

Section 172 (1) Statement.

In accordance with the provisions of The Companies (Miscellaneous Reporting) Regulations 2018, Hey Topco Limited is required to include a statement in its Strategic Report describing how the directors have had regard to the matters set out in S172 (1) (a) - (f) of the Companies Act 2006 for the 2024 financial year.

As noted above Hey Topco Limited is a holding company without any trading activity. The information below relates to the group of which it is part of.

Hey Topco Limited is focused on engaging with its stakeholders and understanding the main issues in order to make informed decisions. Those Charged with governance consider any impact that decisions may have on its stakeholders and to the matters detailed in paragraph a-f of Section 172 of the Companies Act 2006. This is highlighted in the table below.

Section 172	Decision/Interactions
a) The likely consequence of any decision in the long-term	<p>Those Charged with Governance consider the long-term strategic plan and monitor its implementation throughout the year using detailed reports on operating performance versus budgeted performance.</p> <p>Key areas of focus in the decision-making process are: delivering excellence in customer service including design expertise and production capacity, investing in our people and technological advances.</p>
b) The interest of the Group's employees	<p>Those Charged with Governance understand the importance of the Group's employees to the long term success of the business.</p> <p>The board have implemented a number of initiatives having regard to employees' interests including:</p> <ul style="list-style-type: none"> • Regular training and learning • Staff bulletins and reports <p>The group in which it is part of has a zero-tolerance approach to Modern Slavery of any kind within our business and/or supply chain. We are committed to constantly reviewing, updating, and improving our practices to ensure that we are tackling slavery and human trafficking.</p>
c) The need to foster the company's business relationships with suppliers, customer, and others.	<p>Those Charged with Governance regularly review how the Group maintains positive relationships with all its stakeholders including suppliers, customers, and others.</p>

d) The impact of the group's operations on the community and the environment are dedicated to minimising waste and protecting our people.	We're dedicated to minimising waste and protecting our people. Our facility is ISO 45001, ISO 14001 and ISO 9001 certified, proving our dedication to health and safety, environmental sustainability and quality control. We hold certification from both the FSC® and the PEFC to ensure that all our raw timber materials are sourced from ethically managed forests. We are also members of FIRA, an independent body set up to ensure the quality and reliability of furniture products.
e) The desirability of the company maintaining a reputation for high standards of business conduct.	Our Core Values sit at the heart of our business. O&S Doors have been making cabinet frontals for over twenty years, and in that time, we have become synonymous with reliability, consistency, speed, and quality. Established in 1998, we have grown steadily to become one of the leading manufacturers of Kitchen and Bedroom Doors throughout the UK and Ireland.
f) The need to act fairly as between members of the company.	Those charged with governance are focused on building a strong and sustainable business for the future.

This report was approved by the board of directors on 20 May 2025 and signed on behalf of the board by:

Mr J Toomey
 Director
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