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Thank you for participating,

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Acknowledged, agreed, and submitted by

DocuSigned by:
Newton Coutinho Filho
Nominee's Signature

05/JUN/2023
Date

Nominee's Name (please print): Newton Coutinho Filho

Title (please print): Program Director - Executive Aviation

Company (please print): Embraer Executive Aviation

NOMINATION FORM

Name of Program: Embraer's PMX Integrated Program Portfolio & Project Management System

Name of Program Leader: Newton Coutinho Filho

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☐ Customer Approved

- Date: _____
- Customer Contact (name/title/organization/phone): _____

☐ Supplier Approved (if named in this nomination form)

- Date: _____
- Supplier Contact (name/title/organization/phone): _____

PLEASE REFER TO PROGRAM EXCELLENCE DIRECTIONS
AS YOU COMPLETE THIS FORM.

EXECUTIVE SUMMARY: Make the Case for Excellence
Value: 10 points
Use 12 pt. Times Roman typeface.

What is the vision for this program/project? What unique characteristics and properties qualify this program for consideration?
[LIMIT YOUR NARRATIVE TO THIS PAGE.]

Embraer PMX Integrated Program Portfolio and Project Management System conception stemmed from the necessity to streamline the decision-making process that supports Portfolio and Project Management, given the ever-changing environment and continuous evolution of Embraer's product development and modification portfolio with the project management processes.

Developed with Embraer's resources and internal expertise, this management tool allows scalability and flexibility (with incremental modules added in parallel). In addition, it promotes the company's process harmonization among the different business units.

Since PMX implementation, portfolio and project managers have experienced significant benefits, improving overall performance and efficiency. Some of the advantages worth mentioning are:

• Reduction of project delays and consequent increase in commitment attendance from 59% to 95% within four years.
• Increase in 80% the projects' throughput along with better protection of WIP (work-in-process).
• Better and faster communication flow by providing users with a shared online platform.
• Reduction of project terminations (waste) due to scope and strategy changes.
• Standardization of the process flow and prioritization criteria via approval gates and forums.
• Integration with "Critical Chain" allowing analysis and simulations of multi-project scenarios.
• Integration with the production plan which indicates any possible production schedule risks.

PMX process indicators bring on-time management tools to support a quick decision-making process and assure adherence to the company's business strategies guidelines, also promoting the evolution of the organizational culture and integration of teams with the proper tools required to deliver the expected results and commitment fulfillment.

Embraer is well known for its quality and cultural pillars, such as "Challenge. Create. Outperfom."
And during global pandemic scenario, challenges to achieving high-level performance in Portfolio & Project Management were even higher. PMX system was key to bringing users the required process standardizations and resources, with proper visibilities that led teams to complete projects on time during the pandemic period with limited resources and high volatility.

This article presents the main features and highlights of the **Special Project** PMX System with innovative solutions of Portfolio Management, demonstrating how this system tool adds value and benefits Embraer company achieving customer needs and satisfaction, based in Embraer`s well established processes and knowledge, strong culture of excellence and its corporate methods to mitigate risks, consequently delivering all project milestones and aircraft on time.

We hope you enjoy reading this paper about the amazing achievements of Embraer PMO team.

VALUE CREATION

Value: 15 points
Please respond to the following prompt:

- **Clearly define the value of this program/project for the corporation; quantify appropriately.**

PMX brings innovation as a tool for project management that automates and optimizes several aspects of project management as gates of decision, scope detailing, Business Cases analysis, prioritization, cost classification, covering from planning and scheduling to communication and collaboration.
It contributes significantly to the efficiency of the integrated program portfolio and project management teams, increasing internal and external commitment attendance rates from 59% to 95% within four years.
Due to the PMX tool and process, there was a significant reduction in the project rejection rate during the execution phase. In addition, Scope Levels (LOS) were created to better understand project requests before advancing them into the planning and execution phases. This allowed protection of critical resources to focus on the execution of approved activities, reducing the risks of misalignments between scope and requirements. They also brought a much-needed disciplined approach to project management, protecting the queue of projects in execution from disturbances due to priority changes.
Based on these initial facts, the focus was then on optimizing the Team's availability to allow each member to focus on project tasks, avoiding waste of critical resources on non-productive tasks, bringing project lead time reductions and more assertive solutions and balanced decision-making.

