

FILE COPY



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

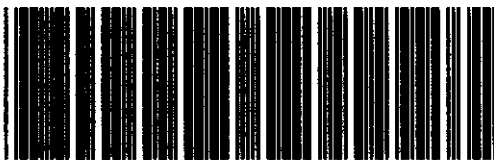
Company No. 4034358

The Registrar of Companies for England and Wales hereby certifies that

BOOTS BEAUTY INTERNATIONAL LIMITED

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

Given at Companies House, Cardiff, the 11th July 2000



N04034358E


K. L. JONES
For The Registrar Of Companies



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



12

Please complete in typescript,
or in bold black capitals.

Declaration on application for registration

CHFP029

Company Name in Full

Boots Beauty International Limited

I, **SONIA FENNELL**

of **GILLIVER COTTAGE, CLIPSTON ON THE WOLDS, NOTTINGHAM**

† Please delete as appropriate.

do solemnly and sincerely declare that I am a ~~Solicitor engaged in the formation of the company~~ person named as director or secretary 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

Sonia Fennell

Declared at

2 KINGS WAY NOTTINGHAM (ENGLAND)

Day Month Year

On

07 07 2000

• Please print name.

before me[†]

CHRISTOPHER CHARLES HODSON

Signed

C. C. Hodson

Date

7/7/00

† 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.

SONIA FENNELL, THE BOOTS COMPANY PLC, GROUP HEADQUARTERS, NOTTINGHAM, ., NG2 3AA

Tel 0115-968 7094

DX number 712061

DX exchange BEESTON 2



A18
COMPANIES HOUSE
0267
11/07/00

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

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

DX 33050 Cardiff

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

DX 235 Edinburgh



10

Please complete in typescript,
or in bold black capitals.

Notes on completion appear on final page

CHFP029

First directors and secretary and intended situation of registered office

Company Name in full

Boots Beauty International Limited

Proposed Registered Office (PO Box numbers only, are not acceptable)

1 THANE ROAD WEST

Post town

NOTTINGHAM

County / Region

Postcode

NG2 3AA

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

0

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.

SONIA FENNELL, THE BOOTS COMPANY PLC, GROUP HEADQUARTERS,

NOTTINGHAM, ., NG2 3AA

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Form revised July 1998

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or
Companies House, 37 Castle Terrace, Edinburgh, EH1 2EB
for companies registered in Scotland DX 235 Edinburgh

Company Secretary (see notes 1-5)

Company name

Boots Beauty International Limited

NAME * Style / Title

MS

*Honours etc

Forename(s)

SONIA

Surname

FENNELL

Previous forename(s)

* Voluntary details

Previous surname(s)

Address

GILLIVER COTTAGE

Usual residential address

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

CLIPSTON ON THE WOLDS

Post town

NOTTINGHAM

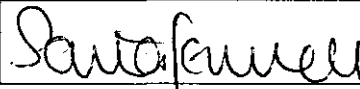
County / Region

Postcode

NG12 5PD

Country

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

Consent signature**Date**

5 July 2000

Directors (see notes 1-5)

Please list directors in alphabetical order

NAME * Style / Title

MR

*Honours etc

Forename(s)

DAVID CHARLES GEOFFREY

Surname

FOSTER

Previous forename(s)

Previous surname(s)

Address

HATHERN COTTAGES, 11A WIDE STREET,

Usual residential address

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

HATHERN

Post town

LOUGHBOROUGH

County / Region

LEICESTERSHIRE

Postcode

LE12 5NQ

Country

ENGLAND

Date of birth

Day Month Year

1 9 0 9 1 9 5 9

Nationality

BRITISH


Business occupation

SOLICITOR

Other directorships

See attached list

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

Consent signature**Date**

5/7/2000

Directors (continued) (see notes 1-5)
NAME * Style / Title

* Voluntary details

Forename(s)

Surname

Previous forename(s)

Previous surname(s)

Address

Usual residential address

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

Post town

County / Region

Country

Date of birth

Business occupation

Other directorships

Day Month Year

1 2 0 4 1 9 4 9

Nationality BRITISH

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

Consent signature

Date

This section must be signed by

Either

**an agent on behalf
of all subscribers**

Signed

Date

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

Other relevant directorships

Company Number

Company Name

Boots Beauty International Limited

Directors Name

FOSTER DAVID CHARLES GEOFFREY

† Directors only.

