



FILE COPY

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

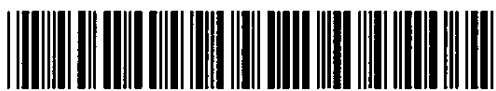
Company No. 6824331

The Registrar of Companies for England and Wales hereby certifies that

R CUBED CONSULTING LIMITED

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

Given at Companies House on **19th February 2009**



N06824331E



Companies House
— for the record —



THE OFFICIAL SEAL OF THE
REGISTRAR OF COMPANIES

017604/20

THE COMPANIES ACT 1985 AND 1989

PRIVATE COMPANY LIMITED BY SHARES

MEMORANDUM OF ASSOCIATION

OF

R CUBED CONSULTING LIMITED

1. The Company's name is "R Cubed Consulting Limited".
2. The company's registered office is to be situated in England and Wales.
3. The company's objects are as follows:-
 - a) To carry on any trade or business whatsoever as a general commercial company.
 - b) To carry on any other business that, 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 purchase or by any other means acquire freehold, leasehold or any other property for any estate or interest whatever, movable or immovable, or any interest in such property, and to sell, lease, let on hire, develop such property, or otherwise turn the same to the advantage of the company.
 - d) To apply for, register or by other means acquire any patents, patent rights, brevets d'invention, licences, trade marks, concessions and inventions and to use and turn to account the same or to develop, sell or assign the same or grant licences or privileges in respect thereof or otherwise turn the same to the advantage of the company.

WEDNESDAY



- e) To build, reconstruct or generally maintain buildings and works of all kinds, whether or not these are situate on the property of the company.
- f) To invest and deal with the monies of the company in such shares or upon such securities or otherwise in such manner as from time to time may be determined.
- g) To amalgamate with or to make any agreement or arrangement with or enter into partnership or joint purse agreement with any other company, firm or person carrying on business similar or complementary to the business of the company or any part thereof.
- h) To subscribe for, take, purchase or otherwise acquire either for cash, shares or debentures in this company or any other consideration any other company or business which, in the opinion of the company, may be carried on so as directly or indirectly to benefit the company.
- i) To sell or otherwise dispose of the whole or any part of the business or property of the company for any consideration, shares, or debentures as the company may think fit.
- j) To lend money to customers, associates and others whether incorporated or not and to guarantee the observance and performance of obligations and contracts by customers and others.
- k) To borrow or raise money in such manner as the company thinks fit and secure the repayment thereof by the creation and issue of debentures, debenture stock, mortgages or in any other way.
- l) To pay or remunerate any person, firm or company for rendering services to the company in the promotion of the company or the placing and issue of shares, debentures, debenture stock or other securities of the company.

- m) To support and subscribe to any funds and to subscribe to or assist in the promotion of any charitable, benevolent or public purpose or object for the benefit of the company or its employees, directors or other officers past or present and to grant pensions to such persons or their dependants.
- n) To draw, make accept, endorse, discount and execute bills, warrants, notes or other negotiable or transferable instruments,.
- o) To assist in the promotion of or promote any company or undertaking which may appear likely to assist or benefit the company and to place or guarantee the placing of, subscribe or underwrite or otherwise acquire any part of the stock, debentures, debenture stock or other obligations of such company.
- p) To promote by way of advertising the company's products and services in any manner and to reward customers or potential customers and to promote or take part in any scheme likely to benefit the company.
- q) To distribute in specie any of the shares, debentures or securities of the company between the members of the company in accordance with their rights.
- r) To do all such things as are incidental or conducive to the attainment of the above objects or any of them.

All the foregoing objects shall be read and construed as separate and distinct objects and the generality of any of such objects shall not be abridged or cut down by reference to any other object of the company.

- 4. The liability of the members is limited.
- 5. The company's share capital is £1,000 divided into 1,000 Ordinary Shares of £1.00 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, Addresses and Descriptions of Subscribers	Number of shares taken by each Subscriber
---	--

1. Bloomsbury Nominees Ltd Third Floor 55 Gower Street London WC1E 6HQ	ONE
---	-----

Nominee


FOR BLOOMSBURY NOMINEES LTD

2. Bloomsbury Company Secretaries Ltd Third Floor 55 Gower Street London WC1E 6HQ	ONE
--	-----

Nominee


FOR BLOOMSBURY COMPANY SECRETARIES LTD

Total Shares taken

TWO

Dated the 16th February 2009

Witness to the above signatures

Carly Gibbins

Legal Secretary
55 Gower Street
London
WC1E 6HQ



THE COMPANIES ACT 1985 AND 1989

PRIVATE COMPANY LIMITED BY SHARES

ARTICLES OF ASSOCIATION

OF

R CUBED CONSULTING LIMITED

1. Preliminary

- 1.1 The regulations constituting Table A in the Schedule to the Companies (Tables A to F) Regulations 1985 ('Table A') shall apply to the company except in so far as they are excluded or varied by these articles.
- 1.2 Expressions defined in regulation 1 of Table A shall where the context admits bear in these articles the meanings so defined.