- **Clearly define the value of this program/project to your customer**

As previously informed, in the past, there was a commitment attendance rate of only 59%, which, from the customer's standpoint, could have been better performance, affecting their perception of the brand and product.
Based on this scenario, Embraer PMO decided on developing the PMX tool in-house since, using its expertise and its resources, there would be favorable conditions for customizing all phases of the portfolio management process.
With the possibility of adding complementary or incremental modules, this IT system allows a multidisciplinary team to use the same platform with on time information updates necessary for the execution and monitoring of each project. As a result, the planned phases do not provide surprises along the way, as there is enough time to act on any necessary adjustments.
In this way, each project with its respective planned tasks were available and managed to identify prioritizations where the customers are benefited with modifications, corrections, and compliance with aeronautical requirements within the agreed time, with the highest Embraer quality and with the lowest possible financial impact.
The expressive result after implementing the PMX tool was the increase in the efficiency of contractual agreements, complying with one of the Embraer values: "We are here to serve our customers".

- **Clearly define the value of this program/project to members of your team; quantify if possible**

Before PMX, portfolio management systems were not integrated allowing "parallel controls" and re-prioritization issues based on frequent prioritization change requests that impacted teams' planned activities, directly impacting teams' efficiency.
From the explanation of the benefits for the teams with the implementation of the new PMX tool, the environment changed, and everyone was excited to reverse the situation and resolve all those unpleasant situations that used to occur. The program portfolio agenda was optimized by reducing in 50% the workload dedicated to portfolio and project management meetings.

Always with the mindset of another strong value of the Embraer culture, "Our people make us Fly", the PMX tool was successfully implemented, allowing the concentration of activities, records, and actions in real-time in a single location.
Establishing a regular committee agenda to deal with each project demand into the PMX tool, allowed the generation of visibilities for all hierarchical levels of the Company, confirming clear and strong communication within the Company to not give a chance to failures.
The members of each area involved or affected have confidence in the actions that have been decided and recorded into PMX and, above all, confidence that they are on the right track to serving the customer under the Company's strategy directives.

- **Clearly define the contribution of this program/project to the greater good (society, security, etc.)**

PMX tool facilitates a robust portfolio management process with information recorded accurately and efficiently that allows Embraer PMO to achieve all the project milestones. These features make it easier to earn the customers' trust, which then can be reverted into loyalty, thus generating potential new business and contributing to the Company's perpetuity. Additionally, creating direct and indirect jobs foment opportunities to finance and encourage social projects with a great impact on communities. As an example, the Embraer Institute sponsors and delivers social projects, including one of the best schools in Brazil (Embraer High School), which allows young people from low-income communities to have the opportunity to prepare to enter and study at the best universities in Brazil and abroad.

ORGANIZATIONAL BEST PRACTICES AND TEAM LEADERSHIP

Value: 35 points
Use 12 pt. Times Roman typeface.
Please respond to the following prompts:

- ***15 points:*** **Describe the innovative tools and systems used by your team, how they contributed to performance and why?**

In the past, the unique tool for managing a Portfolio of Projects and Programs was the MS Excel, manually doing prioritization, re-prioritization simulations to support new needs and sometimes urgent demands, Embraer PMO understood that an innovative and disruptive tool needed to be developed towards automatization, enlarging the credibility around this management. The team used many improvement tools such as Kaizen (figure 1), to perform process diagnosis and define requirements for performance increase.

