

FILE COPY



**CERTIFICATE OF INCORPORATION  
OF A PRIVATE LIMITED COMPANY**

Company No. 2989210

The Registrar of Companies for England and Wales hereby certifies that  
MACADO'S LIMITED

is this day incorporated under the Companies Act 1985 as a private  
company and that the company is limited.

Given at Companies House, Cardiff, the 11th November 1994



\*N02989210I\*

  
MRS L. DAVIS

For the Registrar of Companies



C O M P A N I E S H O U S E

HC007B

**G****COMPANIES FORM No. 12****12**

**Statutory Declaration of Compliance  
with requirements on application  
for registration of a company**

Please do not  
write in  
this margin

Pursuant to section 12(3) of the Companies Act 1985

To the Registrar of Companies  
(Address overleaf)

For official use

For official use

Please complete  
legibly, preferably  
in black type, or  
bold block lettering

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Name of company

\* Insert full name of company

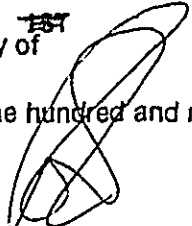
*	MACADO'S LIMITED

delete as appropriate

I, Robert Stephen Kelford a duly authorised Officer of Chettleburgh International Limited of Temple House, 20, Holywell Row, London EC2A 4JB do solemnly and sincerely declare that Chettleburgh International Limited is the body corporate named as Secretary of the Company in the statement delivered to the registrar under section 10(2) and that all the requirements of the above Act in respect of the registration of the above company and of matters precedent and incidental to it have been complied with, And I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act 1835.

Declared at 135 High Street  
Hornchurch  
Essex RM12 4UH

Declarant to sign below

the 15<sup>th</sup> day of ~~15<sup>th</sup>~~ 

NOVEMBER

One thousand nine hundred and ninety four  
before me

**P. D. ROBINS**

A Commissioner for Oaths or Notary Public or Justice of the peace or Solicitors having the powers conferred on a Commissioner for Oaths.

Presenter's name address  
and reference (if any):


CHETTLEBURGH'S LIMITED  
Temple House  
20 Holywell Row  
London EC2A 4JB

Tel: 071 377 0381  
Fax: 071 377 6646

AA123/G12.PRE

For official use  
New Companies Section

Post room

		
KLO	*K8DFC602*	822
COMPANIES HOUSE 02/11/94		

CHA172

**CHETTLEBURGH'S LIMITED**

Temple House  
20 Holywell Row  
London  
EC2A 4JB  
Tel : 071 377 0381  
Fax : 071 377 6646

10

**Statement of first directors and  
secretary and intended situation  
of registered office.**

This form should be completed in black.

Company name (in full)

<input type="checkbox"/> CN	_____	For official use <input type="checkbox"/>
	MACADO'S LIMITED	
	_____	
	_____	

Registered office of the company  
on incorporation

<input type="checkbox"/> RO	_____	Temple House
	_____	20 Holywell Row
Post town	_____	London
County/Region	_____	
Postcode	_____	EC2A 4JB

If the memorandum is delivered by an  
agent for the subscribers of the  
memorandum mark 'X' in the box  
opposite and give the agent's name  
and address.

X

Name	_____	Chettleburgh's Limited
<input type="checkbox"/> RA	_____	Temple House
	_____	20 Holywell Row
Post town	_____	London
County/Region	_____	
Postcode	_____	EC2A 4JB

Number of continuation sheets attached

0

To whom should Companies House  
direct any enquires about the  
information shown in this form?

_____		Chettleburgh's Limited
_____		Temple House , 20 Holywell Row
_____	_____	London
_____	_____	Postcode EC2A 4JB
Telephone	_____	(071) 377 0381
_____	_____	Extension



**Company Secretary** (See notes 1 - 5)

Name \*Style/Title  
Forenames  
Surname  
\*Honours etc  
Previous forenames  
Previous surname

**Address**

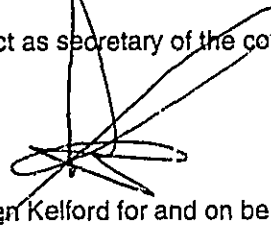
Usual residential address must be given.  
In the case of a corporation, give the  
registered or principal office address.

CS  
Chettleburgh International Limited

AD Temple House  
20 Holywell Row  
Post town London  
County/Region  
Postcode EC2A 4JB Country England

I consent to act as secretary of the company named on page 1

Consent signature

Signed  Date 1st November 1994  
Robert Stephen Kelford for and on behalf of Chettleburgh International Limited

**Directors** (See notes 1 - 5)

Please list directors in alphabetical order.

Name \*Style/Title  
Forenames  
Surname  
\*Honours etc  
Previous forenames  
Previous surname

**Address**

Usual residential address must be given.  
In the case of a corporation, give the  
registered or principal office address.

