

SUSTAINABILITY
REPORT

Special Edition 60 years

2024

IHARA: HÁ 60 ANOS IMPULSIONANDO O FUTURO DA AGRICULTURA BRASILEIRA

Seis décadas de inovação, compromisso e transformação no campo. A IHARA celebra 60 anos como protagonista do agronegócio brasileiro, sempre à frente na busca por soluções inovadoras e sustentáveis que elevam a produtividade e garantem um futuro mais seguro para a agricultura.

Idealizada por um grande sonho de alguns executivos japoneses, que viram no Brasil, 60 anos atrás, um potencial agrícola enorme, desde sua fundação, em 18 de março de 1965, a empresa trilhou um caminho marcado pela excelência em pesquisa e desenvolvimento, consolidando-se como referência no setor de defensivos agrícolas.

IHARA: 60 Years Driving the Future of Brazilian Agriculture

Six decades of innovation, commitment, and transformation in the field. IHARA celebrates 60 years as a leading force in Brazilian agribusiness, always at the forefront in the pursuit of innovative and sustainable solutions that enhance productivity and ensure a safer future for agriculture.

Born from the great vision of a group of Japanese executives that, 60 years ago, recognized Brazil's immense agricultural potential, the company was founded on March 18, 1965. Since then, it has followed a path marked by excellence in research and development, establishing itself as a benchmark in the agricultural protection sector.



IHARA 2010



IHARA 2025



A ESSÊNCIA DA IHARA É BASEADA EM PIONEIRISMO E INOVAÇÃO

Com um DNA inovador, a IHARA transformou o mercado ao longo dos anos, introduzindo soluções tecnológicas que atendem às mais diversas culturas. Hoje, seu portfólio atende mais de 100 tipos de cultivos, incluindo soja, milho, cana, trigo, algodão, café, HF, entre outras, e conta com mais de 80 produtos entre defensivos químicos e biológicos que combinam inovação, alta performance e sustentabilidade.

Tudo isso só é possível devido à vocação e aos esforços incansáveis com criatividade, técnica e parceria com as nossas empresas acionistas e outros parceiros japoneses e globais na busca diária de novas soluções.

Pioneering and Innovation: The Essence of IHARA

With an innovative DNA, IHARA has transformed the market over the years by introducing technological solutions that cater to a wide range of crops. Today, its portfolio serves more than 100 types of crops, including soybeans, corn, sugarcane, wheat, cotton, coffee, horticultural crops, and many others. It features over 80 products, including chemical and biological crop protection solutions that combine innovation, high performance, and sustainability.

All of this is made possible by our relentless dedication, creativity, technical expertise, and strong partnerships with our shareholder companies and other Japanese partners in the daily pursuit of new solutions.



GESTÃO SÓLIDA E CULTURA JAPONESA: OS PILARES DO SUCESSO

Ao longo de seus 60 anos de trajetória, a IHARA sempre contou com uma gestão sólida e estruturada, guiada por executivos visionários que ajudaram a moldar a empresa e consolidar sua presença no mercado. Líderes de diferentes gerações trouxeram consigo a essência da cultura japonesa, baseada em princípios como kaizen (melhoria contínua), disciplina, eficiência e compromisso com a qualidade.

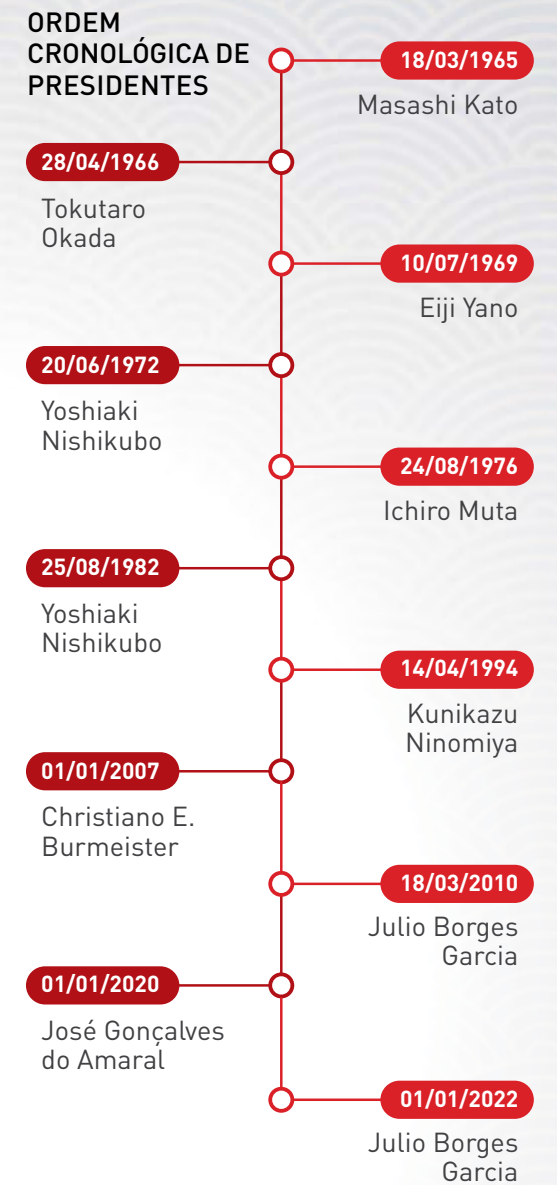
Desde os primeiros presidentes até os gestores atuais, a IHARA se fortaleceu com decisões estratégicas e uma administração focada em inovação e sustentabilidade.

Essa gestão orientada pela excelência e pelo respeito aos valores japoneses permitiu que a empresa não apenas enfrentasse desafios, mas também evoluísse constantemente, expandindo sua atuação e aprimorando seus processos.

Solid Management and Japanese Culture: The Pillars of Success

Throughout its 60-year journey, IHARA has always relied on solid and structured management, guided by visionary executives who have helped shape the company and strengthen its market presence. Leaders from different generations have carried the essence of Japanese culture, rooted in principles such as Kaizen (continuous improvement), discipline, efficiency, and commitment to quality.

From the first presidents to today's executives, IHARA has grown stronger through strategic decisions and a



management approach focused on innovation and sustainability.

This commitment to excellence and respect for Japanese values has enabled the company not only to overcome challenges but also to evolve continuously, expanding its reach and enhancing its processes.

REPORT SUMMARY

4 Message from
the President

6 About IHARA

26 Strategic Management
and Governance

38 Relationship
Management

54 Sustainable Industry

76 About the Report

80 Annexes

84 GRI
Content Index

98 Credits



Message from the President

GRI 2-22

Dear stakeholders,

We present the 2024 Sustainability Report, our fifteenth edition. This document reflects our ongoing commitment to responsible management, innovation and value creation for society.

We faced challenges on several fronts. We closely monitored the impacts of global conflicts and economic instability, which had repercussions on our operations and the entire agricultural sector. Pressures on commodity costs, logistical challenges, and supply chain constraints were among the issues we encountered. In the domestic market, we were plagued by volatile exchange rates, which directly affected our results. Despite these adversities, we remained steadfast in our determination to move forward, leading with resilience and a future-oriented vision.

In the 15th Sustainability Report 2024, IHARA reaffirms its commitment to responsible management, innovation and value creation, overcoming global challenges and strengthening national agriculture.

Brazilian agriculture continues to show clear signs of resilience and its role in support global food demand. We maintained a strong market position, with production levels in several agricultural commodities keeping us at the forefront of these crops. In the crop protection sector, the oversupply seen in previous years continued to put pressure on prices and increase competition, although we observed a slight increase in industry-led business activity and growth in volume.

At our company, our commitment to people remains a top priority. We have strengthened internal development programs, ensuring that our employees are well-prepared to meet the challenges of an ever-evolving world. Additionally, we have also expanded our initiatives within the communities where we operate, reinforcing our role as agents of positive impact.

We invested in strategic projects, such as the implementation of the “SIGA” ERP system, the construction of new formulation plants at our site, and the expansion of our operations into new markets such as Paraguay, including the acquisition of our first production plant outside our home country.

This progress would not have been possible without the support of our shareholders, partners, board members and, most importantly, our employees. You are the driving force behind our achievements and the foundation upon which we build our future.

Looking ahead to 2025, we remain focused on our mission to create sustainable value, driven by a culture of innovation, ethics, and responsibility. We are confident that, together, we will continue to overcome challenges, seizing opportunities to grow, and contribute to a better world.

I am deeply grateful for the trust and partnership of all those who walk with us on this journey. May we move forward with courage, determination, and the conviction that our efforts today will sow the seeds of a more prosperous and sustainable future.

With gratitude,



Julio Borges Garcia
President



About IHARA



Corporate Profile

GRI 2-1, 2-6

Who we Are

IHARABRAS S/A Indústrias Químicas, is a Brazilian closed capital, structured as a joint-stock company (S.A.), with capital composed of six Japanese-origin groups. The company specializes in research and development for the production and commercialization of innovative solutions for agriculture and livestock, focusing on protecting crops against diseases, pests, and weeds, contributing to increase productivity in a safe and sustainable manner, in line with the demands of modern agribusiness.

Its portfolio includes more than 80 products, including fungicides, herbicides, insecticides, acaricides, biological and specialty products, which protect over 100 types of crops across Brazil with the purpose of solving the everyday challenges of farmers in the field and contributing to the progress and competitiveness of Brazilian agriculture.



Mission, Vision, Beliefs and Values

Mission

To help ensure that agricultural productivity continues to feed and move the world.

Vision

To be the most innovative company in crop protection solutions, combining our technology and creativity with maximum quality and value.

Beliefs and values¹

Our beliefs and values underpin our strategies and decisions, guiding our behavior.

We are attentive and open to change and will make the necessary changes, always with the noblest of feelings.

We have a reason for existing. Our Beliefs and Values have high dimensions: Our Planet, Our Country, Our Company and Our People, which express our desire to serve our clients with excellence.

Our Planet

The world will need more and more food. We will always respect natural resources in our quest for productivity. Everything is interconnected: Earth, Water, and Air are humanity's greatest assets. We will take the utmost responsibility in how we treat them. Feeding the world while preserving these assets is the true sustainability.

Our Country

We are "owners" of this country. We believe that Brazil is the most viable alternative for feeding the world. We put all our energy into this noble mission. We promote creativity and innovation. We believe that science and technology can solve Brazil's productivity challenges.

Our Company

We believe that through ethical, humble and committed conduct we can exceed and surprise society's expectations.

Great achievements do not happen overnight, they result from the sum of small accomplishments made step by step, with determination and courage. What matters are the sustainable results.

We share and celebrate our achievements, strengthening relationships and immediately looking for new challenges.

We develop solutions for agriculture. We work to serve farmers, because they are the reason for our existence. We are a Research and Development company. Innovation and strategic alliances cooperate with these objectives.

We are united as a family, and we live each for all. Our strategic movements are concerned with the collective.

We prefer to respect knowledge acquired through experience over theoretical knowledge; however, the latter cannot be disregarded.

In any matter, our decisions are based on: loyalty, justice, courage, love, and humility, in that order. We are responsible for our company, our brand and our image. We are proud of our "IHARA Way of Being".

Our People

We are IHARA because we choose to be! We cultivate the spirit of business ownership in every employee.

We are responsible for our choices. Our people are our greatest asset. Excellent people with great results and a desire to grow are recognized appropriately.

We dream big. We believe that human capacity is unlimited, and we always challenge ourselves.

We believe in leading by example. We evaluate our leaders by the quality, altruism and engagement of their teams. We select and train people to be better than us.

Trust is the basis of our relationships. Our people deliver results by acting with integrity, loyalty, and justice, respecting the law and moral principles.

We have humility as a principle. We value the ability to listen, to differ and to express ourselves respectfully. We value respect. We respect people, society, laws, the environment, diversity, which is, life in all its forms.

We look for people with initiative and creativity and we cultivate them as high value. We are enthusiastic. We dedicate ourselves to work with energy and passion, finding satisfaction and pleasure. When work is a pleasure, responsibilities come naturally.

Our people are passionate about challenges. We have the spirit of business owners, which is reflected in our actions.

We are committed to our goals and face our challenges with joy and courage. A mission given is a mission accomplished.

1. Based on Mr. Inamori's Kyocera Philosophy.

Where we Are

GRI 2-1

IHARA's administrative headquarters, production plants and Research Center are located in Sorocaba, São Paulo, at Avenida Liberdade, 1701, Cajuru do Sul neighborhood. In addition, the company maintains a strategic presence in eleven Brazilian states, operating through regional administrative officers, research centers, distribution centers, and marketing hubs, and also has an international presence, with a representative office in China and a subsidiary in Japan.

In the Northeast region, IHARA operates through its subsidiary **Terra Tecnologia & Campo Total**, which supports the distribution of products in the area, expanding the reach of its agrochemical solutions across Brazil.



