

**FILE COPY**



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

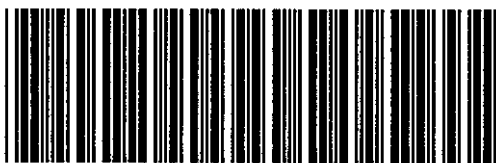
Company No. 3585020

The Registrar of Companies for England and Wales hereby certifies that

**BTR ANTIVIBRATION SYSTEMS LIMITED**

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

Given at Companies House, London, the 16th June 1998



\*N03585020A\*

*S. Bashar.*  
MISS S. BASHAR  
For The Registrar Of Companies



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

Please complete in typescript,  
or in bold black capitals

# Declaration on application for registration

3585020

Company Name in full

BIR ANTIVIBRATION SYSTEMS LIMITED



\* F 0 1 2 0 C 4 0 \*

I,

CHRISTINE LOAN

of

PCL PRO BIR SECRETARIES LIMITED

† 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

Declared at

1 BUTLER PLACE, BUCKINGHAM GATE  
LONDON SW1H 0PT

the

16TH

day of

JUNE

One thousand nine hundred and ninety

EIGHT

† Please print name

before me†

RICHARD MILSON

Signed

Date

16/6/98

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.

ANG PATTERSON, BIR HOUSE  
CARLISLE RACE COURSE SW11 1BX  
Tel 0171 821 3578.

DX number

DX exchange

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

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

or

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

for companies registered in Scotland

DX 235 Edinburgh

10

Please complete in typescript,  
or in bold black capitals.

Notes on completion appear on final page

First directors and secretary and intended situation of  
registered office

35 8 5020

Company Name in full

BTR ANTIVIBRATION SYSTEMS  
LIMITED



\* F 0 1 0 0 C 4 0 \*

Proposed Registered Office

(PO Box numbers only, are not acceptable)

BTR HOUSE

CARLISLE PLACE

Post town

LONDON

County/Region

Postcode

SW1P 1BX

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

Agent's Name

Address

Post town

County/Region

Postcode

Number of continuation sheets attached

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

ANNE PATERSON, BTR plc

BTR HOUSE, CARLISLE PLACE

LONDON Tel 0171 821 3578

DX number

DX exchange

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

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

or

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

for companies registered in Scotland

DX 235 Edinburgh

# Company Secretary (see notes 1-5)

Company name

BTR ANTIVIBRATION SYSTEMS LIMITED

NAME \*Style/Title

\*Honours etc

Forename(s)

\* Voluntary details

Surname

BTR SECRETARIES LIMITED

Previous forename(s)

Previous surname(s)

Address

BTR HOUSE

## Usual residential address

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

Post town

LONDON

County/Region

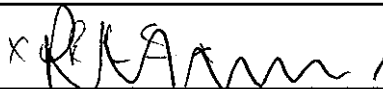
Postcode

SW1P 1BX

Country

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

Consent signature

X 

Date

16 JUN 1998

## Directors (see notes 1-5)

Please list directors in alphabetical order

PER PRO BTR SECRETARIES LIMITED

NAME \*Style/Title

\*Honours etc

Forename(s)

JAMES DEMMINCK

Surname

THOM

Previous forename(s)

Previous surname(s)

