

No. 385816

*The Companies Act 1985*

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COMPANY LIMITED BY SHARES

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# Memorandum

AND

# Articles of Association

OF

**BRITISH ALCAN ALUMINIUM plc**

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Incorporated the 25th day of February, 1944

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SLAUGHTER AND MAY  
35 BASINGHALL STREET  
LONDON EC2V 5DB



## THE COMPANIES ACT 1985

No. 385816

I hereby certify that **BRITISH ALCAN ALUMINIUM plc** (originally called **STAND LIMITED**, which name was changed on 9th December 1954 to **ALUMINIUM (CANADA) LIMITED**, which name was changed on 14th July 1967 to **ALCAN ALUMINIUM (U.K.) LIMITED**, which named was changed on 8th December 1982 to **BRITISH ALCAN ALUMINIUM LIMITED**, each change having been made by special resolution and to which approval has been given in accordance with the provisions of the relevant Companies Act) was incorporated under the Companies Act 1929 as a limited company on 25th February 1944 and re-registered under the Companies Act 1985 as a public company on 15th April 1986.

(Re-registration as a public company does not constitute a new legal entity but merely subjects the company to certain additional company law rules.)

Given under my hand at the Companies Registration Office,  
Cardiff the 6th May 1986.

MRS. M. ROSE

An Authorised Officer

*The Companies Act 1985*

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COMPANY LIMITED BY SHARES

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## **Memorandum of Association**

OF

**BRITISH ALCAN ALUMINIUM plc**

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1. The name of the Company is "BRITISH ALCAN ALUMINIUM plc".
2. The registered office of the Company will be situate in England and Wales.
3. The Company is to be a public company.
4. The objects for which the Company is established are:-
  - (A) (i) To carry on business as manufacturers and producers of and dealers in aluminium, aluminium alloys and any other metal or metal alloy, any goods, wares and merchandise made wholly or partly of aluminium or of any other metal or metal alloy, any materials, whether raw or partly processed, used or usable for or in connection with the production, fabrication or manufacture of aluminium or its alloys or any other metal or metal alloy or goods, wares and merchandise made wholly or partly therefrom;
  - (ii) To carry on any business relating to the smelting, finishing, refining, production, manufacture, working, treatment and transport of aluminium and all other metals and minerals



and all alloys, combinations and by-products thereof and as mechanical, constructional, civil, electrical and general engineers and contractors, wood and timber merchants, carpenters and joiners, builders and builders' merchants, shipping, railway and forwarding agents, and as agents, merchants, contractors and representatives for the import, sale, supply, disposal and distribution of aluminium alloys and all other metals and substances whether in raw or processed state;

- (iii) To carry on the business of manufacturers, producers, refiners, developers and dealers in all kinds of chemicals and chemical products, plastics and ceramics and any other activity ancillary thereto;
  - (iv) To carry on any business relating to the production, purchase and sale of electricity, to design, construct, equip, maintain, operate and manage power stations of every kind together with any associated dams, reservoirs, aqueducts, water catchment and control systems, and all apparatus required for producing, accumulating, generating, using, transforming, transmitting, conveying and distributing electricity;
  - (v) To carry on the business of a mining company and to acquire and exploit lands and properties, mines and mineral rights and to work any mines and mining rights under or upon any lands and properties acquired by the Company, and to crush, wash, smelt, reduce, extract or otherwise treat and render marketable and sell, dispose of, use or turn to account the produce of any such activities;
  - (vi) To carry on the business of farming in all its branches and in particular without prejudice to the generality of the foregoing to carry on the business of dairymen, arable and fruit farmers, millers and manufacturers of cereal products, live stock breeders, poultry, farmers, timber growers and the sale of timber and trees of every kind, horticulturists and seed merchants and to manage, improve, farm, cultivate and maintain any property of the Company.
- (B) (i) To act as a holding company and to co-ordinate and regulate the activities and businesses of any subsidiary or any associated companies for the time being and to act as a director of any such subsidiary or associated company;

- (ii) To acquire by original subscription, tender, purchase, and exchange, underwriting or otherwise shares or stocks, debentures, debenture stocks, bonds, obligations or any other securities issued or guaranteed by any other corporation constituted or carrying on business in any part of the world and whether or not engaged or concerned in the same or similar trades or occupations as those carried on by the Company or its subsidiary or associated companies, and the debentures, debenture stocks, bonds, obligations or any other security issued or guaranteed by any government, public body or authority, whether supreme, local or otherwise, in any part of the world and whether such shares, stocks, debentures, debenture stocks, obligations or securities are or are not fully paid up and to make payments thereon as called up or in advance of calls or otherwise and to hold the same with a view to investment or to sell, exchange or otherwise dispose of the same;
  - (iii) To exercise and enforce all rights and powers conferred by or incident to the ownership of any such shares, stock, obligations or other securities, and to provide managerial, supervisory, research, consultant and other services for or in relation to any company in which the Company is interested upon such terms as may be thought fit.
- (C) To design, construct, equip, maintain, develop, work, manage, carry out or control or to assist or take part in the designing, construction, equipment, maintenance, development, working, management, carrying out or control of any roads, ways, tramways, railways, bridges, reservoirs, telephones and telegraphs, wireless and radio transmitting and receiving stations, watercourses, aqueducts, wharves, furnaces, crushing works, hydraulic works, chemical and electro-chemical works, laboratories, factories, smelters, refineries, warehouses, shops, stores and other works, conveniences, buildings and structures of every kind and description.
- (D) To acquire and assume for any estate or interest and to take options over, construct, develop or exploit any property, real or personal, and rights of any kind and the whole or any part of the undertaking, assets and liabilities of any person and to act and carry on business as a holding company.
- (E) To manufacture, process, import, export, deal in and store any goods and other things and to carry on the business of

manufacturers, processors, importers, exporters and storers of and dealers in any goods and other things.