Headquarters and Industrial Plants

Sorocaba | SP



Research Centers

Primavera do Leste | MT
Sarandi | PR
Sorocaba | SP



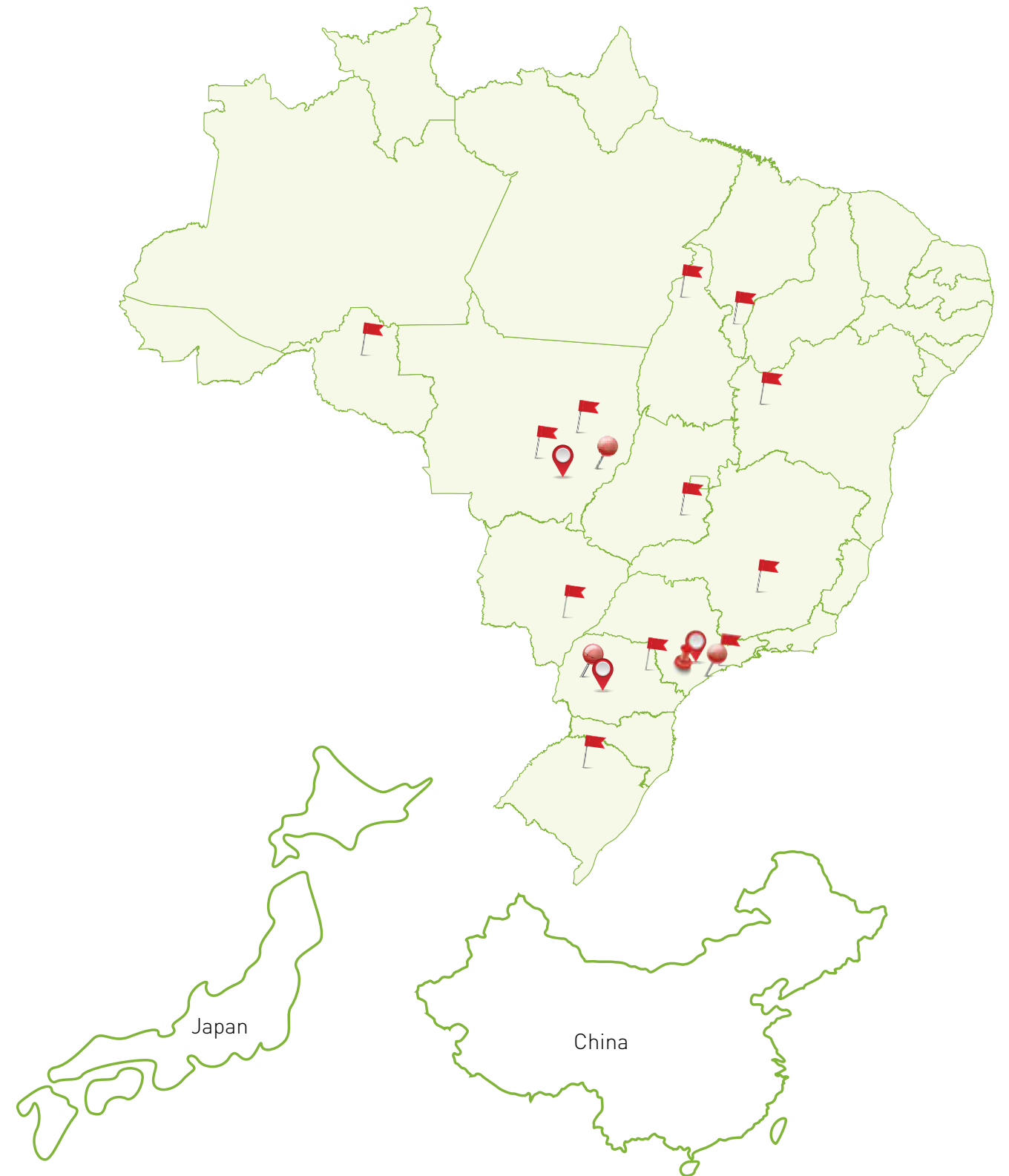
Conviver Project Locations

Primavera do Leste | MT
Sarandi | PR
Sorocaba | SP



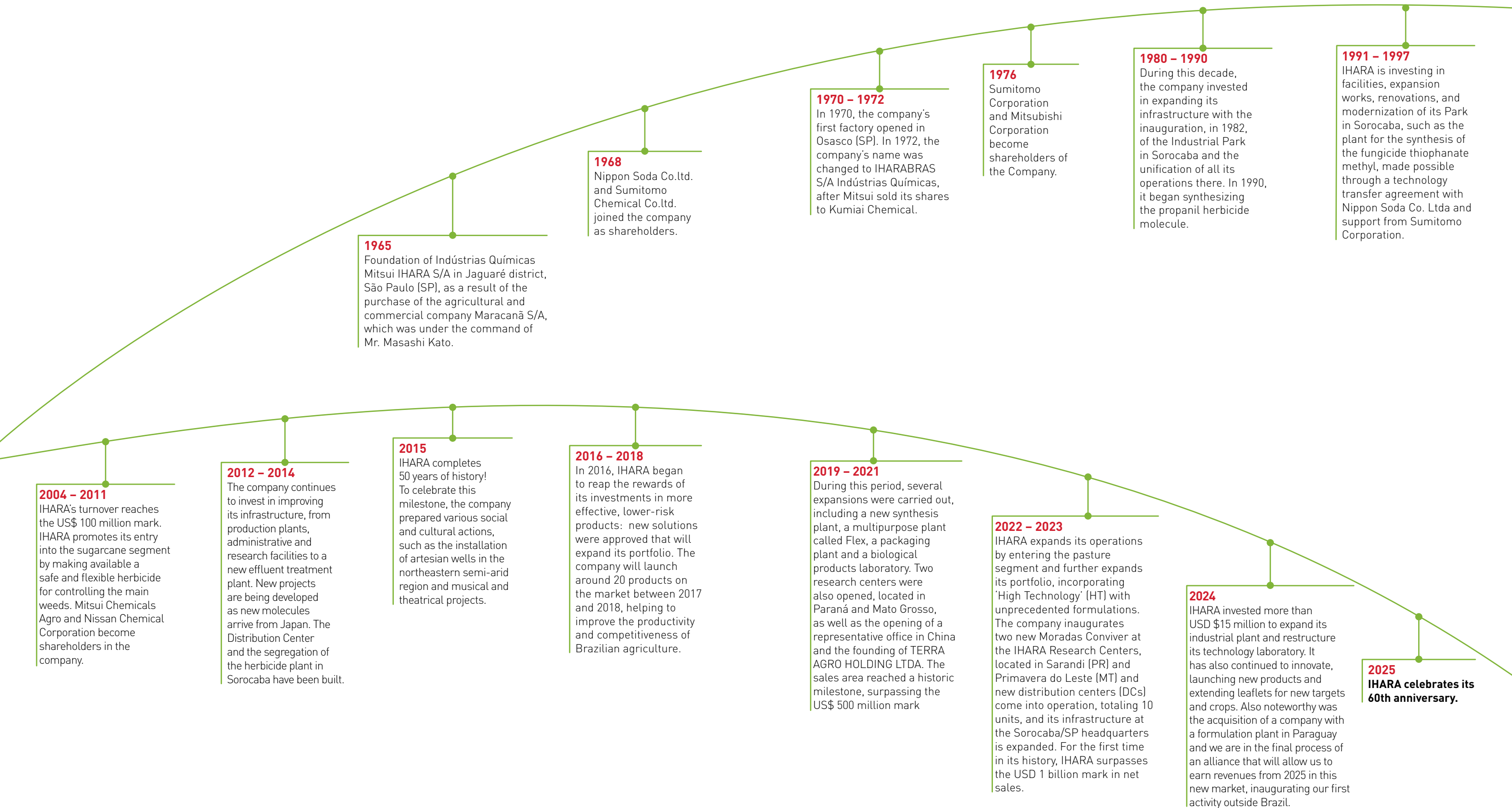
Branches & Distribution Centers²

Aparecida de Goiânia | GO
Araguaína | TO
Ariquemes | RO
Balsas | MA
Carazinho | RS
Cuiabá | MT
Dourados | MS
Ibiporã | PR
Itu | SP
Luís Eduardo Magalhães | BA
Primavera do Leste | MT
Uberaba | MG



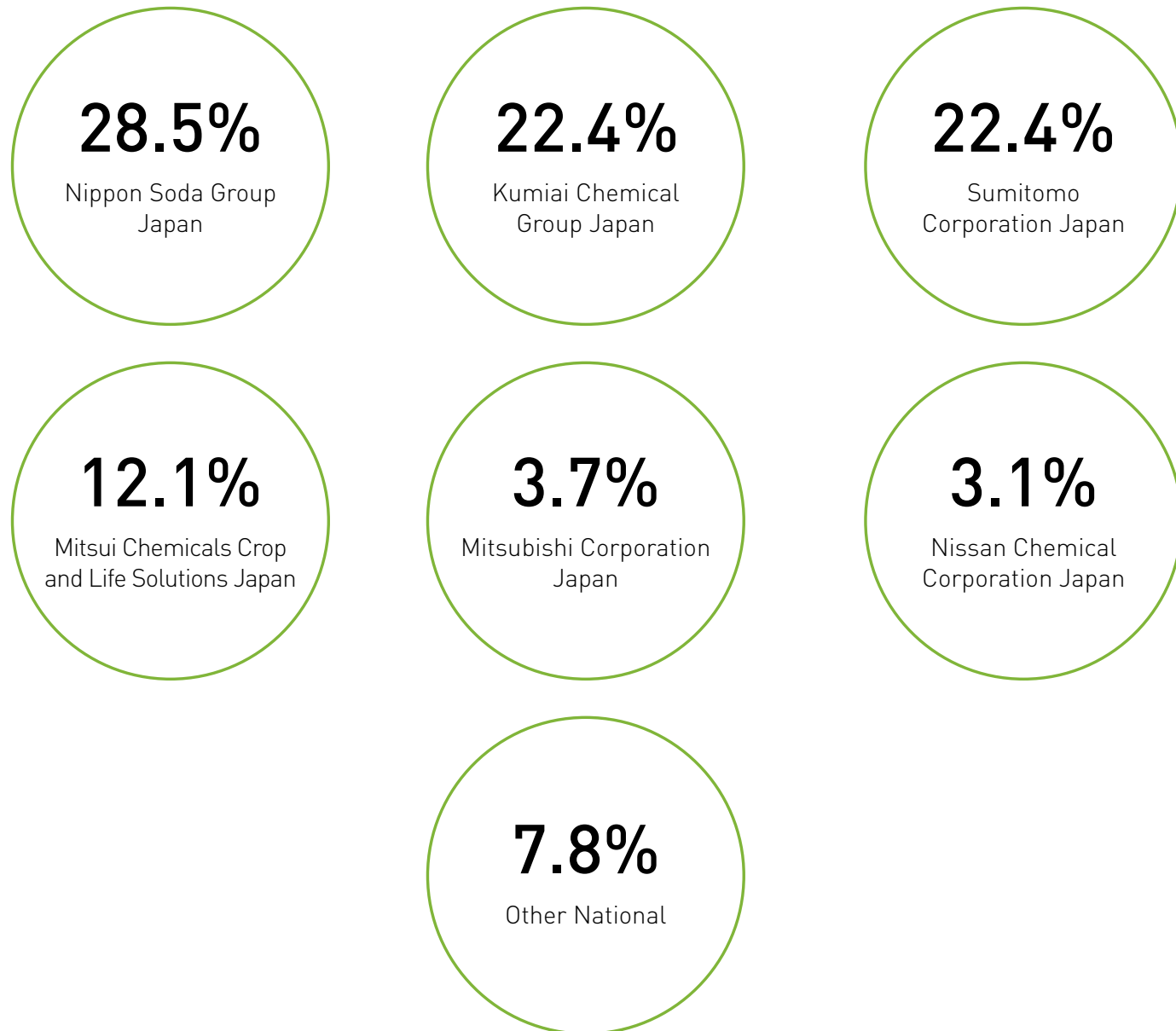
2. The Sorriso (MT) branch was deactivated in 2024

Timeline



Shareholding Composition

IHARABRAS S/A INDÚSTRIAS QUÍMICAS has six (06) Japanese companies on its majority shareholding.



Company Size



Net Sales R\$ **4.09** billion



Net Equity R\$ **4.10** billion



Total Assets R\$ **7.15** billion



Costs R\$ **3.28** billion



Products **80**



Employees **944**

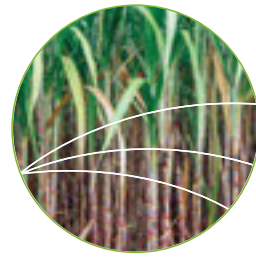
Relevance of Products by Crop



Soybeans – 39%



Corn – 14%



Sugar Cane – 13%



Cotton – 8%



Coffee – 5%



Wheat – 5%



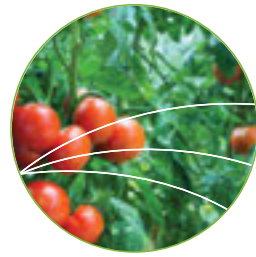
Potato – 3%



Rice – 2%



Apple – 2%



Tomato – 2%



Citrus – 2%



Beans – 1%



Peanuts – 1%



Pasture – 1%



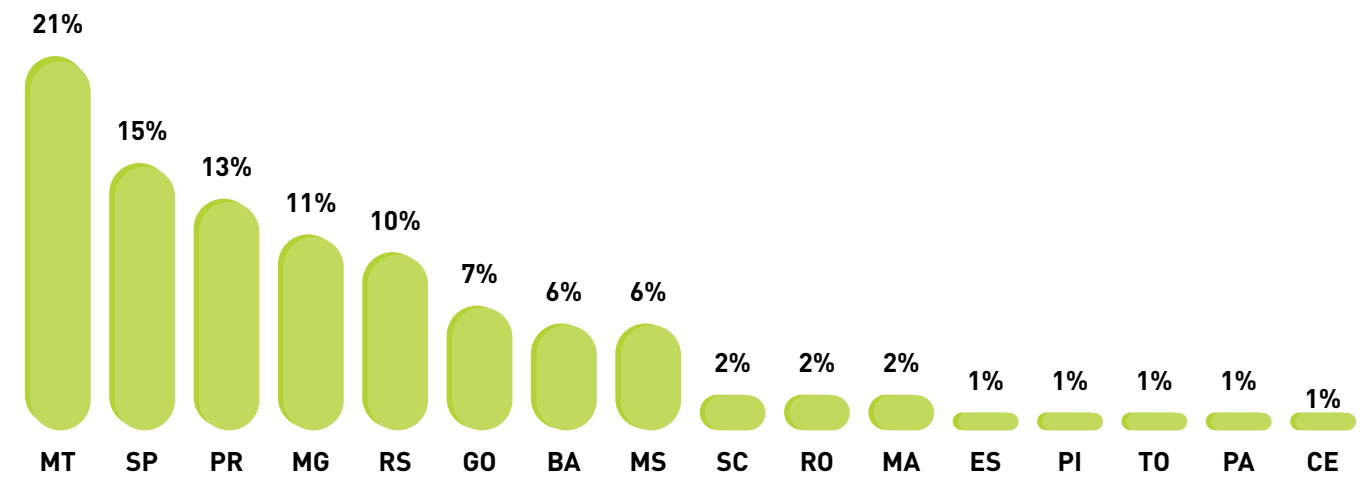
Planted Forest – 1%



Grapes – 1%

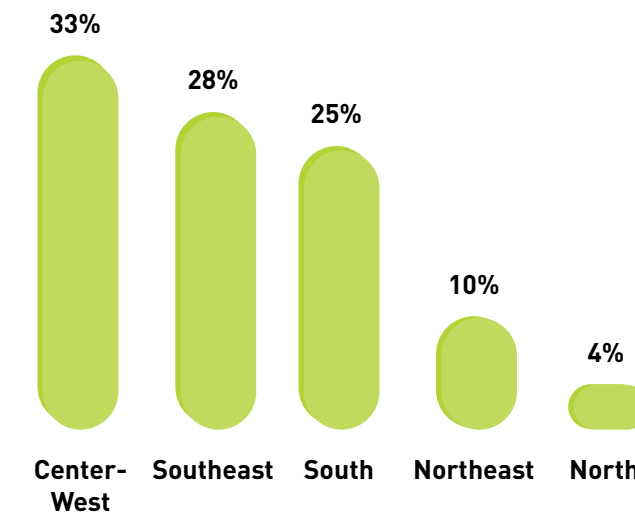
Note: 1% other crops

IHARA Relevance x States* (%)

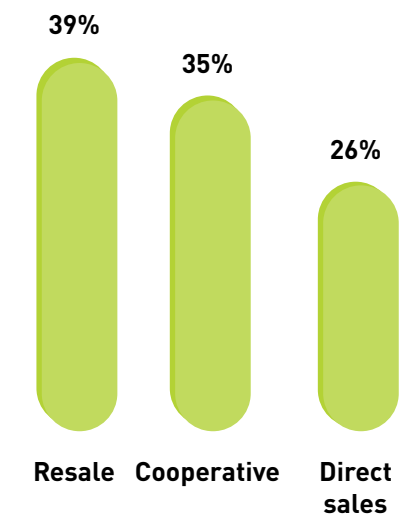


* The remaining 1% is divided between the other Brazilian states

Relevance by Region (%)



IHARA Relevance x Sales Channels – (%)



Research & Development

IHARA works continuously on the development and implementation of digital and biotechnological technologies to improve the efficiency, quality and safety of its products and processes, since the Research and Development area is strategic for the sustainability of the business.

In addition to its 3 in-house Research Centers, located in Sorocaba (SP), Sarandi (PR) and Primavera do Leste (MT), IHARA's capacity for innovation is strengthened by an extensive network of partnerships with research institutions, universities, cooperatives and rural producers. These partnerships include development contracts that allow for the exchange of experiences and the creation of joint solutions.

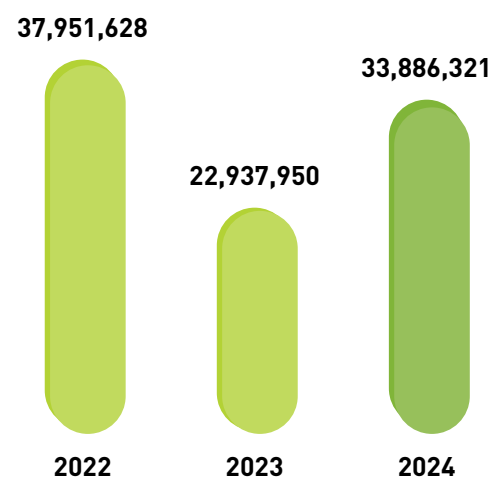
The company also leads the **Sensei Groups**, which consist of specialized forums of renowned researchers organized by area of activity, such as **Sensei Insect**, **Sensei Pasture**, **Sensei Herbi** and **Sensei Fungi**, which discuss phytosanitary challenges and define investment priorities for researching new products and technologies.

Innovation is also constantly promoted through the **Project Management and Innovation Committees**. These committees convene technical and marketing teams on a weekly basis to discuss new projects. After discussion and approval by the **Senior Portfolio Committee (CPO)**, the initiatives are implemented to meet market demands in an agile manner. It also organizes annual meetings in Japan to attract new technologies and molecules that meet the needs of the Brazilian agricultural market.

In 2024, the company conducted around 100 research projects, exploring numerous innovation initiatives in various areas. Among the highlights are the two biological products, which have unprecedented and innovative formulations that combine high performance with low environmental impact, benefiting crops such as sugarcane and horticulture (HF). It is also developing more than ten biological products for different crops, in line with market trends and the growing demand for these products.

In addition, it has launched two advanced herbicides, which provide greater efficiency with reduced doses, generating economic and environmental benefits. These new formulations not only improve the performance of the products, but also allow for the use of lower doses per hectare, providing a better cost-benefit ratio for its customers.

IHARA's investments in R&D (R\$)



audiences, while working directly with customers, employees, and local communities. These actions are fundamental to promoting Good Agricultural Practices (GAP). One of the highlights in this area is the Cultivida Project, which promotes the exchange of knowledge, technical support, and customized solutions to the challenges faced by farmers, and the Conviver Program, which aims to value the contribution of bees and other pollinating insects to agriculture by serving as a venue to welcome customers, shareholders, employees and partners, thereby strengthening institutional relations and raising awareness.

More information about the Conviver project can be found on [page 74](#) and about the Cultivida program on [page 71](#).

Research and Development (R&D) activities are made possible with its own resources and follow good agricultural and quality management practices, ranging from initial research to product optimization.

The "Correct and Safe Use of Pesticides" area plays a crucial role, focusing on identifying and mitigating risks, analyzing demands, distributing Personal Protective Equipment (PPE) to applicators, and conducting training for internal and external

Economic and Financial performance

GRI 3-3, 201-1

In 2024, IHARA consolidated its financial strength while facing significant challenges such as exchange rate volatility, increased defaults, logistical issues arising from geopolitical crises, and a change in its corporate structure. To address these challenges, the company implemented rigorous adjustments, including cost reduction, inventory control, and process restructuring.

The market downturn necessitated a reassessment of the strategic plan, which involved postponing investments and optimizing the organizational structure. These efforts enabled the reduction of remaining stocks from 2023 and the maintenance of a healthy cash flow, even in a challenging scenario.

IHARA's financial management demonstrated resilience by focusing on controlling foreign exchange exposure and implementing treasury strategies to minimize risks associated with the devaluation of the real against the dollar. The escalation of judicial recoveries and the increase in logistics costs were also addressed through targeted measures, ensuring the continuity of operations.

