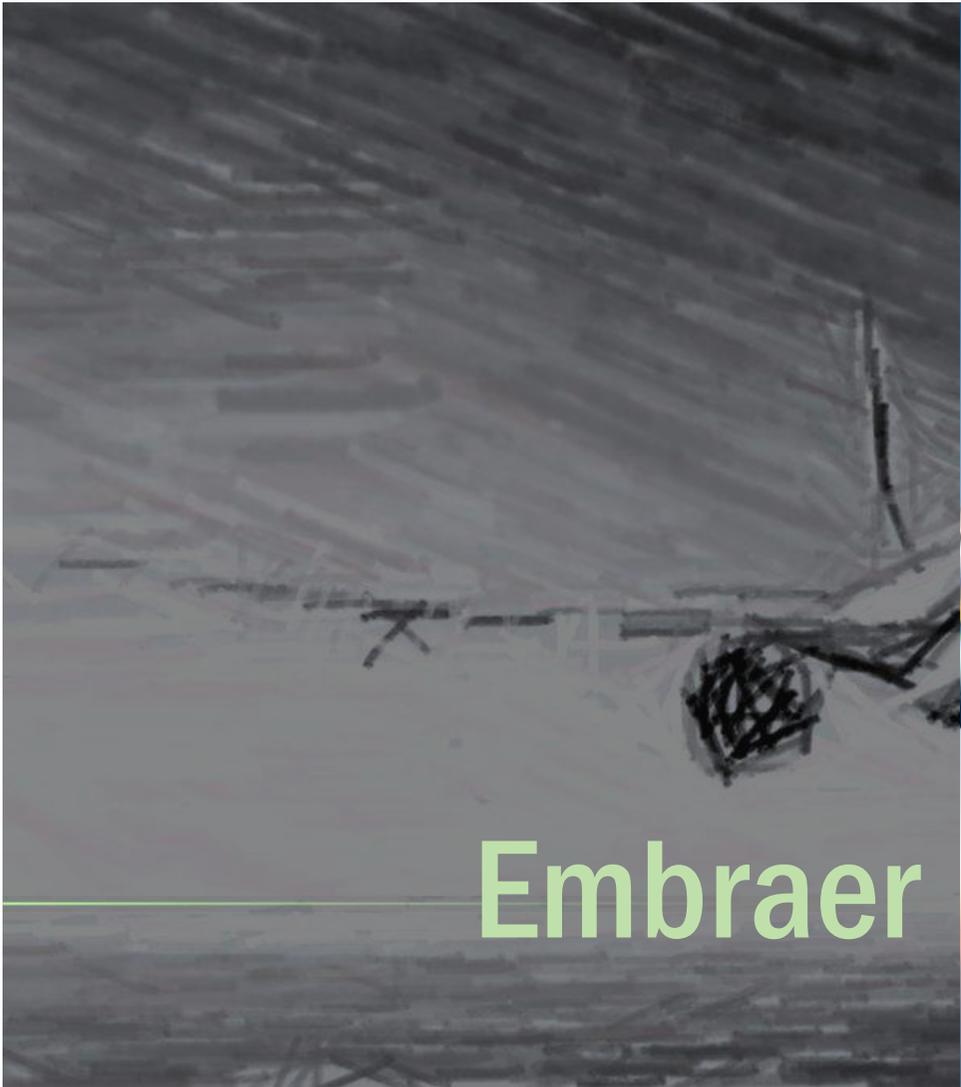


A photograph of an Embraer aircraft in flight, viewed from a low angle, against a blue sky with a sunset or sunrise glow on the horizon. The aircraft is white with blue accents on the tail and engine nacelles.

# Embraer Technology Vision

Francisco A. Ferreira Gomes  
Technology Development



Embraer



at a Glance

We have developed our business in the areas of ...

COMMERCIAL  
AVIATION



EXECUTIVE  
AVIATION



EMBRAER  
DEFENSE &  
SECURITY



# Embraer Business Areas

---



## Commercial Aviation

OVER **90** AIRLINES IN MORE THAN  
**61** COUNTRIES + **1700** AIRCRAFT IN-  
SERVICE



## Executive Jets

MORE THAN **1000** AIRCRAFT IN-  
SERVICE WORLDWIDE



## Defense & Security

OVER **52** ARMED FORCES IN **50**  
COUNTRIES



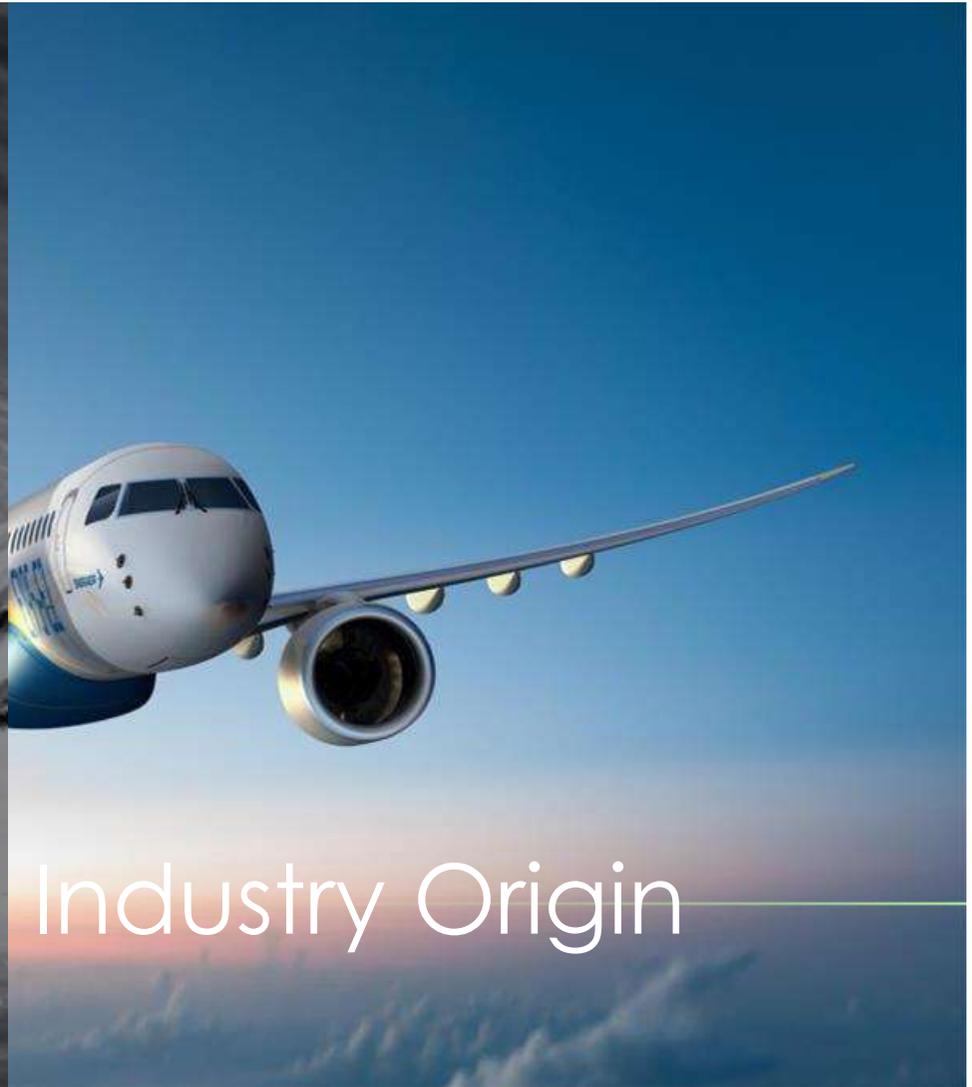
# Embraer Units – Global Operations

people





**Brazilian Aviation**



Industry Origin



# The Brazilian Aviation Industry Origin

1943



**After World War II** – strategic vision for a national aviation industry

Brazil had a very small industry sector

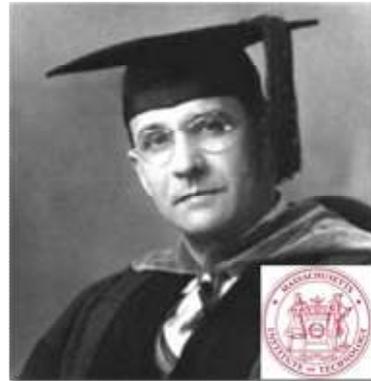
Air Force Colonel **Casimiro Montenegro** visits Wright Field and **MIT** in 1943

He brings home the dream of creating a Brazilian aviation industry



## Our MIT wings are born

1950



**1945:** Richard H. Smith,  
MIT professor speech  
"Brazil, future air power"



**1950:** he becomes the  
first ITA dean

ITA – Aeronautical  
Technology Institute

Brazil launches a national strategic aerospace initiative via the Aeronautics Technical Center (CTA) and the Technological Institute of Aeronautics (ITA).

