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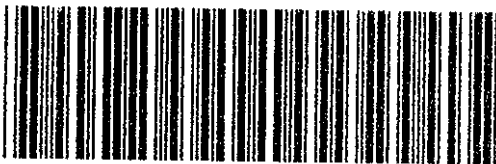
**CERTIFICATE OF INCORPORATION  
OF A PUBLIC LIMITED COMPANY**

Company No. 3196818

The Registrar of Companies for England and Wales hereby certifies that  
WARMSTART PLC

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

Given at Companies House, London, the 3rd May 1996



\*N03196818N\*

A handwritten signature in dark ink, appearing to read 'A. Connolly'.

For The Registrar Of Companies



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



COMPANIES HOUSE

Please complete in typescript,  
or in bold black capitals.

12

## Declaration on application for registration

3196818

Company Name in full

WARMSTART PLC



\*F012001J\*

I, Kevin Thomas Brown

of 123-125 City Road, London EC1V 1JB

† Please delete as appropriate.

do solemnly and sincerely declare that I am an Authorised Signatory of Marriotts Limited named a director of the company in the statement delivered to the Registrar under section 10 of the Companies Act 1985† and that all the requirements of the Companies Act 1985 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 Statutory Declarations Act 1835.

Declarant's signature

Declared at

123-125 City Road, London EC1V 1JB

the

3rd

day of

May.

One thousand nine hundred and ninety

six

• Please print name.

before me •

Brian Rangeley

Signed

Date

03.05.1996

A Commissioner for Oaths or Notary Public or Justice of the Peace or Solicitor

Please give the name, address, telephone number and, if available, a DX number and Exchange of the person Companies House should contact if there is any query.

MARRIOTS  
COMPANY SERVICES LIMITED  
123-125 CITY ROAD  
LONDON EC1V 1JB  
DX number DX exchange

When you have completed and signed the form please send it to the Registrar of Companies at:

Companies House, Crown Way, Cardiff, CF4 3UZ DX 33050 Cardiff  
for companies registered in England and Wales

or  
Companies House, 37 Castle Terrace, Edinburgh, EH1 2EB  
for companies registered in Scotland

DX 235 Edinburgh



# COMPANIES HOUSE

Please complete in typescript,  
or in bold black capitals.

First directors and secretary and intended situation of  
registered office

Notes on completion appear on final page

3196818

Company Name in full

WARMSTART PLC



\*F010001H\*

Proposed Registered Office

(PO Box numbers only, are not acceptable)

Prince Consort House

Albert Embankment

Post town

London

County / Region

Postcode

SE1 7TJ

If the memorandum is delivered by an agent  
for the subscriber(s) of the memorandum  
mark the box opposite and give the agent's  
name and address.

Agent's Name

Address

Post town

County / Region

Postcode

Number of continuation sheets attached

Please give the name, address,  
telephone number and, if available,  
a DX number and Exchange of  
the person Companies House should  
contact if there is any query.

Companies House receipt date barcode

Form revised March 1995

When you have completed and signed the form please send it to the  
Registrar of Companies at:

**Companies House, Crown Way, Cardiff, CF4 3UZ** DX 33050 Cardiff  
for companies registered in England and Wales

or

**Companies House, 37 Castle Terrace, Edinburgh, EH1 2EB**

for companies registered in Scotland

**DX 235 Edinburgh**

10

# Company Secretary (see notes 1-5)

Company name

WARMSTART PLC

NAME \*Style / Title

\*Honours etc

\* Voluntary details

Forename(s)

Surname

Secretaire Limited

Previous forename(s)

Previous surname(s)

Address

123-125 Cityl. Road

## Usual residential address

For a corporation, give the registered or principal office address.

Post town

London

County / Region

Postcode

EC1V 1JB

Country

U.K.