Among the main impacts related to strategic and financial management that the company monitors and faces, the following stand out:

- **Actual and potential impacts:** Financial implications and other risks and opportunities arising from climate change; Direct economic value generated and distributed; Benefits plan, including retirement; Critical incident risk management;

- **Negative and positive impacts:** Projections of potential return on investment; Income generation; Climate adaptation and resilience;

Fiscal Management

GRI 207-1, 207-2

IHARA adopts state agreements and specific regulations for its tax strategy, which is approved and reviewed monthly by the Board of Directors. The company strives to fully comply with tax regulations, making responsible use of the legal benefits granted by the competent authorities, always in line with its business and sustainable development objectives. All operations are assessed to identify the most efficient tax scenario, optimizing costs and ensuring compliance.

As it operates in the crop protection segment, in addition to meeting product quality and safety requirements, it ensures that all operational stages - from the purchase of inputs to the delivery of products - comply with the competent agencies, such as SEFAZ (State Finance Department), Receita Federal (Federal Revenue Service) and MAPA (Ministry of Agriculture and Livestock). To ensure compliance with the requirements, the company uses systems such as SAP and SOFICOM (tax system) to monitor and identify possible inconsistencies, which, if detected, are corrected with an immediate action plan.



Investments in Infrastructure

GRI 203-1, 203-2

In 2024, IHARA invested approximately USD 15 million in infrastructure at its headquarters in Sorocaba (SP), directing resources towards the expansion, modernization, and development of new production facilities. This investment resulted in a 17% increase in production capacity, strengthening the company's competitiveness and enhancing its ability to serve customers.

The main improvements included the expansion and modernization of production plants, the construction of a new liquids plant, the installation of a pilot plant dedicated to biological products, and the expansion of laboratories.

Another important goal was the initiation of a new ERP (Enterprise Resource Planning) system implementation, aim at improving service levels and

operational quality, providing greater integration between internal processes and contributing to faster decision-making.

The investments also generated a series of positive economic impacts for the local community, committed to both local and national development:

- Generate jobs and promote income, thereby strengthening local and national economies, making a significant contribution to the Gross Domestic Product (GDP) and driving sustainable economic growth.

The direct economic impacts mapped are aligned with Sustainable Development Goals (SDGs) 2, 8, 9, 11, 12 and 17, reinforcing IHARA's social and environmental responsibility. Additionally, the company is NR14.001 certified, attesting to its commitment to responsible environmental management.

- Stimulating the specialized consultancy sector and invigorating the supply chain with the acquisition of materials and equipment.
- Continuously investing in infrastructure, research, and innovation, thereby expanding production capacity and fostering technological advances in agribusiness. These actions enhance the sector's competitiveness and strengthen food safety, ensuring greater efficiency in agricultural production and meeting the demands for food and fuel.
- Contributing in the fiscal sphere by collecting taxes and levies, allocating resources to the public sector to finance public policies and social projects.
- Maintaining practices of conscious natural resources consumption and responsible waste management, thereby promoting sustainability in operations.

Challenges in the Face of Climate Change

GRI 201-2

Climate change and phenomena such as El Niño and La Niña, which influence the rainfall cycle and can cause water surpluses or shortages, directly affect agricultural production and, consequently, customer consumption, which may lead to consequences such as increased defaults, debt renegotiations, and the return of goods, as well as the risk of excess stock at distributors. These factors result in significant financial implications, such as a potential increase in the Provision for Doubtful Debts (PDD), requiring cautious management to mitigate losses.

To address these challenges, IHARA implements methods and strategies for managing risks and exploiting opportunities:

- **Credit rating:** A tool developed and continually reviewed to balance customer risk with the guarantees requested, helping to reduce defaults.
- **Preventive monitoring:** Monitoring of guarantees linked to credit operations, using satellite technology and face-to-face visits to crops.
- **Monitoring accounts receivable:** Continuous oversight of accounts receivable to identify any risks of default before they become critical.
- **Use of assignment for CPRs:** For high-risk clients, the company employs assignment for CPRs, ensure greater security in credit collection.
- **CPC 190 clauses:** Inclusion of specific clauses in contracts and guarantees expedite judicial processes when necessary.

- **Inventory monitoring:** Continuous monitoring of inventories in the main distribution centers, preventing the risk of accumulation and potential financial loss.

Managing these risks involves additional costs and the adoption of relevant operational measures. The main costs associated with control measures include:

- Increased frequency of customer visits
- Travel and accommodation expenses
- Legal fees
- Cost of registering guarantees

Main Financial Results In 2024

Statement of Value Added (%) – (GRI 201-1)

	2022	2023	2024
Shareholders (return on equity)	13.28	8.98	11.29
Employees (remuneration, benefits and charges for employees)	12.93	15.32	21.02
Government (taxes, fees and contributions)	15.51	1.02	16.29
Retained earnings	47.87	58.39	27.08
Interest and rents (remuneration of third-party capital)	9.94	16.16	23.86
Investments in the community	0.47	0.13	0.46

Statement of Value Added (in R\$ Thousand)

	2022	2023	2024
Revenues	6,043,191	3,830,074	4,111,545
EBITDA	1,049,583	-34,944	503,902
Total added value to be distributed	1,813,729	1,307,478	900,882



Strategic Management and Governance



Corporate Governance

GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-15, 2-17, 2-18, 2-20, 201-1, 202-2

IHARA's governance structure reflects its commitment to transparency, ethics and responsible management and is composed of the General Shareholders' Meeting, the Board of Directors, and the Executive Board. The Executive Board is supported by Strategic and Operational Committees, which include the company's chairman, directors and managers according to the subject matter.

General Meeting

IHARA holds its Annual General Meeting every year with the aim of rendering accounts to shareholders and society. Every two years, these meetings include elections that define the composition of the Board of Directors, which is subsequently responsible for choosing the statutory directors.

Board of Directors

GRI 2-10, 2-12

IHARA's corporate governance is based on a strategic Board of Directors responsible for formulating and providing guidelines for conducting business, ensuring the maximization of the company's value and adherence to established ethical and moral principles. Although it does not perform executive functions,

the Board supervises and monitors the actions of the Executive Board, ensuring alignment with the company's mission, vision, values, and strategic goals.

The Board is independent and holds bimonthly meetings. It also defines essential policies and programs, such as the remuneration policy for directors and the succession program for executive directors and is responsible for electing the statutory directors.

Board members are selected with the support of the Remuneration and Nomination Advisory Committee, which conducts a careful assessment to ensure a balanced composition focused on agile decision-making and efficient leadership.

Executive Board

GRI 2-9, 2-13

Appointed by the Board of Directors, IHARA's Executive Board is responsible for supervising and managing impacts, working directly with the Strategic and Operational Committees to ensure the efficient execution of the organizational objectives. Although the Board does not participate in impact management, it monitors and supervises the actions of the Executive

Board, which in turn periodically reviews the activities of each department.

Under the leadership of the CEO, the Executive Board assigns actions, monitors strategic execution, and oversees the management of impacts, and performance targets, and indicators, regularly reporting progress and results to the Board of Directors. The reports and information presented are developed with the support of the company's top executives. It is also worth noting that all members of the Executive Board belong to the local community of the company's units.

Performance Evaluation

GRI 2-18

IHARA establishes clear criteria to evaluate its performance, focusing on specific targets related to sustainability, as well as social and economic impact. The company uses specific systems to collect relevant data, monitoring key indicators related to environmental, social and economic objectives.

Based on the collected data, IHARA conducts detailed analyses to assess its performance against the established criteria. This includes comparisons with

industry benchmarks, evaluation of progress toward sustainability goals, and analysis of the impact of its activities on the community and the environment, as well as salary and benefits analysis.

This evaluation allows the governance body to make continuous adjustments and improvements, which may involve reviewing strategies, policies, and practices to ensure a sustained positive impact.

The company communicates the results of its performance evaluations regularly and transparently to all interested parties, such as shareholders, employees, and the community at large. IHARA also maintains a dedicated Shareholder Relations area.

To guarantee the credibility of its internal practices and policies, IHARA sometimes opts for external audits in addition to using internal management tools. The company ensures compliance with relevant laws and regulations, including legal and ethical responsibilities related to the environment, labor practices, and economic impact.

The frequency of performance evaluations depends on various factors. Long-term goals may require less

frequent evaluations, while short- and medium-term objectives may necessitate more regular evaluations.

Among the strategies adopted by IHARA are the introduction of specific expertise, rotation and renewal, sustainability policies and strategies, increased transparency and communication, strengthened compliance and ethics, investment in innovation and technology, training and continuing

education, specialized committees, establishment of performance indicators and regular evaluations.

These measures reflect IHARA's ongoing commitment to improvement and adaptability, recognizing that the effectiveness of governance and the management of environmental, social, economic and people impacts are dynamic processes that require constant review and adjustment.

Committees

GRI 2-9, 2-20

- **NOMINATION AND REMUNERATION ADVISORY COMMITTEE:**

- **OPERATIONAL COMMITTEES**

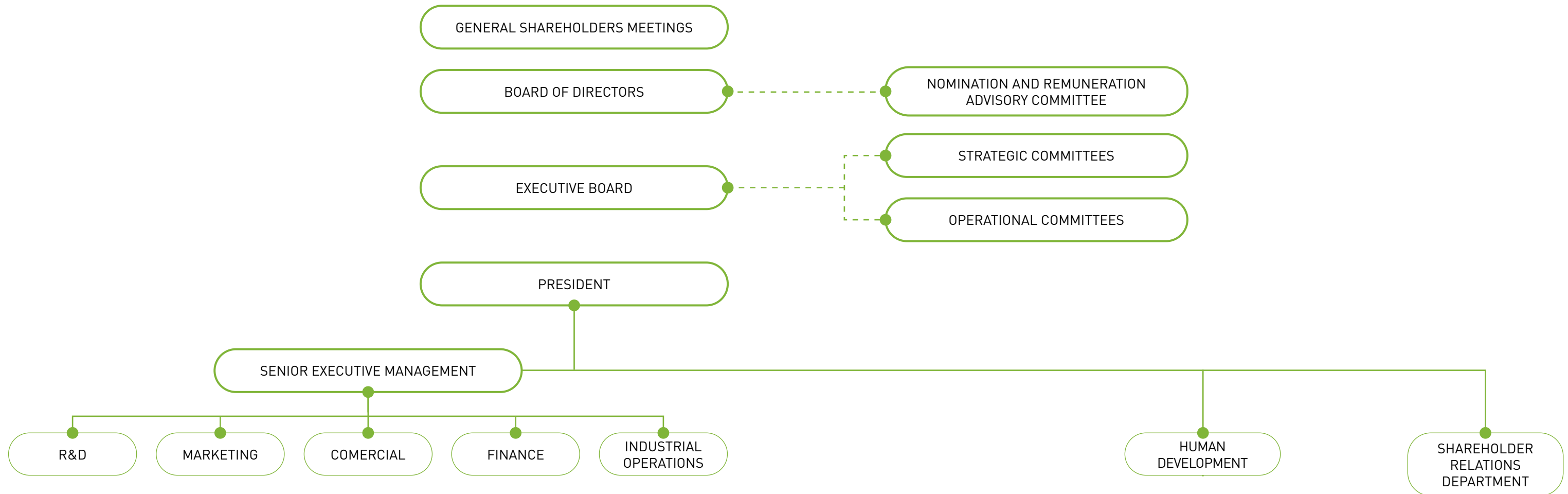
- Treasury and Credit Committee
- Legal Affairs Committee

- **STRATEGIC COMMITTEES**

- Portfolio Committee
- Sustainability Committee³
- Corporate Risk Committee
- Audit and Compliance Committee
- Planning and Investment Committee

3. All measures aimed at developing collective knowledge and the main actions related to Sustainability at IHARA are addressed by the Sustainability Committee, which meets quarterly and is attended by the Chairman, who is also a member of the Board of Directors and other representatives of the Executive Board.

Organization Chart





Business Strategies

GRI 3-3, 2-6, 2-29

IHARA's business strategy prioritizes sustainable development in the agriculture and livestock sectors, with innovation and research serving as fundamental pillars. With a solid financial base guided by a commitment to innovation, research, and the development of safe solutions for people and the environment, the company has directed investments towards the continuous improvement of its processes and operational excellence. This approach ensures high standards of product quality and continuous improvement in the eco-efficiency of its solutions, thereby contributing to increased productivity in the field.

IHARA's portfolio comprises more than 80 products - including fungicides, herbicides, insecticides, acaricides, biologicals, and specialty products - that provide protection for over 100 different types of crops. These products, designed for agriculture and livestock, reach all Brazilian states and reinforce the company's strategic presence nationwide.

Strategic Planning

IHARA conducts its strategic planning based on a continuous review of its multi-year plan, taking into account economic, environmental, and social scenarios. The initiatives derived from this process

are integrated into the company's strategic directions, encompassing fundamental pillars such as Corporate Governance, Risk Management, Business and Market Expansion, as well as Innovation, Research and Development.

Stakeholder Engagement

GRI 2-29

IHARA adopts a solid and transparent approach to stakeholder engagement, driven by internal projects and initiatives managed by the respective areas of the company. The relationship with the key stakeholders - **Customers, Employees, and Suppliers** - is considered essential for implementing the company's sustainability strategies. This group is consulted during the preparation and review of the materiality matrix, ensuring that IHARA's practices and priorities reflect the expectations and needs of its stakeholders. To maintain consistency and coherence in the process, the company continues to engage the stakeholder groups established in previous years.

All stakeholders relationships are guided by IHARA's Code of Conduct and Ethics, which directs the company's interactions in accordance with its culture and establishes fundamental objectives.

Compliance, Ethics and Integrity

GRI 2-16, 2-23, 2-24, 2-25, 2-26, 2-27, 205-1, 205-2, 205-3

IHARA maintains a strong commitment to ethics, integrity, social and environmental responsibility in all its actions and policies. The company adopts a structured approach to identifying and mitigating risks, covering socio-environmental impacts, anti-corruption practices, and the promotion of an ethical culture. Its guidelines include a widely disseminated Code of Ethics and Conduct, rigorous risk oversight by senior management and specialized committees, and the encouragement of secure and confidential communication channels.

Through training, audits, and inclusive practices, IHARA strives to promote transparency, prevent ethical breaches, and continuously reinforce the values that guide the organization. In 2024, no critical issues were identified through the channels available to stakeholders, nor were there records of legal actions related to unfair competition, cartel practices, or monopoly behavior. The control and audit processes are conducted with the support of the Compliance and Corporate Risks Committee.

In terms of certifications, IHARA is recognized by leading certifying entities, holding ISO 9001, ISO 45001, and ISO 14001 certifications. The company also holds AEO (Authorized Economic Operator) certification, which reinforces its compliance and excellence in international trade practices.

Code of Conduct and Ethics

GRI 2-16, 2-23

Ethics and integrity are fundamental principles that guide how IHARA conducts its activities and engages with its stakeholders. To reinforce these values, the company has established a Code of Ethics and Conduct based on its core Beliefs and Values, which formalizes the "IHARA Way of Being" and is grounded in legality, ethics and respect for society.

The Code is presented to all employees during the induction process, at which time it is read and formally acknowledged through signature. To ensure continuous assimilation of its principles, IHARA promotes training sessions, e-learning courses and internal communications on specific topics throughout the year. Employees are encouraged to report any situations that do not align with the company's standards of behavior through the available communication channels. Additionally, the document is accessible for consultation through the company's internal document management tools and on its website.

The Code of Ethics and Conduct applies to all processes, activities, and levels within the organization and is periodically reviewed by the Executive Board and approved by the President. This commitment is reflected in IHARA's organizational

culture, reinforced through educational initiatives and internal communications, ensuring that its behavioral standards consistently align with the values upheld by the company.

IHARA's Code of Conduct and Ethics guides its relationships with stakeholders and establishes key objectives, such as:

- Promoting the intellectual and professional development of employees;
- Recognizing the importance of customers, suppliers, communities and employees;
- Striving to improve the quality of life for employees and their families through appropriate benefits and remuneration;

The Code of Conduct and Ethics covers all levels of IHARA, encouraging ethical practices and intellectual growth. The Code, widely disseminated through educational activities, guides relations with customers, suppliers and communities.

- Disseminating the company's guidelines and policies to engage employees with the organizational goals and objectives;
- Ensure the responsible use of personal data only when necessary, with technical and administrative security measures in place to protect sensitive information.

Conflicts of Interest

GRI 2-15

IHARA adopts measures to ensure that the actions of its employees are always aligned with the company's interests, thereby avoiding any situations that could negatively affect its results, image or reputation. In accordance with the guidelines established by the Code of Conduct, any real or potential conflict of interest that is identified must be reported to the Compliance area and/or the Ombudsman through the channels provided by the company, so that the matter can be properly investigated and the necessary actions taken.

Policy Commitments

GRI 2-23, 2-24

IHARA's policy commitments are aligned with its strategic positioning and reinforce the promotion and dissemination of its corporate values, ethics and mutual respect among employees and stakeholders. The company continuously strengthens these commitments through periodic training and the consistent communication of its internal policies.

IHARA conducts its business and establishes relationships based on equality, diversity and respect, without discrimination on the basis of race, religion,

gender, sexual orientation, age, nationality, disability or any other personal characteristic, thereby contributing to the reduction of social inequalities. It maintains a **zero-tolerance** stance against physical violence, threats of violence, abuse of power and sexual or moral harassment. Cases of harassment, considered forms of aggression, are promptly addressed when identified, reinforcing the company's commitment to fostering an ethical, inclusive and respectful work environment.

To ensure that all internal and external audiences can raise concerns or submit complaints, IHARA provides an accessible ombudsman channel that enables reports to be made securely, anonymously, confidentially and with integrity.

