplier's obligation to comply with industry-specific legislation, as well as environmental standards and human rights regulations.

Internal Risk Monitoring

Embraer has a robust SO&P process that guides supply strategies to mitigate shortages, and a Supplier Management Program (F4G) based on four pillars:

Performance • Cost & Efficiency • Business Growth • Partnership

1. **Stock Strategy:** For identified critical materials, long-term planning is shared with suppliers to mitigate shortages in the production line.
2. **Supplier Management:** Supplier management is conducted through three main fronts:

a. Embraer has a program developed by the Procurement Team that promotes stakeholder integration and sustainable monitoring of supplier performance improvement.

b. Leadership Meetings: Weekly meetings with Embraer directors and related areas to present scorecards, dashboards, and supplier action plans.

c. Executive Meetings: Quarterly meetings between Embraer's senior leadership and suppliers to present performance monitoring results and discuss action plans.

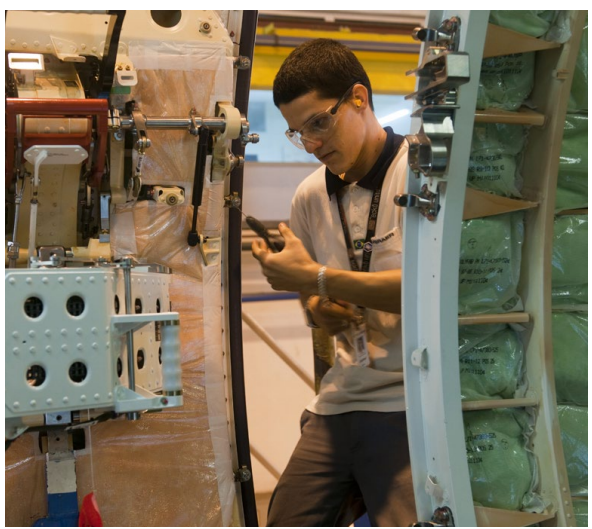
This forum also enables discussions on process improvement, competitiveness, and sustainability throughout the supply base.

The main risks identified in the aerospace supply chain remain associated with the post-pandemic production ramp-up. Geopolitical risks (due to armed conflicts), environmental disasters, and cyberattacks have also been identified. As preventive measures, Embraer is expanding the Capacity project, a collaborative program with suppliers aimed at mutual and sustainable growth, supported by local teams. To address risks related to environmental disasters and cyberattacks, Embraer strategically adopted the Prewave platform to enable prevention, protection, mitigation, and containment actions.

Local Suppliers

14% of the purchasing budget from Embraer's key operational units in the 2024 cycle was allocated to local suppliers.

Key operational units are defined as production plants, where aircrafts are produced, in this case they are located in Brazil and the United States.



Governance Indicators

Corporate Governance (GRI 3-3)

As a publicly traded company, Embraer adopts corporate governance processes and policies that comply with the regulations of the markets where its shares are traded (NYSE in the United States and B3 in Brazil), upholding transparency, integrity, and balance in strategic decisions.

Listed on the Novo Mercado, the most rigorous segment of the Brazilian stock exchange, the company follows a capital model without a controlling shareholder or group. Embraer's policies define the expected standards of conduct, primarily reflected in the Code of Ethics and Conduct. All policies and procedures require employees and business partners to always act in accordance with applicable laws and regulations, and the company's internal guidelines.

To meet the highest levels of Corporate Governance, Embraer adopts policies recommended by the Code of Best Governance Practices, such as: Policy on the Engagement of Non-Audit Services, Risk Management Policy, Trading and Disclosure Policy, Board Nomination and Training Policy, Related Party Transactions Policy, Compensation Policy, Clawback Policy (Recovery of Excessive Incentive Compensation), Profit Allocation Policy, Defense Cost Coverage and Payment Reimbursement Policy, among others. These policies are published on Embraer's Investor Relations website, aiming to ensure transparency of the company's information.

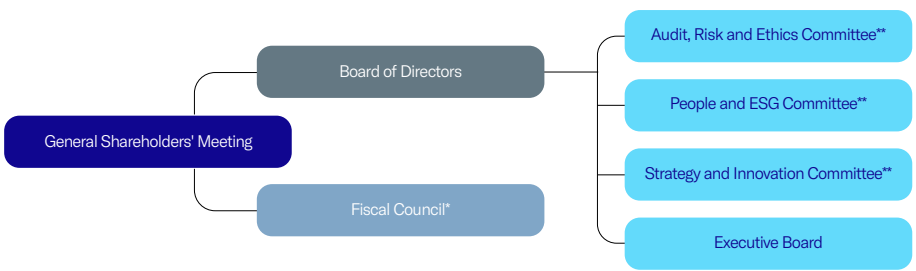
The company is also affiliated with key governance forums such as the Brazilian Institute of Corporate Governance (IBGC), the Brazilian Association of Public Companies (Abrasca), the National Institute of Investors (INI), and the Brazilian Institute of Investor Relations (IBRI).

Finally, the Anti-Corruption Policy is also a reference document of the company, as it establishes guidelines to ensure not only compliance with legislation, but also the proper management of business relationships, both with third parties and with employees, and the prevention of conflicts of interest, as well as principles for donations and sponsorships, the offering and receipt of gifts, and entertainment, and the hiring or execution of business with third parties.