1946



1950

## ITA – Instituto Tecnológico de Aeronáutica



Turma Formandos Engenharia ITA, década 1950

Fonte: Arquivo AEITA

1954

**IPD – Instituto de Pesquisa e Desenvolvimento**  
(Now IAE)



**Wind Tunnel, IPD, CTA**

**Federal Government creates Embraer** to develop aeronautical engineering and manufacture aircraft in Brazil.

1954

1969



# Our History

1969

1st EMBRAER  
Management Team

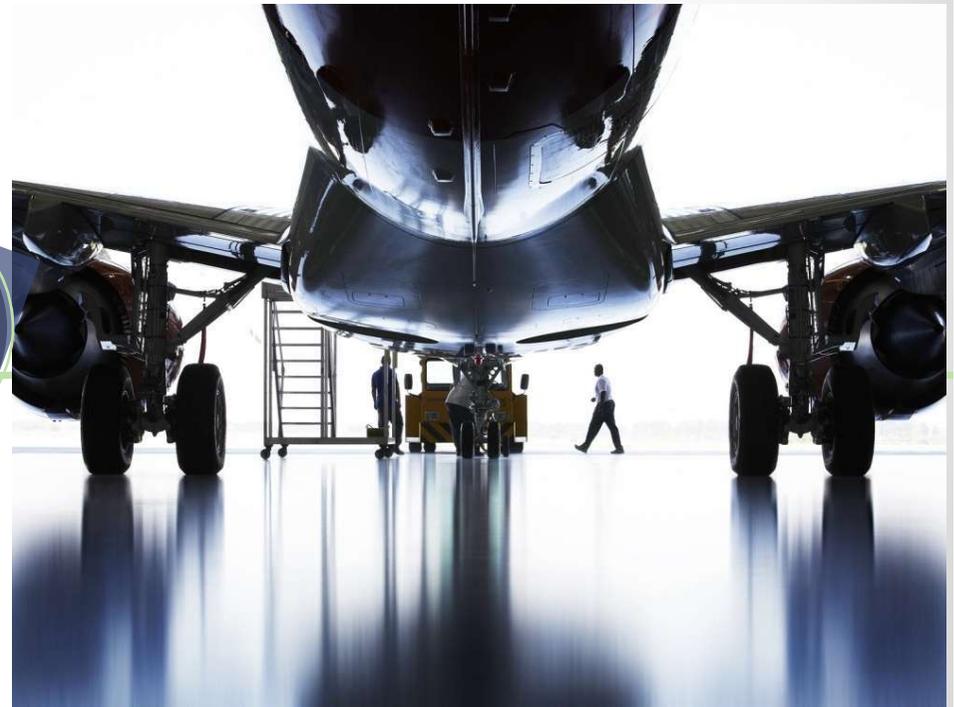


Embraer is privatized, fusing **technological** and **industry expertise** with an **entrepreneurial approach**.

1949

1969

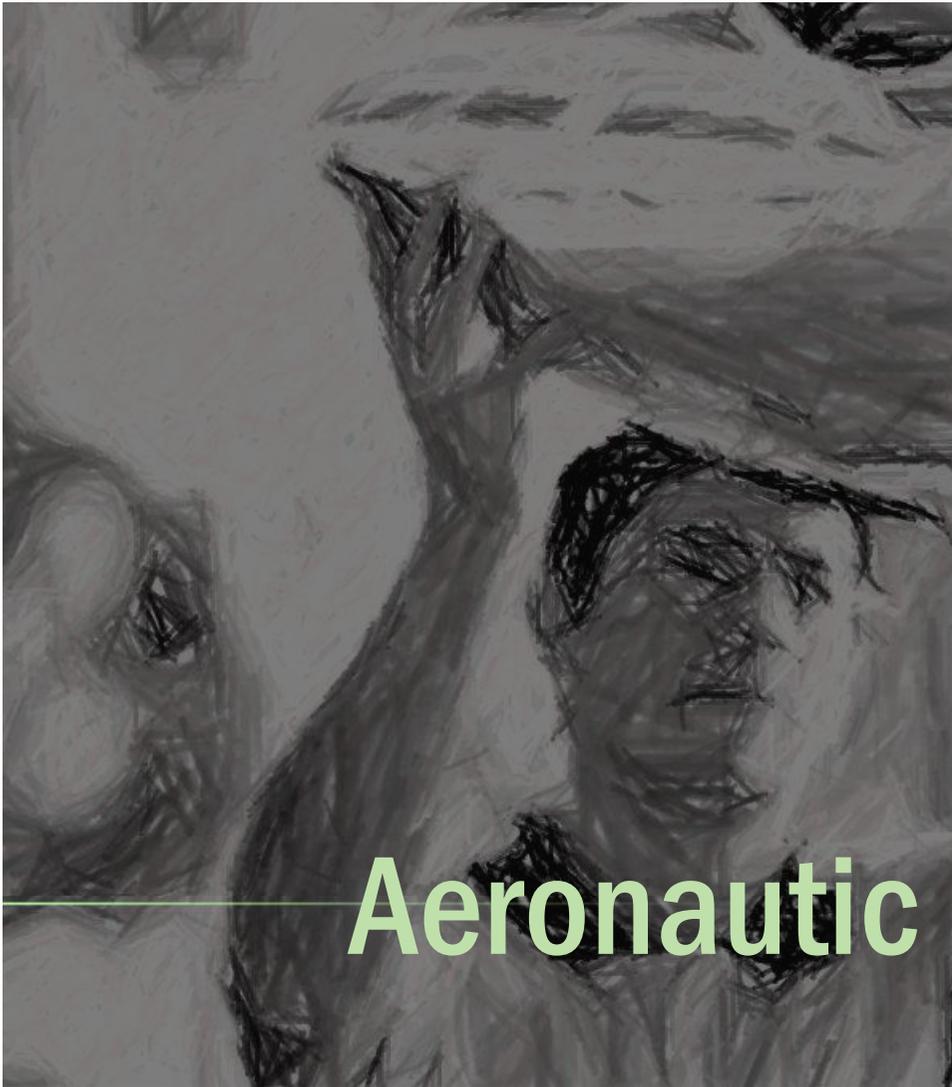
1994



Embraer is one of the world's leading manufacturers of commercial and executive jets, with substantial and growing operations in defense and security.



2016



**Aeronautic**



**Industry Players**

# Aeronautic Industry Players

## External Influencers



- Airworthiness Authorities
- Legislatures
- Financial Markets
- Material Markets
- Fuel Markets



Partners /  
Suppliers



Manufacturers (OEM)



- Passenger Airlines
- Business & General Aviation
- Cargo Airlines



MRO



Multidisciplinary  
technologies

A young boy with short brown hair is wearing clear safety goggles and a blue long-sleeved shirt. He is focused on working with a piece of light-colored wood. The background is a workshop with various tools and equipment, including a red toolbox. A dark blue semi-transparent box is overlaid on the right side of the image, containing the text "High qualified manpower".

High qualified  
manpower

A close-up, slightly angled photograph of a stack of Euro coins. The coins are stacked vertically, and the focus is on the edges of several of them. The embossed text on the coins is visible, including 'EURO' and 'FEDERAL REPUBLIC OF GERMANY'. A dark blue rectangular box is overlaid on the upper right portion of the image, containing the text 'Huge amount of investments' in a white, sans-serif font.

Huge amount of  
investments



Long maturation time



Low scale production

A photograph showing two business people in suits shaking hands. The background is a dark, stylized world map. The person on the left is wearing a light-colored suit jacket and a blue shirt. The person on the right is wearing a grey suit jacket and a white shirt. The handshake is the central focus of the image.

Global based clients



Small number of OEMs

# Characteristics of the Aeronautic Industry (Summary)

- **Multidisciplinary** technologies
- **High qualified** manpower
- Huge amount of **investments**
- **Long maturation** time
- Relatively **low scale** production
- **Global** based clients
- **Small number** of OEM's





**Big**



Challenges  
for Aviation

- 
- The frequency and impact of severe weather events are increasing and can harm aviation system

**lightning strike - antiicing - extreme conditions**

**Climate changes**



- The sustainability trade-off (economic, social, environmental) is becoming more and more relevant in the decision making processes

# ENVIROMENT RESPONSABILITY

- 
- The ubiquity of Internet presses for onboard connectivity, bringing challenges to both technology and regulation, with an eye on cybersecurity

# Connectivity

A large, dense crowd of people is shown from a high-angle, rear perspective, filling a wide street at night. The crowd is diverse in age and appearance, with many people looking towards the front of the street. The scene is illuminated by streetlights, creating a warm, yellowish glow. In the background, some buildings and structures are visible, suggesting an urban setting. The overall atmosphere is one of a significant public gathering.

