

THE COMPANIES ACT 1985 TO 1989

**COMPANY LIMITED BY GUARANTEE AND NOT
HAVING A SHARE CAPITAL**

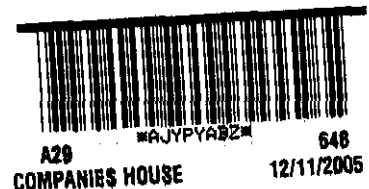
MEMORANDUM OF ASSOCIATION

of

**THE LONDON ORGANISING COMMITTEE OF
THE OLYMPIC GAMES LIMITED**

(as altered by written resolution passed on 3 October 2005)

1. The Company's name is "The London Organising Committee of the Olympic Games Limited".
2. The Company's registered office is to be situated in England and Wales.
3. The objects for which the Company is established are:
 - (a) To fulfil the obligations of the Organising Committee of the Games as set out in the Host City Contract.
 - (b) To be responsible for the planning, organising, financing and staging of the 2012 Olympic and Paralympic Games (the *Games*) in accordance with the provisions of the Host City Contract.
 - (c) To produce, maintain, propose amendments to and ensure compliance with the Master Schedule and the Global Strategic Plan.
 - (d) To promote London as the host city and the United Kingdom as the host country of the Games.
 - (e) To enter into agreements, contracts or memoranda of understanding in connection with the exercise of its functions, including but not limited to agreements whether on an exclusive basis or otherwise, for the granting of sponsorship or licence rights, broadcasting rights or rights relating to the



manufacture, distribution, marketing or sale of goods or services associated with the Games.

- (f) To liaise with the IOC and IPC through the IOC Coordination Commission in accordance with Section 26 of the Host City Contract and be the main contact with the IOC regarding all matters relating to the Games.
- (g) To enter into broadcasting arrangements for the Games, under the provisions of the Host City Contract.
- (h) To promote public support for the Games.
- (i) To interpret and communicate IOC requirements to the ODA and the ODA's precursor bodies.
- (j) To define the operational requirements of the Games and liaise with the ODA and other relevant bodies in relation to the infrastructure requirements of the Games to ensure delivery of those requirements and the operational requirements.
- (k) To form and maintain relationships with the Stakeholders in order to host a successful Games.
- (l) To define sustainable development criteria consistent with the requirements of the Olympic Games Global Impact project and put in place a delivery mechanism to demonstrate compliance with these criteria in accordance with the provisions of the Host City Contract.
- (m) To promote the sporting merits of the Games in London and the United Kingdom.
- (n) To do all things incidental to the preparation of the Games as are considered necessary or desirable by the Board, including, but without limitation, fundraising, marketing, preparing or commissioning reports and surveys and lobbying and supporting the Stakeholders in relation to the implementation of the Bid and the successful delivery of the Games and disposing of LOCOG's assets following the end of the Games Period.
- (o) To carry out such operations and to manufacture or deal with such goods and to purchase or otherwise acquire, take options over, construct, lease, hold, manage, maintain, alter, develop, exchange or deal with such property, rights or privileges (including the whole or part of the business, property or liabilities of any other person or company) as may seem to the board of directors directly or indirectly to advance the interests of the Company.
- (p) To enter into such commercial or other transactions in connection with any trade or business of the Company as may seem to the board of directors desirable for the purpose of the Company's affairs.

- (q) To apply for, purchase or otherwise acquire, protect, maintain and renew any patents, patent rights, trade marks, designs, licences and other intellectual property rights of all kinds or any secret or other information as to any invention and to use, exercise, develop or grant licences in respect of, or otherwise turn to account the property, rights or information so acquired and to experiment with any such rights which the Company may propose to acquire.
- (r) To invest and deal with the moneys of the Company not immediately required in any manner and hold and deal with any investment so made.
- (s) To pay or to provide or to make such arrangements for providing such gratuities, pensions, benefits, share option and acquisition schemes, loans and other matters and to establish, support, subsidise and subscribe to any institutions, associations, clubs, schemes, funds or trusts (whether to or for the benefit of present or past directors or employees of the Company or its predecessors in business or of any company which is a subsidiary company of the Company or is allied to or associated with the Company or with any such subsidiary company or to or for or for the benefit of persons who are or were related to or connected with or dependants of any such directors or employees) as may seem to the board of directors directly or indirectly to advance the interests of the Company.
- (t) To draw, make, accept, endorse, discount, negotiate, execute and issue promissory notes, bills of exchange, bills of lading, warrants, debentures and other negotiable and transferable instruments.
- (u) To act as agents, brokers or trustees, and to enter into such arrangements (whether by way of amalgamation, partnership, profit sharing, union of interests, co-operation, joint venture or otherwise) with other persons or companies as may seem to the board of directors to advance the interests of the Company and to vest any property of the Company in any person or company on behalf of the Company and with or without any declaration of trust in favour of the Company.
- (v) To apply for, promote and obtain any Act of Parliament, charter, privilege, concession, licence or authorisation of any government, state or municipality, or any other department or authority, or enter into arrangements with any such body, for enabling the Company to carry any of its objects into effect or for extending any of the powers of the Company or for effecting any modification of the constitution of the Company or for any other purpose which may seem to the board of directors to be expedient, and to oppose any proceedings or applications which may seem calculated directly or indirectly to prejudice the interests of the Company.
- (w) To sell, lease, dispose of, grant rights over or otherwise deal with the whole or any part of the undertaking, property or assets of the Company on such terms as the board of directors may decide, and to distribute any property or assets of the Company of whatever kind in specie among the members of the Company.