CD  
Chettleburgh's Limited

AD Temple House  
20 Holywell Row  
Post town London  
County/Region  
Postcode EC2A 4JB Country England

Date of Birth

DO 2,9 0,8 5,8 Nationality  NA British

Business occupation

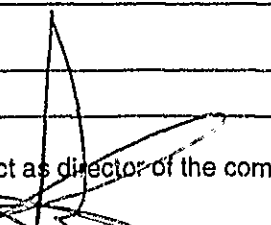
OC Company Registration Agents

Other directorships

OD None

\* Voluntary details

Consent signature

I consent to act as director of the company named on page 1  
Signed  Date 1st November 1994  
Robert Stephen Kelford for and on behalf of Chettleburgh's Limited

**Directors** (continued)

(See notes 1 - 5)

**Name**

\*Style/Title

Forenames

Surname

\*Honours etc

Previous forenames

Previous surname

**Address**

Usual residential address must be given.  
In the case of a corporation, give the registered or principal office address.

Post town

County/Region

Postcode

Country

Date of Birth

DO

Nationality

NA

Business occupation

OC

Other directorships

OD

\* Voluntary details

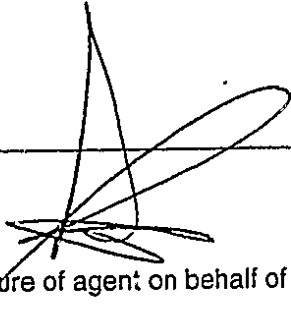
I consent to act as director of the company named on page 1

Consent signature

Signed

Date

Delete if the form is signed by the subscribers.

  
Signature of agent on behalf of all subscribers Date 1st November 1994

Delete if the form is signed by an agent on behalf of all the subscribers.

All the subscribers must sign either personally or by a person or persons authorised to sign for them.

Signed

Date

Signed

Date

Signed

Date

Signed

Date

Signed

Date

Signed

Date

2989210



THE COMPANIES ACTS 1985 and 1989

A PRIVATE COMPANY LIMITED BY SHARES.

MEMORANDUM OF ASSOCIATION of

# MACADO'S LIMITED

1. The name of the Company is:- MACADO'S LIMITED
2. The Registered Office of the Company will be situated in England and Wales.
3. The object of the Company is to carry on business as a general commercial company.
4. The liability of the members is limited.
5. The company's share capital is £100 divided into 100 ordinary shares of £1 each.

We, the persons whose names and addresses are subscribed hereafter are desirous of being formed into a Company in pursuance of this Memorandum and we respectively agree to take the number of shares in the capital of the Company set opposite our respective names.

Names, Addresses and Descriptions of the Subscribers.

Number of Shares taken by each Subscriber.

*[Signature]*  
 Chettleburgh's Limited  
 by Robert Stephen Kelford  
 a duly authorised Officer  
 Temple House  
 20 Holywell Row  
 London EC2A 4JB

One Ordinary Share

Company Registration Agents

*[Signature]*  
 Chettleburgh International Limited  
 by Robert Stephen Kelford  
 a duly authorised Officer  
 Temple House  
 20 Holywell Row  
 London EC2A 4JB

One Ordinary Share

Anglo-Japanese Consultants

Total Shares Taken:-

Two Ordinary Shares

Dated the 1ST day of NOVEMBER, 1994

Witness to the above signatures:-

*[Signature]*  
 Roland John Chettleburgh  
 17 Downhall Close  
 Rayleigh  
 Essex SS6 9LU

Company Registration Agent

C16293/ROL1



225189

**THE COMPANIES ACTS 1985 and 1989**

**A PRIVATE COMPANY LIMITED BY SHARES.**

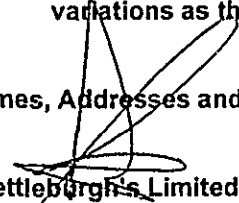
**ARTICLES OF ASSOCIATION of**

**MACADO'S LIMITED**

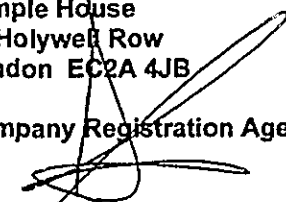
**PRELIMINARY.**

1. The Company is a private Company within the meaning of Section 1 of the Companies Acts 1985 and 1989. Accordingly the Company shall not offer to the public (whether for cash or otherwise) any shares in or debentures of the Company or allot or agree to allot (whether for cash or otherwise) any shares in or debentures of the Company with a view to all or any of the shares or debentures being offered for sale to the public.
2. The Regulations set out in Table A of the Schedule to the Companies (Tables A to F) Regulations 1985 as amended by the Companies (Tables A to F) (Amendment) Regulations 1985 shall apply to this Company either in their entirety or with such variations as the Company shall by special Resolution from time to time prescribe.

