

**THE COMPANIES ACT 2006**  
**PRIVATE COMPANY LIMITED BY SHARES**  
**ARTICLES OF ASSOCIATION**  
**OF**  
**RED PADDLE CO LIMITED**  
**COMPANY NUMBER: 01371094**  
**(Company)**

**Adopted by special resolution passed on 27<sup>th</sup> October 2022**

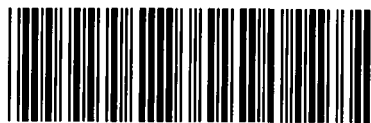
**INTRODUCTION**

**Interpretation**

1.1 The following definitions and rules of interpretation shall apply in these Articles:

<b>Act</b>	the Companies Act 2006.
<b>Articles</b>	the Company's articles of association for the time being in force.
<b>Business Day</b>	a day other than a Saturday, Sunday or public holiday in England on which banks in London are open for business.
<b>Conflict</b>	a situation in which a director has, or can have, a direct or indirect interest that conflicts, or possibly may conflict, with the interests of the Company.
<b>Controlling Shareholder</b>	Backstay Holdings Limited.
<b>Eligible Director</b>	a director who would be entitled to vote on the matter at a meeting of directors (but excluding any director whose vote is not to be counted in respect of the particular matter).
<b>Group</b>	the Company, any subsidiary or any holding company of the Company from time to time, and any subsidiary from time to time of a holding company and <b>member of the Group</b> shall mean any of them.
<b>holding company</b>	has the meaning given in article 1.6.
<b>Model Articles</b>	the model articles for private companies limited by shares contained in Schedule 1 of the Companies (Model Articles) Regulations 2008 (S/ 2008/ 3229), as amended prior to the date of adoption of these Articles and reference to a numbered <b>Model Article</b> is a reference to that article of the Model Articles.

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**subsidiary** has the meaning given in article 1.6.

- 1.2 Unless expressly provided otherwise in these Articles, words and expressions which have particular meanings in the Model Articles shall have the same meanings in these Articles, subject to which and unless the context otherwise requires, words and expressions which have particular meanings in the Act shall have the same meanings in these Articles. The final paragraph of Model Article 1 shall not apply to the Company.
- 1.3 Headings in these Articles are used for convenience only and shall not affect the construction or interpretation of these Articles.
- 1.4 A reference in these Articles to a numbered **Article** is a reference to the relevant article of these Articles unless expressly provided otherwise.
- 1.5 Unless expressly provided otherwise in these Articles, a reference to a statute, statutory provision or subordinate legislation is a reference to it as it is in force from time to time, taking account of:
  - 1.5.1 any subordinate legislation made under it, whether before or after the date of adoption of these Articles; and
  - 1.5.2 any amendment or re-enactment, whether before or after the date of adoption of these Articles and includes any statute, statutory provision or subordinate legislation which it amends or re-enacts.

This article 1.5 shall not apply to the definition of **Model Articles** in article 1.1.

- 1.6 A reference to a **holding company** or **subsidiary** means a holding company or a subsidiary (as the case may be) as defined in section 1159 of the Act and for the purposes only of the membership requirement contained in sections 1159(1)(b) and (c), a company shall be treated as a member of another company even if its shares in that other company are registered in the name of (a) another person (or its nominee), by way of security or in connection with the taking of security, or (b) its nominee.
- 1.7 Any words following the terms including, include, in particular or any similar expression shall be construed as illustrative and shall not limit the sense of the words, description, definition, phrase or term preceding those terms.
- 1.8 Where the context permits, **other** and **otherwise** are illustrative and shall not limit the sense of the words preceding them.
- 1.9 The Model Articles shall apply to the Company, except in so far as they are modified or excluded by, or are inconsistent with, these Articles.
- 1.10 Model Articles 8(3), 11(2) and (3), 14(1), (2), (3) and (4), 38, 52 and 53 shall not apply to the Company.
- 1.11 Model Article 7 shall be amended by:

- 1.11.1 the insertion of the words "for the time being" at the end of Model Article 7(2)(a); and
- 1.11.2 the insertion in Model Article 7(2) of the words "(for so long as he remains the sole director)" after the words "and the director may".
- 1.12 In Model Article 8(2), the words "copies of which have been signed by each eligible director" shall be deleted and replaced with the words "of which each Eligible Director has signed one or more copies".
- 1.13 Model Article 20 shall be amended by the insertion of the words "and the company secretary (if any)" before the words "properly incur".
- 1.14 In Model Article 25(2)(c), the words "evidence, indemnity and the payment of a reasonable fee" shall be deleted and replaced with the words "evidence and indemnity".
- 1.15 In Model Article 30(4), the words "the terms on which shares are issued" shall be deleted and replaced with "the rights attached to any shares".
- 1.16 In Model Article 32(a), the words "the terms on which the share was issued" shall be deleted and replaced with "the rights attached to the share".
- 1.17 Model Article 44(3) shall be amended by the insertion of the words "A demand so withdrawn shall not invalidate the result of a show of hands declared before the demand was made" as a new paragraph at the end of that Model Article.

#### 1A

- 1.A.1 The purposes of the Company are to promote the success of the Company for the benefit of its members as a whole and, through its business and operations, to have a material positive impact on society and the environment, taken as a whole.
- 1.A.2 A Director shall have regard (amongst other matters) to:
  - 1.A.2.1 the likely consequences of any decision in the long term,
  - 1.A.2.2 the interest of the company's employees,
  - 1.A.2.3 the need to foster the company's business relationships with suppliers, customers and others.
  - 1.A.2.4 the impact of the company's operations on the community and the environment,
  - 1.A.2.5 the desirability of the company maintaining a reputation for high standards of business conduct, and
  - 1.A.2.6 the need to act fairly between members of the Company, (together, the matters referred to above shall be defined for the purposes of this Article 1.A as the **Stakeholder Interests** and each, a **Stakeholder Interest**.

- 1.A.3 Nothing in this Article 1.A express or implied, is intended to or shall create or grant any right or any cause of action to, by or for any person (other than the Company).
- 1.A.4 For the purposes of a Director's duty to act in the way he or she considers, in good faith, most likely to promote the success of the Company, a Director shall not be required to regard the benefit of any particular Stakeholder Interest or group of Stakeholder Interests as more important than any other.
- 1.A.5 The Directors of the Company shall, for each financial year of the Company, prepare and circulate to its members an impact report. The impact report shall contain a balanced and comprehensive analysis of the impact the Company's business has had, in a manner proportionate to the size and complexity of the business. The impact report shall contain such detail as is necessary to enable the members to have an understanding of the way in which the Company has promoted its success for the benefit of its members as a whole and, through its business and operations, sought to have a material positive impact on society and the environment, taken as a whole. If the Company is also required to prepare a strategic report under the Companies Act 2006, the Company may choose to publish the impact report as part of its strategic report and in accordance with the requirements applying to the strategic report.

## **DIRECTORS**

### **2 Directors' general authority**

Any or all powers of the directors (or any of them) shall be restricted in such respects, to such extent and for such duration as the Controlling Shareholder may from time to time by notice in writing to the Company prescribe.

### **3 Quorum for directors' meetings**

- 3.1 Subject to article 3.2, the quorum for the transaction of business at a meeting of directors is any two Eligible Directors or, where there is only one director in office for the time being, that director.
- 3.2 For the purposes of any meeting (or part of a meeting) held pursuant to article 5 to authorise a Conflict, if there is only one Eligible Director in office other than the Interested Director(s) (as defined in article 5.1), the quorum for such meeting (or part of a meeting) shall be one Eligible Director.

### **4 Transactions or other arrangements with the Company**

- 4.1 Subject to section 177(5) and (6) and section 182(5) and (6) of the Act, and provided he has declared the nature and extent of his interest in accordance with the requirements of the Act, a director who is in any way, whether directly or indirectly, interested in an existing or proposed transaction or arrangement with the Company:
- 4.1.1 may be a party to, or otherwise interested in, any transaction or arrangement with the Company or in which the Company is otherwise

(directly or indirectly) interested;

