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**From:**

**Account Name : EMPIRE CORPORATE KIT COMPANY**  
**Account Number : 072450003255**  
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**LIMITED LIABILITY COMPANY**

**PICARD BROTHERS REAL ESTATE, L.L.C.**

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FLORIDA DEPARTMENT OF STATE  
Katherine Harris  
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July 31, 2002

EMPIRE CORPORATE KIT COMPANY

SUBJECT: PICARD BROTHERS REAL ESTATE, L.L.C.  
REF: W02000022145

We received your electronically transmitted document. However, the document has not been filed. Please make the following corrections and refax the complete document, including the electronic filing cover sheet.

Effective October 1, 1999, Chapter 608, Florida Statutes, does not require or permit the filing of an "Affidavit of Membership and Capital Contributions." Therefore, the enclosed document has not been filed and is being returned to you.

Please return your document, along with a copy of this letter, within 60 days or your filing will be considered abandoned.

If you have any questions concerning the filing of your document, please call (850) 245-6913.

Diane Cushing  
Corporate Specialist

FAX And. #: H02000172464  
Letter Number: 002A00046231

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(8)

**ARTICLES OF ORGANIZATION OF**

**PICARD BROTHERS REAL ESTATE, L.L.C.**

The undersigned certifies that we have associated ourselves together for the purposes of becoming a limited liability company under the laws of the State of Florida, providing for the formation, rights, privileges, and immunities of limited liability companies for profit. We further declare that the following Articles shall serve as the Charter and authority for the conduct of business of the limited liability company.

**ARTICLE I**

**NAME AND PRINCIPAL PLACE OF BUSINESS**

The name of the limited liability company shall be **PICARD BROTHERS REAL ESTATE, L.L.C.**, and its principal office and mailing address are located at 766 Hudson Avenue, Ste. B., in the City of Sarasota, County of Sarasota, State of Florida, but it shall have the power of authority to establish branch offices at any other place or places as the members may designate.

**ARTICLE II**

**PURPOSES AND POWERS**

In addition to the powers authorized by the laws of the State of Florida for limited liability companies, the general nature of the business or businesses to be transacted, and which the limited liability company is authorized to transact, shall be as follows:

1. To engage in any activity or business authorized under the Florida Statutes.
2. In general, to carry on any and all incidental business; to have and exercise all the powers conferred by the laws of the State of Florida, and to do any and all things set forth in these Articles to the same extent as a natural person might or could do.
3. To purchase or otherwise acquire, undertake, carry on, improve, or develop, all or any of the business, good will, rights, assets, and liability of any person, firm, association, or corporation carrying on any kind of business of a similar nature to that which this limited liability company is authorized to carry on, pursuant to the provision of these Articles; and to hold, utilize, and in any manner dispose of the rights and property so acquired.
4. To enter into and make all necessary contracts for its business with any person, entity, partnership, association, corporation, domestic or foreign, or of any domestic or foreign state, government, or governmental authority, or of any political or administrative subdivision, or department, and to perform and carry out, assign,

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cancel, or rescind any of such contracts.

5. To exercise all or any of the limited liability company powers, and to carry out all or any of the purposes, enumerated in these Articles and otherwise granted or permitted by law, while acting as agent, nominee, or attorney-in-fact for any persons or corporations, and perform any service under contract or otherwise for any corporation, joint stock company, association, partnership, firm, syndicate, individual, or other entity, and in this capacity or under this arrangement develop, improve, stabilize, strengthen, or extend the property and commercial interest of the property and to aid, assist, or participate in any lawful enterprise in connection with or incidental to the agency, representation, or service, and to render any other service or assistance it may lawfully do under the laws of the State of Florida, providing for the formation, rights, privileges, and immunities of limited liability companies for profit.
6. To do everything necessary, proper, advisable, or convenient for the accomplishment of any of the purposes, or the attainment of any of the objects, or the furtherance of any of the powers set forth in these Articles, either alone or in association with others, incidental or pertaining to, or going out of, or connected with its business or powers, provided the same shall not be inconsistent with the laws of the State of Florida.

The several clauses contained in this statement of the general nature of the business or businesses to be transacted shall be construed as both purposes and powers of this limited liability company, and statements contained in each clause shall, except as otherwise expressed, be in no way limited or restricted by reference to or inference from the terms of any other clause. They shall be regarded as independent purposes and powers.

Nothing contained in these Articles shall be deemed or construed as authorizing or permitting, or purporting to authorize or permit the limited liability company to carry on any business, exercise any power, or do any act which a limited liability company may not, under Florida laws, lawfully carry on, exercise, or do.

### ARTICLE III

#### **EXERCISE OF POWERS**

All limited liability company powers shall be exercised by or under the authority of, and the business and affairs of this limited liability company shall be managed under the direction of, the members of the limited liability company. This Article may be amended from time to time in the regulations of the limited liability company by a unanimous vote of the members of the limited liability company.