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

Consent signature

for Secretaire Limited

Date

03.05.1996

## Directors (see notes 1-5)

Please list directors in alphabetical order

NAME \*Style / Title

\*Honours etc

Forename(s)

Surname

Marriotts Limited

Previous forename(s)

Previous surname(s)

Address

MARRIOTTS LIMITED

## Usual residential address

For a corporation, give the registered or principal office address.

123-125 CITY ROAD

LONDON EC1V 1JB

Post town

County / Region

Postcode

Country

U.K.

Day Month Year

Date of birth

12

11

93

Nationality

English

Business occupation

Corporate Director

Other directorships

None

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

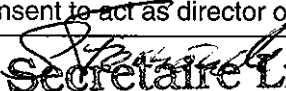
Consent signature

for MARRIOTTS LIMITED

Date

03.05.1996

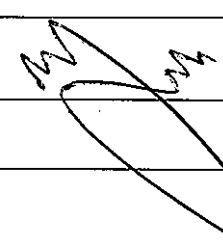
**Directors** (continued) (see notes 1-5)

<b>NAME</b>	<b>*Style / Title</b>	<input type="text"/>	<b>*Honours etc</b>	<input type="text"/>						
<b>* Voluntary details</b>	<b>Forename(s)</b>	<input type="text"/>								
	<b>Surname</b>	<b>Secretaire Limited</b>								
	<b>Previous forename(s)</b>	<input type="text"/>								
	<b>Previous surname(s)</b>	<input type="text"/>								
	<b>Address</b>	<input type="text"/>								
<b>Usual residential address</b>	<input type="text"/>									
For a corporation, give the registered or principal office address.										
	<b>Post town</b>	<b>London</b>								
	<b>County / Region</b>	<input type="text"/>	<b>Postcode</b>	<b>EC1V 1JB</b>						
	<b>Country</b>	<b>U.K.</b>								
	<b>Date of birth</b>	<table border="1"><tr><td>Day</td><td>Month</td><td>Year</td></tr><tr><td>14</td><td>02</td><td>94</td></tr></table>	Day	Month	Year	14	02	94	<b>Nationality</b>	<b>English</b>
Day	Month	Year								
14	02	94								
	<b>Business occupation</b>	<b>Corporate Director</b>								
	<b>Other directorships</b>	<b>None</b>								
	<input type="text"/>									
	I consent to act as director of the company named on page 1									
	<b>Consent signature</b>	 for <b>Secretaire Limited</b>	<b>Date</b>	<b>03.05.1996</b>						

**This section must be signed by**  
**Either**

**an agent on behalf  
of all subscribers**

**Signed**



**Date**

**03.05.1996**

**Or the subscribers**

**( i.e those who signed  
as members on the  
memorandum of  
association).**

**Signed**

**Date**

**Signed**

**Date**

**Signed**

**Date**

**Signed**

**Date**

**Signed**

**Date**

**Signed**

**Date**

## Notes

1. Show for an individual the full forename(s) NOT INITIALS and surname together with any previous forename(s) or surname(s).

If the director or secretary is a corporation or Scottish firm - show the corporate or firm name on the surname line.

Give previous forename(s) or surname(s) except that:

- for a married woman, the name by which she was known before marriage need not be given,
- names not used since the age of 18 or for at least 20 years need not be given.

A peer, or an individual known by a title, may state the title instead of or in addition to the forename(s) and surname and need not give the name by which that person was known before he or she adopted the title or succeeded to it.

Address:

Give the usual residential address.

In the case of a corporation or Scottish firm give the registered or principal office.

Subscribers:

The form must be signed personally either by the subscriber(s) or by a person or persons authorised to sign on behalf of the subscriber(s).

2. Directors known by another description:

- A director includes any person who occupies that position even if called by a different name, for example, governor, member of council.