In addition, the company offers job opportunities for people with disabilities, upholds its commitment not to employ child labor and refuses business relationships with partners or suppliers that demonstrably violate human rights.

Risks Related to Corruption

GRI 205-1, 205-2, 205-3

To ensure that corruption-related risks are adequately minimized and mitigated, IHARA has instituted the "Anti-Corruption Primer" and adopted robust policies and controls covering all potential risk areas. These controls are directly monitored by Senior Management and the Compliance team.

Reinforcing this commitment, the company has established auditing processes and control mechanisms supported by the Audit, Compliance and Corporate Risks Committee. Furthermore, IHARA does not engage with companies that lack proven

integrity, thereby safeguarding the integrity of its value chain. The controls include audits based on data obtained through the "Transparency Portal" and periodic supplier reviews. As a result, no significant corruption-related risks were identified in 2024.

The company also encourages its employees to report, through secure, anonymous and confidential communication channels, any situation that does not conform to the organization's standards of conduct or that involves acts suspected of bribery, corruption or undue benefit. Reports may be submitted via totems, forms, or electronic channels. In addition, IHARA prohibits any form of retaliation against whistleblowers acting in good faith, thereby promoting a safe and transparent environment for all - reinforced by its Non-Retaliation Policy.

Processes to Repair Negative Impacts

GRI 2-25, 2-26

The identification of impacts generated by IHARA's activities is supervised by Senior Management through the work of the Strategic and Operational Committees. These committees are responsible for assessing and reporting risks and impacts - whether direct or indirect - as well as for defining the mitigation and/or remediation measures needed to prevent or correct any adverse effects on society and the environment.

To facilitate the identification of non-compliance, IHARA provides communication channels accessible to all stakeholders, with particular emphasis on the ombudsman channel, which serves as one of the primary tools for addressing negative impacts. This channel allows any interested party to report acts that

may breach the Code of Conduct and Ethics, including issues related to ethics, indiscipline or impropriety.

To ensure impartiality and efficiency in the investigation of ombudsman reports, IHARA maintains an independent and autonomous internal committee responsible for analyzing each case individually and proposing the necessary solutions.

Furthermore, the company promotes and encourages the use of its communication channels through educational initiatives, internal campaigns, the distribution of informational booklets, and the implementation of visual signage at its facilities. Employee training is prioritized, with sessions conducted both in person and via e-learning platforms.

Laws and Regulations

GRI 2-27

IHARA reinforces its commitment to legal compliance by providing specific training for senior management and employees engaged in higher-risk activities. This training is designed to enhance understanding of the responsibilities inherent in each role and to provide guidance on the necessary precautions when executing their tasks. The Compliance area plays a fundamental role in this process by conducting periodic assessments to ensure full adherence to applicable legal requirements. As a result, no cases of non-compliance with laws and regulations were recorded in 2024.





Relationship Management

Our People

GRI 3-3

IHARA adheres to a Human Development policy that emphasizes respect, appreciation and the well-being of its employees, fostering their personal and professional growth. Grounded in ethical principles, transparency, and compliance with current legislation, the company continually strives to cultivate an inclusive and respectful work environment. In 2024, the main strategic guidelines focused on:

- Encouraging diversity and non-discrimination within the organization.
- Promoting training and continuous development programs.
- Strengthening initiatives for employee well-being and achieving physical and emotional balance.



How we Are

GRI 2-7, 2-8, 2-30, 401-1, 404-1, 404-2, 404-3, 405-1, 406-1

In 2024, IHARA's workforce comprised **944 employees**, including 829 permanent employees and 115 outsourced workers. During the year, **252 new hires** were recorded, with a turnover rate of 31.2%.

The geographical distribution of employees reveals a significant concentration in the Southeast region

of Brazil. The composition of the staff, detailed in the table below, is segmented by gender, functional categories and types of contract. Moreover, 100% of IHARA's employees are covered by **collective bargaining agreements**, ensuring fair and valued working conditions.

Employees and contractors by type of contract and gender¹ – (GRI 2-7, 2-8)

	2022		2023		2024	
	Permanent contract	Temporary contract	Permanent contract	Temporary contract	Permanent contract	Temporary contract
Own						
	684	0	689	53	668	49
	145	0	117	2	111	1
	829	0	806	55	779	50
Outsourced						
	36	75	39	53	37	51
	10	32	18	9	18	9
	46	107	57	62	55	60

1. Other tables on employees metrics are available in the Appendices chapter.

Skills and Opportunities Management

GRI 404-1, 404-2, 404-3

IHARA promotes the technical and professional development of its employees through its Annual Training Plan (PAT), which offers a blend face-to-face, online, and collaborative training sessions with external institutions. In addition, the company provides subsidies for language courses, technical training, and specializations, thereby expanding qualification opportunities.

Recognizing the importance of a well-planned transition to retirement, IHARA has instituted a Retirement Preparation Program designed to facilitate a smooth and structured transition. This program offers support such as subsidies for pension legal advice and addresses other needs identified by the Human Development Department.

Training & Capacity Building

In 2024, IHARA recorded an average of 9.71 training hours per employee, totaling 15,377 hours distributed by gender and work schedule. The commitment to continuous development aligns with the Human Development policy by offering a wide range of training opportunities that ensure professional improvement and reinforce the organizational culture.

IHARA's strategic guidelines include developing leaders, preparing successors, retaining talent and fostering the continuous evolution of its organizational culture. The Annual Training Plan (PAT) reinforces this strategy by enhancing assertiveness, productivity and safety, while also providing new career and growth opportunities within the company.

Key training programs included:

- **Mandatory and Legal Update Training:** Ensuring compliance with standards and regulations, thereby fostering a safe work environment that meets legal requirements.
- **Language courses:** Encouraging the acquisition of foreign language skills through subsidized courses that broaden opportunities for global market engagement.
- **Educational Training:** Supporting formal education via specialization, postgraduate and MBA programs to promote professional growth and advanced qualification in strategic areas.

IHARA invested in comprehensive training programs in 2024, guaranteeing 15,377 hours of training that significantly boosted technical preparation, leadership and inclusion, promoting opportunities for professional growth.

- **Technical Training:** Delivering continuous technical training through both in-person sessions and online platforms, as well as through partnerships with specialized external institutions.
- **Behavioral Development:** Implementing programs focused on personal and behavioral growth to enhance interpersonal skills, leadership and the overall organizational culture.

Performance Appraisals

All IHARA's permanent employees participate in an annual performance assessment using the "Individual Performance Assessment" (ADI) tool.

The ADI process consists of several stages, including the definition and approval of the assessor network, competency evaluation, feedback sessions and the development of Individual Development Plans (IDP). The assessment is conducted using a 360° approach, which includes self-assessment, evaluations by managers, peers/internal customers and, where applicable, subordinates.

Detailed analysis of competency assessments is performed to evaluate performance against established criteria for each role, taking into account relevant performance data and individual indicators, which culminate in collaboratively developed IDPs during the final feedback phase.

Diversity and Inclusion

GRI 405-1, 406-1

IHARA reaffirms its commitment to diversity and inclusion by fostering a welcoming and equitable

work environment, irrespective origins, identities, or personal characteristics. To strengthen this culture, the company implements processes that value diverse experiences and skills, ensuring the attraction of varied talent. Additionally, IHARA promotes training and awareness initiatives aimed at eliminating prejudice and discrimination.

By upholding business practices free from bias and discrimination, IHARA and its employees ensure that factors such as race, religion, gender, sexual orientation, age, nationality, military status, size or disability, marital status or any other personal characteristic are respected.

The company values and promotes the equality of all before society and the law, therefore, its policies and practices are regularly reviewed to advance an inclusive work environment where every employee is respected and valued in their uniqueness. In 2024, no cases of discrimination against employees were recorded.

Remuneration

GRI 2-21, 201-3, 202-1, 405-2

The remuneration and benefits policy adopted by IHARA adheres to high market standards and is continuously updated to ensure an equitable relationship with all employees. Notably, the company's Human Development policy offers significant differentials, such as a Profit Sharing Plan that provides employees with an annual variable income, in addition to the continuous enhancement of benefits and maintaining an average salary above the market standard.

In 2024, IHARA recorded an average salary floor of R\$ 2,579.00 for its permanent employees, representing an average 69.9% increase over the national minimum wage of R\$ 1,518.00.

IHARA also offers a private pension plan structured on monthly contributions made by both the employee and the company. Contributions from permanent employees are calculated as a percentage of their nominal salary and are deducted directly from payroll based on the contribution group defined by their hierarchical level and organizational structure. These amounts are accumulated for the employee's retirement. In addition, IHARA contributes an extra percentage - varying with the employee's length of service - that can reach up to 200% of the employee's monthly contribution.

In the event of termination, the employee is entitled to receive the total of the basic contributions, plus a portion proportional to the amount invested by the company, calculated in accordance with the vesting percentages defined in IHARA's Human Resources Policy based on length of service and criteria established in the policy.

Benefits

GRI 401-2

IHARA provides a comprehensive range of benefits designed to enhance the quality of life of its employees and their families. These benefits are uniformly offered across all the organization's units, as detailed in the table below:

Benefits Received by IHARA's Permanent Employees

	Full-time
IHARAPREV (private pension)	Yes
Medical care	Yes
Dental assistance and allowance	Yes
Life insurance	Yes
Food and meal vouchers and in-house canteen	Yes
Assistance (birth, childcare, exceptional children, and marriage)	Yes
School supplies subsidy	Yes
Chartered transportation and transportation vouchers	Yes

In addition to these permanent benefits, IHARA offers incentive programs such as: reimbursement for school supplies through the Back to School Program, discounts and pharmacy credit through the Medication Program, and access to Gympass - which connects employees to gyms and fitness studios - as well as activities like group exercise sessions and manual therapies offered via the Health and Wellness Program. These programs offer practical support and care for the physical and financial health of employees and their families.

Complementing these incentives, the company's infrastructure includes massage chairs, an agreement with SESI for access to sports and recreational activities, and an in-house outpatient clinic that ensures continuous medical care. Moreover, IHARA commemorates special occasions with seasonal benefits, such as gifts and holiday meal vouchers.



Family Events

In November 2024, IHARA hosted the 2nd edition of **IHARA DAY**, a special event designed for employees' families, with the aim of strengthening ties between the company, its employees, and their families. The program was carefully planned to offer moments of fun, learning and memorable experiences for all ages.

The event featured a variety of attractions including children's play areas and recreational activities, as well as an origami workshop that stimulated creativity. All children up to 12 years old received personalized badges - similar to those of the employees - fostering a sense of belonging and integration.

Families were able to capture special moments at a customized photo booth. The performance of the Military Police Regimental Band was one of the highlights of the day, bringing emotion and joy with a diverse selection of music.

Other highlight included the traditional IHARA lunch, which delivered a unique gastronomic experience reinforcing the company's identity. The event also included enriching talks, wellness activities such as Quick Massage, and the Step Championship featuring attractive prizes.

The benefits fair was also a great success, featuring services in health, safety, leisure, and the environment. To enhance the experience, families participated in an industrial tour, offering them a closer look at IHARA's operations and innovative solutions.

IHARA DAY was a memorable event, showcasing the company's commitment to employee well-being and family integration, while fostering a welcoming environment and appreciating its employees.

Occupational Health & Safety

GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10

At IHARA, the safety and well-being of employees are absolute priorities. Following the guidelines of ISO 45001 and with the adoption of the "5S Program", the company's safety culture covers all workers, activities and workplaces. All employees, permanent and temporary, are covered by an occupational health and safety management system.

In 2024, IHARA closely monitored safety actions through Safety Culture programs, encouraging employees to report any dangerous conditions or deviations in behavior, thereby contributing to the continuous improvement of the work environment.

Specific training is provided to all employees, including contractors, in accordance with the Ministry of Labor's Regulatory Standards (NRs), covering essential aspects of occupational health and safety. In addition to these essential trainings, the company also conducts safety integrations and trainings sessions

focused on the "10 golden rules of the company". These trainings sessions are designed to strengthen safety and risk awareness in the workplace and cover pre-assessment of risks, the proper use of PPE, and adherence to internal traffic regulations, among other guidelines.

The process of assessing hazards, measuring risks and defining control measures follows specific guidelines applicable to all areas and processes. The company carries out systematic reviews during:

- The implementation of the Occupational Health and Safety Management System;
- Significant changes in processes, products or layout;
- Internal audits that identify the need for reassessment;
- Changes in legal compliance;

Risk measurement takes into account the severity of the damage and the probability of occurrence. Initially, the pure risk is calculated without taking operational controls into account and then the residual risk is determined by including the controls implemented. These results are analyzed periodically to ensure that effective measures are in place.

The risk assessment process marks the beginning of structuring of the Occupational Risk Management (GRO) system, which is the risk control framework adopted by the company in accordance with the legislation. These studies and assessments are evidenced by various documents that comprise the GRO and are managed by the Specialized Services in Safety and Occupational Medicine (SESMT), including:

- PRSSO - Occupational Health and Safety Hazards and Risks
- LTCAT - Technical Report on Environmental Working Conditions
- Hazard report
- Unhealthiness report
- PGR - Risk Management Program
- PCMSO - Medical Control and Occupational Health Program
- PCA - Hearing Conservation Program
- PPR - Respiratory Protection Program
- PPP - Social Security Profile
- eSocial

With the Occupational Health Medical Control Program (PCMSO), IHARA completes the PDCA cycle (plan, do, check and act), in which it assesses the potential damage that the risks associated with its employees' activities may cause to their health and ensures that the controls implemented to prevent such damage are effective.

IHARA also fully complies with the provisions of the Internal Accident Prevention Commission (CIPA), holding monthly meetings as required by law. Worker consultation and participation occur through appropriate channels, including CIPA, periodic occupational safety meetings and risk analysis reviews. The company also employs various tools and initiatives - such as inspections, safety dialogues and awareness campaigns - to effectively manage occupational health and safety risks.

In order to promote a safe environment, all employees are aware of their duty to refuse unsafe conditions and IHARA encourages the immediate reporting

of hazards by any employee, contractor or trainee through the Ombudsman Channel, which ensures absolute confidentiality and prohibits retaliation

Incident management follows a procedure that implements corrective and preventive measures based on the hierarchy of controls, which includes the distribution of PPE, risk and hazard assessment, inspections of operations, safety dialogues and awareness campaigns.

IHARA also has a complete infrastructure consisting of its own outpatient clinic in Sorocaba, with a doctor's office, a physiotherapy room and an ambulance for emergencies.

Through the Quality Life Program (PVQ), the company provides periodic laboratory tests to monitor the health of its employees, as well as offering comprehensive health plans.

Through the Quality Life Program and Occupational Risk Management, IHARA integrates training and equipment, guaranteeing the health and safety of employees.

Customers

Campaigns

During 2024, IHARA implemented and promoted various health and safety campaigns and actions, reaffirming its commitment to employee well-being. These initiatives are fundamental to the corporate social responsibility strategy and cover different aspects of health, quality of life and well-being, including:

- Campaign on injury prevention through muscle strengthening;
- Campaign to promote physical activity and mental health;
- Awareness campaign on Sexually Transmitted Infections (STIs);
- Campaign on the importance of physical activity in general;
- Healthy eating campaigns;
- Periodic ergonomics and safety initiatives in the workplace called Momento Segurança (Safety Moment).

In addition, the company also promotes the dissemination of educational information on safety, covering topics such as the responsible use of cell phones, safety tips for the family, guidelines for vacation periods and good practices in traffic. The aim of these actions is to:

- Improve the physical and mental health of employees;
- Reduce sick leave rates;
- Promote a healthy and balanced lifestyle;
- Raise awareness of health and safety issues.

Employee health is an essential pillar of corporate sustainability. By investing in the well-being and safety of its teams, the company strengthens its organizational culture and contributes to creating a positive and safe working environment, which is crucial for attracting and retaining talent.

IHARA believes that developing a safety culture is one of the main paths to operational excellence, based on awareness and continuous training. The company seeks to integrate the values of the institution with the individual values of its employees, promoting an environment where safety and quality are priorities, thereby reflecting increased productivity and strengthening its social responsibility.

Work-Related Injuries

In 2024, IHARA achieved a low rate of work accident notifications, representing just 0.62%. During the period, five incidents were reported based on a monthly average of 805 employees and a total of 1,947,495 hours worked.

The company adopts a systematic approach to accident management, using the PDCA tool to investigate and address all accidents that occur. Notably, IHARA has not recorded any occupational illnesses, highlighting its commitment to safety and health in the workplace.

With almost 60 years of history, IHARA has consolidated its solid reputation for credibility and trust in the market, the result of a commitment that goes beyond the excellence, efficacy, and safety of its products. An essential pillar of this achievement has been the proximity to customers, strengthened by direct interactions in the field, active participation in fairs and events, field days, technical lectures, and workshops, with the aim of offering a differentiated experience and connection, thereby strengthening the success of farmers.

Among the strategic initiatives is the Across the Seas trip, which takes cooperative leaders to Japan to learn about IHARA's research and development process and immersing them in Japanese culture.

Another action to recognize and value partners is the TAIÔ Program, which rewards customers who stand out within the criteria established for each of the four existing categories:

- TAIÔ AGRI and TAIÔ PRODUZA, aimed accredited farmers;
- TAIÔ COOPER, for accredited cooperatives;
- TAIÔ DISTRIBUA, aimed at accredited resellers.