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#### ARTICLE IV

##### MANAGEMENT

This limited liability company is to be managed by one (1) manager. The name and address of the person who shall serve as manager until the first annual meeting of members or until a successor is elected and qualified is as follows:

Mary Ann Picard  
4 Rita Street  
Nashua, NH 03061

#### ARTICLE V

##### MEMBERSHIP RESTRICTIONS

Members shall have the right to admit new members by unanimous consent. Contributions required of new members shall be determined as of the time of admission to the limited liability company. A member's interest in the limited liability company may not be sold or otherwise transferred except the unanimous written consent of all members.

On the death, retirement, resignation, expulsion, bankruptcy, or dissolution of a member, or the occurrence of any other event that terminates the continued membership of a member in the limited liability company, the remaining members shall have the right to continue the business on unanimous consent of the remaining members.

#### ARTICLE VI

##### PROFITS AND LOSSES

(A) Profit Sharing. The members shall be entitled to the net profits arising from the operation of the limited liability company business that remain after the payment of the expenses of conducting the business of the limited liability company. Each member shall be entitled to distributive share of the profits specified as follows until each has received a return of their respective Capital Contributions:

Mary Ann Picard	50%
Roger P. Picard	50%

Thereafter net profits shall be apportioned as follows:

Mary Ann Picard	50%
Roger P. Picard	50%

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The distributive share of the profits shall be determined and paid to the members each year on the anniversary date of the commencement of business of the limited liability company or as otherwise determined by the members.

(B) Losses. All losses that occur in the operation of the limited liability company business shall be paid out of the capital of the limited liability company and the profits of the business, or, if these sources are insufficient to cover such losses, by the members in the following shares:

Mary Ann Picard	50%
Roger P. Picard	50%

#### ARTICLE VII

##### DURATION

The date and time when the existence of the limited liability company shall commence shall be the date of filing of these Articles with the Department of State. This limited liability company shall exist perpetually, or until dissolved in a manner provided by law, or as provided in the regulations adopted by the members.

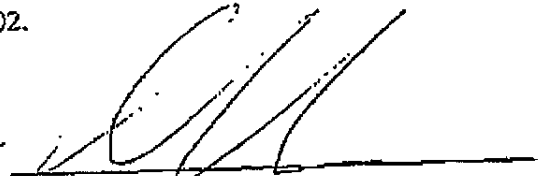
#### ARTICLE VIII

##### INITIAL REGISTERED OFFICE AND REGISTERED AGENT

The address of the initial registered office of the limited liability company is 766 Hudson Avenue, Ste., B., City of Sarasota, County of Sarasota, Sarasota, Florida 34236, and the name of the company's initial registered agent at that address is Philip J. Sypula, Esq.

The undersigned certifies that this instrument constitutes the Articles of Organization of **PICARD BROTHERS REAL ESTATE, L.L.C.**

Executed by the undersigned on July 25, 2002.

  
Philip J. Sypula, Esq.

STATE OF FLORIDA  
COUNTY OF SARASOTA

The foregoing instrument was acknowledged before me on 25 July, 2002  
by Philip J. Sypula, Esq., as registered agent, on behalf of **PICARD BROTHERS REAL ESTATE,**

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TALLAHASSEE, FLORIDA

L.L.C., a limited liability company, who is ☒ personally known to me, or ☐ who has produced as identification \_\_\_\_\_

(SEAL/STAMP)



Geraldine F. Lassiter  
MY COMMISSION # CC043003 EXPIRES  
July 25, 2003  
BONDED THRU TFCYFAIN INSURANCE, INC.

Geraldine F. Lassiter

Notary Public

Print Name: GERALDINE F. LASSITER

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**CERTIFICATE OF DESIGNATION  
OF REGISTERED AGENT AND OFFICE**

STATE OF FLORIDA  
COUNTY OF SARASOTA

Pursuant to the provision of Section 608.415 and 608.507 of the Florida Statutes, the undersigned limited liability company identified below submit the following statement in designating its registered office and registered agent in the State of Florida.

The name of the limited liability company is: PICARD BROTHERS REAL ESTATE, L.L.C.

The name of the registered agent for PICARD BROTHERS REAL ESTATE, L.L.C. is Philip J. Sypula, Esq., the street address of the company's principal office where the agent is located is 766 Hudson Avenue, Ste. B., Sarasota, Florida 34236.

This statement is to acknowledge that, as indicated above, PICARD BROTHERS REAL ESTATE, L.L.C. has appointed me, Philip J. Sypula, Esq., as its registered agent to accept service of process for the company at the place designed above in this certificate. I accept this 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.

Dated 25 July, 2002.

Philip J. Sypula, Esq.

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STATE OF FLORIDA  
COUNTY OF SARASOTA

The foregoing instrument was acknowledged before me on 25 July, 2002 by Philip J. Sypula, Esq. as registered agent, on behalf of PICARD BROTHERS REAL ESTATE, L.L.C., a limited liability company, who is ☒ personally known to me, or ☐ who has produced as identification

(SEAL/STAMP)



Geraldine F. Lassiter  
MY COMMISSION # CCB43803 EXPIRES  
July 25, 2003  
BONDED THROUGH FARM INSURANCE, INC.

Geraldine F. Lassiter  
Notary Public  
Print Name: GERALDINE F. LASSITER

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