

The Companies Act 1985 (as Amended)

Company Limited by Shares

Memorandum of Association

of

Airbus Operations Limited

1. The name of the Company is **Airbus Operations Limited**
2. The registered office of the Company will be situate in England.
3. The objects for which the Company is established are:-
 - 3.1 To carry out the following activities (the "Activities")²
 - (a) research, design, development, certification, engineering, procurement, manufacture, assembly, testing, flight testing, customisation, sales and marketing, financing, leasing, product support, spares, and any other ancillary services relating to:

Commercial Aircraft

- (i) fixed wing transport aircraft centred above 100 seats (in a single class configuration) for civil applications ("Commercial Aircraft"); and
- (ii) derivatives of Commercial Aircraft for civil applications;

Military Transport Aircraft, Military Tanker Aircraft and other Military Applications

- (i) derivatives of Commercial Aircraft as platforms for military applications (green aircraft only), including necessary air vehicle

¹ The name of the Company was changed from Trushelfco (No.2299) Limited on 24th December, 1997.

² The objects of the Company were changed on 9th July, 2001.

- 3.4 To carry on research in connection with any of the Activities and to carry on any other activity preparatory, or ancillary, thereto.
- 3.5 In connection with or ancillary to any of the Activities, to acquire and carry on any business carried on by a subsidiary or a holding company of the Company or another subsidiary of a holding company of the Company.
- 3.6 In connection with or ancillary to any of the Activities, to enter into any arrangements with any government or authority or person and to obtain from any such government or authority or person any legislation, orders, rights, privileges, franchises and concessions and to carry out exercise and comply with the same.
- 3.7 In connection with or ancillary to any of the Activities, to borrow and raise money and accept money on deposit and to secure or discharge any debt or obligation in any manner and in particular (without prejudice to the generality of the foregoing) by mortgages of or charges upon all or any part of the undertaking, property and assets (present and future) and uncalled capital of the Company or by the creation and issue of securities.
- 3.8 In connection with or ancillary to any of the Activities, to enter into any guarantee, contract of indemnity or suretyship and in particular (without prejudice to the generality of the foregoing) to guarantee, support or secure, with or without consideration, whether by personal obligation or by mortgaging or charging all or any part of the undertaking, property and assets (present and future) and uncalled capital of the Company or by both such methods or in any other manner, the performance of any obligations or commitments of, and the repayment or payment of the principal amounts of and any premiums, interest, dividends and other moneys payable on or in respect of any securities or liabilities of, any person, including (without prejudice to the generality of the foregoing) any company which is for the time being a subsidiary or a holding company of the Company or another subsidiary of a holding company of the Company or otherwise associated with the Company.
- 3.9 In connection with or ancillary to any of the Activities, to acquire and hold interests in other companies and to enter into any arrangements with other companies which may seem to advance the interests of the Company, upon such terms as the Company may decide.
- 3.10 In connection with or ancillary to any of the Activities, to accept, draw, make, create, issue, execute, discount, endorse, negotiate and deal in bills of exchange, promissory notes, and other instruments and securities, whether negotiable or otherwise.
- 3.11 In connection with or ancillary to any of the Activities, to apply for and take out, purchase or otherwise acquire any trade and service marks and names, designs, patents, patent rights, inventions and secret processes and to carry on the business of an inventor, designer or research organisation.