2. Share capital

- 2.1 The original share capital of the company is £1,000 divided into 1, 000 Ordinary Shares of £1.00 each.
- 2.2 In regulation 2 of Table A there shall be substituted for the words following 'issued with' the words 'or have attached to it such rights or restrictions as the company may by special resolution determine'.

3. Lien and forfeiture

- 3.1 The lien conferred by regulation 8 of Table A shall attach to fully paid as well as to partly paid shares, and to all shares registered in the name (whether as sole or joint holder) of any person indebted or under liability to the company. The registration of a transfer of a share shall operate as a waiver of any lien of the company on that share.

- 3.2 In regulation 8 of Table A there shall be substituted for the words 'any amount payable in respect of it' the words 'all distributions and other monies or property attributable to it'; and the same words shall be substituted in regulation 19 for the words 'all dividends or other monies payable in respect of the forfeited shares'.

4. Alteration of share capital

- 4.1 In regulation 32 of Table A there shall be inserted after the words 'the resolution may' in paragraph (c) the parenthesis '(if it is a special resolution)'.
- 4.2 In regulation 33 of Table A the parenthesis '(including, subject to the provisions of the Act, the company)' shall be omitted.

5. Authority to allot and pre-emption rights

- 5.1 The directors are generally and unconditionally authorised pursuant to section 80 of the Act for a period of 5 years from the date of adoption of these Articles, to allot (with or without conferring rights of renunciation), grant options over, offer or otherwise deal with or dispose of any unissued shares (whether forming part of the original or any increased capital) or rights to subscribe for or convert any security into shares to such persons, at such times and for such consideration and generally upon such terms and conditions with such rights and privileges attached to them and subject to such restrictions as the director may determine (but so that no shares shall be issued at a discount).
- 5.2 For the purpose of these Articles, a share is deemed paid up (as to its nominal value and any premium on it) in cash, or allotted for cash, if the consideration for the payment up or allotment is cash received by the company, or is a cheque received by it in good faith which the directors have no reason for suspecting will not be paid, or is a release of a liability of the company for a liquidated sum, or is an undertaking to pay cash to the company at a future date.
- 5.3 Subject to any shareholders resolutions to the contrary the directors shall observe the provisions of section 89 of the Act in respect of each allotment of shares by the company after the date of adoption of these Articles.

6. Votes of members

- 6.1 In regulation 54 of Table A there shall be inserted after the second occurrence of the words 'every member' the words 'present in person or by proxy'.
- 6.2 In regulation 61 of Table A there shall be substituted for the words following 'the instrument appointing a proxy shall be in' the words 'any form which enables the members to direct how their votes are to be exercised on each of the resolutions comprised in the business of the meeting for which it is to be used'.

7. Appointment of Directors

- 7.1 Clause 64 in Table A shall not apply to the company.
- 7.2 The maximum number and minimum number respectively of the directors may be determined from time to time by Ordinary Resolution in General Meeting of the company. Subject to and in default of any such determination, there shall be no maximum number of directors and the minimum number of directors shall be one. Whenssoever the minimum number of directors shall be one, a sole director shall have authority to exercise all the powers and discretions by Table A and by these Articles expressed to be vested in the directors generally, and clause 89 in Table A shall be modified accordingly.
- 7.3 The directors shall not be required to retire by rotation and clauses 73 to 80 (inclusive) in Table A shall not apply to the company.
- 7.4 No person shall be appointed as director at any General Meeting unless either:-
 - (i) he is recommended by the directors, or
 - (ii) not less than fourteen days or more than thirty-five clear days before the date appointed for the General Meeting, notice signed by a member qualified to vote at the General Meeting has been given to the company of the intention to propose that person for appointment, together with notice signed by that person of his willingness to be appointed.
- 7.5 Subject to paragraph 6.4 above, the company may by Ordinary Resolution in General Meeting appoint any person who is willing to act to be a director, either to fill a vacancy or as an additional director.

- 7.6 The directors may appoint a person who is willing to act to be a director, either to fill a vacancy or as an additional director, provided that the appointment does not cause the number of directors to exceed any number determined in accordance with paragraph 6.2 above as the maximum number of directors and for the time being in force.

8. Disqualification of directors

In regulation 81 of Table A there shall be inserted in paragraph (d) after the words 'to the company' the words 'left at the office'.

9. Dividends

In regulation 104 of Table A there shall be inserted after the words 'as from a particular date' the words 'or to a particular extent'.

10. Notices

In regulation 115 of Table A the words 'unless the contrary is proved' shall be omitted.

