

THE COMPANIES ACT 2006

PRIVATE COMPANY LIMITED BY SHARES

ARTICLES OF ASSOCIATION

- OF -

KALIBRATE LI LIMITED

Company number: 15004362

(Adopted by special resolution on 29 November 2023)

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1 Application of model articles

1.1 The model articles of association for private companies contained in Schedule 1 to The Companies (Model Articles) Regulations 2008 (“Model Articles”) as in force at the date of adoption of these Articles shall apply to the Company, save insofar as they are excluded or modified by, or are inconsistent with, the following Articles.

1.2 In these Articles, reference to a particular Model Article is to that article of the Model Articles.

2 Definitions and interpretation

2.1 The Model Articles shall apply as if the following paragraph were included in the list of defined terms in Model Article 1:

“clear days: in relation to a period of a notice means that period excluding the day when the notice is deemed to be received (or, if earlier, received) and the day of the meeting;”

and as if the following words were deleted from Model Article 41(5):

“(that is, excluding the date of the adjourned meeting and the day on which the notice is given)–”.

2.2 In these Articles the following words and expressions have the following meanings:

the Act: the Companies Act 2006;

Conflict Situation: a situation in which a director has, or can have, a direct or indirect interest that conflicts, or may possibly conflict, with the interests of the Company, including in relation to the exploitation of any property, information or opportunity and regardless of whether the Company could take advantage of the property, information or opportunity itself, but excluding a situation which could not reasonably be regarded as likely to give rise to a conflict of interest;

member: a person who is the holder of a share.

2.3 Save as expressly provided otherwise in these Articles, words or expressions contained in the Model Articles and in these Articles bear the same meaning as in the Act as in force

from time to time. The Model Articles shall apply as if the last paragraph of Model Article 1 (beginning “Unless the context otherwise requires”) were deleted.

2.4 In the Model Articles and in these Articles, save in Article 1.1 or as expressly provided otherwise in these Articles:

2.4.1 any reference to any statute or statutory provision includes any subordinate legislation made under that statute or statutory provision, whether before, on, or after the date of adoption of these Articles;

2.4.2 any reference to any legislation including to any statute, statutory provision or subordinate legislation (“Legislation”) includes a reference to that Legislation as from time to time amended or re-enacted, whether before, on, or after the date of adoption of these Articles;

2.4.3 any reference to re-enactment includes consolidation and rewriting, in each case whether with or without modification.

3 Company name

The name of the Company may be changed by:

3.1 special resolution of the members; or

3.2 a decision of the directors; or
otherwise in accordance with the Act.

4 Directors to take decisions collectively

4.1 The general rule about decision-making by directors is that any decision of the directors must be either a majority decision at a meeting or a decision taken in accordance with Article 5.

4.2 If:

4.2.1 the Company only has one director, and

4.2.2 no provision of the Articles requires it to have more than one director,

the general rule does not apply, and the director may take decisions without regard to any of the provisions of the Articles relating to directors’ decision-making including, for the avoidance of doubt, Article 6.

4.3 Model Article 7 shall not apply.

5 Unanimous decisions

5.1 Model Article 8(2) shall apply as if the words “copies of which have been signed by each eligible director” were deleted and replaced with the words “of which each eligible director has signed one or more copies”.

5.2 References in Model Article 8 and in this Article 5 to eligible directors are to directors who would have been entitled to vote on the matter had it been proposed as a resolution at a directors’ meeting (but exclude in respect of the authorisation of a Conflict Situation, the director subject to that Conflict Situation). Model Article 8(3) shall not apply.

6 Quorum for directors' meetings

- 6.1 The quorum for directors' meetings may be fixed from time to time by a decision of the directors, but, save as set out in Article 6.2, it must never be less than two, and unless otherwise fixed it is two. Model Article 11(2) shall not apply.
- 6.2 For the purposes of any directors' meeting (or part of a meeting) at which it is proposed to authorise a Conflict Situation in respect of one or more directors, if there is only one director in office other than the director or directors subject to the Conflict Situation, the quorum for such meeting (or part of a meeting) shall be one director.

