

100727-40.

In accordance with
Section 854 of the
Companies Act 2006

AR01

Annual Return

(For returns made up to a date on or after 1 October 2011)



Companies House

A fee is payable with this form
Please see 'How to pay' on the
last page

You can use the WebFiling service to file this form online
Please go to www.companieshouse.gov.uk

☒ **What this form is for**
You may use this form to confirm
that the company information is
correct as at the date of this return
You must file an Annual Return at
least once every year

☐ **What this form is NOT**
You cannot use this form to
give notice of changes to the
officers, registered office,
company type or information
relating to the company

WEDNESDAY



A19 *A2CAMRMB* 10/07/2013 #283
COMPANIES HOUSE

Part 1

Company details

The section must be completed by all companies

→ **Filling in this form**
Please complete in typescript or in
bold black capitals

All fields are mandatory unless
specified or indicated by *

A1 Company details

Company number 0 1 0 0 0 6 0 8

Company name in full **MANAGEMENT CONSULTING GROUP PLC**

① **Company name change**
If your company has recently
changed its name, please provide
the company name as at the date of
this return

A2 Return date

Please give the annual return made up date. The return date must not be a future
date. The annual return must be delivered within 28 days of the date given below.

If you would like the company's made up date to be earlier than 1 October 2011,
please complete the AR01 appropriate for earlier made up dates

② **Date of this return**
Your company's return date
is usually the anniversary of
incorporation or the anniversary
of the last annual return filed at
Companies House. You may choose
an earlier return date but it must not
be a later date

Date of this return ② d 1 3 m 0 6 y 2 0 y 1 3

A3 Principal business activity

Please show the trade classification code number(s) for the principal
activity or activities ①

Classification code 1 7 0 2 2 9

Classification code 2

Classification code 3

Classification code 4

③ **Principal business activity**
You must provide a trade
classification code (SIC code 2007)
or a description of your company's
main business in this section

A full list of the trade classification
codes are available on our website
www.companieshouse.gov.uk

If you cannot determine a code, please give a brief description of your
business activity below

Principal activity
description

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Company type¹

Please confirm your company type by ticking the appropriate box below (only one box must be ticked)

- ☒ Public limited company
☐ Private company limited by shares
☐ Private company limited by guarantee
☐ Private company limited by shares exempt under section 60
☐ Private company limited by guarantee exempt under section 60
☐ Private unlimited company with share capital
☐ Private unlimited company without share capital

¹ Company type

If you are unsure of your company type, please check your latest certificate of incorporation or our website
www.companieshouse.gov.uk

A5

Registered office address²

Building name/number	10
Street	FLEET PLACE
Post town	LONDON
County/Region	
Postcode	E C 4 M 7 R B

² Change of registered office

This must agree with the address that is held on the Companies House record at the date of this return

If the registered office address has changed, you should complete form AD01 and submit it together with this annual return

A6

Single alternative inspection location (SAIL) of the company records (if applicable)³

Building name/number	CAPITA REGISTRARS
Street	NORTHERN HOUSE WOODSOME PARK
Post town	FENAY BRIDGE
County/Region	HUDDERSFIELD
Postcode	H D 8 O G A

³ SAIL address

This must agree with the address that is held on the Companies House record at the date of this return

If the address has changed, you should complete form AD02 and submit it together with this annual return

A7

Location of company records⁴

Please tick the appropriate box to indicate which records are kept at the SAIL address in Section A6

- ☒ Register of members
☐ Register of directors
☐ Directors' service contracts
☐ Directors' indemnities
☐ Register of secretaries
☐ Records of resolutions etc
☐ Contracts relating to purchase of own shares
☐ Documents relating to redemption or purchase of own share out of capital by private company
☐ Register of debenture holders
☐ Report to members of outcome of investigation by public company into interests in its shares
☒ Register of interests in shares disclosed to public company
☐ Instruments creating charges and register of charges England and Wales or Northern Ireland
☐ Instruments creating charges and register of charges Scotland

⁴ Location of company records

If the company records are held at the registered office address, **do not** tick any of the boxes in this section

Certain records must be kept by every company while other records are only kept by certain company types where appropriate

If the records are not kept at the SAIL address, they must be available at the registered office

If any of the company records have moved from the registered office to the address in Section A6 since the last annual return, you must complete form AD03 and submit it together with this annual return

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Part 2**Officers of the company**

