

**Electronic Articles of Organization
For
Florida Limited Liability Company**

L05000080262
FILED 8:00 AM
August 15, 2005
Sec. Of State
mthomas

Article I

The name of the Limited Liability Company is:

MCLAREN SHAFER ONE LLC

Article II

The street address of the principal office of the Limited Liability Company is:

1330 WEST AVENUE
2701
MIAMI BEACH, FL. 33139

The mailing address of the Limited Liability Company is:

1330 WEST AVENUE
2701
MIAMI BEACH, FL. 33139

Article III

The purpose for which this Limited Liability Company is organized is:

ANY AND ALL LAWFUL BUSINESS.

Article IV

The name and Florida street address of the registered agent is:

LARRY J SHAFER JR.
1330 WEST AVENUE
2701
MIAMI BEACH, FL. 33139

Having been named as registered agent and to accept service of process for the above stated limited liability company at the place designated in this certificate, I hereby accept the appointment as registered agent and agree to act in this capacity. I further agree to comply with the provisions of all statutes relating to the proper and complete performance of my duties, and I am familiar with and accept the obligations of my position as registered agent.

Registered Agent Signature: LARRY SHAFER JR.

Article V

The name and address of managing members/managers are:

Title: MGRM
MARKETSCIENCE LLC
1330 WEST AVENUE #2701
MIAMI BEACH, FL. 33139

Title: MGR
LARRY J SHAFER JR.
1330 WEST AVENUE #2701
MIAMI BEACH, FL. 33139

Title: MGR
JONTI S MCLAREN
823 BRUCE DRIVE
PALO ALTO, CA. 94303

Article VI

The effective date for this Limited Liability Company shall be:

08/10/2005

Signature of member or an authorized representative of a member

Signature: LARRY SHAFER JR.

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