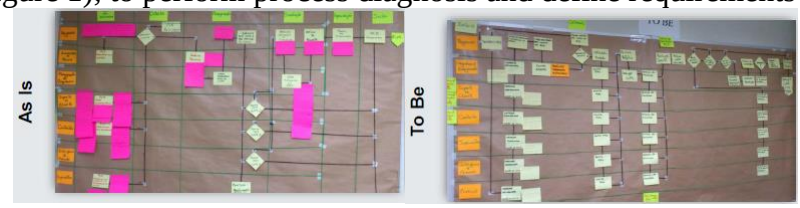

Figure1: Kaizen Portfolio Management

All Kaizen analysis and many other workshops resulted in a system for portfolio and project management that can be described as a software or platform that automates and streamlines several aspects of project management, from planning and scheduling to communication and collaboration.
In the first step, the process of portfolio management was divided into four stages as follows (figure 2):

- Selection: a place where all requests will follow the bucket criteria previously explained herein.
- Prioritization: a place where the projects selected in the previous phase will follow a prioritization queue under your necessity criteria, also defined during the last phase.
- Analysis: a phase in which the projects are approved, following the prioritization of the last phase, to be analyzed by engineering, having execution schedule, quotation, and refined work scope.

- Execution: a phase that is dedicated to performing the project.

Such a tool contributes significantly to the performance of the integrated program portfolio and project management team in many ways. Once our type of portfolio was unstable (+80% changes in the list of projects/demands), we weren't using the budget efficiently (running projects were canceled), and the Program team met needs reactively. The tool plus the reorganization of the process have been providing considerable savings, such as time by mapping and automating.

Some key factors were created and incorporated into the PMX process/ tool: 1) each new demand is submitted to incremental LOS (level of scope) that allows teams to improve scope understanding according to checklists and requirements applicable to each phase of the project, exercising management alternatives that avoid the necessity of a project in cases a simple management activity is enough to solve the request, then reducing the incoming quantity and improving throughput on selection phase; 2) each project must be submitted for Approval Gates (see figure1), avoiding project to move from phase without meeting requirements applicable to current phase (LOS); 3) a Concept phase was created when the project requires a deep initial analysis (study) that deliver a more mature solution proposal to be submitted for Gate D approval (Business Case Analysis), that avoid the necessity to return to initial phase (Selection) after concept/study conclusion (see figure 2).

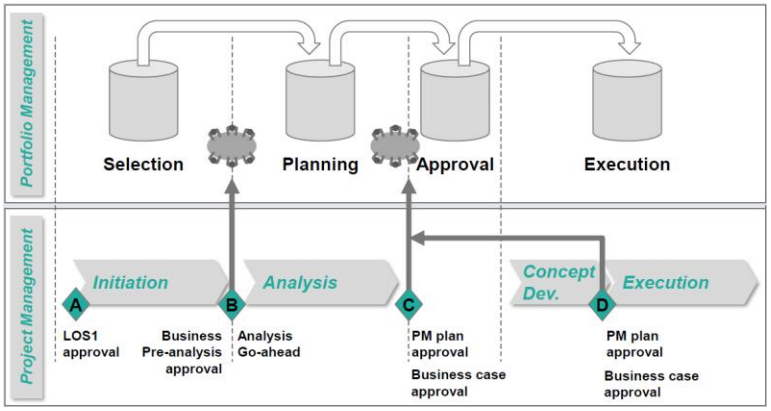

Figure2: Approval Gates - Portfolio & Project Management

➢ ***10 points:*** **Define the unique practices and process you used to develop, lead and manage people?**

The unique practice that we foresaw was to develop and apply a process that covers all the aspects of our needs, directing people to the process, making them confident that the process works, sort of exemplifying the definition of Urgent and Emergency criteria that we determine as four-square, some continuity of operation (Obsolescence, quality issue linked to customer operation and new aeronautical requirements), Customer Request (Optional to be developed sold to the customer to be delivered with the aircraft or in a contract in the aftersales), and then four-square two less important than 1, and so on.

Embraer Portfolio Management team found a way to make every stakeholder understand what the benefits are in following the process, providing on-the-job training about the process, making them believe that this is the best way to guarantee a regular throughput towards the target, as shown in the pictures below. With well-structured knowledge management through obeyas, an excellence team, and a community of practices aiming to preserve and disseminate the continuous improvement culture throughout the company, portfolio management results increased from 59% to 95% commitments attendance within four years (see figure 4), managing priorities and getting people engaged and adequately trained.

