



**ARTICLES OF INCORPORATION**  
**OF**  
**NATIONAL REMANUFACTURING CORPORATION**

FILED  
MAY - 1 1912  
TALLAHASSEE, FLORIDA

ARTICLE I  
NAME

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THE NAME OF THIS CORPORATION: NATIONAL REMANUFACTURING CORPORATION

ARTICLE II  
PURPOSE

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THIS CORPORATION IS ORGANIZED FOR THE PURPOSE OF TRANSACTING ANY AND ALL LAWFUL BUSINESS.

ARTICLE III  
CAPITAL STOCK

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THIS CORPORATION IS AUTHORIZED TO ISSUE 100 SHARES OF \$10.00 PAR VALUE COMMON STOCK, WHICH SHALL BE DESIGNATED COMMON SHARES.

ARTICLE IV  
EXISTENCE

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THIS CORPORATION SHALL HAVE PERPETUAL EXISTENCE, COMMENCING UPON RECEIPT OF ARTICLES BY THE DEPARTMENT OF STATE.

ARTICLE V  
NAMES AND ADDRESSES OF INITIAL DIRECTORS

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THE FOLLOWING INDIVIDUALS SHALL INITIALLY SERVE AS DIRECTORS:

ERNESTO BRIERA  
1638 ACME ST.  
ORLANDO, FL 32805

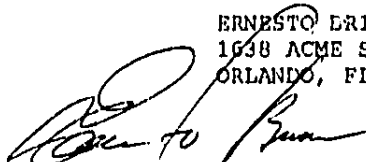
FILED  
APR 11 1996  
STATE OF FLORIDA

ARTICLE VI  
NAME AND ADDRESS OF INCORPORATOR

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THE NAME AND ADDRESS OF THIS CORPORATION'S INCORPORATOR IS:

ERNESTO BRIERA  
1638 ACME ST.  
ORLANDO, FL 32805

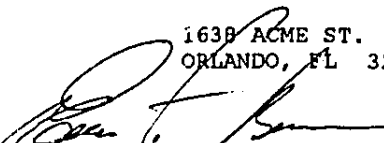
  
ERNESTO BRIERA - INCORPORATOR 4-30-96  
DATE

INITIAL REGISTERED OFFICE AND AGENT

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I HEREBY AM FAMILIAR WITH AND ACCEPT THE DUTIES AND RESPONSIBILITIES  
AS REGISTERED AGENT FOR SAID CORPORATION, WITH THE REGISTERED OFFICE LOCATED  
AT:

1638 ACME ST.  
ORLANDO, FL 32805

  
ERNESTO BRIERA - REGISTERED AGENT 4-30-96  
DATE

CORPORATION PRINCIPAL (MAILING) OFFICE

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1638 ACME ST.  
ORLANDO, FL 32805

1-2625

P96000038941

Beverly Bayne  
Paralegal - Law Department

**RYDER**

Ryder System, Inc.  
3600 NW 82nd Avenue  
Miami, Florida 33166  
305 593 3267

05/08/96 01066012  
\$122.50

BE 5/7

96 MAY -3 AM 7:50  
FILED  
SECRETARY OF STATE  
TALLAHASSEE, FLORIDA

STATE OF FLORIDA  
ARTICLES OF INCORPORATION  
OF  
RYDER, INC. OF FLORIDA

FIRST: The corporate name that satisfies the requirements of Section 607.0401 is **RYDER, INC. OF FLORIDA.**

SECOND: The street address of the initial principal office of the corporation is 3600 N.W. 82nd Avenue, Miami, Florida 33166.

THIRD: The number of shares the corporation is authorized to issue is Seven Thousand Five Hundred (7,500) shares of common stock - One Dollar (\$1.00) par value.

FOURTH: The street address of the initial registered office of the corporation is 3600 N.W. 82nd Avenue, Miami, Florida 33166, and the name of the initial registered agent at such address is James M. Herron.

FIFTH: The names and addresses of the incorporators are


Thomas W. Arnst 3600 N.W. 82nd Avenue  
Miami, Florida 33166

Beverly Bayne 3600 N.W. 82nd Avenue  
Miami, Florida 33166

THE UNDERSIGNED have executed these Articles of Incorporation this 2nd day of May, 1996.

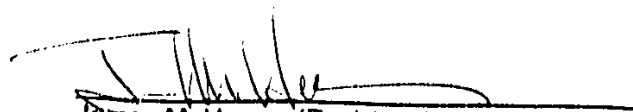


Thomas W. Arnst (Incorporator)



Beverly Bayne (Incorporator)

ACCEPTANCE BY THE UNDERSIGNED AGENT IS REQUIRED IN SECTION 607.051 (3) F.S.; **JAMES M. HERRON** IS FAMILIAR WITH AND ACCEPTS THE OBLIGATIONS PROVIDED FOR IN SECTION 607.0505.

  
James M. Herron (Registered Agent)

Dated: May 2, 1996.

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FILED  
96 MAY -3 AM 7:50  
SECRETARY OF STATE  
TALLAHASSEE, FLORIDA