Governance Structure and Its Composition (GRI 2-9)

The governance structure of Embraer S.A. is composed of: (i) Board of Directors; (ii) Board of Directors' Advisory Committees provided for in the Bylaws, namely: (a) the Strategy and Innovation Committee, (b) the Audit, Risk and Ethics Committee, with the Internal Audit and Risk and Internal Controls areas reporting to this Committee, and (c) the People and ESG Committee; (iii) Fiscal Council; (iv) Executive Board; and (v) External Audit.

Currently, the Board of Directors is composed of 11 members, 8 of whom are independent, all with non-executive roles at Embraer. The term of office is 2 years, with re-election permitted. The Brazilian Government, holder of the special class share (Golden Share), appoints 1 regular board member and 1 alternate. Employees nominate 2 other board members and their respective alternates—one board member and alternate nominated by CIEMB – Embraer Employees' Investment Club, and the other board member and alternate nominated by non-shareholding employees of the company.



*Fiscal Council – Independent Body – art. 43 of the Bylaws

**Committees – Advisory bodies to the Board of Directors – art. 34 of the Bylaws

During the reporting period, the Board of Directors was composed of 10 men and 1 woman, with: 8 Brazilian members residing in Brazil, 1 Brazilian member residing in the United States, 2 American members residing in the United States. And the alternates are 2 men and 1 woman. The Board members and Committee members have relevant professional experience in various sectors, with emphasis on the aerospace industry, innovation and technology, ESG, and finance. Board members may also hold CEO positions or Board memberships at other companies, as long as there is no conflict of interest.

The company has three advisory committees to the Board of Directors with no decision-making power, namely: Strategy and Innovation Committee, Audit, Risk and Ethics Committee, and People and ESG Committee. Although lacking decision-making powers, the committees analyze matters within their scope and recommend decisions to the Board.

The Advisory Committees are composed of a minimum of 3 and a maximum of 5 members. The composition and internal regulations of each committee are available through 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' meeting schedule includes regular discussions on ESG topics, such as environmental and climate change matters, and Governance and Compliance training with relevant subjects for Board members.

The Fiscal Council reports directly to the General Shareholders' Meeting and is responsible for overseeing administrative management, such as reviewing management activities and financial statements.

The Executive Board, in turn, is the body responsible for conducting the company's business, following the guidelines established in the Strategic Plan and Action Plan, both approved by the Board of Directors.

Nomination and Selection for the Highest Governance Body (GRI 2-10)

The nomination of members must comply with the provisions of the Bylaws, the Internal Rules of the Board of Directors, the Code of Ethics, as well as current legislation and regulations, in order to reflect and strengthen the structures in place for the protection of shareholders and market's interests.

Candidates for the Board of Directors must be highly qualified professionals, with notable technical, professional, or academic experience, and aligned with Embraer's values and culture. The nomination process must also take into consideration, among other criteria, the complementarity of skills, availability of time to fulfill the role, as well as diversity in terms of gender, sexual orientation, color or race, age group, and inclusion of people with disabilities.

Additional information on the nomination and selection processes can be found in the Policy for the Nomination and Training of Members of the Board of Directors and Committees, available on the company's Investor Relations website.

Chair of the Highest Governance Body (GRI 2-11)

The Chair of Embraer's Board of Directors is an independent Board member and does not hold an executive position at the company. This is not only true for the Chair—Embraer's rule is that no member of the Board of Directors may hold an Executive Officer position, in accordance with Article 27, Paragraph 5 of the Bylaws.

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 establish that the Board's main responsibilities are to: (a) define the company's overall business direction; (b) appoint and remove the company's executive officers; (c) supervise the management of the company's Executive Officers; (d) review the company's quarterly operational results; (e) analyze the Management Report and the Executive Board's financial statements, deciding on their submission to the General Shareholders' Meeting; (f) summon independent auditors to provide clarifications deemed necessary regarding the company; (g) approve annual and multi-year budgets, strategic plans, expansion projects, and investment programs, as well as monitor their execution, among other duties.

The Board of Directors performs its oversight role through regular meetings, which are held eight times a year, or extraordinary meetings whenever necessary, based on reports from Advisory Committees, topics raised by the Executive Board, and recurring agenda items. In accordance with Article 7, I of the Internal Rules of the Board of Directors, it is the responsibility of the Board of Directors to identify, supervise, and monitor the risks to which Embraer is exposed, whether they are financial, legal, tax-related, operational, commercial, or of another nature.

Consequently, it is also responsible for approving Embraer's Enterprise Risk Management Policy, reviewing it whenever necessary, monitoring its implementation, and ensuring the existence of a crisis management plan that allows the company to overcome crises safely.

Delegation of Responsibility for Managing Impacts (GRI 2-13; 2-16)

The Board of Directors is responsible for: (a) election; (b) monitoring and evaluating the performance of Embraer's CEO, as well as the other Executive Officers, as provided in Article 7, II of the Internal Rules of the Board of Directors. The Executive Board, composed of a minimum of 4 and a maximum of 11 members appointed by the Board of Directors, is responsible for managing the company, following the guidelines set out in the Strategic Plan and Action Plan approved by the Board.

