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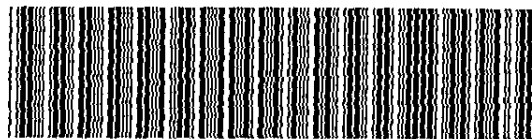
(Business Entity Name)

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TALLAHASSEE, FLORIDA

J. BRYAN DEC 31 2003

**GUILLERMO PESANT, P.A.**  
Professional Association  
Attorney at Law  
1313 Ponce de Leon Boulevard  
Suite 301  
Coral Gables, Florida 33134-3343

Telephone (305)445-5351

Facsimile (305)443-6023

Secretary of State  
Corporate Records Bureau  
Division of Corporations  
P.O. Box 6327  
Tallahassee, Florida 33201

RE: R & C Assoc., LLC

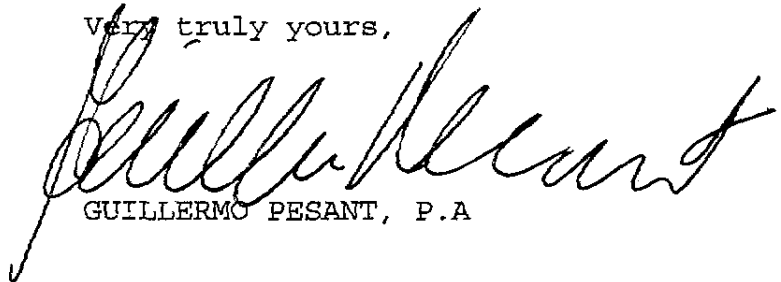
Gentlemen:

Enclosed are the following:

1. Original and a copy of the articles of incorporation of the above referenced corporation.
2. Duly executed registered agent form.
3. Check to cover your fees in the amount of \$125.00.

Thank you for your kind attention to this matter.

Very truly yours,



GUILLERMO PESANT, P.A.

Enclosures

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ARTICLES OF ORGANIZATION  
OF  
R & C Assoc., LLC.  
a Florida Limited Liability Company

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PREAMBLE

We, the undersigned, do hereby associate ourselves under the following Articles, for the purpose of forming a limited company under the laws of the State of Florida.

ARTICLE I

NAME

The name of the limited company shall be: **R & C Assoc., LLC.**

ARTICLE II

GENERAL NATURE OF BUSINESS

The general nature of the business to be transacted by this limited company is:

(1) To engage in any activity or business permitted under the laws of the United States and the State of Florida, except business governed by other regulatory statutes.

ARTICLE III

LIMITED LIABILITY COMPANY POWERS

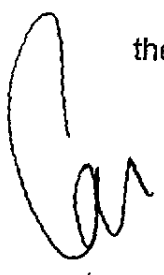
This Limited company shall have all powers now and hereafter granted Limited Liability Companies for profit under the laws of the State of Florida, including, but not limited to, power to:

(1) Make and enter into all contracts necessary and proper for the conduct of its business.

(2) Conduct business, have two or more Members with interest in the L.L.C., or more officers, and buy, hold, mortgage, sell, convey, lease or otherwise dispose of real and personal (tangible and intangible) property or any interest therein of any nature whatsoever, in this state and in any of the several states, territories, possessions and dependencies of the United States, the District of Columbia, and foreign countries.

(3) Purchase the corporate assets of any corporation and engage in the same character of business.

(4) Acquire, take, hold, sell and dispose of patents, copyrights, trade



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marks, licenses and any licenses or other assets or interests thereunder of them.

(5) Acquire, take hold, sell and convey such property as may necessary in order to obtain or secure payment of any indebtedness or liability to it.

(6) Guarantee, endorse, purchase, deal in, hold, sell, transfer; mortgage, exchange, pledge or otherwise dispose of, alone, in syndicate, or otherwise in conjunction with others, the shares of the capital stock of, or any bonds, securities or other evidences of indebtedness created by any other limited company, association, partnership, syndicate, entity, person or governmental, municipal or public authority in this state or any other state or government and, while owner thereof, exercise all the rights, powers and privileges of ownership, including voting rights.

(7) Contract debts and borrow money at such rates of interest not to exceed the lawful interest rate and upon such terms as it or its Board or Directors may deem necessary or expedient and shall authorize and agree upon, issue and sell or pledge bonds, debentures, notes and other evidences of indebtedness, whether secured or unsecured, including obligations which are convertible into the capital stock of the limited company, and execute such mortgages and other instruments upon or encumbering its property or credit to secure the payment of money borrowed or owing by it, as occasion may require and the Management may deem expedient; and

(a) Provide in such instruments for transferring Corporate property of every kind and then nature then belonging to or thereafter acquired by it, as security for any bonds, notes, debenture or other evidence of indebtedness issued or debts or sums of money owing by it; and

(b) Provide in case of the sale of any property by virtue of any such instrument of or any foreclosure, the party acquiring title shall have the same rights, privileges, grants, franchises, immunities and advantages, in and by such instruments enumerated or conveyed, as belonged to and were enjoyed by it.

