



*16 de junho de 2008 – São Paulo/SP*

*Hugo Borelli Resende  
Embraer*

*Mesa 1 - Iniciativas de Open Innovation no Brasil*

*Patrocínio:*



**VSE - VALE SOLUÇÕES  
EM ENERGIA**

*Realização:*



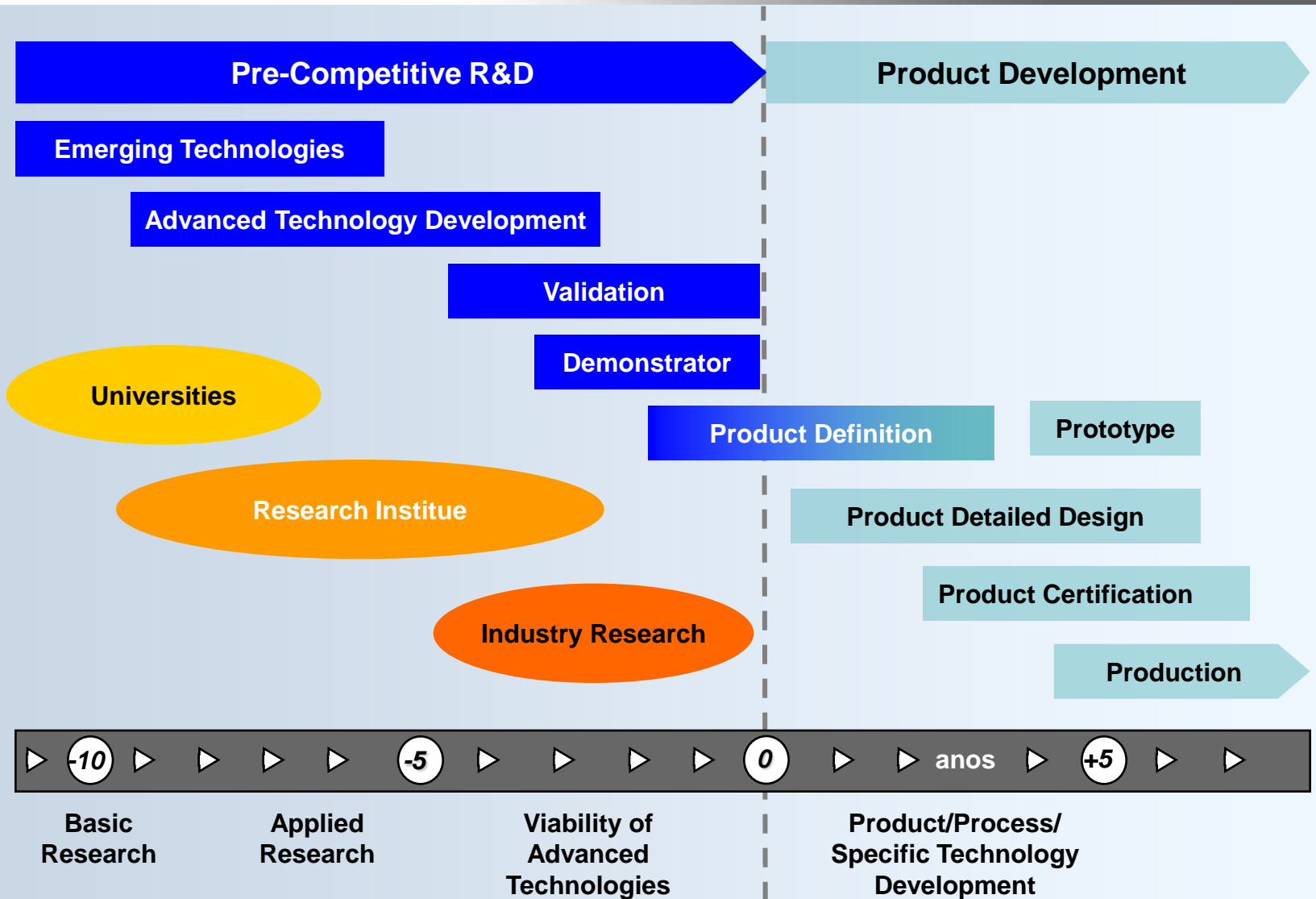


**Hugo B. Resende**  
**Chief Scientist, Technology Development**

June, 2008

