

# EXHIBIT A

CERTIFICATE OF ORGANIZATION

OF

LINK DEVELOPMENT LLC

FILED

AUG 18 2005

SECRETARY OF THE COMMONWEALTH  
CORPORATIONS DIVISION  
CORPC

Under the provisions of the Massachusetts Limited Liability Company Act, the undersigned hereby certifies as follows:

1. Name of the LLC. The name of the limited liability company formed is hereby Link Development LLC (the "LLC"). The Federal Employer Identification Number will be applied for.

2. Address of LLC. The address of the office that the LLC is required to maintain in the Commonwealth of Massachusetts under Section 5 of the Act is 229 Berkeley Street, Boston, Massachusetts 02116.

3. Agent of LLC for service of process. The name of the resident agent of the LLC required under Section 5 of the Act for service of process is Stuart H. Sojcher. The address of the LLC's resident agent is 229 Berkeley Street, Boston, Massachusetts 02116.

4. Date of dissolution. The LLC has a latest dissolution date of none.

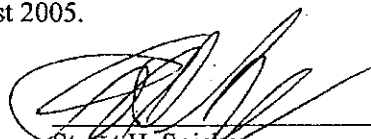
5. Manager. At the time of its formation, the LLC's manager is Essam Al Tamimi.

6. Execution of documents. Any one of the following members are authorized to execute any documents to be filed with the Secretary of State of the Commonwealth of Massachusetts: Essam Al Tamimi.

7. Business of the LLC. The general character of the business of the LLC is to engage in: *the investment in, and ownership, management and development of real estate and interests therein, including buyer, acquiring, owning, operating, managing, selling, leasing, financing, refinancing, disposing of and otherwise dealing with interests in real estate, directly or indirectly through joint ventures, partnerships, or other entities; and to engage in any activities directly or indirectly related or incidental thereto, including any other activity in which a limited liability company organized under the laws of the Commonwealth of Massachusetts may lawfully engage.*

8. Execution of documents relating to real property. Any one of the following members are authorized to execute, acknowledge, deliver and record on behalf of the LLC any recordable instrument purporting to affect an interest in real property, whether to be recorded with a registry of deeds or with a district office of the Land Court: Essam Al Tamini.

Under the penalties of perjury, the undersigned hereby affirms that the facts stated in this certificate are true this 18<sup>th</sup> day of August 2005.

  
\_\_\_\_\_  
Stuart H. Sojcher  
Authorized Person

948212

Check/Voucher # \_\_\_\_\_

The Commonwealth of Massachusetts  
Limited Liability Company  
(General Laws, Chapter 156C)

SECRETARY OF STATE  
RECEIVED

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REGISTRATION DIVISION

Filed this 18<sup>th</sup> day August, 2005



William Francis Galvin  
Secretary of the Commonwealth

Name Link Development LLC

229 Berkeley Street

Boston, MA 02116

Phone \_\_\_\_\_