Relevant topics of interest to Embraer are brought to the attention of Board members during Board meetings. The Board of Directors meets ordinarily eight times per year, or whenever necessary to address extraordinary matters. Key critical concerns are regularly brought to the Board through the risk map analysis, and via the internal audit, which serves as a mechanism for identifying such concerns — and also on an ad hoc basis, whenever necessary.

Role of the Highest Governance Body in Sustainability Reporting (GRI 2-14)

The People and ESG Committee assists the Board of Directors in the analysis, recommendation, and monitoring of the company's social and environmental strategy. It discusses key ongoing projects, Embraer's ESG timeline, and its challenges and goals. ESG-related topics, including climate change, are addressed four times a year by the CPESG – People and ESG Committee, which serves as an Advisory Committee to the Board of Directors. The sustainability report is approved by the committee members, as well as the materiality process and the definition of material topics.

In addition, the committee provides advisory support on corporate governance matters, executive goals and compensation, including rules regarding the structure and routine of the Board, the adoption of best practices, the review, recommendation, and monitoring of the company's culture evolution strategy, the administration of long-term incentive programs, and the allocation of company resources to employee associations, charitable organizations, recreational entities, and private pension funds — all of which are subject to approval by the Board of Directors. The company also conducts an analysis of its internal control processes through mechanisms overseen by the responsible area, which reports to both the Audit, Risk and Ethics Committee and the Executive Board.

Conflicts of Interest (GRI 2-15)

According to Article 30 of the company's Bylaws, no person shall be elected — unless exempted by the Shareholders' Meeting — who has or represents a conflicting interest with that of the company. In addition, an annual survey is conducted through a report completed by members of the Board of Directors and external members of Advisory Committees in order to mitigate any potential conflict of interest.

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

Raising Critical Concerns (GRI 2-16)

Relevant matters of interest to the company are brought to the attention of Board members during their meetings. The Board meets ordinarily 8 times per year, or whenever deemed necessary, supported by three advisory committees (Strategy and Innovation Committee, Audit, Risk and Ethics Committee, and People and ESG Committee), which also report relevant topics discussed in their respective meetings.

The most relevant critical concerns are brought to the Board of Directors on a regular basis through analysis of the company's risk map and with visibility from internal audit as a mechanism for identifying key concerns — and on an extraordinary basis, whenever necessary.

Collective Knowledge of the Highest Governance Body (GRI 2-17)

Governance training sessions are held annually with the members of the Board of Directors to enhance their knowledge of relevant topics.

Effectiveness of the Board of Directors

The percentage of meetings attended in the last fiscal year was 100%.

Ethics and Compliance

Mechanisms for Advice and Reporting Concerns (GRI 2-25 e 2-26)

The company's Compliance Department has an independent structure which reports directly to the Audit, Risk and Ethics Committee, as well as a whistleblower channel – Helpline – that is structured and available 24 hours a day, 7 days a week, in the languages of the countries where the company operates. This allows any individuals (employees or otherwise) to raise concerns regarding Embraer's business conduct. The channel is designed to uphold anonymity, confidentiality, and non-retaliation for good-faith whistleblowers.

Additionally, in order to continuously disseminate Embraer's Compliance culture and best practices, the department's governance has been structured to include Compliance Agents across various areas of the company, so that support can also be provided by the employees themselves, who receive periodic training on Compliance-related topics.

In addition, the Code of Ethics and Conduct, in its latest version updated in December 2023, and the Global Anti-Corruption Policy are available on the company's website. Other related policies are freely and easily accessible through internal company links, where they outline the main guidelines to be followed.

Operations Assessed for Corruption-Related Risks (GRI 205-1)

As part of its Compliance Program, the company conducts, through external consultancy, a risk assessment of all business areas and functions every three years. The results of this assessment, as well as the corresponding action plan, are shared with the Audit, Risk and Ethics Committee (CARE).

During periodic assessments conducted by the Compliance Department, any identified risks are appropriately addressed according to their potential impact. When applicable, such risks are shared with the appropriate governing bodies along with relevant recommendations, aimed at discussion and implementation of mitigation measures, which are continuously monitored. The total number and percentage of operations assessed are confidential, and therefore not disclosed in this report.

Communication and Training on Anti-Corruption Policies and Procedures (GRI 205-2)

All members of the Board of Directors and Executive Board – Board of Directors' Advisory Committees – as well as all leadership levels within the company received training on anti-corruption and related topics in 2024, including: Bribery & Corruption, Ethics & Compliance, and Corporate Governance, for which the company sets a minimum participation rate of 85% for the target audience.

Communication of the Code of Ethics and Conduct is made through the company's main official channels, including the intranet and external website. Training on the Code is mandatory for all employees, with a minimum required participation rate of 95% set by the company.

Moreover, leadership and employees receive training and communication on anti-corruption in accordance with the schedule defined in the company's annual Compliance training and communication plan. The Global Anti-Corruption Policy is available to employees via 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 flow, business partners who may pose potentially relevant anti-corruption risks receive a copy and declare that they have read and understood Embraer's Code of Ethics and Conduct.