**Names, Addresses and Descriptions of the Subscribers.**

  
Chettleburgh's Limited  
by Robert Stephen Kelford  
a duly authorised Officer  
Temple House  
20 Holywell Row  
London EC2A 4JB

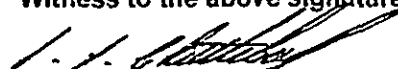
**Company Registration Agents**

  
Chettleburgh International Limited  
by Robert Stephen Kelford  
a duly authorised Officer  
Temple House  
20 Holywell Row  
London EC2A 4JB

**Anglo-Japanese Consultants**

**Dated the 1ST day of NOVEMBER, 1994**

**Witness to the above signatures:-**

  
Roland John Chettleburgh  
17 Downhall Close  
Rayleigh  
Essex SS6 9LU

**Company Registration Agent**

C16293/ROL2



THE COMPANIES ACTS 1985 and 1989

MACADO'S LIMITED

No. 2989210

Pursuant to Regulation 53 of Table A in the Schedule to the Companies (Tables A to F) Regulations 1985 as amended by the Companies (Tables A to F) (Amendment) Regulation 1985, we, the undersigned, being all the members of the above Company for the time being entitled to receive notice of, attend and vote at General Meetings, hereby unanimously pass the following Resolution and agree that the said Resolution shall for all purposes be as valid and effective as if the same had been passed at a General Meeting of the Company duly convened and held.

SPECIAL RESOLUTION

That the Company adopt new Memorandum and Articles of Association in accordance with the copy attached to this Resolution and signed by way of identification by and on behalf of all the members for the time being of the Company.

Dated this 21st November 1994.

  
R.S. Kelford, for and on behalf of both  
Chettleburgh's Limited and  
Chettleburgh International Limited

Filed by:  
CHETTLEBURGH'S LIMITED  
Temple House  
20 Holywell Row  
London EC2A 4JB  
Tel: (071) 377-0381

Ref: 2989210.4192-11





**THE COMPANIES ACTS 1985 and 1989**

**A PRIVATE COMPANY LIMITED BY SHARES.**

**MEMORANDUM OF ASSOCIATION of**

**MACADO'S LIMITED**

1. The name of the Company is :- MACADO'S LIMITED
2. The Registered Office of the Company will be situated in England and Wales.
3. The objects for which the Company is established are :-
  - (a) To own or lease hairdressing establishments and to let out the same on franchise, tenancy or lease with a view to receiving rental commission income therefrom; to carry on business as proprietors of ladies, gentlemen and childrens hairdressers and hair stylists; to operate hair salons, sauna and massage parlours, beauty salons and sunray parlours and to act as manufacturers and dealers in hair creams, hair sprays, dyes and patented preparations to shade and colour hair, shampoos, conditioners, wigs, hair pieces, combs, brushes, hair dryers, toothpaste, toothbrushes, soaps, cosmetics, face and body powders, perfumes, oils and all requisites likely to be sold in a hair salon.
  - (b) To own, operate and manage schools to teach hairdressing and hair care; to undertake instruction courses by post and to arrange for or issue diplomas and certificates therein; to act as consultants and advisers regarding the transplanting of hair; to operate clinics and consulting rooms in relation thereto; to effect introductions to doctors and consultants to carry out transplanting operations and to undertake all forms of agencies regarding the care and treatment of hair.
  - (c) To carry on business as designers, manufacturers, exporters, importers, distributors, factors, concessionaires, wholesalers, retailers and installers of all equipment, fixtures and fittings used in hairdressing salons; to design, build and fit out hairdressing salons, beauty parlours, clinics, saunas and gymnasiums and to provide all sinks, taps, sprays, mirrors, chairs, cupboards, cabinets, hair dryers and hand equipment and apparatus for use in hairdressing and to enter into contracts and sub-contracts in relation to the maintenance of hairdressing equipment.

- 011294
- (d) To carry on any other business of any description whatsoever which may seem to the Company or in the opinion of the Directors thereof be advantageously carried on in connection with or ancillary to the objects of the Company or any of them and calculated directly or indirectly to render more profitable the Company's business.
  - (e) To purchase or by any other means acquire, sell, lease, rent, licence, surrender, accept surrenders of, mortgage, charge or otherwise deal in any freehold, leasehold or other property wheresoever situate.
  - (f) To erect, construct, pull down, dismantle, remove or replace, repair and maintain, alter, hire, enlarge and adapt any buildings both portable and otherwise and use the same for the Company's business or any of them.
  - (g) To buy, sell, import, export, manufacture, exchange or part exchange, let on hire, build, construct, install, erect, enlarge, improve, adapt, dismantle, re-model, repair and maintain any engine, machinery, plant and material of any description capable of being conveniently made, used or sold in any of the businesses or trades aforesaid.
  - (h) To purchase or by any other means acquire, take over and undertake all or any part of the business, property, liabilities and assets of any person, firm or company carrying on or formed to carry on any business for which this Company is authorised to carry on or possessed of property suitable to the purposes of this Company and which is calculated to advance the interests of this Company and make more profitable the Company's business and to pay cash or to issue shares, stock, debentures or debenture stock of this Company as the consideration for such purpose of acquisition and to undertake any liabilities or obligations relating to the business or property so purchased or acquired.
  - (i) To enter into partnership or any arrangement of any kind with any person, persons, firm or company having for its objects similar objects to those of this Company or any of them with a view to increasing the business of the Company.
  - (j) To purchase, subscribe for or otherwise acquire shares, stock or other interests in any Company or Corporation.
  - (k) To act as agents or brokers for any person, firm or company and to undertake and perform sub contracts for any person, persons, firms or companies and also to appoint such agents, sub-contractors and brokers and to act in any of the businesses of the Company through them.
  - (l) To apply for, register, purchase or by any other means acquire and protect and prolong and renew trade marks, patents, licences, concessions and designs which may be capable of being dealt with by the Company or likely to benefit the Company and to grant licences or privileges thereout.