3. Directors details:

- Show for each individual director the director's date of birth, business occupation and nationality.  
**The date of birth must be given for every individual director.**

4. Other directorships:

- Give the name of every company of which the person concerned is a director or has been a director at any time in the past 5 years. You may exclude a company which either **is** or at **all times during the past 5 years**, when the person was a director, **was**:
  - dormant,
  - a parent company which wholly owned the company making the return,
  - a wholly owned subsidiary of the company making the return, or
  - another wholly owned subsidiary of the same parent company.

If there is insufficient space on the form for other directorships you may use a separate sheet of paper, which should include the company's number and the full name of the director.

5. Use Form 10 continuation sheets or photocopies of page 2 to provide details of joint secretaries or additional directors and include the company's number.



**MEMORANDUM OF  
ASSOCIATION  
OF**

**WARMSTART PLC**

1. The Company's name is Warmstart Plc.
2. The Company is to be a Public Company.
3. The Company's Registered Office is to be situate in England.
4. The Company's objects are:-
  - A. To carry on business as a general commercial company.
  - B. To carry on any other business which, in the opinion of the Company, may be capable of being conveniently or profitably carried on in conjunction with or subsidiary to any other business of the Company and is calculated to enhance the value of the Company's property.
  - C. To guarantee or give security for the payment or performance of any contracts, debts, or obligations of any person, company or firm, for any purpose whatsoever, and to act as agents for the collection, receipt or payment of money and generally to give any guarantee, security or indemnity.
  - D. To take on lease, purchase or in exchange, hire or otherwise acquire and hold for any interest or estate any buildings, lands, easements, privileges, rights, concessions, patent rights, patents, secret processes, licences, machinery, plant, stock-in-trade, and any real or personal property of any kind convenient or necessary for the purpose of or in connection with the Company's business or any department or branch thereof.
  - E. To apply for, purchase or otherwise acquire and hold any patents, licences, concessions, brevets d'invention, copyrights and the like, conferring any right to use or publish any secret or other information and to use, develop, exercise, or grant licences in respect of the property, rights and information so acquired.
  - F. To erect, build, construct, or reconstruct, lay down, alter, enlarge and maintain any factories, buildings, works, shops, stores, plant and machinery necessary or convenient for the Company's business and to contribute to or subsidise the construction, erection and maintenance of any of the aforesaid.

N/C £200  
NW/B 003554  
SDAY

G. To subscribe for, take, purchase, or otherwise acquire and hold, sell, deal with or dispose of any share, stocks, debentures, debenture stocks, bonds, obligations and securities, guaranteed by any company constituted or carrying on business in any part of the world and debentures, debenture stocks, bonds, obligations and securities guaranteed by any Government or Authority, Municipal, Parochial, Local or otherwise, within and without the United Kingdom and so to subscribe for the same either conditionally or otherwise and to guarantee the subscription thereof and to enforce and exercise all rights and powers conferred by the ownership thereof.

H. To promote by the way of advertising the products and services of the Company in any manner and to reward customers or potential customers and to promote and take part in any scheme likely to benefit the Company.

I. To borrow or raise money and secure or discharge any debt or obligation of or binding on the Company in such manner as may be thought fit and in particular by mortgages of or charges upon the undertaking and all or any of the real or heritable and personal or moveable property (present or future) and the uncalled capital for the time being of the Company or by the creation and issue of debenture stocks, debentures or other obligations or securities of any description.

J. To support, guarantee and/or secure either with or without consideration the payment of any debenture stocks, debentures, dividends, shares or moneys or the performance of engagements or contracts of any other company or person and in particular (but without prejudice to the generality of the foregoing) of any Company which is, for the time being, the Company's holding company defined by Section 736 of the Companies Act, 1985 or another subsidiary, as defined by the said section, of the Company's holding company or otherwise associated with the Company in business and to give indemnities and guarantees of all kinds and by way of security as aforesaid either with or without consideration to mortgage and charge the undertaking and all or any of the real and personal property and assets present or future, to issue debentures and debenture stock and collaterally or further to secure any securities of the Company by a Trust Deed or other assurance and to enter into partnership or any joint purse arrangement with any person, persons, firm or company.