Confirmed Cases of Corruption and Measures Taken (GRI 205-3)

There were no confirmed cases of corruption during the reporting period.

Total Amount of Monetary Losses Resulting From Legal Proceedings Associated With Incidents of Corruption, Bribery And/or Illicit International Trade (RT-AE-510a.1)

In 2024, the company incurred no monetary losses related to legal proceedings associated with corruption, bribery, and/or illicit international trade.

Description of processes to manage business ethics risks throughout the value chain (RT-AE-510a.3)

The company has a robust third-party due diligence procedure, which includes customers, suppliers, business partners, and government entities.

The level of scrutiny applied in the process is defined based on the risk level posed by the third party (risk-based approach) and takes into account several factors, such as: exposure to public bodies, authority to represent the company, countries of operation, payment structure, type of activity to be conducted, existence of adverse media, ongoing legal proceedings, among others.

The process is independently conducted and supervised by the Compliance Department, with support from Compliance Agents in each business area, who may request additional information and documents from the third party whenever necessary to complete the evaluation. External consultants may be engaged for additional or in-depth analyses, particularly in sensitive situations or geographies with limited access to information.

The effective hiring and/or establishment of business relationships will be subject to the Compliance Department's final assessment, which may recommend mitigation measures to the business areas and the inclusion of anti-corruption compliance clauses in the company's contracts.

Lastly, the company completed the implementation of the FlyRight (Lextegrity) portal, aimed at managing and recording 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 independent third-party audit review annually.

Discrimination Cases and Corrective Measures Take (GRI 406-1)

Embraer received three discrimination complaints through its official whistleblower channel (Helpline) in 2024, all of which were found to be substantiated, resulting in disciplinary actions.

Compliance with Laws and Regulations (GRI 2-27)

During the reporting period, no fines or monetary sanctions were applied to Embraer for significant non-compliance with laws and regulations.

Monetary Losses Related to Legal Proceedings (RT-AE-510a.1)

In 2024, the company incurred no monetary losses related to legal proceedings associated with corruption, bribery, and/or illicit international trade.

Countries with High Corruption Risk (RT-AE-510a.2)

Revenue from countries classified as “E” and “F”, according to the Transparency International’s Government Defense Anti-Corruption Index in 2024, was approximately USD 622,310,534.74 million and USD 23,717,147.01 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 proper treatment, collection, and availability of data and information used in its corporate systems, business processes, and products. These procedures and mechanisms are based on market best practices (such as frameworks like NIST-CFS 2.0 and ISO27001/2) and undergo periodic reviews to ensure their capacity to detect, control, and respond to potential global cyber threats. However, these results are not publicly disclosed.

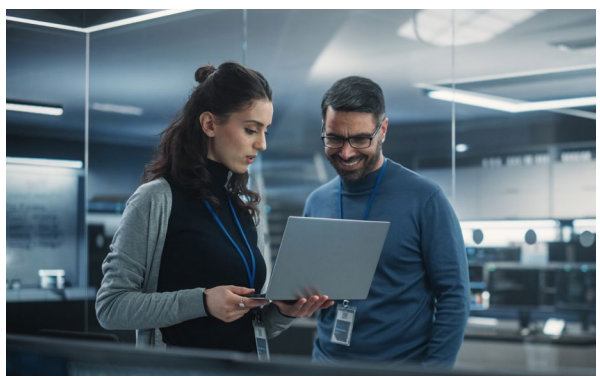
Throughout 2024, Embraer had no data breaches involving confidential information.

Description of the Approach to Identify and Address Data Security Risks in the Company's Operations and Products (RT-AE-230a.2)

Embraer establishes the guidelines for the methodology to be used for vulnerability management by the Information Security area. Its use enables the company to take appropriate measures to eliminate vulnerabilities before they can be exploited. Vulnerability management is a continuous and transparent process conducted by the Information Security team. Using system and application scanning and digital auditing solutions, the process is responsible for providing, within the Configuration Management Database (CMDB) configuration items, the vulnerabilities identified across the various layers that make up the corporate systems. Scans are scheduled to run on a daily basis, with mechanisms in place to avoid impact on operations. To accommodate the company's critical monthly routines, scans are performed in a less intrusive manner, avoiding overloading of critical systems. Scan results should provide visibility into the company's status, centralizing findings in the CMDB. Weekly meetings are held with representatives from all IT management areas to report results, analyze critical cases, and address their remediation. These results are confidential and not disclosed publicly.

The Patch Management and Update Process, under the responsibility of the IT infrastructure area, aims to coordinate and execute system updates for corporate systems. The process must be organized by listing vulnerabilities based on configuration items and classifying required updates by severity, using the CVE (Common Vulnerabilities and Exposures) metric. For each severity level, the IT Infrastructure team must prioritize the application of updates and patches within a defined response time.

For events detected during vulnerability management, the IT Infrastructure team has the authority to carry out remediation actions without prior notice. These actions are tied to the objective of maintaining business operational levels, ensuring the availability, integrity, and confidentiality of the company.