# Building a Globally Competitive Company

# R&D Model (Civil Aircraft Industry)



## SUCCESSFUL BUSINESS



**High  
Technology**



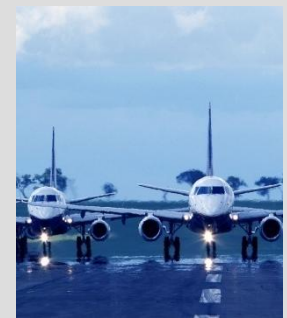
**Qualified  
People**



**Global  
Presence**



**Cash  
Intensiveness**



**Flexibility**

## Customer Satisfaction

Backbone of our entrepreneurial action

## Operations in Brazil, United States, Europe and Asia



# Flexibility – Partnership



## **FAMILY ERJ 145**

- 4 partners
- 350 suppliers



**LIEBHERR**



**Kawasaki**

**Honeywell**

**LATECOERE**



**GE Aircraft Engines**



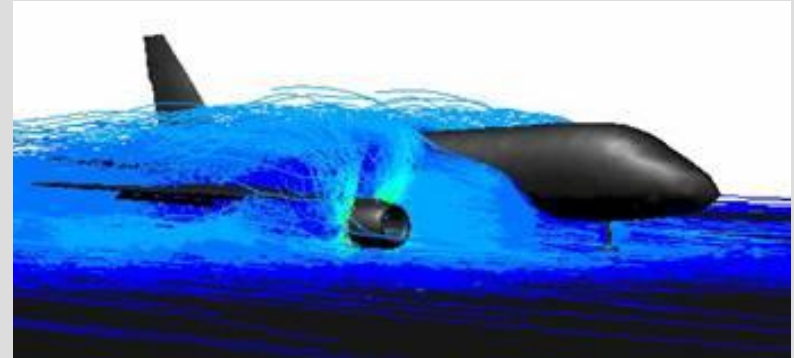
## **FAMILY EMBRAER 170/190**

- 16 partners
- 22 suppliers



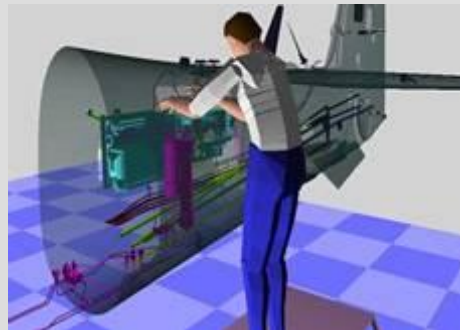
## Virtual Reality Center

In operation since Feb 2000



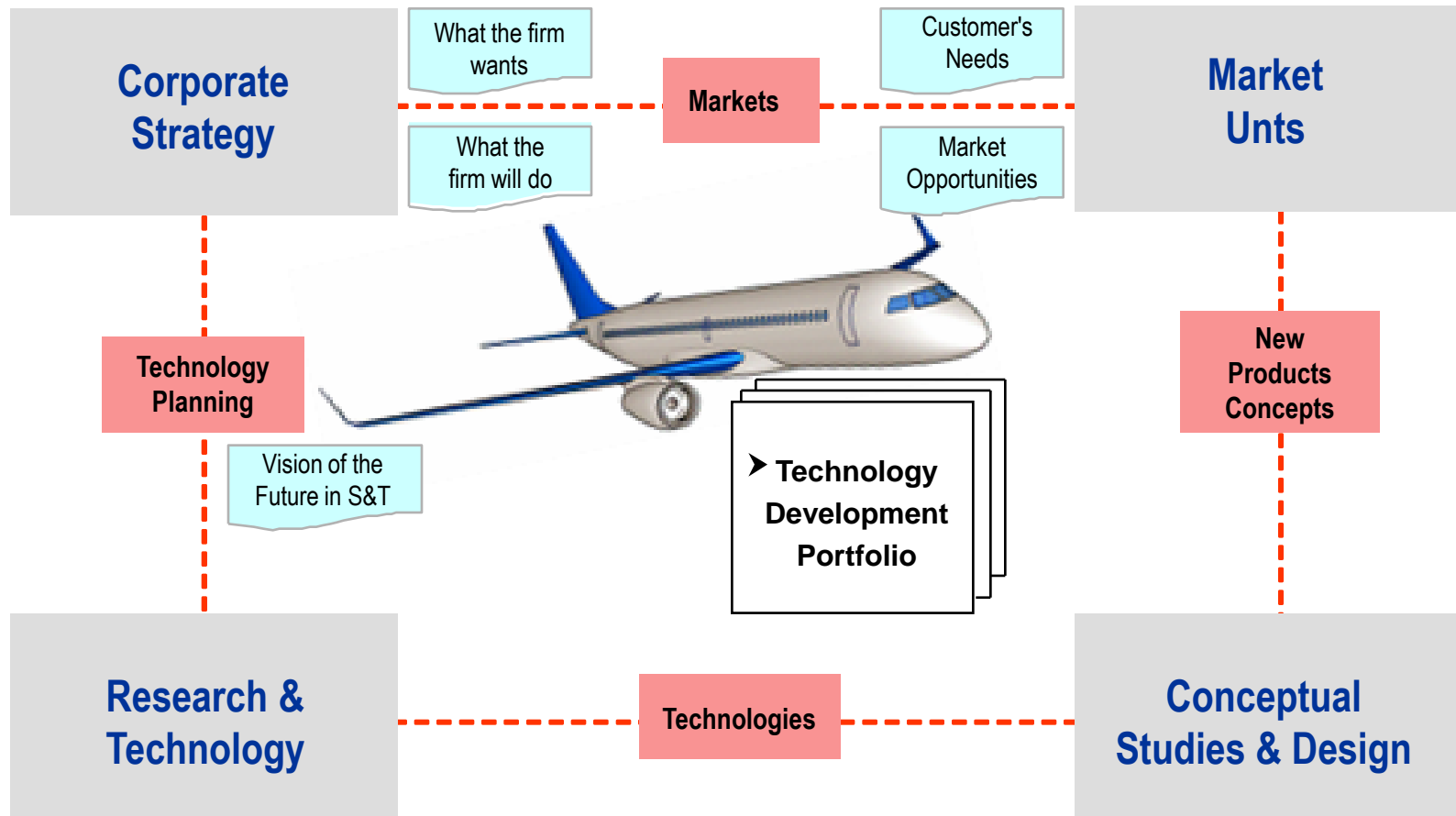
- Fluid Dynamics