# Connectivity

Pope Bento XVI  
(2005)

# Connectivity

Pope Francisco  
(2013)



- The terrorist threat creates a need for more security policies and procedures that may slow down the airports' operation



Increase of Violence



# POPULATION GROWTH AND AGING



More people want to fly, especially in developing countries, putting more pressure on an already crowded infrastructure



## DIVERSITY

Different cultures have different values which translate into specific preferences for aviation

# AIRLINE COMPETITION



Aerospace competence, once  
restricted to a few countries, is  
spreading

**Better performance > lighter aircrafts**



Technology

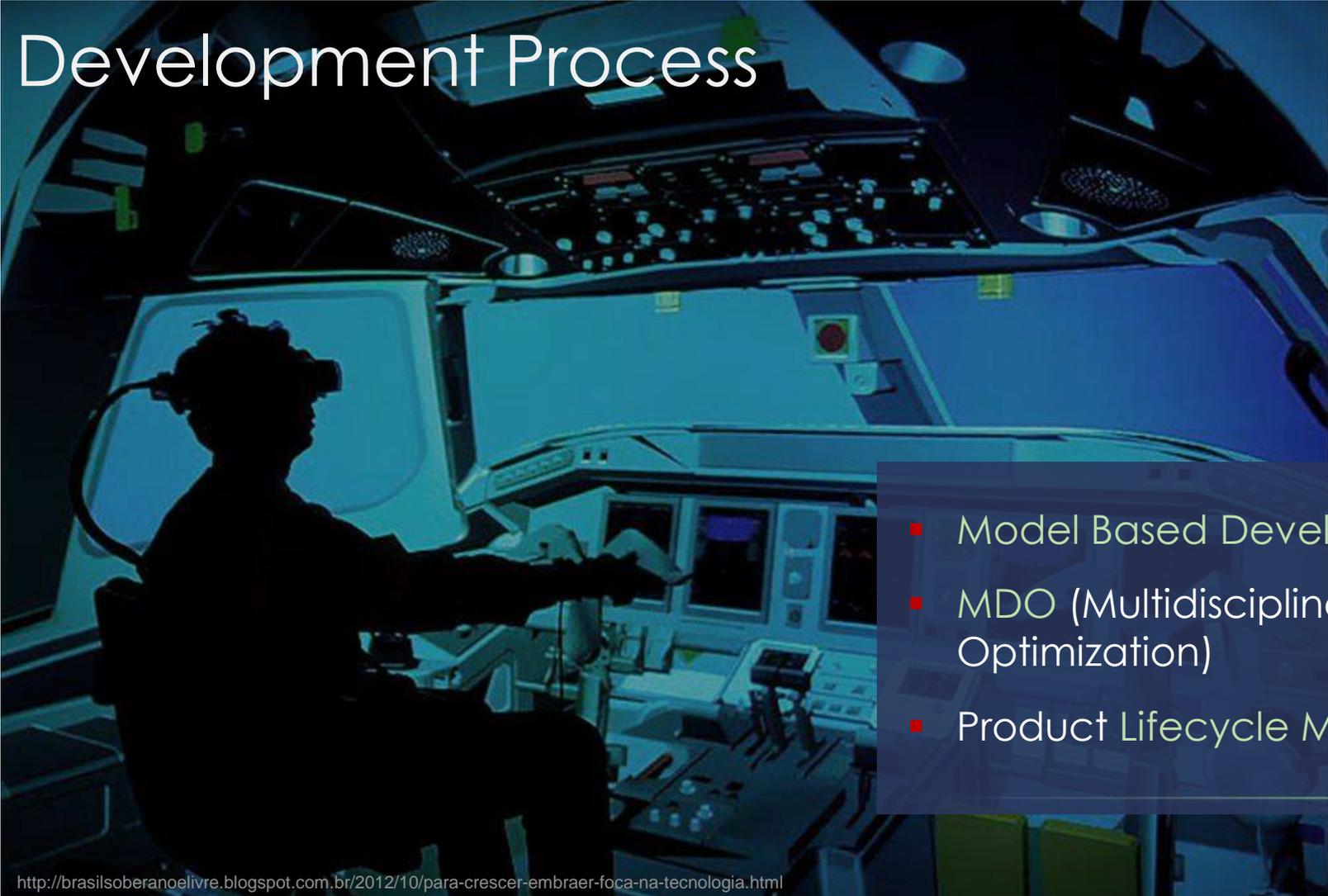
Trends

# Advanced concepts



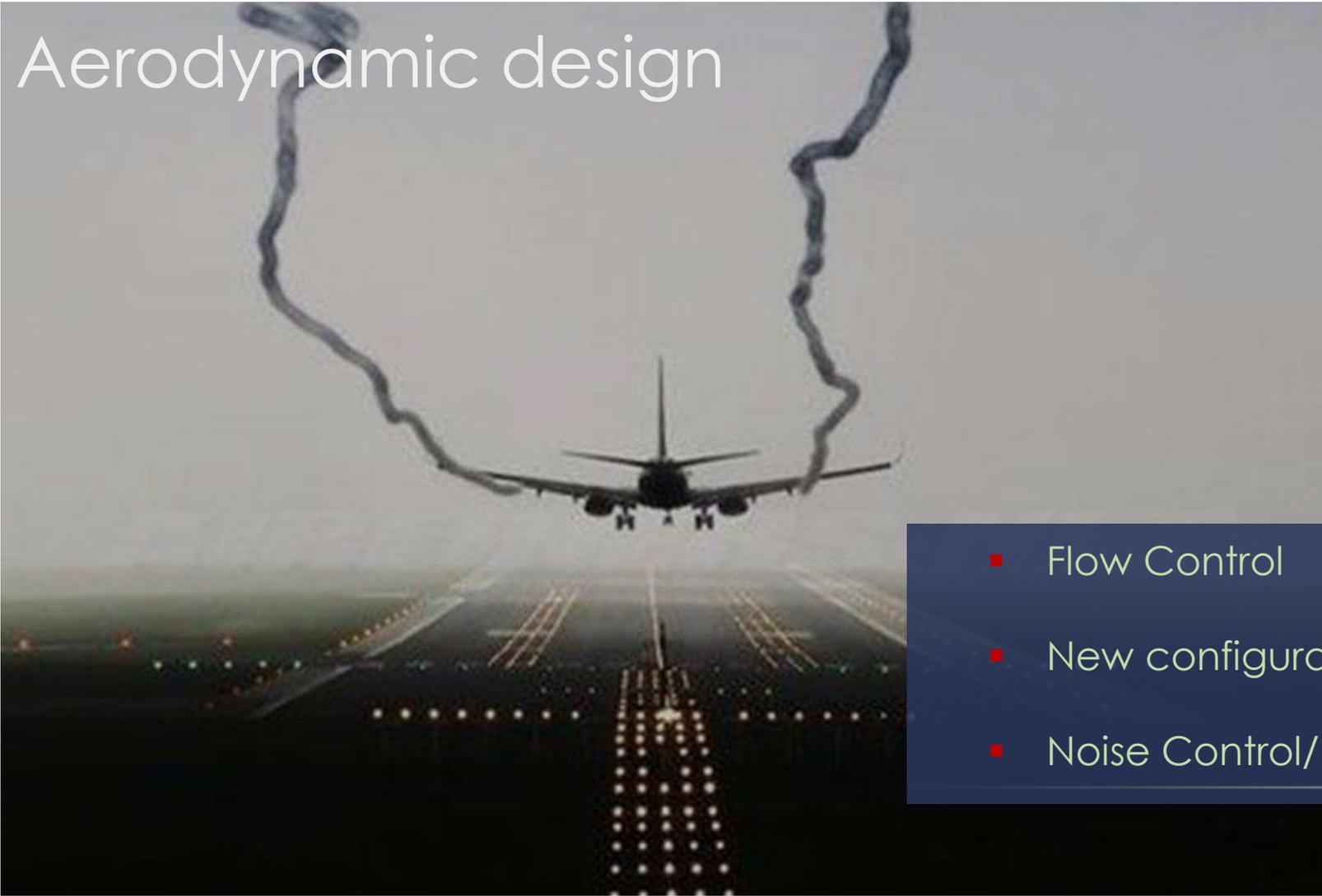
- *Morphing* structures
- *Adaptive* control
- *Energy Harvesting*

# Development Process

A person is shown in silhouette, wearing a VR headset and sitting in a cockpit simulator. The cockpit is filled with various instruments, screens, and controls, all illuminated with a blue light. The person appears to be interacting with the simulator, possibly testing a new design or process.

