

Division of Corporations

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Florida Department of State
Division of Corporations
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03 MAY - 1 PM 3:15
DIVISION OF CORPORATION

LIMITED LIABILITY COMPANY

International Policy Thinking Associates, LLC

Certificate of Status	1
Certified Copy	1
Page Count	03
Estimated Charge	\$160.00

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SECRETARY OF THE
STATE

APPROVED
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03-03

**ARTICLES OF ORGANIZATION
OF
INTERNATIONAL POLICY THINKING ASSOCIATES, LLC**

The undersigned, for the purpose of forming a limited liability company under the Florida Limited Liability Company Act, pursuant to Chapter 608 of the Florida Statutes, hereby makes, acknowledges and files the following Articles of Organization (the "Articles").

ARTICLE I. NAME

The name of the limited liability company shall be International Policy Thinking Associates, LLC. (the "Company").

ARTICLE II. ADDRESS

The mailing address and street address of the principal office of the Company shall be 674 Conservation Drive, Weston, Florida 33327.

ARTICLE III. PURPOSES AND POWERS

The Company is authorized to transact any business permitted by the laws of the State of Florida for a limited liability company.

ARTICLE IV. DURATION

The Company shall commence its existence on the date that the Articles are filed with the Florida Department of State. The Company's existence shall be perpetual, unless the Company is earlier dissolved as provided in the Articles.

ARTICLE V. REGISTERED OFFICE AND AGENT

The name and street address of the registered agent of the Company in the State of Florida is Francisco J. Gonzalez, 2601 South Bayshore Drive, Suite 1600, Miami, Florida 33133.

ARTICLE VI. ADDITIONAL CAPITAL CONTRIBUTIONS

Each member shall be permitted to make additional capital contributions to the Company, only upon the unanimous consent of all of the members.

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TALLAHASSEE, FLORIDA

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ARTICLE VII. PROFITS AND LOSSES

Profits and losses shall be allocated to the members, as provided in the Operating Agreement, duly adopted and as amended from time to time by the members.

ARTICLE VIII. RESTRICTIONS ON MEMBERSHIP

No additional members shall be admitted to the Company without the unanimous written consent of the members of the Company and upon such terms and conditions as shall be determined by all of the members. Contributions required of new members shall be determined as of the time of admission to the Company. A member may transfer his, her or its interest in the Company, as set forth in the Operating Agreement, but the transferee shall have no right to participate in the management of the business and affairs of the Company or become a member, unless all of the other members of the Company other than the member proposing to dispose of his, her or its interest approve of the proposed transfer by majority written consent.

ARTICLE IX. TERMINATION OF EXISTENCE

The Company shall be dissolved upon the death, retirement, resignation, expulsion, bankruptcy or dissolution of a member, or upon the occurrence of any other event that terminates the continued membership of a member in the Company, unless the business of the Company is continued by the consent of all of the remaining members, provided that there is at least one (1) remaining member.

ARTICLE X. MANAGEMENT

The Company shall be member managed company, managed by one or more of its members, in accordance with the Operating Agreement adopted by the members for the management of the business and affairs of the Company. The Operating Agreement may contain any provisions for the regulation and management of the business and affairs of the Company, not inconsistent with Florida law or these Articles. The names and addresses of the members of the Company, which shall serve as the Managers until the first annual meeting of the members or until their successors are duly qualified and elected, are:

Ana Julia Jatar-Hausmann
674 Conservation Drive
Weston, Florida 33327

Ricardo Hausmann
674 Conservation Drive
Weston, Florida 33327

ARTICLE XI. AMENDMENT

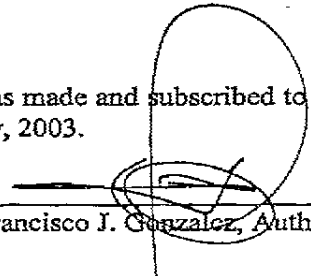
The Articles may be amended only by the unanimous consent of all of the members.

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TALLAHASSEE, FLORIDA

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IN WITNESS WHEREOF, the undersigned has made and subscribed to these Articles of Organization at Miami, Florida, on this 1st day of May, 2003.


Francisco J. Gonzalez, Authorized Agent

ACCEPTANCE OF REGISTERED AGENT

The undersigned, being the person named in the Articles of Organization of International Policy Thinking Associates, LLC, as the Registered Agent of this limited liability company, hereby consents to accept service of process for the above-stated company at the place designated in the Articles of Organization, and accepts the appointment as Registered Agent and agrees to act in this capacity. The undersigned further agrees to comply with the provisions of all applicable Florida laws relating to the proper and complete performance of my duties, and is familiar with and accepts the obligations of the position as Registered Agent.


Francisco J. Gonzalez

Dated: May 1, 2003