7 Directors voting and counting in the quorum

- 7.1 Save as otherwise specified in these Articles or the Act and subject to any limitations, conditions or terms attaching to any authorisation given by the directors for the purposes of s.175(4)(b) of the Act, a director may vote on, and be counted in the quorum in relation to any resolution relating to a matter in which he has, or can have:

7.1.1 a direct or indirect interest or duty which conflicts, or possibly may conflict, with the interests of the Company; and

7.1.2 a conflict of interest arising in relation to an existing or a proposed transaction or arrangement with the Company.

- 7.2 Model Article 14 shall not apply.

8 Directors' remuneration and other benefits

- 8.1 A director may undertake any services for the Company that the directors decide.
- 8.2 A director is entitled to such remuneration as the directors decide (i) for his services to the Company as director, and (ii) for any other service which he undertakes for the Company.
- 8.3 Subject to the Articles, a director's remuneration may (i) take any form, and (ii) include any arrangements in connection with the payment of a pension, allowance or gratuity, or any death, sickness or disability benefits, to or in respect of that director.
- 8.4 Unless the directors decide otherwise, a director's remuneration accrues from day to day.
- 8.5 Unless the directors decide otherwise, no director is accountable to the Company for any remuneration or other benefit which he receives as a director or other officer or employee of any of the Company's subsidiary undertakings or of any parent undertaking of the Company from time to time or of any other body corporate in which the Company or any such parent undertaking is interested.
- 8.6 Model Article 19 shall not apply.

9 Share capital

The share capital of the Company at the date of adoption of these Articles comprises ordinary shares of £1.00 each.

10 All shares to be fully paid up

- 10.1 No share is to be issued other than fully paid.
- 10.2 Article 10.1 does not apply to shares taken on the formation of the Company by the subscribers to the Company's memorandum.
- 10.3 Model Article 21 shall not apply.

11 Powers to issue different classes of share

Model Article 22(2) shall apply as if the words “, and the directors may determine the terms, conditions and manner of redemption of any such shares” were deleted.

12 Issue of new shares

- 12.1 The Company has the power to allot and issue shares in the capital of the Company and to grant rights to subscribe for, or to convert any security into, shares in the capital of the Company pursuant to those rights.

13 Purchase of own shares

- 13.1 The Company may purchase its own shares in accordance with the provisions of the Act.
- 13.2 The Company may finance the purchase of its own shares in any way permitted by the Act including by way of cash reserves up to the limits provided by the Act.

13A Limitation on discretion to refuse to register a transfer of shares, pre-emption rights and liens

Notwithstanding anything contained in these Articles:

(a) the directors of the company shall not decline to register any transfer of shares in the company, nor may they suspend any registration thereof, where that transfer is:

- (i) to a Secured Party;
- (ii) delivered to the company for registration by a Secured Party in order to perfect its security over the shares; or
- (iii) executed by a Secured Party pursuant to the power of sale or other power existing under such security,

and furthermore, notwithstanding anything to the contrary contained in these Articles, no transferor of any shares in the company (or proposed transferor of those shares) to a Secured Party and no Secured Party shall (in either such case) be required to offer the shares which are or are to be the subject of any such transfer to the shareholders for the time being of the company or any of them, and no such shareholder shall have any right under these Articles or otherwise to require such shares to be transferred to them whether for consideration or otherwise; and

(b) the company and the directors shall not be entitled to exercise any lien which the company has in respect of shares held by a Secured Party.

For the purposes of this Article, “Secured Party” means a bank, financial institution, trust, fund or other entity which is regularly engaged in or established for the purpose of making, purchasing or investing in loans, securities or other financial assets to which a security interest (including by way of mortgage or charge) has been granted over shares in the company and any affiliate of any such person, an agent or trustee acting for any such person or such affiliate, or a nominee of any of the foregoing (and a certificate from the Secured Party that a security interest over the shares was so granted and the transfer was so executed shall be conclusive evidence of such facts).

