Stakeholder Q&A

The below document is intended to help team leads communicate the October 28, 2026 collaboration announcement between Embraer and Rheinmetall with key stakeholders.

When communicating with stakeholders we ask that you only use approved messaging and avoid speculation or market rumors.

If you are unsure of how to answer a question, do not improvise. Explain that you are unable to provide an answer at this time and escalate the question to the appropriate internal contact.

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Employees

1. **What was announced?**
    - [Today / on October 28th] we announced that Embraer entered into a definitive agreement with Rheinmetall to establish a multinational training center in Bremen for the C-390 Millennium.
    - Like our existing C-390 training hub in Brazil, the new center intends to enable air forces across Europe to utilize its modern, high-fidelity training facilities.
    - We don't expect the training hub to be operational until the second half of 2028.

2. **Will today's announcement affect my job and responsibilities? Or any existing operations, workloads and reporting structures?**
    - While this is an exciting update for us, we don't expect the training hub to be operational until the second half of 2028.
    - This announcement does not change anything about your current day-to-day responsibilities. We ask that you remain focused on the tasks at hand and continue delivering the high standards of quality and service that our customers expect from us.
    - We appreciate your continued dedication and contributions to Embraer's success.

3. **Who will be operating and staffing the Bremen facility? Will the facility create new roles?**
    - While this is an exciting update, we don't expect the training hub to be operational until the second half of 2028.
    - We'll share any updates with you related to operation, roles and staffing as the project develops beyond the announcement phase as soon as we're able.

4. **Is the company moving European training activities out of Brazil entirely? Will the existing Brazilian training hub continue operating at its current capacity?**
    - The decision to establish a multinational training hub was made after careful consideration to meet C-390 demand in Europe. It does not alter our existing objectives in other regions, including our training activities in Brazil.
    - As we don't expect the Bremen training hub to be operational until the second half of 2028, the day-to-day operations and responsibilities of the Brazilian training hub remain unchanged.
    - We'll share any updates with you related to operation, roles and staffing as the project develops beyond the announcement phase as soon as we're able.

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5. **Will any positions be eliminated as a result of this announcement?**
    - No positions are expected to be eliminated as a result of this announcement.
    - We will communicate any future changes to staffing or organizational responsibilities as plans for the Bremen facility develop.

6. **Can existing employees relocate to a German assignment?**
    - Our relocation policies within the Embraer network remain unchanged by this announcement.

7. **How will the two facilities coordinate training programs?**
    - We'll share any updates with you related to training coordination as the project develops beyond the announcement phase as soon as we're able.

8. **What does this mean for business growth and existing customers?**
    - The decision to establish a multinational training hub was made after careful consideration to meet C-390 customer and operator demand in Europe and is intended to serve as a base for European customers.
    - The collaboration addresses growing demand and is intended to strengthen European defense training infrastructure.

9. **How will the Bremen facility affect customer relationships, training coordination and other day-to-day responsibilities?**
    - Our relationships and contracts with our customers remain unchanged.
    - The new center aims to give existing and future European C-390 customers greater access to training and support operational readiness.
    - As we don't expect the Bremen training hub to be operational until the second half of 2028, day-to-day operations and responsibilities remain unchanged.

10. **Will Embraer prioritize European customers over operators elsewhere?**
    - No. While this announcement reinforces our long-term commitment to operational excellence and mission readiness, it does not alter our existing commitments and objectives in other regions.

11. **Can we talk with Rheinmetall employees about the announcement?**
    - Outside of authorized project communications, employees should limit discussions of the announcement with Rheinmetall personnel and other external parties to publicly available information.

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12. What do I do if a reporter asks me for information about the announcement?

- As part of our broader company policy, we ask that you not comment on company news or announcements beyond approved messaging.
- Please avoid all speculation and market rumors and instead refer to the press release and other public information and materials.
- As usual, please forward media inbounds to NAME at EMAIL.
- Employees with media-facing roles will be provided with supplementary materials to deal with such inbounds.

13. What do I do if a customer asks me for information about the announcement?

- As part of our broader company policy, we ask that you not comment on company news or announcements beyond approved messaging.
- Please avoid all speculation and market rumors and instead refer to the press release and other public information and materials.
- As usual, please forward customer inbounds to NAME at EMAIL.
- Employees with customer-facing roles will be provided with supplementary materials to deal with such inbounds.

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Customers

14. **Does this announcement impact my current contract?**
    - No. Our existing contract(s) remain unchanged. Please continue to reach out to [me / your usual point of contact].

15. **Will the Bremen facility complement or replace existing national European training programs?**
    - The establishment of the Bremen facility is intended to complement existing European training arrangements as it addresses growing demand and strengthens defense training infrastructure in Europe.

16. **What types of training will be available at the Bremen facility and which personnel will be eligible to participate?**
    - The new center primarily concerns aircrews and cargo-operations personnel and specific eligibility arrangements remain to be determined.

    If asked for more training details:
    - Specifically, it will provide aircrew and cargo-operations training including a Full Flight Simulator and a Cargo Handling Station Trainer, which was developed in partnership with Rheinmetall.
    - The FFS provides highly immersive training under simulated normal, abnormal and emergency conditions, and is designed to achieve Level D qualification.
    - Using realistic visualization technology, the CHST enables comprehensive training in loadmaster procedures and cargo operations.