(8) Lend and advance money, extend credit, take notes and any kind or nature of evidence or indebtedness therefor.

(9) Make gifts for educational, scientific or charitable purposes.

(10) Indemnify any person made a party, or threatened to be made a party, to any threatened, pending or completed action, suit or proceeding:

(a) Whether civil criminal, administrative, or investigative, other than one by or in the right of the limited company to procure a judgment in its favor, brought to impose a liability or penalty on such person for an act alleged to have been committed by such person in his capacity of director, officer, employee, or agent of the limited company, or of any other limited company, partnership, Joint venture, trust, or



other enterprise which he served as such at the request of the limited company, against judgments, fines, amounts paid in settlement and reasonable expenses, including attorneys' fees, actually and necessarily incurred as a result of such action, suit, proceeding, or any appeal therein, if such person acted in good faith and in the reasonable belief that such action was in the best interest of the limited company, and in criminal actions or proceedings, without reasonable ground for belief that such action was unlawful. The termination of any such action, suit, or proceeding by judgment, order, settlement, conviction, or upon plea of nolo contendere or its equivalent shall not in itself create a presumption that any such director or officer did not act in good faith in the reasonable belief that such action was in the best interest of the limited company or that he had reasonable grounds for belief that such action was unlawful;

- (b) By or in the right of the limited company to procure a judgment in its favor by reason of his being or having been a director, officer, employee or agent of the limited company, or of any other corporation, partnership, joint venture, trust, or other enterprise which he served as such at the request of the limited company, against the reasonable expenses, including attorney's fees, actually and necessarily incurred by him in connection with the defense or settlement of such action, or in connection with an appeal therein, if such person acted in good faith and in the reasonable belief that such action was in the best interest of the limited company. Such Person shall not be entitled to indemnification in relation to matters as to negligence or misconduct in the performance of his duty to the limited company unless, and only to the extent that, the court, administrative agency, or investigative body before which such action, suit, or proceeding is held shall determine upon application that, despite the adjudication of liability but in view of all circumstances of the case, such person is fairly and reasonably entitled to indemnification for such expenses which such tribunal shall deem proper.
- (c) To the extent that a director, officer, employee or agent in the LLC., management, officer, employee or agent of the company has been successful on the merits or otherwise in defense or any action, suit, or proceeding referred to in Paragraph (a) or (b), or in any defense of any claim, issue, or matter therein, he shall be indemnified against the

reasonable expenses including attorneys' fees, actually and necessarily incurred by him in connection therewith.

- (d) If a determination is made that indemnification of the director, officer, employee, or agent is proper in the circumstances because such person has met the applicable standard of conduct set forth in Paragraph (a) or (b), unless indemnification is ordered by the tribunal before which such action, suit, or

proceeding is held. Such determination shall be made either by the Members with interest in the LLC. who were not parties to such action, suit or proceeding.

(11) Pay expenses incurred in defending any action, suit or proceeding in advance of the final disposition of such action, suit, or proceeding as authorized in the manner provided in Paragraph (d) of Subsection (14) upon receipt of an undertaking by or on behalf of the member, officer, employee, or agent to repay such amount unless it shall ultimately be determined that he is entitled to be indemnified by the limited company as authorized by this section.

(12) Indemnify any person, if the requirements of Subsections (14) and (15) are met, without affecting any other rights to which those indemnified may be entitled under agreement, vote of disinterested Members with interest in the LLC., both as to action in another capacity while holding such office and shall continue to a person who has ceased to be a Member, officer, employee, or agent of the limited company and shall inure to the benefit or the heirs, executors and administrators of such a person.

(13) Purchase and maintain insurance on behalf of any person who is or was a Member, officer, employee, or agent of another corporation, partnership, joint venture, trust or other enterprise against liability assorted against him and incurred by him in any such capacity or arising out of his status as such, whether or not the limited company would have the power to indemnify him against such liability under the provisions of Subsection (12).

(14) Enter into general partnerships, limited partnerships (whether the limited company be a limited or general partner), joint ventures syndicates, pools, associations, and other arrangements for carrying on one or more of the purposes set forth In its Articles of Organization, jointly or in common with others, so long as the participating corporation, person, or association would have power to do so alone.

#### ARTICLE IV

#### TERM OF EXISTENCE

This limited company shall exist perpetually.

#### ARTICLE V

#### MEMBER WITH INTEREST IN LLC. AND MANAGEMENT

(1) The business of this limited company shall be conducted by the following Management Group designated by the Members with interest in the LLC. for such purpose. Corporate action shall be approved by a vote of a member of the Management Group.