- (F) To acquire, explore for and exploit any natural resources and mining, water or other rights and to carry on any business involving the ownership or possession of land or other immovable property or buildings or structures thereon and all natural resources or mining or other rights and to construct, erect, install, enlarge, alter and maintain buildings, plant and machinery and to carry on business as builders, contractors and engineers.
- (G) To provide services of all descriptions and to carry on business as advisers, consultants, brokers and agents of any kind.
- (H) To promote or assist in or contract with any person or company for the promotion of any company or companies, for the purpose of acquiring all or any part of the property and liabilities of the Company or for any other purpose.
- (I) To advertise, market and sell the products of the Company and of any other person and to carry on the business of advertisers or advertising agents or of a marketing and selling organisation or of a supplier, wholesaler, retailer, merchant or dealer of any kind.
- (J) To provide technical, cultural, artistic, educational, entertainment or business material, facilities or services and to carry on any business involving any such provision.
- (K) To lend money, and grant or provide credit and financial accommodation, to any person and to deposit money with any person and to carry on the business of a banking, finance or insurance company.
- (L) To invest money of the Company in any investments and to hold, sell or otherwise deal with such investments, and to carry on the business of a property or investment company.
- (M) 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.
- (N) 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.

- (O) 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.
- (P) To enter into any guarantee, contract or 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.
- (Q) To amalgamate or enter into partnership or any profit-sharing arrangement with, and co-operate or participate in any way with or to take over or assume any obligation of, or to assist or subsidise any person.
- (R) 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.
- (S) 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 any inventor, designer or research organisation.



⊗ By Written Resolution of the Company dated 22 December 2000 it was resolved that the objects of the Company be altered by the insertion of the words 'or for no' in sub-clause (T) of Clause 4 of its memorandum of association immediately prior to the word 'consideration'.

- (T) 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<sup>⊗</sup> 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.
- (U) 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.
- (V) To give any remuneration or other compensation or reward for services rendered or to be rendered in placing or procuring subscriptions of, or otherwise assisting in the issue of any securities of the Company or in or about the formation of the Company or the conduct or course of its business, and to establish or promote, or concur or participate in establishing or promoting, any company, fund or trust and to subscribe for, underwrite, purchase or otherwise acquire securities of any company, fund or trust and to carry on the business of any company, fund, trust or business promoters or managers and of underwriters or dealers in securities, and to act as director of and as secretary, manager, registrar or transfer agent for any other company and to act as trustee of any kind and to undertake and execute any trust and any trust business (including the business of acting as trustee under wills and settlements and as executor and administrator).
- (W) 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.
- (X) To grant or procure the grant of donations, gratuities, pensions, annuities, allowances or other benefits, including benefits on death to any directors, officers or employees or former directors, officers or employees of the Company or any company which at any time is or was 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 or of any predecessor in business of any of them, and to the relations, connections or dependants of any such persons, and to other persons whose service or services have directly or indirectly been of benefit to the Company or whom the Board of Directors of the Company considers have any moral claim on the Company or to their relations, connections or dependants, and to establish or support any funds, trusts, insurances or schemes or any associations, institutions, clubs, schools, building and housing schemes, funds and trusts, and to make payments towards insurances or other arrangements likely to benefit any such persons or otherwise advance the interests of the Company or of its Members, and to subscribe, guarantee or pay money for any purpose likely, directly or indirectly, to further the interests of the Company or of its Members or for any national, charitable, benevolent, educational, social, public, general or useful object.

- (Y) 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.
- (Z) To distribute any of the property of the Company among its creditors and Members in specie or kind.
- (AA) 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.
- (BB) To carry on any other business or activity and do anything of any nature which in the opinion of the Board of Directors of the Company is or may 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.
- (CC) To do all such other things as in the opinion of the Board of Directors of the Company are or may 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.

5. The liability of the Members is limited.

6. The share capital of the Company is £70,000,000 divided into 70,000,000 shares of £1 each.

WE, the several persons whose names and addresses are subscribed, are desirous of being formed into a Company, 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
PERCY J. DAVIS, Amberley House, Norfolk Street, Strand, London, W.C.2. <i>Solicitor.</i>	One
SIDNEY G. DAVIS, Amberley House, Norfolk Street, Strand, London, W.C.2. <i>Solicitor.</i>	One

Dated this 17th day of February, 1944.

Witness to the above signatures:—

EDITH F. JARRETT,  
Amberley House,  
Norfolk Street,  
Strand,  
London, W.C.2  
*Clerk.*