



CONTINUING EDUCATION OF THE BAR ■ CALIFORNIA

Dear Customer,

To improve efficiency and deliver content to customers more quickly, CEB is updating its publishing software. In doing so, we have reprinted many of our books in their entirety, including **Forming and Operating California Limited Liability Companies**. As in prior years, your 2023 Update is provided to you at a discount from the full book price.

The enclosed update package includes all the pages of the book. Blank pages, point pages, and slash pages have been removed. Please remove all the pages from your existing binder(s) and replace them with the pages enclosed. Be sure to retain the existing tab dividers.

If you have questions about this change, please contact our Customer Service department at 1-800-232-3444 or email Customer_Service@ceb.ucla.edu.

We appreciate your continued confidence and remain your partner in practice.