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(2) The name and street address of the member of the Management Group as appointed herein who shall also hold the following office for the first year if its existence and as elected thereafter is as follows:

| <u>NAME</u>    | <u>MANAGEMENT POSITION</u>  | <u>ADDRESS</u>                        |
|----------------|-----------------------------|---------------------------------------|
| Ricardo Carcas | Managing Member, President, | 9820 NW 27 Terrace<br>Miami, FL 33172 |

#### ARTICLE VI

#### STREET ADDRESS AND DESIGNATION OF REGISTERED AGENT

R & C Assoc., LLC., desiring to organize under the laws of the State of Florida, has designated its principal office and mailing address at: 9820 NW 27 Terrace, Miami, FL 33172, and has named as its initial Registered Agent, Guillermo Pesant, whose address is 1313 Ponce de Leon Boulevard, Suite 301, Coral Gables, Florida 33134.

#### ARTICLE VII

#### ORGANIZING MEMBER OF THE LLC.

The name and address of the person signing these Articles of Organization on behalf of the organizing member are:

| <u>ORGANIZING MEMBER</u> | <u>ADDRESS</u>                        |
|--------------------------|---------------------------------------|
| Ricardo Carcas           | 9820 NW 27 Terrace<br>Miami, FL 33172 |

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#### ARTICLE VIII

#### ADMISSION OF NEW MEMBERS

The Company shall admit new members as follows:

All existing members shall have first received notice of the intent to admit a new member. Such notice shall be in writing and sent out ten (10) days prior to the date which the new member intends to join. Upon the 10th day or any time set in the written notice, all the existing members shall vote to allow the new member to join. It is agreed that a vote of 66% of the existing members of record shall be necessary to ratify the acceptance of the new member. It shall be a condition that such new member deposits a sum equal to the percentage of paid in capital the new member is to be assigned.



Such deposit shall be made before said new member shall be considered for membership in escrow with the attorneys designated by the company at the time notice is sent to the existing members of record. Acceptance of the new member shall constitute immediate authority or the company attorney to deposit all the sums into the company's account and said amount shall be designated (additional) paid in capital.

## ARTICLE IX

### CONTINUANCE OF MEMBERSHIP AND RIGHTS OF MEMBER IN CASE OF TERMINATION

In case of death, retirement, resignation or dissolution of a member or the occurrence of any event which terminates the continued membership of a member in the limited company, the remaining members shall have the right to continue operating the company as if the member were still a participating member. Upon such occurrence the former member or his heirs, designee, trustee or person shall be entitled to receive the percentage of profit or losses effective for the end of the distributing period which shall be conclusive. At the end of such distribution period the former member, its/his/her heirs, estate, designee or trustee shall be entitled to receive the corresponding percentage of ownership of said member at the then current value payable in five (5) equal annual installments. Current value shall be defined by the company's accountants which determination shall be final.

  
\_\_\_\_\_  
RICARDO CARGAS

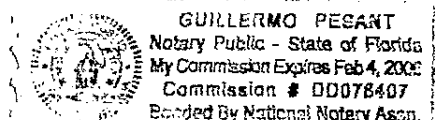
STATE OF FLORIDA  
COUNTY OF MIAMI-DADE

BEFORE ME, the undersigned authority, this day personally appeared, **RICARDO CARGAS** to me well known to be the person who executed the above and foregoing Articles of Organization of **R & C Assoc., LLC.**, and being by me first duly sworn, depose and states that she executed the same for the purposes therein expressed.

SWORN TO AND SUBSCRIBED before me this 16 day of December, 2003.

  
\_\_\_\_\_  
Notary Public State of Florida

My Commission Expires:



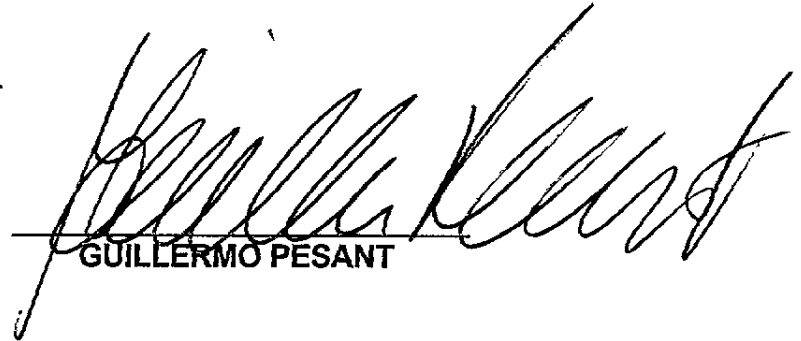
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### REGISTERED AGENT ACCEPTANCE

Having been named as registered agent and to accept service of process for , at the address designated in the Articles of Organization of **R & C Assoc., LLC**, pursuant to the provisions of section 608.415, Florida Statutes, **GUILLERMO PESANT**, 1313 Ponce de Leon Boulevard, Suite 301, Coral Gables, Florida 33134 (the "Registered Agent") hereby accepts the appointment as registered agent and agrees to act in this capacity. The Registered Agent further agrees to comply with the provisions of all statutes relating to the proper and complete performance of its duties, and is familiar with and accepts the obligations of the position as registered agent.

Dated this 16 day of December, 2003.

  
\_\_\_\_\_  
GUILLERMO PESANT

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