MOBILITY REIMAGINED

Sustainability Report 2025



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Message from the CEO

Eve does not have a purpose, **Eve is a purpose!**

After 23 years at Embraer, I accepted the opportunity to lead this journey because I believe in the transformative power of sustainable urban air mobility. Our fully electric eVTOL represents a new way of living in cities: flights with zero carbon emissions and low noise levels, a combination that paves the way for a cleaner, quieter, and more integrated system in people's daily lives.

2025 was a year of consolidation and disciplined execution of what we had planned. We grew quickly and with a proportional commitment. For us, ESG must be lived and embedded in the day-to-day execution of our activities.

Sustainability permeates the entire decision-making cycle, from the product to the value chain. Therefore, we reinforced non-negotiable socio-environmental requirements for hiring and sought partners who share responsibility, such as in the battery second-life strategy and recycling. At our factory in Taubaté (SP), we will implement water-based paints, renewable energy, and water reuse practices, reflecting our constant pursuit of reducing negative environmental impacts.

Our social initiatives also evolved through the strengthening of the Volunteer Program and initiatives that expand equal opportunities within Eve. We believe innovation is born from diverse, engaged teams guided by purpose. At the same time, we advanced our commitment to strong governance, supported by anti-corruption policies, a code of conduct, health and safety practices, ethics committees, and internal and external transparency channels.

This report reflects real achievements and reaffirms our commitment to positive impact. My thanks to the Evers, partners, customers, investors, and communities building this future with us. Sustainable air mobility is a collective project, and the future has already begun to take shape.



Johann Bordais
CEO — Eve Air Mobility

The Report

Eve Air Mobility is pleased to present its **1st Sustainability Report**, covering the period from January 1 to December 31, 2025.

This document highlights our business model, which directly connects **urban mobility toward a more sustainable, efficient future.** We present the initiatives and actions adopted across the Environmental, Social, and Governance (ESG) pillars, aiming to drive the energy transition and promote more connected cities.

We prepared this report in accordance with the Sustainability Accounting Standards Board, and the practices are aligned with the Sustainable Development Goals (SDGs) of the 2030 Agenda established by the United Nations.

For questions or more information, contact

investors@eveairmobility.com

Enjoy the report!



EVE AIR MOBILITY

Who we are: Our Eve

Eve was born with a clear purpose: to create safe and sustainable Urban Air Mobility (UAM) experiences. We believe mobility is the key to a more dynamic life and a tool that allows us to reimagine human connections.

We are developing a new way of transportation that reduces travel time and shortens distances: the **eVTOL**, our electric Vertical Take-Off and Landing vehicle.

By doing so, we aim not only to lead the evolution of UAM, but also to move toward a transition to travel with zero local carbon emissions and more efficient passenger transportation.

Since the aircraft development phase, we have structured an ecosystem of products and services to enable its operation.

In this process, we rely on Embraer's strategic support and exclusive technologies from a company with more than 56 years of history and excellence in the aerospace industry.

Currently, Eve has administrative offices in Brazil, in São José dos Campos (SP) and São Paulo (SP), with headquarters in Melbourne, Florida in the United States. In Brazil, we concentrate the development of products and support services within Embraer, in the cities of São José dos Campos and Gavião Peixoto, both in the state of São Paulo.

Our first production unit, with an expected capacity of up to 480 eVTOLs per year, will be in Taubaté.



We are currently in the testing phase of our full-scale engineering prototype, an essential stage for gaining knowledge and technology maturity. This progress will support the future stages of aircraft certification with Brazil's regulatory authority, the National Civil Aviation Agency (ANAC), ensuring safe and efficient operations.

Eve: the future of urban air mobility

~ 2.700

pre orders for **eVTOLs**[1]

US$ 13,5 bi

in pre sales[2]

Access

our institutional video here



[1]Number of eVTOLs pre-ordered, including firm orders and purchase options, as of December 31, 2025.

[2]Value based on list price methodology, a customary practice in the aviation industry that incorporates internal and external factors to define a standard price.



Our Values

More than an innovative project, we believe Eve is the beginning of a new reality guided by sustainability and efficiency.

With a people-centered focus and a collaborative mindset, we reimagine mobility to enable what is most essential: human connections. To achieve this, we rely on a qualified team that integrates specialized knowledge, advanced resources, and cutting-edge technology.

Our culture is sustained by six fundamental values, in which safety always comes first. Added to this are: sustainability leads the way; pride in our achievements; invention drives us; always be human-friendly; and enjoy the ride. They are our DNA and our identity.

Our values are fundamental principles experienced in practice and in daily activities, present throughout the employee journey.

Safety above all

The best mobility experience is a safe experience. We put safety first in everything we do, starting with our people and extending to our products, services, and solutions, as well as our customers, and future passengers. We are committed to sharing and reinforcing this mindset outside of Eve.

Sustainability leads the way

We are driven by an environmental, social, and governance-inspired mindset to fulfill our commitment to a more sustainable future. We strive to be an industry standard for diversity, equity, and inclusion, creating solutions that represent our customers.

Pride in our achievements

We are driven by high performance and consistent results, achieved with focus, accountability, and a powerful sense of ownership. We build trust by being transparent, reaching our goals, and exceeding expectations. We are proud of our team's results.

Eve's Values

Invention drives us

We are powered by curiosity and responsibility, and we continuously seek solutions that generate value for our business and the market.

Always be Human-Friendly

We are developing solutions that improve the quality of life, deliver a positive impact on our society, and expand accessibility. For us, our employees, customers, and communities must be at the center of everything we do.

Enjoy the ride

We deliver tangible results, and celebrate our achievements, with a true team spirit. After all, it is not only about the destination, but also about providing a spectacular journey.

We are a company that designs products and solutions for humans and by humans. Our focus on people is constantly reaffirmed by different teams that shape the experiences of passengers, employees, and the communities where we operate, integrating the perspectives of customers, our people, and society.

People-centricity is also reflected internally and in our relationships with partners. We carefully listen to different stakeholders, testing, and learning throughout the process, and continuously validating our alignment with our purpose.

We have a culture that manifests itself both in small daily actions and major business decisions: what we call “The Eve Way.” With a multicultural team, we celebrate every achievement along the way through initiatives, events, and programs that celebrate key milestones alongside our employees and partners.

Our team is driven by the challenge of contributing to something that has **never been done before!**



Access

Watch our **culture manifesto** here



Our History

Our journey began in 2017 as a disruptive innovation project within Embraer's business acceleration program. Since our inception, we have been driven by the purpose of creating urban air mobility experiences, contributing to improving people's quality of life through integrated and sustainability-focused solutions.

Timeline



2017

Origins

Eve is created as an innovation project within Embraer's business acceleration program, one of the world's leading aircraft manufacturers.

2020

Independence

Eve becomes the first project to spin off from Embraer's acceleration program and operate as an independent company.

2021

Merger with Zanite

Eve merges with Zanite Acquisition Corp., an investment company focused on emerging technologies.

2022

Public Listing

On May 10, 2022, Eve completes its Initial Public Offering (IPO) on the New York Stock Exchange (NYSE).

2023

eVTOL Manufacturing Facility Announcement

Eve announces its first eVTOL production facility in Taubaté, São Paulo, Brazil.

2024

First Prototype Launch and Regulatory Advances

Eve unveils its first prototype at the Farnborough Airshow in the United Kingdom, while Brazil's National Civil Aviation Agency (ANAC) publishes the final airworthiness criteria for eVTOL aircraft, a key milestone in the certification process.

2025

Agreement with Revo and First Flight

Eve signs its first binding sales agreement with Revo and unveils the full-scale aircraft mockup; expands access to the Brazilian capital markets through the launch of Brazilian Depositary Receipts (BDRs) and listing on B3; completes the first engineering prototype flight and launches its flight test campaign.

Eve: Five Years
Shaping the Future

Access and see our purpose

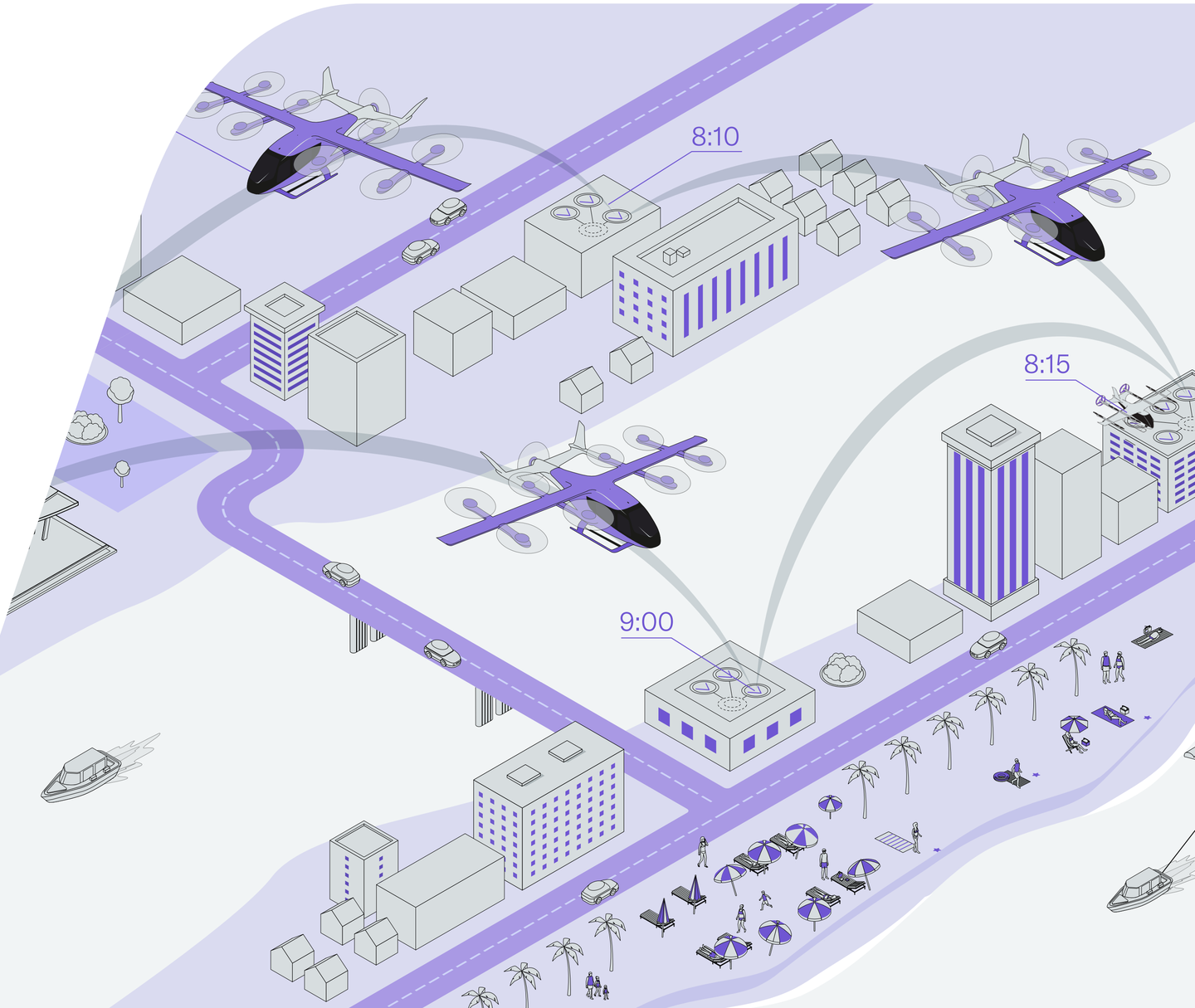
Business Model

Eve's vision is to lead the global urban air mobility market through a clear purpose: reimagine human connections by delivering safe, sustainable, and integrated solutions for the entire ecosystem.

Our business model is guided by the following principles:

- Contributing to the development of products, services, industrial operations, and urban air mobility ecosystem
- Supporting revenue generation, cash liquidity, lean corporate processes, and organizational structure
- Ensuring the long-term sustainability and resilience of the Company's business model

Our strategic planning, considered one of the key processes within our governance structure, is led by senior management and approved and monitored by the Board of Directors. The process follows an annual cycle for reviewing objectives and targets, supported by internal and external analyses, as well as financial scenarios and projections, enabling the ongoing assessment of business risks and opportunities.



Focus on Innovation

We are driven by innovation. We foster an open environment where all employees are encouraged to propose solutions in safe, collaborative spaces.

Eve also invests in training, collaborative tools, data democratization, and continuous learning. When ideas are not implemented in the short term, we continue to provide feedback, support creativity, and value the lessons learned. This reinforces innovation as an ongoing process and a core element of our identity.

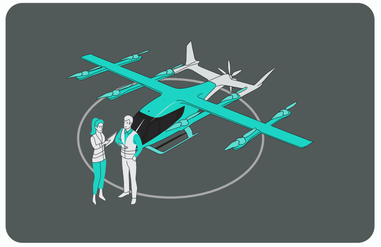
Eve was born from an idea, and it is this spirit of

innovation & creativity

that we strive to keep alive among our employees, whether through incremental improvements or bold, disruptive proposals.

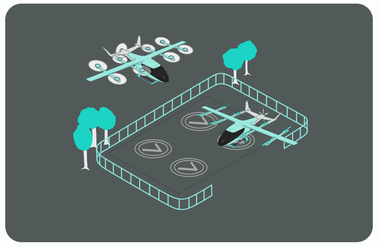
Solutions Portfolio

In our view, enabling eVTOL operations depends not only on the aircraft itself, but also on the development of a comprehensive portfolio of services and operational support solutions. For this reason, we provide a complete suite of solutions designed to support future urban air mobility operations.



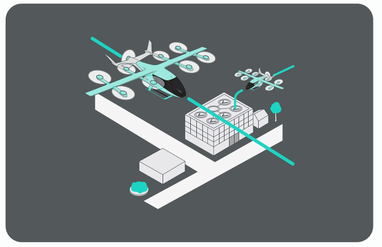
Eve eVTOL

Electric Vertical Take-Off and Landing vehicle



Eve TechCare

Comprehensive service portfolio for eVTOL



Eve Vector

Agnostic software solution for urban air traffic management

Eve eVTOL

The eVTOL is our electric Vertical Take-Off and Landing vehicle. The aircraft features a Lift + Cruise configuration, combining vertical flight with fixed wings cruise performance. We are designing an aircraft with simplified maintenance requirements and low noise levels.

With a range of 85 km (50 mi), our eVTOL is designed to support a wide range of urban mobility applications, including airport transfers, urban transportation, sightseeing flights, medical services, and corporate travel.



Value proposition of our eVTOL

100% electric

Zero carbon emissions during operation, supported by a next generation energy storage system

Flexible seating capacity

Accommodates four passengers and one pilot, with the potential for additional seating in an autonomous configuration

High utilization rate

Designed for thousands of flight cycles per year, with industry-leading reliability

Tailored for Urban Air Mobility

Engineered for an operational range of 85 km (50 miles)

Community-friendly

Low noise levels during operation

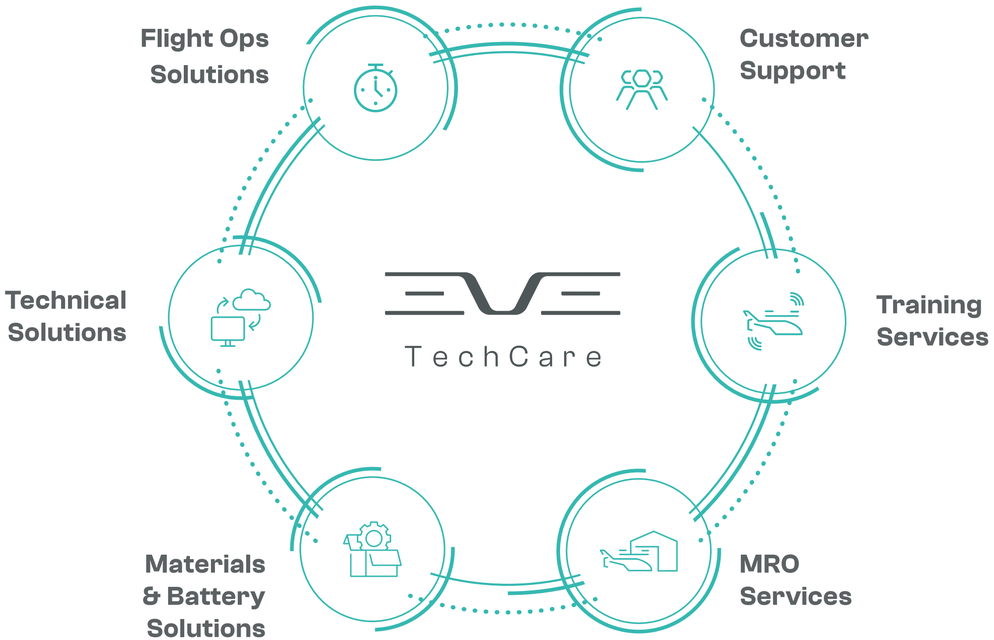
Environmental Impacts of the eVTOL

- 100% electric vehicle, with no fossil fuel consumption during operation
- Zero local carbon emissions from the vehicle, contributing to improved urban air quality
- Vehicle lifecycle-based design approach, considering environmental impacts from production to end-of-life
- Reduction of CO_2 emissions across the value chain compared to conventional motor vehicles



Eve TechCare: Integrated Portfolio of Solutions and Services

Eve TechCare is an integrated portfolio of customer support services and solutions powered by digital technologies, designed to ensure eVTOLs operate at their maximum performance and efficiency.



Customer Support

Dedicated **24/7** customer support, including continuous aircraft health monitoring services.

Pilot and Maintenance Training

Theoretical and direct training programs, including simulator sessions, focused **on operational efficiency, reducing ground time, and enhancing ground operation practices.**

Maintenance Services

Execution of scheduled and unscheduled maintenance, both at service centers and off-base locations, including overnight services, technical maintenance management, and customized maintenance programs tailored to operators' needs.