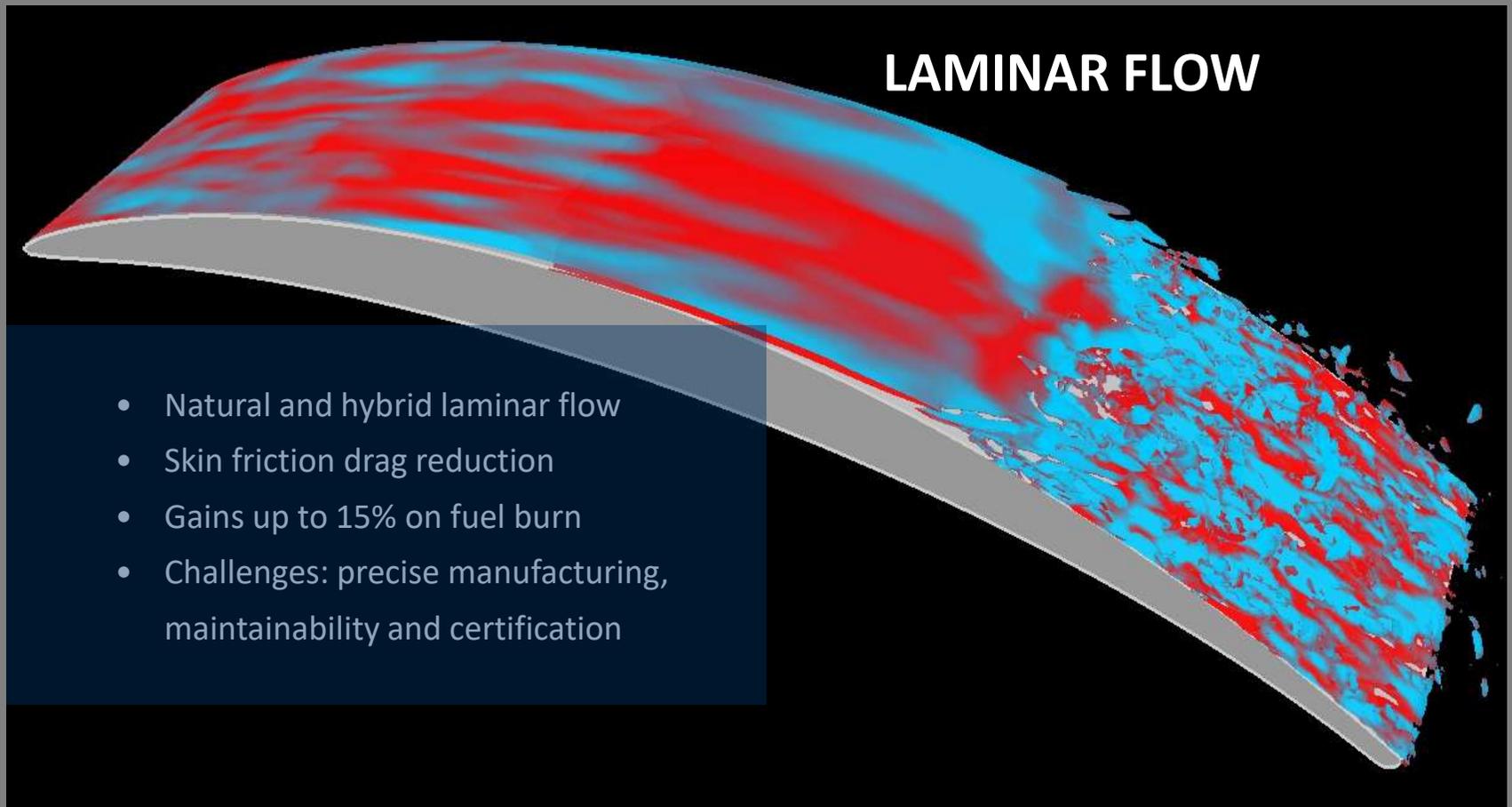
- Model Based Development
- MDO (Multidisciplinary Design Optimization)
- Product Lifecycle Management

# Aerodynamic design

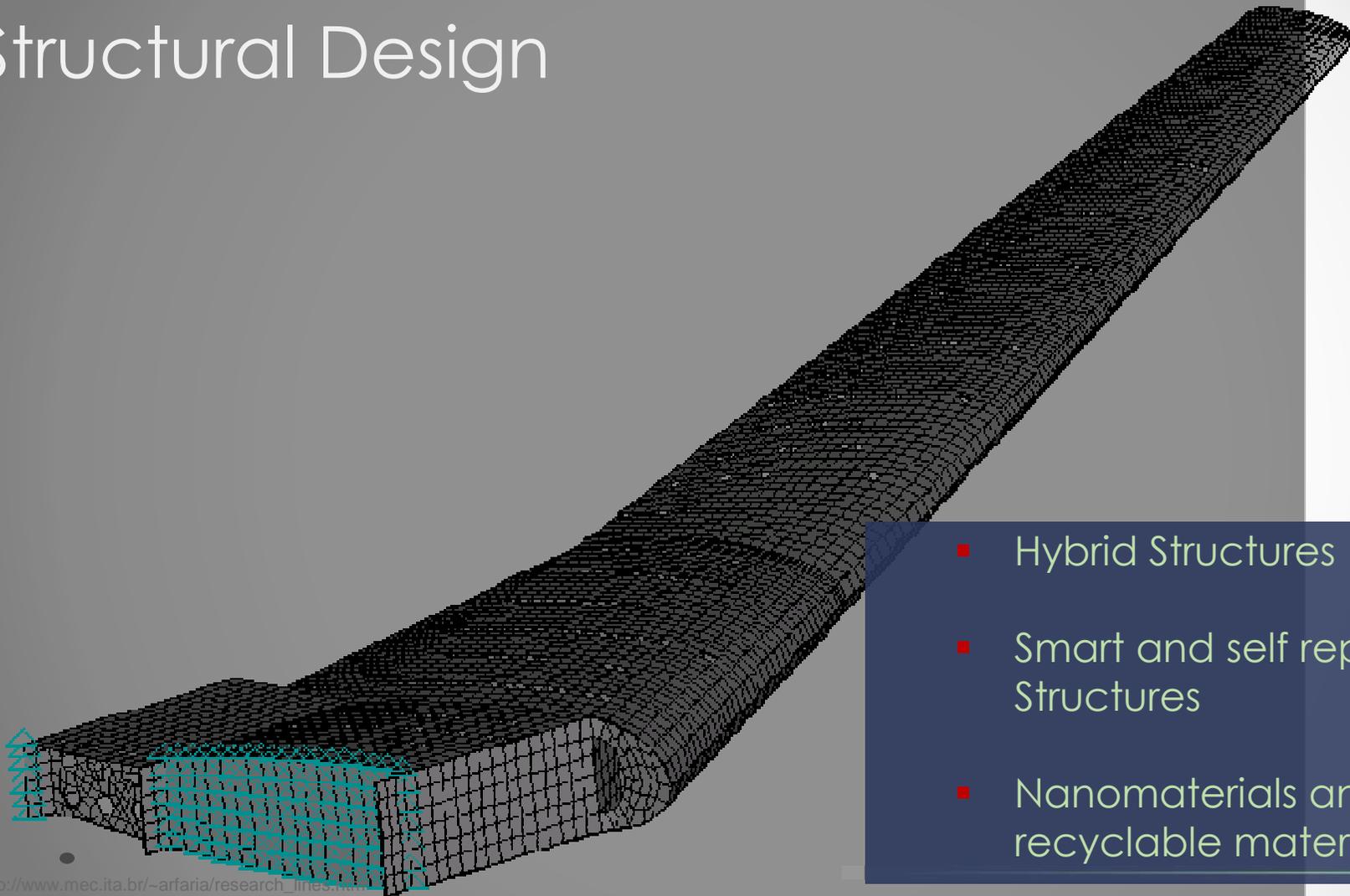


- Flow Control
- New configurations
- Noise Control/Reduction

# Fuel Consumption / environment



# Structural Design



- Hybrid Structures
- Smart and self repairable Structures
- Nanomaterials and recyclable materials

# Systems



- Ultra High Bypass Ratio Engine
- More Electric Aircraft
- Intensive use of embedded critical software
- Cyberattacks protection

# Systems

- Advanced ATM Systems
- Aircraft Health Management
- Fleet Management Systems
- Printed Components (3D)

# Leading to a smart integration philosophy



Central Storage Health Monitoring



Data Exchange Interconnected Fleet



Flight Ops



Integrated Fleet Management Center

# Confort and onboard Systems

FAST AND RELIABLE  
CONNECTIVITY

PERSONALIZED  
ENTERTAINMENT  
SYSTEM

PRIVACY AND  
COMFORT

SUSTAINABLE  
SOLUTIONS

"HANDS-FREE"  
CONTROLS

CABIN  
MICROCLIMATES

CABIN  
CONNECTIVITY

CABIN  
AIR QUALITY

MEDICAL KITS AND  
SINGLE-CLASS CABIN

SELF-CLEANING AND  
ANTI-BACTERIAL  
MATERIALS

Winner  
Partnership in  
Crystal Cabin  
Award  
(Visionary  
Concepts  
Category)