Cybersecurity Governance at Embraer (GRI 3-3; 418-1)

Embraer's Cybersecurity Governance 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 & Security
5. Chief Legal Officer/Data Protection Officer (DPO)
6. Vice President of Engineering
7. TEMPEST (CEO) – Embraer Affiliate Company

The Cybersecurity Committee meets monthly, and the CISO has the autonomy to convene the committee when necessary. Additionally, meetings are held with the Board of Directors and CARE to discuss the Cybersecurity Agenda, including updates and decisions on Cyber Risk.

Substantiated Complaints Regarding Privacy Violations and Customer Data Loss (GRI - 418-1)

In 2024, Embraer did not receive any complaints related to privacy violations by employees or customers, and there were no data breaches, thefts, or losses involving customer data.

The company has a dedicated structure to manage data privacy matters throughout the Embraer Group, composed of a multidisciplinary team under the supervision of the DPO – Data Protection Officer.

Operational Safety and Product Quality

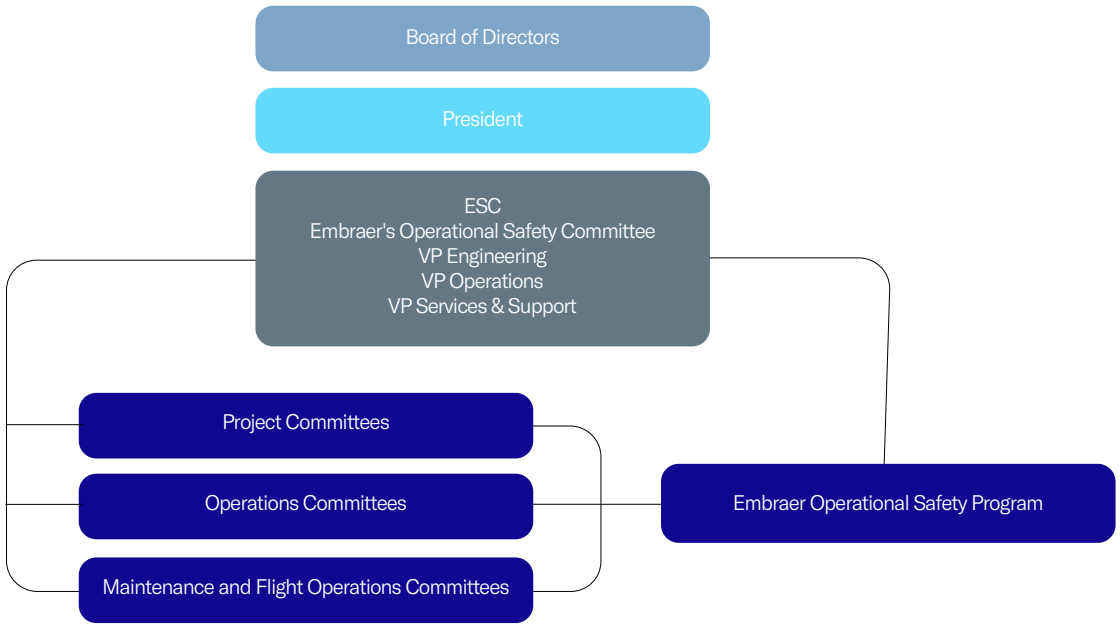
Embraer Operational Safety Program (GRI 3-3; RT-AE-250)

Designed to establish governance over safety initiatives and indicator reviews across all company operations (projects, manufacturing, maintenance, and air traffic control), the Embraer Operational Safety Program focuses on the continuous improvement of product and operational safety 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 includes the participation of top leadership. Additionally, the topic is overseen by the company's CEO and the Board of Directors, during scheduled visibility meetings.

Embraer's commitment and guidance on safety actions to all employees are outlined in the company's 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 programs and safety culture promotion events.

Operational Safety Governance



Since 2003, internal operational 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 engaged with Embraer. For each of these reports, the associated risk is assessed according to both aerospace industry standards and Embraer's internal standards, validating the proposed actions and managing them through to completion.

In addition to the risk management described above, Embraer assigns specialists to support authorities in all investigations of accidents and incidents involving its products. The objective is to improve product safety through the identification of contributing factors and the definition of recommendations to prevent future events.

Safety is a fundamental part of Embraer's culture, which is promoted through various initiatives: internal training on product safety and safety culture, internal safety conferences, participation in external safety events with customers, suppliers, authorities, and other aircraft manufacturers for the exchange of safety data and lessons learned. Additionally, periodic internal safety culture surveys are conducted to evaluate areas in which to focus efforts to improve safety awareness.

In 2024, twenty-two new or revised Airworthiness Directives (ADs) were issued by ANAC (National Civil Aviation Agency of Brazil). These involved the following products: ERJ170, ERJ-190, EMB-550, EMB-200, EMB-505, EMB-500, EMB-120, EMB145. All ADs are publicly available and the most recent information can be found on the appropriate regulatory websites.

The affected units are specified in each AD issued by ANAC and vary according to the current configuration of the aircraft at each operator. (RT-AE-250a.3)

Safety First and Quality Always

Embraer Quality Management System

Embraer's Quality Management System complies with the requirements of various authorities, regulatory bodies, and certifying entities and is audited periodically. In 2024, 37 external audits were conducted across units in Brazil and abroad, ensuring the maintenance of their certifications related to Product Safety and Quality.

