

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

L05000091135
FILED 8:00 AM
September 15, 2005
Sec. Of State
mthomas

Article I

The name of the Limited Liability Company is:

R & A LAND, LLC

Article II

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

200 S. BISCAYNE BOULEVARD
54TH FLOOR
MIAMI, FL. US 33131

The mailing address of the Limited Liability Company is:

200 S. BISCAYNE BOULEVARD
54TH FLOOR
MIAMI, FL. US 33131

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:

BIPC CORPORATE REGISTERED AGENTS, INC.
100 SE 2ND STREET
34TH FLOOR
MIAMI, FL. 33131

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: GUILLERMO J. FERNANDEZ-QUINCOCES, PRDNT.

Article V

The name and address of managing members/managers are:

Title: MGRM
STUART N RATZAN
200 S. BISCAYNE BLVD., 54TH FLOOR
MIAMI, FL. 33131 US

Title: MGRM
JEREMY W ALTERS
200 S. BISCAYNE BLVD., 54TH FLOOR
MIAMI, FL. 33131 US

Signature of member or an authorized representative of a member

Signature: DARIN I. ZENOV, ESQUIRE, AUTHZ. REPR.

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