# Confort and onboard Systems



- Privacy and confort
- Cabin Connectivity
- Personalized entertainment systems
- Cabin Air Quality
- Sustainable Solutions

# Manufacture



- Advanced Automation
- Additive Manufacture
- Assembly without gauge
- Precision Manufacture

# C4I2SR

**Command  
Control  
Communication  
Computer**

**Information  
Intelligence**

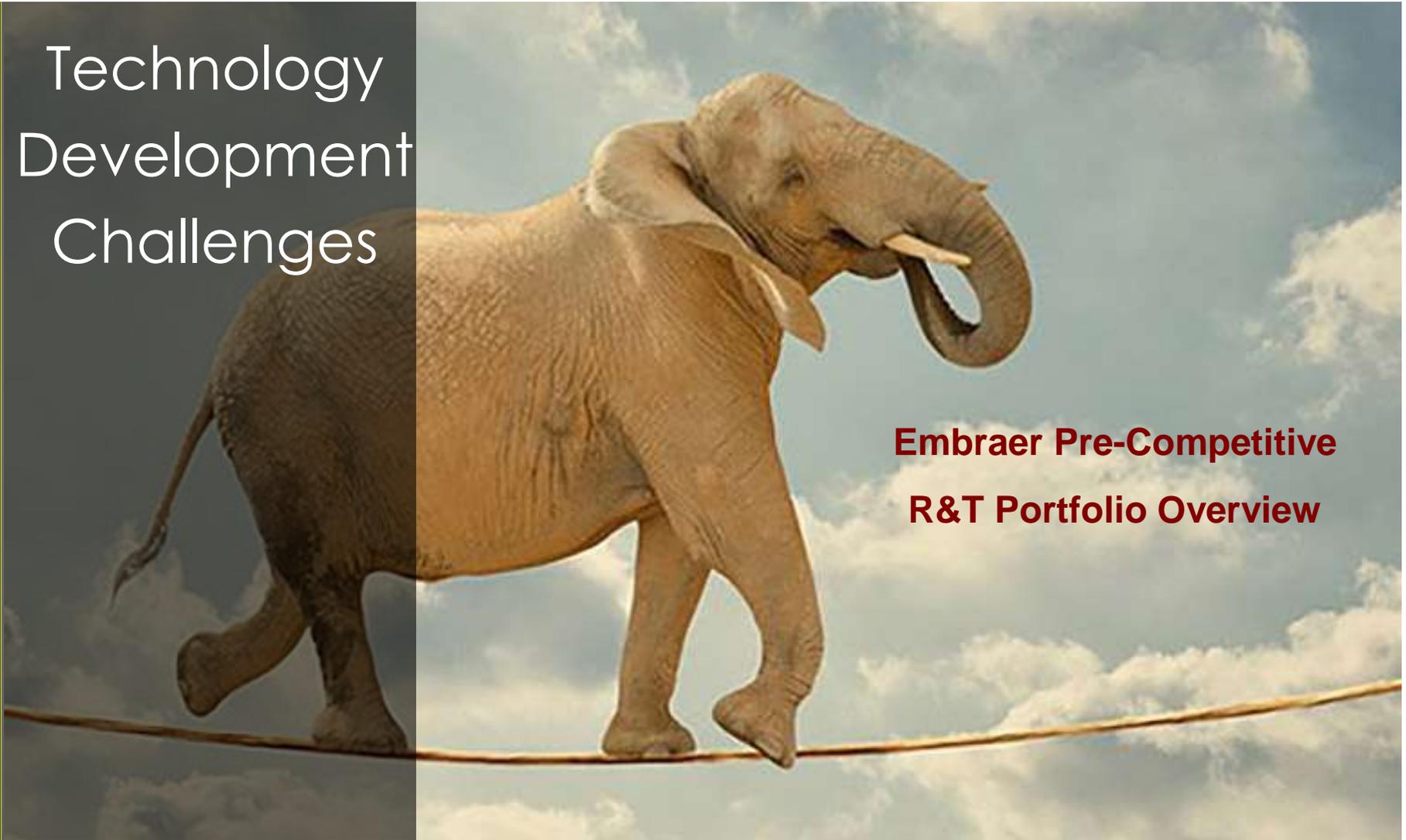
**Surveillance**

**Reconnaisse  
nce**