- 3.12 In connection with or ancillary to any of the Activities, to enter into such commercial or other transactions as may seem desirable for the purpose of the Company's affairs.
- 3.13 In connection with or ancillary to any of the Activities, to purchase or otherwise acquire, or deal in, any estate or interest in any property, rights or assets of any kind which may appear to be necessary, desirable or convenient for any business of the Company.
- 3.14 In connection with or ancillary to any of the Activities, to sell, exchange, mortgage, charge, let, grant licences, easements, options, servitudes and other rights over, and in any other manner deal with or dispose of, all or any part of the undertaking, property and assets (present and future) of the Company for any or no consideration and in particular (without prejudice to the generality of the foregoing) for any securities or for a share of profit or a royalty or other periodical or deferred payment.
- 3.15 In connection with or ancillary to any of the Activities, to issue and allot securities of the Company for cash or in payment or part payment for any real or personal property purchased or otherwise acquired by the Company or any services rendered to the Company or as security for any obligation or amount (even if less than the nominal amount of such securities) or for any other purpose.
- 3.16 In connection with or ancillary to any of the Activities, to act as agents or trustees, and to enter into partnership and other arrangements which may seem to advance the interests of the Company.
- 3.17 In connection with or ancillary to any of the Activities, to pay all the costs, charges and expenses preliminary or incidental to the promotion, formation, establishment and incorporation of the Company, and to procure the registration or incorporation of the Company in or under the laws of any place outside England.
- 3.18 In connection with or ancillary to any of the Activities, to pay or to make such arrangements for providing such pensions, benefits, and other matters (whether to or for or for the benefit of present or past directors or employees of the Company or of any company associated with the Company or persons who are or were related to or dependants of such directors or employees) as may seem directly or indirectly to advance the interests of the Company.
- 3.19 In connection with or ancillary to any of the Activities, to cease carrying on or wind up any business or activity of the Company, and to cancel any registration of and to wind up or procure the dissolution of the Company in any state or territory.
- 3.20 In connection with or ancillary to any of the Activities, to distribute any of the property of the Company among its creditors and Members in specie or kind.
- 3.21 In connection with or ancillary to any of the Activities, to do all or any of the things or matters aforesaid in any part of the world and either as principals, agents,

contractors, trustees or otherwise and by or through trustees, agents or otherwise and either alone or in conjunction with others.

- 3.22 In connection with or ancillary to any of the Activities, to contribute to any public, general, charitable, benevolent or useful object, to which it may seem to be in the interests of the Company or its shareholders to contribute.
- 3.23 In connection with or ancillary to any of the Activities, to carry on any other business or activity and do anything of any nature which may be considered to be capable of being conveniently carried on or done in connection with the above, or likely directly or indirectly to enhance the value of or render more profitable all or any part of the Company's undertaking property or assets or otherwise to advance the interests of the Company or of its Members.
- 3.24 To do all such other things as may be considered to further the interests of the Company or be incidental or conducive to the attainment of the above objects or any of them.

And it is hereby declared that "company" in this clause, except where used in reference to this Company, shall include any partnership or other body of persons, whether incorporated or not incorporated, and whether formed, incorporated, domiciled or resident in the United Kingdom or elsewhere, "person" shall include any company as well as any other legal or natural person, "securities" shall include any fully, partly or nil paid or no par value share, stock, unit, debenture, debenture or loan stock, deposit receipt, bill, note, warrant, coupon, right to subscribe or convert, or similar right or obligation, "and" and "or" shall mean "and/or" where the context so permits, "other" and "otherwise" shall not be construed ejusdem generis where a wider construction is possible, and the objects specified in the different paragraphs of this clause shall not, except where the context expressly so requires, be in any way limited or restricted by reference to or inference from the terms of any other paragraph or the name of the Company or the nature of any business carried on by the Company, but may be carried out in as full and ample a manner and shall be construed in as wide a sense as if each of the said paragraphs defined the objects of a separate, distinct and independent company.

- 4. The liability of the Members is limited.
- 5. The share capital of the Company is £100 divided into 100 Shares of £1 each, and the Company shall have the power to divide the original or any increased capital into several classes, and to attach thereto any preferential, deferred, qualified or other special rights, privileges, restrictions or conditions.

We, the several persons whose names and addresses are subscribed, are desirous of being formed into a company, in pursuance of the Memorandum of Association, and we respectively agree to take the number of shares in the capital of the Company set opposite our respective names.

NAMES, ADDRESSES AND DESCRIPTIONS
OF SUBSCRIBERS

Number of Shares
taken by each
Subscriber

For and on behalf of
TRUCIDATOR NOMINEES LIMITED,
35 Basinghall Street,
London EC2V 5DB

E. J. ZUERCHER



One

Authorised Signatory

For and on behalf of
TREXCO LIMITED,
35 Basinghall Street,
London EC2V 5DB

D. C. J. ROWE



One

Authorised Signatory

DATED the 6th day of November 1997

WITNESS to the above Signatures:-



R. H. Smith

35 Basinghall Street,
London EC2V 5DB

Registered No. 3468788

ARTICLES OF ASSOCIATION

of

AIRBUS OPERATIONS LIMITED

1. Adoption of Table A

In these articles "Table A" means Table A scheduled to the Companies (Tables A to F) Regulations 1985 as amended prior to the date of incorporation of the company. The regulations contained in Table A shall, except where they are excluded or modified by these articles, apply to the company and, together with these articles, shall constitute the articles of the company. No other regulations set out in any statute concerning companies, or in any statutory instrument or other subordinate legislation made under any statute, shall apply as the regulations or articles of the company.

