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LIMITED LIABILITY COMPANY

Retail Development Group LLC

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## ARTICLES OF ORGANIZATION

### Article I. Name

The name of this Florida limited liability company is:  
Retail Development Group LLC

### Article II. Duration

The duration of the Company shall be perpetual unless the Company dissolves in accordance with the provisions of the Company's Regulations or these Articles of Organization.

### Article III. Address

The mailing address and the street address of the principal office of the Company is:  
Retail Development Group LLC  
17305 SW 78th Court  
Miami FL 33157

### Article IV. Registered Agent

The name and address of the registered agent of the Company is:  
Allan W. Hoekstra  
17305 SW 78th Court  
Miami FL 33157

### Article V. Percentage Interest; Membership Certificate

The profits and losses of the Company shall be allocated to the members in accordance with and in proportion to each member's Percentage Interest (which shall be equal to the number of Units owned by a member divided by the total number of Units owned by all of the members), unless otherwise provided in the Regulations of the Company. A member's interest in the Company may be evidenced by a Membership Certificate issued by the Company.

Jose L. Machado | FL Bar Member 973572  
Machado & Herran, P.A.  
8500 SW 8th Street  
Suite 238  
Miami FL 33144  
305-275-8550  
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**Article VI. Dissolution**

The Company shall be dissolved upon the death, bankruptcy, dissolution or termination of a member's membership in the Company for any reason, unless the business of the Company is continued by the consent of all the remaining members of the Company within 30 days after any of these events.

**Article VII. Transferability of Member's Interest**

No member shall have the right to assign the member's interest in the Company without the written agreement of a majority of the Units. If a majority of the Units do not approve the assignment, the assignee shall have no right to become a member, to participate in the management of the Company or to exercise any other rights or powers of a member. The assignee shall merely be entitled to receive the share of profits and other distributions and the allocation of income, gain, loss deduction, credit or similar item to which the assignor was entitled, to the extent assigned.

**Article VIII. Management**

The management of the Company is reserved to the managers. The name and address of each manager is:

DAVID HAYES  
17305 SW 78th Court Miami FL 33157  
ALLAN W. HOEKSTRA  
17305 SW 78th Court Miami FL 33157

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**Article IX. Purpose of the Company**

The purpose of the Company shall be to engage in any lawful commercial act or activity for which a limited liability company may be formed under the Florida Limited Liability Company Act.

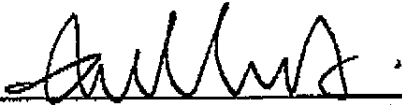
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Miami FL 33144  
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Article X. Company Existence

The Company's existence shall begin effective as of December 3, 1998.



AUTHORIZED REPRESENTATIVE OF A MEMBER:  
JOSE L. MACHADO  
by L.A. Uriarte as attorney-in-fact

Date: December 3, 1998.

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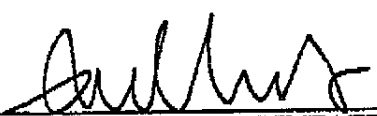
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# AFFIDAVIT OF CAPITAL CONTRIBUTIONS

**LIMITED LIABILITY COMPANY:**  
**Retail Development Group LLC**

The undersigned deposes and says:

1. The above named Company has at least one member.
2. The total amount of initial cash contributed by the members is \$10.00.
3. The agreed value of property other than cash contributed by the members is zero.  
(If the members contributed property other than cash, a description of the property is attached.)
4. The total amount of cash or property anticipated to be contributed by the members is \$900,000,000.00 or less.



\_\_\_\_\_  
AUTHORIZED REPRESENTATIVE OF A MEMBER:  
JOSE L. MACHADO  
by L.A. Uriarte as attorney-in-fact

Date: December 3, 1998.

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**CERTIFICATE OF DESIGNATION  
REGISTERED AGENT/OFFICE**

**LIMITED LIABILITY COMPANY:**  
Retail Development Group LLC

**REGISTERED AGENT/OFFICE:**  
Allan W. Hoekstra  
17305 SW 78th Court  
Miami FL 33157

I agree to act as registered agent to accept service of process for the company named above at the place designated in this Certificate. I agree to comply with the provisions of all statutes relating to the proper and complete performance of the registered agent duties. I am familiar with and accept the obligations of the registered agent position.



Allan W. Hoekstra  
by L.A. Uriarte as attorney-in-fact

Date: December 3, 1998.

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