This section should include details of the company at the date to which this annual return is made up

- For a **secretary** who is an individual, go to **Section B1**
- For a **corporate secretary**, go to **Section C1**
- For a **director** who is an individual, go to **Section D1**
- For a **corporate director**, go to **Section E1**

Continuation pages

Please use a continuation page if you need to enter more officer details

Secretary**B1****Secretary's details ^①**

Please use this section to list all the secretaries of the company
For a **corporate secretary**, complete **Section C1-C4**

Title*	Mr
Full forename(s)	CHARLES WILLIAM
Surname	ANSLEY
Former name(s) ^②	

① Secretary appointments

You may not use this form to appoint a secretary. To do this, please complete form **AP03** and submit it together with this annual return

Corporate details

Please use **Section C1-C4** to enter corporate secretary details

Secretary details

All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form **CH03**

② Former name(s)

Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes

B2**Secretary's service address ^③**

Building name/number	7
Street	SINCLAIR GARDENS
Post town	LONDON
County/Region	
Postcode	W 1 4 O A U
Country	UK

③ Service address

If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address

This information will appear on the public record

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(For returns made up to a date on or after 1 October 2011)

Corporate secretary**C1****Corporate secretary's details ^①**

Please use this section to list all the corporate secretaries of the company

Corporate body/firm
name

Building name/number

Street

Post town

County/Region

Postcode

Country

① Corporate secretary appointments

You cannot use this form to appoint a corporate secretary. To do this, please complete form AP04 and submit it together with this annual return.

Corporate secretary details

All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH04.

This information will appear on the public record.

C2**Location of the registry of the corporate body or firm**

Is the corporate secretary registered within the European Economic Area (EEA)?

→ Yes Complete **Section C3 only**→ No Complete **Section C4 only****C3****EEA companies ^②**

Please give details of the register where the company file is kept (including the relevant state) and the registration number in that register.

Where the company/
firm is registered ^③

Registration number

② EEA

A full list of countries of the EEA can be found in our guidance www.companieshouse.gov.uk

③ This is the register mentioned in Article 3 of the First Company Law Directive (68/151/EEC)

C4**Non-EEA companies**

Please give details of the legal form of the corporate body or firm and the law by which it is governed. If applicable, please also give details of the register in which it is entered (including the state) and its registration number in that register.

Legal form of the
corporate body
or firm

Governing law

If applicable, where
the company/firm is
registered ^④If applicable, the
registration number**④ Non-EEA**

Where you have provided details of the register (including state) where the company or firm is registered, you must also provide its number in that register.

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Director**D1 Director's details ^①**

Please use this section to list all the directors of the company
For a corporate director, complete Section E1-E4

Title*	Mr
Full forename(s)	ALAN JOHN
Surname	BARBER
Former name(s) ^②	
Country/State of residence	UK
Nationality	BRITISH
Date of birth	^d 2 ^d 0 ^m 1 ^m 1 ^y 1 ^y 9 ^y 4 ^y 7
Business occupation (if any)	ACCOUNTANT

① Director appointments

You cannot use this form to appoint a director. To do this, please complete form AP01 and submit it together with this annual return.

Corporate details

Please use Section E1-E4 to enter corporate director details.

Director details

All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH01.

② Former name(s)

Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.

D2 Director's service address ^①

Building name/number	8
Street	SALISBURY SQUARE
Post town	LONDON
County/Region	
Postcode	E C 4 Y 8 B B
Country	UK

① Service address

If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address.

This information will appear on the public record.

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(For returns made up to a date on or after 1 October 2011)

Director

D1	Director's details ^①	
	Please use this section to list all the directors of the company For a corporate director, complete Section E1-E4	
Title*	Mr	
Full forename(s)	MARCO	
Surname	CAPELLO	
Former name(s) ^②		
Country/State of residence	UK	
Nationality	ITALIAN	
Date of birth	<div> <div>d</div> <div>1</div> <div>2</div> <div>m</div> <div>0</div> <div>m</div> <div>8</div> <div>y</div> <div>1</div> <div>9</div> <div>y</div> <div>6</div> <div>y</div> <div>0</div> </div>	
Business occupation (if any)	DIRECTOR	

① Director appointments
You cannot use this form to appoint a director. To do this, please complete form AP01 and submit it together with this annual return.

Corporate details
Please use Section E1-E4 to enter corporate director details.

Director details
All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH01.