- 4.1.2 shall be an Eligible Director for the purposes of any proposed decision of the directors (or committee of directors) in respect of such existing or proposed transaction or arrangement in which he is interested;
- 4.1.3 shall be entitled to vote at a meeting of directors (or of a committee of the directors) or participate in any unanimous decision, in respect of such existing or proposed transaction or arrangement in which he is interested;
- 4.1.4 may act by himself or his firm in a professional capacity for the Company (otherwise than as auditor) and he or his firm shall be entitled to remuneration for professional services as if he were not a director;
- 4.1.5 may be a director or other officer of, or employed by, or a party to a transaction or arrangement with, or otherwise interested in, any

body corporate in which the Company is otherwise (directly or indirectly) interested; and

4.1.6 shall not, save as he may otherwise agree, be accountable to the Company for any benefit which he (or a person connected with him (as defined in section 252 of the Act)) derives from any such transaction or arrangement or from any such office or employment or from any interest in any such body corporate and no such transaction or arrangement shall be liable to be avoided on the grounds of any such interest or benefit, nor shall the receipt of any such remuneration or other benefit constitute a breach of his duty under section 176 of the Act.

4.2 The provisions of article 4.1.1 to article 4.1.6 (inclusive) are subject, where applicable, to any terms and conditions imposed by the directors in accordance with article 5.3.

## 5 **Directors' conflicts of interest**

5.1 The directors may, in accordance with the requirements set out in this article 5, authorise any Conflict proposed to them by any director which would, if not authorised, involve a director (an **Interested Director**) breaching his duty under section 175 of the Act to avoid conflicts of interest.

5.2 Any authorisation under this article 5 will be effective only if:

5.2.1 to the extent permitted by the Act, the matter in question shall have been proposed by any director for consideration in the same way that any other matter may be proposed to the directors under the provisions of these Articles or in such other manner as the directors may determine;

5.2.2 any requirement as to the quorum for consideration of the relevant matter is met without counting the Interested Director; and

5.2.3 the matter was agreed to without the Interested Director voting or would have been agreed to if the Interested Director's vote had not been counted.

5.3 Any authorisation of a Conflict under this article 5 may (whether at the time of giving the authorisation or subsequently) impose on the Interested Director such conditions or limitations, or be granted subject to such terms, as the directors may think fit for the purposes of dealing with the Conflict and the Interested Director will be obliged to conduct himself in accordance with any such terms and conditions.

5.4 The directors may revoke or vary such authorisation at any time, but this will not affect anything done by the Interested Director, before such revocation or variation, in accordance with the terms of such authorisation.

5.5 A director, notwithstanding his office, may be a director or other officer of, employed by, or otherwise interested (including by the holding of shares) in, any member of the Group and no further authorisation under article 5.1 shall be necessary in respect of any such interest.

5.6 A director is not required, by reason of being a director (or because of the fiduciary relationship established by reason of being a director), to account to the Company for any remuneration, profit or other benefit that he derives from or in connection with a relationship involving a conflict which has been authorised by the directors in accordance with these Articles, by the Company or by these Articles (subject in each case to any terms, limits or conditions attaching to that authorisation) and no contract shall be liable to be avoided on such grounds.

## 6 Records of decisions to be kept

Where decisions of the directors are taken by electronic means, such decisions shall be recorded by the directors in a form that enables the directors to retain a copy of such decisions.

## 7 Appointment and removal of directors

7.1 The Controlling Shareholder may at any time and from time to time by notice in writing to the Company appoint one or more persons to be a director or directors of the Company and to remove any director or directors from office (whether or not appointed pursuant to this article 7).

7.2 A Controlling Shareholder shall be entitled to appoint any number of persons to act as an observer at meetings of directors and meetings of any committee of the directors. The observer shall be entitled to receive notice of, and attend and speak at, all meetings of directors and meetings of any committee of the directors and to receive copies of all board papers as if they were a director, but shall not be entitled to vote on any resolutions proposed.

7.3 Any director who is an employee of the Company and who ceases to be an employee shall be removed from office from the date their employment ceases.

7.4 Model Article 18 shall be amended by the inclusion of the words "notification of the director's removal is received by the Company from the Controlling Shareholder pursuant to Article 8.1" as a new paragraph (g) at the end of that Model Article.

7.5 Any removal of a director pursuant to article 7.1 shall be without prejudice to any claim for breach of contract under any employment agreement between the Company and the director so removed.

