

THE COMPANIES ACT 1985

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COMPANY LIMITED BY SHARES

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MEMORANDUM  
and  
~~ARTICLES OF~~ ASSOCIATION  
of  
GREENE KING BREWING AND RETAILING LIMITED

Linklaters  
One Silk Street  
London EC2Y 8HQ



# The Companies Act 1985

## Company Limited by Shares

### Memorandum of Association

of

COMPANIES HOUSE

Greene King Brewing and Retailing Limited\*

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- 1 The Company's name is "Greene King Brewing and Retailing Limited".
- 2 The Company's registered office is to be situate in England and Wales.
- 3 The Company's objects are:-
  - 3.1 To carry on all or any of the businesses of manufacturers, importers, exporters, wholesalers, retailers, buyers, sellers, distributors and shippers of, and dealers in any products, goods, wares, merchandise and produce of any kind, general merchants and traders, cash, discount, mail order and credit traders, manufacturers' agents and representatives, insurance consultants and brokers, estate agents, mortgage brokers, financial agents, consultants, managers and administrators, hire purchase and general financiers; to participate in, undertake, perform and carry on all types of commercial, industrial, trading and financial operations and enterprises and all kinds of agency business; to carry on all or any of the businesses of marketing, business and management consultants, advertising agents, printers and publishers; railway, shipping and forwarding agents, storekeepers, warehousemen, haulage and transport contractors, garage proprietors, operators, hirers and letters on hire of, and dealers in motor or other vehicles, craft, plant, machinery, tools and equipment of all kinds.
  - 3.2 To carry on any other business or activity of any nature whatsoever which may seem to the directors to be capable of being conveniently or advantageously carried on in connection or conjunction with any business of the Company hereinbefore or hereinafter authorised or to be expedient with a view directly or indirectly to enhancing the value of or to rendering profitable or more profitable any of the Company's assets or utilising its skills, know-how or expertise.
  - 3.3 To undertake and carry on the office or offices and duties of trustee, custodian trustee, executor, administrator, receiver, committee, attorney, treasurer, manager; depository agent, registrar, nominee or other office or situation of trust or confidence of or for any person, company, corporation, association, scheme, trust fund, government, state, municipal or other body politic or corporate, whether gratuitously or otherwise.

\* Name changed from Hackremco (No. 1210) Limited by Certificate of Incorporation on Change of Name dated 4 March 1997.

- 3.4 To undertake and execute trusts the undertaking whereof may seem desirable, whether gratuitously or otherwise, and in connection therewith to exercise every trust power or discretion lawfully exercisable by a trustee, executor or administrator and to take any proceedings necessary for executing any trust or administration.
- (i) To hold, administer, sell, realise, invest, dispose of or otherwise deal with monies and property, both real and personal, and to carry on, manage, sell, realise, dispose of or otherwise deal with any business comprised in any trust or estate in which the Company is acting as trustee, executor, administrator or manager and to hold as nominee, or on behalf of any other person, firm or company and shares, stock, debentures or other securities of any Company incorporated in the United Kingdom or elsewhere;
  - (ii) To transact or carry on all kinds of trust and agency business and in particular in relation to the investment of money, the purchase and sale of property and the collection and receipt of money.
  - (iii) To undertake or take part in the management, supervision or control of any business operations or undertaking of any company or person, and for that purpose to appoint and remunerate any directors, secretary or secretaries, accountants or other experts or agents, and to act as directors, secretaries, registrars or managing agents, and to accept any office or trust or confidence, and to perform and discharge the duties and obligations of and incident to any such office.
  - (iv) To make deposits, enter into recognisances and bonds, and otherwise to give security for the due execution and performance (whether by the Company or any duly authorised representative or officer of the Company, or by any other company or any other person) of the duties of trustees, executors, administrators, receivers, managers, committee or liquidators, or any other duties, or any contracts, agreements or obligations and to effect and obtain insurances of every description, and generally to transact and carry on guarantee, fidelity, indemnity or insurance business of all kinds.
- 3.5 To subscribe, underwrite, purchase or otherwise acquire, and to hold, dispose of, and deal with, any shares or other securities or investments of any nature whatsoever, and any options or rights in respect thereof or interests therein, and to buy and sell foreign exchange.
- 3.6 To draw, make, accept, endorse, discount, negotiate, execute, and issue, and to buy, sell and deal with bills of exchange, promissory notes, and other negotiable or transferable instruments or securities.
- 3.7 To purchase, or otherwise acquire for any estate or interest any property (real or personal) or assets or any concessions, licences, grants, patents, trade marks, copyrights or other exclusive or non-exclusive rights of any kind and to hold, develop and turn to account and deal with the same in such manner as may be thought fit and to make experiments and tests and to carry on all kinds of research work.
- 3.8 To build, construct, alter, remove, replace, equip, execute, carry out, improve, work, develop, administer, maintain, manage or control buildings, structures or facilities of all kinds, whether for the purposes of the Company or for sale, letting or hire to or in return for any consideration from any Company, firm or person, and to contribute to or assist in or carry out any part of any such operation.
- 3.9 To amalgamate or enter into partnership or any joint venture or profit/loss-sharing arrangement or other association with any company, firm, person or body.
- 3.10 To purchase or otherwise acquire and undertake all or any part of the business, property and

liabilities of any company, firm, person or body carrying on any business which the Company is authorised to carry on or possessed of any property suitable for the purposes of the Company.