② Former name(s)
Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.

D2	Director's service address ^①	
Building name/number	16	
Street	BERKELEY STREET	
Post town	LONDON	
County/Region		
Postcode	<div> <div></div> <div>W</div> <div>1</div> <div>J</div> <div></div> <div>8</div> <div>D</div> <div>Z</div> </div>	
Country	UK	

① Service address
If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address.

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Director**D1****Director's details ^①**

Please use this section to list all the directors of the company
For a corporate director, complete Section E1-E4

Title*	Mr
Full forename(s)	LUIZ
Surname	CARVALHO
Former name(s) ^②	
Country/State of residence	USA
Nationality	AMERICAN
Date of birth	^d 2 ^d 5 ^m 0 ^m 1 ^y 1 ^y 9 ^y 5 ^y 8
Business occupation (if any)	CHIEF EXECUTIVE OFFICER

① Director appointments

You cannot use this form to appoint a director. To do this, please complete form AP01 and submit it together with this annual return.

Corporate details

Please use Section E1-E4 to enter corporate director details.

Director details

All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH01.

② Former name(s)

Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.

D2**Director's service address ^③**

Building name/number	4804
Street	RIVERCLIFF DRIVE, SE
Post town	MARIETTA
County/Region	GEORGIA
Postcode	³ ⁰ ⁰ ⁶ ⁷
Country	USA

③ Service address

If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address.

This information will appear on the public record.

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Director

D1	Director's details ^①	
	Please use this section to list all the directors of the company For a corporate director, complete Section E1-E4	
Title*	Mr	
Full forename(s)	EMILIO	
Surname	DI SPIEZIO SARDO	
Former name(s) ^②		
Country/State of residence	UK	
Nationality	ITALIAN	
Date of birth	<div> <div>d</div> <div>0</div> <div>d</div> <div>6</div> <div>m</div> <div>0</div> <div>m</div> <div>3</div> <div>y</div> <div>1</div> <div>y</div> <div>9</div> <div>y</div> <div>7</div> <div>y</div> <div>7</div> </div>	
Business occupation (if any)	DIRECTOR	

① Director appointments
You cannot use this form to appoint a director. To do this, please complete form AP01 and submit it together with this annual return.

Corporate details
Please use Section E1-E4 to enter corporate director details.

Director details
All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH01.

② Former name(s)
Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.

D2	Director's service address ^①	
Building name/number	3	
Street	CADOGAN SQUARE	
Post town	LONDON	
County/Region		
Postcode	<div> <div>S</div> <div>W</div> <div>1</div> <div>X</div> <div>0</div> <div>H</div> <div>T</div> </div>	
Country	UK	

① Service address
If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address.

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Director

D1	Director's details ^①	
	Please use this section to list all the directors of the company For a corporate director, complete Section E1-E4	
Title*	Mr	
Full forename(s)	STEPHEN ALAN	
Surname	FERRISS	
Former name(s) ^②		
Country/State of residence	UK	
Nationality	AMERICAN	
Date of birth	<div> <div>d</div> <div>1</div> <div>d</div> <div>9</div> <div>m</div> <div>0</div> <div>m</div> <div>9</div> <div>y</div> <div>1</div> <div>y</div> <div>9</div> <div>y</div> <div>4</div> <div>y</div> <div>5</div> </div>	
Business occupation (if any)	CONSULTANT	

① Director appointments
You cannot use this form to appoint a director. To do this, please complete form AP01 and submit it together with this annual return.

Corporate details
Please use Section E1-E4 to enter corporate director details.

Director details
All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH01.

② Former name(s)
Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.

D2	Director's service address ^①	
Building name/number	33	
Street	WYNNSTAY GARDENS	
Post town	LONDON	
County/Region		
Postcode	<div> <div></div> <div></div> <div>W</div> <div>8</div> <div></div> <div>6</div> <div>U</div> <div>T</div> </div>	
Country	UK	

① Service address
If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address.

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Director

D1	Director's details ^①	
	Please use this section to list all the directors of the company For a corporate director, complete Section E1-E4	
Title*	Mr	
Full forename(s)	CHIEB	
Surname	MAHJOUR	
Former name(s) ^②		
Country/State of residence	FRANCE	
Nationality	FRENCH / TUNISIAN	
Date of birth	<div> <div>d</div> <div>2</div> <div>d</div> <div>4</div> <div>m</div> <div>0</div> <div>m</div> <div>1</div> <div>y</div> <div>1</div> <div>y</div> <div>9</div> <div>y</div> <div>6</div> <div>y</div> <div>4</div> </div>	
Business occupation (if any)	MANAGEMENT CONSULTANT	

① Director appointments
You cannot use this form to appoint a director. To do this, please complete form AP01 and submit it together with this annual return.

