

ARTICLES OF ORGANIZATION
OF
M & R, L.L.C.

Pursuant to the Alabama Limited Liability Company Act, the Organizer named below adopts the following Articles of Organization:

FIRST - NAME:

The name of the Limited Liability Company is M & R, L.L.C.

SECOND - DURATION:

The period of duration is perpetual.

THIRD - BUSINESS OF THE COMPANY:

- A. Permitted businesses: The business of the company shall be to engage in any or all lawful businesses for which limited liability companies may be organized under the Alabama Limited Liability Company Act.
- B. Initial purpose: The initial purpose of the company is commercial real estate investment and leasing and all activities related to and in support thereof.

FOURTH - REGISTERED OFFICE AND REGISTERED AGENT:

The company's registered office shall be at 184 Regency Park Drive, Alabaster, Alabama 35007, and the name of its initial registered agent at such address shall be Larry R. Ware.

FIFTH - INITIAL MEMBER:

The name and address of the initial member is as follows:

<u>Name</u>	<u>Address</u>
Larry R. Ware	5308 Mountain Park Drive Indian Springs, AL 35124

SIXTH - ADDITIONAL MEMBERS:

From the date of the formation of the company, any person may become an additional member of the company by the unanimous vote of the then existing member(s).

Date: January 25, 2005

By: Larry R. Ware
Larry R. Ware
Organizer