Materials and Battery Solutions

Integrated global network designed to ensure **high availability** of quality parts, supported by rigorous control of critical components. Includes **battery lifecycle management systems** and continuous customer support.

Technical Solutions

Aircraft health monitoring, field technical support, as well as aircraft customization and modification services.

Flight Operations Solutions

A highly qualified team providing support in the **development and updating of manuals** and software, as well as **continuous operational** support.

Learn more about Eve TechCare

Access

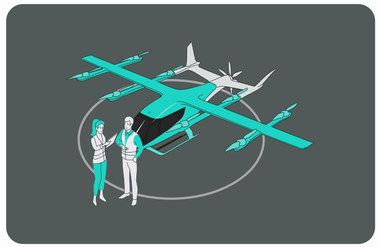
Eve Vector: Urban Air Traffic Management

Vector is an agnostic software platform designed for urban air mobility management. Developed for eVTOL and low-altitude aircraft operations, the solution connects operators, vertiports and heliports, authorities, and service providers, enabling efficient ecosystem-wide coordination.

Learn more about Eve Vector

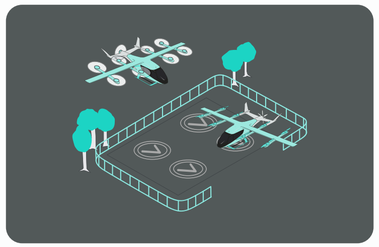
Access

Customized urban air mobility platform for operations



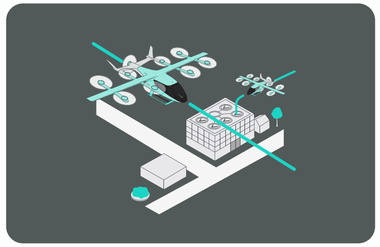
Flight Coordination

Planning, sequencing, and route optimization to ensure safe and efficient operations within the UAM (Urban Air Mobility) environment



Vertiport Automation

Coordination of resources such as landing and takeoff positions, refueling, and turnaround in multi-operator environments



Airspace and Flow Management

Optimizing airspace capacity, including traffic management, strategic separation, and integration with Air Traffic Management/Unmanned Aircraft System Traffic Management systems



Compliance Management

Adherence to regulatory, operational, and environmental requirements

Partnerships

We benefit from Embraer's strategic support, which brings more than 56 years of experience and a strong culture of excellence in the manufacturing and commercialization of safe, cutting-edge aircraft.

Eve benefits from a multidisciplinary team with around 800 Embraer employees dedicated to our program, in addition to the support and engagement of other integrated teams contributing to product development, solutions, and operations.

This partnership enables Eve to access Embraer's proprietary technologies and its established infrastructure.

We also benefit from Embraer's global operational network, characterized by extensive international reach. This facilitates access to highly specialized services and accelerates the Company's integration into markets worldwide.

EMBRAER

Partnership Between Eve and Embraer – Global Support Network

7 global distribution centers

15 proprietary MRO* service centers

80+ authorized service centers

200+ technical support representatives

92 flight simulators (including proprietary and customer-operated simulators)

*Maintenance, Repair, and Overhaul.

Eve also benefits from strategic investors that support the research and development of our solutions, including the **Brazilian Development Bank (BNDES)**, a partner that has provided more than US$ 240 million in financing since 2022.

In 2025, BNDES allocated approximately US$ 40 million to support advancements in the eVTOL program.

Learn more

Also in 2025, Eve entered into an agreement with the Brazilian public agency FINEP (*Financiadora de Estudos e Projetos*), securing an economic grant of US$ 15.8 million. The funding will support the development of the prototype and digital platforms that will enable the safe and efficient scalability of the eVTOL ecosystem.

Learn more

We also maintain strategic partnerships with other national and international companies operating in the engineering and production of our eVTOL, strengthening the safety, performance, and reliability of our solutions ecosystem.



2025 Highlights

Raised

US$ 230 million

from BNDESPAR, Embraer, and institutional investors

Celebrated our listing in

Brazil (B3)

aligned with our strategy to diversify the shareholder base

Great Place To Work.®

For the second consecutive year, Eve was

certified

as a Great Place to Work® (GPTW)

Presentation of

the full-scale eVTOL mockup

for the first time at the Paris Air Show



Signed the first binding agreement

with Revo for up to 50 eVTOL aircrafts

GREAT PEOPLE Mental Health Certificada Saúde Mental 2025

Received the GPTW

Mental Health

recognition for the second consecutive year, acknowledging companies that actively promote employees' psychological well-being

2025 Highlights

Conducted the first Vector operation

during the São Paulo Formula 1 Grand Prix

Strengthened global presence

through the signing of an agreement with Bahrain

Impacted more than 700 people

through corporate volunteering initiatives

Completed the first flight of the eVTOL Engineering Prototype

On December 19, 2025, Eve successfully completed the first flight of its eVTOL engineering prototype at Embraer's testing facilities in Gavião Peixoto, São Paulo, Brazil.



First **eVTOL** Flight

Learn more

Financial Transparency

Financial Sustainability and Business Resilience

Eve's financial strategy is aligned with its current stage of development and its long-term commitment to innovation in sustainable air mobility. The Company continues to make consistent investments in research and innovation, recognizing that these efforts are essential to enabling safe, efficient, and environmentally responsible technological solutions.

Eve maintains a solid financial structure, supported by adequate liquidity levels and access to strategic funding sources. This position ensures business continuity, advances the technological roadmap, and supports the responsible management of financial risks, strengthening business resilience, and long-term value creation.

Financial Highlights in 2025

Eve Air Mobility's complete financial information

Access

Financial Structure

US$ 284.1 m
raised through funding

US$ 541.4 m
year-end liquidity

Sustainable Financing

US$ 40.53 m
sustainable investments[1]

US$ 23.5 m
in Green Bonds

Development & Innovation

US$ 194.70 m
allocated to R&D investments

33
patents and industrial designs generated by 2025[2]

[1] Proceeds from Green Fund – BNDES and FINEP.

[2] As of December 31, 2025, Eve held 33 patent and industrial design applications, having secured 10 granted patents and 10 industrial design registrations primarily related to eVTOL vehicle technology, including rotor configurations, cruise flight performance and safety, and flight control solutions.

Sustainable Finance Framework

At Eve, we value environmental preservation and the promotion of ethical and socially responsible practices. To reinforce the effectiveness of our sustainability commitment with investors, the Company established a Sustainable Finance Framework, defining criteria and indicators for the allocating resources raised through Green Bonds and Green Loans, with a focus on supporting a more sustainable future.

The framework was developed in accordance with the principles established in the 2023 edition of the Green Loan Principles issued by the Loan Syndications and Trading Association (LSTA), as well as the 2022 edition of the Green Bond Principles issued by the International Capital Market Association (ICMA).

In addition, the framework was independently assessed by NINT Natural Intelligence, which issued an opinion confirming that Eve's Green Finance Framework is aligned with global best practices for green bond issuances and sustainable financing.

Read the **Sustainable Finance Framework**

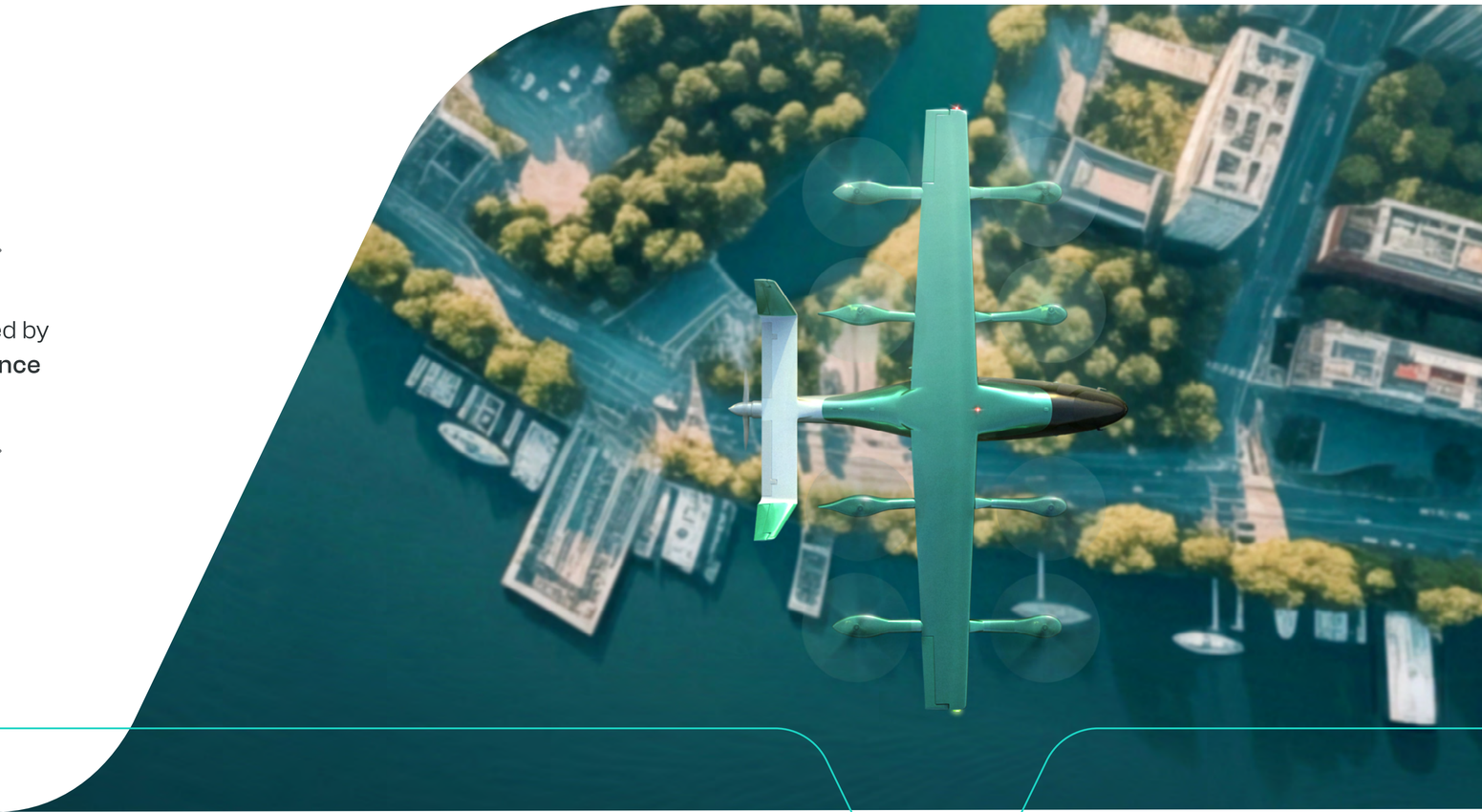
Access

Read the opinion issued by **NINT Natural Intelligence**

Access

Bradesco enabled the first ESG financing transaction aligned with the Green Loan Principles. The amount, up to R$ 500 million, will be allocated exclusively to the development of the eVTOL program. The funding was made available through BNDES under a financing line related to greenhouse gas (GHG) emissions reduction and climate change adaptation.

Learn more



ESG Journey

Our ESG journey begins with the very foundation of our purpose: to create **safe, sustainable, and efficient air mobility experiences.** We are leading the transition toward a more sustainable form of air transportation through an aircraft with zero local carbon emissions, a manufacturing facility fully powered by renewable energy, and circularity-driven waste management practices.

Transparency, ethics, and safety are core pillars of our governance, alongside our commitment to fostering a diverse and inclusive workplace with equal opportunities for all. Eve's initiatives also extend to the broader community through educational programs and partnerships that reflect our commitment to making a meaningful difference.

For us, innovation is an opportunity to create solutions that benefit society and generate a positive impact capable of transforming future generations.

2020–2023

- ESG strategic objectives established
- ESG targets defined
- Key Corporate and ESG policies published (Global Anti-Corruption Policy, Code of Conduct, Environment, Health and Safety Policy, Equal Opportunity, and Human Rights Policy)
- Launch of Eve's Anti-Corruption Program, aligned with global best practices

2024–2026

- Materiality Assessment conducted
- Environmental licenses secured for the manufacturing facility
- Mini glider challenge developed in partnership with *Instituto Embraer*, involving public schools in the city of Taubaté, São Paulo
- 100% renewable energy at our first manufacturing facility in Brazil
- Suppliers committed to Eve's sustainability standards
- Eve is committed to the development of women, promoting female leadership
- Commitment to ensuring equity of opportunity for all
- Achievement of SOX 404(b) certification, demonstrating the robustness of the internal controls environment, corporate governance, and integrity of financial statements
- Development and implementation of the Management System

Our Ambition and the Sustainable Development Goals



Quality Education

Partnership with *Instituto Embraer* to promote educational initiatives and aeronautical culture, expanding access to technical knowledge and talent development within communities.



Gender Equality

Promotion of diversity, equity, and inclusion through structured initiatives aimed at increasing representation and ensuring equal opportunities in the corporate environment.



Affordable and Clean Energy

Commitment to the use of renewable electricity sources in operations, with a focus on reducing carbon footprint and improving energy efficiency.



Decent Work and Economic Growth

Development of a safe and inclusive workplace, with practices aligned with human rights, employee well-being, and continuous professional development.



Industry, Innovation, and Infrastructure

Strengthening industrial capabilities and contributing to the advancement of more efficient, resilient, and sustainable transportation systems



Sustainable Cities and Communities

Low-carbon technologies that contribute to the advancement of urban air mobility and greater transportation efficiency.



Responsible Consumption and Production

Responsible use of resources in solution development, with a focus on material efficiency and lifecycle impacts.



Climate Action

Addressing climate change through the development of innovative urban air mobility solutions.

Watch our ESG Manifesto

Materiality Matrix

Committed to strengthening our ESG journey, we developed our materiality matrix to identify the most relevant environmental, social, and governance topics for both the Company and its stakeholders. The matrix supports the definition of organizational priorities and guides the next steps in our sustainability strategy.

Materiality was defined based on the standards of the Sustainability Accounting Standards Board (SASB), which guides companies in disclosing financially material ESG information, and the Global Reporting Initiative (GRI), the world's most widely adopted sustainability reporting framework.

The process for developing and assessing the matrix included four stages:

Understanding the organizational context: overview of operations, business relationships, sustainability context, and stakeholder landscape

Identifying actual and potential impacts: benchmarking across the value chain and conducting interviews with stakeholders and subject matter experts

Assessing impact significance: a survey was conducted with customers, suppliers, executive management and Board members, employees, business partners, and suppliers, assigning scores from 1 to 5 (from least to most important) to the material topics identified in the previous stage

Prioritizing the most relevant topics: a total of 115 responses were received. All topics were ranked by relevance and cross-referenced with SASB indicators and Embraer benchmarks

At the conclusion of the process, **seven material topics were identified.** Based on these findings, strategic guidelines were established, and Company efforts were directed toward product safety and quality, workplace ethics and compliance, talent attraction and retention, data privacy and security, and responsible risk and crisis management.

In addition, topics such as waste and hazardous materials management and greenhouse gas emissions across the value chain guide the adoption of operational and governance practices aligned with the pursuit of a more sustainable future.

Material Topics of Eve Air Mobility

Priority Material Topics	Description
Product Safety and Quality	Ability to provide products and/or services that meet customer expectations regarding health and safety characteristics.
Ethics and Compliance in the Work environment	Delivery of services aligned with the highest professional and ethical standards in the industry.
Talent Attraction and Retention	Strategies and practices used to recruit, develop, retain, and engage high-performing employees, including training and development initiatives as well as health, safety, and well-being programs.
Risk and Crisis Management	Ability to understand, prevent, or mitigate accidents and emergencies with significant environmental and social impact potential.

Priority Material Topics	Description
Waste and Hazardous Materials Management	Management of solid waste in manufacturing, including treatment, handling, storage, final disposal, and regulatory compliance.
Data Privacy and Security	Management of risks related to the collection, retention, and use of sensitive, confidential, and/or proprietary customer or user data, as well as cybersecurity risks.
Greenhouse Gas Emissions in Manufacturing and use-Phase*	Management of Scope 1, 2, and 3 emissions. *Greenhouse gas emissions, both in manufacturing and during the use phase, were not identified as material in the survey; however, they are considered strategic for the Company.



GOVERNANCE



As a publicly traded company listed on the stock exchange, Eve adheres to exacting standards of corporate governance, guided by ethical, transparent, and responsible business conduct. In this context, we recognize integrity as a fundamental pillar for strengthening trust and building solutions aligned with market best practices.

Our governance structure prioritizes accountability, compliance, and effective decision-making, supported by ongoing oversight from the Board of Directors and its Committees.

Eve has established public sustainability targets and implements concrete day-to-day initiatives, including defining ESG objectives; adopting internal policies (such as Anti-Corruption, Code of Conduct, Health, Safety and Environment, Equal Opportunity and Human Rights, among others); obtaining environmental licenses; engaging suppliers; and establishing commitments related to operational emissions reduction.

In addition, we maintain formal transparency, disclosure, and financial reporting practices in compliance with legal, regulatory, and market requirements. As part of our commitment to operational excellence, we plan to pursue AS9100 (Quality Management) and ISO 14001 (Environmental Management) certifications in upcoming cycles.

This set of principles and initiatives reflects the continuous strengthening of Eve's governance, culture, and corporate identity, promoting alignment with stakeholders and authorities while supporting the ongoing evolution of oversight and decision-making mechanisms.