The company's understanding of its clients' needs and challenges is essential to offering effective and innovative solutions. To this end, it continually invests in training and support tools for its staff, ensuring that they are prepared to offer excellent service.

Customer Communication

IHARA has been continuously expanding its digital media activities with the aim of establishing more agile and efficient communication with its target audience. The company maintains an active presence on various platforms, such as [YouTube](#), [Facebook](#) and [Instagram](#), where it shares informative content and guidance aimed at farmers.

On YouTube the company offers a wide range of content, including series such as "Farmer every day", "Hora H do Clima", "Hora H do Agro" and "IHARACAST". In addition, the channel offers technical videos on the protection and control of diseases in agricultural crops that use its portfolio of solutions.

Digital Transformation & Data Protection

GRI 418-1

IHARA ensures compliance with the General Data Protection Law (LGPD), guaranteeing transparent practices in the collection and processing of customer information. In 2024, the company received no notifications of privacy violations or complaints about the use of personal data from regulatory agencies or related to privacy in its institutional channels, reinforcing its commitment to information security and compliance with LGPD standards.

Suppliers

GRI 2-6, 204-1, 308-1, 308-2, 408-1, 409-1, 414-1, 414-2

IHARA's supply chain is made up of an integrated network of global and local partners. While the active ingredients are mainly purchased from international suppliers such as Japan, China, and India, the other raw materials, packaging and inputs are mostly supplied by domestic companies.

IHARA prioritizes partnerships with suppliers who share its ethical and environmental values. In 2024, 25% of the company's budget was allocated to local suppliers, contributing to the economic development of the communities where it operates.

The company regularly assesses its suppliers in terms of their environmental and social impacts. In the last cycle, 14 suppliers were analyzed for possible environmental impacts, with no significant negative impacts identified. IHARA adopts strict criteria

to avoid contracting suppliers involved in illegal practices, such as work analogous to slavery or the exploitation of child labor. To this end, the company uses robust compliance tools, such as audits and periodic analyses.

In 2024, IHARA analyzed the possibility of integrating 2 new suppliers into its chain, which meet the internal criteria for Environmental Approval. Of these, 100% have been assessed in terms of environmental and social aspects.

The company's Compliance Channel, directly linked to the CEO and the Human Development Department (DDH), ensures the integrity of relations with suppliers. If a supplier displays conduct that conflicts with IHARA's values, they will be immediately disconnected and, if necessary, reported to the competent authorities, such as the Public Prosecutor's Office.

In addition, IHARA follows standards of ethics and conduct in its commercial relations. The company's Code of Conduct and Ethics states that purchasing decisions must be based exclusively on technical-commercial and economic-financial criteria. It is expressly forbidden for employees to receive any kind of financial or material benefit in negotiations with suppliers.

The company reaffirms its commitment to a sustainable and ethical supply chain, consolidating its responsible management in line with the highest standards of integrity.

Institutional Relations and Society

IHARA plays a strategic role in promoting socio-economic development in Brazil, contributing to sustainable agricultural practices, food security and the strengthening of local communities. Through technical and financial support to rural producers, the company fosters the generation of employment and income, as well as supporting civil society organizations, expanding its positive impact.

With a continuous focus on building lasting partnerships and seeking customer satisfaction, IHARA prioritizes collaborative and effective relationships. Interaction with communities, together with its social initiatives, educational programs and sustainability projects, reflects its commitment to driving significant social and economic change.

This commitment demonstrates corporate management guided by ethical values and a long-term vision, creating an environment conducive to sustainable growth. IHARA positions itself as a catalyst for positive change, promoting concrete benefits for both the agricultural sector and the communities it supports.

Social Action & Local Communities

GRI 413-1, 413-2

Social actions are part of the set of initiatives proposed by the company.

In 2024, donations were made to selected charities, prioritizing those whose work is recognized for its seriousness and relevance. The contributions, made exclusively through financial resources, covered not only the local community of the head office but also several other regions, allowing the active involvement of employees from different states and strengthening the social impact and commitment to the communities served.

In 2024, IHARA supported **32 projects**, with a total of **R\$3,506,643** in incentive and direct donations. These funds were allocated to various institutions in the areas of childcare, health, education, sport, and culture.

One of the main beneficiaries is the Hospital do Amor, which received a significant investment to strengthen the fight against cancer and improve the conditions of care. The company has contributed not only to the health of patients of all ages but also to cultural initiatives promoted by the hospital, which have a positive impact on the community and provide emotional and social benefits to patients. These actions are essential for recovery and quality of life.

In the cultural sector, IHARA has also encouraged events in the state of São Paulo, reaffirming its commitment to culture and music in Brazil.

In Sorocaba, the company mobilized during the heavy rains that affected the city, donating food, hygiene





products, and other essential items to the relocated families in collaboration with the city government. This support was crucial in mitigating the impact of the disaster and helping people to recover with dignity.

Once again, IHARA supported the traditional race that takes place in the city, ensuring the participation of 2,000 runners. This event promotes health and well-being, supporting sports and community integration.

Total effective donations by IHARA in 2024 (R\$)

Framework	Value	Number of projects
Children and Adolescents	417,750	05
Sports Law	850,000	05
Elderly Law	417,750	03
Rouanet Law + Audiovisual Law	1,626,500	04
Total (Incentives)	3,312,000	17
Direct Donations (Not Incentivized)	194,643	15
Grand Total	3,506,643	32

Institutional Relations

GRI 2-28

In 2024, IHARA had institutional partnerships with various organizations representing the profession and civil society, including:

- Abrafrutas - Brazilian Association of Producers and Exporters of Fruits and Derivatives;
- Brazilian Association of Rural Marketing and Agribusiness (ABMRA);
- Brazilian Association of Technical Standards (ABNT);
- Brazilian Association of Human Resources (ABRH);
- Center of Industries of the State of São Paulo (Ciesp-SP);
- CropLife Brazil;
- Fungicide Resistance Action Committee (FRAC);
- Herbicide Resistance Action Committee (HRAC);
- Insecticide Resistance Action Committee (IRAC);
- National Institute for the Processing of Empty Packaging (inpEV);
- ProHuma Institute for Scientific Studies (ProHumal);

- National Union of the Plant Defense Products Industry (SINDIVEG).

Government

GRI 415-1

IHARA plays a crucial role in consolidating safety standards for pesticides and implementing Good Agricultural Practices (GAP) policies, in line with the guidelines of government regulatory agencies. Through its active participation in sector entities, the company contributes to the advancement of the sector and the promotion of sustainable practices.

In addition, IHARA reinforces its commitment to Brazil's socio-economic development by paying taxes on all its activities, including production, administration and sales. This commitment to fiscal responsibility highlights the company as an active agent in strengthening the Brazilian economy.

Recognition/Awards

In 2024, IHARA received several recognitions and awards for the excellence of its work:



1st place in the Agricultural Defensives segment of **Globo Rural magazine's "Best of Agribusiness"** award. This is the **11th** IHARA has won first place in this award and the **ninth consecutive time in 2024.**



Award that honors the companies that have stood out in national agribusiness.



For the **3rd consecutive year**, IHARA was awarded a prize at **the Agro 2024 Communication Exhibition by ABMRA** (Brazilian Association of Rural and Agro Marketing) in the crop protection segment. There were 4 awards won in the 2024 edition alone, with the highlights being the **"World Agriculture Day"** project - which showcased the strength of Brazilian agriculture on a billboard in Times Square, New York - and the press activation with the press kit for the SUGOY and TERMINUS insecticide launch press conference.



GOLD
Press activation.
Press kit Press conference Sugoy and Terminus press conference.



GOLD
OOH and DOOH.
Times Square Agriculture Day.



SILVER
Campaign to promote agriculture.
Times Square Agriculture Day.



BRONZE
Print media.
Sugoy triple ad.



Recognized by Forbes among the 100 largest agribusiness companies in Brazil.



IHARA among the **100 largest agribusiness** companies.



It won 2 communication awards at the MÍDIA FESTIVAL for its creativity and innovation.



BRONZE
Print category.
Strike ad.



BRONZE
Out of home media category.
Times Square Agriculture Day.



IHARA was recognized by the EXAME - Best and Biggest yearbook.



Sustainable Industry



Research and Development

In 2024, IHARA conducted around 100 research projects focused on high-performance solutions with a low environmental impact. The initiatives prioritize a line of research to improve formulations with a high concentration of active ingredients, resulting in a reduction in the doses applied, a smaller volume of packaging, and a reduction in logistical costs. This approach brings benefits to customers, the production chain and the environment.

Operating in a highly regulated sector, IHARA works with products that require special care at every stage - from the import of inputs, production, transportation, and sale, to application in the field - and ensures compliance with standards that guarantee safety for applicators and environmental protection. The commitment to sustainability is present in all sectors within the company, and each area has specific metric controls, indicators, and procedures aimed at ensuring compliance.

Environmental Quality and Efficiency

GRI 3-3

The continuous improvement of environmental indicators is an integral part of IHARA's Objectives and Targets. This commitment is consolidated by setting eco-efficiency targets that are rolled out to the various areas of the company.

The evolution of these indicators over the years attests to the rational use of natural and energy resources. These efforts demonstrate a commitment to not only maintaining but continually improving its environmental performance, reflecting a conscious and responsible business approach.

Water and Effluents

GRI 303-1, 303-2, 303-3, 303-4, 303-5

Capture, Reuse, Disposal and Reduction of Consumption

IHARA adopts a conscious management of water resources, using water from four main sources: surface, underground, reuse (produced), and supplied by third parties. In 2024, water withdrawal totaled 199.91 ML, most of which came from surface and underground sources, always respecting the volumes granted to minimize impacts. The water collected was used for industrial and laboratory processes, product formulation, irrigation, cleaning, and administrative activities.

The company has a strategy for managing water consumption and effluent generation in its production units, linked to annual targets for reducing water-related environmental indicators. In 2024, IHARA achieved a 6% reduction in the indicator of water consumption per ton produced, compared to 2023.

Among the strategies used are daily online monitoring and the stratification of consumption data, which allows deviations to be identified and, if they occur, corrective actions to be implemented, guaranteeing efficiency and continuous improvement. Actions and projects aimed at reducing consumption demands, optimizing production processes, and investing in water recycling through internal effluent treatment complement the strategies used by IHARA. This reduces the need for water extraction, preserves water resources, and aligns the company with the local context and public policies.

The company maintains an active dialog with stakeholders, promoting sustainable water management. It also engages suppliers and customers to reduce water impacts throughout the value chain, reinforcing its commitment to preserving natural resources in the communities where it operates.

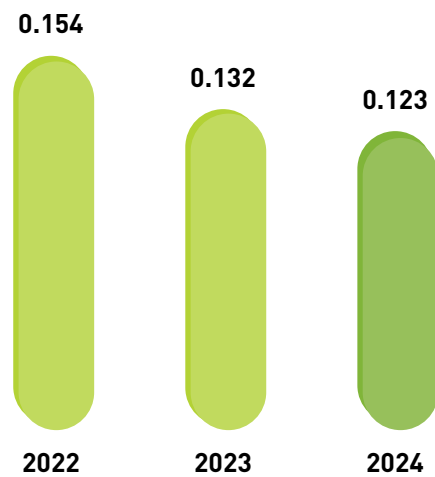
Water Collection Sources⁴ for Use at the Sorocaba Headquarters (ML) – (GRI 303-3)

	2022	2023	2024
Surface water	64.37	68.21	118.93
Groundwater	80.06	47.73	66.09
Reuse water	4.06	7.64	9.50
Third-party water	5.87	5.69	5.39
Total	154.36	129.26	199.91

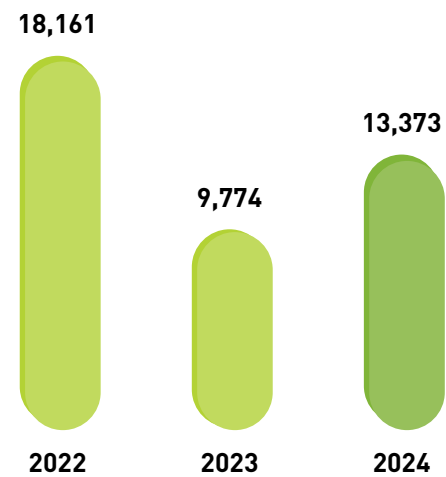
Total Water Discharge (ML) – (GRI 303-4) | Total Water Consumption (ML) – (GRI 303-5)

	2022	2023	2024
Total water withdrawal	154.36	129.26	199.91
Total water discharge	13.55	9.41	12.71
Total	140.81	119.85	187.20

Water Consumption Index (m³/ton of production)



Water for Industrial Purposes (ML)



Effluent Treatment

IHARA has a robust internal effluent treatment system developed with the aim of eliminating discharge into water bodies and generating quality water for reuse in its utilities equipment, such as boilers and cooling towers. Parameters such as pH, turbidity, and electrical conductivity are monitored to ensure compliance with legal standards and internal

reuse criteria. The waste generated in the reverse osmosis system that cannot be used is sent for external treatment in accordance with the standards established in Article 19-A of Decree 8468/76 of the State of São Paulo, at treatment plants that are duly licensed and approved for this purpose.

4. All the water collected by IHARA is fresh water (water with a total dissolved solids concentration of 1,000 mg/L or less).

Electricity

GRI 302-1, 302-2, 302-3, 302-4, 302-5

IHARA reaffirms its commitment to reducing energy consumption, prioritizing the efficient management of electricity, which makes up the majority of its energy matrix. To this end, it uses a specialized platform that enables daily monitoring and online data collection, ensuring greater precision in consumption management.

The company aims to reduce its energy consumption rate by 5%, using a performance indicator that relates total energy consumption (in MWh) to the total volume produced (in tons). This indicator makes it possible to

monitor energy efficiency and direct efforts toward reducing environmental impacts.

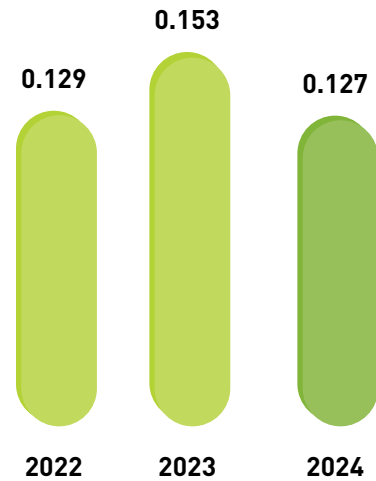
In 2024, an 17% reduction in the energy consumption index was recorded compared to 2023, consolidating the search for energy efficiency as a strategic priority for IHARA. The company invests in the continuous improvement of its operations, replacing equipment with more efficient versions and implementing advanced technologies to reduce energy consumption. In addition, IHARA has no significant energy consumption outside the organization.

Evolution of the Electricity Consumption Index

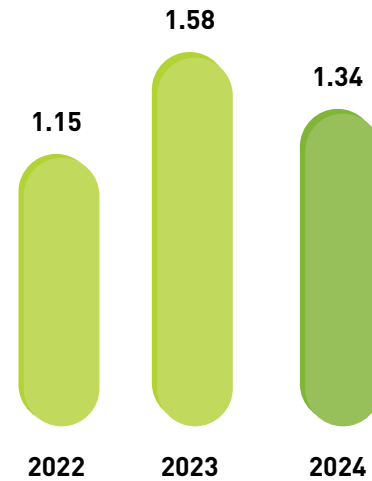
(GRI 302-3)

MWh/Ton Index – (Energy Consumption/Production Volume)

Agrochemicals



Packaging factory⁵



Note: The AGROCHEMICALS variable involves all the facilities located at IHARA's headquarters in Sorocaba (SP): production plants, synthesis, laboratories, administrative buildings, canteen, logistics warehouses, ETE, laundry, and Research Center. The Packaging Plant, which is also located adjacent to the headquarters, is managed independently of the indicator due to the type of product it manufactures.

Energy consumption within the organization – (GRI 302-1)

	2022	2023	2024
Natural gas - non-renewable source (m³)	937,786.59	502,240.28	698,212.80
Electricity consumption (MWh)	18,482.60	15,337.42	19,583.87

Fuel consumption (in GJ)

	2022	2023	2024
Natural gas - non-renewable source (GJ)	35,617	19,075	26,518
Electricity consumption (GJ)	66,537	55,215	70,502
Total energy consumption (GJ)	102,154	74,290	97,020

5. The values for the energy consumption index per production volume at the packaging plant have been revised for the years 2022 and 2023, as the calculation was updated so that production is measured in tons instead of units, since in 2024 the production of 5- and 10-liter drums also began.

Greenhouse Gas Emissions

GRI 305-1, 305-2, 305-4, 305-5

Impacts and Actions

For 15 consecutive years, IHARA has drawn up its Greenhouse Gas (GHG) Emissions Inventory, following the guidelines of the GHG Protocol. This commitment reinforces its responsibility to reduce emissions and its efforts to continuously improve its measurement process. In 2024, with the aim of making further progress on this journey, the company focused its efforts on carrying out the Scope 1 and Scope 2 inventories, seeking to consolidate its processes and data management. During the year, the company recorded direct emissions (Scope 1) of 4,161.50 tCO₂e and indirect energy emissions (Scope 2) of 866.308 tCO₂e. These measurements cover CO₂, CH₄, N₂O, and HFC gases. Direct and indirect biogenic emissions amounted to 356.348 tCO₂e in the period.

