

Division of Corporations

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Division of Corporations
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SECRETARY OF STATE
TALLAHASSEE FLORIDA

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To:

Division of Corporations
Fax Number : (850) 205-0381

From:

Account Name : BLUMBERG/EXCELSIOR CORPORATE SERVICES, INC.
Account Number : 075350000353
Phone : (212) 431-5000
Fax Number : (212) 431-1441**FLORIDA PROFIT CORPORATION OR P.A.**

Dillard Holdings, Inc.

Certificate of Status	0
Certified Copy	0
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Estimated Charge	\$70.00

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SECRETARY OF STATE
TALLAHASSEE FLORIDA**ARTICLES OF INCORPORATION**

In compliance with Chapter 607 and/or Chapter 621, F.S. (Profit)

ARTICLE I NAME

The name of the corporation shall be:

Dillard Holdings, Inc.

ARTICLE II PRINCIPAL OFFICE

The principal place of business/mailling address is:

826 NORTH BAY STREET
EUSTIS, FL 32726**ARTICLE III PURPOSE**

The purpose for which the corporation is organized is:

GENERAL

ARTICLE IV SHARES

The number of shares of stock is:

200 WITH NO PAR VALUE

ARTICLE V INITIAL OFFICERS AND/OR DIRECTORS

List name(s), address(es) and specific title(s):

FLOYD S. DILLARD, DIRECTOR
826 NORTH BAY STREET
EUSTIS, FL 32726**ARTICLE VI REGISTERED AGENT**

The name and Florida street address (P.O. Box NOT acceptable) of the registered agent is:

FLOYD S. DILLARD
826 NORTH BAY STREET
EUSTIS, FL 32726**ARTICLE VII INCORPORATOR**

The name and address of the Incorporator is:

CANDICE PIGNATARO
C/O BLUMBERGEXCELSIOR
62 WHITE STREET
NEW YORK, NY 10013

Having been named as registered agent to accept service of process for the above stated corporation at the place designated in this certificate, I am familiar with and accept the appointment as registered agent and agree to act in this capacity

Signature/Registered Agent_____
MAY 19, 2005

Date

Signature/Incorporator_____
MAY 19, 2005

Date

BlumbergExcelsior Corporate Services, Inc. c/o Candice Pignataro
62 White Street
New York, NY 10013