2. Interpretation

Words and expressions which bear particular meanings in Table A shall bear the same meanings in these articles. References in these articles to writing include references to any method of representing or reproducing words in a legible and non-transitory form. Headings are for convenience only and shall not affect construction. 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.

3. Rights Attached to Shares

Subject to the provisions of the Act and to any rights conferred on the holders of any other shares, any share may be issued with or have attached to it such rights and restrictions as the company may by ordinary resolution decide or, if no such resolution has been passed or so far as the resolution does not make specific provision, as the directors may decide.

Regulation 2 of Table A shall not apply.

4. Unissued Shares

Subject to the provisions of the Act and to these articles, any unissued shares of the company (whether forming part of the original or any increased capital) shall be at the disposal of the directors who may offer, allot, grant options over or otherwise dispose of them to such persons at such times and for such consideration and upon such terms and conditions as they may determine.

5. Initial Authority to Issue Relevant Securities

Subject to any direction to the contrary which may be given by the company in general meeting, the directors are unconditionally authorised to exercise all powers of the company to allot relevant securities. The maximum nominal amount of relevant securities that may be allotted under this authority shall be the nominal amount of the unissued share capital at the date of incorporation of the company or such other amount as may from time to time be authorised by the company in general meeting. The authority conferred on the directors by this article shall remain in force for a period of five years from the date of incorporation of the company but may be revoked varied or renewed from time to time by the company in general meeting in accordance with the Act.

6. Exclusion of Rights to Offers on a Pre-emptive Basis

Section 89(1) of the Act shall not apply to the allotment by the company of any equity security.

7. Transfer of Shares

7.1 The instrument of transfer of a subscriber's share which is not fully paid need not be executed by or on behalf of the transferee. Regulation 23 of Table A shall be modified accordingly.

7.2 The directors may, in their absolute discretion and without giving any reason for so doing, decline to register any transfer of any share, whether or not it is a fully paid share. Regulation 24 of Table A shall be modified accordingly.

8. Notice of General Meetings

Notice of every general meeting shall be given to all members other than any who, under the provisions of these articles or the terms of issue of the shares they hold, are not entitled to receive such notices from the company, and also to the auditors or, if more than one, each of them. The last sentence of regulation 38 of Table A shall not apply.

9. 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 the proxy for that member or, where that member is a corporation, its duly authorised representative 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.

10. Votes of Members

At a general meeting, but subject to any rights or restrictions attached to any shares, on a show of hands every member who (being an individual) is present in person or (being a corporation) is present by a duly authorised representative and every proxy for any member (regardless of the number or the holdings of the members for whom he is a proxy) shall have one vote, and on a poll every member who is present in person or by proxy shall have one vote for every share of which he is the holder. Regulation 54 of Table A shall not apply.

11. Members May Vote When Money Payable by Them

Regulation 57 of Table A shall not apply.

12. Delivery of Proxies

The instrument appointing a proxy and (if required by the directors) any authority under which it is executed or a copy of the authority, certified notarially or in some other manner approved by the directors, may be delivered to the office (or to such other place or to such person as may be specified or agreed by the directors) before the time for holding the meeting or adjourned meeting at which the person named in the instrument proposes to act or, in case of a poll taken subsequently to the date of the meeting or adjourned meeting, before the time appointed for the taking of the poll, and an instrument of proxy which is not so delivered shall be invalid. The directors may at their discretion treat a faxed or other machine made copy of an instrument appointing a proxy as such an instrument for the purpose of this article. Regulation 62 of Table A shall not apply.

13. Alternate Directors

Any director (other than an alternate director) may appoint any other director, or any other person who is willing to act, to be an alternate director and may remove from office an alternate director so appointed by him. Regulation 65 of Table A shall not apply.

14. Power to Provide for Employees

The directors may by resolution exercise any power conferred by the Act to make provision for the benefit of persons employed or formerly employed by the company or any of its subsidiaries in connection with the cessation or the transfer to any person of the whole or part of the undertaking of the company or that subsidiary.