Governance Structure

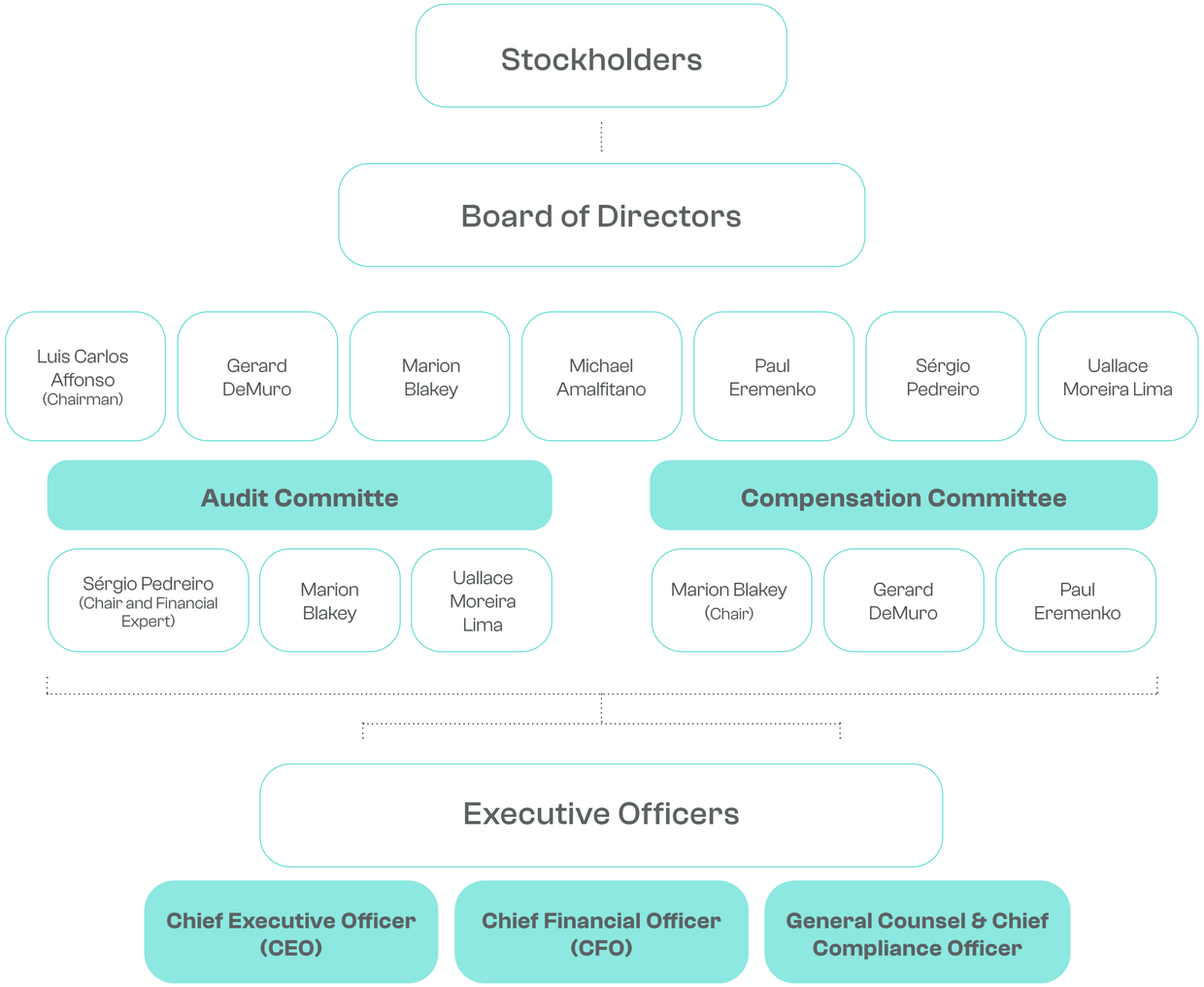
Eve's governance structure was designed to ensure effective strategic oversight, institutional integrity, responsible risk management, and alignment with corporate governance best practices applicable to publicly traded companies listed on the New York Stock Exchange.

The Company's governance comprises three main bodies: **the Stockholders' Meeting, the Board of Directors, and the Executive Leadership Team**, which operate in an integrated and complementary manner.

The Board of Directors is Eve's primary governance body. Elected by stockholders, the Board is responsible for strategic guidance, oversight of executive management, and monitoring corporate risks and legal and regulatory compliance. In fulfilling its responsibilities, the Board is supported by specialized committees (such as the Audit Committee and Compensation Committee), which provide technical analysis on specific matters and report their conclusions to the Board.

The Executive Leadership Team is responsible for the day-to-day management of the Company's business and operations, acting under the supervision of the Board of Directors and in accordance with the established guidelines.





Board of Directors

Eve's Board of Directors is composed of seven (7) members, four (4) of whom are considered independent under NYSE criteria and the Company's internal standards. Its composition complies with corporate governance documents, legal and regulatory obligations, and Eve's Corporate Governance Guidelines.

The Board brings together professionals with diverse and complementary experience across strategic sectors such as aviation, technology, and capital markets, with strong expertise in governance, risk management, and digital innovation.

Among the Board's responsibilities are:

- Overseeing corporate risk management and compliance matters
- Appointing members to Board Committees
- Evaluating the performance of the Chief Executive Officer (CEO)
- Conducting executive succession planning processes
- Approving relevant corporate policies
- Overseeing the Company's sustainability strategies and policies

Appointment and Selection of the Board of Directors

Board members are elected by **stockholders at the Annual General Meeting for three-year terms.** Members perform their duties collectively and always in the best interests of the company and its stockholders, while considering the impacts of their decisions on employees, customers, suppliers, society, and other stakeholders.

This model contributes to effective oversight of business operations, strategic continuity, and consistent monitoring of executive leadership, while enabling the periodic succession of Board members.

The main criteria considered in the selection process include professional experience, technical and strategic competencies, integrity, judgment capability, availability, absence of conflicts of interest, and strategic alignment with the organization.

The Board of Directors adopts a staggered board structure, with members divided into three classes. Elections are held annually for only one of these classes, ensuring three-year terms and the gradual renewal of the Board.





Board of Directors and ESG Pillars

All Board members participate in **periodic training** and update sessions on topics relevant to the business, such as Ethics, Governance, and Compliance.

With the support of the ESG Committee and in conjunction with the Audit Committee, the Board of Directors oversees the Compliance Program and the controls and risk environment, evaluating Eve's economic, environmental, and social impacts, as well as the mitigation measures implemented and under development.

In addition, the Board reviews the Code of Ethics and Anti-Corruption Policy every two years, including an assessment of the effectiveness of implementation, monitoring, and reporting mechanisms.

Through this structured and recurring approach, the Board of Directors ensures that governance, integrity, and impact management processes remain effective, up to date, and aligned with Eve's corporate strategy.

More details about **Eve's Board of Directors** are available in the Corporate Governance Guidelines

Access

Audit Committee

The Audit Committee supports the Board of Directors in fulfilling its responsibilities related to accounting, auditing, financial reporting, legal compliance, and risk management, overseeing the integrity of financial statements, the internal controls environment, and the corporate risk management framework

The Committee also manages the relationship with independent and internal auditors, monitors the operation of the ethics channel (Helpline) and periodically reports its activities and conclusions to the Board of Directors.

The Committee is also responsible for preparing the Audit Committee Report required by the Securities and Exchange Commission (SEC) rules for inclusion in Eve's annual proxy statement.

Learn more about the Audit Committee

Access

Compensation Committee

The Compensation Committee supports the Board of Directors in overseeing Eve's compensation policies, practices, and benefit plans. The Committee is responsible for defining, reviewing, and recommending compensation guidelines, structures, and programs for executive leadership and Board members, while the Board of Directors retains final authority for deliberation and approval of these matters.

The Committee also conducts the annual performance evaluation of executive leadership, oversees risks associated with compensation policies and practices (including mitigation mechanisms such as clawback provisions), and monitors the preparation and review of regulatory reports related to compensation matters, as required by the SEC and other applicable regulations.

Through these activities, the Compensation Committee ensures that Eve's compensation practices remain aligned with market and corporate governance best practices and in compliance with applicable laws and regulations.





ESG Committee

The ESG Committee is composed of members of executive leadership and supports Eve in achieving its ESG commitments by assisting in defining strategy, priorities, and objectives related to the topic.

The Committee meets periodically to review, assess, and monitor initiatives, policies, and practices related to material ESG topics, providing recommendations and guidance for more effective communication with different stakeholders and ensuring the appropriate positioning of the Company's ESG agenda.

Meetings include participation from different business areas to support cross-functional discussions and promote more transparent, integrated actions.

Participation in Urban Air Mobility Forums

To ensure alignment with its corporate principles, Eve maintains a formal governance structure that guides and monitors its employees' institutional participation in trade associations and industry forums, both nationally and internationally.

These include technical, business development initiatives, as well as organizations dedicated to promoting female leadership in the aviation and aerospace industries.

The Company's participation in these forums is primarily aimed at:

- Influencing relevant agendas and contributing technical expertise to industry discussions
- Understanding market movements and anticipating trends, innovations, risks, and opportunities that may impact the business
- Strengthening the Company's strategic positioning

This engagement promotes active participation in the sector, advancing industry, and supporting Eve's long-term strategy.



Risk Management

At Eve, Risk Management is monitored and overseen by the Audit Committee, under the supervision from the Board of Directors. The process aligns with market best practices and with the strategy adopted by Embraer, the controlling stockholder and partner in the development of our solutions.

The objective of **Enterprise Risk Management (ERM)** is to ensure the identification, assessment, monitoring, and mitigation of risks relevant to the business. The process is conducted by risk owners and executive leadership, considering strategic planning, internal processes, the business model, and internal and external risk factors that may directly impact operations.

Risk management begins with identifying the likelihood of occurrence and the potential business impact. In 2022, as part of the ERM structuring process, interviews were conducted with leadership teams to gather perspectives on risks that could compromise operations. Based on this information, potential risks were mapped, calibrated, and prioritized jointly by leadership and the Corporate Risk team, resulting in the development of Eve's Risk Matrix.

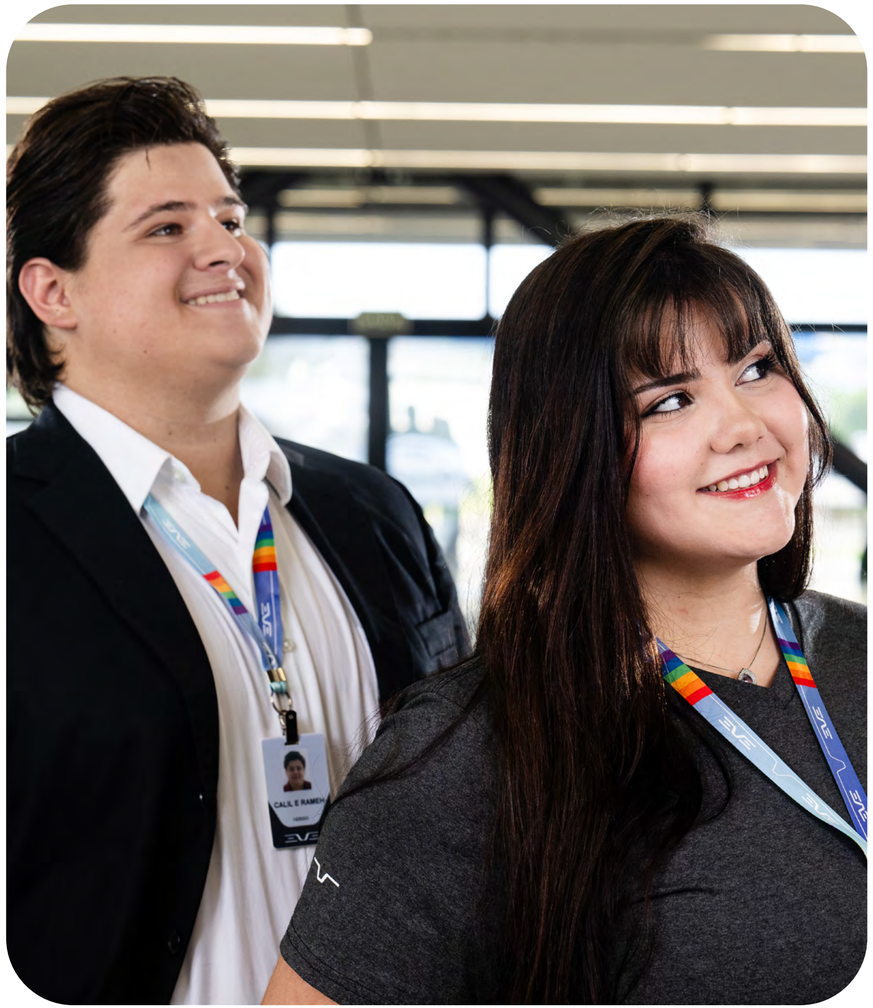
Critical Risks: risks with a higher likelihood of occurrence and significant impact on business continuity.

Cross-Functional Risks: risks affecting multiple areas, such as product development, people management, industrialization, supply chain, cybersecurity, and finance.

Corporate risks are continuously monitored by risk owners (employees designated based on the nature of the risk and the responsible area) and by corporate leadership. Depending on the level of criticality, periodic meetings are held to assess the evolution of risk factors and related action plans.

Risks are formally reassessed regularly regarding their position in the matrix, and the results are reported to the Audit Committee.





Internal Controls

Internal Controls play a fundamental role in strengthening corporate governance, mitigating risk, and enhancing the reliability of information disclosed to the market. Their purpose is to ensure the integrity of financial statements, regulatory compliance, and the effectiveness of organizational processes.

The Internal Controls cycle begins with the **Annual Planning and Risk Assessment** phase, during which the organization's key risks are identified and evaluated, guiding scope definition, control design, and testing strategies. This planning is submitted to governance oversight through reporting to the Audit Committee.

Next, the Scope Definition phase establishes the relevant processes, systems, and controls based on materiality and risk exposure criteria, ensuring focus on the area's most critical to the business.

Process mapping and control design assessment include developing the **Internal Controls Matrix**, detailed process documentation (including narratives and flowcharts), and conducting walkthroughs to validate the alignment of controls with operational practices.

Throughout the fiscal year, **Design Tests and Operational Effectiveness Tests** are conducted using appropriate sampling strategies to verify the consistent execution and compliance of established controls.

Results are consolidated in the **Reporting and Monitoring** phase, which includes the structured communication of any deficiencies, the definition of action plans, and the ongoing monitoring of their implementation, reinforcing a culture of continuous improvement.

The cycle is concluded with the disclosure of **Internal Controls results in the annual Financial Statements** (Form 10-K), in compliance with applicable SEC requirements. In addition, the effectiveness of internal controls over financial reporting is assessed by independent auditors through SOX 404(b) certification, reinforcing the company's commitment to exacting standards of integrity, transparency, and reliability of information disclosed to the market.



Crisis Management

A crisis is characterized by consequences that may compromise operational continuity, generate financial losses, or negatively impact the Company's reputation.

Eve's Crisis Management process was designed to guide decisions, operational processes, and response actions, preparing the Company to respond effectively and recover quickly from unexpected events that may threaten operations, people, assets, or brand reputation.

Within Eve's context, potential crisis situations were mapped and based on the RACI methodology (Responsible, Accountable, Consulted, and Informed), the responsible parties, approvers, consulted parties, and informed stakeholders were defined for each scenario.

The organizational structure for crisis response is divided into two main levels:

Local Response Team (LRT): activated at each location where Eve operates, the LRT is responsible for mitigating immediate impacts and restoring operations with agility and regulatory compliance. Depending on the severity of the situation, the Fire Department may be activated, and a crisis room (war room) established.

Corporate Response Team (CRT): composed of Eve's CEO and executive leadership, the CRT receives continuous updates regarding the actions and decisions taken by the LRT, maintaining strategic oversight throughout the operational normalization process.

Ethics and Compliance

SASB RT-AE-510a.3

At Eve, business sustainability and the achievement of strategic objectives are linked to robust, structured governance grounded in efficient processes. For this reason, Ethics and Compliance are pillars of our workplace environment and central topics across the organization.

Our Compliance culture is data-driven and focused on preserving integrity while supporting business scalability. Through this approach, we prioritize process automation and operational efficiency.

Business Ethics and Compliance Program

Eve's Business Ethics Program is supported by solid guidelines, including the Code of Conduct and the Global Anti-Corruption Policy, as well as oversight structures such as the Audit Committee and periodic reporting to the Board of Directors. The framework also includes operational mitigation tools, such as due diligence procedures, risk assessments, and a whistleblower channel, all reinforced through ongoing training initiatives and strong engagement from senior leadership.

Eve's Governance Policies encompass the Internal Charters of the Audit and Compensation Committees, including their composition and responsibilities, as well as other key internal standards that support the fair and ethical conduct of business activities.

Among our key Policies are:

- Clawback Policy
- Global Anti-Corruption Policy
- Insider Trading Policy
- Regulation FD Policy
- Related Person Transactions Policy
- Director Stock Ownership Policy

All documents are available in full

Access

A multidisciplinary team composed of representatives from all business units is responsible for managing and overseeing Policies, Procedures, and Work Instructions, in accordance with the **Quality Program.**

The approval of corporate documents follows a structured process based on objective criteria that determine the appropriate level of authority. Once approved, policies are applied across all levels of governance, from the highest governing body to business partners, ensuring transparency and integrity throughout all stages.

The **Compliance Training and Communication Program** aims to promote ethics- and conduct-related topics among employees and is supported by internal controls and corporate risk management practices under the supervision of senior leadership. As part of the program, initiatives directed toward executive management, known as Tone at the Top, are conducted to align and strengthen the company's strategic agenda.

Compliance Day and Compliance Award

As part of its efforts to maintain employee engagement, Eve annually hosts **Compliance Day**, which addresses ethics and integrity. The company also promotes the **Compliance Award**, a gamified initiative that uses interactive features to disseminate the concepts of the Anti-Corruption Program among all employees.

These initiatives are complemented by **actions aimed at recognizing** employees who demonstrate best practices in compliance. Together, these efforts reinforce ethics as a shared value, embedding integrity into Eve's daily operations and corporate culture.



