



VIỆT NAM NATIONAL CEMENT CORPORATION
XI MĂNG VICEM HOANG MAI CEMENT JSC

SOCIALIST REPUBLIC OF VIETNAM
Independence - Freedom - Happiness

No. **1 6 5 6 /XMHM-TCKT**
Re: Report on Measures and Roadmap to
Remedy the Warning Status of Securities

Nghe An, April 8, 2026

To: Hanoi Stock Exchange

Pursuant to Decision No. 230/QD-SGDHN dated March 26, 2026 of the Hanoi Stock Exchange regarding the transfer of HOM shares of Vicem Hoang Mai Cement Joint Stock Company from the controlled status to the warning status;

Pursuant to the Company's audited financial statements for 2025 as audited by Deloitte Vietnam Co., Ltd.;

According to Decision No. 230/QD-SGDHN dated March 26, 2026, the Company's HOM shares were placed under warning status because profit after tax for 2025 was positive, while accumulated after-tax profit as at December 31, 2025 was negative, and the auditor issued an unqualified opinion. In compliance with the request of the Hanoi Stock Exchange, the Company hereby reports the remedial measures and implementation roadmap as follows:

1. Measures to Remedy the Warning Status of the Shares

In order to continue improving operational efficiency, enhancing business results, and gradually addressing the negative balance of accumulated after-tax profit, the Company continues to implement the following groups of measures:

1.1. Production Measures

– Maintain stable operation of equipment and select appropriate operating parameters to reduce consumption in production; in particular, at the kiln stage, when the waste heat recovery power generation system is put into operation, ensure productivity, product quality, and stable power generation output.

– Develop operating plans and strictly control costs for each production stage; reduce variable costs and repair costs to improve production efficiency.

– Strengthen equipment maintenance, monitoring, and inspection to take timely corrective actions and prevent incidents; comply with the requirement not to operate equipment under low load, idle, or during peak hours when unnecessary, in order to reduce electricity costs in production.

– Enhance research and application of scientific and technological advances in production; implement solutions to minimize the use of fossil raw materials and



fuels in clinker and cement production, and gradually replace them with appropriate alternative materials and fuels, thereby improving efficiency in the use of raw materials and fuels.

- Optimize the operation of systems using alternative materials and fuels and co-processing of waste in accordance with actual production conditions and in compliance with applicable regulations.

- Actively seek additional sources of corrective materials and suitable industrial waste with stable quality and competitive prices to reduce clinker production costs and stabilize cement quality.

- Strengthen coordination between production and sales to review and select optimal kiln operation plans, minimizing clinker stockpiling.

The above measures aim to reduce consumption, lower production costs, and improve operational efficiency of the Company.

1.2. Measures for Product Sales and Market Development

- Implement solutions to promote the consumption of bagged cement, associated with the objective of stabilizing the final selling price and improving sales efficiency.

- Review and restructure the distribution system and sales policies in line with volume, selling price, and efficiency in each market area; focus on developing market share in areas with potential while maintaining and strengthening traditional markets.

- Improve coordination with distributors to stabilize the distribution system, enhance competitiveness, and improve sales volume.

- Proactively approach key projects, major construction works, ready-mix concrete plants, and large customers from early stages to expand sales channels and increase consumption of bulk cement and higher value-added products.

- Strengthen coordination between sales and production to monitor market demand, develop appropriate production and supply plans, optimize logistics costs, and maintain a stable customer base.

The above measures aim to stabilize market share, increase sales volume, and improve the Company's business performance.

1.3. Investment and Construction Measures

- Continue implementing investment and construction projects in accordance with the 2026 plan, focusing on items that have a direct impact on

production and business efficiency, the ability to secure raw materials, and reduction of operating costs.

- Expedite completion of legal procedures and resolve difficulties and obstacles to implement key projects relating to raw materials, logistics infrastructure, and production capacity, thereby improving operational efficiency, reducing production and transportation costs, and increasing proactiveness in production and business activities.

- Continue implementing investment items serving environmental protection, improving equipment efficiency, and reducing costs.

- The above measures aim to improve investment efficiency, enhance production and business efficiency, and contribute to improving the Company's business results in the coming period.

1.4. Corporate Governance and Management Measures

- Strengthen supervision and strict control over the implementation of production and business plans and investment plans.

- Implement solutions for cost management and control, thrift practice, and waste prevention to improve production and business efficiency.

- Continue promoting the application of information technology and digital transformation in production and business; focus on digitizing production, sales, and management activities to improve transparency, timeliness, and management efficiency.

- Implement organizational restructuring associated with appropriate labor arrangement in line with the Company's production and business situation; improve labor efficiency, reduce costs, and enhance operational efficiency.

Ensure occupational safety and hygiene, security and order, fire and explosion prevention, and environmental protection, ensuring safety for employees and equipment and preventing incidents affecting production and business operations and the surrounding environment.

2. Remediation Roadmap

2.1. Targets for 2026

The Company focuses on implementing the above measures and strives to complete the 2026 production and business plan with the following main targets:

- Self-produced clinker output: 1,358,710 tons;
- Cement production (including processing): 1,636,000 tons;
- Total sales volume: 1,866,000 tons;



- Revenue and other income: VND 1,627.0 billion;
- Profit before tax (excluding foreign exchange differences): VND 27.3 billion;
- Profit after tax (excluding foreign exchange differences): VND 27.3 billion.

Achieving the above targets will contribute to improving production and business efficiency and gradually reducing the negative balance of accumulated after-tax profit.


2.2. Subsequent Phase

The Company will continue to maintain the above measures in management, production, sales, and investment in a prudent and effective manner; at the same time closely monitor market developments to make appropriate adjustments, striving to gradually address the negative accumulated after-tax profit and remove HOM shares from warning status at the earliest time in accordance with regulations.

3. Commitment

The Company commits to seriously implementing the above measures to gradually remedy the current situation, improve business results, and strive to remove HOM shares from warning status in accordance with regulations.

The Company respectfully reports to the Hanoi Stock Exchange for its consideration.

Respectfully submitted. 

Nơi nhận:

- As above;
- BOD (for reporting);
- Supervisory Board, IA;
- Planning Dept.;
- Company website;
- Filed at: Administration,
Finance and Accounting
Dept.

**ON BEHALF OF THE COMPANY
LEGAL REPRESENTATIVE
CHIEF EXECUTIVE OFFICER**

Nguyen Dinh Dung