Address

TOLLGATE COMBES

## Usual residential address

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

Post town

CRAWLEY TOWN

County/Region

Postcode

RH10 4HG

Country

Day Month Year

Date of birth

19 07 46

Nationality

BRITISH

Business occupation


TREASURER

Other directorships

NONE

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

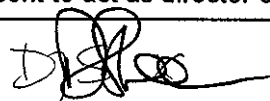
Consent signature

X 

Date

16 JUN 1998

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

<b>NAME</b>	<b>*Style/Title</b>	MR	<b>Honours etc</b>	
<b>* Voluntary details</b>	<b>Forename(s)</b>	DAVID JOHN		
	<b>Surname</b>	STEVENS		
	<b>Previous forename(s)</b>			
	<b>Previous surname(s)</b>			
<b>Address</b>	42 BURGHEY ROAD			
<b>Usual residential address</b>				
For a corporation, give the registered or principal office address.	<b>Post town</b>	WIMBLEDON		
	<b>County/Region</b>	LONDON	<b>Postcode</b>	SW19 5TH
	<b>Country</b>			
	<b>Date of birth</b>	Day 02	Month 03	Year 50
		<b>Nationality</b>		BRITISH
	<b>Business occupation</b>	SOLICITOR		
	<b>Other directorships</b>	NONE		
	I consent to act as director of the company named on page 1			
<b>Consent signature</b>	X			<b>Date</b> 16 JUN 1998

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 of the  
memorandum of  
association).

Signed

  
FOR AND ON BEHALF OF

Date

16 JUN 1998

Signed

BRE INDUSTRIES LIMITED  
DIRECTOR

Date

Signed

Date

Signed

Date

Signed

Date

Signed

Date

**James Demmink Thom**  
**Personnel Report 19/07/1946 to 16/06/1998**

**EXTERNAL DIRECTORSHIPS**

	APPOINTED	RESIGNED
BTR - Permalin RP Limited	29/10/1987	12/12/1997
BTR Belting Limited	29/10/1987	12/12/1997
BTR Graphic Products Limited	24/09/1991	12/12/1997
BTR Hose Limited	29/10/1987	12/12/1997
BTR Material Systems Limited	29/10/1987	12/12/1997
BTR Silvertown Limited	29/10/1987	12/12/1997
BTRD Investments Limited	16/08/1996	02/06/1997
Batley Components Limited	26/11/1993	31/05/1994
Beaufort Air-Sea Equipment Limited	29/10/1987	22/08/1997
Bonochord Hearing Aids Limited	20/11/1991	09/12/1994
Bonochord Limited	24/09/1991	02/02/1996
Boston Heritage Beds Limited	26/11/1993	31/05/1994
Brush Switchgear Limited	15/11/1993	01/11/1996
Carlton Plastics Limited	01/09/1992	08/03/1996
Carlton Shuttlecocks Limited	01/09/1992	08/03/1996
Carlton Sports Company Limited	08/08/1994	08/03/1996
China General (Europe) Limited	31/03/1988	01/03/1997
Cornerstone Equipment Limited	29/06/1987	12/12/1997
Cow Industrial Polymers Limited	29/10/1987	12/12/1997
Cow Proofings Limited	29/10/1987	12/12/1997
Dartington Glass Limited	15/10/1992	30/04/1994
Davies Tyre Company Limited	30/04/1986	25/10/1991
Dawn Extrusions Limited	15/06/1991	23/04/1996
Devon Crystal Limited	15/10/1992	30/04/1994
Dunlop Belting Products Limited	25/04/1986	12/12/1997
Dunlop Cox Limited	21/03/1990	06/06/1997
Dunlop Footwear Limited	10/03/1986	08/03/1996
Dunlop Hiflex Anglia Ltd	16/02/1994	12/12/1997
Dunlop Hiflex Cambridgeshire Ltd	16/02/1994	12/12/1997
Dunlop Hiflex East Midlands Ltd	16/02/1994	12/12/1997
Dunlop Hiflex Essex Ltd	16/02/1994	12/12/1997
Dunlop Hiflex Fluidpower Limited	16/02/1994	12/12/1997
Dunlop Hiflex Hertfordshire Ltd	16/02/1994	12/12/1997
Dunlop Hiflex Humberside Ltd	16/02/1994	12/12/1997
Dunlop Hiflex Kent Ltd	16/02/1994	12/12/1997
Dunlop Hiflex Lancashire Ltd	16/02/1994	12/12/1997
Dunlop Hiflex Limited	29/10/1987	12/12/1997
Dunlop Hiflex Manchester Ltd	16/02/1994	12/12/1997
Dunlop Hiflex Merseyside Ltd	16/02/1994	12/12/1997
Dunlop Hiflex Middlesex Ltd	16/02/1994	12/12/1997
Dunlop Hiflex Midlands Ltd	16/02/1994	12/12/1997
Dunlop Hiflex Norfolk Limited	16/02/1994	12/12/1997
Dunlop Hiflex Northamptonshire Ltd	16/02/1994	12/12/1997
Dunlop Hiflex Oxfordshire Ltd	16/02/1994	12/12/1997
Dunlop Hiflex Scotland Ltd	01/12/1993	12/12/1997
Dunlop Hiflex South Eastern Limited	16/02/1994	12/12/1997
Dunlop Hiflex South London Limited	16/02/1994	12/12/1997
Dunlop Hiflex South West Limited	16/02/1994	12/12/1997
Dunlop Hiflex South Yorkshire Ltd	16/02/1994	12/12/1997
Dunlop Hiflex Southern Counties Ltd	16/02/1994	12/12/1997

