



NOTICE TO THE MARKET

São Paulo, December 10, 2025 - InterCement Participações S.A. – Em Recuperação Judicial (“**ICP**” or “**Company**”), hereby informs its creditors and the market that, on this date, the 1st Bankruptcy and Judicial Reorganization Court of the District of São Paulo (“**RJ Court**”) issued an order confirming the judicial reorganization plan submitted on pages 25,986–29,046 (the “**Plan**”), within the context of the Company’s judicial reorganization proceedings and those of certain affiliates, filed under case No. 1192002-34.2024.8.26.0100 (the “**Confirmation Order**”).

Upon the issuance of the Confirmation Order, the Company expects to achieve an adequate capital structure that will enable a new cycle of growth and development, to the benefit of its creditors, investors, and all other stakeholders.

The Confirmation Order and the full text of the Plan are available on the Company’s Investor Relations website: <https://investidores.intercement.com.br/recuperacao-judicial/>

Additionally, the Company informs that it will publish, on its Investor Relations website, the instructions for creditors subject to the Plan to select their respective payment options in accordance with the terms and deadlines set forth in the Plan. All deadlines established therein will begin to run from the date the Confirmation Decision is published in the Official Court Gazette.

InterCement will continue to keep its creditors and the market informed of any material developments.