† Other directorships

A.G. STANLEY HOLDINGS PLC

A.G. STANLEY LIMITED

NOTES

Show the full forenames, NOT INITIALS. If the director or secretary is a corporation or Scottish firm, show the name on surname line and registered or principal office on the usual residential line.

Give previous forenames or surname(s) except:

- for a married woman, the name by which she was known before marriage need not be given.

- for names not used since the age of 18 or for at least 20 years

A peer or individual known by a title may state the title instead of or in addition to the forenames and surname and need not give the name by which that person was known before he or she adopted the title or preceded to it.

BOOTS INSURANCE SERVICES LIMITED

BOOTS SC (ONE) PLC

BOOTSPHOTO.COM LIMITED

C J & J J ENTERPRISES LIMITED

CHILDRENS WORLD LIMITED

DO IT ALL (HOLDINGS) LIMITED

DO IT ALL LIMITED

JACOA LIMITED

LOWPINE PROPERTIES LIMITED

MORRIS & BLAKEY WALL PAPERS LIMITED

Other directorships.

Give the name of every company incorporated in Great Britain of which the person concerned is a director or has been a director at any time in the past five years.

You may exclude a company which either is, or at all times during the past five years when the person concerned was a director, was

- dormant

- a parent company which wholly owned the company making the return, or

- another wholly owned subsidiary of the same parent company.

Other relevant directorships

Company Number

Company Name

Boots Beauty International Limited

Directors Name

OLIVER MICHAEL JOHN

† Directors only.

† Other directorships

BOOTS (QUEST) TRUSTEE LIMITED

BOOTS INVESTMENTS LIMITED

BOOTS RETAIL (TAIWAN) LIMITED

BOOTS SC (ONE) PLC

BOOTSPHOTO.COM LIMITED

CHILDRENS WORLD LIMITED

HALFORDS LIMITED

HALFORDS VEHICLE MANAGEMENT LIMITED

HANDBAG.COM LIMITED

PEPPERPOWER LIMITED

PEPPERWORLD LIMITED

WARD WHITE INTERNATIONAL LIMITED

NOTES

Show the full forenames, NOT INITIALS. If the director or secretary is a corporation or Scottish firm, show the name on surname line and registered or principal office on the usual residential line.

Give previous forenames or surname(s) except:

- for a married woman, the name by which she was known before marriage need not be given.

- for names not used since the age of 18 or for at least 20 years

A peer or individual known by a title may state the title instead of or in addition to the forenames and surname and need not give the name by which that person was known before he or she adopted the title or preceded to it.

Other directorships.

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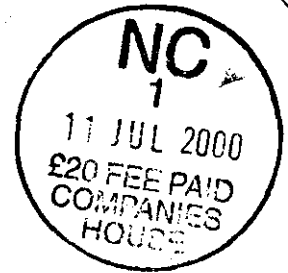
- dormant

- a parent company which wholly owned the company making the return, or

- another wholly owned subsidiary of the same parent company.

205337
4034358 600 510AM

**The Companies Act 1985
(As amended by the Companies Act 1989)**



Private Company Limited by Shares

MEMORANDUM OF ASSOCIATION

083566

of

Boots Beauty International Limited

1. The Company's name is Boots Beauty International Limited.
2. The Company's registered office is to be situated in England and Wales.
3. The Company's objects are:-
 - A. To carry on business as manufacturers, importers, exporters, buyers, sellers and merchants of, and dealers in and agents for hygiene, cosmetic and toiletry preparations, proprietary articles of all kinds, pharmaceutical and medicinal products of all kinds, and electrical, chemical, surgical and scientific apparatus and materials, and to research into, develop, manufacture, refine, prepare, buy, sell, exchange, import, export and deal in articles, substances, products and things of any kind which may be usefully employed in or in connection with or used by persons engaged in such businesses, or which may appear capable of being usefully or profitably dealt with in connection with any of the said businesses.
 - B. To carry on business as a general commercial company.
 - C. To carry on any trade or business whatsoever and to do all such things as are incidental or conducive to the carrying on of any trade or business by it.
 - D. To acquire by purchase, lease, exchange, hire or otherwise or to hold for any estate or interest, any land, buildings, easements, rights, privileges, concessions, patents, patent rights, licences, secret processes, machinery, plant, stock-in-trade and any real or personal property of any kind necessary or convenient for the purposes of or in connection with the Company's business.
 - E. To erect, alter or maintain any buildings, plant and machinery necessary or convenient for the Company's business and to contribute to or subsidise the erection, construction and maintenance of any of the above.
 - F. To acquire by subscription or otherwise and hold, sell, deal with, make a market in or dispose of any shares, stocks debentures, debenture stock, or other securities of any kind whatsoever, guaranteed by any company constituted or carrying on business in any part of the world and debentures, debenture stock and other securities of any kind guaranteed by any Government or Authority, Municipal, Local or otherwise, whether at