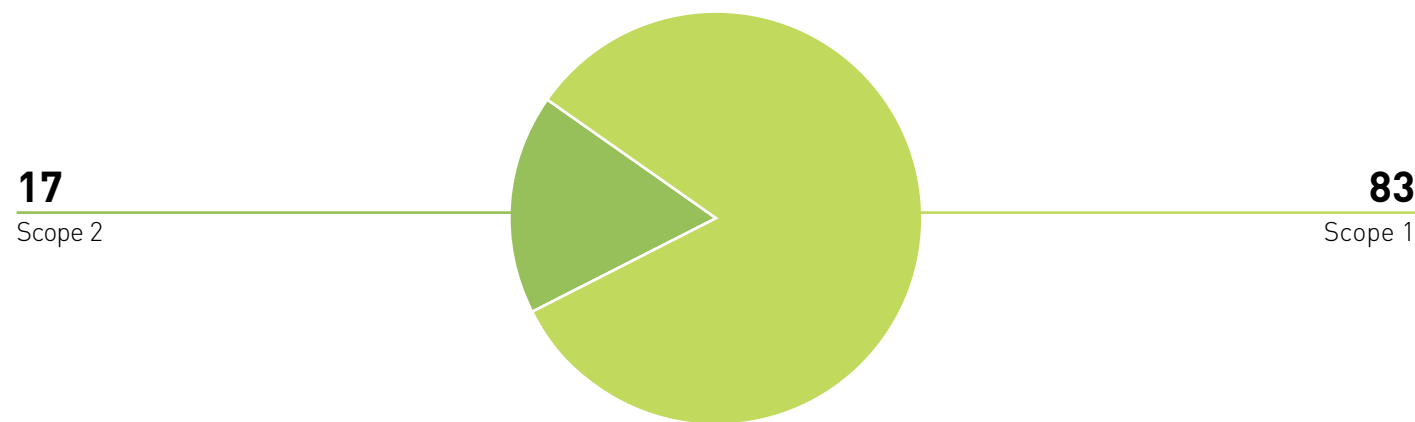
IHARA recognizes the importance of monitoring, managing, and mitigating its emissions - and

consequently its climate impacts - and has adopted strategies that include energy efficiency, optimizing production processes, and reducing its carbon footprint. In addition, it maintains continuous monitoring of emissions and promotes initiatives aimed at reducing the environmental impacts of its operations.

IHARA contributes significantly to reducing GHG emissions through its participation in the Campo Limpo System, a reverse logistics program that ensures the proper disposal of pesticide packaging. In addition, the use of post-consumer resin in the manufacture of new plastic drums at its packaging plant reinforces the company's commitment to the circular economy and the preservation of the environment.

The data is summarized in the following graphs:

Greenhouse Gas Emissions at 2024, total by scope (%)



Greenhouse gas emissions, total by scope (tCO₂e emissions)

	2022	2023	2024 ⁶
Scope 1	4,101.57	4,251.70	4,164.95
Scope 2	781.46	648.84	866.31

Notes: 1 - The approach used for the calculation was that of operational and financial control.
2 - The methodology followed the GHG Protocol calculation standards and assumptions.

Biogenic CO₂ emissions by scope (tCO₂e)

	2022	2023	2024
Scope 1	174.75	252.56	356.35
Scope 2	1,734.26	924.96	0

Emissions intensity

GRI 305-4

	2022	2023	2024
Scope 1 and 2 emissions tCO ₂ e/production volume in tons	0.042	0.066	0.046

6. The 2024 GHG emissions inventory was reformulated to improve the quality and depth of information on Scope 1 and 2 GHG emissions, which is why IHARA chose not to account for Scope 3, which will be restructured in future inventories.

Use of Materials

GRI 301-1, 301-2, 301-3

IHARA efficiently manages the acquisition of raw materials and packaging, using a specialized system that meets the demands of its production. In 2024, the company expanded its production capacity through the expansion of the industrial plant and the optimization of operating shifts, aiming to improve equipment efficiency and to meet the evolving portfolio.

In this context, the company recorded a considerable increase in the purchase of materials, totaling 29,064 tons and 14,014,040 units. This increase reflects the resumption of sales in the market and the consequent rise in demand for its products, directly impacting the volumes of raw materials used. This volume of consumption⁷ is detailed in the table below.

Renewable Materials Used (Volume) – (GRI 301-1)

Name	Type	2022	2023	2024
Recycled plastic containers (unit)	Raw materials (packaging)	1,024,667	996,900	327,834
Recycled plastic caps (unit)	Raw materials (packaging)	13,521,400	7,423,000	8,826,650

Non-Renewable Materials Used (Volume) – (GRI 301-1)

Name	Type	2022	2023	2024
Mixture of esters and ethoxylated fatty alcohol (t)	Raw materials (inputs)	1,451	882	4,046
Mineral Oil (t)	Raw materials (inputs)	12,998	4,526	11,914
Xylol (t)	Raw materials (inputs)	1,056	306	427
KOH solution (t)	Raw materials (inputs)	11,255	7,166	10,496
Mixture of decyl glucoside in water (t)	Raw materials (inputs)	2,653	1,465	2,181
Plastic bottles and drums (unit)	Raw materials (packaging)	9,720,041	3,114,291	4,859,556

The company also makes significant use of post-consumer resin in the manufacture of drums at its Sorocaba plant. In 2024, IHARA reached a proportion of 69% recycled resin, remaining close to the 75% recorded in the previous year; the reduction in the proportion occurred due to difficulties in supplying the material at the end of the year, specifically

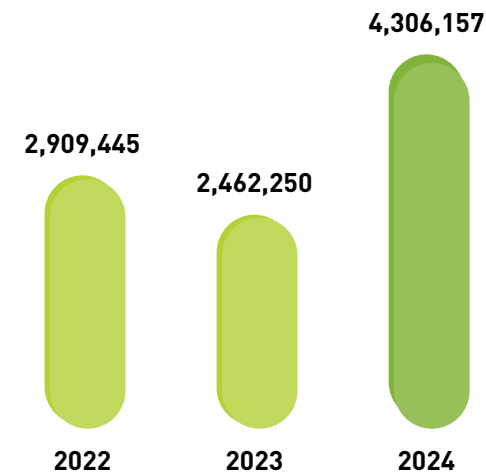
in November and December 2024. This practice reinforces the company's commitment to sustainability by integrating recycled materials into its production processes. This constant use of post-consumer resin demonstrates IHARA's ability to promote the circular economy and reduce environmental impacts, contributing to a more sustainable production chain.



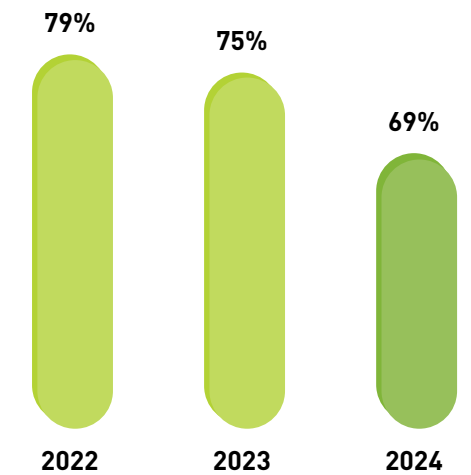
Another important milestone reached in 2024 was the start of production of 5L and 10L drums by the Sorocaba unit, in addition to the 20L drums already produced. This expansion significantly increased the availability of packaging suitable for use, directly contributing to the reduction of greenhouse gas emissions in the packaging transportation logistics chain.

Volume of packaging produced by IHARA's plant in Sorocaba – (GRI 301-2)

Packaging production⁸ (KG)



Recyclate consumption (%)



7. The consumption considered in this indicator is calculated based on the volume of materials purchased during the reporting period and there may be a difference compared to the actual consumption value depending on the variation in material inventory during that period.

8. **Note:** the figures for 2022 and 2023 have been converted from units to kg to facilitate the accounting of production for the 5 L and 10 L packages that began production in 2024, alongside the 20 L packages that were already produced by IHARA.

Waste Management

GRI 306-1, 306-2, 306-3, 306-4, 306-5

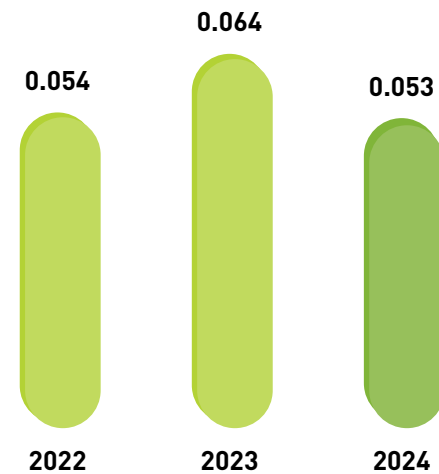
IHARA generates and manages waste on two main fronts: industrial waste, derived from the production plants of fungicide, herbicide and packaging; and downstream waste, from the empty packaging of after-sales pesticides. Both activities have a potential environmental impact, such as soil and water contamination. To control or reduce these risks, the company monitors the waste generated, employs strategic indicators for reducing waste generation and implements internal effluent treatment at its production plants.

The company integrates the “3 R’s of Sustainability” - Reduce, Reuse and Recycle - into its strategy for managing both the materials used and the waste generated. From the acquisition of inputs to the final product, it seeks to reduce waste generation by promoting collection and optimizing industrial flows. The segregation of reusable and recyclable materials is a consolidated practice, involving the use of equipped waste sheds, efficient monitoring, regular audits, and Kaizen methodologies for continuous improvement.

All waste generated is tracked using Waste Transportation Manifests (MTRs) issued by CETESB’s SIGOR system. Information on final disposal is managed by the company and recorded daily in control spreadsheets, which help monitor KPIs and ensure compliance with established internal policies and environmental regulations.

In 2024, there was an 17% reduction in the total waste generation index, calculated based on the total waste produced (in tons) in relation to the production volume (in tons). The recovery of waste involves the development of more sustainable disposal chains and the implementation of strict internal controls up to the final disposal. The target set for 2024 was a 5% reduction in waste generation compared to the previous year. Strategic management and continuous monitoring have resulted in a significant reduction in the rate of waste generation per ton produced, promoting greater efficiency in processes and minimizing environmental impacts.

Waste Generation Index (ton/ton Production)



Waste Generated – Total weight (ton) – (GRI-306-3)

Waste classification	Waste description	2023	2024
Hazardous and Non-Hazardous Waste - (Coproducting/Incineration)	Contaminated packaging, wastewater treatment plant sludge, hazardous liquid and solid waste, common urban waste and rubble.	908	1,529
Hazardous Waste - (Recycling)	Contaminated plastic and metal packaging	1,252	1,681
Non-Hazardous Waste - (Recycling)	Paper, plastic, wood, glass, and metal	2,603	2,493
Total		4,763	5,703

Waste sent for disposal, by type of disposal operation (tons) – (GRI 306-5)

Waste diverted from disposal, by type of recovery (tons) – (GRI-306-4)

Type of waste	Type of Disposal Operation	2022	2023	2024
Non-Hazardous Waste				
Coproducting	Municipal solid waste and construction waste	212	206	203
Recycling/reuse	Mixed Scrap (Wood, paper, plastic, and metal)	1,861	2,603	2,493
Hazardous Waste				
Incineration	Non-compliant products, industrial sludge, and miscellaneous contaminated solid waste	427	676	1,298
Coproducting	Contaminated solid waste and rubble	1,712	26	28
Recycling/reuse	Contaminated plastic and metal packaging	2,195	1,252	1,681
Total		6,407	4,763	5,703



Product Development

GRI 3-3, 416-1, 416-2

Innovation & Development



IHARA is dedicated to safety at every stage related to its products, from production, efficacy, labeling and application to post-application. The company operates in a sector regulated by strict standards, where pesticides undergo detailed environmental and human health assessments. These products are only marketed after receiving approval from the government organizations responsible for the analyses.

In 2024, IHARA made 37 submissions for registration, including 12 applications for new products and 22 for package leaflet extensions, expanding the sustainable supply of pesticides.

The company's Research & Development department is constantly looking for formulations that minimize the impact on the environment and human health, an ongoing challenge that reflects IHARA's commitment to sustainable innovation.

The formulations of these products are developed and tested in-house by IHARA's technology and research team, ensuring that the products launched on the market meet the highest standards of safety and efficacy.

The company has a robust regulatory area made up of experienced professionals, including specialists in toxicology, ecotoxicology, chemistry and agronomy, dedicated to analyzing and meeting all the requirements demanded by the regulatory agencies for the registration of an agricultural pesticide. The area also maintains an interface with various sectors of the company in order to provide guidance on adherence to the rules and laws in force regarding the import, research, production, marketing and distribution of its entire product line.

Investments Focused on Reducing Toxicity

IHARA has invested in reducing the toxicity and improving the technical efficacy of the new products submitted for approval by government authorities. This effort demonstrates the commitment to guiding the safety of rural producers, combining technical efficiency with environmental and health responsibility. The initiative reflects a conscious approach to developing products that not only meet agricultural needs but also respect rigorous safety and sustainability standards.

Applications for Registration in 2024

As a result of many years of significant investment in research and development, IHARA obtained 5 herbicide and 3 insecticide registrations in 2024, as well as the approval of 12 package leaflet extensions for various crops.

New Submissions for Registration in 2024

In 2024, IHARA made a total of 37 submissions to the regulatory agencies responsible for registering pesticides, of which 12 were applications for the registration of new products - including a herbicide with a molecule that has never been used in Brazil - 22

were applications for package leaflet extensions and 3 were applications for formulation modernization.

Labeling

GRI 417-1, 2-27

IHARA maintains its commitment to compliance and transparency through actions aimed at ensuring that the labeling of its products fully complies with the applicable legislation. In addition, the regulatory area complements these actions by evaluating and ensuring that all legal requirements are met satisfactorily. These requirements, set out in laws, decrees and ordinances specific to crop protection products, cover mandatory information to be included on labels and leaflets, which is essential for the safety and proper use of the products.

IHARA complies with 100% of the items required by the relevant legislation, ensuring that all its products are assessed for compliance and duly approved by the National Health Surveillance Agency (ANVISA), the Brazilian Institute for the Environment and Renewable Natural Resources (IBAMA) and the Ministry of Agriculture and Livestock (MAPA).

Product Safety

GRI 416-1, 416-2

IHARA operates in a highly regulated sector and recognizes its responsibility throughout the life cycle of its products; therefore, it adopts a series of comprehensive strategic measures:

- The company adopts strict labeling standards, providing detailed information on correct use, composition, active ingredients, toxicity and environmental hazard, in compliance with the licensing and use standards for pesticides in Brazil and guarantees the safe and efficient application of these products.
- All the studies required for registration, including residue and toxicity analyses, are carried out in Good Laboratory Practice (GLP) certified entities, guaranteeing the reliability and safety of the products.
- IHARA recognizes its responsibility for the real and potential impacts of agricultural production and acts

to minimize the negatives and maximize the benefits through innovative and sustainable practices and rigorous legal compliance.

- Continuous investment in innovations and technologies, developing environmentally safer solutions such as biological products and advanced formulations that meet farmers' needs with less environmental impact.
- Through the Cultivida program, IHARA guides customers and agricultural technicians on Good Agricultural Practices (GAP) and the safe use of products. This initiative includes the distribution of Personal Protective Equipment (PPE), socio-educational events, strategic partnerships and digital communication, as well as constant training for the sales team, enabling them to properly guide producers.

IHARA also participates in the Correct and Safe Use Committee of the National Union of the Plant Defense

Products Industry (Sindiveg), contributing technical support for the development and revision of online courses and technical publications. The company also supports the Legal Applicator Program, in accordance with Federal Decree 10.833/2021, promoted by the Ministry of Agriculture, Livestock and Supply (MAPA).

Another highlight is participation in the Colmeia Viva program, promoted by Sindiveg, which encourages the responsible use of pesticides, protecting crops and beekeeping. The initiative strengthens dialogue between farmers and beekeepers, promoting harmonious coexistence between the activities, protecting the environment and contributing to food security.

The Cultivida Program strengthens relationships with partners and customers through specialized technical assistance and personalized support. This initiative promotes a closer dialogue with farmers, allowing IHARA to understand local conditions and specific needs, thereby contributing to the more efficient and sustainable use of its products in the field, in line with its commitment to innovation and improving the quality of life in rural communities.

The program reaffirms IHARA's commitment to responsible and sustainable agricultural practices, as well as the importance of the conscious and safe use of pesticides, consolidating its role as a strategic

partner in the development of integrated solutions for the sector. It also includes lectures and socio-educational events that highlight these topics to promote the health and integrity of the farmer. In 2024, the program's main actions included:

- Practical Training: Held in various regions of Brazil and adapted to different rural realities. In Mato Grosso, for example, there was an emphasis on care and safety when applying pesticides, as well as ensuring correct use, especially in areas close to indigenous reserves.
- Distribution of PPE: Thousands of pieces of personal protective equipment (PPE) were distributed to small and medium-sized farmers, ensuring access to equipment and safe working conditions in the countryside.
- Raising Awareness of Good Agricultural Practices: Encouraging good agricultural practices through the correct interpretation of package leaflets, compliance with residue limits and proper disposal of packaging.

Through the Cultivida program, 2.2 million PPEs have already been distributed to farmers throughout Brazil.

Alongside these actions, IHARA plays an active role in disseminating Good Agricultural Practices (GAP), integrating them into its actions on the Correct and Safe Use of Pesticides.