**James Demmink Thom**  
**Personnel Report 19/07/1946 to 16/06/1998**

**EXTERNAL DIRECTORSHIPS (Continued)**

	<b>APPOINTED</b>	<b>RESIGNED</b>
Dunlop Hiflex Suffolk Limited	16/02/1994	12/12/1997
Dunlop Hiflex Wessex Ltd	16/02/1994	12/12/1997
Dunlop Hiflex Western Ltd	16/02/1994	12/12/1997
Dunlop Hiflex Worcestershire Ltd	16/02/1994	12/12/1997
Dunlop Hiflex Yorkshire Ltd	01/12/1993	12/12/1997
Dunlop Hydraulic Hose Limited	29/10/1987	12/12/1997
Dunlop Industrial Hose Limited	29/10/1987	12/12/1997
Dunlop International Technology Limited	30/04/1986	19/12/1996
Dunlop Sports Company Limited	01/09/1992	08/03/1996
Dunlop Textiles Limited	06/04/1987	20/12/1996
Eastern Counties Hydraulics Ltd	27/09/1993	12/12/1997
Falcon Testing Laboratory Limited	15/11/1993	01/11/1996
Feniger and Blackburn Limited	24/09/1991	08/03/1996
Gandy Belting Limited	29/10/1987	12/12/1997
Goudie Squash International Limited	29/10/1987	08/03/1996
Gradidges Limited	01/09/1992	08/03/1996
Greengate Polymer Coatings Limited	29/10/1987	12/12/1997
Griflex Creators Limited	15/06/1991	23/04/1996
Griflex Products Limited	15/06/1991	23/04/1996
Hawthorn Baker Limited	15/04/1987	12/12/1997
Hi-Flex International Ltd	16/02/1994	12/12/1997
Hi-Flex Northern Ltd	16/02/1994	12/12/1997
Hi-Flex Offshore Ltd	16/02/1994	12/12/1997
Hi-Flex Tube & Fittings Ltd	16/02/1994	12/12/1997
Hoffman-McIvor Limited	17/05/1991	
Hydraulic Supplies (Scotland) Ltd	16/02/1994	12/12/1997
Isonder Limited	01/09/1992	08/03/1996
Litesome Sportswear Limited	01/07/1992	08/03/1996
Marston Radiator Services Limited	09/05/1988	
Measurement (Fitted Furniture ) Limited	26/11/1993	31/05/1994
Minerva Automotive Parts Limited	09/05/1988	16/07/1997
Mirrlees Blackstone (Stamford) Limited	01/08/1993	08/05/1997
Miss B Furniture Limited	26/11/1993	31/05/1994
North Eastern Counties Hydraulics Ltd	16/05/1995	12/12/1997
Permali Gloucester Limited	29/10/1987	12/12/1997
Permali Limited	29/10/1987	12/12/1997
Plascoat Holdings Limited	15/06/1991	23/04/1996
Plascoat International Limited	15/06/1991	23/04/1996
Plascoat Systems Limited	15/06/1991	23/04/1996
Plascoat U.K. Limited	15/06/1991	23/04/1996
Plastic Coatings Limited	15/06/1991	23/04/1996
Puma Limited	29/07/1994	08/03/1996
R.A. Lister Overseas Investments Limited	25/10/1993	29/06/1996
Rest Assured (Northern) Limited	26/11/1993	31/05/1994
Rest Assured Contract Furniture Limited	26/11/1993	31/05/1994
Rest Assured Holdings Limited	26/11/1993	31/05/1994
Restonic Limited	16/12/1993	31/05/1994
Rockware Plastics (Reading) Limited	13/08/1992	29/07/1997
Royal Lancastrian Pottery Limited	18/05/1994	26/02/1996
Schlegel (U.K.) Engineering Limited	13/01/1992	12/12/1997
Silentbloc Limited	29/10/1987	12/12/1997