## SHARES AND SHAREHOLDERS

### 8 Issue of new shares

The directors shall not exercise any power of the Company to allot shares or other securities in, or to grant rights to subscribe for, or convert into, shares or other securities of, the Company without the prior written consent of the Controlling Shareholder (if any). Without limitation, the powers of the directors under section 550 of the Act are limited accordingly.

### 9 Share transfers

No share shall be transferred unless the transfer is made in accordance with these Articles or with the prior written consent of the Controlling Shareholder.

**10 Quorum for general meetings**

10.1 No business other than the appointment of the chairman of the meeting is to be transacted at a general meeting unless a quorum is present at the commencement of the meeting and also when that business is voted on.

10.2 Where the Company has only one shareholder for the time being, one qualifying person (as defined in section 318 of the Act) present at the meeting shall be a quorum. In any other case, any two shareholders present in person, by proxy or by authorised representative.

**11 Proxies**

11.1 Model Article 45(1)(d) shall be deleted and replaced with the words "is delivered to the Company in accordance with the Articles not less than 48 hours before the time appointed for holding the meeting or adjourned meeting at which the right to vote is to be exercised and in accordance with any instructions contained in the notice of the general meeting (or adjourned meeting) to which they relate".

11.2 Model Article 45(1) shall be amended by the insertion of the words "and a proxy notice which is not delivered in such manner shall be invalid, unless the directors, in their discretion, accept the notice at any time before the meeting" as a new paragraph at the end of that Model Article.

**12 Secured Parties**

12.1 Notwithstanding any provisions of these articles, the directors (or director if there is only one) of the Company shall not decline to register or delay in registering any transfer of shares, nor may they suspend registration of any such shares if the transfer:

12.1.1 is to any bank, institution or other person which has been granted a security interest in respect of such shares, or to any nominee of such a bank, institution or other person (or a person acting as agent or security trustee for such person) (Secured Institution); or

12.1.2 is delivered to the Company for registration by a Secured Institution or its nominee in order to perfect its security over the shares; or

12.1.3 is executed by a Secured Institution or its nominee pursuant to a power of sale or other power existing under such security,

and the directors shall forthwith upon receipt register any such transfer of shares.

12.2 Notwithstanding anything to the contrary contained in these articles, no transferor of any shares in the Company or proposed transferor of such shares to a Secured Institution or its nominee and no Secured Institution or its nominee shall (in either such case) be required to offer the shares which



are or are to be the subject of any transfer to the shareholders for the time being of the Company or any of them and no such shareholder shall have any right under the articles or otherwise to require such shares to be transferred to them whether for consideration or otherwise.

- 12.3 Notwithstanding anything any provisions of these articles, the directors (or director if there is only one) of the Company may not exercise any rights of lien over any shares that have been mortgaged, charged or pledged by way of security to a Secured Institution.
- 12.4 The directors (or director if there is only one) shall not issue any share certificates (whether by way of replacement or otherwise) without the prior written consent of (or on behalf of) all (if any) Secured Institutions (as defined in Article 11.1.1 above).

#### **ADMINISTRATIVE ARRANGEMENTS**

##### **13 Change of company name**

- 13.1 Subject to the consent of the Controlling Shareholder, the name of the Company may be changed by:
  - 13.1.1 a decision of the directors; or
  - 13.1.2 a special resolution of the shareholders,or otherwise in accordance with the Act.

##### **14 Means of communication to be used**

- 14.1 Subject to article 14.2, any notice, document or other information shall be deemed served on, or delivered to, the intended recipient:
  - 14.1.1 if delivered by hand, on signature of a delivery receipt or at the time the notice, document or other information is left at the address; or
  - 14.1.2 if sent by pre-paid United Kingdom first class post, recorded delivery or special delivery to an address in the United Kingdom, at 9.00 am on the second Business Day after posting; or
  - 14.1.3 if sent by pre-paid airmail to an address outside the country from which it is sent, at 9.00 am on the fifth Business Day after posting; or
  - 14.1.4 if sent by reputable international overnight courier to an address outside the country from which it is sent, on signature of a delivery receipt or at the time the notice, document or other information is left at the address; or