- (m) To sell, let, licence, develop or otherwise deal with the undertaking or all or any part of the property or assets of the Company upon such terms as the Company may approve with power to accept shares, debentures or securities of, or interests in any other Company.
- (n) Either with or without the company receiving any consideration or advantage, direct or indirect from giving any such guarantee or indemnity and so as to be an independent object of the Company, to guarantee the performance of the obligations of others including the payment of capital or principle together with any premium of and any dividends or interest on or other payment in respect of loans, credits, stocks, shares, or securities or other obligations of any nature whatsoever and without limiting the generality of the foregoing obligations for the repayment of money and/or discharge of liabilities both present and future, actual or contingent and insofar as the same is not prohibited by law, obligations and liabilities incurred in connection with or for the purpose of the acquisition of shares in the Company or in any company which is for the time being the Company's Holding Company as defined by section 736 of the Companies Act 1985 as amended by Section 144 of the Companies Act 1989 due, owing or incurred to bankers or any other person of any company, firm or person, and in particular, (but not by way of limitation) of the Company's Holding Company or any company which is contemplated to become the Company's Holding Company or a subsidiary, as defined by Section 736 of the Companies Act 1985 as amended by Section 144 of the Companies Act 1989 of the Company or of the Company's Holding Company, or otherwise associated with the Company in business or of any company, firm or person which the directors of the Company shall think appropriate and to create mortgages, charges or liens upon all or any of the property or assets of the Company (both present and future) including its uncalled capital in support of such guarantees or otherwise as security for any such obligations and liabilities of others.
- (o) To invest and deal with the monies of the Company not immediately required in such shares or upon such securities and in such manner and on such conditions as may from time to time be determined.
- (p) To borrow and raise money upon such terms and on such security as may be considered expedient and in particular by the issue or deposit of debentures or debenture stock and to secure the repayment of any money borrowed, raised or owing by mortgage charge or lien upon the whole or any part of the undertaking, property and assets of the Company, both present and future, including its uncalled capital.
- (q) To draw, make, accept, endorse, discount, execute and issue promissory notes, bills of exchange, bills of lading, warrants, debentures and other negotiable instruments.
- (r) To lend and advance money and give credit to any persons, firms or companies on such terms and conditions as the Company may decide.

- (s) To make advances to customers and others and allow them credit without security to enable them to purchase the goods, produce or products of the Company or use its services and for any purpose calculated to enhance the Company's business.
- (t) To promote the Company's interests by advertising its products, works or services in any manner and to take part in competitions, displays and exhibitions and offer prizes, gifts and concessions to customers or prospective customers as might seem desirable.
- (u) To remunerate any person, firm or company rendering services to this Company in any manner whatsoever.
- (v) To grant pensions, allowances, gratuities and bonuses to existing or former employees and officers (including Directors or ex-Directors) of the Company or the dependants of such persons and to establish and maintain or concur in maintaining trusts, funds or schemes, (whether contributory or non-contributory) with a view to providing pensions or other funds for any such person as aforesaid or their dependants and to establish and support or to aid in the establishment and support of any schools and any educational, scientific, literary, religious or charitable institutions or trade societies, whether such institutions or societies be solely connected with the business carried on by the Company or not, and to institute and maintain any club or other establishment or profit sharing scheme calculated to advance the interests of the Company or of the persons employed by the Company.
- (w) To pay all and any expenses incurred in connection with the promotion, formation and incorporation of this Company and to promote or aid in the promotion of any other companies.
- (x) To distribute any property in specie among the members of the Company.
- (y) To do all such other things as are incidental or conducive to the attainment of the above objects or any of them.

It is declared that the foregoing sub-clauses or any of them shall be construed independently of each other and none of the objects herein mentioned shall be deemed to be merely subsidiary to the objects contained in any other sub-clauses.