## Ergonomics Analysis



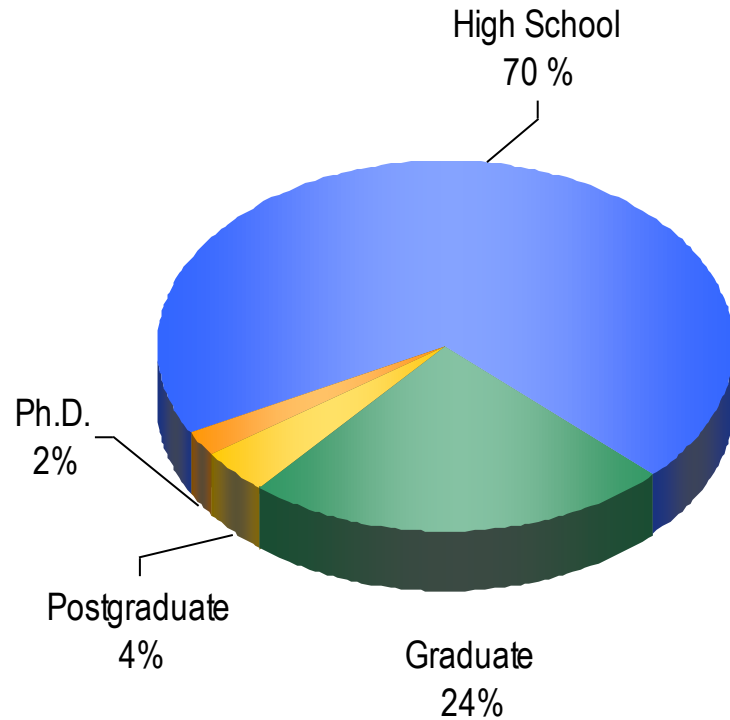
- Composite Materials

## The four Organizational dimensions for the innovation process of high-complexity products:





## Educational Levels\*

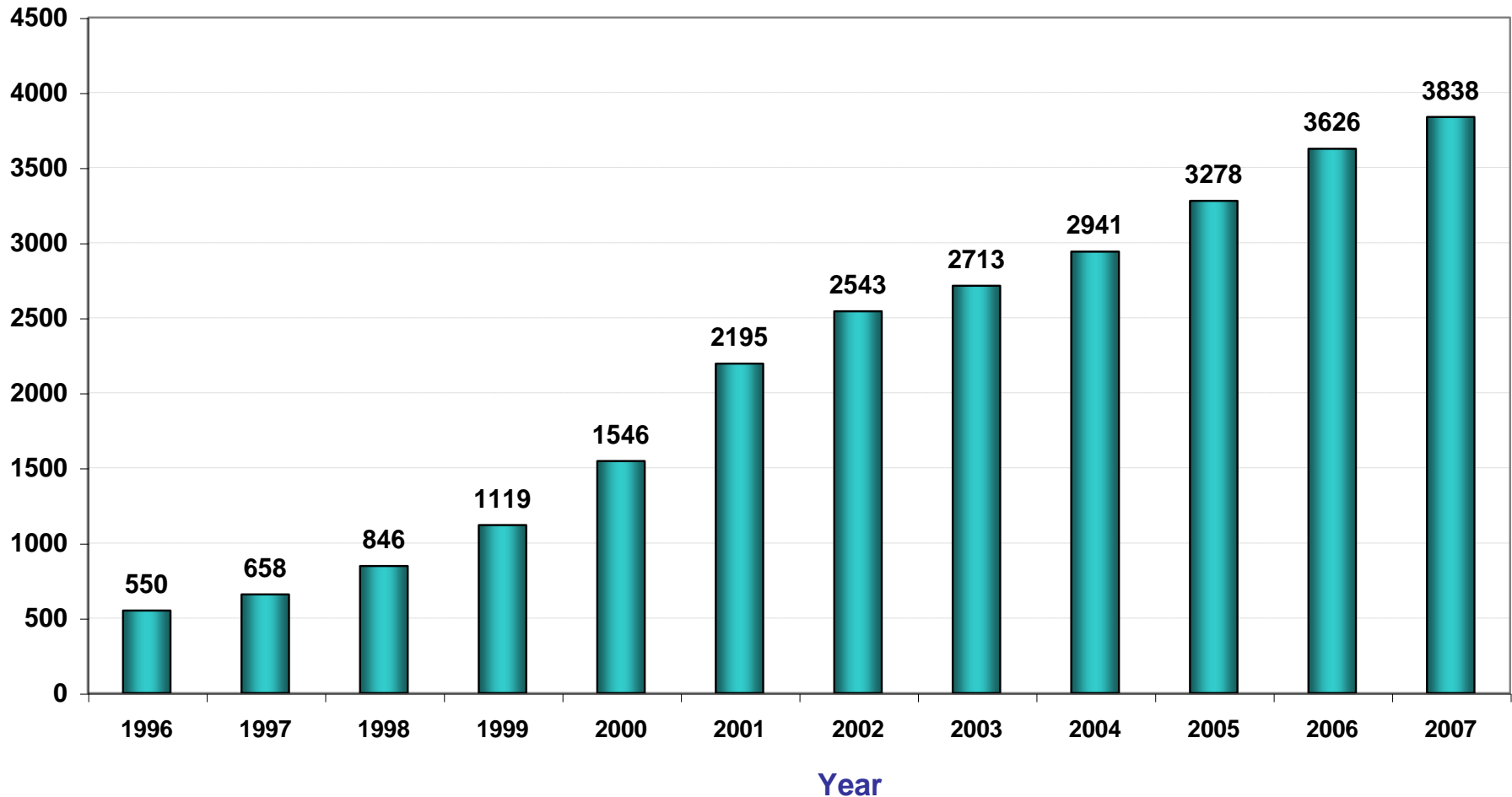


Minimum educational level – High School

04/31/08

\* Brazil Units