Embraer Excellence System

Launched in 2007, the Embraer Business Excellence Program – P3E aims to be, promote, and sustain cultural transformation through the LEAN philosophy, seeking excellence in its processes, services, and products. The program operates based on the Embraer Excellence System, composed of four elements: (i) understanding of the strategy, (ii) integrated management, (iii) process excellence, and (iv) people empowerment. When put into practice, these elements promote value generation and the consolidation of organizational culture among stakeholders. Beyond being based on these four elements, the Embraer Excellence System spreads the LEAN philosophy across the organization through the Excellence Manuals, which contain concepts, methods, and LEAN tools tailored to each process. Among the main topics covered are: LEAN fundamentals, 5S (organization), TPM (asset and resource reliability), KAIZEN (continuous improvement), Visual Management, Value Stream Mapping (VSM), and Shop and Office Floor Management. Focusing on productivity gains and waste elimination, the Embraer Excellence System is responsible for ensuring the standardized implementation of improvements, and is maintained organically in the company through intensive training efforts promoted by the LEAN Academy, which reached 19,000 trained employees in 2024, along with communication and recognition initiatives within Embraer's LEAN community.

Demonstrating its commitment to company culture, P3E (in partnership with the EHS and Quality areas) promotes events such as Let's Talk About Safety, which held eight editions in 2024, and Excellence Culture, with four events held during the same period.

Additionally, the company implemented structural projects in its operations, such as Quality Time.

This project consists, in summary, of implementing a daily and structured routine at the genba to solve problems that, along with a multidisciplinary team, are addressed and eliminated upon their first occurrence. This approach fostered discipline, One Team spirit, and the Quality Time + Go & See methodology with efficiency.

Product Testing

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

During the development phase of new products, Embraer conducts test campaigns and trials aiming to certify the aircraft design with certifying authorities. Preparations and quality planning stages for serial production are also conducted, including supplier readiness to ensure high-quality delivery.

In the serial production phase, the Embraer Quality System, through its procedures, mandates the application of inspection processes and the execution of tests on products under manufacturing.

These inspections and tests cover the entire supply chain, incoming material inspections, and inspections and verifications across the various stages of the company's production process, in order to verify the compliance of the manufactured products.

Finally, as the final stage of aircraft manufacturing, Embraer conducts finished product tests, both on the ground and in flight, to ensure quality and compliance with the requirements. Additionally, the customer acceptance phase is part of the delivery process of each manufactured aircraft, including inspections, tests, and flights conducted with the customer's participation.

The company is part of Industry 4.0, and one of the technological innovations implemented was the Integrated Automated Testing System, which sends signals and activates various aircraft systems, performing hundreds of tests. Each interface is tested, validated, and its data recorded, ensuring the quality of the production process.

Product Quality Education and Training Program – Training at Embraer

People readiness is one of the pillars of Embraer's Excellence Model. At Embraer, it is mandatory that 100% of employees who perform activities in pre-defined areas (both operational and non-operational) complete operational qualification training (customized content based on process needs), quality training (general content on excellence), and safety training (regulatory content according to legislation).

These trainings are conducted during new hires' onboarding and continue throughout their career with periodic refreshers and new knowledge requirements. The Quality Management System ensures that people are properly qualified to perform their roles and to ensure excellence in the execution of activities.

Embraer has corporate training programs in place, in addition to academies and learning platforms with dedicated training for different areas, enabling employees to access tailored learning – most of which is related to product quality.

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

Types of Training at Embraer

CLASS
(Course delivered by an instructor in person or remote-in person format)

AUTO INSTRUCTION AND READ & SIGN
(Material available for online reading, can be completed at any time)

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

OJT
(On-the-Job Training conducted in the work environment with a Mentor)

Training data for 2024:

19,463 employees trained

326,593 training participations

565,172 training hours

982 different courses delivered

Supplier Quality Management

Tier 1 and Tier 2 suppliers must have AS9100 certification, as well as comply with the existing EQRS (Embraer Quality Requirements for Suppliers). The maintenance of the AS9100 certification is ensured by the supplier through third-party audits monitored by Embraer.

Compliance with EQRS is periodically reassessed by Embraer's Quality team. Additionally, suppliers that manufacture parts according to Embraer specifications (Build to Print) must have their processes qualified by Embraer auditors, in accordance with EQRS requirements. If the supplier uses particular processes in its manufacturing, regardless of its tier in the supply chain, it must also have NADCAP certification for each applicable process, maintaining this certification through the annual NADCAP audit cycle.

The quality of all products and raw materials received by Embraer and its suppliers (tiers 1, 2, and 3) is verified during the incoming material inspection stage. This verification takes place through the test reports submitted by the suppliers or manufacturers of the respective material, certifying that the necessary tests to validate quality were conducted and approved according to technical specifications. Moreover, some products and raw materials are retested by Embraer in its own laboratories, following the specifications defined in technical standards by the Product Engineering team.

*Tier 1 – supply to Embraer; Tier 2 – supply to Embraer's suppliers; Tier 3 – supply to the suppliers of Embraer's suppliers, and so on.