K. To make advances to customers and others with or without security, and upon such terms as the Company may approve, and to guarantee the dividends, interest and capital of the stocks, shares or securities of any company of or in which the Company is a member or is otherwise interested.

L. To take part in the management, formation, control or supervision of the business or operation of any company or undertaking and for that purpose to appoint and remunerate any directors, experts or agents.

M. To employ experts to examine and investigate into the character, prospects, value, condition and circumstances of any undertaking and business concerns and generally of any property, assets or rights.

N. To draw, make, accept, endorse, negotiate, discount and execute promissory notes, bills of exchange and other negotiable instruments; to receive money on deposit or loan upon such terms as the Company may approve, and generally to act as bankers for customers and others.



O. To promote or establish or concur in promoting or establishing any other company whose objects shall include the taking over of or the acquisition of all or any of the assets or liabilities of this Company or the promotion of which shall be in any manner calculated to advance directly or indirectly the objects or interests of this Company and to hold, acquire, dispose of stocks, shares or securities issued by or any other obligations of any such company.

P. To deal with and invest the moneys of the Company not immediately required for the purpose of the business of the Company in or upon such investments and in such manner as the Company may approve.

Q. To accept payment for any rights or property sold or otherwise disposed of or dealt with by the Company, either in cash, by instalments or otherwise, or in partly or fully paid-up shares or stock of any corporation or company, with or without deferred or preferred or special rights or restrictions in respect of repayment of capital, dividend, voting or otherwise, or in mortgages or debentures or other securities of any corporation or company or partly in another, and generally on such terms as the Company may determine and to hold, dispose of or otherwise deal with any stock, shares or securities so acquired.

R. To enter into any partnership or amalgamate with or enter into any arrangement for sharing profits, interests, or co-operative with any company, person or firm carrying on or proposing to carry on any business within the objects of this Company or which is capable of being carried on so as to benefit this Company, whether directly or indirectly and to acquire and hold, deal with, sell or dispose of any stock, shares or securities of or other interests in any such company, and to guarantee the contracts or liabilities of, otherwise assist or subsidise, any such company.

S. To pay for any right or property acquired by the Company either in cash or partly or fully paid-up shares with or without deferred or preferred or special rights or restrictions in respect of repayment of capital, dividend, voting or otherwise, or by any securities which the Company has power to issue, and generally on such terms and conditions as the Company may determine.

T. To develop, improve, manage, sell, turn to account, let on rent, royalty, exchange, share of profits or otherwise, grant easements, licences and other rights in or over, and in any other manner dispose of or deal with the undertaking and all or any of the assets and property for the time being of the Company for such consideration as the Company may think fit.

U. To acquire, purchase, take over and undertake part or all of the business, property, assets, liabilities and engagements of any firm, person or company carrying on any business the carrying on of which is calculated to benefit this Company or to advance its interests generally.

V. Subject to and in accordance with a due compliance with the provisions of Sections 155 to 158 (inclusive) of the Act (if and so far as such provisions shall be applicable) to give, whether directly or indirectly, any kind of financial assistance (as defined in Section 152(1) (a) of the Act for any such purpose as is specified in Section 151(1) and/or Section 152(2) of the Act.

W. To grant pensions, gratuities, allowances and bonuses to employees or ex-employees, officers or ex-officers of the Company or its predecessors in business or the dependents of such persons and to maintain and establish or concur in maintaining funds, trusts or schemes, (whether contributory or non-contributory) with a view to providing pensions or other funds for any such persons or their dependants as aforesaid.

X. To distribute in specie any of the shares, debentures or securities of the Company or any proceeds of sale or disposal of any property of the Company between the members of the Company in accordance with the rights, but so that no distribution amounting to a reduction of capital be made except with the sanction (if any) for the time being required by law.

Y. To do all or any of the above things in any part of the world either alone as principals, or as agents, trustees, sub-contractors or otherwise.