To optimize the team's availability to allow each member to focus on the most critical aspects of their projects, using "Critical Chain" concepts, a portfolio prioritization boundaries process was implemented (see figure 3) that benefits the portfolio and project management team with well-defined criteria and approval process eliminating project interruptions in the execution phase, reducing pipeline sequence

changes, reducing project aging and increasing commitment attendance. This is the essence of a process where people want to be and achieve. With this, we retain our talents, strengthen processes and develop improvements that add value to the teams and the company.

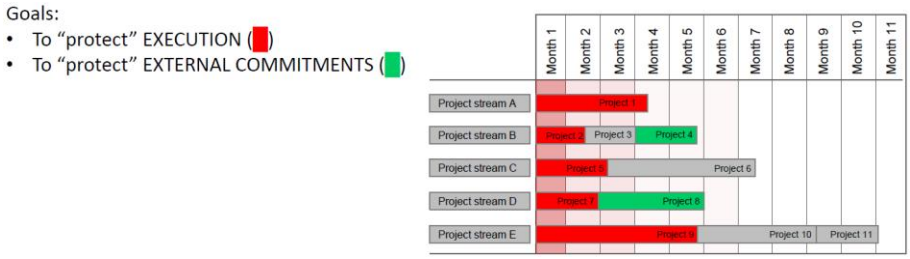

Figure3: Portfolio Prioritization Boundaries

As shown in Figure 4, due to PMX implementation and its continuous improvement, portfolio, and project managers have experienced significant benefits, improving overall performance and efficiency. Some of the advantages worth mentioning are:

- Reduction of project delays and consequent increase in commitment attendance (see figure 4).
- Increase the projects' throughput along with better protection of WIP (work-in-process).
- Better and faster communication flow by providing users with a shared online platform.
- Reduction of project terminations (waste) due to scope and strategy changes.
- Standardize of the process flow and prioritization criteria via approval gates and forums.
- Integration with Critical Chain allowing analysis and simulations of multi-project scenarios.
- Integration with the production plan indicates any possible production schedule risks.

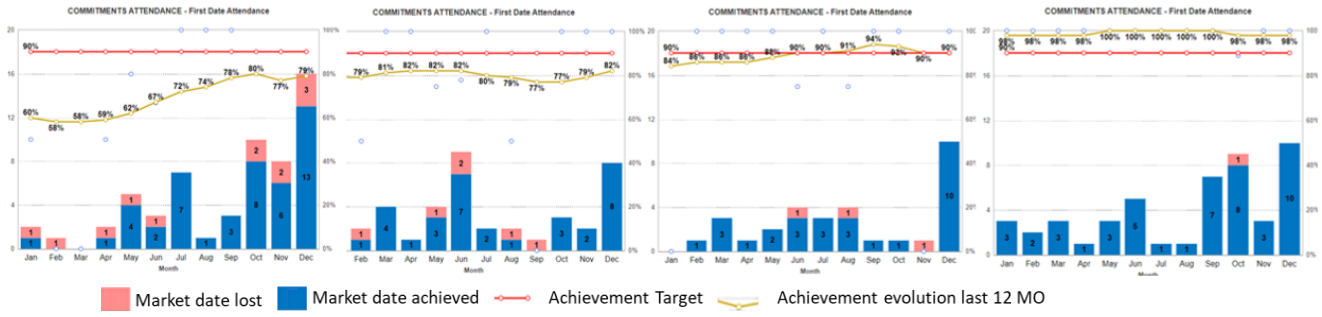

Figure 4: Commitment Attendance KPI - last 4 years evolution

➢ ***10 points:*** **How did you leverage skills and technologies of your suppliers?**

In case some of the modification affects the supplier requesting them viability followed by a quotation, it was developed by the PMO team a document named MIP which stands for Minimum Information Package, that allows the supplier to identify the needs by providing a quotation. The PMX interface with MIP (Minimum information Package) in the standardized extract of each project scope involves one supplier or more. MIP is a simple and quick way to integrate suppliers in the project planning phase where suppliers take credit for MIP document information to evaluate, plan and quote any project request properly.

The MIP conception starts in the Level of Scope 2 Definition (LOS2D); the engineer has the first contact with the project where they describe the Draft of the work scope detecting whether a supplier will be involved.

