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Florida Department of State  
Division of Corporations  
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## FOREIGN PROFIT/NONPROFIT CORPORATION

Universal Studios Dubai Planning Services, Inc.

Certificate of Status	0
Certified Copy	1
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DIVISION OF CORPORATION

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APPLICATION BY FOREIGN CORPORATION FOR AUTHORIZATION TO TRANSACT  
BUSINESS IN FLORIDA

IN COMPLIANCE WITH SECTION 607.1503, FLORIDA STATUTES, THE FOLLOWING IS SUBMITTED TO  
REGISTER A FOREIGN CORPORATION TO TRANSACT BUSINESS IN THE STATE OF FLORIDA.

1. Universal Studios Dubai Planning Services, Inc.

(Enter name of corporation; must include "INCORPORATED," "COMPANY," "CORPORATION,"  
"Inc.," "Co.," "Corp.," "Ltd.," "Co.," or "Corp.")

(If name unavailable in Florida, enter alternate corporate name adopted for the purpose of transacting business in Florida)

2. Delaware

(State or country under the law of which it is incorporated)

3.

(FEI number, if applicable)

4. 6/18/2008

(Date of incorporation)

5.

perpetual

(Duration: Year corp. will cease to exist or "perpetual")

6.

(Date first transacted business in Florida, if prior to registration)  
(SEE SECTIONS 607.1501 & 607.1502, F.S., to determine penalty liability)

7. 100 Universal City Plaza, Universal City, California 91608

(Principal office address)

100 Universal City Plaza, Universal City, California 91608

(Current mailing address)

8. The company will perform design and development services in connection with a hotel and theme park project.

(Purpose(s) of corporation authorized in home state or country to be carried out in state of Florida)

9. Name and street address of Florida registered agent: (P.O. Box NOT acceptable)

Name:

C T Corporation System

Office Address:

1200 South Pine Island Road

Plantation

(City)

Florida 33324

(Zip code)

10. Registered agent's acceptance:

*Having been named as registered agent and to accept service of process for the above stated corporation at the place designated in this application, I hereby accept the appointment as registered agent and agree to act in this capacity. I further agree to comply with the provisions of all statutes relative to the proper and complete performance of my duties, and I am familiar with and accept the obligations of my position as registered agent.*

Connie Bryan

(Registered agent's signature)

CONNIE BRYAN  
SPECIAL AGENT

11. Attached is a certificate of existence duly authenticated, not more than 90 days prior to delivery of this application to the Department of State, by the Secretary of State or other official having custody of corporate records in the jurisdiction under the law of which it is incorporated.

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12. Names and business addresses of officers and/or directors:

**A. DIRECTORS**

Chairman: \_\_\_\_\_

Address: \_\_\_\_\_

Vice Chairman: \_\_\_\_\_

Address: \_\_\_\_\_

Director: Maren Christensen

Address: 100 Universal City Plaza  
Universal City, California 91608

Director: Kenneth L. Kahrs

Address: 100 Universal City Plaza  
Universal City, California 91608

**B. OFFICERS**

President: Thomas L. Williams

Address: 1000 Universal Studios Plaza  
Orlando, Florida 32819-7601

Vice President: John Apadula

Address: 30 Rockefeller Plaza  
New York, New York 10112

Secretary: Gabriela Kornzweig

Address: 100 Universal City Plaza, Universal City, California 91608

Treasurer: Christy Rupert Shibata

Address: 100 Universal City Plaza, Universal City, California 91608

NOTE: If necessary, you may attach an addendum to the application listing additional officers and/or directors.

13.   
(Signature of Director or Officer listed in number 12 of the application)

14. Gabriela Kornzweig, Secretary  
(Typed or printed name and capacity of person signing application)

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SECRETARY OF STATE  
TALLAHASSEE, FLORIDA

**EXECUTIVE VICE PRESIDENT**

Lynn A. Calpeter  
Maren Christensen  
Richard Cotton  
Christy Rupert Shibata  
Mark Woodbury

30 Rockefeller Plaza, New York, NY 10112  
100 Universal City Plaza, Universal City, CA 91608  
30 Rockefeller Plaza, New York, NY 10112  
100 Universal City Plaza, Universal City, CA 91608  
1000 Universal Studios Plaza, Orlando, FL 32819

**SENIOR VICE PRESIDENT**

Jean-Louis Bonnier  
Michael E. Silver

1000 Universal Studios Plaza, Orlando, FL 32819  
100 Universal City Plaza, Universal City, CA 91608

**VICE PRESIDENT**

Todd F. Davis  
Brian Doerger  
H. Stephen Gordon  
Brawner Greer  
Charlie Gundacker  
Michael Hightower  
Thomas N. Jones  
Jennifer Dawn Mayhew  
Daniel Memis  
David H. Meyers  
Janice Miller  
Brian J. O'Leary, Jr.  
Marc Palotay

30 Rockefeller Plaza, New York, NY 10112  
30 Rockefeller Plaza, New York, NY 10112  
100 Universal City Plaza, Universal City, CA 91608  
1000 Universal Studios Plaza, Orlando, FL 32819  
1000 Universal Studios Plaza, Orlando, FL 32819  
1000 Universal Studios Plaza, Orlando, FL 32819  
30 Rockefeller Plaza, New York, NY 10112  
30 Rockefeller Plaza, New York, NY 10112  
1000 Universal Studios Plaza, Orlando, FL 32819  
100 Universal City Plaza, Universal City, CA 91608  
100 Universal City Plaza, Universal City, CA 91608  
30 Rockefeller Plaza, New York, NY 10112  
100 Universal City Plaza, Universal City, CA 91608

**ASSISTANT SECRETARY**

David Burg  
Andrea Rose Hartman  
Anne B. Nielsen  
W. Scott Sealey  
Susan E. Weiner

100 Universal City Plaza, Universal City, CA 91608  
100 Universal City Plaza, Universal City, CA 91608  
100 Universal City Plaza, Universal City, CA 91608  
30 Rockefeller Plaza, New York, NY 10112  
30 Rockefeller Plaza, New York, NY 10112

**ASSISTANT TREASURER**

John Apadula  
Todd F. Davis  
H. Stephen Gordon  
Thomas N. Jones  
Jennifer Dawn Mayhew  
Brian J. O'Leary, Jr.  
Marc Palotay

30 Rockefeller Plaza, New York, NY 10112  
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30 Rockefeller Plaza, New York, NY 10112  
30 Rockefeller Plaza, New York, NY 10112  
30 Rockefeller Plaza, New York, NY 10112  
100 Universal City Plaza, Universal City, CA 91608

**ASSISTANT CONTROLLER**

David H. Meyers

100 Universal City Plaza, Universal City, CA 91608

# Delaware

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*The First State*

I, HARRIET SMITH WINDSOR, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY "UNIVERSAL STUDIOS DUBAI PLANNING SERVICES, INC." IS DULY INCORPORATED UNDER THE LAWS OF THE STATE OF DELAWARE AND IS IN GOOD STANDING AND HAS A LEGAL CORPORATE EXISTENCE SO FAR AS THE RECORDS OF THIS OFFICE SHOW, AS OF THE TWENTY-SEVENTH DAY OF JUNE, A.D. 2008.

AND I DO HEREBY FURTHER CERTIFY THAT THE FRANCHISE TAXES HAVE NOT BEEN ASSESSED TO DATE.

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SECRETARY OF STATE  
TALLAHASSEE, FLORIDA



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*Harriet Smith Windsor*

Harriet Smith Windsor, Secretary of State

AUTHENTICATION: 6694799

DATE: 06-27-08