15. Power to Receive Uncalled Moneys

The directors may, if they think fit, receive from any member willing to advance the same all or any part of the moneys uncalled and remaining unpaid on any shares held by him.

16. Delegation of Directors' Powers

The directors may delegate any of their powers (with power to sub-delegate) to committees consisting of such person or persons (whether directors or not) as they think fit. Regulation 72 of Table A shall be modified accordingly and references in Table A to a committee of directors or to a director as a member of such a committee shall include a committee established under this article or such person or persons.

17. Appointment and Removal of Directors by Majority Shareholders

Any member holding, or any members holding in aggregate, a majority in nominal value of such of the issued share capital for the time being of the company as carries the right of attending and voting at general meetings of the company may by memorandum in writing signed by or on behalf of him or them and delivered to the office or tendered at a meeting of the directors or at a general meeting of the company at any time and from time to time appoint any person to be a director (either to fill a vacancy or as an additional director) or remove any director from office (no matter how he was appointed).

18. Appointment of Directors by Board

Without prejudice to the powers conferred by any other article, any person may be appointed a director by the directors, either to fill a vacancy or as an additional director.

19. No Age Limit or Share Qualification

No director shall be required to retire or vacate his office, and no person shall be ineligible for appointment as a director, by reason of his having attained any particular age. No shareholding qualification for directors shall be required.

20. Exclusion of Rotation Requirements and Other Provisions

Regulations 73 to 80 (inclusive) and the last sentence of regulation 84 of Table A shall not apply.

21. Disqualification and Removal of Directors

The office of a director shall be vacated not only upon the happening of any of the events mentioned in regulation 81 of Table A but also if he is removed from office pursuant to these articles. Regulation 81 of Table A shall be modified accordingly.

22. Directors' Gratuities and Pensions

The directors may exercise all the powers of the company to provide benefits, either by the payment of gratuities or pensions or by insurance or in any other manner whether similar to the foregoing or not, for any director or former director or the relations, connections or dependants of any director or former director who holds or has held any executive office or employment with the company or with any body corporate which is or has been a subsidiary

of the company or with a predecessor in business of the company or of any such body corporate and may contribute to any fund and pay premiums for the purchase or provision of any such benefit. No director or former director shall be accountable to the company or the members for any benefit provided pursuant to this article and the receipt of any such benefit shall not disqualify any person from being or becoming a director of the company. Regulation 87 of Table A shall not apply.

23. Notice of Board Meetings

Notice of a meeting of the directors shall be deemed to be properly given to a director if it is given to him personally or by word of mouth or sent in writing to him at his last known address or any other address given by him to the company for this purpose, or by any other means authorised in writing by the director concerned. Notice shall be given in this manner to all directors including any director who is for the time being absent from the United Kingdom. A director may waive notice of any meeting either prospectively or retrospectively. Regulation 88 of Table A shall be modified accordingly.

24. Participation in Board Meetings by Telephone

All or any of the members of the board or any committee of the board may participate in a meeting of the board or that committee by means of a conference telephone or any communication equipment which allows all persons participating in the meeting to hear each other. A person so participating shall be deemed to be present in person at the meeting and shall be entitled to vote or be counted in a quorum accordingly. 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.

25. Resolution in Writing

A resolution in writing executed by all the directors for the time being entitled to receive notice of a meeting of the board (if that number is sufficient to constitute a quorum) or by all the members of a committee for the time being shall be as valid and effectual as a resolution passed at a meeting of the board or, as the case may be, of the committee properly called and constituted. The resolution may be contained in one document or in several documents in like form each executed by one or more of the directors or members of the committee concerned. A resolution signed by an alternate director need not also be signed by his appointor and, if it is signed by a director who has appointed an alternate director, it need not be signed by the alternate director in that capacity. Regulation 93 of Table A shall not apply.

26. Directors May Vote When Interested

A director who to his knowledge is in any way, whether directly or indirectly, interested in a contract or proposed contract with the company shall declare the nature of his interest at a meeting of the directors in accordance with the Act. Subject where applicable to such disclosure, a director shall be entitled to vote in respect of any contract or proposed contract in which he is interested and if he shall do so his vote shall be counted and he shall be taken

into account in ascertaining whether a quorum is present. Regulations 94 and 95 of Table A shall not apply.