**James Demmink Thom**  
**Personnel Report 19/07/1946 to 16/06/1998**

**EXTERNAL DIRECTORSHIPS (Continued)**

	<b>APPOINTED</b>	<b>RESIGNED</b>
Slazengers Limited	01/09/1992	08/03/1996
Specialist Brake Sales Limited	14/12/1987	31/01/1995
Stalcon Plastics Limited	24/08/1992	29/07/1997
Stewart-Warner Instruments Limited	01/01/1988	
T.D.C. Plastics Limited	15/06/1991	23/04/1996
The Leyland & Birmingham Rubber Co., Limited	29/10/1987	12/12/1997
Tilcon Loch Aline Limited	01/03/1995	27/12/1995
Tilcon Macadam Limited	01/03/1995	27/12/1995
United Moulders Limited	15/06/1991	23/04/1996
Valplas (Extrusions) Limited	15/06/1991	23/04/1996
Vulcanisers International Limited	29/10/1987	12/12/1997
Westcode Semiconductors Limited	01/03/1994	18/12/1997
William Lawrence & Co. (Factors) Limited	26/11/1993	31/05/1994
William Sykes Limited	01/01/1992	08/03/1996
Withersmead Holdings Limited	15/06/1991	23/04/1996



**David John Stevens**  
**Personnel Report 02/03/1950 to 16/06/1998**

**EXTERNAL DIRECTORSHIPS**

	<b>APPOINTED</b>	<b>RESIGNED</b>
BTR - Permalin RP Limited	24/10/1997	12/12/1997
BTR Belting Limited	24/10/1997	12/12/1997
BTR Graphic Products Limited	24/10/1997	12/12/1997
BTR Hose Limited	24/10/1997	12/12/1997
BTR Material Systems Limited	24/10/1997	12/12/1997
BTR Silvertown Limited	24/10/1997	12/12/1997
Cornerstone Equipment Limited	24/10/1997	12/12/1997
Cow Industrial Polymers Limited	24/10/1997	12/12/1997
Cow Proofings Limited	24/10/1997	12/12/1997
Dunlop Belting Products Limited	24/10/1997	12/12/1997
Dunlop Hiflex Anglia Ltd	24/10/1997	12/12/1997
Dunlop Hiflex Cambridgeshire Ltd	24/10/1997	12/12/1997
Dunlop Hiflex East Midlands Ltd	24/10/1997	12/12/1997
Dunlop Hiflex Essex Ltd	24/10/1997	12/12/1997
Dunlop Hiflex Fluidpower Limited	24/10/1997	12/12/1997
Dunlop Hiflex Hertfordshire Ltd	24/10/1997	12/12/1997
Dunlop Hiflex Humberside Ltd	24/10/1997	12/12/1997
Dunlop Hiflex Kent Ltd	24/10/1997	12/12/1997
Dunlop Hiflex Lancashire Ltd	24/10/1997	12/12/1997
Dunlop Hiflex Limited	24/10/1997	12/12/1997
Dunlop Hiflex Manchester Ltd	24/10/1997	12/12/1997