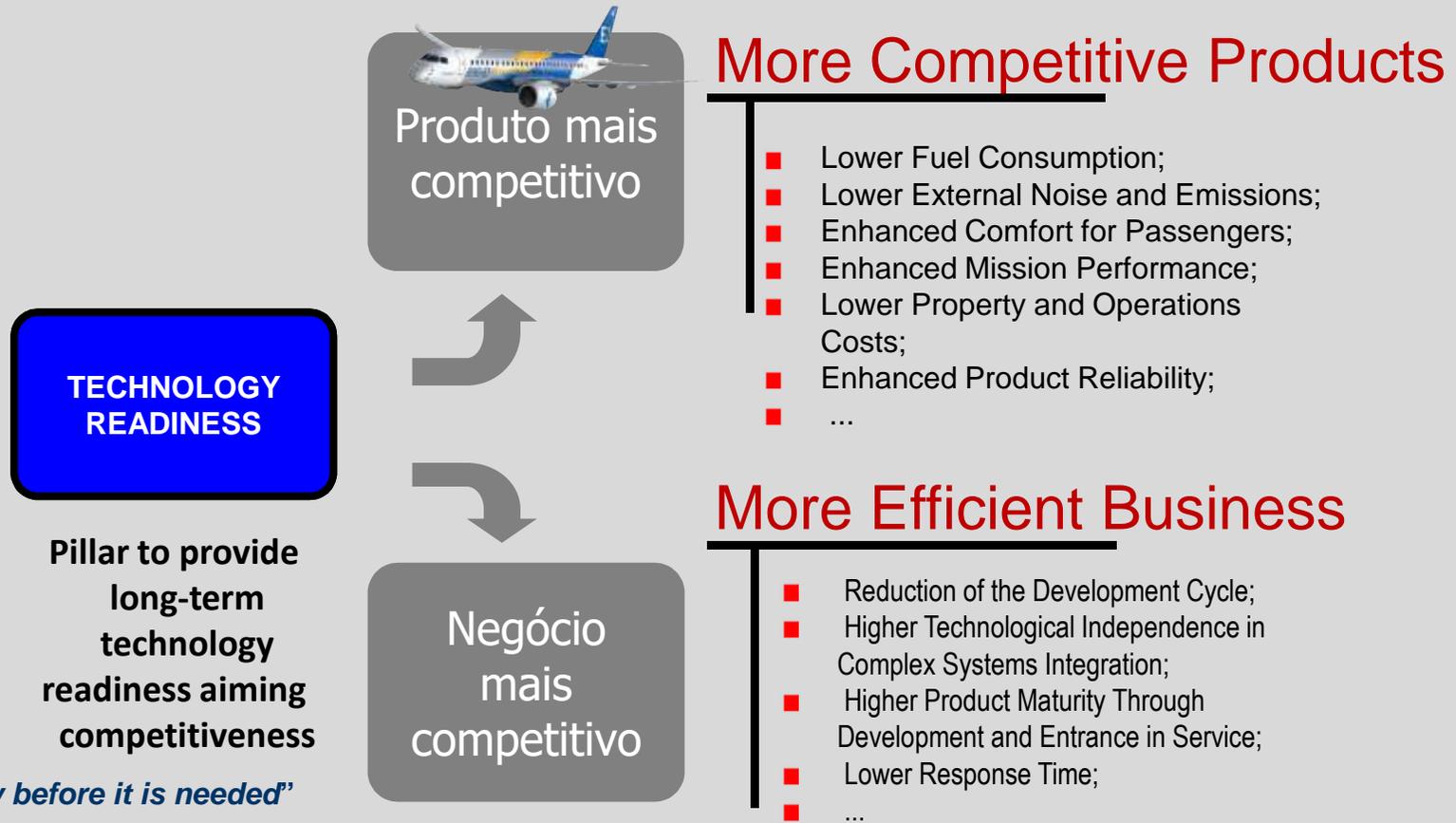


# Technology Development Challenges

**Embraer Pre-Competitive  
R&T Portfolio Overview**



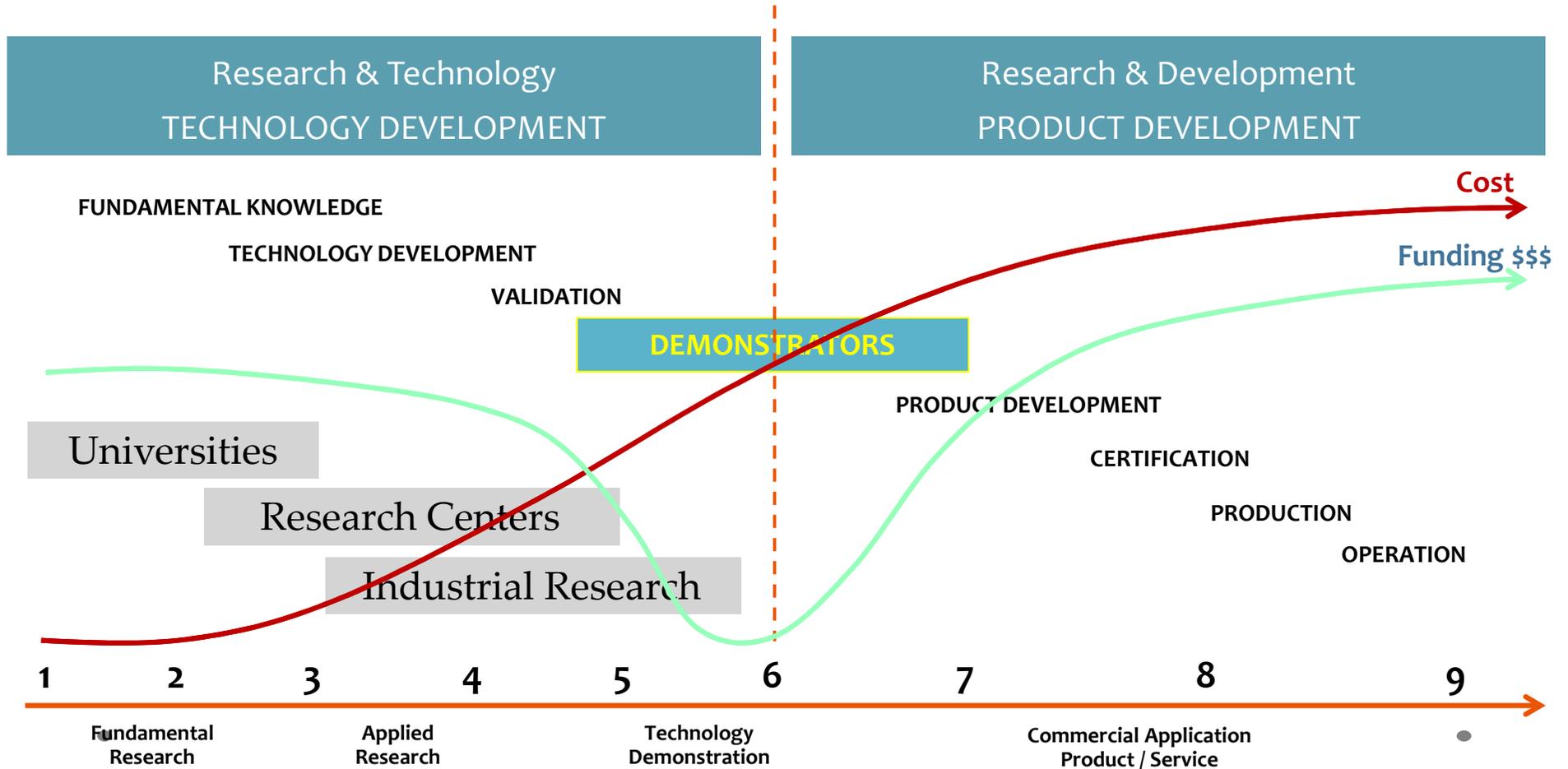
# ...Technology Challenges



# Value Added Chain



# Technology Development



# ...Technology Timeline



**Current Aircraft Development Programs**

**Next Aircraft Generation**

**Future Aircraft Generation**

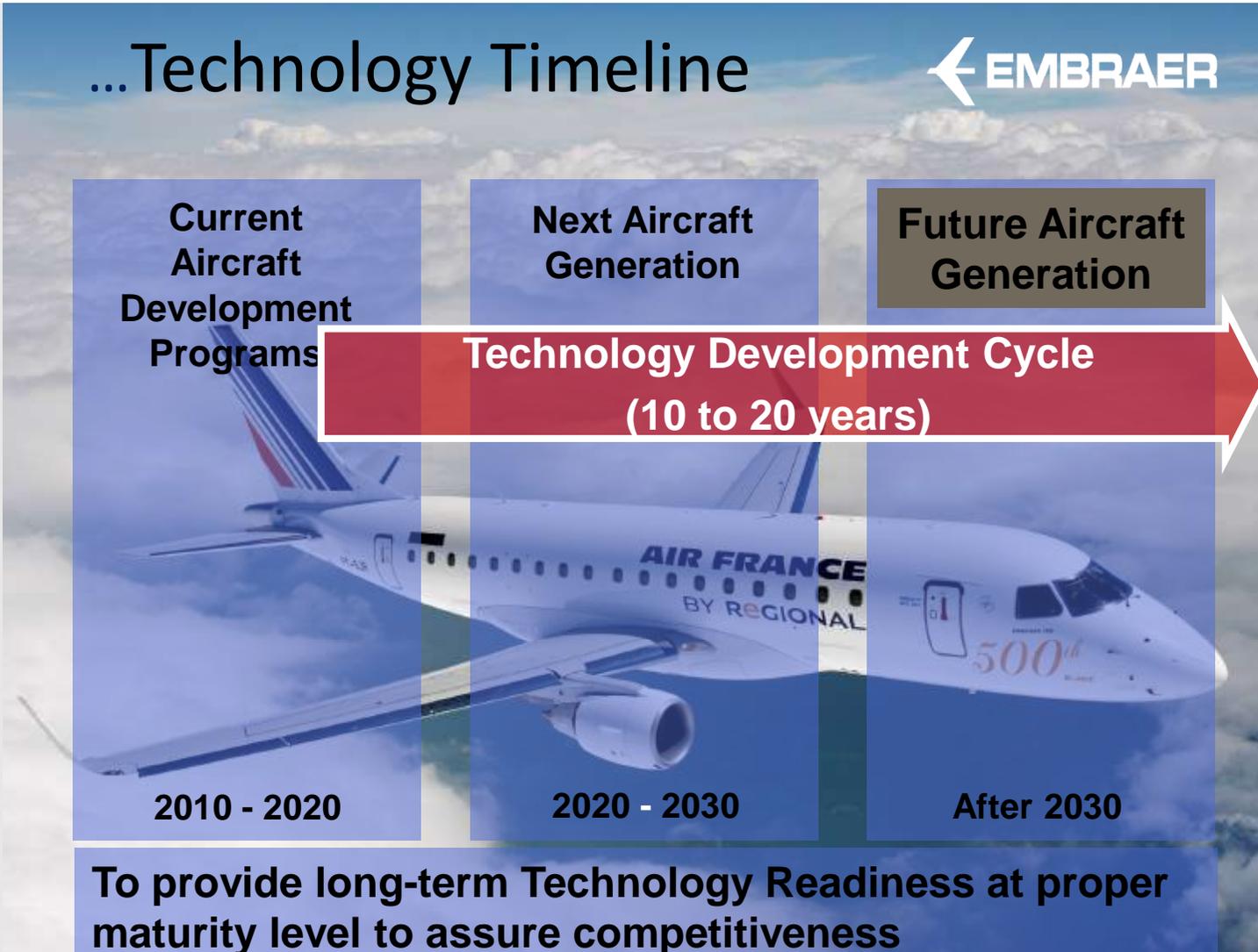
**Technology Development Cycle  
(10 to 20 years)**

