DEAR SHAREHOLDERS:

Cimento Tupi S.A. – Under Court-Ordered Reorganization ("Company"), in compliance with the legal and corporate provisions, submits the Management Report and the Individual and Consolidated Financial Statements to the Shareholders for the year ended December 31, 2023.

1 - DESCRIPTION OF THE BUSINESS

The Company is engaged in manufacturing cement and mortars of all types in its manufacturing plants located in Volta Redonda - RJ, Pedra do Sino - MG and Mogi das Cruzes - SP, digging in reserves to obtain minerals, using cement byproducts, rendering concreting services, and holding interest in other companies.

2 - CEMENT MARKET

In 2022, there was a reduction of 2.8% compared to 2021, due to the increase in production costs in the cement industry, in addition to an increase in interest and inflation rates. In 2023 there was a 1.7% decrease in cement sales compared to 2022.

3 - CONSOLIDATED ECONOMIC AND FINANCIAL PERFORMANCE OF THE COMPANY

Net operating revenue (consolidated)

The Company's net operating revenue was R$ 496,812 thousand in 2023, compared to R$ 596,309 thousand in 2022, representing a decrease of 16.69%, due to the decrease in cement sales. According to the SNIC (National Cement Industry Union), the maintenance of the high interest rate, the drop in real estate launches, low investments in infrastructure and above-average rainfall are some of the factors that significantly contributed to the decrease of the cement market in 2023.

Gross profit and Ebitda

The consolidated gross profit of the Company was R$ 105,810 thousand in 2023, compared to R$ 162,564 thousand in 2022. Ebitda of 2023 was R$ 72,509 thousand and R$ 125,420 in the year 2022.

	2023	2022
Gross profit	105,810	162,564
Selling expenses	(13,939)	(12,428)
General And Administrative Expenses	(57,265)	(88,022)
Other operating revenues (expenses)	45	(3,530)
Operating income	**34,651**	**58,584**
Depreciation, Amortization and Depletion	23,857	22,886
Nonrecurring Expenses (Revenues)	14,000	43,950
EBITDA	**72,508**	**125,420**

* Before financial revenues and expenses

Income for the year

The Company concluded 2023 with income of R$ 129,481 thousand (individual and consolidated). Due to a reduction in US dollar rate, exchange rate gains were recorded on its indebtedness, in the amount of R$ 223,217 thousand.

4 - INVESTMENTS

In 2023, the Company had investment expenses amounting to R$ 20,878 thousand, of which R$ 10,893 related to the production line, with acquisition and maintenance of equipment, R$ 2,556 to the environmental area, R$ 4,490 to logistics, and R$ 2,939 to other areas.

5 - GENERAL AND ADMINISTRATIVE EXPENSES

The reduction in the amount of General and Administrative Expenses incurred by the Company between 2023 and 2022 was largely due to expenses related to the Company's court-ordered reorganization process, mainly in the legal department.

6 - RELATION WITH EXTERNAL AUDIT

In compliance with CVM Instruction No. 381/2003, the Company informs that the audit company BDO RCS Auditores Independentes SS Ltda. only rendered services related to the external audit in 2023.

Management