**Names, Addresses and Descriptions
of Subscribers**

Bloomsbury Nominees Ltd
Third Floor
55 Gower Street
London WC1E 6HW

Indiana

Nominee

FOR BLOOMSBURY NOMINEES LTD

Bloomsbury Company Secretaries Ltd
Third Floor
55 Gower Street
London WC1E 6HQ

Peppering

Nominee

FOR BLOOMSBURY COMPANY SECRETARIES LTD

Dated the 16th February 2009

Witness to the above signatures

Carly Gibbins

Legal Secretary
55 Gower Street
London
WC1E 6HQ

[Signature]



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Please complete in typescript,
or in bold black capitals.

CHFP025

Declaration on application for registration

Company Name in full

R CUBED CONSULTING LIMITED

I, DOMINIC TRAYNOR

of 28 CONNAUGHT GARDENS
BERKHAMSTED, HERTS HP4 1SF

† Please delete as appropriate.

do solemnly and sincerely declare that I am a ~~†~~ ~~XXXXXXXXXXXXXXXXXXXX~~
~~XXXXXXXXXXXXXXXXXXXX~~ [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

D. Traynor

Declared at

55 GOWER STREET
LONDON WC1E 6HQ

Day Month Year

On

1 6 0 2 2 0 0 9

① Please print name.

before me ①

ROGER C FRANCE-HAYHURST

Signed

R.C. France-Hayhurst

Date

16TH FEBRUARY 2009

† A Solicitor or other authorised person may sign on behalf of the declarant.

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

RONALDSONS LLP
55 GOWER STREET
LONDON

WC1E 6HQ

DX number 134201

Tel 020-7580 6075

DX exchange TOTTENHAM COURT ROAD 2

Companies House receipt date barcode

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

Companies House, Crown Way, Cardiff, CF14 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
or LP - 4 Edinburgh 2



10

Please complete in typescript,
or in bold black capitals.

CHFP025

Notes on completion appear on final page

First directors and secretary and intended situation of registered office

Company Name in full

R CUBED CONSULTING LIMITED

Proposed Registered Office

(PO Box numbers only, are not acceptable)

THIRD FLOOR

55 GOWER STREET

Post town

LONDON

County / Region

Postcode

WC1E 6HQ

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

You do not have to give any contact
information in the box opposite but if you
do, it will help Companies House to
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form. The contact information that you
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55 GOWER STREET
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WC1E 6HQ

DX number 134201

Tel 020-7580 6075

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for companies registered in England and Wales

or

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

for companies registered in Scotland

**DX 235 Edinburgh
or LP - 4 Edinburgh 2**

Company Secretary (see notes 1-5)

Company name R CUBED CONSULTING LIMITED

NAME *Style / Title

*Honours etc

* Voluntary details

Forename(s) BLOOMSBURY COMPANY SECRETARIES LIMITED

Surname

Previous forename(s)

Previous surname(s)

Address ††

THIRD FLOOR

55 GOWER STREET

Post town

LONDON

County / Region

Postcode WC1E 6HQ

Country

†† Tick this box if the address shown is a service address for the beneficiary of a Confidentiality Order granted under section 723B of the Companies Act 1985 otherwise, give your usual residential address. In the case of a corporation or Scottish firm, give the registered or principal office address.

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

Consent signature

Date 16TH FEBRUARY 2009

Directors (see notes 1-5)

Please list directors in alphabetical order

FOR BLOOMSBURY COMPANY SECRETARIES LIMITED

NAME *Style / Title

*Honours etc

Forename(s)

DOMINIC

Surname

TRAYNOR

Previous forename(s)

Previous surname(s)

Address ††

28 CONNAUGHT GARDENS

Post town

BERKHAMSTED

County / Region

HERTS

Postcode HP4 1SF

Country

†† Tick this box if the address shown is a service address for the beneficiary of a Confidentiality Order granted under section 723B of the Companies Act 1985 otherwise, give your usual residential address. In the case of a corporation or Scottish firm, give the registered or principal office address.

Date of birth

Day Month Year

1 1

0 6

1 9

7 6

Nationality

BRITISH

Business occupation

SOLICITOR

Other directorships

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

Consent signature

Date 16TH FEBRUARY 2009

DOMINIC TRAYNOR

Directors

(see notes 1-5)

* Please list directors in alphabetical order

NAME *Style / Title

*Honours etc

* Voluntary details

Forename(s)

Surname

Previous forename(s)

Previous surname(s)

Address ††

†† Tick this box if the address shown is a service address for the beneficiary of a Confidentiality Order granted under section 723B of the Companies Act 1985 otherwise, give your usual residential address. In the case of a corporation or Scottish firm, give the registered or principal office address.

Post town

County / Region

Country

Day Month Year

Date of birth

Nationality

Business occupation

Other directorships

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

Signed

Date

Signed

FOR BLOOMSBURY NOMINEES LTD

Date

16TH FEBRUARY 2009

Signed

FOR BLOOMSBURY COMPANY SECRETARIES

Date

16TH FEBRUARY 2009

Signed

Date

Signed

Date

Signed

Date

Signed

Date