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To: Division of Corporations
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From: Account Name : EMPIRE CORPORATE KIT COMPANY
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FLORIDA PROFIT CORPORATION OR P.A.

HORCAR HOLDINGS CORPORATION

Certificate of Status	0
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SECRETARY OF STATE
TALLAHASSEE, FLORIDA

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ARTICLES OF INCORPORATION
OF
HORCAR HOLDINGS CORPORATION

I, the undersigned, hereby make, subscribe, acknowledge, and file these Articles of Incorporation for the purpose of becoming a corporation under the Laws of the State of Florida.

ARTICLE I: IDENTIFICATION

The name of this corporation is HORCAR HOLDINGS CORPORATION. The principal place of business is 901 Ponce de Leon Boulevard, Suite 305, Coral Gables, Florida 33134.

ARTICLE II: DURATION

This corporation shall have perpetual existence, which shall commence at the date of the filing of these Articles with the Secretary of State.

ARTICLE III: PURPOSES

The corporation may engage in any activity or business permitted under the Laws of the United States and of the State of Florida.

ARTICLE IV: AUTHORIZED SHARES

The capital stock of this corporation shall consist of Five Hundred (500) Shares of Common Stock of One (\$1.00) Dollar par value each, all or part of said stock to be issued from time to time as may be determined by the Board of

Prepared by:
JOAQUIN A. ALEMANY, ESQUIRE
Florida Bar No. 276235
901 Ponce de Leon Boulevard
Suite 305
Coral Gables, Florida 33134
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Directors. There shall be pre-emptive rights granted to the stockholders with respect to the shares of the corporation. On dissolution or liquidation of the corporation, holders of the stock shall be entitled to distribution ratably as their holdings may appear upon the stock record of the corporation.

ARTICLE V: REGISTERED AGENT

The initial registered agent of this corporation and his address are as follows:

JOAQUIN A. ALEMANY
901 Ponce de Leon Boulevard
Suite 305
Coral Gables, Florida 33134

ARTICLE VI: BOARD OF DIRECTORS

1. The number of Directors of this corporation shall not be less than one (1) but the By-laws may provide for the increase or decrease in the number thereof, provided that the number of directors shall never be less than one (1).

2. The corporation shall initially have two (2) directors. The names and addresses of the initial directors are as follows:

NICOMEDES URUENA
901 Ponce de Leon Boulevard
Suite 305
Coral Gables, Florida 33134

JUDITH CIFUENTES DE URUENA
901 Ponce de Leon Boulevard
Suite 305
Coral Gables, Florida 33134

ARTICLE VII: INCORPORATOR

The name and address of the incorporator of these Articles of Incorporation are as follows:

JOAQUIN A. ALEMANY
901 Ponce de Leon Boulevard
Suite 305
Coral Gables, Florida 33134

ARTICLE VIII: ADDITIONAL PROVISIONS

The following additional provisions for the regulation of the business and for the conduct of the affairs of the corporation and creating, dividing, limiting and regulating the powers of the corporation, its stockholders, and Directors are hereby adopted as a part of these Articles of Incorporation:

1. The Board of Directors from time to time shall determine whether and to what extent, and at what times and places, and under what conditions and regulations, the accounts and books of the corporation, or any of them, shall be opened to the inspection of the stockholders, and no stockholder shall have the right to inspect any account or document of the corporation except as conferred by a statute or authorized by the Board of Directors or by resolution of the stockholders.

2. No person shall be required to own hold, or control stock in the corporation as a condition precedent to holding an office in this corporation.


3. Except as otherwise provided by law, the directors may prescribe a method or methods for replacement of lost certificates, and may prescribe reasonable conditions by way of security upon the issuance of new certificates therefor.

4. This corporation shall indemnify any officer or director, and any former officer or director, to the full extent provided by law. This corporation may provide such indemnification, or a portion thereof, through the purchase of insurance.

5. The power to adopt, alter and repeal by-laws shall be in the Board of Directors of the corporation or in the stockholders; by-laws adopted by the Board of Directors may be altered or repealed by the stockholders or vice versa, except that the stockholders

may prescribe in any by-law made by them that such by-laws shall not be altered, amended or repealed by the Board of Directors.

IN WITNESS WHEREOF, the undersigned has made and subscribed these Articles of Incorporation for the uses and purposes aforesaid this 24th day of January, 2003.



JOAQUIN A. ALEMANY

STATE OF FLORIDA)
) SS
COUNTY OF MIAMI-DADE)

The foregoing instrument was executed this 8th of January, 2003 by JOAQUIN A. ALEMANY, who personally known to me.

My Commission Expires:





Notary Public - Isel Sierra

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CERTIFICATE DESIGNATING PLACE OF BUSINESS OR DOMICILE FOR THE SERVICE OF PROCESS WITHIN THIS STATE, NAMING AGENT UPON WHOM PROCESS MAY BE SERVED.

In pursuance of Chapter 607.34, Florida Statutes, the following is submitted, in compliance with said Act:

FIRST – That HORCAR HOLDINGS CORPORATION desiring to organize under the laws of the State of Florida with its principal office, as indicated in the Articles of Incorporation at the City of Coral Gables, County of Miami-Dade, State of Florida, has named JOAQUIN A. ALEMANY located at 901 Ponce de Leon Boulevard, Suite 305, Coral Gables, Florida 33134 as its agent to accept service of process within the state.

ACKNOWLEDGMENT

Having been named to accept service of process for the above stated corporation, at the place designated in this certificate, I hereby accept to act in this capacity, and agree to comply with the provisions of said Act relative to keeping open said office.

By 
Registered Agent

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