Post-Consumer Packaging Disposal and Recycling Program

GRI 306-1

IHARA plays a key role in the reverse logistics of empty crop protection packaging as part of the Campo Limpo System (SCL). Operated by the National Institute for Processing Empty Packaging (inpEV), the program is a global benchmark in the sustainable management of these packages, ensuring the proper disposal of post-consumer materials and operating reverse logistics throughout the country.

Currently, the Campo Limpo System guarantees the environmentally appropriate disposal of 100% of the packaging received, of which 97% is sent for

recycling into raw materials for new products and only 3% is incinerated in accredited facilities, ensuring environmentally responsible disposal.

By contributing to the Campo Limpo System, IHARA reaffirms its commitment to reducing environmental impacts and promoting the sustainable development of agriculture. Through effective reverse logistics practices and responsible management, the company ensures the reuse of resources and the proper disposal of waste.

Positive Impacts of the Campo Limpo System on Planet

Gains from the existence of the Campo Limpo System (SCL) in 2023

Gains from the packaging purchased by IHARA in 2023

Emissions



75,239 tons of CO₂e avoided



923.4 tons of CO₂e avoided

Energy



4 billion megajoules of energy no longer consumed



44.3 million megajoules of energy no longer consumed

Water



43.5 million liters of water no longer consumed



2.81 million liters of water no longer consumed

Source: Eco-efficiency study carried out by the Eco+ Foundation, calculated based on the environmental gains generated by the existence of the SCL and the supply of Campo Limpo products to IHARA. The methodology adopted is in line with international packaging life cycle assessment standards. Period: 2023.

Biodiversity

GRI 3-3, GRI 304-1, GRI 304-2, GRI 304-3

IHARA's actions consider the actual and potential impacts of its operations on protected habitats, areas close to regions of high biodiversity value and local and regional ecosystems. Recognizing that its activities can influence the conservation of water, soil, air and biodiversity, the company implements measures to mitigate negative effects and promote positive results in its products, services and operations.

The company strictly complies with all the requirements related to environmental licensing for new projects, equipment and products and carries out environmental aspect and impact assessments (LAIA), which include specific controls to minimize environmental risks. All the requirements established by CETESB are monitored and implemented, ensuring compliance and the mitigation of potential negative impacts.

IHARA also maintains its commitment to environmental conservation by preserving Legal Reserve (RL) and Permanent Preservation Area (APP) areas on its properties, ensuring the protection of various species of local fauna and flora and contributing to the preservation of regional biodiversity.

Protection Areas

IHARA's headquarters, located in Sorocaba in the southeast of the state of São Paulo, occupies a total area of 232.4 hectares, equivalent to 26 km. This space houses administrative and industrial sectors and the Research Center for the agricultural sector, as well as being bordered by important environmental areas, such as the Tijuco Vermelho stream and the Pirajibu stream. Of the total property, 47 hectares are set aside for the Legal Reserve and 32 hectares for Permanent Preservation Areas (APPs), totaling around

80 hectares dedicated to conservation in accordance with environmental legislation.

The protected areas are managed by specialized teams who ensure their maintenance, integrity, and preservation through security measures such as camera monitoring, periodic patrols, the use of fences and specific signage in the protected areas. These initiatives, combined with environmental management, minimize the impacts of the company's industrial operations.

IHARA also promotes environmental education among its employees as part of its organizational culture, including raising awareness about environmental preservation and the importance of respecting local fauna during the onboarding process for new employees.

Conviver Project

Conviver is an IHARA project that aims to value the contribution of bees and other pollinating insects to agriculture. The project's initiatives include the Conviver Abodes and educational actions such as the development of scientific content like the series of three e-books Crop Review with a Focus on Bee Pollination, developed in partnership with experts on the subject. The series provides scientific information on the relationship between pollinators and agricultural crops in inclusive language and is available free of charge on the [company's website](#).

The Moradas Conviver implemented at the research centers in Primavera do Leste (MT), Sarandi (PR) and Sorocaba (SP) are carefully planned structures for sheltering and nurturing bees. These spaces guarantee a continuous supply of pollen and nectar, with plants that bloom throughout the year, as well as



water sources and protection from the elements. The Moradas demonstrate the possibility of harmonious coexistence between beekeeping and agricultural activities conducted in accordance with good practices.

In 2024, on May 20 - World Bee Day - Forbes highlighted the Conviver Project among the initiatives aimed at preserving these insects.

IHARA's commitment to the preservation of bees reflects its vision of sustainability and its contribution to the harmonious coexistence of agriculture and biodiversity.

Colmeia Viva Project

IHARA actively participates in the Colmeia Viva program, an initiative of SINDIVEG (National Union of the Plant Protection Products Industry), as a member of the Technical Committee for Correct and Safe Use. Colmeia Viva's mission is to promote the correct use of pesticides in Brazilian agriculture to protect crops and help guarantee people's basic right to food,

while respecting beekeeping, protecting bees, and the environment. Its main objective is to encourage dialogue between farmers and beekeepers. To this end, it has made available an application to facilitate dialogue between farmers and beekeepers, identifying areas where agricultural and beekeeping activities overlap.

Colmeia Viva also provides free technical assistance through a hotline that clarifies doubts and shares good practices for preventing and mitigating bee mortality, serving farmers, bee breeders, pesticide applicators, distributors, resellers and sales teams from the signatory companies.

In this context, SINDIVEG offers distance learning on the interaction between beekeeping and agriculture, as well as various informative publications on beekeeping management and the importance of bees for agriculture.



About the Report



Materiality Matrix

GRI 2-29, 3-1, 3-2

IHARA revised its materiality matrix in 2022 in line with the new GRI guidelines. To identify the material topics in this Sustainability Report, the company adopted the methodology of the **GRI 3:2021** standard. This process ensured the identification and prioritization of material topics that reflect the company's main challenges and impacts. The Sustainability Report addresses IHARA's strategic areas such as health and safety, community relations, compliance, emissions, energy, water, materials, waste, product quality and safety, as well as operational risk management.

Continuous engagement with stakeholders plays a central role in identifying these issues. IHARA maintains regular interactions with customers, suppliers, communities and employees, ensuring active listening that guides its decisions and improves reporting. Contributions gathered during this process have been carefully analyzed to refine and evolve the material themes initially defined.

Based on industry trends and stakeholder engagement, the company has structured its materiality matrix into three main dimensions:

GRI 2-3

IHARA publishes its annual Sustainability Report, demonstrating its commitment to transparency and corporate responsibility. The document presents the economic-financial, social and environmental results for the period from January 1 to December 31, 2024.

The report was prepared in accordance with the Global Reporting Initiative (GRI) standards. Previous reports are available for consultation on the company's official website <http://www.IHARA.com.br/sustentabilidade/>. The company provides the channel sustentabilidade@IHARA.com.br for questions or clarifications on the content presented in this report.

IHARA's sustainability initiatives are structured around three fundamental pillars: **Strategic Management**, **Relationship Management**, and **Sustainable Industry**. These pillars guide business decisions,

influence operations and establish clear guidelines for the company's procedures.

IHARA is constantly evolving its ESG (Environmental, Social and Governance) practices through integrated efforts across the organization. In addition to meeting its established commitments, and recognizing the importance of these initiatives, IHARA seeks to achieve additional goals that drive the sustainable growth of its operations.

The results of these initiatives are evident, benefiting not only the business but also its employees, clients and society as a whole.

Material Themes and Related Topics

Material Themes	Dimension topics	Related SDGs
Strategic Management	Economic Performance	
	Business strategies	
Relationship Management	Employees	
	Suppliers	
	Clients	
	Community	
Sustainable Industry	Environmental Quality	
	Environmental efficiency	
	Biodiversity	
	Product liability	



Annexes

GRI 2-7 Employees

GRI 2-8 Non-employee workers

Employees by Type of Workday and Gender – (GRI 2-7, 2-8)

	2022		2023		2024	
	Time integral	Part-time	Time integral	Part-time	Time integral	Part-time
Own						
	683	0	739	3	713	4
	145	0	119	0	111	1
	828	0	858	3	824	5
Outsourced						
	98	13	79	13	75	13
	31	11	24	3	24	3
	129	24	103	16	99	16

Employees by Functional Category and Gender – (GRI 405-1)

Functional Category	2023				2024		
Directors	1.00%	0.00%	1.00%	0.80%	0.00%	0.80%	
Managers / Leaders	11.20%	1.40%	12.60%	12.00%	1.50%	13.50%	
Analysts, consultants, specialists, technicians	43.50%	8.60%	52.10%	42.00%	7.30%	49.30%	
Operational	30.50%	3.80%	34.30%	31.00%	5.40%	36.40%	
Grand Total	86.20%	13.80%	100%	85.8%	14.20%	100%	

Employees by Type of Contract and Region – (GRI 2-7, 2-8)

	2022			2023			2024		
	Permanent contract	Temporary contract	Total	Permanent contract	Temporary contract	Total	Permanent contract	Temporary contract	Total
Own									
South	61	0	61	66	0	66	48	0	48
South East	641	0	641	618	50	668	631	43	674
North East	21	0	21	19	1	20	21	0	21
Midwest	92	0	92	91	4	91	71	5	76
North	11	0	11	10	0	10	5	0	5
Others	3	0	3	2	0	2	3	2	5
Total	829	0	829	806	55	861	779	50	829
Outsourced									
South	4	28	32	4	21	25	0	18	18
South East	32	43	75	45	23	68	55	28	83
North East	0	8	8	0	3	3	0	3	3
Midwest	8	25	33	8	13	21	0	10	10
North	0	3	3	0	0	0	0	1	1
Others	2	0	2	0	2	2	0	0	0
Total	46	107	153	57	62	119	55	60	115

Employees by Functional Category and Age Group – (GRI 405-1)

Functional Category	2023				2024			
	Below 30 Years	Between 31 and 50 Years	Above 50 Years	Grand Total	Below 30 Years	Between 31 and 50 Years	Above 50 Years	Grand Total
Directors	0.00%	0.70%	0.30%	1.00%	0.00%	0.60%	0.10%	0.70%
Managers / Leaders	0.20%	11.60%	0.80%	12.60%	0.10%	12.00%	1.00%	13.10%
Analysts, consultants, specialists, technicians	10.10%	39.50%	2.50%	52.10%	7.20%	39.80%	2.50%	48.50%
Operational	5.70%	26.10%	2.50%	34.30%	5.80%	28.40%	2.50%	36.70%
Grand Total	16.00%	77.90%	6.10%	100%	13.10%	80.80%	6.10%	100%



**Agricultura
é a nossa vida**

**GRI
Content Index**



GRI Standards	Disclosure	Observation	Page	Omission
GENERAL CONTENTS				
THE ORGANIZATION AND ITS REPORTING PRACTICES				
GRI 2-1	Organizational details		9, 12	
GRI 2-2	Entities included in the organization's sustainability reporting	IHARABRAS S/A INDÚSTRIAS QUÍMICAS and TERRA AGRO HOLDING LTDA consolidate their financial statements for the year 2024.	4, 5	
GRI 2-3	Reporting period, frequency and contact point		78	
GRI 2-4	Restatements of information	The reformulation was carried out in indicator 305-3, since the 2024 GHG emissions inventory will not include Scope 3 in order to focus on deepening and improving the quality of information collection in Scopes 1 and 2 of the inventory. The correct information can be found in the respective indicator.		
GRI 2-5	External assurance	There was no external verification of this report.		
ACTIVITIES AND WORKERS				
GRI 2-6	Activities, value chain and other business relationships		9, 32, 50	
GRI 2-7	Employees		41, 82, 83	
GRI 2-8	Workers who are not employees		41, 82, 83	
GOVERNANCE				
GRI 2-9	Governance structure and composition		28, 30	
GRI 2-10	Nomination and selection of the highest governance body		28	
GRI 2-11	Chair of the highest governance body	The chairman of the highest governance body is not a senior executive of the organization.	28	
GRI 2-12	Role of the highest governance body in overseeing the management of impacts		28	
GRI 2-13	Delegation of responsibility for managing impacts		28	
GRI 2-14	Role of the highest governance body in sustainability reporting		28	
GRI 2-15	Conflicts of interest		28	
GRI 2-16	Communication of critical concerns		28, 34	
GRI 2-17	Collective knowledge of the highest governance body		33	
GRI 2-18	Evaluation of the performance of the highest governance body		28	
GRI 2-19	Remuneration policies		28, 29	Confidential information: the description of remuneration policies is considered confidential by the organization and therefore will not be reported.

GRI 2: General Disclosures 2021



GRI Standards	Disclosure	Observation	Page	Omission
GRI 2: General Disclosures 2021	GRI 2-20	Process to determine remuneration	28, 30	
	GRI 2-21	Annual total compensation ratio	43	Confidential information: the annual total remuneration rates are considered confidential by the organization and therefore will not be reported.
STRATEGIES, POLICIES AND PRACTICES				
	GRI 2-22	Statement on sustainable development strategy	4, 5	
	GRI 2-23	Policy commitments	33, 34	
	GRI 2-24	Embedding policy commitments	33, 34	
	GRI 2-25	Processes to remediate negative impacts	33, 35	
	GRI 2-26	Mechanisms for seeking advice and raising concerns	33, 35	
	GRI 2-27	Compliance with laws and regulations	33, 36, 79	
	GRI 2-28	Membership associations	52	
STAKEHOLDER ENGAGEMENT				
	GRI 2-29	Approach to stakeholder engagement	32, 79	
	GRI 2-30	Collective bargaining agreements	41	
MANAGEMENT APPROACH				
GRI 3: Material Topics 2021	GRI 3-1	Process to determine material topics	79	
	GRI 3-2	List of material topics	79	
MATERIAL TOPICS				
STRATEGIC MANAGEMENT				
GRI 3: Material Topics 2021	GRI 3-3	Management of material topics	22, 32	
GRI 201: Economic Performance 2016	GRI 201-1	Direct economic value generated and distributed	22, 25, 28	
	GRI 201-2	Financial implications and other risks and opportunities due to climate change	24	
GRI 203: Indirect Economic Impacts 2016	GRI 203-1	Infrastructure investments and services supported	23	
	GRI 203-2	Significant indirect economic impacts	23	
GRI 205: Fight against Corruption 2016	GRI 205-1	Operations assessed for risks related to corruption	33, 35	
	GRI 205-2	Communication and training about anti-corruption policies and procedures	33, 35	
	GRI 205-3	Confirmed incidents of corruption and actions taken	33, 35	
GRI 206: Unfair Competition 2016	GRI 206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		The company values fairness in all its commercial operations and has a history of acting with integrity in the market, as evidenced by the absence of lawsuits related to unfair competition, market concentration practices, or monopoly.

GRI Standards	Disclosure	Observation	Page	Omission
GRI 207: Taxes 2019	GRI 207-1	Approach to tax	22	
	GRI 207-2	Tax governance, control, and risk management	22	
RELATIONSHIP MANAGEMENT				
GRI 3: Material Topics 2021	GRI 3-3	Management of material topics	40	
GRI 201: Economic Performance 2016	GRI 201-3	Defined benefit plan obligations and other retirement plans	43	
GRI 202: Market Presence 2016	GRI 202-1	Ratio of standard entry level wage by gender compared to local minimum wage	43	
	GRI 202-2	Proportion of senior management hired from the local community	28	
GRI 204: Purchasing Practices 2016	GRI 204-1	Proportion of spending on local suppliers	50	
GRI 401: Employment 2016	GRI 401-1	New employee hires and employee turnover	41	
	GRI 401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	44	
GRI 402: Labor Relations 2016	GRI 402-1	Minimum notice periods regarding operational changes		The minimum notice period given to employees before implementing significant operational changes varies from 2 to 3 weeks.
	GRI 403-1	Occupational health and safety management system	46	
	GRI 403-2	Hazard identification, risk assessment, and incident investigation	46	
	GRI 403-3	Occupational health services	46	
	GRI 403-4	Worker participation, consultation, and communication on occupational health and safety	46	
	GRI 403-5	Worker training on occupational health and safety	46	
	GRI 403-6	Promotion of worker health	46	
	GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	46	
	GRI 403-8	Workers covered by an occupational health and safety management system	46	
	GRI 403-9	Work-related injuries	46	
GRI 403: Occupational Health and Safety 2018	GRI 403-10	Work-related ill health	46	
	GRI 404-1	Average hours of training per year per employee	41, 42	
	GRI 404-2	Programs for upgrading employee skills and transition assistance programs	41, 42	
	GRI 404-3	Percentage of employees receiving regular performance and career development reviews	41, 42	
GRI 404: Training and Education 2016	GRI 405-1	Diversity of governance agencies and employees	41, 43, 82, 83	
	GRI 405-2	Ratio of basic salary and remuneration of women to men	43	Confidential information: The proportion of basic salary and remuneration is considered confidential by the organization and therefore will not be reported.
GRI 406: Non-Discrimination 2016	GRI 406-1	Incidents of discrimination and corrective actions taken	41, 43	