4. The liability of the members is limited.
5. The share capital of the Company is £100 divided into 100 shares of £1 each with power to increase or to divide the shares in the capital of the Company for the time being into different classes having such rights, privileges and restrictions as to voting or otherwise as the Articles of Association may from time to time prescribe.

We, the persons whose names and addresses are subscribed hereafter are desirous of being formed into a Company in pursuance of this Memorandum and we respectively agree to take the number of shares in the capital of the Company set opposite our respective names.

Names, Addresses and Descriptions  
of the Subscribers.

Number of Shares taken  
by each Subscriber.

Chettleburgh's Limited  
by Robert Stephen Kelford  
a duly authorised Officer  
Temple House  
20 Holywell Row  
London EC2A 4JB

One Ordinary Share

Company Registration Agents

Chettleburgh International Limited  
by Robert Stephen Kelford  
a duly authorised Officer  
Temple House  
20 Holywell Row  
London EC2A 4JB

One Ordinary Share

Anglo-Japanese Consultants

Total Shares Taken

Two Ordinary Shares

Dated this 1st day of November 1994

Witness to the above signatures:-

Roland John Chettleburgh  
17 Downhall Close  
Rayleigh  
Essex  
SS6 9LU

Company Registration Agent

# THE COMPANIES ACTS 1985 and 1989

## A PRIVATE COMPANY LIMITED BY SHARES

### ARTICLES OF ASSOCIATION of

## MACADO'S LIMITED

### PRELIMINARY.

1. The Company is a Private Company within the meaning of Section 1 of the Companies Act 1985. Accordingly the Company shall not offer to the public (whether for cash or otherwise) any shares in or debentures of the Company or allot or agree to allot (whether for cash or otherwise) any shares in or debentures of the Company with a view to all or any of the shares or debentures being offered for sale to the public. References in these Articles to 'the Act' are references to the Companies Acts 1985 to 1989.
2. Subject as hereinafter provided the Regulations set out in Table A of the Schedule to the Companies (Tables A to F) Regulations 1985 as amended by the Companies (Tables A to F) (Amendment) Regulations 1985 shall apply to this Company.
3. The following Regulations of the said Table 'A' shall not apply to this Company videlicet: - 24, 46, 47, 50, 64 to 69, 73, 74, 75, 76, 77, 78, the second and third sentences of Regulation 79, Regulation 81, the fifth sentence of Regulation 88 and Regulations 94 and 95.

### CAPITAL.

4. (a) The Directors of the Company shall within a period of five years from the date of incorporation of the Company be entitled to exercise the Company's power to allot, grant options over or otherwise dispose of the shares which are comprised in the authorised share capital with which the company is incorporated and no other authority for the Directors to allot, grant options over or otherwise dispose of any shares shall be valid for more than five years from the date of passing the members resolution to which it relates.  
  
(b) The Directors of the Company shall have the power to issue all or any of the unissued Shares that are for the time being comprised in the authorised share capital of the Company as Ordinary Redeemable Employee Shares.  
  
(c) The said Ordinary Redeemable Employee Shares shall be redeemable only at the option of the Company but the Directors of the Company shall immediately before the allotment of such shares specify the date on which or by which such Ordinary Redeemable Employee Shares are to be or may be



redeemed but failing the Directors so determining such date immediately before allotment of such shares they shall be redeemable on the day which is eighty years from the date of allotment of the said Ordinary Redeemable Employee Shares. All Ordinary Redeemable Employee Shares shall be redeemable at par or such higher value as the Board of Directors of the Company may in compliance with the Act determine at the time of issue of the Ordinary Redeemable Employee Shares.

(d) The Directors power to allot Ordinary Redeemable Employee Shares shall only be exercised in favour of a person or persons who shall at the date of such allotment, hold a written contract of employment with or be an Officer of the Company. The Directors of the Company shall also have the power to impose such additional conditions relating to the holding of Ordinary Redeemable Employee Shares of the Company and to amend, alter or add to such conditions as subject to the provisions of the Act they shall from time to time think fit.

5. (a) Sections 89(l), Section 90(l) to (5) and Section 90 (6) of the Act shall not apply in relation to the issue of any equity securities by the Company but in substitution therefor the provisions of sub-paragraph (b) of this Article shall apply.

(b) Save as is provided by Article 4 hereof or as otherwise directed by the Company in General Meeting any Shares which are not comprised in the authorised share capital with which the Company is incorporated from time to time to be created which are not converted into Ordinary Redeemable Employee Shares shall before they are issued be offered to the ordinary members in proportion as nearly as possible to the number of Ordinary Shares held by them. Any such offer shall be made by notice specifying the number and class of shares offered and limiting a time within which the offer, if not accepted, will be deemed to be declined and after the expiration of such time any Shares not accepted and any Shares which, by reason of the ratio which the shares to be issued bear to the Ordinary Shares held by persons entitled to an offer thereof, cannot, in the opinion of the Directors, conveniently be offered under this Article, shall be at the disposal of the Directors, who may allot, grant options over, or otherwise dispose of the same to such persons at such times and on such terms as they think proper.