Supplier Training

As part of a robust regulatory system, Embraer annually reinforces with its entire supply chain the quality requirements that must be met through the EQRS – Embraer Quality Requirements for Suppliers, which are additional requirements to those already established in the AS9100 standard – Quality Management Requirements for Aerospace Industry, a mandatory certification to become an Embraer supplier. In addition to EQRS, Embraer also provides the EPPAP Manual – Embraer Production Part Approval Process, which includes 17 Quality tools to be applied during the development or modification of a product, aiming to ensure preparedness for Quality. Both sets of guidance are delivered through the read & sign format, and may also be provided interactively, either in person or online. Another key initiative is the dissemination of the LEAN philosophy and the continuous improvement of processes, through KAIZEN methodology training provided to suppliers. These trainings are delivered in OJT (On the Job Training) format, where Embraer guides how to identify and solve problems in practice by conducting KAIZEN projects together with suppliers. In 2024, 94 projects were conducted in partnership with national and international companies.

Complementing these initiatives, technical training focused on Product Quality and Safety is continuously conducted across the supply chain, both in Brazil and internationally, and may be delivered in person or virtually. In 2024, 20 in-person training sessions were held with national and international suppliers on Safety & Quality Culture and Problem Solving.

Counterfeit Parts Prevention Process (RT-AE-250a.2)

The prevention of the use of counterfeit or unauthorized parts at Embraer involves several internal processes with established practices and procedures. The foundation of prevention is the training and deployment of requirements within the company's processes when hiring a supplier, purchasing a part, designing a product, and handling non-conforming products. Employees are trained to raise awareness about identifying suspicious parts, and the existing non-conforming product handling process is used in case such materials are detected.

Contract

When contracting a supplier, the requirement regarding counterfeit parts is communicated through the purchase order or contract. In the contract, this requirement is incorporated into the quality system certification standards required from suppliers (AS9100, AS9120). For suppliers lacking these certifications, the requirement is specified in the purchase order for all products acquired by Embraer, along with the technical and documentation specifications.

Purchasing

The purchasing department must acquire products according to project specifications and from qualified suppliers, as defined by Embraer's product structure. The supplier qualification process involves procedures that verify not only compliance with technical requirements but also adherence to the quality management system requirements. Periodic performance evaluations of suppliers are conducted, and risk management is applied to identify critical issues that require deeper audits or focused action plans. Distributors are also approved according to specific procedures and are only allowed to deliver products from manufacturers that are approved and listed on the purchase order.

Engineering

In the aircraft certification process, components must also go through a specific certification campaign. The equipment is subjected to testing and must have a certificate of conformity, along with the lab setup and the procedure used in the test. All certification artifacts are approved by the certifying authority or its representatives. These artifacts make up the technical data required to obtain the aircraft type certificate. Each aircraft is produced by a certified manufacturing organization according to the type certificate. A new or modified component can only be installed in a certified aircraft if it meets all the above steps, following the design modification procedure. As a member of the Material Review Board (MRB), product engineering is also responsible for the disposition of equipment nonconformities, ensuring that they meet applicable requirements. Engineering may also issue requests for stock reinspection for updates, returns, testing, or visual inspections. It is also possible to request Quality to include equipment limitation notes that restrict flight use, customer delivery, or other applications.

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 to the source of supply. Upon receipt, the material identification, packaging conditions, quantities, submitted documentation, and approved supplier in the system are verified, i.e., the information is checked to ensure that the delivered product meets the specifications of the purchase order. In certain situations, as defined in the receiving standards, the products or samples are forwarded to laboratories for testing to verify compliance with the specified technical requirements. When excess parts are received, the parts are scrapped if the supplier does not update the documentation to ensure traceability.

Nonconformity Treatment (Product and Process)

When suspect or counterfeit parts are identified, the material is segregated in quarantine, following the same process used to treat nonconforming products. In case of identification of nonconformities in processes related to handling counterfeit parts, corrective actions are opened to contain recurrence of the issue and ensure a permanent solution. Scrapped parts are strictly controlled to avoid improper use in the production process.

Training

Training is provided to employees through the EMPower system on the impact of counterfeit parts in the aerospace industry and prevention practices. The practices adopted by Embraer are also implemented in specific procedures within the areas.

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 at Annual Report 2022
	2-2 Entities included in the organization's sustainability reporting	Page 56	
	2-3 Reporting period, frequency, and contact point	Page 56	
	2-4 Restatements of information	Page 56	
	2-5 External assurance	Page 56	
	2-6 Activities, value chain, and other business relationships	Page 7	Management Report
	2-7 Employees	Page 103	
	2-8 Workers who are not employees	Page 103	
	2-9 Governance structure and composition	Page 124	
	2-10 Nomination and selection of the highest governance body	Page 125	Policy for the appointment and training of members of the board of directors
	2-11 Chair of the highest governance body	Page 125	
	2-12 Role of the highest governance body in overseeing impact management	Page 125	
	2-13 Delegation of responsibility for impact management	Page 126	
	2-14 Role of the highest governance body in sustainability reporting	Page 126	
	2-15 Conflicts of interest	Page 126	