A13
COMPANIES HOUSE

0263
11/07/00

home or abroad, and to subscribe for the same either conditionally or otherwise and to guarantee the subscription thereof and to exercise and enforce all rights and powers conferred by the ownership thereof.

- G. To receive money on deposit or otherwise either without security or secured by debentures, debenture stock (perpetual or terminable), mortgage or other security charged on the undertaking or on all or any of the assets of the Company including uncalled capital, and generally to act as bankers.
- H. To borrow and raise money in any manner and to secure with or without consideration the repayment of any money borrowed, raised, or owing by mortgage, charge, debenture, debenture stock, bond, standard security, lien or any other security of whatsoever nature upon the whole or any part of the Company's property or assets (whether present or future) including its uncalled capital, and also by a similar mortgage, charge, debenture, debenture stock, bond, standard security, indemnity, lien or security of whatsoever nature to secure and guarantee the performance by the Company or any other company or person (including, but without prejudice to the generality of the foregoing) the holding company of the Company or any company which is a subsidiary of such holding company within, in each case, the meaning of Section 736 and Section 736(A) of the Companies Act 1985 (the "Act"), as amended by the Companies Act 1989, of any obligation or liability it or such person or company may undertake or which may become binding upon it or such person or company, and to secure any securities of the Company by a Trust Deed or other assurance and to enter into partnership or any joint purse arrangements with any person, persons, firm or company.
- I. To lend money with or without security, and to invest money of the Company upon such terms as the Company may approve, and to guarantee the dividends, interest and capital of the shares, stocks or securities of any company of or in which the Company is a member or is otherwise interested, and generally as the Directors think fit.
- J. To apply for, purchase or otherwise acquire and hold or use any patents, licences, concessions, copyrights and the like, conferring any right to use or publish any secret or other information and to use, exercise, develop or grant licences in respect of the property, rights or information so acquired.
- K. To take part in the formation, management, supervision or control of the business or operation of any company or undertaking and for that purpose to appoint and remunerate any directors, accountants, consultants, experts or agents.
- L. To employ experts, consultants and valuers to investigate and examine the condition, prospects, value, character and circumstances of any business concerns and undertakings and generally of any assets, property or rights.
- M. To establish or promote or concur in establishing or promoting any other company whose objects shall include the acquisition or taking over of all or any of the assets or liabilities of the Company or the promotion of which shall be in any manner calculated to advance directly or indirectly the objects or the interests of the Company and to acquire, hold or dispose of shares, stocks or securities issued by or any other obligations of any such other company.
- N. To draw, accept, make, endorse, discount, execute, issue and negotiate promissory notes, bills of exchange, bills of lading, warrants, debentures and other negotiable instruments.