Z. To do all such things as may be deemed incidental or conducive to the attainment of the above objects or any of them.

It is hereby declared that the objects of the Company as specified in each of the foregoing sub-clauses of this Clause shall be separate and distinct objects of the Company and shall not in any way be limited by reference to any other sub-clauses or the order in which the same occur. The widest interpretation shall be given to the objects contained in each sub-clause of this Clause and shall not save where the context expressly so requires be in any way restricted or limited by inference from or reference to any other object or objects set forth in such sub-clause. None of such sub-clause or the objects mentioned therein or the powers thereby conferred shall be deemed ancillary to or subsidiary to the powers or objects specified in any other sub-clause.

5. The liability of the members is limited.

6. The share capital of the Company is £500,000 divided into 500,000 ordinary shares of £1 each.

We, the subscribers to this Memorandum of Association, wish to be formed into a Company pursuant to this Memorandum; and we agree to take the number of Shares shown opposite our respective names.

NAMES AND ADDRESSES OF SUBSCRIBERS	Number of Shares taken by each Subscriber
------------------------------------	---

Marriotts Limited  
2nd Floor  
123-125 City Road  
London EC1V 1JB

ONE

Corporate Director

  
**MARRIOTT'S LIMITED**  
123-125 CITY ROAD  
LONDON EC1V 1JB

Secretaire Limited  
2nd Floor  
123-125 City Road  
London  
EC1V 1JB

ONE

Limited Company

  
**Secretaire Limited**

Dated the 1st day of April 1996

Witness to the above Signatures :-

Martin David Judd  
123 City Road  
London  
EC1V 1JB

Search Clerk



**The Companies Acts 1985 to 1989  
A Public Company Limited by Shares**

**ARTICLES OF  
ASSOCIATION**

**OF**

**WARMSTART PLC**

**PRELIMINARY**

1. The Regulations contained in Table A in the Schedule to the Companies (Tables A to F) Regulations 1985 (SI 1985 No.805) as amended by the Companies (Tables A to F) (Amendment) Regulations 1985 (SI 1985 No. 1052) (such Table being hereinafter called "Table A") shall apply to the Company save in so far as they are excluded or varied hereby. Reference to any provision of the Act shall where the context so admits be construed as and include a reference to such provision as modified by any statute for the time being in force.

**SHARES**

2. The authorised share capital of the company is £ 500,000 divided into 500,000 ordinary shares of £1 each.

3. Shares which are comprised in the existing authorised but unissued share capital of the Company shall be under the control of the Directors who may (subject to Section 80 of the Act) allot, grant options over or otherwise dispose of the same, to such persons, on such terms and in such manner as they think fit.

4. Subject to Article 3 hereof, the Directors are unconditionally authorised for the purposes of Section 80 of the Companies Act 1985, to allot shares up to the amount of the share capital created on incorporation of the Company at any time or times during the period of five years from the date of incorporation.

5. Sections 89(1) and 90(1) to (6) (inclusive) of the Act shall not apply to the Company.

**LIEN ON PARTLY PAID SHARES**

6. The Company shall have a first and paramount lien on every share (not being a fully paid share) for all monies (whether presently payable or not) payable at a fixed time or called in respect of that share. The Directors may at any time declare any share to be wholly or in part exempt from the provisions of this regulation. The Company's lien on a share shall extend to any amount in respect of it.

## **SHARE TRANSFERS**

7. The Directors may in their absolute discretion, and without assigning any reason therefor, decline to register any transfer of any share, whether or not it is a fully paid share.

8. The instrument of transfer of a fully paid share shall be signed by or on behalf of the transferor and in the case of shares which are not fully paid up, the instrument of transfer shall be in addition be signed by or on behalf of the transferee.

## **DIRECTORS**

9. Unless and until otherwise determined by the Company in General Meeting the number of Directors shall not be less than two nor more than five. The first Directors of the Company shall be the persons named in the statement delivered to the Registrar of Companies in accordance with the Act.