6. (a) Subject to Chapter VII of the Act, and to Regulation 12, the Company may purchase its own shares (including redeemable shares) whether out of distributable profits or the proceeds of a fresh issue of shares or otherwise.

(b) Subject to Chapter VII of the Act, any shares may, with the sanction of an Ordinary Resolution, be issued on the terms that they are, at the option of the Company or the shareholder, liable to be redeemed on such terms and in such manner as the Company before the issue of the shares may by Special Resolution determine, and whether out of distributable profits or the proceeds of a fresh issue of shares or otherwise.

- 0 1 2 9 4
7. Subject to Chapter VI of the Act, the Company may give financial assistance for the purpose of or in connection with any acquisition of shares made or to be made in the Company or its holding company.

#### LIEN.

8. The lien conferred by Regulation 8 of Table 'A' shall attach to all shares whether fully paid or not and to all shares registered in the name of any person indebted or under liability to the Company whether he be the sole holder thereof or one of two or more joint holders. The Company shall have a first and paramount lien on every share (not being fully paid) for all moneys (whether presently payable or not) called or payable at a fixed time in respect of that share and the Company shall also have a first and paramount lien on all shares (including fully paid shares) registered in the name of any person indebted or under liability to the Company whether he be the sole holder thereof or one of two or more joint holders for all moneys presently payable by him or his estate to the Company; but the Directors may at any time declare any shares to be wholly or in part exempt from the provisions of this Regulation. The Company's lien, if any, on a share shall extend to all dividends payable thereon.

#### TRANSFER OF SHARES.

9. (a) A Member desiring to transfer his Ordinary Redeemable Employee Shares shall be entitled to transfer them to the Company pursuant to Article 6(a) if the Company has agreed to purchase such shares. A holder of Ordinary Redeemable Employee Shares ceasing to be an employee or officer of the Company for any reason whatsoever shall be deemed to have given notice to the Directors of the Company that he is desirous of transferring all Ordinary Redeemable Employee Shares on such date registered in his name and accordingly he shall also be entitled and be required to transfer such shares at the direction of the Directors of the Company pursuant to Article 9 (c)(i) and (ii). Pending redemption a member shall not otherwise transfer his Ordinary Redeemable Employee Shares.

(b) Except in the case of an original subscriber who shall be free to transfer his share without the requirement to first give a transfer notice as hereinafter provided a member desiring to transfer his Ordinary Shares (not being Ordinary Redeemable Employee Shares) otherwise than to the Company pursuant to Article 6(a) hereof shall first give notice in writing handed personally or sent by registered or recorded delivery post to their correct and last known address of such intention to the Company, the Directors and all the shareholders holding that class of shares in the Company giving particulars of the shares in question, hereinafter referred to as a Transfer Notice. The Directors as agent for the member giving such notice may dispose of such shares or any of them to the existing Ordinary Shareholders of the Company in a direct and pro rata proportion to their existing holdings of that class at a



price to be agreed between the transferor and the Directors or failing agreement at a price fixed by the Auditors of the Company as a fair value thereof. The transferor shall be bound (upon payment of the purchase price due in respect thereof) to transfer the shares comprised in the transfer notice to the purchasing Members named therein at the place and time therein specified; and if in any case the vendor after having become bound as aforesaid makes default in transferring any shares the Company may receive the purchase price on his behalf, and may authorise some person to execute a transfer of such shares in favour of the purchasing Member. The receipt of the Company for the purchase price shall be a good discharge to the purchasing Member. The Company shall forthwith pay the purchase price into a separate bank account in the Company's name and shall hold the purchase price and any interest earned thereon in trust for the transferor. If within 28 days of the date of the said notice the Directors are unable to find a member or members willing to purchase all such shares on such conditions then but not before then the transferor may dispose of so many of such shares as shall remain undisposed of in any manner he may think fit within three months from the date of the said notice but the Directors may in their absolute discretion and without assigning any reason therefore decline to register any such transfer whether or not it is in respect of a fully paid up share or shares. If any person shall become entitled to any shares by reason of the death or bankruptcy or liquidation of a member the Directors may in their discretion deem such member or former member to have given a transfer notice in respect of all his shares.

(c)(i) Where a member ceases to be an employee or officer of the Company and is deemed to have given notice to the Company that he is desirous of transferring all Ordinary Redeemable Employee shares then registered in his name the directors shall be entitled to nominate another employee or officer of the Company or the Company itself to purchase the members Ordinary Redeemable Employee Shares in question at par value or such other value as the Company and the member in writing agree within 21 days from the date that member ceased to be an employee or officer of the Company. On the company making such nomination and the transfer value being determined as aforesaid the member shall transfer his Ordinary Redeemable Employee Shares to such person or the company at that value.