- O. To invest and deal with the monies of the Company not immediately required for the purposes of the business of the Company in or upon such investments and in such manner as the Company may approve.
- P. To pay for any property or rights acquired by the Company either in cash or by the issue of fully or partly paid up shares, with or without preferred or deferred or special rights or restrictions in respect of dividend, repayment of capital, voting or otherwise, or by any securities which the Company has power to issue, or partly one mode and partly in another, and generally on such terms as the Company may determine.
- Q. To accept payment for any property or rights sold or otherwise disposed of or dealt with by the Company, either in cash, by instalments or otherwise, or in fully or partly paid-up shares or stock of any company or corporation, with or without preferred or deferred or special rights or restrictions in respect of dividend, repayment of capital, voting or otherwise, or in debentures or mortgages or other securities of any company or corporation or partly in one mode and partly in another, and generally on such terms as the Company may determine, and to hold, dispose of or otherwise deal with any shares, stocks or securities so acquired.
- R. To enter into arrangements for joint working in business or amalgamate with or enter into any partnership or arrangement for sharing profits, union of interests, reciprocal concession or co-operation with any company, firm or person carrying on or proposing to carry on any business within the objects of the Company or which is capable of being carried on so as directly or indirectly to benefit the Company.
- S. To purchase or otherwise acquire, take over and undertake all or part of the business, property liabilities and transactions of any person, or company carrying on any business the carrying on of which is calculated to benefit the Company or to advance its interests, or possessed of property suitable for the purposes of the Company.
- T. To sell, improve, manage, develop, turn to account, exchange, let on rent, royalty, share of profits or otherwise, grant licences, easements and other rights in or over, and in any other manner deal with or dispose of the undertaking and all or any of the property and assets for the time being of the Company for such consideration as the Company may think fit.
- U. To provide for the welfare of persons employed or formerly employed by the Company and to grant pensions, allowance, gratuities and bonuses to officers or ex-officers, employees or ex-employees of the Company or its predecessors in business or of any associated company of the Company or its predecessors in business or the dependents of such persons and to establish and maintain or concur in establishing and maintaining trusts, funds or schemes (whether contributory or non-contributory), with a view to providing pensions or other funds for any such persons as aforesaid or their dependents.
- V. To subscribe to or otherwise aid the establishment and support of, any schools and any educational, scientific, literary, religious or charitable institutions or trade societies, whether such institutions or societies be solely connected with the business carried on by the Company or its predecessors in business or not, and to institute and maintain any club or other establishment.
- W. To distribute in specie assets of the Company properly distributable amongst the members, 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.


- X. To purchase and maintain insurance for or for the benefit of any persons who are or were at any time directors, officers, employees or auditors of the Company against any liability incurred by such persons in respect of any act or omission in the actual or purported execution and or discharge of their duties and or in the exercise of their powers or offices in relation to the Company, and to such extent as may be permitted by law or otherwise to indemnify or to exempt any such person against or from any such liability.
- Y. To do all or any of the things hereinbefore authorised, either alone or in conjunction with others, or as factors, trustees or agents for others, or by or through factors, trustees or agents.
- Z. Subject to, and always in 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 151(2) of the Act.
- AA. To do all such other things (whether similar to any of the foregoing or not) as are incidental to or which the Company may think conducive to the above objects or any of them.

The objects set forth in any sub-clause of this clause shall not be restrictively construed but the widest interpretation shall be given thereto, and they shall not, except when the context expressly so requires, be in any way limited to or restricted by reference to or inference from any other object or objects set forth in such sub-clause or from the terms of any other sub-clause or by the name of the Company.

None of such sub-clauses or the object or objects therein specified or the powers thereby conferred shall be deemed subsidiary or ancillary to the objects or powers mentioned in any other sub-clause, but the Company shall have full power to exercise all or any of the powers and to achieve or to endeavour to achieve all or any of the objects conferred by and provided in any one or more of the said sub-clauses.


- 4. The liability of the Members is limited.
- 5. The Share Capital of the Company is £1,000,000 divided into 1,000,000 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
 M J Oliver For and on behalf of The Boots Company PLC Nottingham NG2 3AA	Two

Dated the *5th* day of *July* 2000

WITNESS to the above Signatures:-


Sonia Fennell
1 Thane Road West
Nottingham
NG23AA

PRIVATE COMPANY LIMITED BY SHARES

ARTICLES OF ASSOCIATION

- of -

BOOTS BEAUTY INTERNATIONAL LIMITED

Company Number

1 PRELIMINARY

Subject as hereinafter provided, the Regulations contained in or made applicable by Table A in the Companies (Tables A to F) Regulations 1985 shall apply to the Company. If, and for so long as, the Company has only one member, these articles shall (in the absence of any express provision to the contrary) apply with such modification as may be necessary in relation to such a company.

2 TRANSFER OF SHARES

Regulation 24(c) of Table A shall not apply.