MIP will take place officially and be finalized during the Level of Scope 2 Confirmation (LOS2C), where the engineering project manager will group the IPD (Integrated Product Development), creating the technical analysis of the project, with all work scope needs, schedule, and the MIP to be sent to the supplier for actions.

Once technical analysis is done, it is possible to move the project to the execution phase, kicking off it with all terms and conditions well aligned foreseen the target defined in the project schedule.

DEALING WITH PROGRAM COMPLEXITY
(VOLATILITY, UNCERTAINTY, COMPLEXITY, AMBIGUITY, or VUCA)
Value: 25 points
Use 12 pt. Times Roman typeface
Please respond to the following prompts:

- ***10 points:*** **Describe UNIQUE areas of VUCA faced by your program and why. (Please avoid the issues surrounding Covid-19 pandemic, which was faced by all programs.)**

Due to the specific challenges associated with managing aircraft portfolios and the complexities of software implementation, areas of VUCA (Volatility, Uncertainty, Complexity, Ambiguity) inevitably arose. These are better described below:

1. The aviation industry is rapidly evolving, and new technologies/software solutions are continually emerging. The **volatility** in this ever-changing technological scenario adds to the challenges of selecting the right software solution for the specific needs of aircraft portfolio management. The software landscape is volatile, requiring updates or integrations with new platforms. The readiness to adjust to new technology trends is crucial for efficient portfolio management.
2. Efficient aviation portfolio management software requires seamless integration with various data sources, including records, financial data, project schedules, and regulatory compliance information. The **uncertainty** lies in ensuring compatibility and data integrity when integrating different systems and sources. The complexity of data integration amplifies the challenge of implementing an efficient software solution.
3. Aviation portfolio management also involves optimizing resources, such as project schedules, engineering allocation, and financial budgets. The **complexity** arises from balancing conflicting priorities, managing resource constraints, and ensuring optimal utilization of assets. Efficient software for portfolio management needs to handle these complexities and provide robust tools and algorithms for resource allocation and optimization.
4. Additionally, implementing software for aviation portfolio management requires a deep understanding and alignment with the various needs of stakeholders, including fleet managers, maintenance teams, finance departments, and regulatory bodies. The **ambiguity** stems from the myriad of expectations, priorities, and workflows across different stakeholders. The software must be flexible enough to accommodate different user requirements and offer configurable features to address this ambiguity.

Some features are key for portfolio management software to thrive in the VUCA environment, encompassing robustness, automatization, comprehensiveness, and efficiency. PMX system enables data collection, analysis, and reporting, providing valuable insights for informed decision-making. It helps project managers assess the performance of the program portfolio, identify project trends, predict authority requirements, and optimize resource allocation based on accurate data. Also, it is a robust, scalable system and adaptable to ensure that the software remains effective and relevant in a dynamic project management environment, allowing different business strategies to be applied to different products in their respective life-cycle status.

PMX solutions streamline and automate various processes, such as project scheduling, resource allocation, risk management, and reporting. Project and program managers can focus on strategic decision-making by automating routine tasks and reducing manual effort and potential errors. This streamlining enhances productivity, improves accuracy, and enables efficient project execution. Additionally, it facilitates collaboration and communication among stakeholders involved in portfolio management. It provides a centralized platform for sharing project updates, accessing relevant documents, and fostering real-time

collaboration. Effective communication and collaboration enhance coordination, minimize delays, and improve overall project performance, helping identify and mitigate portfolio management risks, such as task delays, compliance issues, and budget overruns. It enables proactive monitoring, alerts, and reporting on critical metrics, ensuring adherence to the defined process and regulatory requirements and reducing the potential for production line interruptions and fleet operational disruptions.

- ***15 points:*** **Explain how your team responded to these challenges. What changes did you make, what were the results?**

By responding to the challenges posed by VUCA, the team associated with program portfolio management, they have made significant changes in their approach, processes, and tools. These changes resulted in improved data management, enhanced agility, strengthened stakeholder engagement, a culture of continuous learning, and the effective utilization of digital solutions. As a result, the team achieved better project outcomes, increased operational efficiency, and a more resilient portfolio management approach in the face of VUCA conditions.