Corporate details
Please use Section E1-E4 to enter corporate director details.

Director details
All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH01.

② Former name(s)
Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.

D2	Director's service address ^①	
Building name/number	14	
Street	QUAI LEON CHAUSSON	
Post town	JUZIER	
County/Region		
Postcode	<div> <div></div> <div></div> <div></div> <div>7</div> <div>8</div> <div>8</div> <div>2</div> <div>0</div> </div>	
Country	FRANCE	

① Service address
If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address.

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Director

D1	Director's details ^①	
	Please use this section to list all the directors of the company For a corporate director, complete Section E1-E4	
Title*	Mr	
Full forename(s)	CHRISTOPHER JOHN	
Surname	POVEY	
Former name(s) ^②		
Country/State of residence	UK	
Nationality	BRITISH	
Date of birth	<div> <div>d</div> <div>1</div> <div>2</div> <div>m</div> <div>0</div> <div>m</div> <div>2</div> <div>y</div> <div>1</div> <div>y</div> <div>9</div> <div>y</div> <div>6</div> <div>y</div> <div>1</div> </div>	
Business occupation (if any)	DIRECTOR	

① Director appointments
You cannot use this form to appoint a director. To do this, please complete form AP01 and submit it together with this annual return.

Corporate details
Please use Section E1-E4 to enter corporate director details.

Director details
All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH01.

② Former name(s)
Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.

D2	Director's service address ^①	
Building name/number	145	
Street	SHOOTERS HILL ROAD	
Post town	BLACKHEATH	
County/Region	LONDON	
Postcode	<div> <div>S</div> <div>E</div> <div>3</div> <div>8</div> <div>U</div> <div>Q</div> </div>	
Country	UK	

① Service address
If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address.

This information will appear on the public record.

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(For returns made up to a date on or **after 1 October 2011**)

Director

D1	Director's details ^①	
	Please use this section to list all the directors of the company For a corporate director, complete Section E1-E4	
Title*	Mr	
Full forename(s)	ANDREW HENRY	
Surname	SIMON	
Former name(s) ^②		
Country/State of residence	SWITZERLAND	
Nationality	BRITISH	
Date of birth	<div> <div>d</div> <div>0</div> <div>d</div> <div>1</div> <div>m</div> <div>0</div> <div>m</div> <div>4</div> <div>y</div> <div>1</div> <div>y</div> <div>9</div> <div>y</div> <div>4</div> <div>y</div> <div>5</div> </div>	
Business occupation (if any)	COMPANY DIRECTOR	

① Director appointments
You cannot use this form to appoint a director. To do this, please complete form AP01 and submit it together with this annual return.

Corporate details
Please use Section E1-E4 to enter corporate director details.

Director details
All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH01.

② Former name(s)
Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.

D2	Director's service address ^①	
Building name/number	10	
Street	ROUTE DES POLETS	
Post town	BOUGY-VILLARS	
County/Region		
Postcode	<div> <div></div> <div></div> <div></div> <div></div> <div></div> <div>1</div> <div>1</div> <div>7</div> <div>2</div> </div>	
Country	SWITZERLAND	

① Service address
If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address.

This information will appear on the public record.

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Director

D1	Director's details ①	
	Please use this section to list all the directors of the company For a corporate director, complete Section E1-E4	
Title*	Mr	
Full forename(s)	NICHOLAS SIMON	
Surname	STAGG	
Former name(s) ②		
Country/State of residence	UK	
Nationality	BRITISH	
Date of birth	<div> <div>d</div> <div>0</div> <div>d</div> <div>1</div> <div>m</div> <div>1</div> <div>m</div> <div>1</div> <div>y</div> <div>1</div> <div>y</div> <div>9</div> <div>y</div> <div>5</div> <div>y</div> <div>9</div> </div>	
Business occupation (if any)	COMPANY DIRECTOR	

① Director appointments
You cannot use this form to appoint a director. To do this, please complete form AP01 and submit it together with this annual return.

Corporate details
Please use Section E1-E4 to enter corporate director details.