- 14.1.5 if sent or supplied by e-mail, one hour after the notice, document or information was sent or supplied; or
  - 14.1.6 if sent or supplied by means of a website, when the material is first made available on the website or (if later) when the recipient receives (or is deemed to have received) notice of the fact that the material is available on the website; and
  - 14.1.7 if deemed receipt under the previous paragraphs of this article 14.1 would occur outside business hours (meaning 9.00 am to 5.30 pm Monday to Friday on a day that is not a public holiday in the place of deemed receipt), at 9.00 am on the day when business next starts in the place of deemed receipt. For the purposes of this article, all references to time are to local time in the place of deemed receipt.
- 14.2 To prove service, it is sufficient to prove that:
- 14.2.1 if delivered by hand or by reputable international overnight courier, the notice was delivered to the correct address; or
  - 14.2.2 if sent by fax, a transmission report was received confirming that the notice was successfully transmitted to the correct fax number; or
  - 14.2.3 if sent by post or by airmail, the envelope containing the notice was properly addressed, paid for and posted; or
  - 14.2.4 if sent by e-mail, the notice was properly addressed and sent to the e-mail address of the recipient.

## 15 Indemnity and insurance

- 15.1 Subject to article 15.2, but without prejudice to any indemnity to which a relevant officer is otherwise entitled:

- 15.1.1 each relevant officer shall be indemnified out of the Company's assets against all costs, charges, losses, expenses and liabilities incurred by him as a relevant officer:

- (a) in the actual or purported execution and/or discharge of his duties, or in relation to them,

including (in each case) any liability incurred by him in defending any civil or criminal proceedings, or regulatory investigation or action, in which judgment is given in his favour or in which he is acquitted or the proceedings are, or the investigation or action is, otherwise disposed of without any finding or admission of any material breach of duty on his part or in connection with any application in which the court grants him, in his capacity as a relevant officer, relief from liability for negligence, default, breach of duty or breach of trust in relation to the Company's (or any associated company's) affairs; and

- 15.1.2 the Company may provide any relevant officer with funds to meet expenditure incurred or to be incurred by him in connection with any proceedings, investigation, action or application referred to in article 15.1.1 and otherwise may take any action to enable any such relevant officer to avoid incurring such expenditure.
- 15.2 This article 15 does not authorise any indemnity to the extent that such indemnity would be prohibited or rendered void by any provision of the Companies Acts or by any other provision of law and any such indemnity is limited accordingly.
- 15.3 The directors may decide to purchase and maintain insurance, at the expense of the Company, for the benefit of any relevant officer in respect of any relevant loss.
- 15.4 In this article 15:
  - 15.4.1 **associated company** means any member of the Group and **associated companies** shall be construed accordingly;
  - 15.4.2 a **relevant loss** means any loss or liability which has been or may be incurred by a relevant officer in connection with that relevant officer's duties or powers in relation to the Company, any associated company or any pension fund or employees' share scheme of the Company or associated company; and
  - 15.4.3 a **relevant officer** means any director or other officer of the Company or an associated company (including any company which is a trustee of an occupational pension scheme (as defined by section 235(6) of the Act)).

## 16 Controlling Shareholder

For so long as the Company is a subsidiary of the Controlling Shareholder, the following provisions shall apply and, to the extent of any inconsistency between this article 16 and any other provision(s) of the Articles, this article 16 shall prevail:

- 16.1 if a director is appointed by the Controlling Shareholder, the quorum for any meeting of the directors (including adjourned meetings) must include a director appointed by the Controlling Shareholder;
- 16.2 directors appointed by the Controlling Shareholder (if any) shall have such votes as are necessary to have the majority of votes irrespective of the number appointed or present at a meeting;
- 16.3 a unanimous decision of the directors is taken when a majority of the directors appointed by the Controlling Shareholder (if any) indicate to each other by any means that they share a common view on a matter; and
- 16.4 any director may call a meeting of directors by giving not less than five Business Days' notice of the meeting (or such shorter period of notice as agreed in writing by the majority of the directors including at least one director appointed by the Controlling Shareholder (if any)) to each director or by authorising the Company secretary (if any) to give such notice