(c)(ii) If the member or former member or other person shall fail to comply with ~~paragraph (i) above~~ within 28 days from the nomination of the purchaser by the Directors, the Company may receive the purchase money on his behalf, and the Directors may authorise some person to execute a transfer of such shares in favour of the purchaser. The receipt of the Company for the purchase price shall be a good discharge to the purchaser, and after the purchasers name has been entered in the Register of Members he shall become indefeasibly entitled thereto and the validity of the proceedings shall not be questioned by any person. The Company shall forthwith pay the purchase price into a separate bank account in the Company's name and shall hold the purchase price and any interest earned thereon in trust for the transferor.

## PROCEEDINGS AT GENERAL MEETINGS.

10. At any General Meeting a Resolution put to the vote of the Meeting shall be decided on a show of hands unless a poll is (before or on the declaration of the result of the show of hands) demanded by the Chairman or any member in person or by proxy. Unless a poll is so demanded a declaration by the Chairman that a Resolution has on a show of hands been carried or carried unanimously, or by a particular majority, or lost, an entry to that effect in the book containing the minutes of the proceedings of the Company shall be conclusive evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against such Resolution. The demand for a poll may be withdrawn. In the event of an equality of votes the Chairman shall not have a second or casting vote. If from time to time there should be only one Member of the Company pursuant to the provisions of The Companies (Single Member Private Limited Companies) Regulations 1992 the provisions of Section 370A of the Companies Act 1985 shall apply and Regulation 40 of Table 'A' shall be amended accordingly.

## DIRECTORS.

11. The Directors of the Company shall not be subject to any maximum but if and so long as there is a sole Director such Director may act alone in exercising all the powers and authorities by Table A or these Articles vested in the Directors generally and Regulations 89 and 90 shall be modified accordingly. The first Directors of the Company shall be the person or persons named in the Statement delivered to the Registrar of Companies prior to the formation of the Company and deemed to be appointed Directors accordingly. A Director need not hold shares in the Company and no Director shall be subject to retirement by rotation.
12. The Company shall not be subject to section 293 of the Act and accordingly any person may be appointed or elected as a Director whatever his age and no Director shall be required to vacate his office of Director by reason of his attaining or having attained the age of seventy years or any other age.
13. In the case of an equality of votes at any Directors Meeting the Chairman of the Meeting shall not have a second or casting vote.
14. Subject to the provisions of Section 317 of the Act a Director may contract with and participate in the profits of any contracts or arrangements as if he were not a Director. A Director shall also be capable of voting in respect of such contracts or arrangements, where he has previously disclosed his interest to the Company, or in respect of his appointment to any office or place of profit under the Company, or in respect of the terms thereof and may be counted in the quorum at any Meeting at which any such matter is considered.

## SECRETARY.

15. The first Secretary of the Company shall be the person or persons named as Secretary in the Statement delivered to the Registrar of Companies prior to the incorporation of the Company and deemed to be appointed accordingly.

## BORROWING POWERS OF THE DIRECTORS.

16. The Directors of the Company may exercise all the powers of the Company to borrow money, whether in excess of the nominal amount of the share capital of the Company for the time being issued or not and to mortgage or charge its undertaking property or uncalled capital, or any part thereof, and subject to section 80 of the Act to issue debentures, debenture stock and other securities whether outright or as security for any debt liability or obligation of the Company or of any third party.

## ALTERNATE DIRECTORS.

17. Any Director may in writing appoint any person to be his alternate to act in his place at any meeting of the Directors at which he is unable to be present. Every such alternate shall be entitled to notice of meetings of the Directors and to attend and vote thereat as a Director when the person appointing him is not personally present and where he is a Director to have a separate vote on behalf of the Director he is representing in addition to his own vote. A Director may at any time in writing revoke the appointment of an alternate appointed by him. The remuneration of such an alternate shall be payable out of the remuneration payable to the Director appointing him and the proportion thereof shall be agreed between them. An alternate need not hold any share qualification.

## EXECUTIVE DIRECTORS.

18. (a) The Directors may from time to time appoint to the office of Executive Director any employee or shareholder of the Company. The number of Executive Directors shall not exceed the number of Directors for the time being of the Company and shall have such duties and powers as the Directors may from time to time determine. An Executive Director shall not be required to hold any share qualification. The Executive Directors shall not be entitled to notice of or to attend at Meetings of the Directors except in cases where the Directors resolve that their presence is required and they shall not vote on any resolution submitted to a Meeting of the Directors other than a resolution on which the Meeting decides that they shall be allowed to vote. The appointment of an Executive Director shall not constitute him as a Director within the meaning of the expression 'Director' as defined in the Companies Act, 1985, or for the purposes of Table A or these Articles, and he shall remain at all times and in all respects subject to the control of the Directors and he may at any time be removed or suspended from office by the Directors.