27. Official Seal

The company may exercise all the powers conferred by the Act with regard to having any official seal and such powers shall be vested in the directors. Subject to the provisions of the Act, any instrument to which an official seal is affixed shall be signed by such persons, if any, as the directors may from time to time determine.

28. Notices

Any notice or other document may be served on or delivered to any member by the company either personally, or by sending it by post addressed to the member at his registered address or by fax or telex to a number provided by the member for this purpose, or by leaving it at his registered address addressed to the member, or by any other means authorised in writing by the member concerned. In the case of joint holders of a share, service or delivery of any notice or other document on or to one of the joint holders shall for all purposes be deemed a sufficient service on or delivery to all the joint holders. Regulation 112 of Table A shall not apply.

29. Time of Service

Any notice or other document, if sent by the company by post, shall be deemed to have been served or delivered twenty four hours after posting and, in proving such service or delivery, it shall be sufficient to prove that the notice or document was properly addressed, stamped and put in the post. Any notice or other document left by the company at a registered address otherwise than by post, or sent by fax or telex or other instantaneous means of transmission, shall be deemed to have been served or delivered when it was so left or sent. Regulation 115 of Table A shall not apply.

Company No. 3468788

AIRBUS UK LIMITED

I hereby certify that the following is a true and fair copy of a special resolution passed by the Company at an Extraordinary General Meeting held on the 6th March 2000:

Special Resolution

THAT the provisions set forth in clause 3.2 of the Memorandum of Association produced to this meeting and for the purposes of identification marked with an 'A', be approved and adopted in substitution for, and to the exclusion of, all the existing provisions of clause 3.2 of the Company's Memorandum of Association, and the Memorandum of Association be altered accordingly.

[Signature]

.....
Secretary



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COMPANIES HOUSE

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08/03/00

'A'

- 3.2 To invent, design, develop, manufacture, construct, assemble, test, repair, maintain, buy, sell, hire, let on hire, operate, import, export and deal in aeroplanes, airships, sea-planes, aircraft, hovercraft, space vehicles, communications satellites, navigational or guidance systems, guided missiles, rockets, propellers, and other machines or apparatus of any kind designed or capable of being used for or in connection with aerial transit, conveyance or communication, arms and weapons, whether guided or otherwise, torpedoes, explosives and ammunition and armaments of all kinds, motor cars and vehicles generally, boats and all other conveyances, whether armoured or not, and means of locomotion of all descriptions, and any component or other parts thereof and accessories and fittings therefor, and all kinds of machinery and apparatus capable of being used in connection with such invention, design, development, manufacture, construction, assembly, testing, repair and maintenance and in connection with the operation and use of aeroplanes, airships, sea-planes, aircraft, hovercraft, space vehicles, communications satellites, guided missiles, rockets, propellers and such other machines or apparatus as aforesaid, airports and the like.

*Certified a
true copy.*

*Staughton and Hay
17th July 2001
(EJDH)*

WRITTEN RESOLUTION
of
AIRBUS UK LIMITED

("the Company")

It is hereby certified that the following resolution was duly passed as a written resolution of the Company on 9th July, 2001 pursuant to Regulation 53 of Table A scheduled to the Companies (Tables A to F) Regulations 1985 (as amended) (as adopted by Article 1 of the Articles of Association of the Company):

WRITTEN RESOLUTIONS

1. THAT the authorised share capital of the company be increased from £1100 to £1300, and such capital be constituted by 1300 shares of £1 each.
2. THAT, pursuant to section 80 of the Companies Act 1985, the directors be and they are hereby authorised generally and unconditionally to allot relevant securities (as defined in section 80 of the Companies Act 1985) up to an aggregate nominal amount of £200 provided that this authority, unless renewed, shall expire on the date five years from the date on which this resolution is passed save that the Company may before such expiry make an offer or agreement which would or might require relevant securities to be allotted after such expiry and the directors may allot the relevant securities in pursuance of such offer or agreement as if the authority conferred hereby had not expired.
- "3. The objects for which the Company is established are:-
 - 3.1 To carry out the following activities (the "Activities")
 - (a) research, design, development, certification, engineering, procurement, manufacture, assembly, testing, flight testing, customisation, sales and marketing, financing, leasing, product support, spares, and any other ancillary services relating to:

Commercial Aircraft

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(i) fixed wing transport aircraft centred above 100 seats (in a single class configuration) for civil applications ("Commercial Aircraft"); and

(ii) derivatives of Commercial Aircraft for civil applications;

Military Transport Aircraft, Military Tanker Aircraft and other Military Applications

(i) derivatives of Commercial Aircraft as platforms for military applications (green aircraft only), including necessary air vehicle modifications which only the airframer is capable of performing (green aircraft only);

(ii) a military transport plane (including A400M); and

(iii) a military tanker.