14 Procedure for declaring dividends

- 14.1 Except as otherwise provided by the rights attached to any shares from time to time, all dividends shall be paid to the holders of shares in proportion to the numbers of shares on which the dividend is paid held by them respectively, but if any share is issued on terms that

it shall rank for dividend as from a particular date, or *pari passu* as regards dividends with a share already issued, that share shall rank for dividend accordingly.

- 14.2 Model Article 30(4) shall apply as if the words “the terms on which shares are issued” were deleted and replaced with the words “the rights attached to shares”.

15 No interest on distributions

Model Article 32(a) shall apply as if the words “the terms on which the share was issued, or” were deleted and replaced with the words “the rights attached to the share”. Model Article 32(b) shall not apply.

16 Quorum for general meetings

- 16.1 If the Company has more than one member, the quorum for a general meeting shall be:

16.1.1 one member holding more than one half in nominal value of the issued ordinary share capital of the Company and present in person or by proxy or by representative (and the presence of such a member shall be deemed for this purpose to constitute a valid meeting); or

16.1.2 if no such member is present, two members present in person or by proxy or representative.

- 16.2 If the Company has only one member, s.318 of the Act shall apply.

17 Poll votes

Polls must be taken when, where and in such manner as the chairman of the meeting directs. Model Articles 44(1)(a), 44(2)(b) and 44(4) shall not apply.

18 Delivery of proxy notices

- 18.1 Any notice of a general meeting must specify the address or addresses (“proxy notification address”) at which the Company or its agents will receive proxy notices relating to that meeting, or any adjournment of it, delivered in hard copy or electronic form.

- 18.2 A person who is entitled to attend, speak or vote (either on a show of hands or on a poll) at a general meeting remains so entitled in respect of that meeting or any adjournment of it, even though a valid proxy notice has been delivered to the Company by or on behalf of that person.

- 18.3 Subject to Articles 18.4 and 18.5, a proxy notice must be delivered to a proxy notification address not less than 24 hours before the general meeting or adjourned meeting to which it relates.

- 18.4 In the case of a poll taken more than 48 hours after it is demanded, the notice must be delivered to a proxy notification address not less than 24 hours before the time appointed for the taking of the poll.

- 18.5 In the case of a poll not taken during the meeting but taken not more than 48 hours after it was demanded, the proxy notice must be delivered:

18.5.1 in accordance with Article 18.3, or

18.5.2 at the meeting at which the poll was demanded to the chairman of the meeting, company secretary (if any) or any director.

- 18.6 The directors may, in their sole discretion, determine from time to time that in calculating the periods referred to in Articles 18.3 and 18.4 no account shall be taken of any part of a day that is not a working day.