GRI Standards	Disclosure	Observation	Page	Omission
GRI 407: Freedom of Association and Collective Bargaining 2016	GRI 407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		
GRI 408: Child Labor 2016	GRI 408-1	Operations and suppliers at significant risk for incidents of child labor	50	
GRI 409: Forced or Slave Labor 2016	GRI 409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	50	
GRI 410: Safety Practices 2016	GRI 410-1	Security personnel trained in human rights policies or procedures		
GRI 413: Local Communities 2016	GRI 413-1	Operations with local community engagement, impact assessments, and development programs	51	
	GRI 413-2	Operations with significant actual and potential negative impacts on local communities	51	
GRI 414: Social Assessment of Suppliers 2016	GRI 414-1	New suppliers that were screened using social criteria	50	
	GRI 414-2	Negative social impacts in the supply chain and actions taken	50	
GRI 415: Public Policies 2016	GRI 415-1	Political contributions		IHARA does not make political contributions.
GRI 418: Customer Privacy 2016	GRI 418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	49	
GRI 308: Environmental Assessment of Suppliers 2016	GRI 308-1	New suppliers that were screened using environmental criteria	50	
	GRI 308-2	Negative environmental impacts in the supply chain and actions taken	50	
SUSTAINABLE INDUSTRY				
GRI 3: Material Topics 2021	GRI 3-3	Management of material topics	57, 68, 74	

GRI Standards	Disclosure	Observation	Page	Omission
GRI 301: Materials 2016	GRI 301-1	Materials used by weight or volume	64	
	GRI 301-2	Recycled input materials used	64, 65	
	GRI 301-3	Reclaimed products and their packaging materials	64	
GRI 302: Energy 2016	GRI 302-1	Energy consumption within the organization	60, 61	
	GRI 302-2	Energy consumption outside of the organization	60	Information not available: IHARA does not monitor energy consumption outside the organization, and there are no future targets for this survey. IHARA carries out the work of collecting scope 3 of the GHG Inventory, which has an interface with this theme.
	GRI 302-3	Energy intensity	60, 61	
	GRI 302-4	Reduction of energy consumption	60, 61	
	GRI 302-5	Reductions in energy requirements of products and services	60, 61	
GRI 303: Water and Wastewater 2018	GRI 303-1	Interactions with water as a shared resource	57	
	GRI 303-2	Management of water discharge-related impacts	57	
	GRI 303-3	Water withdrawal	57, 58	
	GRI 303-4	Water discharge	57, 58	
	GRI 303-5	Water consumption	57, 58	
GRI 304: Biodiversity 2016	GRI 304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protection areas	74	
	GRI 304-2	Significant impacts of activities, products, and services on biodiversity	74	
	GRI 304-3	Habitats protected or restored	74	
	GRI 304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations		Not applicable: There are no legal requirements on the subject.
GRI 305: Emissions 2016	GRI 305-1	Direct (Scope 1) GHG emissions	62	
	GRI 305-2	Energy indirect (Scope 2) GHG emissions	62	
	GRI 305-3	Other indirect (Scope 3) GHG emissions		Information not available: In order to guarantee a higher quality inventory of GHG emissions, the company chose not to inventory Scope 3 in 2024, as it is restructuring the information and source of the data collected to improve the quality of the data presented, starting with Scope 1 and 2, and intends to evolve to Scope 3 in the next inventories to present the information again.
	GRI 305-4	GHG emissions intensity	62, 63	
	GRI 305-5	Reduction of GHG emissions	62	
	GRI 305-6	Emissions of ozone-depleting substances (ODS)	No activities involving the emission of ozone-depleting substances (ODS) were identified in the company, as IHARA does not export or import these substances in its production processes.	



GRI Standards	Disclosure	Observation	Page	Omission
GRI 305: Emissions 2016	GRI 305-7 Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	Through annual measurements carried out in accordance with the Atmospheric Emissions Monitoring Program (PMEA), it was confirmed that IHARA has no significant atmospheric emissions in its production processes.		Not applicable: Fugitive emissions from Pollution Control Equipment (ECPs) are carried out in accordance with the Atmospheric Emissions Monitoring Program (PMEA), meeting the criteria of CETESB DD No. 010/2010/P.
GRI 306: Waste 2020	GRI 306-1	Waste generation and significant waste-related impacts	66, 72	
	GRI 306-2	Management of significant waste-related impacts	66	
	GRI 306-3	Waste generated	66, 67	
	GRI 306-4	Waste diverted from final disposal	66, 67	
	GRI 306-5	Waste directed to disposal	66, 67	
GRI 416: Consumer Health and Safety 2016	GRI 416-1	Assessment of the health and safety impacts of product and service categories	68, 70	
	GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	68, 70	
GRI 417: Marketing and Labeling 2016	GRI 417-1	Requirements for product and service information and labeling	69	



Credits

Team responsible IHARA

Sustainability

Carla Ollig Garcia
Pedro Henrique Hellmeister
Tatiane Real de Arruda

Corporate Communication

Gabriel Saul Maialli dos Santos
Eliana Tashiro
Cristiano Santana

Writing, Editorial Consulting and GRI, Graphic Design and Layout

Visão Sustentável

Photos

Acervo IHARA

IHARA - Corporate Information

Av. Liberdade, nº 1701 Cajuru do Sul, Sorocaba (SP) – Brazil
Phone: (15) 3235-7700
www.IHARA.com.br

For information, suggestions, criticism or comments, please send an e-mail to: sustentabilidade@IHARA.com.br



COMPROMISSO COM O FUTURO: SEGUIR INOVANDO

Para a IHARA, inovação e sustentabilidade caminham lado a lado. Com um *pipeline* robusto de produtos em desenvolvimento, a empresa não apenas acompanha a evolução da agricultura, como também lidera essa transformação. Seu compromisso com práticas agrícolas responsáveis e tecnologias de baixo impacto ambiental reforça a busca pelo equilíbrio entre produtividade e preservação dos recursos naturais.

Esse potencial de inovação e contribuições para a agricultura brasileira são visíveis na evolução da quantidade de produtos lançados nos últimos anos, assim como no esforço para atender os principais cultivos do agronegócio brasileiro e as necessidades dos agricultores.

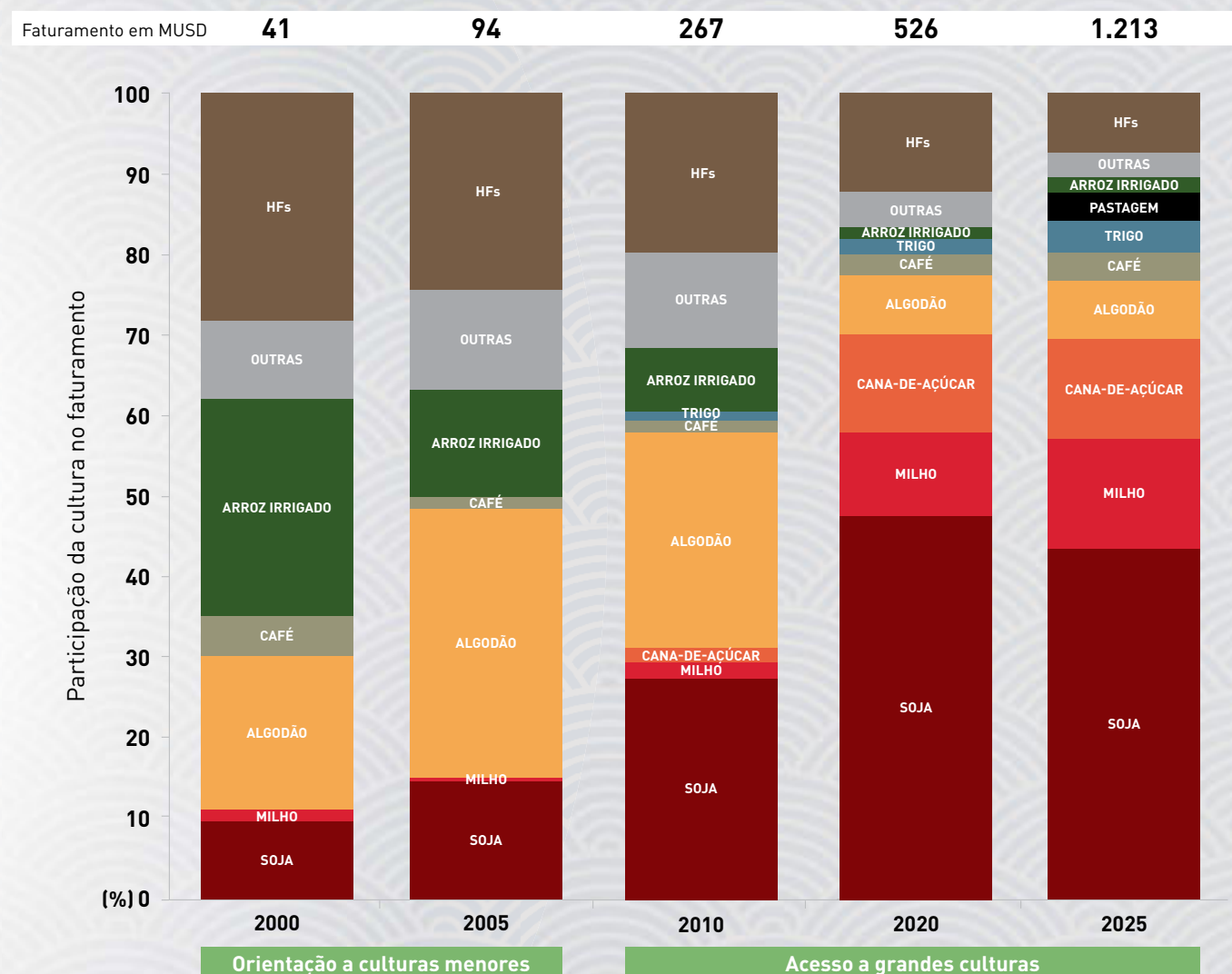
Commitment to the Future: Continuing to Innovate

For IHARA, innovation and sustainability go hand in hand. With a robust pipeline of products in development, the company not only keeps pace with agricultural advancements but also leads this transformation. It's commitment to responsible farming practices and low-impact technologies reinforces the pursuit of a balance between productivity and the preservation of natural resources.

This innovation potential and contribution to Brazilian agriculture are evident in the increasing number of products launched in recent years, as well as in IHARA's ongoing efforts to support the country's key crops and meet the needs of farmers.

EVOLUÇÃO DAS VENDAS POR CULTURA

Sales evolution by crop



NOVOS SONHOS, NOVOS DESAFIOS

A IHARA segue determinada a ampliar sua contribuição para a agricultura, investindo cada vez mais para atender o produtor ainda melhor. Temos uma plataforma de distribuição de insumos nas Regiões Norte e Nordeste do Brasil, as empresas TERRA TECNOLOGIA, que atende agricultores e pecuaristas, e a CAMPO TOTAL, que redistribui nossos produtos a outros pequenos distribuidores. Recentemente adquirimos uma empresa de defensivos biológicos para firmar nosso compromisso com o desenvolvimento deste setor promissor e essencial para o futuro do agronegócio. Acreditamos que para produzir mais, o agricultor e o pecuarista devem utilizar o manejo integrado de todas as ferramentas disponíveis, para garantir maior eficiência no controle de pragas, doenças e plantas daninhas, sempre alinhado às práticas agrícolas responsáveis.

Além do mercado brasileiro, estamos expandindo nossas fronteiras e levando toda nossa expertise para outros países. A aquisição de uma planta de formulação e distribuição de defensivos no Paraguai representa o primeiro passo de expansão fora das fronteiras brasileiras, que visa atender aos anseios dos agricultores que lá estão por nossas soluções. Esse avanço poderá seguir seu rumo em outros países da América do Sul no futuro.



2021: A IHARA constituiu a TERRA AGRO HOLDING LTDA e adquiriu duas empresas de distribuição na Região Nordeste do país.



2024: IHARA adquire planta de formulação no Paraguai, inaugurando sua primeira atividade fora do Brasil.



UMA HISTÓRIA QUE INSPIRA, UM FUTURO QUE TRANSFORMA

Ao longo de seis décadas, a IHARA construiu uma relação de confiança e parceria com os agricultores brasileiros. Mais do que uma empresa de defensivos agrícolas, tornou-se um agente transformador da agricultura, sempre alinhada às necessidades do campo e aos desafios globais do setor. Com uma trajetória sólida e um olhar voltado para o futuro, a IHARA segue comprometida em impulsionar o agronegócio, levando tecnologia, inovação e sustentabilidade para cada lavoura. Afinal, para a IHARA, a agricultura não é apenas um negócio, agricultura é a nossa vida!

A History That Inspires, a Future That Transforms

Over six decades, IHARA has built a relationship of trust and partnership with Brazilian farmers. More than just an agricultural protection company, it has become a driving force in transforming agriculture, always aligned with the needs of the field and the global challenges of the sector. With a strong legacy and a forward-looking vision, IHARA remains committed to advancing agribusiness by bringing technology, innovation, and sustainability to every crop. After all, for IHARA, agriculture is not just a business—it is our life!

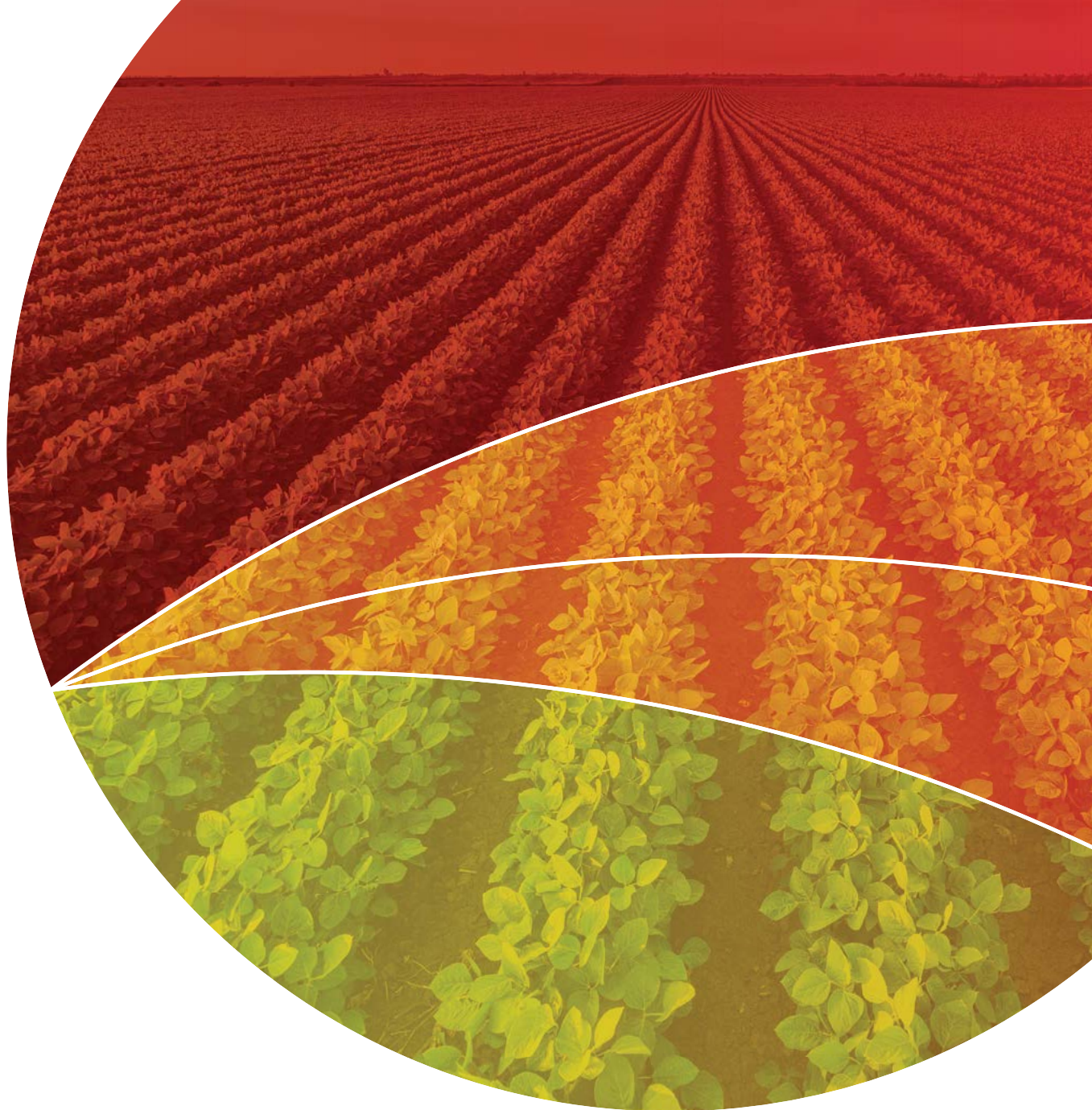
New Dreams, New Challenges

IHARA remains committed to expanding its contribution to agriculture, continuously investing to better serve farmers. We have established an input distribution platform in the North and Northeast regions of Brazil through TERRA TECNOLOGIA, which supports both farmers and livestock producers, and CAMPO TOTAL, which redistributes our products to smaller distributors. Additionally, we recently acquired a biological crop protection company, reinforcing our commitment to developing this promising and essential sector for the future of agribusiness.

We believe that to increase productivity, farmers and livestock producers must adopt an integrated approach, utilizing all available tools to ensure greater efficiency in controlling pests, diseases, and weeds—always aligned with responsible agricultural practices.

Beyond the Brazilian market, we are expanding our reach and sharing our expertise internationally. The acquisition of a formulation and distribution plant in Paraguay marks our first step beyond Brazil's borders, addressing the needs of local farmers with our solutions. This expansion could pave the way for future growth into other South American countries.





**Agriculture
is our life**