Program portfolio management responded to the challenges by accepting and agreeing with several changes and initiatives to enhance their ability to navigate these challenges effectively. Here are some of the changes made and the results achieved:

1) The team recognized the importance of accurate and timely data for informed decision-making. PMX implementation with robust data management and processes to ensure the availability and integrity of data across the portfolio enabled teams to analyze project trends, identify potential risks, and optimize resource allocation more effectively by regularly submitting visibilities to the proper committee. The enhanced data management approach through Management and Decision Committee (figure 5) improved the team's ability to monitor and assess the performance of the program portfolio, leading to better monitoring of each project with more efficient resource utilization and prioritization. It also addressed proactive identification and mitigation of risks, reducing production line disruptions and enhancing overall portfolio performance.

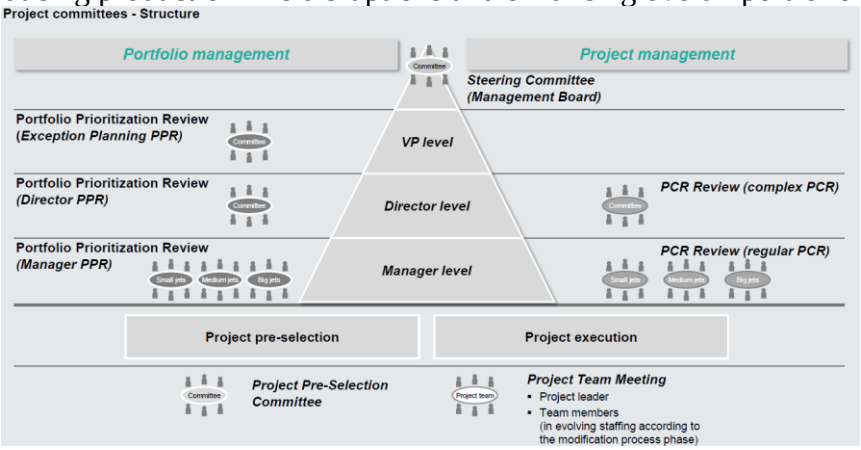

Figure 5: Management committee's

The team embraced the project management methodology to address the volatility and uncertainty inherent in the process. They also embraced interactive planning, frequent communication through necessary meetings, and adaptive execution to accommodate changes in customer demands, regulatory requirements, and program strategy. This approach allowed the team to respond swiftly to changing circumstances, adapt project plans as needed, and deliver value incrementally. In addition, it improved collaboration among team members, stakeholders, material supply team, and suppliers, resulting in increased project flexibility, faster response times, and improved customer satisfaction.

2) Recognizing the importance of aligning stakeholder expectations and managing ambiguity, the team focused on strengthening stakeholder engagement. They implemented regular communication channels, conducted workshops, project deliverables roadmap overview meetings (figure 6), and stakeholders in the decision-making process to gather diverse perspectives and ensure their needs were understood.
Strengthened stakeholder engagement led to a better understanding of their requirements, improved alignment with project goals, and enhanced transparency throughout the portfolio management process. In addition, it helped manage ambiguity, resolve conflicts, and build stronger relationships with stakeholders, ultimately leading to smoother project execution and improved outcomes.

