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** ALSO ADMITTED IN ALABAMA

July 1, 2003

OVERNIGHT DELIVERY

Secretary of State Division of Corporations 409 E. Gaines Street Tallahassee, FL 32399

Re: Articles of Organization for Salon Royale, L.L.C.

Dear Sir or Madam:

Enclosed please find the Articles of Organization for the above-referenced corporation. Our firm's check in the amount of \$125.00 is enclosed for the filing fee and registered agent fee. Thank you for your assistance in this matter and if you have any questions, please do not hesitate to contact us.

Very truly yours,

MOORE, HILL & WESTMORELAND, P.A.

Judy Pinette, CLA to Margaret T. Stopp

/jap Enclosures

ARTICLES OF ORGANIZATION FOR SALON ROYALE, L.L.C.

ARTICLE I - NAME

The name of the limited liability company is Salon Royale, L.L.C.

ARTICLE II - ADDRESS

The mailing address of the principal office of the limited liability company is:

Oak Tree Plaza 5330 Mobile Highway Pensacola, Florida 32526

The street address of the principal office of the limited liability company is:

Oak Tree Plaza 5330 Mobile Highway Pensacola, Florida 32526

ARTICLE III - REGISTERED AGENT

The name and the Florida street address of the registered agent are:

Rolf Salvesen 6108 Suntan Circle Pensacola, Florida 32526

Having been named as registered agent and to accept service of process for the above stated limited liability company at the place designated in this certificate, I accept the 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 as provided for in Chapter 608 of the Florida Statutes.

Rolf Salvesen

IN WITNESS WHEREOF, we have signed these Articles of Organization and acknowledge them to be our act this 1st day of July, 2003.

Rolf Salvesen, Member

Dale Skinner, Member