Director details
All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH01.

② Former name(s)
Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.

D2	Director's service address ③	
Building name/number	The Company's Registered Office	
Street		
Post town		
County/Region		
Postcode	<div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>	
Country		

③ Service address
If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address.

This information will appear on the public record.

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Director

D1	Director's details ^①	
	Please use this section to list all the directors of the company For a corporate director, complete Section E1-E4	
Title*	Mr	
Full forename(s)	JULIAN DAVID	
Surname	WALDRON	
Former name(s) ^②		
Country/State of residence	FRANCE	
Nationality	BRITISH	
Date of birth	<div> <div>d</div> <div>1</div> <div>9</div> <div>m</div> <div>0</div> <div>6</div> <div>y</div> <div>1</div> <div>9</div> <div>6</div> <div>4</div> </div>	
Business occupation (if any)	DIRECTOR	

① Director appointments
You cannot use this form to appoint a director. To do this, please complete form AP01 and submit it together with this annual return.

Corporate details
Please use Section E1-E4 to enter corporate director details.

Director details
All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH01.

② Former name(s)
Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.

D2	Director's service address ^③	
Building name/number	15 AVENUE DES COURLIS	
Street		
Post town	LE VESINET	
County/Region		
Postcode	<div> <div></div> <div></div> <div></div> <div>7</div> <div>8</div> <div>1</div> <div>1</div> <div>0</div> </div>	
Country	FRANCE	

③ Service address
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(For returns made up to a date on or after 1 October 2011)

Corporate director**E1 Corporate director's details ^①**

Please use this section to list all the corporate director's of the company

Corporate body/firm
name

Building name/number

Street

Post town

County/Region

Postcode

Country

① Corporate director appointments
You cannot use this form to appoint a corporate director. To do this, please complete form AP02 and submit it together with this annual return.

Corporate director details

All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form CH02.

This information will appear on the public record.

E2 Location of the registry of the corporate body or firm

Is the corporate director registered within the European Economic Area (EEA)?

→ Yes Complete **Section E3 only**→ No Complete **Section E4 only****E3 EEA companies ^②**

Please give details of the register where the company file is kept (including the relevant state) and the registration number in that register.

Where the company/
firm is registered ^③

Registration number

② EEA

A full list of countries of the EEA can be found in our guidance www.companieshouse.gov.uk

③ This is the register mentioned in Article 3 of the First Company Law Directive (68/151/EEC)

E4 Non-EEA companies

Please give details of the legal form of the corporate body or firm and the law by which it is governed. If applicable, please also give details of the register in which it is entered (including the state) and its registration number in that register.

Legal form of the
corporate body
or firm

Governing law

If applicable, where
the company/firm is
registered ^④If applicable, the
registration number**④ Non-EEA**

Where you have provided details of the register (including state) where the company or firm is registered, you must also provide its number in that register.

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(For returns made up to a date on or after 1 October 2011)

Part 3 Statement of capital

Does your company have share capital?

→ Yes Complete the sections below and the following Part 4

→ No Go to Part 5 (Signature)

① This should reflect the company's capital status at the made up date of this annual return

F1 Share capital in pound sterling (£)

Please complete the table below to show each class of shares held in pound sterling

If all your issued capital is in sterling, only complete Section F1 and then go to Section F4

Class of shares (E g Ordinary/Preference etc)	Amount paid up on each share ②	Amount (if any) unpaid on each share ②	Number of shares ③	Aggregate nominal value ④
ORDINARY	0 129273374	£0 00	497,050,995	£ 4,970,509 95
DEFERRED	0 313901676	£0 00	331,390,961	£ 79,533,830 64
				£
				£
Totals			828,441,956	£ 84,504,340 59

F2 Share capital in other currencies

Please complete the table below to show any class of shares held in other currencies

Please complete a separate table for each currency

Currency				
Class of shares (E g Ordinary/Preference etc)	Amount paid up on each share ②	Amount (if any) unpaid on each share ②	Number of shares ③	Aggregate nominal value ④
Totals				

Currency				
Class of shares (E g Ordinary/Preference etc)	Amount paid up on each share ②	Amount (if any) unpaid on each share ②	Number of shares ③	Aggregate nominal value ④
Totals				

F3 Totals

Please give the total number of shares and total aggregate nominal value of issued share capital