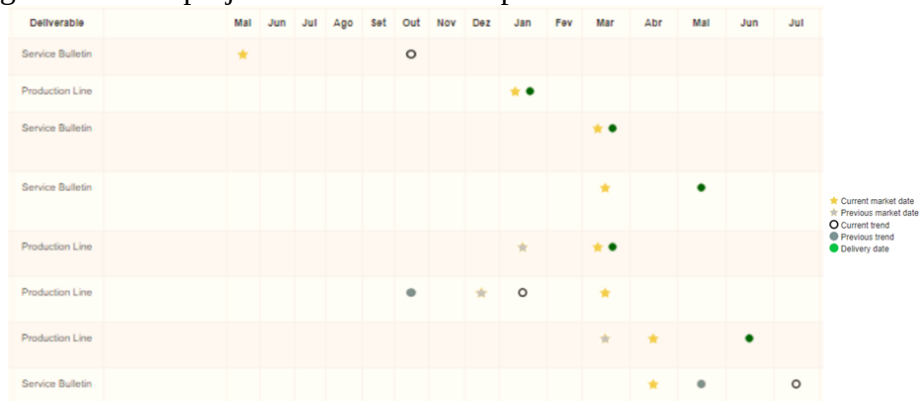

Figure 6: Deliverables Roadmap

3) The team prioritized continuous learning and knowledge sharing to address the complexity of aircraft portfolio management. They encouraged cross-functional collaboration, organized specific meeting sessions, and established forums (Portfolio Review Meetings) for sharing best practices and lessons learned. They emphasized continuous learning and knowledge sharing and enhanced the team's expertise and capabilities in managing complex projects. This fostered a culture of innovation, where team members actively sought new approaches and solutions to address challenges. The collective knowledge and experience contributed to improved decision-making, reduced errors, and increased project success rates.

METRICS

Value: 15 points
Use 12 pt. Times Roman typeface
Please respond to the following prompts, where predictive metrics indicate items that provide a view of how yesterday's actions and today's actions will affect the future timeline, cost or other requirement. Provide charts/graphs that illustrate performance to these metrics:

- **What are your predictive metrics?**

PMX uses several predictive metrics to help measure and evaluate portfolio management, project trends, and performance. These metrics provide valuable insights into project outcomes, resource utilization, risk management, stakeholder satisfaction, and overall project status.
Biweekly meetings are held by Program and Project Managers, where the data made available by such metrics are then used to support decisions, identify other areas to be involved and ensure successful implementation of the tasks addressing the defined solution.
Below you can find a brief description of each predictive metric on PMX:

- Schedule compliance: With this metric, the software's ability to help all affected teams to meet project milestones and deadlines can be measured. In addition, the PMX system builds dashboards (see figure 7) such as Deliverables Management, Throughput, and Projects Backlog, based on strategic portfolio directives and project information mixed with CCPM (Critical Chain Project Management) and JIRA

activities, where teams can monitor projects trends of each milestone and Market Dates, buffers consumptions and actions plans.

Status	Strategy	Customer needs	Deliverables	Mkt date	Trend	Status	Buffer
Executing	Competitiveness		Project Conclusion	10/Jan/2024	09/Jan/2024	Not delivered	
Executing	Customer Request		Project Conclusion	15/Jan/2024	15/Jan/2024	Not delivered	
Executing	Product Reliability & Correction		Project Conclusion	23/Feb/2024	23/Feb/2024	Not delivered	
Executing	Customer Request		Aircraft Modified	29/Feb/2024	29/Feb/2024	Not delivered	
Executing	Continuity of operation		Aircraft Modified	14/Mar/2024	14/Mar/2024	Not delivered	
Executing	Continuity of operation		Project Conclusion	28/Mar/2024	28/Mar/2024	Not delivered	

Figure 7: Deliverables Management with buffer consumption indicators

- Cost control: With this metric, the effectiveness of single-project budget management can be evaluated along with its cost control and integrated multi-project budget management to support the Strategic Plans exercise. It measures the software's ability to track expenses, monitor financial resources, and provide cost forecasting, allowing program and project managers to stay within budget.
- Resource utilization: With this metric, resource allocation and utilization can be optimized. It assesses how well project resources, such as human resources, equipment, and materials, are managed and allocated to ensure efficient utilization and avoid bottlenecks.
- Risk management: this metric, according to figure 8, indicates the risk score of each identified risk or opportunity. In an integrated dashboard, it is possible to evaluate how effective the team is in identifying, assessing, and mitigating project risks, contributing to proactive risk management.

