

**L07000114954**

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**FLORIDA/FOREIGN LIMITED LIABILITY CO.**

arc advisors, llc

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**ARTICLES OF ORGANIZATION OF  
ARC ADVISORS, LLC**

The undersigned hereby subscribes these Articles of Organization for the purposes of organizing a limited liability company under the laws of the State of Florida.

**I.  
NAME**

The name of the limited liability company is ARC Advisors, LLC (the "Company").

**II.  
PRINCIPAL OFFICE**

The mailing and street address of this Company's principal office shall be Suite 300, Grove Professional Building, 2950 SW 27<sup>th</sup> Avenue, Miami, Florida 33133.

**III.  
REGISTERED AGENT AND REGISTERED OFFICE**

The registered agent of this Company shall be Eduardo J. Garcia, Jr. whose business address is Suite 300, Grove Professional Building, 2950 SW 27<sup>th</sup> Avenue, Miami, Florida 33133, which shall be the registered office of this limited liability company.

**IV.  
MANAGEMENT BY MANAGER**

This Company shall be manager-managed company. The initial managers of the Company shall be:

Rolando Delgado, Jr.  
Eduardo J. Garcia, Jr.  
Juan T. O'Naghten  
Otto J. Boudet-Murias

Manager  
Manager  
Manager  
Manager

  
Alfredo D. Riqués, Organizer

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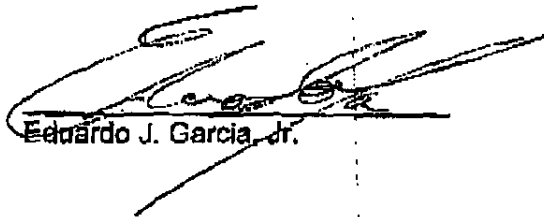
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**STATEMENT OF ACCEPTANCE  
OF  
REGISTERED AGENT OF  
ARC ADVISORS, LLC**

In accordance with the Florida Limited Liability Company Act, sections 608.407(1)(d) and 608.415(2), the undersigned hereby accepts the appointment as registered agent of the above captioned limited liability company. The registered agent further acknowledges that Suite 300, Grove Professional Building, 2950 SW 27<sup>th</sup> Avenue, Miami, Florida 33133 is the business office address of the registered agent, which will be the registered office of the limited liability company for the service of process.

Date: November 13, 2007



Eduardo J. Garcia, Jr.

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