## Engineering Manpower Growth





# Executive Jet Market



## LEGACY 450

BY EMBRAER



## LEGACY 500

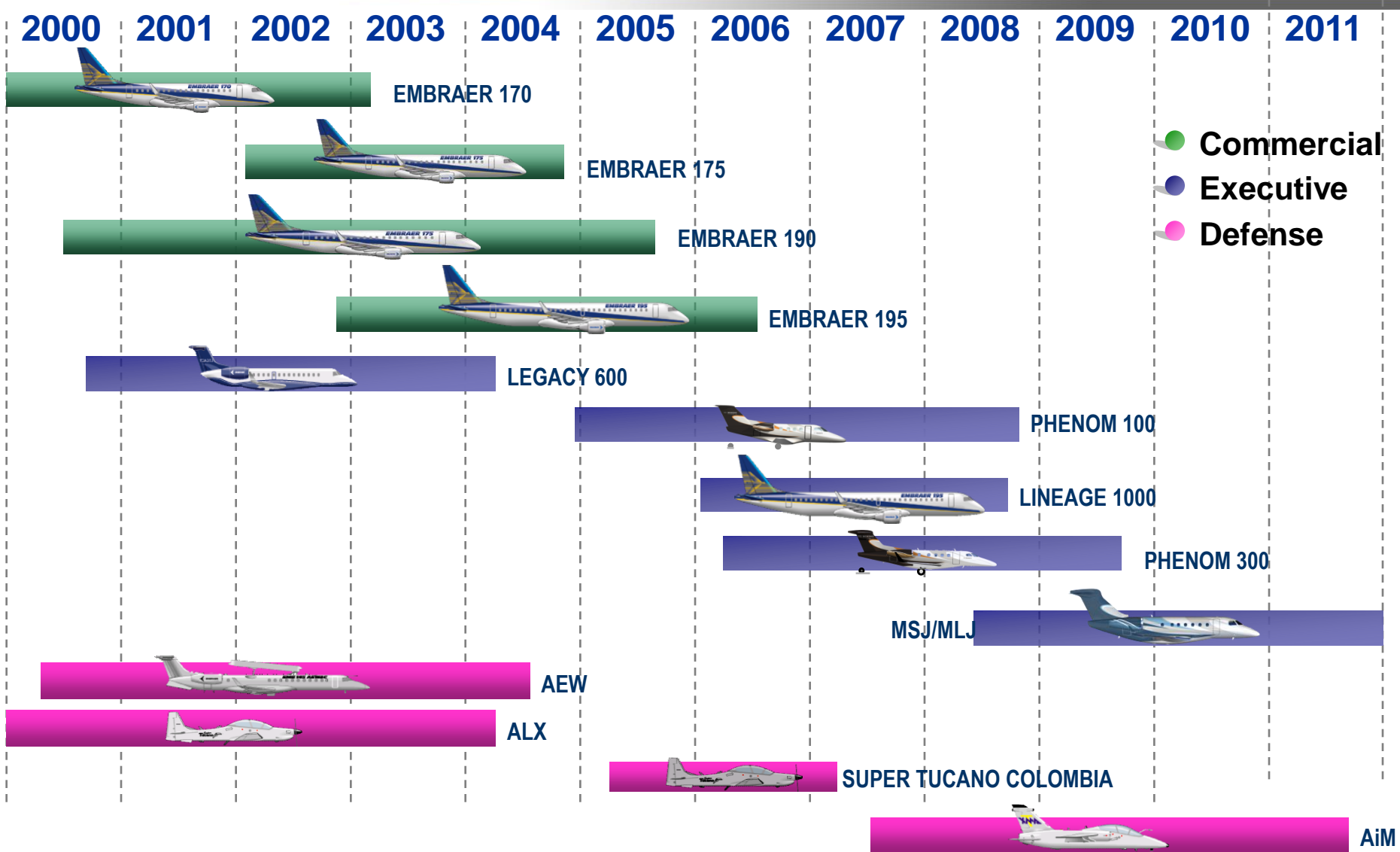
BY EMBRAER

# Legacy 500





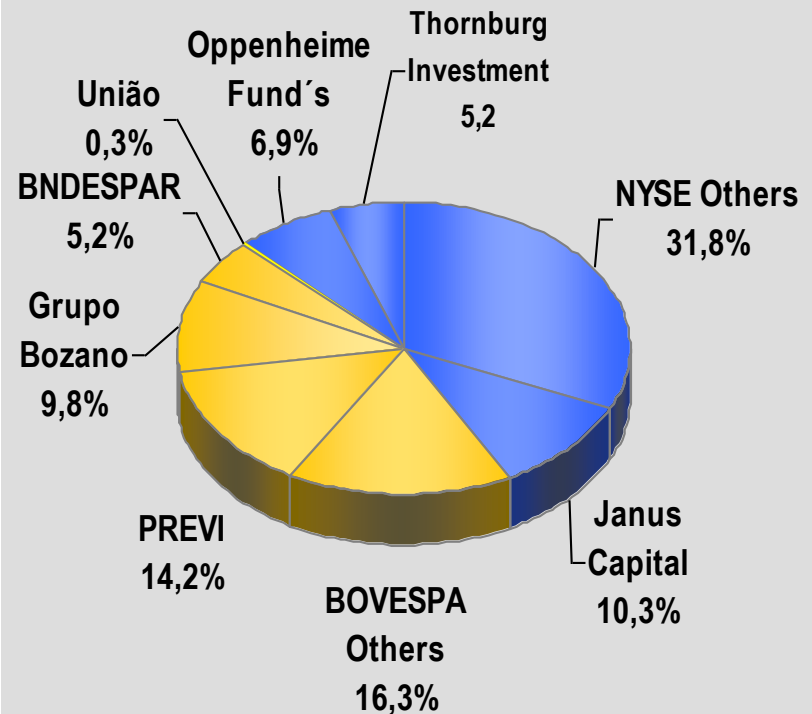
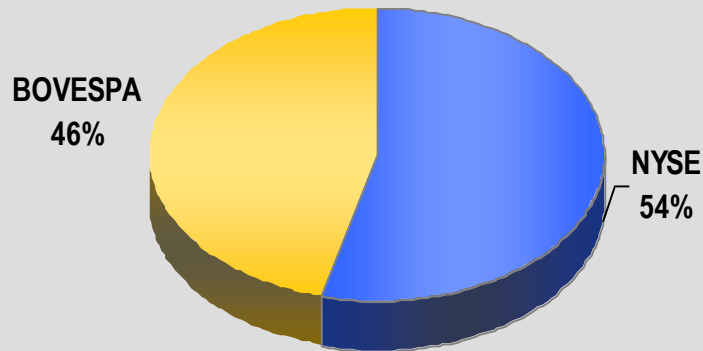
# Simultaneous Development