Dunlop Hiflex Merseyside Ltd	24/10/1997	12/12/1997
Dunlop Hiflex Middlesex Ltd	24/10/1997	12/12/1997
Dunlop Hiflex Midlands Ltd	24/10/1997	12/12/1997
Dunlop Hiflex Norfolk Limited	24/10/1997	12/12/1997
Dunlop Hiflex Northamptonshire Ltd	24/10/1997	12/12/1997
Dunlop Hiflex Oxfordshire Ltd	24/10/1997	12/12/1997
Dunlop Hiflex Scotland Ltd	24/10/1997	12/12/1997
Dunlop Hiflex South Eastern Limited	24/10/1997	12/12/1997
Dunlop Hiflex South London Limited	24/10/1997	12/12/1997
Dunlop Hiflex South West Limited	24/10/1997	12/12/1997
Dunlop Hiflex South Yorkshire Ltd	24/10/1997	12/12/1997
Dunlop Hiflex Southern Counties Ltd	24/10/1997	12/12/1997
Dunlop Hiflex Suffolk Limited	24/10/1997	12/12/1997
Dunlop Hiflex Wessex Ltd	24/10/1997	12/12/1997
Dunlop Hiflex Western Ltd	24/10/1997	12/12/1997
Dunlop Hiflex Worcestershire Ltd	24/10/1997	12/12/1997
Dunlop Hiflex Yorkshire Ltd	24/10/1997	12/12/1997
Dunlop Hydraulic Hose Limited	24/10/1997	12/12/1997
Dunlop Industrial Hose Limited	24/10/1997	12/12/1997
Dunlop Powerbend Limited	24/10/1997	12/12/1997
Eastern Counties Hydraulics Ltd	24/10/1997	12/12/1997
Gandy Belting Limited	24/10/1997	12/12/1997
Greengate Polymer Coatings Limited	24/10/1997	12/12/1997
Hawthorn Baker Limited	24/10/1997	12/12/1997
Hi-Flex International Ltd	24/10/1997	12/12/1997
Hi-Flex Northern Ltd	24/10/1997	12/12/1997
Hi-Flex Offshore Ltd	24/10/1997	12/12/1997
Hi-Flex Tube & Fittings Ltd	24/10/1997	12/12/1997
Hydraulic Supplies (Scotland) Ltd	24/10/1997	12/12/1997

**David John Stevens**  
**Personnel Report 02/03/1950 to 16/06/1998**

**EXTERNAL DIRECTORSHIPS (Continued)**

	<b>APPOINTED</b>	<b>RESIGNED</b>
North Eastern Counties Hydraulics Ltd	24/10/1997	12/12/1997
Permali Gloucester Limited	24/10/1997	12/12/1997
Permali Limited	24/10/1997	12/12/1997
Schlegel (U.K.) Engineering Limited	24/10/1997	12/12/1997
Schlegel (U.K.) Limited	24/10/1997	12/12/1997
Silentbloc Limited	24/10/1997	12/12/1997
The Leyland & Birmingham Rubber Co., Limited	24/10/1997	12/12/1997
Vulcanisers International Limited	24/10/1997	12/12/1997