**2010 - 2020**

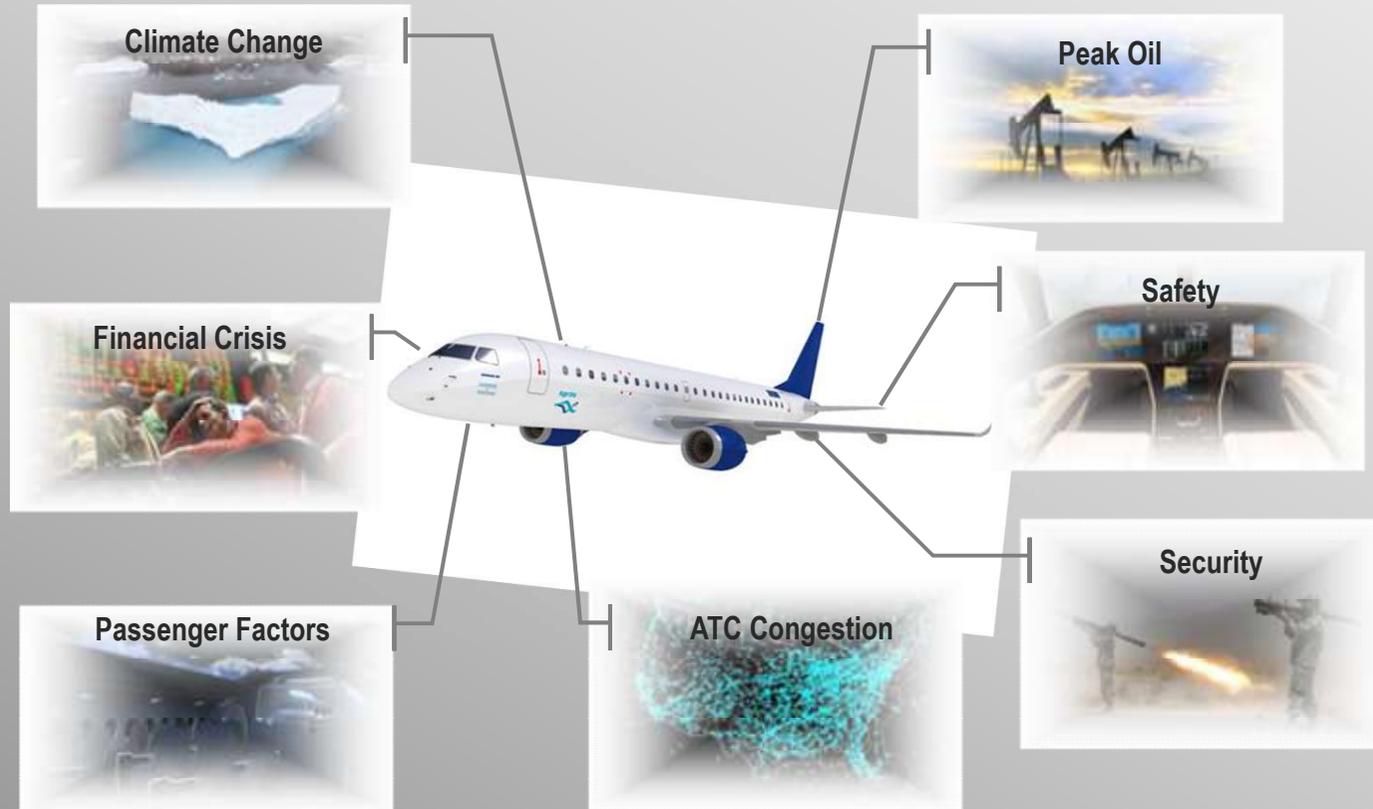
**2020 - 2030**

**After 2030**

**To provide long-term Technology Readiness at proper maturity level to assure competitiveness**



# Analyzing the Aviation Challenges...



# We can establish a Vision of Technological Evolution...

## Efficient Energy Management

- New sources
- Integrated management
- Electrical systems with high-reliability

## New Aircraft Concept

- New Engines
- New configurations
- Active drag reduction systems
- Advanced materials

## Safe operation

- Improved onboard weather systems and tools
- Human-machine integration

## Aircraft Life-Cycle Management

- Highly-integrated, multi-disciplinary product
- Lean Development and Manufacture
- Low operational cost through health management system
- Green Life Cycle (manufacture, operation, maintenance and disposal)

## Secure Aircraft

- Protection against short range missile attack
- Detection of abnormal trajectory to engage automatic control
- Biometry Systems

## Operation in High-density Environment

- Pilot workload management & Single Pilot
- Advance integration with ATC
- 4D Trajectories

## Comfort and Onboard Features

- Fast boarding patterns
- New systems and installations
- New displays



# EMBRAER IS COMMITTED TO EVOLUTION BIOFUELS



EMBRAER PARTICIPATES IN STRATEGIC PARTNERSHIPS FOCUSED ON RESEARCHING AND DEVELOPING SUSTAINABLE AND ECONOMICALLY VIABLE AVIATION BIOFUELS.

- Partnership with Amyris, GE and Azul Linhas Aéreas.
- Partnership with Boeing and FAPESP.



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## EMBRAER IS COMMITTED TO EVOLUTION

### A class of their own

- Fly by wire:
  - safety, docile flight, pax comfort, optimized performance
- More efficient, greener and quieter engines
- Composite materials
- Designed for easy maintenance and high dispatch reliability



Innovator of the Year Category



## EMBRAER IS COMMITTED TO EVOLUTION

### A generational step led by new technology

- New Higher Aspect Ratio Wing
- New High By-Pass Ratio Engines
- 4<sup>th</sup> Generation Full Fly-by-Wire
- Improved Avionics
- Improved Systems Reliability and DMC
- New Interior
- e-Enabled