Code of Conduct

Effective since 2022, our Code of Conduct establishes principles, guidelines, and responsibilities to ensure ethical and compliant conduct in line with applicable laws and regulations. In addition to guiding operations, the document outlines the expected behavior of employees, managers, executives, and third parties representing Eve.

The Code covers guidelines ranging from business integrity and anti-corruption practices to asset protection. It also addresses topics such as labor practices; prevention of conflicts of interest; anti-corruption and third-party relationships; protection of assets and information; records, accounting, and payments; external communications; interactions with authorities; sustainability and community engagement; as well as investigation guidelines.

Where applicable, business partners also receive the Code and participate in dedicated training sessions regarding the conduct expected by the company.

Anti-Corruption

The Anti-Corruption Compliance Program conducts due diligence procedures on all business partners and continuously monitors processes that may pose risks to the company. Supported by a Global Anti-Corruption Policy, the program establishes clear guidelines for employees and partners, ensuring operational integrity and preventing illicit practices.

Its main elements include:

- **Strict controls** over payments, gifts, hospitality, and donations
- **Due diligence** procedures for third parties and business partners
- **Ongoing training**, communication, and risk review cycles



In 2025, a campaign regarding the Global Anti-Corruption Policy achieved 100% employee participation. During the same period, anti-corruption training sessions were conducted for leadership, with full participation from all members of the Executive Board.

In 2025, there were no legal proceedings related to unfair competition or violations of antitrust and anti-monopoly laws in which the organization was identified as a participant. Additionally, no cases of corruption were recorded during the reporting period.

Eve's Governance Documents are available for consultation on the website.
Learn more.

Ethics Channel



Any employee or stakeholder who becomes aware of or suspects violations of the Code of Conduct, or any law or regulation applicable to Eve, must immediately report the matter through the Ethics Channel (Helpline).

Reports may be submitted anonymously or with identification. Upon submission, the reporting party receives a protocol number that enables case tracking and the provision of additional information related to the report.

The channel operates 24 hours a day in all countries. In Brazil and the United States, support from a specialized team is available Monday through Friday, from 8:00 a.m. to 8:00 p.m. Outside these hours and in other locations, the system operates via voicemail.

Following the receipt of a report, the **Ethics and Compliance Committee** assumes responsibility for case management and the definition of appropriate measures. The Committee acts impartially and independently, ensuring that all decisions are fully aligned with the company's internal policies and applicable legislation.

Reports may be submitted through the following channels:

Phone numbers

Brazil
0800-721-5968

United States
1-877-900-8779

Singapore
800 492 2715

Portugal
800-180-118

France
0805-080608

China
400-120-4946

Netherlands
0-800-022-7230

Ethics Channel Website

Access

Conflict of Interest Management

Eve maintains a formal and systematic structure to prevent, mitigate, and disclose potential conflicts of interest. This framework is primarily supported by the **Related-Person Transactions Policy**, established in 2022 and reviewed every two years.

Related-Party Transactions Policy

Access

This Policy establishes the criteria, responsibilities, and procedures for identifying potential conflicts of interest and defining the appropriate treatment and disclosure process in accordance with applicable regulatory requirements.

As a preventive measure, Board members and Executive Officers annually disclose their external interests and affiliations to monitor potential conflicts of interest.

The policy also ensures that related-party transactions are approved exclusively by independent members, requiring any interested party to recuse themselves from the decision-making process.

Disclosure to stakeholders is conducted transparently and consistently through public regulatory filings. Detailed information regarding these transactions is also reported in the company's quarterly and annual disclosures.

Oversight of these processes is further reinforced by the Audit Committee, which consolidates the results and reports its conclusions to the Board of Directors.

At Eve, this set of policies, questionnaires, approval of workflows, and oversight mechanisms ensures that potential conflicts of interest are properly identified, mitigated, and communicated in full alignment with governance best practices.

In operational terms, Eve maintains a conflict of interest management process to guide how employees should act in the face of a potential conflict during their activities. The process consists of periodic training and communications, forms for reporting and due diligence of cases, and determination of mitigation and action plans, if applicable.



Human Rights



Our Code of Conduct ensures equal opportunity and respect for diversity in all its forms. We prohibit any type of discrimination based on gender identity, sexual orientation, race, ethnicity, religious belief, disability, or any other characteristic protected by law.

We repudiate any disrespectful or discriminatory conduct, including physical aggression, verbal comments, written communications, or content shared in digital and multimedia environments.

In addition, our **Equal Opportunity and Human Rights Policy**, guided by internationally recognized Human Rights principles, reinforces Eve's commitment to the dignified and respectful treatment of all individuals throughout the value chain.

Equal Opportunity and Human Rights Policy

The Policy guides the integration of Diversity, Equity, Inclusion (DEI), and Human Rights practices into Eve's strategies, operations, and relationships, aligning them with the company's ESG principles.

The main guidelines include:

- **Training and awareness:** promote internal and external training sessions and events related to diversity, equity, inclusion, and human rights
- **Inclusive communication:** ensure that all internal and external communications are accessible and free from prejudice or discrimination
- **Zero tolerance:** prohibit any form of discrimination, harassment (including moral or sexual harassment), or rights violations
- **Pay and benefits equity:** ensure equivalent compensation and benefits for similar roles, in accordance with existing compensation policies
- **Equal opportunity:** implement processes that ensure fairness in recruitment, professional development, and promotion practices
- **Open-door policy:** foster an environment where employees can express themselves freely and without fear of retaliation
- **Management and monitoring:** establish indicators, monitor progress toward equality goals, and support affinity groups

The Equal Opportunity and Human Rights Policy is reviewed and approved by the company's Board of Managers every two years.

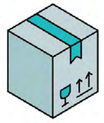
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Corporate Responsibility



Corporate responsibility is embedded throughout Eve's value chain. Guided by the principles of ethics, transparency, socio-environmental responsibility, and regulatory compliance, the company incorporates ESG criteria, integrity, and human rights considerations into every stage of its operations.

To strengthen this approach, we have adopted an integrated and structured management model across our operations, encompassing:



Rigorous supplier selection and monitoring



Sustainable product development



Operational excellence in preparation for industrial production

For us, safety comes above all. This commitment is reflected in the excellent standard of our solutions and in our continuous care for employees, the environment, and society.

During the reporting period, no cases of non-compliance with consumer health and safety laws and regulations resulting in fines, penalties, warnings, or violations of voluntary codes were recorded.

Environmental, Health and Safety Policy

Eve's **Environmental, Health and Safety Policy** establishes guidelines to ensure that all company activities are conducted safely, responsibly, and in compliance with applicable legal and technical requirements.

The Policy is grounded in practices aimed at protecting people and the ecosystem, with emphasis on the following guidelines:

- **Strategic Planning:** integration of EHS (Environment, Health, and Safety) objectives into the company's long-term strategy
- **Risk and Safety Management:** prevention of accidents and mitigation of operational risks to ensure employees' physical integrity
- **Health and Well-being:** promotion of physical and mental health in the workplace
- **Compliance and Environmental Impact:** minimization of negative environmental impacts and reduction of natural resource consumption
- **Circular Economy:** proper waste management and focus on production efficiency
- **Supply Chain:** selection and monitoring of suppliers committed to sustainable practices



Environmental, Health and Safety Policy

Access

Supply Chain

SASB RT-AE-440a.1

The supply chain is a strategic pillar of Eve's operations. Accordingly, the company structures its partner network around responsibility, ethics, transparency, and the generation of sustainable, long-term value.

As part of this commitment, Eve encourages local suppliers to engage. This practice aims to strengthen contributions to the regional economy, generate income, and foster the development of communities surrounding its operations.

Supply chain management is structured around two complementary processes:

- Supplier sourcing, selection, and development
- Management of contracted suppliers



Supplier Sourcing, Selection, and Development

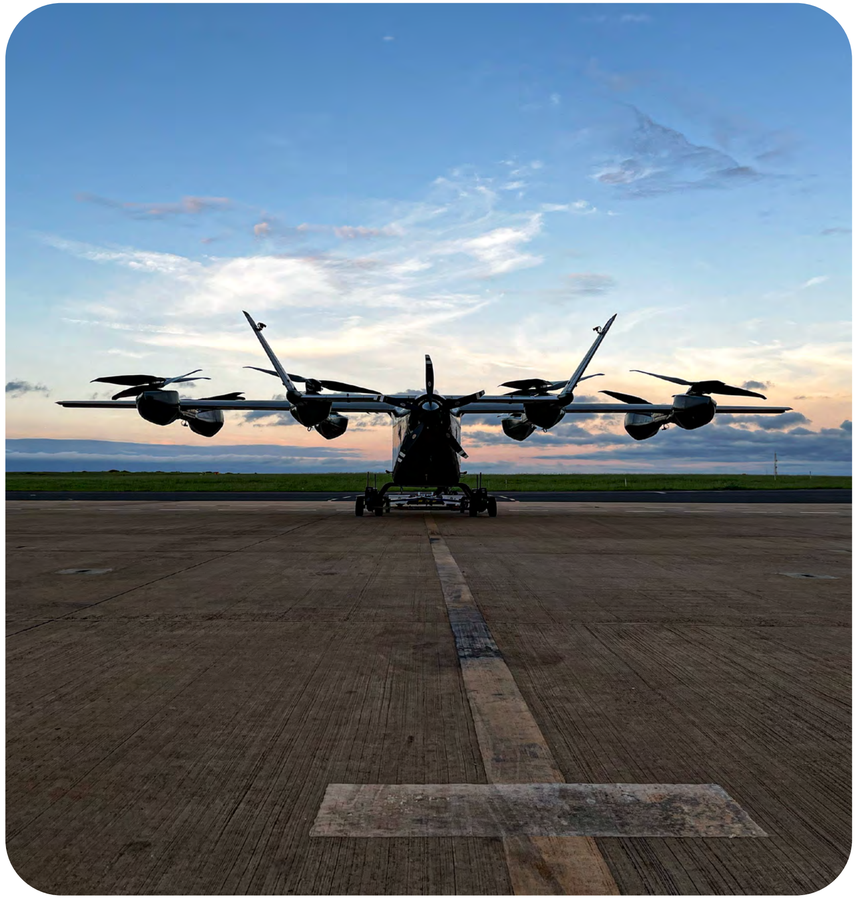
Any relationship involving the sharing of confidential information or non-public data must, without exception, be preceded by the execution of a Non-Disclosure Agreement (NDA), to mitigate operational, legal, and reputational risks.

Following the formalization of this agreement, the supplier selection process begins with a preliminary assessment of potential companies. This assessment considers, among other aspects, **reputational and integrity evaluations**, product and service portfolios, and financial capacity, ensuring alignment with the company's operational and strategic needs.

As the process advances, the analysis expands to include aspects related to the engagement and the risks associated with the supply relationship.

In addition to technical and commercial proposals, quality criteria, manufacturing processes, and regulatory compliance are also assessed. The central pillar of this stage is the **Risk Assessment**, which provides an integrated view of the operational, financial, socio-environmental, and governance (ESG) risks involved in the partnership.

Final selection is based on the highest level of alignment with technical, commercial, and risk requirements, as well as full adherence to Eve's values, ethical principles, and strategic guidelines. The relationship is formalized through a **supply agreement** that establishes mutual duties and responsibilities, including specific integrity and sustainability clauses.



Reputational and Integrity Due Diligence

The Due Diligence process is focused on integrity verification and anti-corruption measures. All suppliers and business partners are classified according to the scope of their activities, in line with Eve's compliance and corporate responsibility guidelines.

Among the main risks monitored throughout this process are:

- **Government relationships:** interactions with public authorities and Politically Exposed Persons
- **Conflicts of interest:** identification of relationships that may compromise impartiality
- **Geographic risk:** assessment of countries of operation based on International Corruption Perception Indices
- **Nature of operations:** evaluation of services provided, links to tax havens, and payment methods

All identified risks are subject to structured mitigation plans approved prior to the formalization of the partnership.

To support this process, Eve uses a dedicated digital platform for third-party risk management, where all adopted mitigation measures are formally recorded.

As part of the due diligence process, specific training sessions may be conducted, and suppliers may be required to acknowledge and sign terms of adherence to Eve's Code of Conduct and Global Anti-Corruption Policy.

In 2025, the company achieved **100% training coverage** for suppliers classified as substantial risk. For this group, control measures included the mandatory inclusion of compliance clauses in contracts, as well as the execution of acknowledgment and adherence terms related to institutional policies.



Risk Assessment

New suppliers classified as critical or strategic are subject to a structured, rigorous risk assessment conducted by the Procurement and Compliance departments. This process begins with completing a detailed self-assessment questionnaire to identify, analyze, and classify potential social, labor, environmental, ethical, and governance (ESG) risks associated with the partner's operations.

Whenever applicable, the self-assessment is complemented by risk audits conducted either on-site or remotely. The objective is to deepen the assessment, validate the accuracy of the information provided, and ensure compliance with legal requirements and the company's internal sustainability and integrity standards.



Contract Execution

The formalization of supplier selection and contracting is conducted through contractual instruments that constitute a central element of the company's risk management and sustainability strategy.

Contracts establish clear and binding commitments, fostering relationships grounded in trust, transparency, and mutual accountability. In addition to ensuring legal certainty, these instruments support the continuous alignment of suppliers with Eve's standards of operational excellence, ethics, integrity, and compliance.

In this context, supplier agreements incorporate, among others, the following clauses, and annexes:

- **Specific labor rights clauses,** ensuring respect for freedom of association and collective bargaining rights, reinforcing the company's commitment to responsible labor practices throughout the supply chain.
- **Conflict Minerals Clause,** requiring suppliers to conduct due diligence and report on the origin of minerals used in their products, in compliance with applicable regulatory obligations and global best practices related to traceability and transparency.
- **Supplier Code of Conduct Annex,** defining the minimum expected standards regarding respect for human rights, business ethics, and integrity, as well as compliance with fair and lawful labor standards, aligned with internationally recognized norms and guidelines.
- **Socio-Environmental Annex,** establishing expectations regarding compliance with the highest standards of health, safety, environmental protection, product sustainability, and human rights. This annex includes requirements applicable throughout the product life cycle, including criteria related to recyclability, carbon footprint management, and environmental efficiency.

The document also formalizes suppliers' commitment to complying with critical environmental regulations, such as REACH (Registration, Evaluation, Authorization and Restriction of Chemicals) and TSCA (Toxic Substances Control Act), which govern the responsible use of chemical substances. These commitments extend to subcontractors, ensuring regulatory compliance throughout the supply chain and the adoption of practices aimed at preventing and mitigating potential social, environmental, and human rights impacts.

Human Rights and Conflict Minerals Risk Management

As part of its strategy to mitigate risks related to conflict minerals, Eve actively participates in coalitions and global initiatives that establish best practices for supply chain management.

Currently, we participate in strategic forums that ensure alignment between our management practices and the most rigorous international standards in the aerospace sector, including:

- **Aerospace Industries Association (AIA)**
- **International Aerospace Environmental Group (IAEG)**
- **Responsible Business Alliance — Responsible Minerals Initiative (RBA-RMI)**

This collaborative engagement enables the company to effectively monitor the origins of critical minerals and ensure that its value chain remains free from human rights violations and practices that may finance armed conflicts.



Management of Contracted Suppliers

Supplier management is a continuous and structured process aimed at monitoring performance, identifying risks, and ensuring compliance and sustainability across the supply chain over time.

At the corporate level, strategic, financial, regulatory, operational, quality, EHS, and ESG risks are assessed in an integrated manner using a formally established methodology that is reviewed annually.

Each supplier's performance is monitored monthly through indicators that consolidate key project metrics, enabling preventive and corrective actions.

The main control tools include:

Periodic Self-Assessment: strategic suppliers conduct biennial self-assessment processes covering operational, socio-environmental, labor, and integrity aspects.

Risk Audits: conducted remotely or on-site to verify the validity of licenses, compliance with health and safety requirements, waste management practices, and adherence to **ISO 14001 and ISO 45001 standards.**

Origin Due Diligence: ongoing processes aimed at identifying risks associated with inputs sourced from conflict areas, ensuring full traceability.

Whenever real or potential risks of human rights violations are identified, supply chain management incorporates specific due diligence, monitoring, and mitigation mechanisms to ensure compliance with applicable legal requirements.

In addition, Eve uses specialized tools to identify early socio-environmental, labor, and safety risks, enabling a proactive approach with rapid and effective responses to mitigate negative impacts and strengthen responsible practices throughout the supply chain.

This integrated structure for supplier selection, contracting, development, and monitoring ensures that the supplier base not only meets technical, operational, and regulatory requirements, but also evolves continuously in alignment with Eve's values, ethical principles, and socio-environmental commitments.

In 2025, no business relationships were terminated due to identified actual or potential negative impacts within the supply chain.

Product Safety and Quality

Integrated Product Development

The Integrated Product Development area is responsible for delivering competitive, safe, and sustainable solutions. Through the structured and integrated management of the entire product development cycle, its activities range from initial concept design to production entry, ensuring technical excellence and operational efficiency.



The development process is structured into the following stages:

- **Studies and Concept Development:** a stage in which opportunities are assessed from market, technical feasibility, regulatory, and return on investment (ROI) perspectives. At this stage, the fundamental requirements that ensure consistency between the original concept and future industrialization are defined.
- **Technical Evolution and Validation:** the product progressively evolves through engineering analyses, advanced simulations, and extensive testing programs. Decisions are continuously supported by technical, operational, and financial assessments, ensuring project maturity.
- **Industrial and Manufacturing Strategy:** at the maturity stage, production capacity and manufacturing technologies are defined. The outcome is the consolidation of technical drawings, operational workflows, and work instructions to ensure standardized, safe production.

All development activities are conducted through a multifunctional, collaborative approach that integrates engineering, manufacturing, quality, EHS, procurement, finance, and operations. This integrated model enables a systemic view of both the product and the business, optimizing resource efficiency and anticipating technical, operational, and financial impacts throughout the product life cycle.