10. A person may be appointed a Director notwithstanding that he has attained the age of 70 years and no Director shall be liable to vacate office by reason only of his attaining of having attained that or any other age.

11. The office of a Director shall be vacated if:

a. by notice in writing delivered to the Company at its Registered Office, or tendered at a meeting of the Directors, he resigns the office of Director;

b. he becomes bankrupt or makes any arrangement or composition with his creditors generally; or

c. he is, or may be, suffering from mental disorder and either

i) he is admitted to hospital in pursuance of an application for admission for treatment under the Mental Health Act 1983 or, in Scotland, and application for admission under the Mental Health (Scotland) Act 1960, or

ii) an order is made by a Court having jurisdiction (whether in the United kingdom or elsewhere) in matters concerning mental disorder for his detention or for the appointment of a receiver, curator bonis or other person to exercise powers with respect to his property or affairs; or

d. he ceases to be a Director by virtue of any provision of the Act or he becomes prohibited by law from being a Director.

## **MANAGING DIRECTORS AND MANAGERS**

12. The Directors may from time to time appoint one or more of their body to the office of Managing Director or Manager for such period and on such terms as they think fit and, subject to the terms of any agreement entered into in any particular case, may revoke such appointment. His appointment, subject to the payment to him of such compensation or damages as may be payable to him by reason thereof, shall be automatically terminated if he ceases from any cause to be a Director.

13. A Managing Director or Manager shall receive such remuneration (whether by way of salary, commission or participation in profits or partly in one way and partly in another) as the Directors may determine.

### **PROCEEDINGS OF DIRECTORS**

14. The quorum necessary for the transaction of the business of the Directors may be fixed by the Directors and unless so fixed shall, when two Directors only are in office, be two, and shall, when more than two Directors are in office, be three.

### **MEETINGS**

15. Every notice convening a General meeting shall comply with the provision of Sect. 372(3) of the Act as to giving information to Members in regard to their right to appoint proxies.

16. Clause 41 in Table A shall not apply to the Company.

### **SECRETARY**

17. The first Secretary of the Company shall be the person named in the statement delivered to the Registrar of Companies pursuant to the Act

### **GRATUITIES AND PENSIONS**

18. Clause 87 in Table A shall not apply to the Company.

### **THE SEAL**

19. The Company may have a Seal if it so wishes. If the Company has a Seal the Directors may determine who shall sign any instrument to which the Seal is affixed and unless otherwise so determined it shall be signed by two Directors. The obligation under Clause 6 of Table A relating to the sealing of share certificates shall apply only if the Company has a Seal.

### **INDEMNITY**

20. (a) Subject to the provisions of the Act, but without prejudice to any indemnity to which a Director may otherwise be entitled, every Director or other officer or Auditor of the Company shall be indemnified out of the assets of the Company against any liability incurred by him in defending any proceedings, whether civil or criminal, in which judgement is given in his favour or in which he is acquitted or in connection with any application in which relief is granted to him by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Company.

(b) The Directors shall have power to purchase and maintain an insurance policy for any Director, officer or Auditor of the Company effecting cover against any such liability as is referred to in Section 310(1) of the Act.

21. Clause 118 in Table A shall not apply to the Company.

---

NAMES AND ADDRESSES OF SUBSCRIBERS

---

Marriotts Limited  
2nd Floor  
123-125 City Road  
London  
EC1V 1JB


Corporate Director



**MARRIOTTS LIMITED**  
123-125 CITY ROAD  
LONDON EC1V 1JB

Secretaire Limited  
2nd Floor  
123-125 City Road  
London  
EC1V 1JB

Limited Company



**Secretaire Limited**

---

Dated the 1st day of April 1996

Witness to the above Signatures :-

Martin David Judd  
123 City Road  
London  
EC1V 1JB

Search Clerk