Total number of shares

Total aggregate
nominal value ⑤⑤ Total aggregate nominal value
Please list total aggregate values in
different currencies separately For
example £100 + €100 + \$10 etc② Including both the nominal value and any
share premium③ Number of shares issued multiplied by
nominal value of each share

④ Total number of issued shares in this class

Continuation Pages
Please use a Statement of Capital continuation
page if necessary

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(For returns made up to a date on or after 1 October 2011)

F4

Statement of capital (Voting rights)

Please give the prescribed particulars of rights attached to shares for each class of share shown in the statement of capital share tables in **Sections F1 and F2**

Class of share	ORDINARY
Voting rights	<p>a) On a show of hands every ordinary shareholder shall have one vote and on a poll every ordinary shareholder shall have one vote for every share of which they are the holder</p> <p>b) The company may by ordinary resolution declare dividends in accordance with the respective rights of the members, but no dividend shall exceed the amount recommended by the directors (see continuation sheet)</p>
Class of share	DEFERRED
Voting rights	<p>a) No right to receive notice of or to attend or vote at any general meeting of the company unless a resolution to wind up the company or to vary or abrogate the rights attaching to the deferred share is proposed</p> <p>Any cancellations of the deferred shares for no consideration by way of reduction of capital shall not involve a variation or abrogation of the rights attaching hereto (see continuation sheet)</p>
Class of share	
Voting rights	
Class of share	
Voting rights	

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(For returns made up to a date on or **after 1 October 2011**)

F4

Statement of capital (Voting rights)

Class of share

ORDINARY

Voting rights

Each ordinary shareholder is entitled to receive payment of dividend in proportion to the amount paid up on his shares

c) If the company is wound up, the liquidator may divide among the members in specie the whole or any part of the assets of the company

d) The ordinary shares are not issued as redeemable, and are not redeemable (other than pursuant to Chapter 5 of Part 18 of the Companies Act 2006)

AR01 - continuation page

Annual Return

(For returns made up to a date on or after 1 October 2011)

F4	Statement of capital (Voting rights)
Class of share	DEFERRED
Voting rights	<p>b) no entitlement to any dividend or any other distribution or return of capital and no right of participation in the assets of the company (other than as set out in c) below)</p> <p>c) On a winding up or return of capital, entitlement is limited to the repayment of the amount paid up or credited as paid on the deferred shares to a maximum of 24p per share and only payable after ordinary shareholders have received payment of such amount as is paid up or credited as paid up on those ordinary shares held by them at that time plus the payment in cash or specie of £10,000,000 for every 1p paid up or credited as paid up on those ordinary shares</p> <p>d) The deferred shares are not issued as redeemable, and are not redeemable (other than pursuant to Chapter 5 of Part 18 of the Companies Act 2006)</p>

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Annual Return

(For returns made up to a date on or after 1 October 2011)

Part 4 Shareholders

Does your company have share capital?

→ Yes go to **Section G1** 'Companies with share capital'→ No Go to **Part 5 (Signature)****G1 Companies with share capital**

Question 1

Were any of the company's shares admitted to trading on a market at any time during this return period? Please tick the appropriate box below ❶

☐ No go to **Section G2** 'Past and present shareholders'☒ Yes go to **Question 2**

Question 2

Please only refer to Question 2 below if you have answered 'Yes' to Question 1. If you answered 'No', please go to **Section G2** 'Past and present shareholders'

Did the company, throughout the return period, have any shares admitted to trading on a relevant market and was it, throughout the return period, an issuer to which DTR5 applies? Please tick the appropriate box below ❷

☐ No go to **Section G4** 'Shareholders who hold at least 5% of any class of shares of the company as at the made up date of the return'☒ Yes go to **Part 5 'Signature'**❶ A market is one established under the rules of a UK recognised investment exchange or any other regulated markets in or outside of the UK, or any other market outside of the UK. The current UK recognized investment exchanges and regulated markets can be found at www.fsa.gov.uk/register/exchanges.do

❷ DTR5 refers to the Vote Holder and Issuer Notification Rules contained in Chapter 5 of the Disclosure and Transparency Rules source book issued by the Financial Services Authority. Notification is required when the percentage acquisition of a shareholder in the company has reached a certain threshold (starting at 3%).