## EMBRAER IS COMMITTED TO EVOLUTION

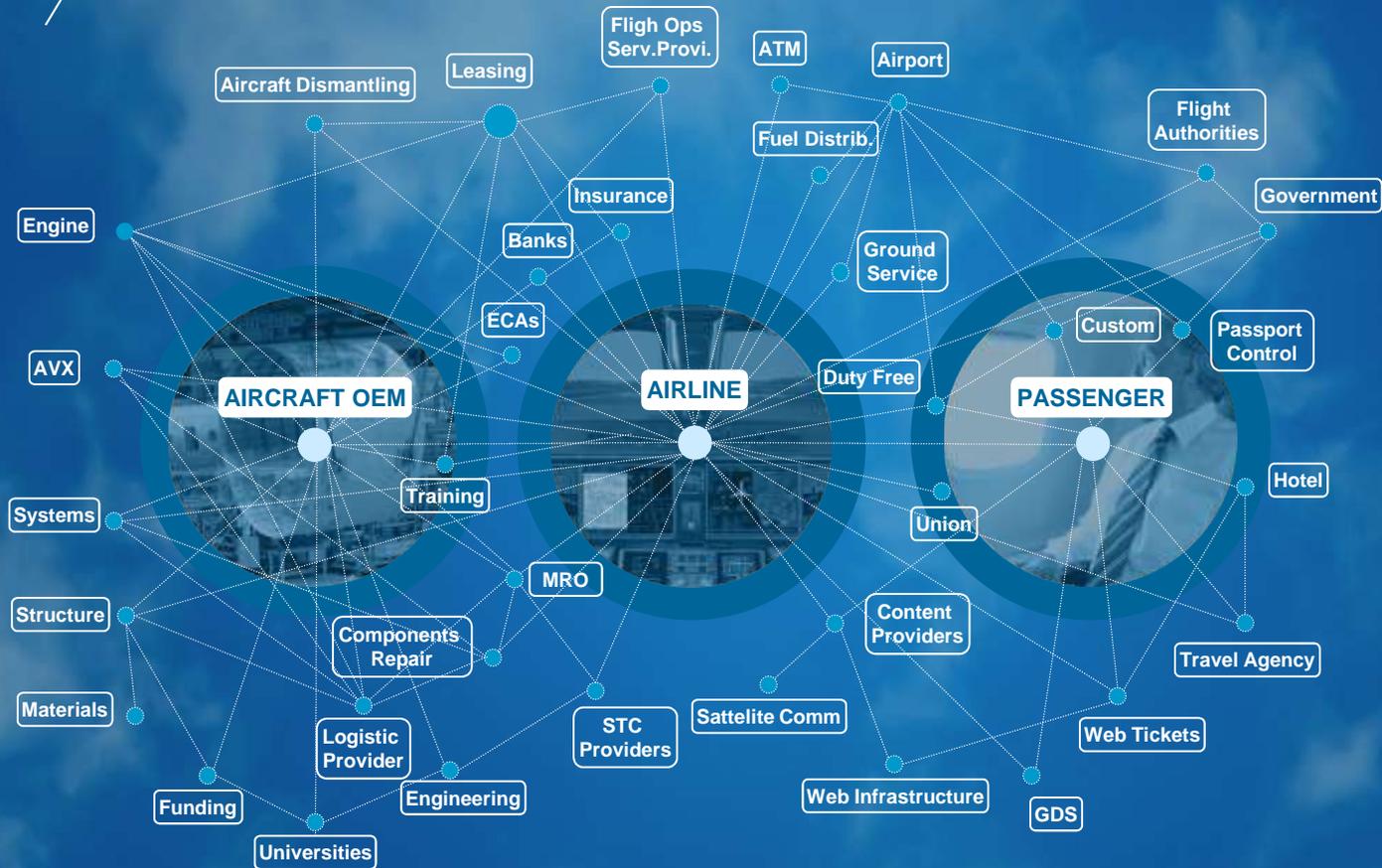
Azul more Green

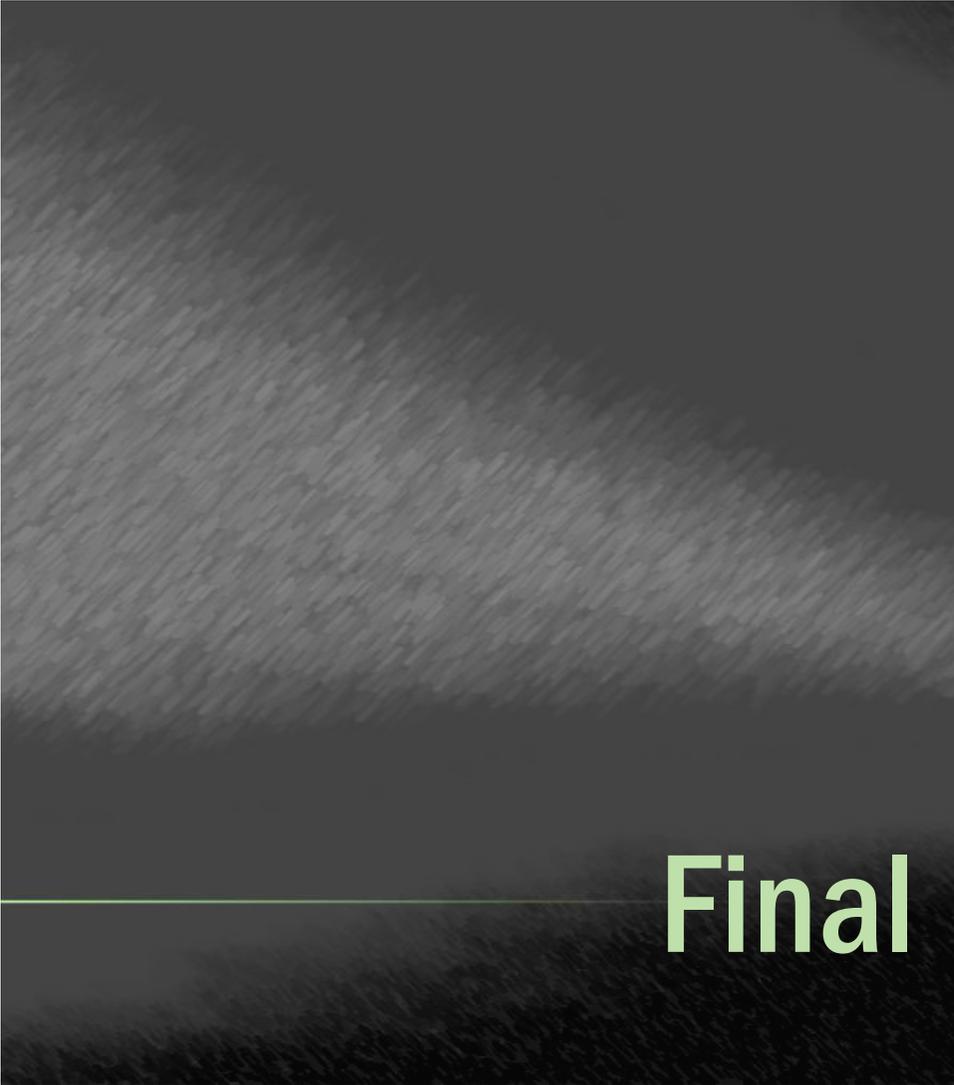


Demo Flight: Rio + 20 Conference, in Jun/12  
Biomass: Sugar Cane

•

# Aircraft's Future





**Final**



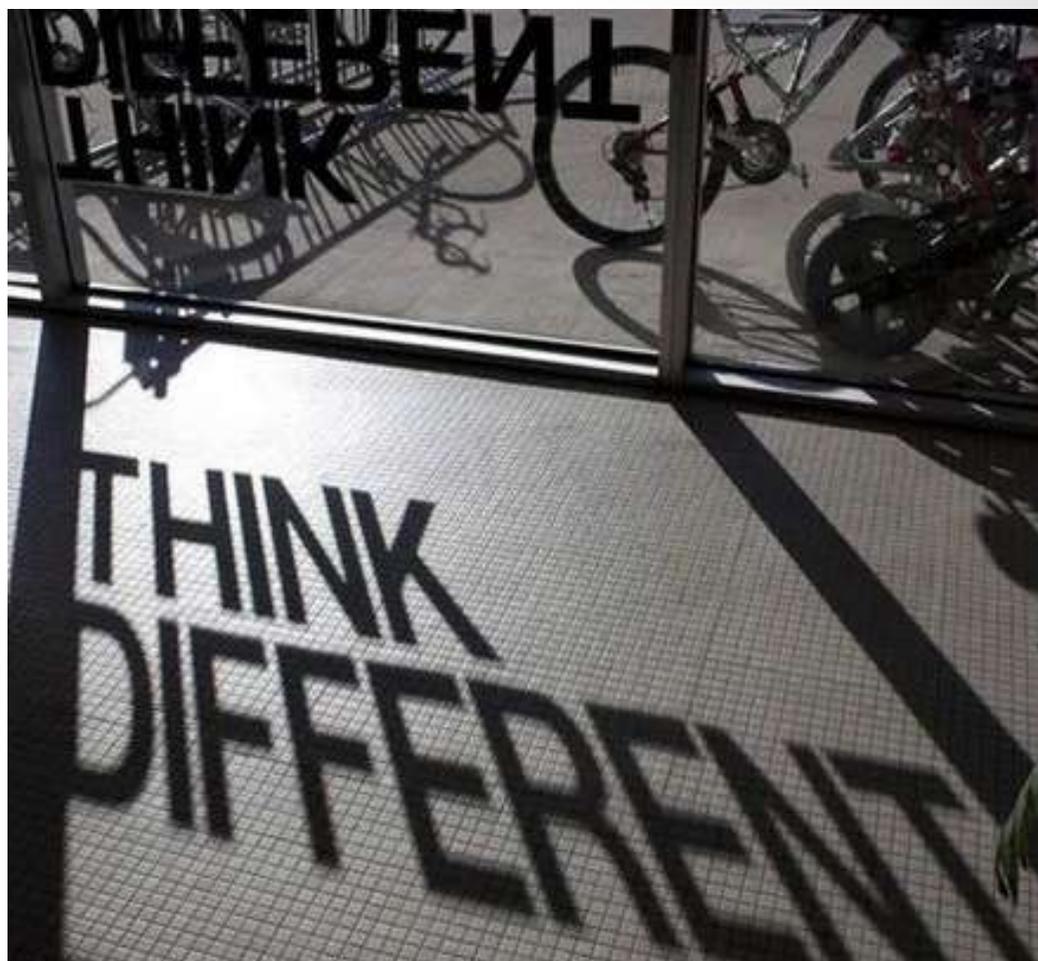
Analysis



- Always evaluate multiple trends



- Focus on the future





- Look for a CLEAR strategy



- More collaborative research must be encouraged to deal with new challenges

# Technology Imperative



## Collaboration

among companies, research  
institutions and governments





# Trustiness





- Failures may represent opportunities

Research and Technology Development

Thanks!

IMPOSSIBLE

“The future is not a gift. It is an achievement!”

Robert F. Kennedy

A young boy with blonde hair, wearing a grey t-shirt and blue shorts, stands on a sandy beach. He is using a long wooden stick to draw a large airplane on the sand. The drawing is a simple outline of an airplane with two engines. In the background, the ocean waves are breaking on the shore, and a real airplane is flying in the sky above the beach. The sky is clear and blue. The text "Thank you" is written in white in the upper right corner, and "Obrigado!" is written in blue in the lower right corner.

Thank you

*Obrigado!*

# Global Partners and Suppliers

The image features a central Airbus E190-E2 aircraft in flight, with a blue and yellow livery. The aircraft is set against a background of a world map with white lines connecting various global locations. Surrounding the aircraft are numerous logos of global partners and suppliers, each accompanied by a small flag of the respective country. The logos are arranged in a circular pattern around the aircraft, representing a global network of support.

Logos and flags shown include:

- SAFRAN Technofan Inc. (France)
- MICHELIN (France)
- ZODIAC AEROSPACE (France)
- LATECOERE (France)
- LIEBHERR (Germany)
- SONACA (Belgium)
- DIEHL Aerospace (Germany)
- AERnova (Spain)
- Ipeco (United Kingdom)
- STG AEROSPACE (United Kingdom)
- senior Aerospace BWT (United Kingdom)
- Sirio Panel A Finmeccanica Company (Italy)
- Rockwell Collins (United States)
- Honeywell (United States)
- CRANE AEROSPACE & ELECTRONICS (United States)
- ARKWIN INDUSTRIES INC. (United States)
- PTI Technologies Inc. (United States)
- AVTECHYEE (United States)
- B/E AEROSPACE (United States)
- EZ AIR (United States)
- TAT Technologies (Israel)
- EAT-N (United States)
- RITEC (United States)
- senior Aerospace (United States)
- Triumph Group, Inc. (United States)
- MOOG (United States)
- EMTEQ (United States)
- Esterline (United States)
- TACTAIR FLUID CONTROLS INC. (United States)
- UTC Aerospace Systems (United States)
- facc (Austria)

Parceiros e Fornecedores E-Jets E2