3 WRITTEN RESOLUTIONS

Regulation 53 of Table A shall not apply. A resolution in writing signed by all the members for the time being entitled to receive notice of and to attend and vote at meetings of the Company (or, if any such member is a company or corporation, signed on its behalf by any director or the secretary thereof) shall be as valid and effective as if the same had been passed at a general meeting of the Company duly convened and held. Any such resolution may consist of several instruments in like form each signed by (or on behalf of) one or more members. In the case of joint holders of a share the signature of any one of such joint holders shall be sufficient for the purposes of this Regulation.

4 CORPORATE REPRESENTATIVES

Notwithstanding section 375 of the Act any director or the secretary of any member (such member being itself a company or corporation) may act as that member's duly authorised representative at any meeting of the Company or the member may, by notice in writing in any form signed on the member's behalf by any director or the secretary of that member, appoint any other person to be the member's duly authorised representative at any such meeting.

5 APPOINTMENT AND REMOVAL OF DIRECTORS

So long as there is a majority holder (meaning any member registered as holding a majority in nominal value of the issued ordinary share capital of the Company), Regulations 73 to 80 (inclusive) of Table A shall not apply.

The majority holder shall have power at any time and from time to time, by notice to the Company in writing in any form:-

- (i) to appoint any person a director or secretary of the Company; and/or
- (ii) to remove any director or secretary of the Company from office.

Where the majority holder is a company or corporation, such notice shall be in writing signed on its behalf by any director or the secretary thereof.

6 PENSIONS ETC

Regulation 87 of Table A shall not apply.

In relation to past and present directors and employees and their families or dependants or any of them, the directors may as they think fit (or as the Company may direct):-

- (i) establish and maintain pension, superannuation, insurance and similar schemes;
- (ii) contribute to associations or funds which may benefit any such persons, and/or
- (iii) pay expenses and contributions and do such other things in relation to such schemes, associations or funds.

7 PROCEEDINGS AT GENERAL MEETINGS

For all purposes of these articles apart from when the Company has only one member, a general meeting of the Company or of the holders of any class of its shares shall be valid and effective for all purposes if one person being a duly authorised representative of two or more corporations each of which is a member entitled to vote upon the business to be transacted is present. Regulation 40 of Table A shall be modified accordingly. If, and for so long as, the Company has only one member, that member or a proxy for that member, or a duly authorised representative of a corporation shall be a quorum at any general meeting of the Company or of the holders of any class of shares. Regulation 40 of Table A shall be modified accordingly.

8 PROCEEDINGS OF DIRECTORS

All or any of the directors may participate in any meeting of the directors by means of a conference telephone or any communication equipment which allows all persons participating in the meeting to hear each other. A director so participating shall be deemed to be present in person at the meeting and shall be entitled to vote and be counted in a quorum. Such a meeting shall be deemed to take place where the largest group of those participating is assembled, or, if there is no such group, where the chairman of the meeting then is.

9 POWERS AND DUTIES OF DIRECTORS

Subject to the provisions of Section 317 of the Act as to disclosure of interest, a director may vote in respect of any contract or arrangement in which he is interested and may be counted in the quorum present at any meeting of the directors at which such contract or arrangement is considered and, accordingly, Regulations 94, 95 and 96 of Table A shall not apply.

10 DIVISIONAL DIRECTORS

- (i) The directors may decide that the business of the Company (or any part or parts thereof) may be carried on as a division or divisions of the Company and may discontinue or amalgamate any such division.
- (ii) The directors may constitute a divisional board of each division and appoint divisional directors to manage the affairs of such division. All such divisional directors shall be appointed and removed by the directors as they may think fit (or as the Company may direct).
- (iii) The directors may delegate to a divisional board with powers to sub-delegate) such of their powers, authorities and discretions in relation to that division and on such terms and conditions as they may think fit.
- (iv) A divisional director shall not be constituted a director of the Company by reason only of holding the position of divisional director.

Names and Addresses of Subscribers	Number of shares taken by each Subscriber
<p><i>MJO</i></p> <p>M J Oliver For and on behalf of The Boots Company PLC Nottingham NG2 3AA</p>	<p>Two</p>

Dated the *5th* day of *July* 2000

WITNESS to the above Signatures:-

Sonia Fennell
1 Thane Road West
Nottingham
NG23AA

Sfennell