## Financial Data

## Common (Voting) Shares: 740,465,044 (100%)



May 7th, 2008

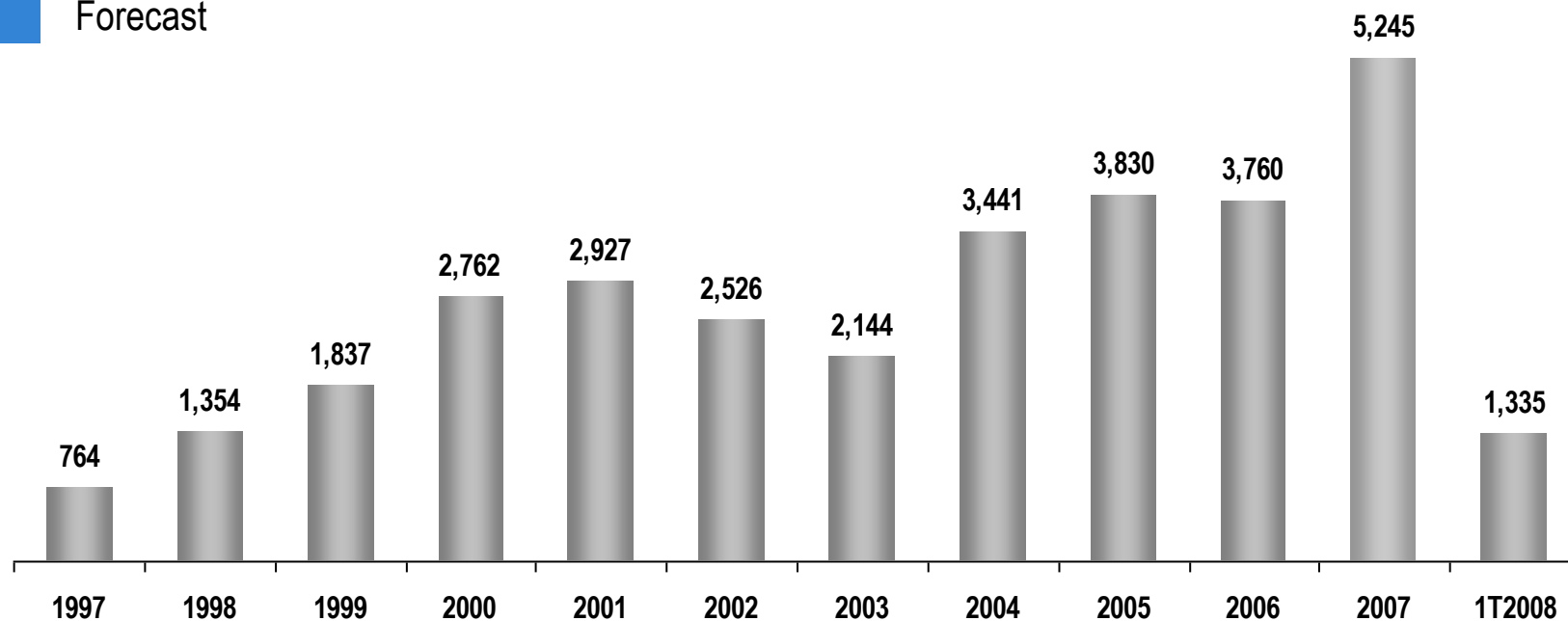
# Net Revenue (U.S. GAAP)



(US\$ million)