Management is supported by continuous monitoring of indicators and periodic governance reviews. Through this approach, Eve ensures an elevated level of reliability and competitiveness, generating sustainable value for the company and its stakeholders.



Operations

Eve's Industrialization and Operations area is responsible for structuring the supply chain and preparing the first industrial facility dedicated to eVTOL production in Brazil. These activities are conducted in close integration with product development, ensuring that the aircraft's technological innovations are supported by scalable industrial processes aligned with aerospace industry's best practices.

Its organizational structure comprises two main fronts:

- Procurement
- Industrial Operations Preparation

The **Procurement** area is responsible for the strategic management of the supplier base to ensure a reliable supply of direct and indirect materials. The area validates services contracted through Embraer, strengthens program governance, and mitigates operational risks throughout the development and industrialization phases, thereby ensuring alignment with the aerospace sector's exacting standards of quality and safety.

The **Industrial Operations Preparation** front leads the planning, development, and implementation of the infrastructure required for manufacturing activities. This structure encompasses industrial planning and strategy, logistics, manufacturing engineering, quality, infrastructure, industrial and facility maintenance, and the management of environmental aspects associated with the operation.

Eve's industrialization strategy is being developed based on advanced principles of digitalization, systems integration, and operational efficiency, fully aligned with the best manufacturing practices of the global aerospace industry. This model incorporates digital manufacturing concepts that ensure full process traceability and integration between engineering, production, and the supply chain, establishing the foundation for a resilient, efficient, and sustainable operation.

All industrial operations development activities are conducted in compliance with legal, regulatory, and environmental requirements, including certification processes with the Brazilian National Civil Aviation Agency (ANAC).

The structuring of the industrial facility incorporates rigorous standards of safety, quality, and corporate governance, which are essential pillars for operating a world-class aerospace manufacturing facility. This compliance ensures not only regulatory compliance with production, but also the integrity and reliability required for the introduction of the eVTOL into the global market.

Eve Manufacturing Concept

Smart

- Industry 4.0
- Interconnected processes
- Real-time digital management

Lean Manufacturing

- Lean principles
- Productivity maximization
- High availability
- Efficiency
- Task-oriented operations

Sustainable

- Sustainability leads the way
- Minimal environmental impact
- Renewable energy use
- Low carbon emissions
- Water-based painting process

The Industrialization and Operations area therefore plays a fundamental role in building the industrial foundation that will enable the production of Eve's eVTOL. By integrating technological innovation with operational excellence, this area supports the development of a new sustainable air mobility ecosystem.

We are committed to developing and operating our future industrial facility by combining excellence in quality, process integrity, and socio-environmental responsibility.

Operational Safety and Quality

SASB TR-AL-540a.1

Product development and industrial preparation efforts are conducted in accordance with stringent safety standards and quality requirements applicable to eVTOL aircraft, as established by global regulatory authorities.

The Type Certificate certifies that the aircraft concept, design, and certification basis comply with regulatory standards related to safety, performance, and reliability, enabling the product to be manufactured, commercialized, and subsequently certified for operation.

The Production Organization Certificate is the approval granted by National Civil Aviation Agency (ANAC) authorizing the company to consistently and controllably manufacture certified aircraft, systems, or components in accordance with the approved design.

For us, safety comes above all. The implementation of a **Safety Management System** and a **Quality Management System** provides the foundation for structuring processes that ensure product certification and production integrity.

Together, these systems comprise a structured set of policies, processes, and practices designed to systematically and proactively manage safety, health, environmental, and quality risks. These systems enable the organization to identify hazards at an early stage, assess operational and technical risks, implement rigorous controls, and continuously monitor safety and quality performance, thereby anticipating and preventing incidents.

This approach ensures that technical excellence advances alongside the protection of people and the environment, delivering the reliability essential to the future of air mobility.



Data and Information Security

SASB RT-AE-230a.2

Eve adopts a security operations model grounded in internationally recognized frameworks, such as ISO 27001, the NIST Cybersecurity Framework (NIST CSF), and NIST SP 800-53 (NIST Security and Privacy Controls), with a focus on incident prevention, detection, and response.

To ensure the resilience of this model, the company continuously identifies risks and vulnerabilities through periodic scans of on-premises environments, cloud infrastructure, and endpoint devices, as well as through centralized monitoring through a Security Information and Event Management (SIEM) system and anomalous behavior detection tools.

Risk identification and mitigation activities include the definition of security requirements for systems and the execution of technical reviews involving engineering, cybersecurity, and certification teams. These actions also encompass Data Discovery & Classification processes, as well as the recurring release of updates, patches, and security bulletins.

Throughout the development cycle, Eve applies rigorous access controls, including strict segregation between development, testing, and production environments. This isolation, combined with dedicated cybersecurity testing, ensures that all applications and systems comply with established security standards.

As part of its risk mitigation strategies, the company implements advanced technical controls, such as multi-factor authentication (MFA), network micro-segmentation, and encryption of data at rest and in transit, supported by risk management processes prioritized by criticality and exposure, as well as recurring security testing.

The defense structure is further strengthened by human and operational capabilities. We promote ongoing security awareness training and maintain formal incident response procedures managed by specialized teams, including the Security Operations Center (SOC) and the Cyber Security Incident Response Team (CSIRT).

In addition, internal and external audits assess compliance with applicable standards and controls, while senior leadership actively participates in the process through audit committees and the review of management reports.

During the reported period, no incidents related to customer privacy breaches were identified. The company did not record any complaints from external parties or regulatory agencies, nor were there any cases involving data leakage, theft, or loss.

No data breaches or leaks of confidential information occurred during the reporting period.

SASB RT-AE-230a.1



PEOPLE

At Eve, people are at the center of everything we do. Our commitment to generating a positive impact begins internally by caring for the experience, development, and well-being of our teams and extends to the communities where we operate.

The People Vice Presidency leads initiatives related to culture, engagement, and retention, promoting an approach that values individuality and encourages each employee to *Leave your mark* on the development of urban air mobility.

This purpose is reflected in practices focused on:

Active Listening and Transparency

Recurring dialogue rituals that enable the co-creation of processes and continuous alignment between leadership and teams.

Well-being and Equal Opportunities

Consistent investment in providing equal opportunities, strengthened by affinity groups, social initiatives, and comprehensive health programs for employees and their dependents.

We believe that knowledge exchange drives innovation. Therefore, we encourage our employees to participate in industry fairs, forums, and events, and we endorse activities such as lectures at universities and schools, technical visits, partnerships with national and international research centers, and benchmarking initiatives with companies across the sector.

This movement reflects our conviction that the transformation of urban air mobility depends on collaboration among communities, regulatory authorities, suppliers, and other ecosystem stakeholders.

It is part of the Eve way:
listen to different stakeholders, test, learn, improve, and continuously verify whether we are moving in the right direction.

Employees

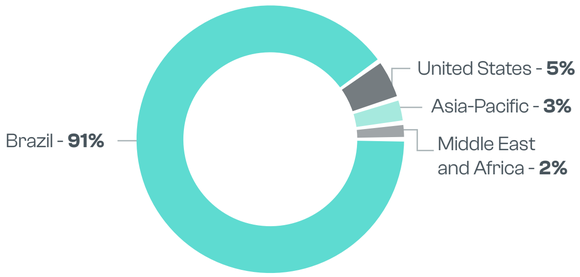
Workforce Profile

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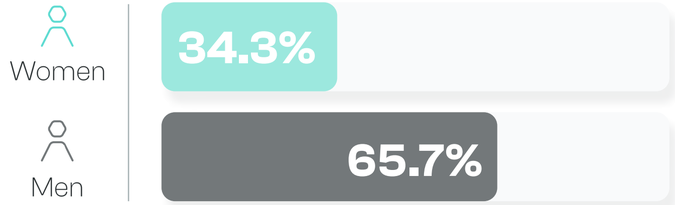
In 2025, our workforce consisted of **210 employees*** distributed across different geographic regions.

Our team brings together younger professionals and more experienced ones, combining innovation and expertise across the organization. By age group, the largest concentration is between 26 and 34 years old, representing 33.8% of the total workforce, followed by the 35 to 44 age group, representing 31.9%.

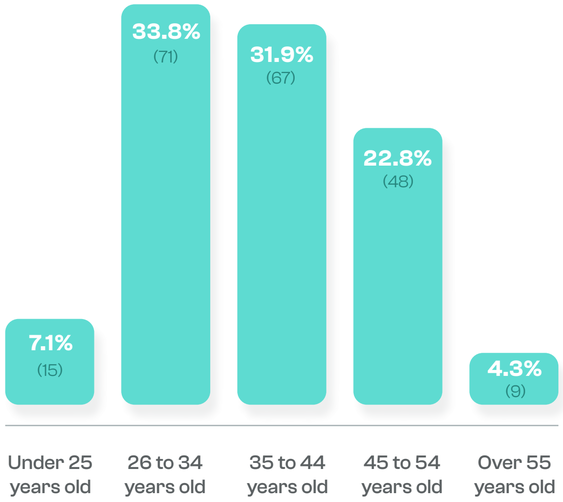
Geographic Distribution



Employees by Gender



Age Group | Employees



In addition to direct employees, we rely on approximately 800 Embraer indirect employees dedicated to the project, as well as support areas operating through service agreements.

*Eve is fully compliant with Brazilian quota requirements for the employment of persons with disabilities and continues to advance initiatives that promote equal opportunity across the organization.



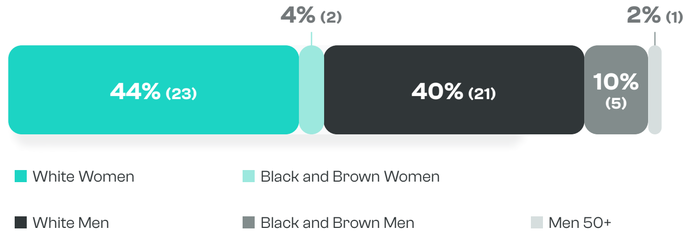


Equal Opportunity and Human Rights

Diversity, equity, inclusion, and respect for human rights are fundamental pillars in building an innovative, respectful, and sustainable work environment. To strengthen this commitment, we maintain a dedicated Equal Opportunity and Human Rights Policy that guides non-discrimination practices and promotes the appreciation of different perspectives, experiences, and backgrounds.

As part of this agenda, Eve has established concrete goals to expand representativeness and ensure equitable employment opportunities for all employees and candidates.

New Hires (2025)



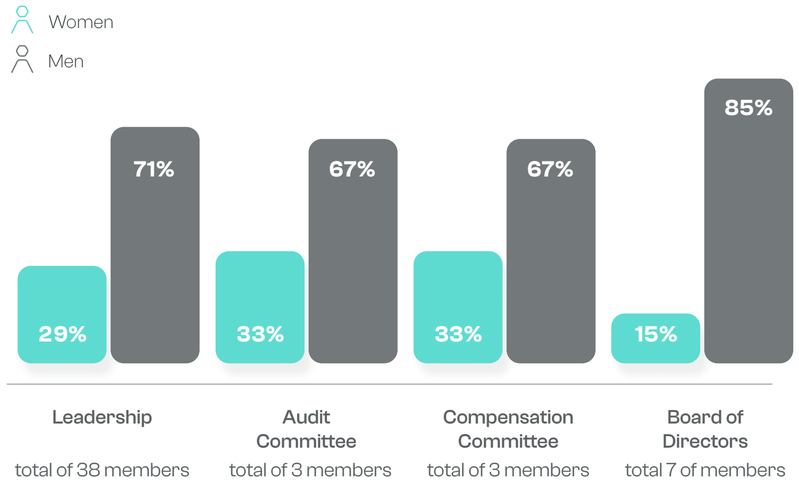
Throughout the year, Eve promoted internal initiatives and participated in external actions related to equal employment opportunities and human rights plans, including webinars aimed at celebrating and raising awareness, panels on equity and inclusion, women's roundtable, and participation in academic and career fairs and events at institutions such as ITA, USP, UNIFEI, UNITAU, and UNESP.

Diversity within Governance Bodies

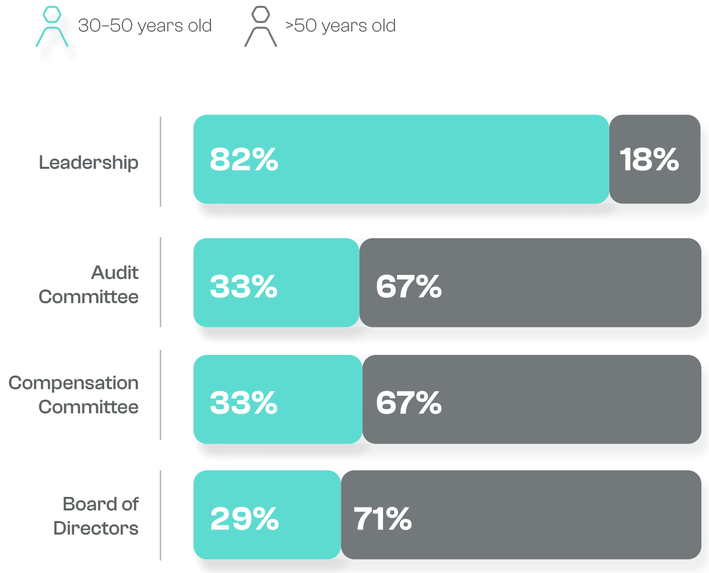
The composition of the company's governance bodies reflects a prominent level of professional experience and maturity, particularly within the committees' and the Board of Directors, where members aged 50 or older predominate. This profile contributes to a qualified strategic approach aligned with governance best practices.

In terms of gender diversity, men represent the majority, accounting for 71% of leadership positions, 67% of committee members, and 84% of Board members, while women represent 29%, 33%, and 16%, respectively. Regarding racial diversity, 11% of leaders identify as black or brown.

Diversity within Governance Bodies



Age Group | Governance



Diversity and Inclusion Initiatives

To promote diversity within our workforce and foster inclusion, we implement initiatives to strengthen DE&I practices and create spaces for dialogue, development, and awareness in the workplace. These initiatives are supported by **“Even”**, the company’s Employee Resource Group (ERG), dedicated to promoting discussions and employee engagement on diversity-related topics.

We also highlight our specific focus on the needs of people with disabilities, with the prior planning of accessible workstations from the initial design phase of the factory project.

Even (Employee Resource Group)

Internal employee group dedicated to promoting discussions and initiatives related to diversity, equity, and inclusion

Empower Women

Female leadership corporate development program focused on strengthening, empowering, and increasing women’s participation in leadership positions

Women’s roundtable

meetings focused on sharing experience, strengthening support networks, and reflecting on women’s careers and leadership

Pocket Guide Against Microaggressions

Corporate content designed to guide leaders and teams in identifying, preventing, and addressing microaggressions in the workplace, contributing to psychological safety and more respectful professional relationships

DE&I Calendar

Communications and celebrations of important dates and milestones

Diversity Guide

e-book available to all employees to support non-discriminatory behaviors and strengthen a culture of respect and belonging

During the reporting period, no cases of discrimination were registered within the company

Hiring and Turnover

Eve is a people-centered company. Every stage of the employee journey, from the participation in the recruitment process to the conclusion of the employment cycle, is carefully managed and continuously improved. Candidates, employees, and former employees are heard and actively co-create the best possible work experience with us.

We seek candidates who share our values and have the competencies expected of all Evers. Clarity and agility throughout the recruitment process are hallmarks of Eve among candidates.

To support our employer branding strategy, we participate in career fairs and student events, maintain an active candidate newsletter, and manage a LinkedIn page that reflects our day-to-day work environment for everyone aspiring to join the company.

Our recruitment processes are open to all individuals, regardless of social group or background. The selection stages are identical for all candidates, and final hiring decisions are always made collectively, with a focus on alignment with the challenges and requirements of each position.

At the conclusion of the selection process, all unsuccessful candidates are notified and may request feedback. For finalists, we begin the onboarding process by sharing pre-arrival information, preparing welcome materials, assigning an area partner, and providing guidance to managers.

In 2025, we hired **43 new employees** across three countries (Brazil, the United States, and Singapore), representing a hiring rate of 24%. Among new hires, 58% were men and 42% were women, with a predominance of professionals between 25 and 34 years old (95%). Most hires took place in Brazil (88%).



Leadership

100% of new leadership hires were women between 30 and 50 years old.

Professional Category

Hiring was balanced, with 50% men and 50% women, and 82% of professionals between 30 and 50 years old.

Ethnicity

Within the administrative category, 100% of newly hired talents self-identified as black individuals (black or brown).

Regarding **turnover**, we adopt processes designed to support employees throughout their transition out of the company, whether initiated by the employee or by the organization. HR and managers actively participate in the process, ensuring that employees have access to all necessary information at every stage.

In 2025, we recorded 17 terminations across Brazil, the United States, and Singapore, resulting in a turnover rate of 9%. Most cases involved employees between 25 and 54 years old (88%), with 76% men, and 53% of the terminations occurring in Brazil.

Although there is no specific post-retirement employability program, career transition services are offered in situations such as organizational restructuring, changes in role scope, position eliminations, and other cases individually assessed. Support includes résumé preparation and review, guidance on the interview and recruitment process, and individualized career counseling. The duration ranges from six months to longer periods, depending on identified needs.

Through this approach, we ensure that employees remain well informed and that their journeys are thoughtfully managed from hiring through the conclusion of their employment relationship with the company.

With the commitment to supporting our employees during moments of professional transition, we adopt a responsible approach led by the HR Business Partner and the respective manager. We also rely on a specialized external career transition partner that provides structured support to former employees.



Culture and Development

Eve's Cultural Evolution

Eve's organizational culture has been built progressively and collaboratively since the company's foundation. Over recent years, several initiatives have been implemented to define, consolidate, and strengthen the values that guide behaviors, decision-making, and ways of working across the organization. This process evolved through cycles of definition, consolidation, review, and expansion of cultural engagement among employees.