(b) An Executive Director may be paid out of the funds of the Company such remuneration (if any) for his services as an Executive Director as the Directors shall from time to time determine in addition to his remuneration for his other employment with the Company.

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(c) An Executive Director appointed hereunder may be described by the Company as an Associate Director, or a Technical, Works, Sales or Special Director or by any other name the Directors should so specify.

#### INDEMNITY.

19. Subject to Section 310 of the Act and in addition to such indemnity as is contained in Regulation 118 of Table 'A' every Director, Officer or Official of the Company shall be indemnified out of the funds of the Company against all costs, charges, losses and expenses and liabilities incurred by him in the execution and discharge of his duties or in relation thereto.

#### DISQUALIFICATION OF DIRECTORS.

20. The office of a Director shall be vacated:-

( 1 ) If by notice in writing to the Company he resigns the office of Director,

( 2 ) If he ceases to be a Director by virtue of Section 291 of the Act,

( 3 ) If he becomes bankrupt or insolvent or enters into any arrangement with his creditors.

( 4 ) If he becomes of unsound mind,

( 5 ) If he is prohibited from being a Director by any order made under Sections 1 to 7, Section 8 (as amended by Section 79 of the Companies Act 1989) and Sections 9 and 10 of the Company Directors Disqualification Act 1986.

( 6 ) If he is removed from office by a resolution duly passed under Section 303 of the Act.

#### NOTICES.

21. Subject to the provisions of paragraphs (a) and (b) of this Article proof that an envelope containing a notice was properly addressed, prepaid and posted by registered or recorded delivery or other similar service to his registered address shall be conclusive evidence that Notice was given.

(a) Any notice served on a person at an address within the United Kingdom shall be deemed to have been served at the expiration of forty-eight hours after the envelope containing it was posted as aforesaid or in the event of a notice being served personally at the time such service took place.

(b) Any notice served on a person at an address outside the United Kingdom in an envelope properly addressed, prepaid and posted as aforesaid shall be deemed to have been served at the expiration of forty-eight hours after the envelope containing it would have been delivered in the ordinary course of post in the circumstances prevailing at the time of posting.

## THE COMPANY SEAL

22. Pursuant to Section 36A of the Companies Act 1985, as introduced by Section 130 of the Companies Act 1989, the Company can execute documents and deeds without the use of a Seal and any Share Certificate signed by a Director and Secretary or by two Directors shall be as valid as a Certificate sealed with the Seal of the Company and Regulations 6 and 101 of Table 'A' shall be amended accordingly. The Company may in accordance with Section 39 of the Companies Act 1985 have an official seal for use in any territory district or place elsewhere than in the United Kingdom but shall only be used by a Director and Secretary or by two Directors or by such person or persons on such occasions and in such circumstances as are specifically authorised by a resolution of the Board of Directors for the time being of the Company who shall have the authority to amend, suspend or withdraw such authority as they think fit.

Names, Addresses and Descriptions of the Subscribers.

Chettleburgh's Limited  
By Robert Stephen Kelford  
a duly authorised Officer  
Temple House  
20 Holywell Row  
London EC2A 4JB

Company Registration Agents

Chettleburgh International Limited  
by Robert Stephen Kelford  
a duly authorised Officer  
Temple House  
20 Holywell Row  
London EC2A 4JB

Anglo-Japanese Consultants

Dated this 1st day of November, 1994

Witness to the above signatures:-

Roland John Chettleburgh  
17 Downhall Close  
Rayleigh  
Essex  
SS6 9LU

Company Registration Agent

# G

COMPANIES FORM No. 224

# 224

## Notice of accounting reference date (to be delivered within 9 months of incorporation)

Please do not  
write in  
this margin

Pursuant to section 224 of the Companies Act 1985  
as inserted by section 3 of the Companies Act 1989

Please complete  
legibly, preferably  
in black type, or  
bold block lettering

To the Registrar of Companies  
(Address overleaf)

Company number

2989210

Name of company

\* MACADO'S LIMITED

\* insert full name  
of company

gives notice that the date on which the company's accounting reference period is to be treated as coming to an end in each successive year is as shown below:

**Important**  
The accounting  
reference date to  
be entered along-  
side should be  
completed as in the  
following examples:

Day Month

3 1 0 1

5 April  
Day Month

0 5 0 4

30 June  
Day Month

3 0 0 6

31 December  
Day Month

3 1 1 2

‡ Insert  
Director,  
Secretary,  
Administrator,  
Administrative  
Receiver or  
Receiver  
(Scotland) as  
appropriate

Signed *Gary Young*

Designation‡ DIRECTOR

Date 17-12-94

Presenter's name address  
telephone number and reference (if any):

For official use  
D.E.B.

Post room



A01 1A50X97L1# 326  
COMPANIES HOUSE 29/12/94