**The Companies Act 1985  
(As amended by the Companies Act 1989)  
Private Company Limited by Shares**

**Memorandum of Association of**

**BTR ANTIVIBRATION SYSTEMS LIMITED**



**The Companies Act 1985**

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

**Private Company Limited by Shares**

**MEMORANDUM OF ASSOCIATION**

of

**BTR ANTIVIBRATION SYSTEMS LIMITED**

1. The Company's name is BTR ANTIVIBRATION SYSTEMS LIMITED
2. The Company's registered office is to be situated in England and Wales
3. The Company's objects are:-
  - (a) (i) To act as a general commercial company and in particular but without prejudice to the generality of the foregoing to carry on within and without the United Kingdom all or any of the businesses of exporters, importers, manufacturers, agents, brokers, general merchants and dealers, both wholesale and retail in all articles of commercial, manufacturing, personal and household use and consumption, ornament, recreation and amusement, and generally in all raw materials, manufactured goods, materials, provisions and general produce, and also the business of storage contractors, wharfingers, carriers, shipping and forwarding agents, warehousemen and storekeepers.
  - (ii) To carry on the business of a Holding Company and the business of an Investment Company or other and to do all lawful acts and things whatever, that are necessary or convenient in carrying on the business of a Holding Company or the business of an Investment Company or both and in particular to carry on in all its branches the business of a Management and Servicing Company and to act as Managers or to direct the management of other companies or of the business, property and estates of corporations, private persons or companies and to undertake and carry out all such services in connection therewith as may be deemed expedient and to exercise its powers as a controlling shareholder of other companies; to acquire by purchase, lease, concession, grant, licence or otherwise such lands, buildings, leases, underleases, rights, privileges, stocks, shares and debentures in public or private companies, corporate or unincorporate policies of insurance and other such property, real or personal and rights and interests in property as the company shall deem fit.

N/A - 100 -  
RBS 006086  
8/10/98

- (b) To carry on any other trade or business which can, in the opinion of the Board of Directors, be advantageously carried on by the Company.
- (c) 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.
- (d) 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.
- (e) 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 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.
- (f) 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.
- (g) 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 venture arrangement with any person, persons, firm or company.

- (h) 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.
- (i) 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.
- (j) 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.
- (k) 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.
- (l) 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.
- (m) To draw, accept, make, endorse, discount, execute, issue and negotiate promissory notes, bills of exchange, bills of lading, warrants, debentures and other negotiable instruments.
- (n) 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.
- (o) 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 in one mode and partly in another, and generally on such terms as the Company may determine.

- (p) 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.
- (q) 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.
- (r) To purchase or otherwise acquire, take over and undertake all or any 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.
- (s) 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.
- (t) To provide for the welfare of persons employed or formerly employed by the Company and to grant pensions, allowances 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 dependants 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 dependants.

- (u) 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.
- (v) 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.
- (w) 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 and or otherwise in relation to their duties, 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.
- (x) 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.
- (y) 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.
- (z) 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 further 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 £100 divided into 100 Ordinary Shares of £1 each.

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

Names and Addresses of Subscribers

Number of Shares taken  
by each Subscriber

BTR Industries Limited  
BTR House  
Carlisle Place  
London  
SW1P 1BX

100

Total Numbers of Shares Taken

100

Dated the 16 of June 1998

A handwritten signature in black ink, appearing to be 'R L Spencer', with a large 'X' mark to the right.

WITNESS to the above Signatures:-

R L Spencer  
BTR House  
Carlisle Place  
London  
SW1P 1BX

A handwritten signature in black ink, appearing to be 'R L Spencer', with a large 'X' mark to the right.

**THE COMPANIES ACT 1985  
(AS AMENDED BY THE COMPANIES ACT 1989)  
PRIVATE COMPANY LIMITED BY SHARES  
ARTICLES OF ASSOCIATION  
OF**

**BTR ANTIVIBRATION SYSTEMS LIMITED**

**Preliminary**

- 1 The regulations contained or incorporated in Table A in the Schedule to the Companies (Tables A to F) Regulations 1985 (such table being hereinafter called "Table A") shall apply to the Company save in so far as they are excluded or varied hereby and such regulations (save as so excluded or varied) and the Articles hereinafter contained shall be the regulations of the Company.

**Private company**

- 2 The Company is a private limited company within the meaning of the Companies Act 1985 and accordingly no shares or debentures of the Company shall be offered to the public.