- 18.7 A proxy notice which is not delivered in accordance with Articles 18.3, 18.4 or 18.5 shall be invalid unless the directors, in their sole discretion, accept the proxy notice at any time before the meeting.
- 18.8 An appointment under a proxy notice may be revoked by delivering to a proxy notification address a notice in writing given by or on behalf of the person by whom or on whose behalf the proxy notice was given.
- 18.9 A notice revoking a proxy appointment only takes effect if it is delivered before:
- 18.9.1 the start of the meeting or adjourned meeting to which it relates, or
 - 18.9.2 (in the case of a poll not taken on the same day as the meeting or adjourned meeting) the time appointed for taking the poll to which it relates.
- 18.10 If a proxy notice is not signed by the person appointing the proxy, it must be accompanied by written evidence, satisfactory to the directors, of the authority of the person who signed it to do so on the appointor's behalf.
- 18.11 If more than one proxy notice relating to the same share is delivered for the purposes of the same meeting, the proxy notice last delivered shall prevail in conferring authority on the person named in the notice to attend the meeting and vote. A proxy notice in electronic form found by the Company to contain a computer virus shall not be accepted by the Company and shall be invalid.
- 18.12 Model Article 46 shall not apply.
- 19 Communications
- 19.1 The company communications provisions (as defined in the Act) shall also apply to any document or information not otherwise authorised or required to be sent or supplied by or to a company under the Companies Acts (as defined in the Act) but to be sent or supplied by or to the Company pursuant to these Articles:
- 19.1.1 by or to the Company; or
 - 19.1.2 by or to the directors acting on behalf of the Company.
- 19.2 The provisions of s.1168 of the Act (hard copy and electronic form and related expressions) shall apply to the Company as if the words "and the Articles" were inserted after the words "the Companies Acts" in ss.1168(1) and 1168(7).
- 19.3 Section 1147 of the Act shall apply to any document or information to be sent or supplied by the Company to its members under the Companies Acts or pursuant to these Articles as if:
- 19.3.1 in s.1147(2) the words "or by airmail (whether in hard copy or electronic form) to an address outside the United Kingdom" were inserted after the words "in the United Kingdom";
 - 19.3.2 in s.1147(3) the words "48 hours after it was sent" were deleted and replaced with the words "when sent, notwithstanding that the Company may be aware of the failure in delivery of such document or information.";
 - 19.3.3 a new s.1147(4)(A) were inserted as follows:

"Where the document or information is sent or supplied by hand (whether in hard copy or electronic form) and the Company is able to show that it was properly addressed and sent at the cost of the Company, it is deemed to have been received by the intended recipient when delivered.";
 - 19.3.4 s.1147(5) were deleted.

- 19.4 Proof that a document or information sent by electronic means was sent in accordance with guidance issued by the Institute of Chartered Secretaries and Administrators shall be conclusive evidence that the document or information was properly addressed as required by s.1147(3) of the Act and that the document or information was sent or supplied.
- 19.5 In the case of members who are joint holders of shares, anything to be agreed or specified by the holder may be agreed or specified by the holder whose name appears first in the register of members. Sched 5, Part 6, para 16(2) of the Act shall apply accordingly.
- 19.6 Model Article 48 shall not apply.
- 20 Company seals
- Model Article 49(4)(b) shall not apply.
- 21 Indemnities, insurance and funding of defence proceedings
- 21.1 This Article 21 shall have effect, and any indemnity provided by or pursuant to it shall apply, only to the extent permitted by, and subject to the restrictions of, the Act. It does not allow for or provide (to any extent) an indemnity which is more extensive than is permitted by the Act and any such indemnity is limited accordingly. This Article 21 is also without prejudice to any indemnity to which any person may otherwise be entitled.
- 21.2 The Company:
- 21.2.1 shall indemnify every person who is a director of the Company, and shall keep indemnified each such person after he ceases to hold office; and
- 21.2.2 may indemnify any other person who is an officer (other than an auditor) of the Company;
- in each case out of the assets of the Company from and against any loss, liability or expense incurred by him or them in relation to the Company by reason of his being or having been a director or other officer of the Company.
- 21.3 The Company may indemnify any person who is a director of a company that is a trustee of an occupational pension scheme (as defined in s.235(6) of the Act) out of the assets of the Company from and against any loss, liability or expense incurred by him or them in connection with such company's activities as trustee of the scheme.
- 21.4 The directors may purchase and maintain insurance at the expense of the Company for the benefit of any person who is or was at any time a director or other officer (other than an auditor) of the Company or of any associated company (as defined in s.256 of the Act) of the Company or a trustee of any pension fund or employee benefits trust for the benefit of any employee of the Company.
- 21.5 The directors may, subject to the provisions of the Act, exercise the powers conferred on them by ss.205 and 206 of the Act to:
- 21.5.1 provide funds to meet expenditure incurred or to be incurred in defending any proceedings, investigation or action referred to in those sections or in connection with an application for relief referred to in s.205; or
- 21.5.2 take any action to enable such expenditure not to be incurred.
- 21.6 Model Articles 52 and 53 shall not apply.