17. **Will our aircrews have guaranteed access or will we have to compete with other countries for training slots? What is the capacity like?**
    - Existing contractual arrangements concerning training services remain unchanged by today's announcement.
    - We expect to have further details regarding training capacity, scheduling and access arrangements as planning progresses toward the facility's anticipated opening in the second half of 2028.

18. **Will training completed at the Bremen facility be recognized under applicable military qualification and certification requirements?**
    - As with our existing training operations in Brazil, we intend for the Bremen facility to provide training in accordance with the applicable requirements of participating air forces.
    - Further details regarding specific qualification and approval arrangements will be shared as the facility approaches operational readiness.

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19. **How will Embraer and Rheinmetall divide responsibility for training operations, equipment maintenance and technical support?**
    - Embraer and Rheinmetall will work collaboratively to establish the multinational training facility in Bremen.
    - We expect to share further details regarding training operations, equipment maintenance and technical support arrangements as planning progresses toward the facility's anticipated opening in the second half of 2028.

20. **Will training in Germany create additional costs, logistical requirements or changes to my existing contract(s)?**
    - Our existing contract(s) remain unchanged by this announcement.
    - Any future training arrangements, associated costs and logistical requirements will be communicated as details become available.

    If customer is based in Europe:
    - Once the new facility is operational, we hope that it will provide you with greater access to training and support long-term operational readiness.

21. **Will existing customers receive priority access to the Bremen facility?**
    - We expect to have further details regarding training capacity and access arrangements as planning progresses toward the facility's anticipated opening in the second half of 2028.

22. **What happens if this center does not open on schedule?**
    - While we expect the training hub to be operational by the second half of 2028, we will coordinate with affected customers if the timetable changes.

23. **How will Embraer protect sensitive operational or training information shared by participating air forces?**
    - Our existing confidentiality and information-security policies and protocols in multinational training environments remain unchanged by this announcement.

24. **Will access to the facility depend on purchasing a C-390 or signing a separate services agreement?**
    - We expect to have further details regarding access arrangements as planning progresses toward the facility's anticipated opening in the second half of 2028.

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25. **Could expanded European operations divert training personnel, equipment or support resources away from the Brazilian Air Force or other operators relying on Brazilian training facilities?**
    - The decision to establish a multinational training hub was made after careful consideration to meet C-390 demand in Europe. It does not alter our existing objectives, including our commitments to customers and operators in other regions and our training activities in Brazil.

26. **Can you share any updates with me about the announcement?**
    - Outside of the information shared in the joint press release, we don't have any further updates at this time.
    - As always, we will be sure to share information with you once that changes.

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Investors

27. **Will the investment have a material impact on Embraer's earnings, cash flow or financial outlook?**
    - We don't have any further details that we can share outside of what was disclosed in the announcement at this time.

28. **How are commercial and operational responsibilities divided between Embraer and Rheinmetall under the agreement?**
    - Today's announcement marks an important development in our ongoing collaboration with Rheinmetall to strengthen European defense training infrastructure.
    - We are not disclosing additional details regarding the commercial structure or division of operational responsibilities under the agreement at this time.

29. **What measures are in place to manage the project's financial and operational risks if customer demand falls short of expectations?**
    - The decision to establish a multinational training hub was made after careful consideration of growing C-390 customer and operator demand in Europe, as well as the long-term training needs of existing and future operators.
    - We are not disclosing additional details regarding the project's financial and operational risk-management arrangements at this time.

30. **How much will this project cost?**
    - We don't have any further details that we can share outside of what was disclosed in the announcement at this time.

31. **Why invest in a new facility rather than aircraft production, engineering or other growth priorities?**
    - As part of our obligation to our stakeholders, we constantly assess demand and realistic market opportunities.
    - The decision to establish a multinational training hub was made after careful consideration to meet C-390 customer and operator demand in Europe.
    - This announcement comes at the right time for our business and the stakeholders we support.

32. **How will the center generate revenue or improve profitability and over what period of time? What is the return on investment?**
    - We don't have any further details that we can share outside of what was disclosed in the announcement at this time.

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33. **Are you building capacity that customers actually need? Why is another facility needed when European operators already have national training arrangements? Is demand for a multinational training facility sufficient to justify a dedicated European hub?**
    - The decision to establish a multinational training hub was made after careful consideration to meet C-390 customer and operator demand in Europe.
    - The establishment of the Bremen facility is intended to complement existing European training arrangements as it addresses growing demand and strengthens defense training infrastructure in Europe.

34. **Have any air forces committed to using Bremen or is the investment based on projected demand?**
    - We don't have any further details that we can share outside of what was disclosed in the announcement at this time.

35. **Could equipment certification, construction or staffing delays push the 2028 opening target back?**
    - We continue to expect the training hub to become operational by the second half of 2028. As with any development project, implementation timelines are subject to operational and technical considerations and we will communicate any material changes as appropriate.

36. **Which company is funding the training center and how will revenue and costs be shared?**
    - We don't have any further details that we can share outside of what was disclosed in the announcement at this time.

37. **What happens to this project if the Ukraine War ends before the facility becomes operational? Could reduced European defense spending undermine the demand for the facility?**
    - The strengthening of defense training infrastructure in Europe remains a long-term goal of Embraer as well as our customers regardless of individual conflicts.

38. **Could other European defense-policy changes, procurement decisions or export restrictions affect demand?**
    - We recognize that European defense policies, procurement decisions and export restrictions are subject to change and could influence future demand.
    - We continue to evaluate market conditions and customer requirements as part of our long-term business planning.

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