In-service Aircraft

(i) Caravelle;

(ii) Concorde;

(iii) Corvette;

(iv) Fouga CM 17 D;

(v) Fouga CM 175;

(vi) Nord 262;

(vii) Transall;

(viii) HFB 320;

(ix) VFW 614;

(x) BAC1-11.

(b) as subcontractor to any third party with respect to the design and manufacture of any component, sub-assemblies or sub-systems for an air vehicle ("Aerostructures");

(c) asset management of aircraft in respect of which Airbus SAS or any member of its group has a liability;

- (d) trading of second hand aircraft in furtherance of the other corporate purposes of Airbus SAS or any member of its group; and
 - (e) sales finance and corporate financing activity in furtherance of the other corporate purposes of Airbus SAS or any member of its group.
- 3.2 To provide or procure the provision of services of all kinds in connection with or ancillary to any of the Activities.
 - 3.3 To carry on any other trade or business which can, in the opinion of the shareholders, be advantageously carried on in connection with or ancillary to any of the Activities.
 - 3.4 To carry on research in connection with any of the Activities and to carry on any other activity preparatory, or ancillary, thereto.
 - 3.5 In connection with or ancillary to any of the Activities, to acquire and carry on any business carried on by a subsidiary or a holding company of the Company or another subsidiary of a holding company of the Company.
 - 3.6 In connection with or ancillary to any of the Activities, to enter into any arrangements with any government or authority or person and to obtain from any such government or authority or person any legislation, orders, rights, privileges, franchises and concessions and to carry out exercise and comply with the same.
 - 3.7 In connection with or ancillary to any of the Activities, to borrow and raise money and accept money on deposit and to secure or discharge any debt or obligation in any manner and in particular (without prejudice to the generality of the foregoing) by mortgages of or charges upon all or any part of the undertaking, property and assets (present and future) and uncalled capital of the Company or by the creation and issue of securities.
 - 3.8 In connection with or ancillary to any of the Activities, to enter into any guarantee, contract of indemnity or suretyship and in particular (without prejudice to the generality of the foregoing) to guarantee, support or secure, with or without consideration, whether by personal obligation or by mortgaging or charging all or any part of the undertaking, property and assets (present and future) and uncalled capital of the Company or by both such methods or in any other manner, the performance of any obligations or commitments of, and the repayment or payment of the principal amounts of and any premiums, interest, dividends and other moneys payable on or in respect of any securities or liabilities of, any person, including (without prejudice to the generality of the foregoing) any company which is for the time being a subsidiary or a holding company of the Company or another subsidiary of a holding company of the Company or otherwise associated with the Company.

- 3.9 In connection with or ancillary to any of the Activities, to acquire and hold interests in other companies and to enter into any arrangements with other companies which may seem to advance the interests of the Company, upon such terms as the Company may decide.
- 3.10 In connection with or ancillary to any of the Activities, to accept, draw, make, create, issue, execute, discount, endorse, negotiate and deal in bills of exchange, promissory notes, and other instruments and securities, whether negotiable or otherwise.
- 3.11 In connection with or ancillary to any of the Activities, to apply for and take out, purchase or otherwise acquire any trade and service marks and names, designs, patents, patent rights, inventions and secret processes and to carry on the business of an inventor, designer or research organisation.
- 3.12 In connection with or ancillary to any of the Activities, to enter into such commercial or other transactions as may seem desirable for the purpose of the Company's affairs.
- 3.13 In connection with or ancillary to any of the Activities, to purchase or otherwise acquire, or deal in, any estate or interest in any property, rights or assets of any kind which may appear to be necessary, desirable or convenient for any business of the Company.
- 3.14 In connection with or ancillary to any of the Activities, to sell, exchange, mortgage, charge, let, grant licences, easements, options, servitudes and other rights over, and in any other manner deal with or dispose of, all or any part of the undertaking, property and assets (present and future) of the Company for any or no consideration and in particular (without prejudice to the generality of the foregoing) for any securities or for a share of profit or a royalty or other periodical or deferred payment.
- 3.15 In connection with or ancillary to any of the Activities, to issue and allot securities of the Company for cash or in payment or part payment for any real or personal property purchased or otherwise acquired by the Company or any services rendered to the Company or as security for any obligation or amount (even if less than the nominal amount of such securities) or for any other purpose.
- 3.16 In connection with or ancillary to any of the Activities, to act as agents or trustees, and to enter into partnership and other arrangements which may seem to advance the interests of the Company.
- 3.17 In connection with or ancillary to any of the Activities, to pay all the costs, charges and expenses preliminary or incidental to the promotion, formation, establishment and incorporation of the Company, and to procure the