Cultural Evolution Timeline

2022

Definition of values, behaviors, and EVP (Employee Value Proposition)

Definition of Values

Eve structured the pillars of its organizational culture through a collaborative process involving employees, including workshops, interviews, and focus groups. As a result, the five values that guide behaviors and decision-making within the company were defined.

2023

Reinforcement of the culture through initiatives designed to incorporate values into company practices

Culture Consolidation

We implemented initiatives to strengthen the day-to-day experience of our values, including reading labs, discussion roundtables, leadership training, and the launch of a recognition tool. The values also became embedded in corporate events and internal rituals.

2024

Review of values and behaviors to reflect a new strategic vision

Review and Evolution of Values

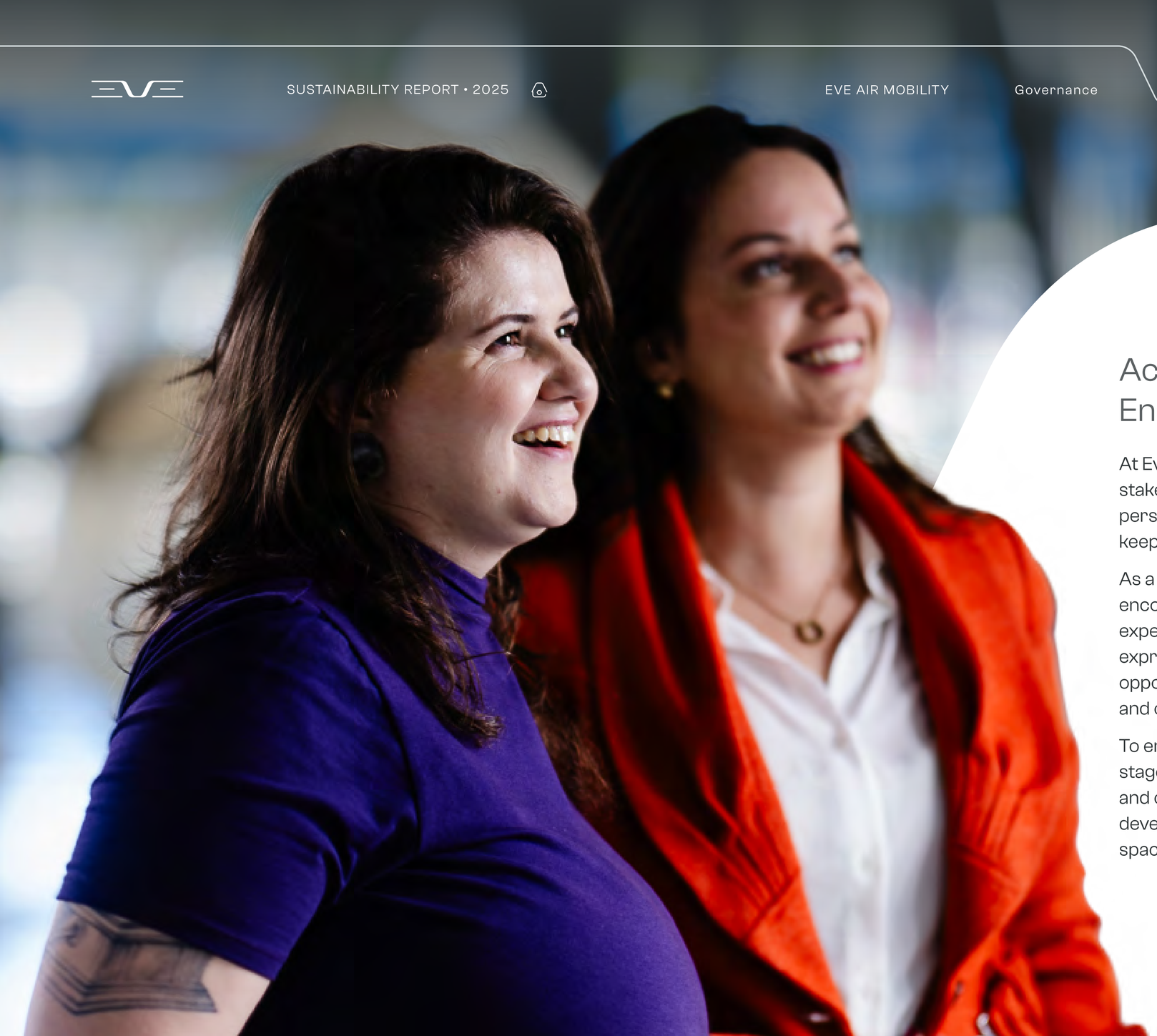
With the company's strategic evolution, including the decision to vertically integrate production and establish a future manufacturing facility in Taubaté (São Paulo), the values were reviewed and expanded to include "Pride in Our Achievements". From that point onward, the values began to directly guide processes such as performance evaluation and the merit cycle.

2025

Expansion and cultural engagement with the introduction of Culture Ambassadors

Cultural Engagement

The company expanded its culture dissemination by creating the Culture Ambassadors program, composed of employees who serve as references to promote organizational values. The Culture Workshop was also implemented with teams to discuss how values are experienced in the workplace, with the participation of more than 90% of employees.



Active Listening and Employee Engagement

At Eve, culture is reflected in the way we care for our people and stakeholders. We recognize that each employee brings unique talents and perspectives, and we seek to value this potential in a personalized way to keep teams motivated and engaged.

As a company developing disruptive solutions for urban air mobility, we encourage every individual to actively contribute with their vision and experience. This is intentionally reflected in our Employee Value Proposition, expressed through the phrase “Leave Your Mark,” reinforcing the opportunity for each employee to leave their mark on the company’s history and on the industry’s transformation.

To enable this sense of ownership, we involve employees throughout all stages of the people management process and promote multiple dialogue and co-creation tools. Policies, procedures, and processes are frequently developed or improved through ideation workshops and collective listening spaces, encouraging everyone’s active participation.

Spaces for Dialogue and Participation

Eve maintains recurring meetings designed to promote transparency, knowledge sharing, and organizational alignment. These include:

Eve Lounge

Meetings designed to foster integration among different areas to discuss topics relevant to the organization, including informational communications, implementation of new processes, policies, and tools. The forum promotes alignment regarding priorities, deadlines, and responsibilities, while allowing participants to contribute suggestions, questions, and perceptions related to the topics discussed.

Eve Hall

Company-wide meeting led by the Chief Executive Officer to share strategic updates, project progress, key business decisions, and organizational goals. The forum also serves to welcome new employees and maintains an open communication channel with the executive leadership.

Eve Talks

A dedicated space for the exchange of technical knowledge and the sharing of projects and technologies relevant to the business. In these sessions, employees present initiatives and lessons learned, fostering discussions and collective learning on innovation and urban air mobility.

In addition to these meetings, we use several tools to monitor the employee experience and identify improvement opportunities, including:

- Quick satisfaction and engagement surveys after key processes (such as performance evaluations)
- *Pulse checks* assessing employees' perceptions regarding their experience of company values and the evolution of organizational culture
- *Stay interviews:* structured interviews with high-performing employees to identify engagement and retention factors, improvement opportunities, and valued aspects of the employee journey
- Termination interviews

Individual and Team Development

Our people management approach integrates performance evaluation, competency development, and career planning. This model is systematically applied across the organization and connected to the annual performance evaluation cycle.

The model includes 6 competencies for non-leaders and 10 for leaders, guiding both the evaluation process and the definition of development initiatives.

Leadership skills encompass a set of competencies that enable leaders to guide teams and achieve organizational results. Employee skills represent essential competencies for professional performance, including problem-solving, critical thinking, versatility, emotional intelligence, resilience, and accountability.

In 2025, the company's **performance evaluation** process covered 100% of employees with more than six months of tenure.

Based on performance analysis, we identify competency gaps, priority strategic themes, and specific training needs, enabling the company to direct development programs throughout the year.



Leadership Skills: include inspirational leadership, clear communication, strategic thinking, and long-term vision, combined with decision-making, emotional intelligence, adaptability, resilience, financial acumen, and the ability to build strategic relationships.



Evers' Skills: include problem-solving and critical thinking, combined with versatility, emotional intelligence, resilience, and accountability for delivering results.

In 2025, training initiatives were primarily organized into two corporate programs:

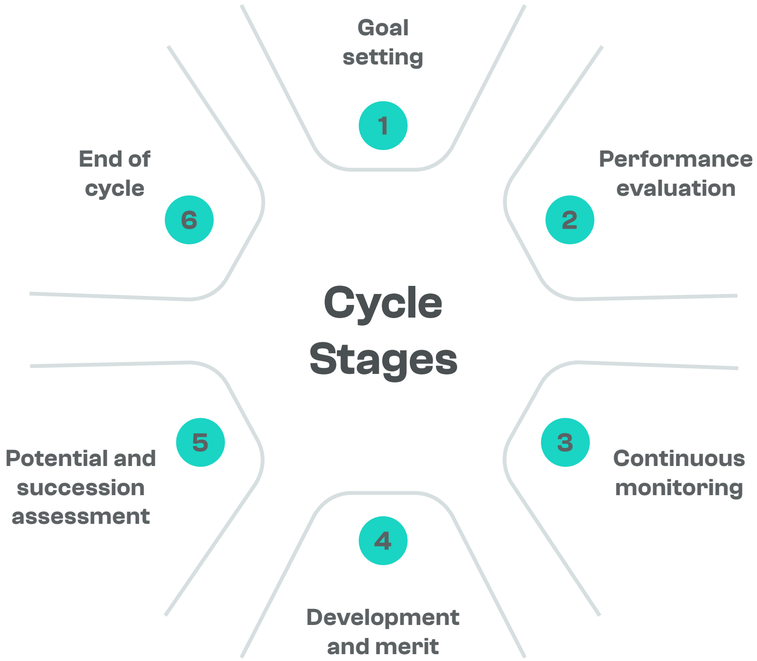
Leadership Reimagined: focused on strengthening leadership competencies, with emphasis on developing communication, influence, meaningful conversations, and forecasting practices.

Eve Academy: aimed at non-leadership employees, with an emphasis on competency development in focus, prioritization, and communication through workshops, sessions with external experts, and best practice sharing.

In addition to these structured initiatives, Eve encourages individual development actions linked to **Individual Development Plans (IDPs)**, including external training, specialized courses, and MBA programs for eligible employees, aligned with the strategic needs of business areas and employees' professional development goals.

People Cycle at Eve

Eve structures its employee development journey through its People Cycle, which maps key milestones in performance management, feedback, and professional growth throughout the year.



The cycle begins with goal setting aligned with the company's strategy, followed by evaluations, feedback sessions, and continuous follow-up between leaders and employees. Throughout the year, the process focuses on development, merit, and career planning, including potential and succession assessments. The process concludes with the final review of performance and behaviors, supporting next cycle-planning.

Training and Development

The continuous development of our workforce is encouraged through learning pathways aligned with both organizational needs and employees' individual growth. In this context, specific competencies are considered for leadership and non-leadership employees.

We provide platforms such as *Mural*, *ClickUp*, and *Microsoft Teams* to support shared project management and collaboration across teams, which facilitate activity organization, project tracking, and cross-functional knowledge sharing.

We maintain a **dedicated Training and Development budget**, which includes access to learning platforms such as LinkedIn Learning and the **corporate platform Empower**, offering hundreds of soft and hard skills learning content covering topics such as innovation, disruptive thinking, agile methodologies, and Design Thinking. Empower also includes a dedicated innovation learning track, featuring multiple learning formats, including courses, books, films, and academic articles focused on creativity and innovation.

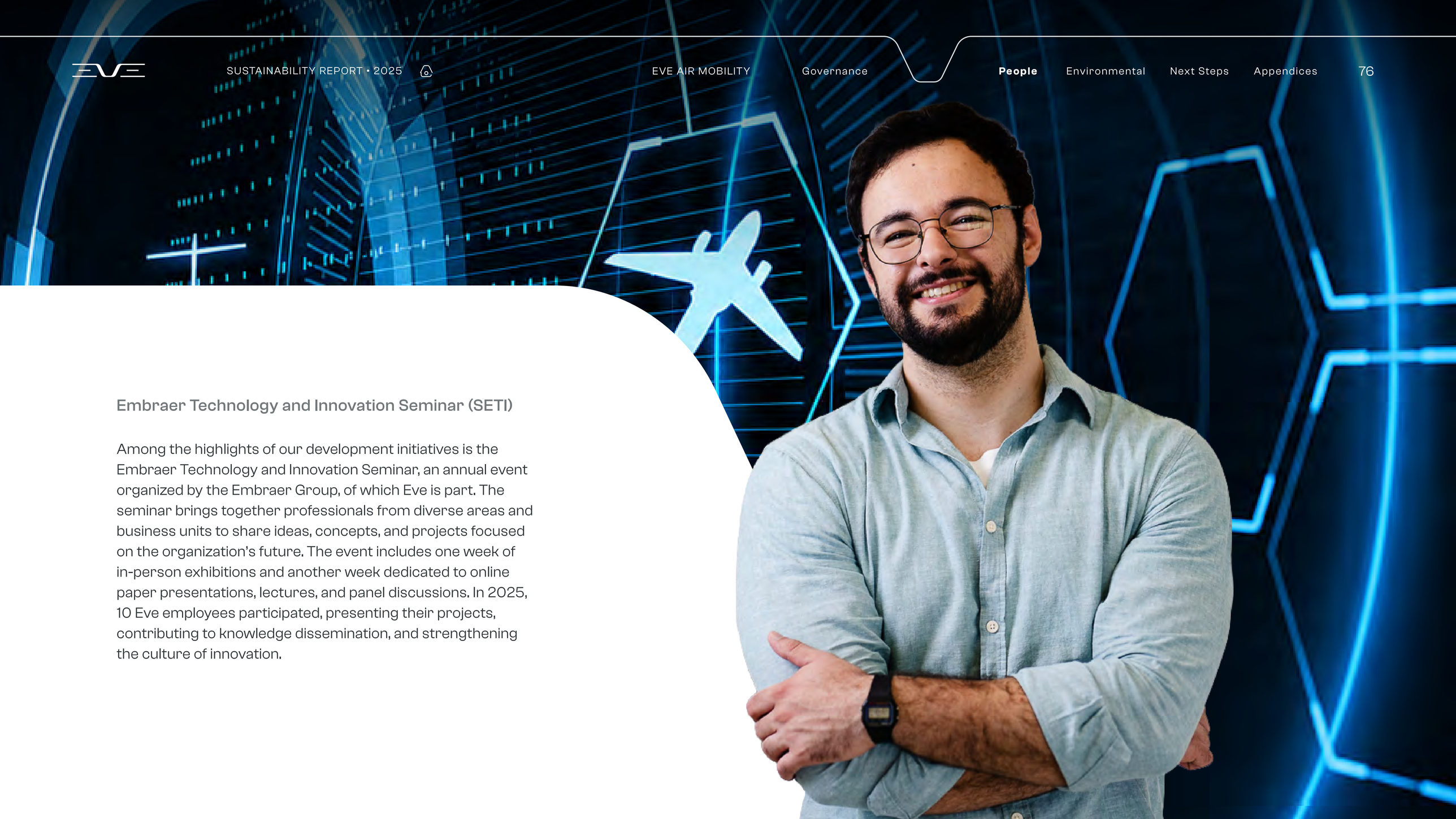
In addition to traditional learning, Eve promotes mentoring and peer learning initiatives guided by an internal process framework. Beyond technical knowledge, the program values the exchange of tacit knowledge (experiential and relational knowledge), which is difficult to replicate through conventional training formats.

Eve adopts the 70:20:10 methodology to structure individual development initiatives. Accordingly, 70% of individual development plans are conducted through practical experience, including participation in company projects and programs. Another 20% is developed through networking and interpersonal exchanges, especially through mentoring activities. The remaining 10% occurs through formal training and development programs. In 2025, formal training at Eve averaged 26 hours for leaders, 15 hours for non-leaders, and 10 hours for interns[1].

The company also offers, in partnership with Lingopass, a language program providing employees with opportunities to learn and improve their English, Spanish, and Portuguese skills. This initiative reinforces the company's commitment to integrating its global teams, ensuring that language is not a barrier to knowledge exchange.