GRI STANDARD		LOCATION	
GENERAL DISCLOSURES		SUSTAINABILITY REPORT	ADDITIONAL REFERENCES
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	Page 126	
	2-17 Collective knowledge of the highest governance body	Page 127	Policy for the appointment and training
	2-18 Performance evaluation of the highest governance body	Page 109	Internal regulations of the board of directors
	2-19 Compensation policies	Page 109	Internal regulations of the board of directors
	2-20 Process to determine compensation	Page 110	Internal regulations of the board of directors
	2-21 Ratio of annual total compensation	Page 110	
	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 128	
	2-26 Mechanisms for advice and raising concerns	Page 128	
	2-27 Compliance with laws and regulations	Pages 76 - 130	
	2-28 Membership in associations	-	CDP - C12.3 - Engagement
	2-29 Approach to stakeholder engagement	-	Corporate procedure
	2-30 Collective bargaining agreements	Page 85	

MATERIAL TOPICS		SUSTAINABILITY REPORT	ADDITIONAL REFERENCES
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 57	
	3-2 List of material topics	Page 58	
ECONOMIC PERFORMANCE			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Pages 13 e 14	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 121	
ANTI-CORRUPTION			
GRI 205: Anti-corruption 2016	205-1 Assessed operations for risks related to corruption	Page 128	
	205-2 Communication and training on anti-corruption policies and procedures	Page 129	
	205-3 Confirmed corruption incidents and actions taken	Page 129	
ENERGY			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 112, 123, 132, 133	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 112, 123, 132, 133	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 112, 123, 132, 133	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	Pages 65-66	
	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 112, 123, 132, 133	Embraer Compliance Program (page 130)
GRI 306: Waste 2020	306-3 Waste generated	Pages 75 - 76	
	306-4 Waste diverted from disposal	Pages 75 - 76	
	306-5 Waste directed to disposal	Pages 75 - 76	
SUPPLIER ENVIRONMENTAL ASSESSMENT			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 112, 123, 132, 133	Embraer Compliance Program (page 130)
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers screened based on environmental criteria	Page 115	
	308-2 Negative environmental impacts in the supply chain and actions taken	Page 119	
EMPLOYMENT			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Pages 98 - 101	
	401-2 Benefits provided to full-time employees that are not extended to temporary or part-time employees	Page 104	
	401-3 Parental leave	Page 102	

		SUSTAINABILITY REPORT	ADDITIONAL REFERENCES
OCCUPATIONAL HEALTH AND SAFETY			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 112, 123, 132, 133	Embraer Compliance Program (page 130)
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Page 82	
	403-2 Hazard identification, risk assessment, and incident investigation	Pages 80 e 82	
	403-3 Occupational health services	Page 82	
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 82	
	403-5 Worker training on occupational health and safety	Page 80	
	403-6 Promotion of worker health	Page 83	
	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 82	
	403-9 Work-related injuries	Pages 81 - 82	
TRAINING AND EDUCATION			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 112, 123, 132, 133	Embraer Compliance Program (page 130)
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Pages 86-88	
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 89	
	404-3 Percentage of employees receiving regular performance and career development reviews	-	
DIVERSITY AND EQUAL OPPORTUNITY			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Pages 105-107	
	405-2 Ratio of basic salary and compensations received by women, and by men	Page 108	
NON-DISCRIMINATION			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 112, 123, 132, 133	Embraer Compliance Program (page 130)
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Page 130	

		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 120	
LOCAL COMMUNITIES			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Page 111	
SUPPLIER SOCIAL ASSESSMENT			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 112, 123, 132, 133	Embraer Compliance Program (page 130)
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Page 115	
	414-2 Negative social impacts in the supply chain and actions taken	Page 119	
CUSTOMER PRIVACY			
GRI 3: Material Topics 2021	3-3 Management of material topics	Pages 112, 123, 132, 133	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 132	

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 75-76	
Number and amount of reportable aggregated spills; reclaimed amount of reportable spills	RT-AE-150a.2	Page 76	
DATA SECURITY			
Number of data breaches; percentage involving confidential information	RT-AE-230a.1	Page 131	
Description of the approach to identify and address data security risks in the company's operations and products	RT-AE-230a.2	Page 131	
PRODUCT SECURITY			
Amount of recalls issued, total of units gathered	RT-AE-250a.1	Page 133	
Number of counterfeit parts detected, avoided percentage	RT-AE-250a.2	Page 138	
Number of received Airworthiness Directives; total of affected units	RT-AE-250a.3	Page 134	
Total amount of monetary losses resulting from legal proceedings associated to product security	RT-AE-250a.4	In 2024, the company recorded no monetary losses related to product safety	
SAVING OF FUEL AND EMISSIONS IN THE PRODUCT'S USE STAGE			
Product revenue associated to alternative energy	RT-AE-410a.1	In 2024, approximately 47% of the company's net revenue came from more sustainable products	
Approach description and strategy debate to handle the saving of fuel and greenhouse gas (GHG) emissions of products	RT-AE-410a.2	Page 17	
MATERIAL SUPPLY			
Description of risks management associated to the use of critical materials	RT-AE-440a.1	Page 120	
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 129 - 130	
Revenue from countries classified as "E" or "F" in the Transparency International Government Defense Anti-Corruption Index	RT-AE-510a.2	Page 130	
Description of processes to manage business ethics risks throughout the value chain	RT-AE-510a.3	Page 129	

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 123-127)	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 17-19) 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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