registration or incorporation of the Company in or under the laws of any place outside England.

- 3.18 In connection with or ancillary to any of the Activities, to pay or to make such arrangements for providing such pensions, benefits, and other matters (whether to or for or for the benefit of present or past directors or employees of the Company or of any company associated with the Company or persons who are or were related to or dependants of such directors or employees) as may seem directly or indirectly to advance the interests of the Company.
- 3.19 In connection with or ancillary to any of the Activities, to cease carrying on or wind up any business or activity of the Company, and to cancel any registration of and to wind up or procure the dissolution of the Company in any state or territory.
- 3.20 In connection with or ancillary to any of the Activities, to distribute any of the property of the Company among its creditors and Members in specie or kind.
- 3.21 In connection with or ancillary to any of the Activities, to do all or any of the things or matters aforesaid in any part of the world and either as principals, agents, contractors, trustees or otherwise and by or through trustees, agents or otherwise and either alone or in conjunction with others.
- 3.22 In connection with or ancillary to any of the Activities, to contribute to any public, general, charitable, benevolent or useful object, to which it may seem to be in the interests of the Company or its shareholders to contribute.
- 3.23 In connection with or ancillary to any of the Activities, to carry on any other business or activity and do anything of any nature which may be considered to be capable of being conveniently carried on or done in connection with the above, or likely directly or indirectly to enhance the value of or render more profitable all or any part of the Company's undertaking property or assets or otherwise to advance the interests of the Company or of its Members.
- 3.24 To do all such other things as may be considered to further the interests of the Company or be incidental or conducive to the attainment of the above objects or any of them.

And it is hereby declared that "company" in this clause, except where used in reference to this Company, shall include any partnership or other body of persons, whether incorporated or not incorporated, and whether formed, incorporated, domiciled or resident in the United Kingdom or elsewhere, "person" shall include any company as well as any other legal or natural person, "securities" shall include any fully, partly or nil paid or no par value share, stock, unit, debenture, debenture or loan stock, deposit receipt, bill, note, warrant, coupon, right to subscribe or convert, or similar right or obligation, "and" and "or" shall mean "and/or" where the context so permits,

"other" and "otherwise" shall not be construed ejusdem generis where a wider construction is possible, and the objects specified in the different paragraphs of this clause shall not, except where the context expressly so requires, be in any way limited or restricted by reference to or inference from the terms of any other paragraph or the name of the Company or the nature of any business carried on by the Company, but may be carried out in as full and ample a manner and shall be construed in as wide a sense as if each of the said paragraphs defined the objects of a separate, distinct and independent company."

Keith Davies

For and on behalf of Airbus UK Limited

CD011790083

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NAMES, ADDRESSES AND DESCRIPTIONS OF SUBSCRIBERS

For and on behalf of
TRUCIDATOR NOMINEES LIMITED,
35 Basinghall Street,
London EC2V 5DB

E. J. ZUERCHER



Authorised Signatory

For and on behalf of
TREXCO LIMITED,
35 Basinghall Street,
London EC2V 5DB

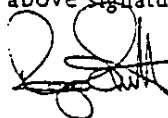
D. C. J. ROWE



Authorised Signatory

DATED the 6th day of November 1997

WITNESS to the above signatures:-



R.H. Smith

35 Basinghall Street,
London EC2V 5DB