G2 List of past and present shareholders ❸

The company is required to provide a full list of past and present shareholders if one was not included with either of the last two returns. Please tick the appropriate box below

☐ There were no shareholder changes in this period. Go to **Part 5 (Signature)**☐ A full list of shareholders is enclosed☐ A list of shareholder changes is enclosed

How is the list of shareholders enclosed? Please tick the appropriate box below

☐ The list of shareholders is enclosed on paper. Go to **Section G3** 'List of past and present shareholders'☐ The list of shareholders is enclosed in another format. Go to **Part 5 (Signature)**❸ This section only applies to companies answering 'No' in **Section G1**

(For returns made up to a date on or **after 1 October 2011**)

List of past and present shareholders^①

You must provide a 'full list' of all company shareholders on

- The company's first annual return following incorporation,
- Every third annual return after a full list has been provided

This section only applies to companies answering 'No' to Question 1 in Section G1

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(For returns made up to a date on or **after 1 October 2011**)

Shareholders who hold at least 5% of any class of share(s) of the company as at the made up date of this return

It should only be completed by companies that have answered 'Yes' to Question 1 in Section G1, and 'No' to Question 2 in Section G1

If there were no shareholders holding at least 5% of any class of share(s) at the date of this return, this section may be left blank

→ Go to Part 5 (Signature)

This section only applies to companies answering 'No' to Question 2 in Section G1

Please list the company shareholders
in alphabetical order

Joint shareholders should be listed consecutively

Further shareholders

Please use a 'Shareholders who hold at least 5% of any class of share(s) of the company as at the made up date of this return' continuation page if necessary

Shares or stock currently held

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(For returns made up to a date on or after 1 October 2011)

Part 5

Signature

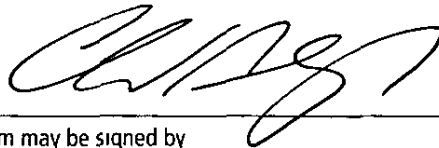
This must be completed by all companies.

I am signing this form on behalf of the company

Signature

Signature

X



X

This form may be signed by
Director¹, Secretary, Person authorised², Charity commission receiver and
manager, CIC manager, Judicial factor

¹ Societas Europaea

If the form is being filed on behalf of a Societas Europaea (SE) please delete 'director' and insert details of which organ of the SE the person signing has membership

² Person authorised

Under either section 270 or 274 of the Companies Act 2006

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(For returns made up to a date on or **after 1 October 2011**)



Presenter information

You do not have to give any contact information, but if you do it will help Companies House if there is a query on the form. The contact information you give will be visible to searchers of the public record.

Contact name	Catherine Evans
Company name	Management Consulting Group PLC
Address	10 Fleet Place
Post town	London
County/Region	
Postcode	E C 4 M 7 R B
Country	UK
DX	
Telephone	020 7710 5000



Checklist

We may return forms completed incorrectly or with information missing

Please make sure you have remembered the following

- ☐ That if the made up date of the return is any earlier than 1 October 2011, you must complete the appropriate form AR01
- ☐ The company name and number match the information held on the public Register
- ☐ You have completed your principal business activity
- ☐ You have not used this form to make changes to the registered office address
- ☐ You have not used this form to make changes to secretary and director details
- ☐ You have fully completed the Statement of capital (if applicable)
- ☐ You have signed the form
- ☐ You have enclosed the correct fee



Important information

Please note that all information on this form will appear on the public record



How to pay

A fee of £40 is payable to Companies House in respect of an Annual Return

Make cheques or postal orders payable to 'Companies House'



Where to send

You may return this form to any Companies House address, however for expediency we advise you to return it to the appropriate address below

For companies registered in England and Wales
The Registrar of Companies, Companies House,
Crown Way, Cardiff, Wales, CF14 3UZ
DX 33050 Cardiff

For companies registered in Scotland
The Registrar of Companies, Companies House,
Fourth floor, Edinburgh Quay 2,
139 Fountainbridge, Edinburgh, Scotland, EH3 9FF
DX ED235 Edinburgh 1
or LP - 4 Edinburgh 2 (Legal Post)

For companies registered in Northern Ireland
The Registrar of Companies, Companies House,
Second Floor, The Linenhall, 32-38 Linenhall Street,
Belfast, Northern Ireland, BT2 8BG
DX 481 N R Belfast 1



Further information

For further information, please see the guidance notes on the website at www.companieshouse.gov.uk or email enquiries@companieshouse.gov.uk

This form is available in an alternative format. Please visit the forms page on the website at www.companieshouse.gov.uk