Actual

Forecast

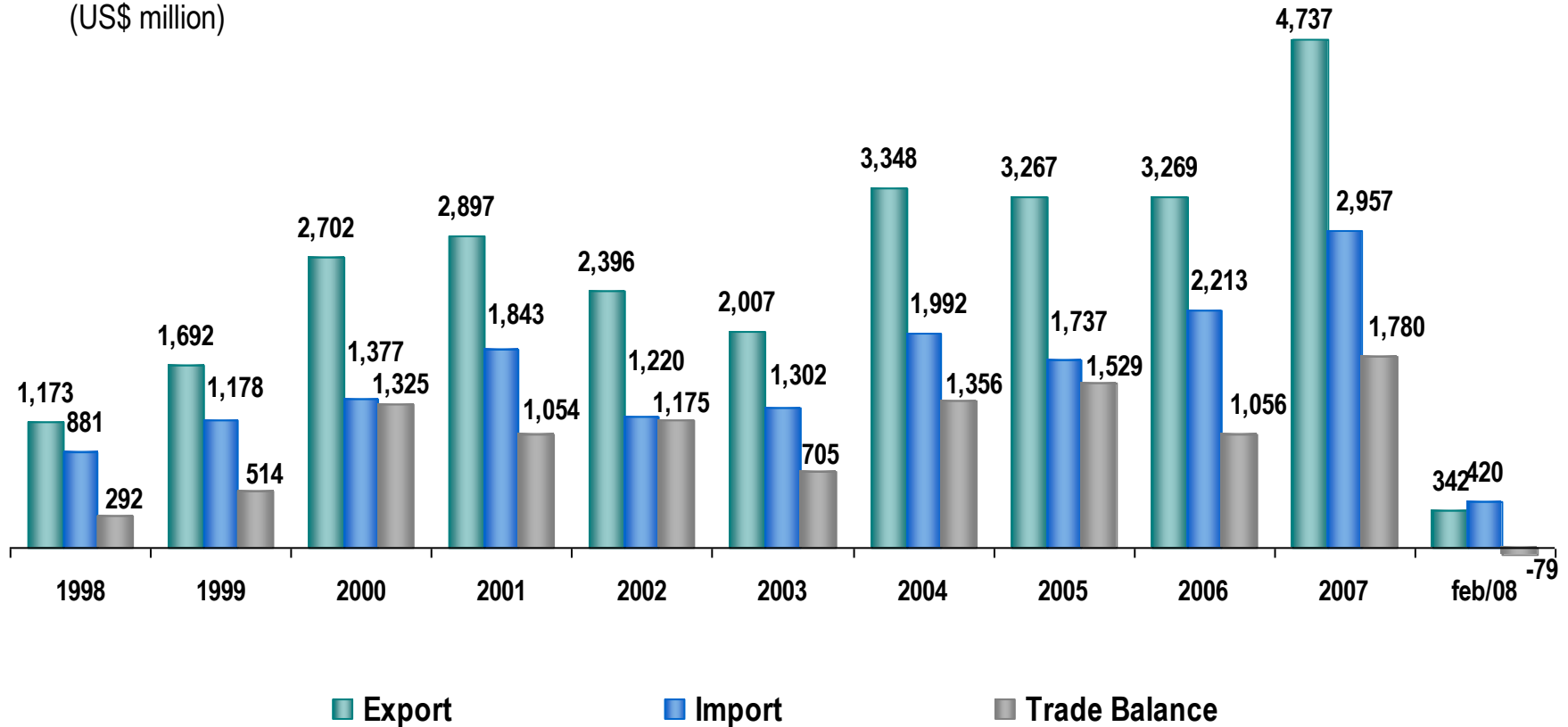


- 96.4% of revenue is exports

# Exports



(US\$ million)



**Embraer accounted for 2.3% of Brazilian exports through February 2008.**

(\*)Source: Foreign Trade Department Secretary.



# Thank you!



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