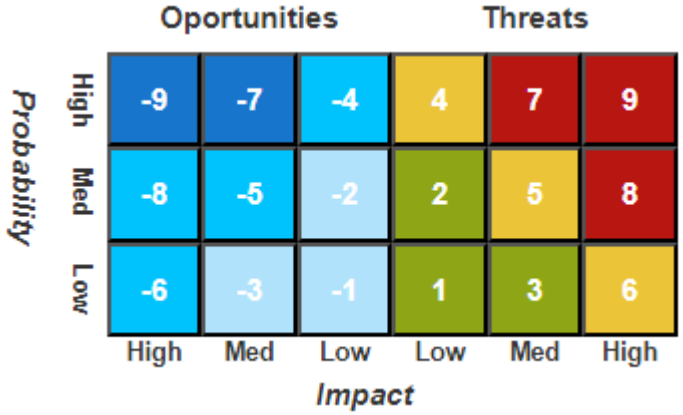

Figure 8: Risk Management table score

- Team Engagement: This metric measures how well the software facilitates communication and collaboration among affected personnel, contributing to higher satisfaction and team involvement.
- Productivity improvement: Such metric measures how the software streamlines project management processes, automates tasks, and improves overall efficiency, resulting in increased productivity and reduced administrative burden.
- Change management effectiveness: This metric assesses the ability to support project scope change processes. It measures how well project scope changes are identified and dealt with action plans, ensuring effective management of project changes and minimizing project execution interruptions.
- Reporting and analytics: This metric focuses on the team's reporting and analytics capabilities. It measures how well real-time project performance data are provided by generating meaningful reports and offering

data analytics features, which enables program and project managers to make decisions and monitor project progress effectively based on actual data.
- End User settings: With this metric, the satisfaction levels of the software's users can be evaluated. In addition, it measures user feedback to determine how well the software meets the needs of project team members and affected areas.

➢ **How did you perform against these metrics?**

During weekly Obeya evaluation of our practices and indicators and confronting them against the best practices from other departments and industry benchmarks, it is possible to collect valuable information and shed light on our strengths and weaknesses, enabling us to take corrective actions and optimize our program portfolio management practices. For example, figure 9 shows the KPI of Portfolio & Project Quality that present a continuous improvement and jointly to our main KPI Commitment attendance (figure 4) brings the picture of how well the expected results are being delivered:

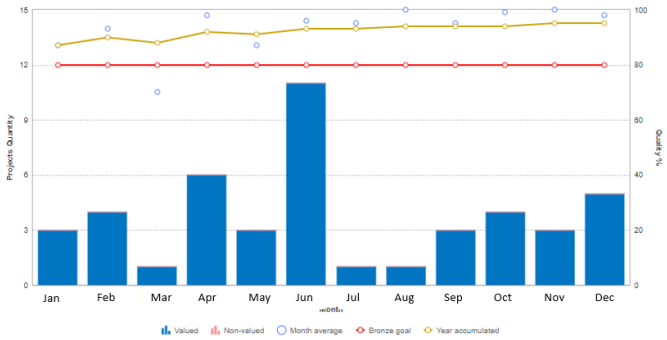

Figure 9: Projects Quality

➢ **How do your predictive metrics drive action toward program excellence? Please provide examples.**

Overall, the way predictive metrics drive action toward program excellence in our project management is by providing quantitative and measurable data about project performance, facilitating continuous improvement, supporting risk management, enabling decision-making, enhancing affected teams (stakeholders) communication, aligning projects with strategic goals and targets, and establishing accountability. By managing these metrics effectively, program and project managers can optimize project performance and deliver positive outcomes, aiming to achieve excellence in the portfolio and project management.
From the project performance perspective, our predictive metrics provide means to measure and evaluate it against expected targets and goals defined yearly during the Corporate Action Plan, which are then monitored biweekly on Obeya and Portfolio Review meetings to support the identification of eventual performance gaps and assessment of the strategies put in place so any deviations from the expected outcomes are readily addressed.
By tracking risk-related metrics, project managers can proactively identify potential risks and take appropriate actions to mitigate or eliminate them. This ensures that risks are effectively managed, reducing the likelihood of negative impacts on project success.
Furthermore, one of the main factors in our predictive metrics is aligning project tasks taken from the CCPM with the strategic goals defined in our weekly meetings. As a result, our metrics provide visibility into the achievement of key performance indicators (KPIs) and enable program and project managers to adjust project plans, allocate resources and make decisions aligned with the broader organizational goals.
Finally, by setting targets and tracking metrics, program, and project managers can hold team members accountable for their performance and encourage a culture of excellence. In addition, those metrics provide a basis for performance evaluation, allowing teamwork, providing constructive feedback, and recognizing achievements.