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DIVISION OF CORPORATION

**LIMITED LIABILITY COMPANY**

**b & c u.s., llc**

Certificate of Status	0
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ARTICLES OF ORGANIZATION  
OF

B & C U.S., LLC

The undersigned, being a duly authorized representative of a member, desiring to form a limited liability company under and pursuant to the Florida Limited Liability Company Act, Chapter 608, Florida Statutes, does hereby adopt the following Articles of Organization:

ARTICLE I

NAME

The name of the limited liability company is **B & C U.S., LLC**  
(the "Company").

ARTICLE II

ADDRESS

The principal office and mailing address of the Company is:

520 Brickell Key Drive  
Suite O-305  
Miami, FL 33131

ARTICLE III

REGISTERED AGENT AND OFFICE

The Company designates 520 Brickell Key Drive, Suite O-305, Miami, Florida 33131 as the street address of the initial registered office of the Company and names Transglobal Corporate Administration, LLC. as the Company's initial registered agent at that address to accept service of process within this state.

This Instrument Prepared By:  
FREEMAN, HABER, ROJAS & STANHAM, LLP  
Stephen A. Freeman  
Florida Bar No.: 146795  
520 Brickell Key Drive, Suite O-305  
Miami, Florida 33131  
Telephone: (305) 374-3800

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#### ARTICLE IV

##### MANAGEMENT

The Company shall be conducted, carried on, and managed by at least one (1) Manager. The Manager(s) shall also have the rights and responsibilities described in the Operating Agreement of the Company. The Managers, who shall serve in such capacity until his successors are duly elected and qualified, shall be: Anouk Ayache and Yannick Ayache

#### ARTICLE V

##### DURATION AND CONTINUATION

The period of the Company's duration shall commence with the filing of these Articles of Organization with the Secretary of State, and shall continue perpetually, unless terminated (i) in accordance with the Company's Operating Agreement, or (ii) by the written agreement of a majority of ownership interest.

#### ARTICLE VI

##### PURPOSE

The purpose for which the Company is being formed is to engage in any activity or business permitted under the laws of the United States and the State of Florida.

#### ARTICLE VII

##### ADDITIONAL MEMBERS

Additional Members may be admitted upon the approval of a majority of the ownership interest of the Company, upon the written application of such new Member, in the manner set forth in the Operating Agreement of the Company.

**ARTICLE VIII**

**OPERATING AGREEMENT**

The power to adopt, alter, amend, or repeal the Operating Agreement of the Company shall be vested in the Members of the Company in the manner set forth in the Operating Agreement of the Company.

IN WITNESS WHEREOF, the undersigned has hereunto set his hand and seal this 31<sup>st</sup> day of January, 2005.



Stephen A. Freeman  
Duly Authorized Representative of a  
Member

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### ACCEPTANCE OF REGISTERED AGENT

The undersigned agrees to act as registered agent for B & C U.S., LLC, to accept service of process at the place designated in these Articles of Organization, and to comply with the provisions of Chapter 608, Florida Statutes, and acknowledges that the undersigned is familiar with, and accepts, the obligations of such position on this 31<sup>st</sup> day of January, 2005.

TRANSGLOBAL CORPORATE  
ADMINISTRATION, LLC



By: Stephen A. Freeman, Vice President

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