**Shares**

- 3 (a) Shares which are comprised in the authorised share capital with which the Company is incorporated shall be under the control of the directors who may (subject to paragraph (d) below) allot, grant options over or otherwise dispose of the same, to such persons, on such terms and in such manner as they think fit.
- (b) After the first allotment of shares by the directors any further shares proposed to be issued shall first be offered to the members in proportion as nearly as may be to the number of the existing shares held by them respectively unless the Company shall by special resolution otherwise direct. The offer shall be made by notice specifying the number of shares offered, and limiting a period (not being less than 14 days) within which the offer, if not accepted, will be deemed to be declined. After the expiration of that period, those shares so deemed to be declined shall be offered in the proportion aforesaid to the persons who have, within the said period, accepted all the shares offered to them; such further offer shall be made in like terms in the same manner and limited by a like period as the original offer. Any shares not accepted pursuant to such offer or further offer as aforesaid or not capable of being offered as aforesaid except by way of fractions and any shares released from the provisions of this Article by such special resolution as aforesaid shall be under the control of the directors, who may (subject to paragraph (d) below) allot, grant options over or otherwise dispose of the same to such persons, on such terms, and in such manner as they think fit, provided that, in the case of shares not accepted as aforesaid, such shares shall not be disposed of on terms which are more favourable to the subscribers therefore than the terms on which they were offered to the members.
- (c) In accordance with Section 91 of the Companies Act 1985 Sections 89(1) and 90 of the said Act shall not apply to the Company.

- (d) The directors are generally and unconditionally authorised for the purposes of Section 80 of the Companies Act 1985 to exercise any power of the Company to allot and grant rights to subscribe for or convert securities into shares of the Company up to the amount of the authorised share capital with which the Company is incorporated at any time or times during the period of five years from the date of incorporation and the directors may, after that period, allot any shares or grant any such rights under this authority in pursuance of an offer or agreement so to do made by the Company within that period. The authority hereby given may at any time (subject to the said Section 80) be renewed, revoked or varied by ordinary resolution.
- 4 The lien conferred by Regulation 8 in Table A shall attach also to fully paid up shares. Regulation 8 in Table A shall be modified accordingly.
- 5 The liability of any member in default in respect of a call shall be increased by the addition at the end of the first sentence of Regulation 18 in Table A of the words "and all expenses that may have been incurred by the Company by reason of such non-payment."

#### **Transfer of shares**

- 6 The directors may in their absolute discretion and without assigning any reason therefore, decline to register the transfer of a share, whether or not it is a fully paid share. The first sentence of Regulation 24 of Table A shall not apply to the Company.

#### **Redeemable shares**

- 7 Subject to the provisions of the Act shares may be issued which are to be redeemed or are to be liable to be redeemed at the option of the Company or the holder, provided that the terms on which and the manner in which any such redeemable shares shall or may be redeemed shall be specified by special resolution before the issue thereof. Regulation 3 of Table A shall not apply to the Company.

#### **General meetings and resolutions**

- 8 Every notice convening a general meeting shall comply with the provisions of Section 372(3) of the Companies Act 1985 as to giving information to members in regards to their right to appoint proxies; and notices of any other communications relating to any general meeting which any member is entitled to receive shall be sent to the directors and to the auditor for the time being of the Company.
- 9 Regulation 41 in Table A shall be read and construed as if the words "and if at the adjourned meeting a quorum is not present within half an hour from the time appointed for the meeting, the members present shall be a quorum." were added at the end.

#### **Appointment of directors**

- 10 (a) The number of the directors may be determined by ordinary resolution of the Company but unless and until so fixed there shall be no maximum number of directors and the minimum number of directors shall be one. In the event of the minimum number of directors fixed by or pursuant to these Articles or Table A being one, a sole director shall

have authority to exercise all the powers and discretions by Table A or these Articles expressed to be vested in the directors generally and the quorum for the transaction of the business of the directors shall be one. Regulation 64 in Table A shall not apply to the Company.