- (x) To pay for any rights or property acquired by the Company and to remunerate any person or company, whether by cash payment or by the allotment of shares, debentures or other securities of the Company credited as paid up in full or in part, or by any other method the board of directors thinks fit.
- (y) To establish or promote companies and to place or guarantee the placing of, underwrite, subscribe for or otherwise acquire, hold, dispose of and deal with, and guarantee the payment of interest, dividends and capital on all or any of the shares, debentures, debenture stock or other securities or obligations of any company or association and to pay or provide for brokerage, commission and underwriting in respect of any such issue on such terms as the board of directors may decide.
- (z) To co-ordinate, finance and manage all or any part of the operations of any company which is a subsidiary company of or otherwise under the control of the Company and generally to carry on the business of a holding company.
- (aa) To carry on through any subsidiary or associated company any activities which the Company is authorised to carry on and to make any arrangements whatsoever with such company (including any arrangements for taking the profits or bearing the losses of any such activities) as the board of directors thinks fit.
- (bb) To raise or borrow money in such manner as the board of directors thinks fit and to receive deposits and to mortgage, charge, pledge or give liens or other security over the whole or any part of the Company's undertaking, property and assets (whether present or future), including its uncalled capital, for such purposes and in such circumstances and on such terms and conditions as the board of directors thinks fit.
- (cc) To enter into contracts or transactions, or arrange dealings with or perform any service or function in relation to any derivative transaction (including but not limited to spot or forward contracts, contracts for differences or other investments or obligations) entered into in connection with the protection against or benefit from fluctuation in any rate of interest or currency exchange rates or price.
- (dd) To lend or advance money and to give credit and to enter (whether gratuitously or otherwise) into guarantees or indemnities of all kinds, and whether secured or unsecured, whether in respect of its own obligations or those of some other person or company, in such circumstances and on such terms and conditions as the board of directors thinks fit.
- (ee) To pay or agree to pay all or any of the promotion, formation and registration expenses of the Company.
- (ff) To contribute to or support any public, general, political, charitable, benevolent or useful object, which it seems to the board of directors to be in the interests of the Company or its members to contribute to or support.

- (gg) To do all or any of the things stated in this clause 3 in any part of the world whether as principal, agent or trustee or otherwise and either alone or jointly with others and either by or through agents, subcontractors, trustees or otherwise.
- (hh) To do all such other things as the board of directors considers will further the interests of the Company or to be incidental or conducive to the attainment of all or any of the objects stated in this clause 3.

The objects stated in each part of this clause 3 shall not be restrictively construed but shall be given the widest interpretation. In this clause 3, the word "company" shall be deemed, except where used to refer to the Company, to include any partnership or other body of persons, whether corporate or unincorporate and whether domiciled in the United Kingdom or elsewhere. Except where the context expressly so requires, none of the sub-clauses of this clause 3, or the objects stated in this clause 3, or the powers conferred by this clause 3 shall be limited by, or be deemed subsidiary or auxiliary to, any other sub-clause of this clause 3, or any other object stated in this clause 3 or any other power conferred by this clause 3.

4. The liability of the members is limited.

5. Every member of the company undertakes to contribute such amount as may be required (not exceeding one pound Sterling) to the Company's assets if it should be wound up while he is a member or within one year after he ceases to be a member, for payment of the Company's debts and liabilities contracted before he ceases to be a member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories among themselves.