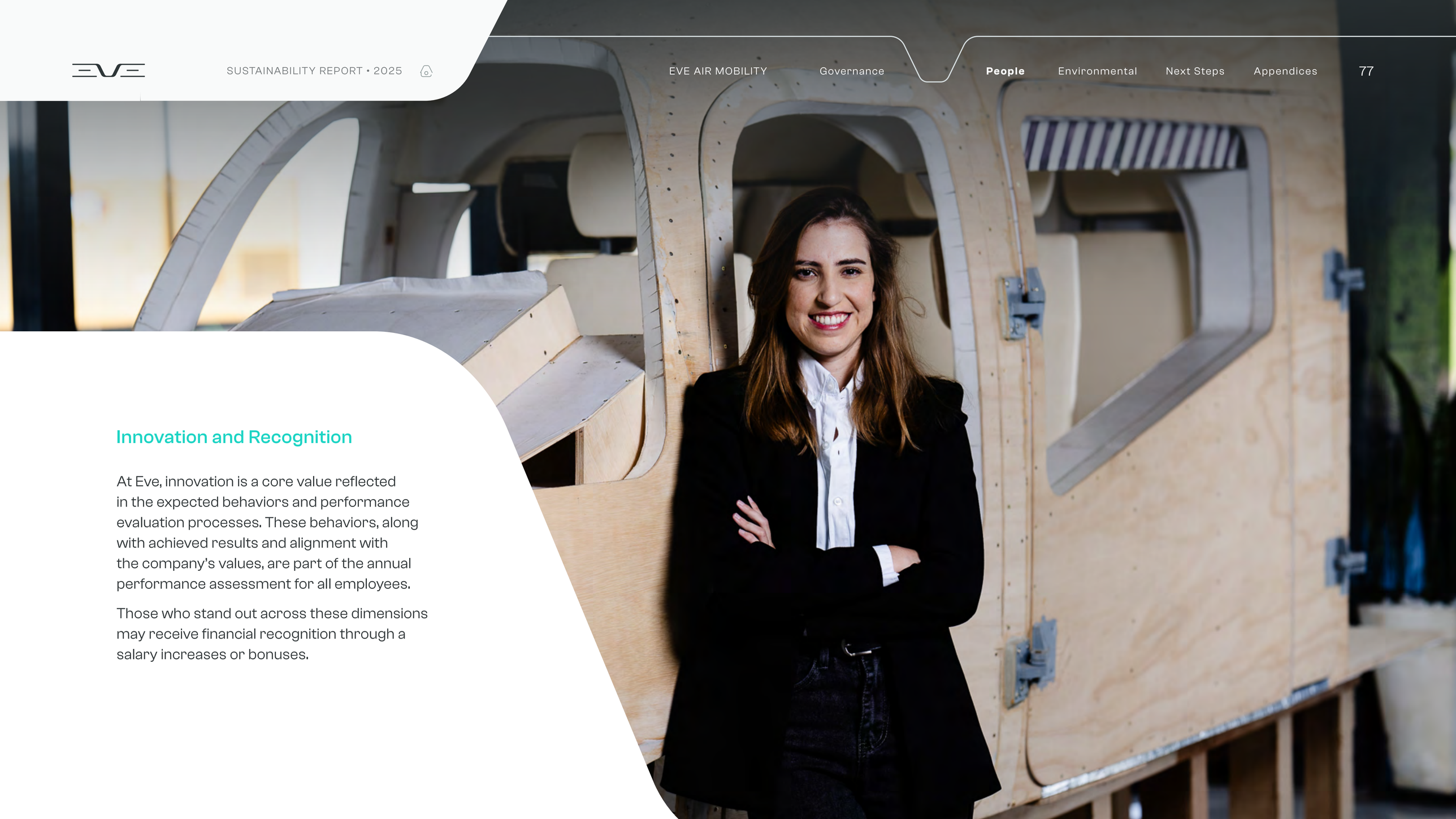
[1]These results consider only training hours effectively completed during the reporting period, including external courses, workshops, corporate programs, and other formal learning initiatives.





Embraer Technology and Innovation Seminar (SETI)

Among the highlights of our development initiatives is the Embraer Technology and Innovation Seminar, an annual event organized by the Embraer Group, of which Eve is part. The seminar brings together professionals from diverse areas and business units to share ideas, concepts, and projects focused on the organization's future. The event includes one week of in-person exhibitions and another week dedicated to online paper presentations, lectures, and panel discussions. In 2025, 10 Eve employees participated, presenting their projects, contributing to knowledge dissemination, and strengthening the culture of innovation.



Innovation and Recognition

At Eve, innovation is a core value reflected in the expected behaviors and performance evaluation processes. These behaviors, along with achieved results and alignment with the company's values, are part of the annual performance assessment for all employees.

Those who stand out across these dimensions may receive financial recognition through a salary increases or bonuses.

Occupational Health and Safety (OHS)



At Eve, safety is a priority. We design safe processes from the outset, reducing operational risks while integrating safety, quality, and responsibility.

We comply with the requirements established by Brazilian Regulatory Standards (NRs), Brazil's Consolidation of Labor Laws, and other applicable regulations. In addition, Embraer holds ISO 45001 certification (Occupational Health and Safety Management Systems) at the facilities where Eve currently operates, enabling the systemic management of occupational health and safety across the organization. We reaffirm our public commitment to implementing this certification at the future factory in Taubaté (São Paulo).

The governance structure includes a dedicated Vice Presidency that, through Specialized Services in Safety Engineering and Occupational Medicine, ensures the quality of processes for identifying and assessing occupational hazards and risks.

Risk assessments are conducted through structured tools and processes conducted collaboratively with those responsible for activities and operational processes. This approach enables a comprehensive mapping of work stages, hazards, and existing risks.

The results feed a continuous cycle of review and improvement, with ongoing monitoring of working conditions and the implementation of corrective and preventive measures. Where applicable, control measures are implemented in accordance with the hierarchy of risk controls, with emphasis on hazard elimination and, complementarily, on the systematic reduction of risk exposure.

Non-routine activities require prior planning and specific risk assessments, while service providers undergo formal qualification, onboarding, and authorization processes before gaining access to company facilities.

The company also provides internal tools that allow for the confidential, anonymous reporting of unsafe conditions, directed at those responsible for analysis and resolution.

The Helpline Channel complements this mechanism by providing a safe, confidential channel for communicating concerns related to safety and other organizational matters.

This process helps ensure risks are carefully considered during activity planning, and that unsafe conditions are systematically identified and addressed.

The OHS management system covers 100% of certified Embraer's facilities, including all processes performed at these locations and outsourced activities carried out on the premises. To ensure operational compliance and safety, the third-party management process requires all contracted companies to comply with management system requirements and undergo periodic audits.

Occupational Health Services

The occupational health service complies with the **Occupational Health Medical Control Program**, Brazil's regulatory program for employee health monitoring. In addition to conducting mandatory occupational exams, the program continuously monitors employees' health conditions, ensuring compliance with applicable legislation, and contributing to the preventive identification of potential work-related risks.

Employee participation and consultation in the development and evaluation of occupational health and safety initiatives are promoted through the **Internal Commission for Accident and Harassment Prevention (CIPA)**, composed of employee-elected representatives and company-appointed members.

CIPA contributes to strengthening the prevention culture and to advancing improvement proposals related to the occupational health and safety management system.

The commission holds monthly meetings to discuss improvement proposals, develop action plans, and disseminate relevant occupational health and safety information. Its activities include organizing **Internal Week for Accident Prevention** and Environment and employee communication campaigns, in addition to maintaining an internal portal with access to useful information. CIPA also conducts periodic safety inspections at company facilities and promotes awareness initiatives aimed at employees.



As part of the occupational risk management program, hazards are identified, and risks are assessed systematically and continuously. To ensure the process is effective, this information is communicated to all employees and partners.

Benefits, Health and Well-being

We strive to foster a work environment that values well-being, health, and work-life balance. In our operations in Brazil, all employees have access to a comprehensive range of benefits focused on quality of life and personal development.

In this context, Eve encourages work-life balance through flexible working hours, enabling employees to adjust their start and end times to suit their individual needs and routines.

In addition, we conduct quarterly monitoring of healthcare costs and health indicators with the support of a specialized consultancy, enabling us to assess the effectiveness of prevention programs and adopt initiative-taking measures.

We also offer initiatives focused on care and prevention, such as clinical testing laboratories available within the company's facilities in São José dos Campos, an 80% subsidy for selected vaccines not covered by Brazil's public healthcare system, and an annual influenza vaccination campaign provided free of charge to employees. Leaders also have access to executive healthcare check-ups, ensuring that routine demands do not become a barrier to self-care.





Mobility and Infrastructure Benefits

- Company shuttle for employees working onsite
- Onsite cafeterias at company facilities



Health Benefits

- Medical and dental plans with nationwide coverage, with no monthly cost for the employee, including coverage for employees and their direct dependents, interns, and apprentices
- *Estar de Bem* Program, offering free initiatives for employees and dependents
- Executive healthcare check-ups for all leadership positions
- Vaccination program for direct dependents, with 80% Company subsidy for vaccines not covered by Brazil's public healthcare system
- Annual H1N1 vaccination campaign provided free of charge to employees
- Company contribution of up to 50% of prescribed medication costs (through a partnership with Vidalink)



Working Time and Flexibility Benefits

- Flexible working hours
- Optional time bank system
- Annual work-hour compensation calendar for public holidays and end-of-year break periods (between Christmas and New Year)



Family Benefits

- Extended maternity leave (6 months)
- Extended paternity leave (20 days)
- Childcare assistance for up to 18 months after returning from maternity leave
- One paid day-off per month for mothers of children with disabilities (up to age 12)



Financial Benefits

- Credit cooperative (*CooperEmb*) offering loans, insurance, and consortium plans at below-market rates
- Private pension plan (*EmbraerPrev*) with company matching contributions
- Profit-sharing program
- Long-Term Incentive Program applicable to all company employees
- Group life insurance



Physical Well-being and Activities

- Access to *Gympass/Wellhub*, with different membership plans available for employees and direct dependents

At the United States operation, full-time employees working 30 hours or more per week have access to medical, dental, and vision plans, in addition to support for medical and emergency expenses. We also provide life and disability insurance, optional voluntary benefits, and a retirement plan with company contributions. These benefits are complemented by wellness programs and emotional, legal, and financial support services, as well as paid vacation and leave, parental leave, additional holidays, and hours dedicated to volunteering. Employees also have access to recognition initiatives, educational reimbursement benefits, and a profit-sharing program.

Estar de Bem Program

In Brazil, 100% of Eve employees and their dependents are covered by the *Estar de Bem* Program, part of the Embraer Group. The initiative brings together several actions focused on physical, mental, and social well-being, promoting a holistic approach to health.



Actions included in the *Estar de Bem* Program

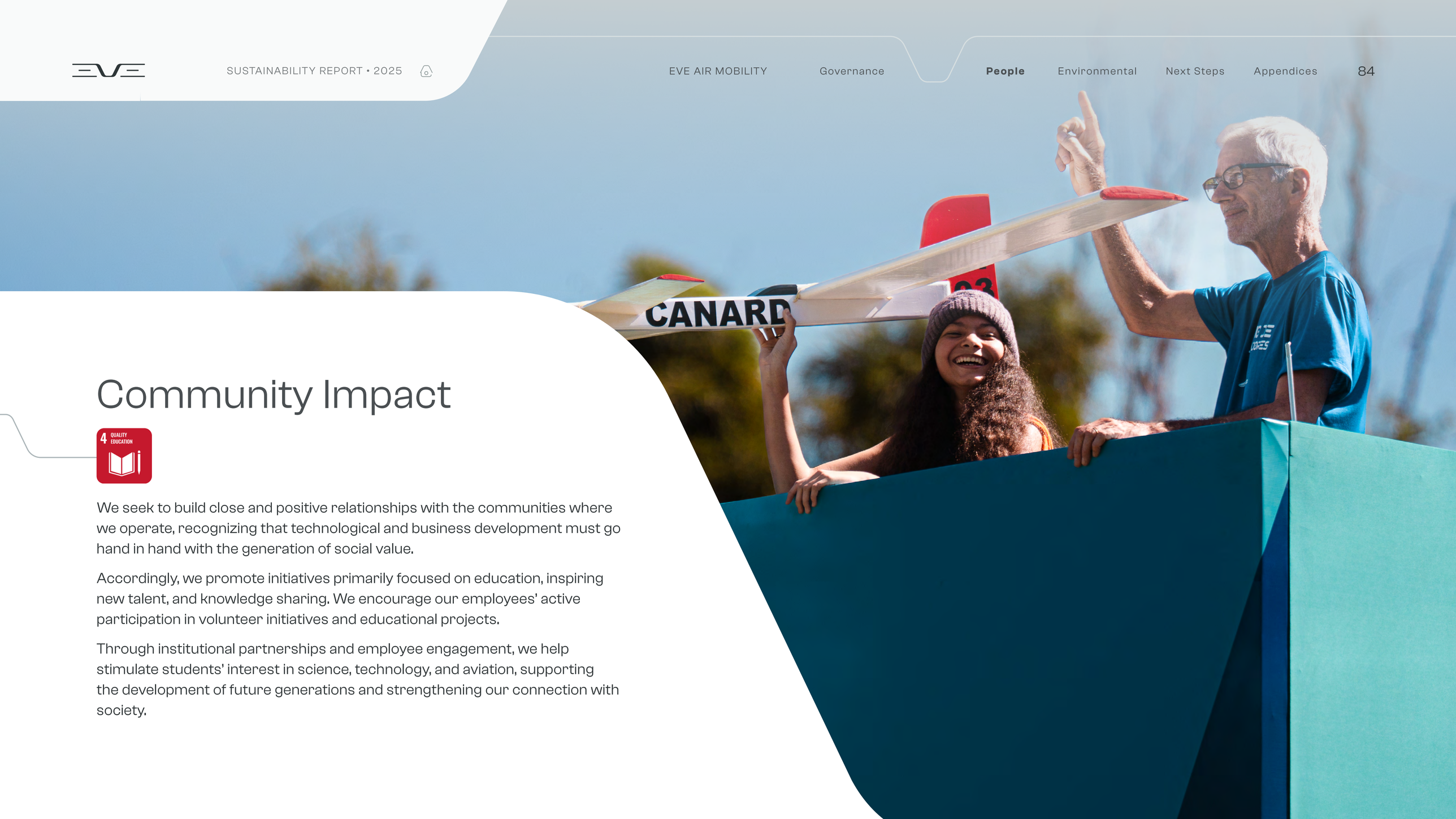
- ***Estar de Boa:*** mental health support program offering psychotherapy sessions
- ***Estar de Bem com Atividade Física:*** encouragement for the practice of physical activity and healthy lifestyle habits
- ***Estar de Bem sem Cigarro:*** support and guidance programs for smoking cessation
- ***Estar de Bem sem Drogas:*** prevention and treatment initiatives for substance dependency
- ***Estar de Bem com a Família:*** courses and guidance for employees during pregnancy and the birth of children

The Program also includes complimentary sessions with psychologists, mindfulness practices, as well as support from nutritionists and wellness specialists.

Care is part of our everyday life.

Maternity and Paternity Leave

In 2025, in Brazil, 4 women were eligible for maternity leave, and 5 men for paternity leave; all exercised their rights. All 4 women and 5 men returned to work after their leave period. At the time of reporting, 3 of the 4 women had already returned, resulting in a 75% return rate among women, while the return rate among men was 100%.



Community Impact

4 QUALITY EDUCATION

We seek to build close and positive relationships with the communities where we operate, recognizing that technological and business development must go hand in hand with the generation of social value.

Accordingly, we promote initiatives primarily focused on education, inspiring new talent, and knowledge sharing. We encourage our employees' active participation in volunteer initiatives and educational projects.

Through institutional partnerships and employee engagement, we help stimulate students' interest in science, technology, and aviation, supporting the development of future generations and strengthening our connection with society.

VOE Volunteer Program

Eve promotes employee engagement in social initiatives through our Volunteer Program. The initiative seeks to channel the knowledge and experience of our professionals to inspire and support future generations.

The program aims to generate social impact through education, mentoring, and knowledge sharing, particularly in science, technology, and aviation. To support these initiatives, Eve works in partnership with the **Embraer Institute of Education and Research** and the **Embraer Foundation**, both of which promote educational and talent development initiatives in Brazil and abroad.

36
employees
participated in volunteer initiatives

Eve invested
+ R$ 50,000
in social initiatives

Guided Visits

Conducted in partnership with the Embraer Institute, these visits allow students to explore the company's facilities and engage directly with professionals from the aerospace industry, providing practical exposure to the sector and encouraging interest in careers in technology and engineering.

Career Mentorship Program – Embrace Women

An internal women's mentoring program connecting female employees across the Embraer Group to strengthen professional development, expand support networks, and encourage female representation in technical and leadership positions.

Accelerating Careers

A mentoring program focused on employability and professional development for young talent, especially women at the beginning of their careers in STEM fields (science, technology, engineering, and mathematics). The initiative promotes connections between Eve professionals and young participants, offering career guidance, experience-sharing, and professional development support.

Mini Glider Challenge

An educational initiative conducted in partnership with the Embraer Institute that brings mini glider-building workshops to 8th and 9th grade public school students in Taubaté, São José dos Campos, Botucatu, and Gavião Peixoto. Supported by Eve volunteers, participants gain firsthand experience with concepts related to engineering, aerodynamics, and innovation.

Aviation Day

In partnership with the Embraer Foundation in the United States, Aviation Day brings elementary school students to the company's facilities, where employees share knowledge and experiences about the aerospace sector to inspire future professionals.

In 2025, Eve participated, for the third consecutive year, as a sponsor of the Mini Glider Challenge. The initiative contributed to the development of more than 100 public school students by providing their first exposure to aerospace culture, inspiring future generations, and broadening horizons.

In 2025, we had 36 volunteers engaged in more than 50 initiatives, totaling approximately 500 volunteer hours and positively impacting more than 700 people!