- (b) the director shall not be required to retire by rotation and accordingly Regulations 73, 74 and 75 in Table A shall not apply to the Company and Regulations 76, 77, 78 and 79 in Table A shall be modified accordingly.
- 11 A director appointed to fill a casual vacancy or as an addition to the board shall not retire from office at the annual general meeting next following his appointment and the last two sentences of Regulation 79 of Table A shall be deleted.
- 12 If and for so long as a majority of the equity share capital for the time being of the Company is beneficially owned by another body corporate the directors of the Company or any of them may be appointed and removed by written notice served on the Company by the beneficial owner for the time being of such amount of the equity share capital of the Company.
- 13 Any appointment or removal of an alternate director may be made by letter, cable, telex, telegram, facsimile or radiogram, or in any other manner approved by the directors. Any cable, telex, telegram, facsimile or radiogram shall be confirmed as soon as possible by letter but is a valid appointment in the meantime. Accordingly Regulation 68 in Table A shall not apply to the Company.

#### **Powers of directors**

- 14 In addition to and without prejudice to the generality of the powers conferred by Regulation 70 of Table A the directors may mortgage or charge all the under-taking and property of the Company including the uncalled capital or any part thereof, and to issue debentures, debenture stock and other securities whether outright or as security for any debt, liability or obligation of the Company or of any third party.
- 15 A director may vote as a director in regard to any contract or arrangement in which he is interested or upon any matter arising thereout, and if he shall so vote his vote shall be counted and he shall be reckoned in estimating a quorum when any such contract or arrangement is under consideration; and Regulations 94 to 97 in Table A shall be modified accordingly.
- 16 Any director or member of a committee of the directors may participate in a meeting of the directors or such committee by means of conference, telephone or similar communications equipment whereby all persons meeting in this manner shall be deemed to constitute presence in person at such meeting.

### **Single member company**

- 17 If at any time, and for as long as, the Company has a single member all provisions of these Articles shall (in the absence of any expressed provision to the contrary) apply with such modification as may be necessary in relation to a company with a single member.

### **The seal**

- 18 The seal, if any, shall only be used with the authority of the directors or of a committee of directors. The directors may determine who shall sign any instrument to which the seal is affixed and unless otherwise so determined it shall be signed by a director and by the Secretary or second director. The obligation under Regulation 6 of Table A relating the sealing of share certificates shall apply only if the Company has a seal. Regulation 101 of Table A shall not apply to the Company.

### **Indemnity**

- 19 (a) Every director or other officer of the Company shall be indemnified out of the assets of the Company against all losses or liabilities which he may sustain or incur in or about the execution of the duties of his office or otherwise in relation thereto, including any liability incurred by him in defending any proceedings, whether civil or criminal, in which judgment is given in his favour or in which he is acquitted or in connection with any application under Sections 144 or 727 of the Companies Act 1985, in the relief is granted to him by the court, and no director or other officer shall be liable for any loss, damage or misfortune which may happen to or be incurred by the Company in the execution of the duties of his office or in relation thereto. But this Article shall only have effect in so far as its provisions are not avoided by Section 310 of the Companies Act 1985.
- (b) The directors shall have power to purchase and maintain an insurance policy for any director, officer or auditor of the Company effecting cover against any such liability as is referred to in Section 310(1) of the said Act.
- (c) Regulation 118 in Table A shall not apply to the Company.

### **Names and Addresses of Subscribers**

For and on behalf of :

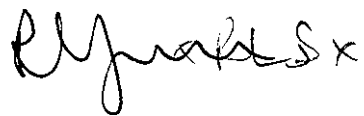
BTR Industries Limited  
BTR House  
Carlisle Place  
London  
SW1P 1BX



Dated the 16 day of June 1998

Witness to the above signatures:

R L Spencer  
BTR House  
Carlisle Place  
London  
SW1P 1BX

A handwritten signature in black ink, appearing to read 'R L Spencer', followed by a small 'x' mark.