- 3.11 To promote, or join in the promotion of, any company, whether or not having objects similar to those of the Company.
- 3.12 To borrow and raise money and to secure or discharge any debt or obligation of or binding on the Company in such manner as may be thought fit and in particular by mortgages and charges upon all or any part of the undertaking, property and assets (present and future) and the uncalled capital of the Company, or by the creation and issue of debentures, debenture stock or other securities of any description.
- 3.13 To advance, lend or deposit money or give credit to or with any company, firm or person on such terms as may be thought fit and with or without security.
- 3.14 To guarantee or give indemnities or provide security, whether by personal covenant or by mortgage or charge upon all or any part of the undertaking, property and assets (present and future) and the uncalled capital of the Company, or by all or any such methods, for the performance of any contracts or obligations, and the payment of capital or principal (together with any premium) and dividends or interest on any shares, debentures or other securities, of any person, firm or company including (without limiting the generality of the foregoing) any company which is for the time being a holding company of the Company or another subsidiary of any such holding company or is associated with the Company in business.
- 3.15 To issue any securities which the Company has power to issue for any other purpose by way of security or indemnity or in satisfaction of any liability undertaken or agreed to be undertaken by the Company.
- 3.16 To sell, lease, grant licences, easements and other rights over, and in any other manner deal with or dispose of, the undertaking, property, assets, rights and effects of the Company or any part thereof for such consideration as may be thought fit, and in particular for shares or other securities, whether fully or partly paid up.
- 3.17 To procure the registration, recognition or incorporation of the Company in or under the laws of any territory outside England.
- 3.18 To subscribe or guarantee money for any national, charitable, benevolent, public, general or useful object or for any purpose which may be considered likely directly or indirectly to further the interests of the Company or of its members.
- 3.19 To establish and maintain or contribute to any pension or superannuation funds for the benefit of, and to give or procure the giving of donations, gratuities, pensions, allowances or emoluments to, any individuals who are or were at any time in the employment or service of the Company or of any company which is its holding company or is a subsidiary of the Company or any such holding company or otherwise is allied to or associated with the Company or any of the predecessors of the Company or any other such company as aforesaid, or who are or were at any time directors or officers of the Company or of any such other company, and the wives, widows, families and dependants of any such individuals; to establish and subsidise or subscribe to any institutions, associations, clubs or funds which may be considered likely to benefit any such persons or to further the interests of the Company or of any such other company; and to make payments for or towards the insurance of any such persons.
- 3.20 To establish and maintain, and to contribute to, any scheme for encouraging or facilitating the holding of shares or debentures in the Company by or for the benefit of its employees or former employees, or those of its subsidiary or holding company or subsidiary of its holding company, or by or for the benefit of such other persons as may for the time being be permitted by law, or any scheme for sharing profits with its employees or those of its subsidiary and/or associated

companies, and (so far as for the time being permitted by law) to lend money to employees of the Company or of any company which is its holding company or is a subsidiary of the Company or any such holding company or otherwise is allied to or associated with the Company, with a view to enabling them to acquire shares in the Company or its holding company.

3.21

3.21.1 To purchase and maintain insurance for or for the benefit of any persons who are or were at any time directors, officers or employees or auditors of the Company, or of any other company which is its holding company or in which the Company or such holding company or any of the predecessors of the Company or of such holding company has any interest whether direct or indirect or which is in any way allied to or associated with the Company, or of any subsidiary undertaking of the Company or of any such other company, or who are or were at any time trustees of any pension fund in which any employees of the Company or of any such other company or subsidiary undertaking are interested, including (without prejudice to the generality of the foregoing) insurance 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 or purported exercise of their powers and/or otherwise in relation to the Company or any such other company, subsidiary undertaking or pension fund and

3.21.2 to such extent as may be permitted by law otherwise to indemnify or to exempt any such person against or from any such liability; for the purposes of this clause "holding company" and "subsidiary undertaking" shall have the same meanings as in the Companies Act 1985 as amended by the Companies Act 1989.

3.22 To distribute among members of the Company in specie or otherwise, by way of dividend or bonus or by way of reduction of capital, all or any of the property or assets of the Company, or any proceeds of sale or other disposal of any property or assets of the Company, with and subject to any incident authorised and consent required, by law.

3.23 To do all or any of the things and matters aforesaid in any part of the world, and either as principals, agents, contractors, trustees or otherwise, and by or through trustees, agents, subsidiary companies or otherwise, and either alone or in conjunction with others.

3.24 To do all such other things as may be considered to be incidental or conducive to any of the above objects.

And it is hereby declared that the objects of the Company as specified in each of the foregoing paragraphs of this Clause (except only if and so far as otherwise expressly provided in any paragraph) shall be separate and distinct objects of the Company and shall not be in any way limited by reference to any other paragraph or the order in which the same occur or the name of the 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.\*

\* The share capital was increased on 2 May 1997 to £175,000,000 divided into 175,000,000 ordinary shares of £1.00 each. On 20 October 2000 the share capital was increased to £400,000,000 divided into 400,000,000 ordinary shares of £1 each. On 3 September 2004 the share capital was increased to £1,050,000,000 by the creation of 650,000,000 cumulative preference shares of £1.00 each. On 25 November 2005 the share capital was increased to £1,300,000,000 by the creation of 250,000,000 ordinary shares of £1 each. On 27 September 2006 the share capital was increased to £1,425,000,100 by the creation of 125,000,100 ordinary shares of £1 each.

We, the Subscriber to this Memorandum of Association, wish to be formed into a Company pursuant to this Memorandum; and we agree to take the Share shown opposite our name.

<u>Name and Address of Subscriber</u>	<u>Number of Shares taken</u>
Hackwood Secretaries Limited Barrington House 59-67 Gresham Street London EC2V 7JA	One
(R J Ashmore)	
..... For and on behalf of Hackwood Secretaries Limited	
<u>Total Shares taken:</u>	<u>One</u>

Dated 23 December 1996

Witness to the above Signature:

(B Lewis)

.....  
Barrington House  
59-67 Gresham Street  
London EC2V 7JA

Chartered Secretary