

STEEL HECTOR & DAVIS LLP

Requestor's Name

215 SOUTH MONROE STREET/SUITE 601

Address

TALLAHASSEE

222-2300

City/State/Zip

Phone #

CONTACT: ELIZABETH

Office Use Only

P99000010574

CORPORATION NAME(S) & DOCUMENT NUMBER(S), if known

- 1. FONDO NUEVO MANAGEMENT, INC. (Corporation Name) (Document #)
- 2. (Corporation Name) (Document #)
- 3. (Corporation Name) (Document #)
- 4. (Corporation Name) (Document #)

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AMENDMENTS	
	Amendment
	Resignation of R.A., Officer/Director
	Change of Registered Agent
	Dissolution/Withdrawal
	Merger

OTHER FILINGS	
	Annual Report
	Fictitious Name
	Name Reservation

REGISTRATION/QUALIFICATION	
	Foreign
	Limited Partnership
	Reinstatement
	Trademark
	Other

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PLEASE CONTACT ELIZABETH REGARDING ANY QUESTIONS - 222-2300. THANK YOU.

*EL*  
2/1/99

Examiner's Initials

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**ARTICLES OF INCORPORATION  
OF  
FONDO NUEVO MANAGEMENT, INC.**

**ARTICLE I - NAME**

The name of the corporation is Fondo Nuevo Management, Inc. (hereinafter called the "Corporation").

**ARTICLE II - PURPOSE**

The Corporation is organized for the purpose of transacting any or all lawful business for corporations organized under The Florida Business Corporation Act of the State of Florida.

**ARTICLE III - CAPITAL STOCK**

The aggregate number of shares which the Corporation shall have the authority to issue is 1,000 shares of Common Stock, par value \$.01 per share.

Shares of capital stock of the Corporation that have been issued and subsequently acquired by the Corporation shall constitute issued but not outstanding shares of the same class and series, until canceled or disposed of (whether by resale or otherwise) by the Corporation. If the Corporation cancels any such shares, the canceled shares shall constitute authorized and unissued shares of the same class and shall be undesignated as to series.

**ARTICLE IV - INITIAL REGISTERED AGENT**

The street address of the initial registered office of the Corporation is, 200 S. Biscayne Boulevard, 41st Floor, Miami, Florida 33131 and the name of the initial registered agent of the Corporation at that address is Joseph P. Klock, Jr.

**ARTICLE V - INITIAL PRINCIPAL OFFICE**

The street address of the initial principal office and mailing address of the Corporation is 340 Royal Poinciana Way, Suite 316, Palm Beach, Florida 33480.

**ARTICLE VI - INITIAL BOARD OF DIRECTORS**

The Corporation shall have two directors initially. The number of directors may be either increased or decreased from time to time as provided in the Bylaws of the Corporation, but shall never be less than one. The names and addresses of the initial directors of the Corporation are:

Alfonso Fanjul, 340 Royal Poinciana Way, Suite 316, Palm Beach, Florida 33480; and

José F. Fanjul, 340 Royal Poinciana Way, Suite 316, Palm Beach, Florida 33480.

**ARTICLE VII - INCORPORATOR**

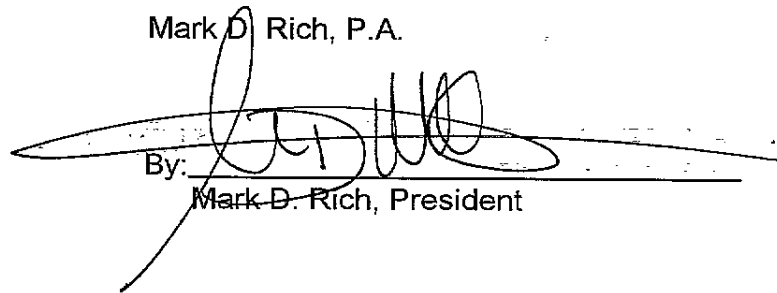
The name and address of the person signing these Articles of Incorporation is Mark D. Rich, P.A., 200 South Biscayne Boulevard, Suite 4000, Miami, Florida 33131.

**ARTICLE VIII - EFFECTIVE DATE**

The Corporation shall have an effective date as the date of filing.

IN WITNESS WHEREOF, the undersigned Incorporator has executed these  
Articles of Incorporation this 1st day of February, 1999.

Mark D. Rich, P.A.

A handwritten signature in black ink, appearing to read 'Mark D. Rich', is written over a horizontal line. The signature is stylized and somewhat cursive.

By:

Mark D. Rich, President