13
female employees
participating in the **Embrace Women Mentorship Program**

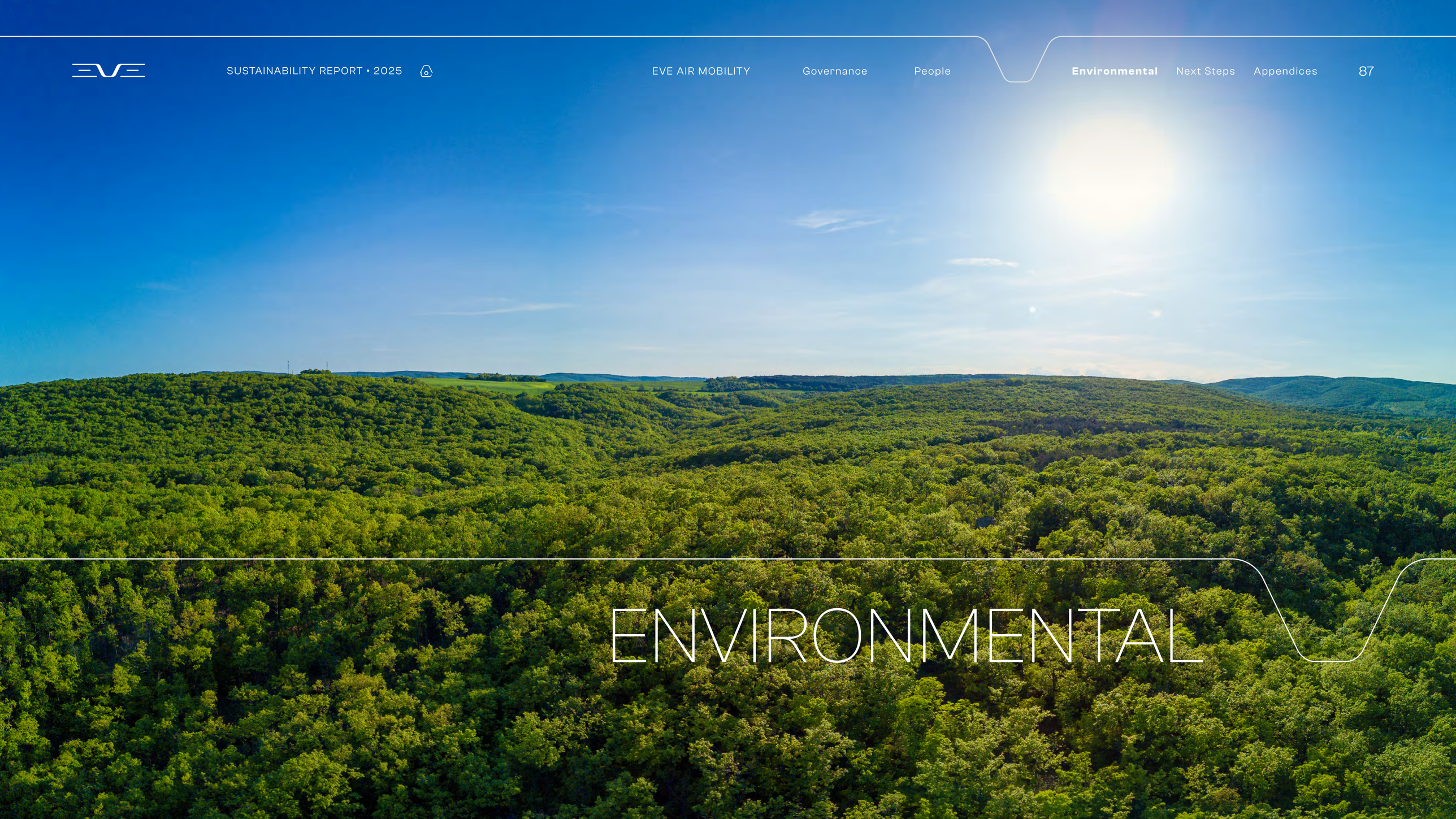
100
public school students
positively impacted by the **Mini Glider Challenge**

100
public school students
participating in the **Aviation Day**

12
university students
participating in the **Accelerating Careers Program**

350
high school students
engaged through **Guided Visits**





ENVIRONMENTAL

Environmental



Eve was founded to contribute to the decarbonization of aviation through the development of innovative solutions that support the transition toward a more sustainable air mobility, expanding possibilities and driving long-term transformation across the sector.

Our eVTOL is fully electric, representing a technological disruption that opens new pathways for the industry and aligns with the United Nations Sustainable Development Goals. This innovation is fostering the development of a new ecosystem, supported by regulatory advancements, incentives, and collaboration among different industry stakeholders.

Sustainability and environmental stewardship are embedded in every stage of our journey, from engineering and material selection to manufacturing and operations. We monitor the business impact across the entire value chain and leverage tools to map and anticipate environmental and societal effects of our products and operations. In the pre-operational phase, from product development to the planning of our first manufacturing facility in Taubaté, we already conduct risk assessments and establish control and mitigation mechanisms.



Environmental Initiatives



zero carbon emissions

low noise levels

The eVTOL is being designed to deliver **zero local carbon emissions** and to integrate seamlessly within communities. Its **low noise levels** enable flights in densely populated urban areas while ensuring comfort for crew members, passengers, and surrounding communities.

To support the ongoing enhancement of impact mitigation measures, we conducted a preliminary Life Cycle Assessment. The assessment considered impact categories related to climate change, soil acidification, eutrophication of aquatic ecosystems, toxicity, and metal depletion.

The results indicate that the battery — the component responsible for 100% of the energy to power the propulsion system — stands out as one of the most significant environmental aspects of the product.

Accordingly, **battery management** is treated as a priority topic within Eve's ESG strategy, encompassing product design and technical specifications developed in partnership with suppliers, as well as use and maintenance practices, second-life strategies, and end-of-life management, including proper disposal.

The feasibility of adopting more sustainable materials is undergoing evaluation and research at Eve, given their significant role in reducing environmental impacts throughout the product life cycle. We prioritize materials with lower carbon intensity, reduced consumption of natural resources, lower toxicity, and greater potential for reuse or recycling. These materials contribute to the reduction of greenhouse gas emissions and air pollutants, such as volatile organic compounds (VOCs), nitrogen oxides (NOx), and sulfur oxides (SOx), as well as to reducing waste generation and mitigating risks to human health and ecosystems.

This approach strengthens product efficiency, promotes technological innovation, and reinforces alignment with circular economy principles and ESG commitments, thereby generating sustainable value for both the business and society.

In this context, we will incorporate recycled materials into vehicle interiors and use water-based paint for surface coatings. Additionally, opportunities are being evaluated to reduce particulate matter (PM) emissions throughout the process.

Our environmental commitments also extend to the territories where we operate.

For the operation of Eve's first manufacturing facility in Taubaté, we established requirements tied to public commitments and internal contractual obligations. These include appropriate wastewater disposal, water reuse systems, and renewable energy sources.

In this context, several aspects are being assessed through a structured approach, focusing on resource efficiency, technological innovation, and alignment with industry best practices. The main aspects under evaluation include:

- **Electricity consumption and sourcing**
- **Fuel use in operations**
- **Chemical and waste management**
- **Water supply systems and industrial wastewater treatment**
- **Logistics for materials, packaging, and internal transportation**

Based on these priority areas, Eve structures its sustainability approach around the key environmental topics associated with its future operations. These pillars reflect the most relevant aspects of impact management and guide the detailing of practices, commitments, and solutions adopted throughout the business's development.



Electricity

Currently, Eve's offices are located within Embraer facilities, which predominantly operate using energy sourced from renewable generation. In Brazil, 100% of the electricity consumed at these facilities already comes from renewable sources. Eve's manufacturing facility in Taubaté is being designed to operate with 100% renewable energy from day one of operations.

SASB RT-AE-130a.1

Fuels

Despite the operational challenges nationwide regarding the feasibility of renewable fuel adoption, Eve incorporates the use of biomethane as a strategic pillar of operations at the Taubaté facility.

Chemicals and Waste

Within Eve's current pre-operational context, there is no consumption of chemicals or generation of hazardous waste. During the definition of the product and its manufacturing process, we identified and assessed the main environmental aspects associated with our operations, including a detailed mapping of substance use and future waste generation.

We adopt a preventive and structured approach focused on reducing or mitigating the use of hazardous substances. This commitment includes strict compliance with applicable standards and regulations, always seeking alignment with the industry's leading sustainability practices.

Currently, non-hazardous, and recyclable waste generated through our activities is managed via Embraer's selective waste collection program across its facilities.

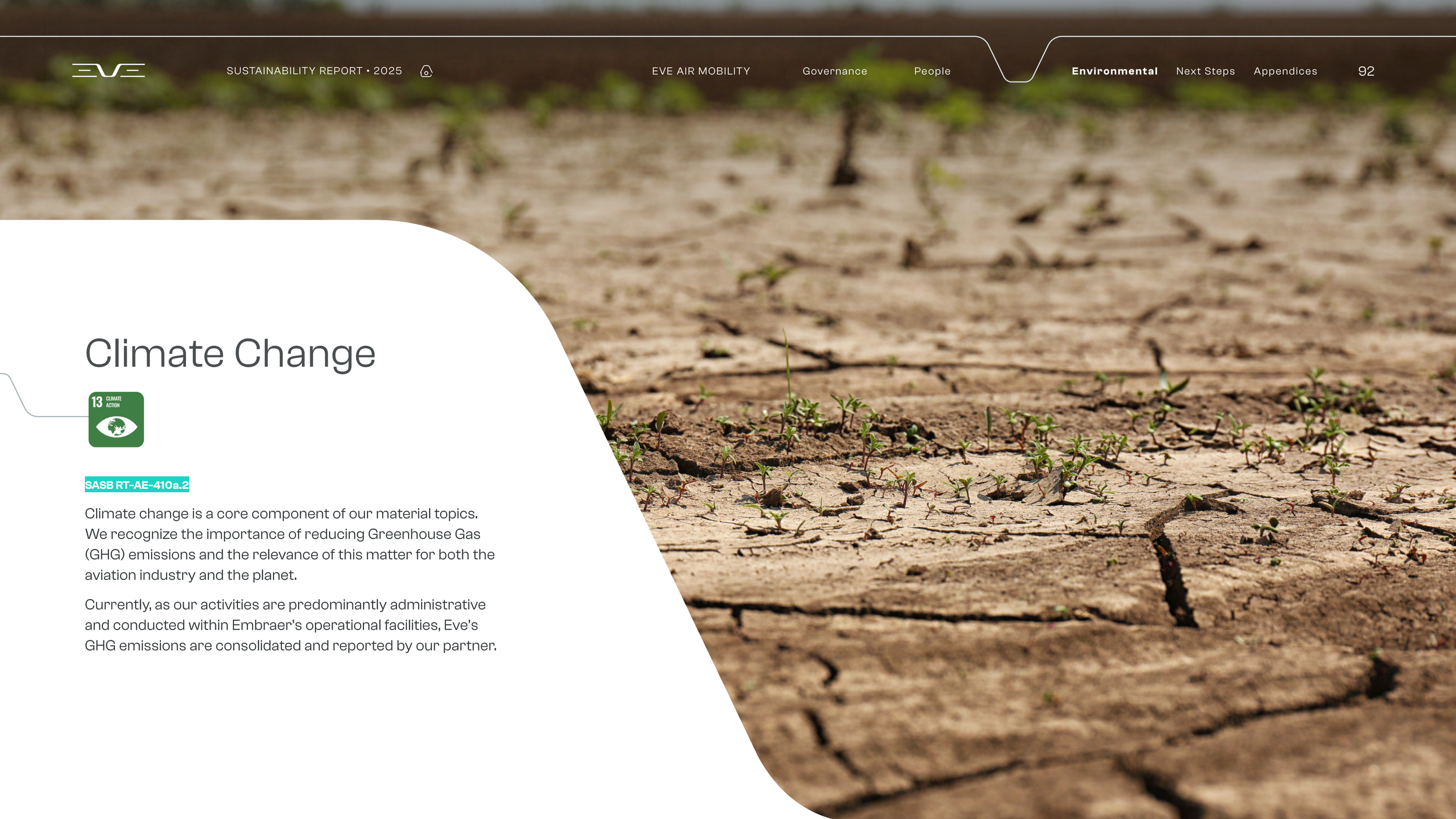
SASB RT-AE-150a.1

Climate Change

SASB RT-AE-410a.2

Climate change is a core component of our material topics. We recognize the importance of reducing Greenhouse Gas (GHG) emissions and the relevance of this matter for both the aviation industry and the planet.

Currently, as our activities are predominantly administrative and conducted within Embraer's operational facilities, Eve's GHG emissions are consolidated and reported by our partner.





Emissions Management and Eve's Low Carbon Emissions Strategy

The GHG inventory is structured around three scopes. Scope 1 (direct emissions) refers to GHG emissions generated directly by the company's operations, such as fuel combustion in owned vehicles, generators, or industrial processes. Scope 2 refers to emissions associated with the generation of electricity, heat, or steam purchased by the company and consumption. Lastly, Scope 3 includes all other indirect emissions arising from the company's value chain and occurring beyond the company's operational boundaries, such as supplier transportation, business travel, logistics, and waste disposal.

Scope 1 Development and optimization of manufacturing processes, with a focus on operational efficiency and the use of lower-environmental-impact fuels

Scope 2 Use of electricity sourced from renewable energy

Scope 3 Development of a fully electric vehicle with zero local carbon emissions, combined with product life cycle management and engagement and strengthening of the supply chain

As part of our emissions reduction guidelines, we adopt strategies to optimize the use of materials and systems, aiming to achieve high utilization rates, reduced maintenance complexity, and increased product reliability.

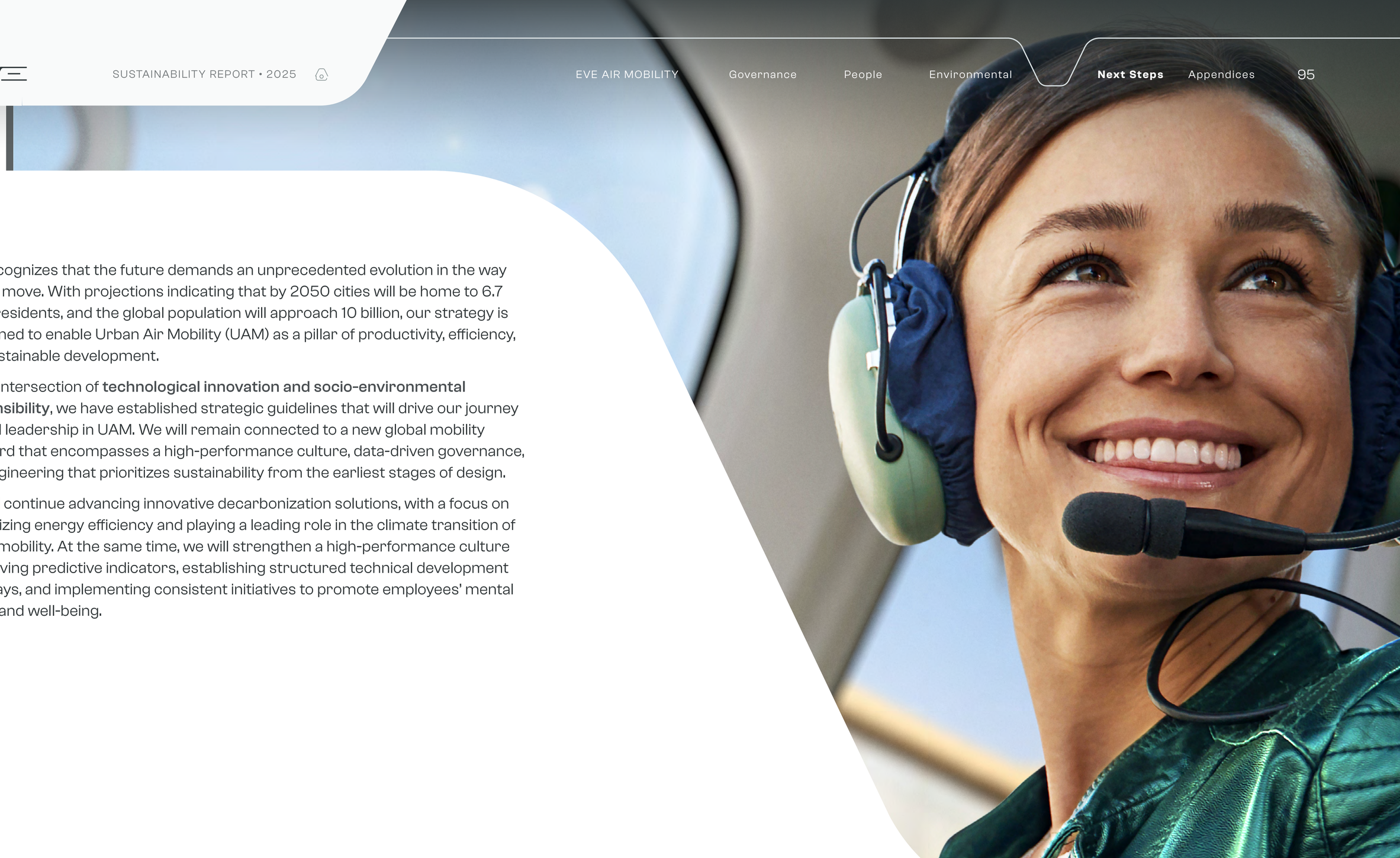
Our operations incorporate Smart Factory concepts, Industry 4.0 technologies, interconnected processes, lean manufacturing principles, and a low potential for negative environmental impact.

Additionally, we provide service solutions focused on operational efficiency, including performance assessment tools, vehicle energy-efficiency optimization, and route optimization.

We remain continuously committed to pursuing solutions that reduce negative impacts while expanding the value generated over time. Eve's products and services represent not only technological innovation, but also a major step toward transforming the aviation industry toward a more sustainable future.



NEXT STEPS



Eve recognizes that the future demands an unprecedented evolution in the way people move. With projections indicating that by 2050 cities will be home to 6.7 billion residents, and the global population will approach 10 billion, our strategy is positioned to enable Urban Air Mobility (UAM) as a pillar of productivity, efficiency, and sustainable development.

At the intersection of **technological innovation and socio-environmental responsibility**, we have established strategic guidelines that will drive our journey toward leadership in UAM. We will remain connected to a new global mobility standard that encompasses a high-performance culture, data-driven governance, and engineering that prioritizes sustainability from the earliest stages of design.

We will continue advancing innovative decarbonization solutions, with a focus on maximizing energy efficiency and playing a leading role in the climate transition of urban mobility. At the same time, we will strengthen a high-performance culture by evolving predictive indicators, establishing structured technical development pathways, and implementing consistent initiatives to promote employees' mental health and well-being.



Increasingly scalable and data-driven governance will remain a strategic priority. We will continue advancing automation of low-risk processes, the use of analytics, and the application of artificial intelligence, thereby enhancing the efficiency and consistency of our decision-making.

We also reinforce our commitment to incorporating environmental and operational efficiency criteria from the earliest stages of industrialization projects, using renewable energy, reduction in greenhouse gas emissions, and engineering approaches focused on resource optimization and risk prevention.

Safety will remain at the center of our operations and guide decision-making. We will continue advancing the concept of design for safety, integrating safety, quality, and reliability from the conception of our solutions.

Finally, we will continue strengthening the supplier network aligned with ethical and sustainability principles, fostering progressive engagement throughout the supply chain.

By integrating our current actions with future goals, we ensure that every step of our journey is guided by integrity and responsibility.



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SASB

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