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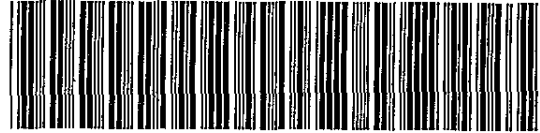
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Hughes Hubbard & Reed LLP

201 South Biscayne Boulevard  
Miami, Florida 33131-4332  
Telephone: 305-358-1666  
Fax: 305-371-8759

Antonio R. Zamora  
Latin America Counsel  
Direct Dial: 305-379-5574  
E-mail: zamora@hugheshubbard.com

August 11, 2003

VIA FEDERAL EXPRESS

Florida Department of State  
Division of Corporations  
P.O. Box 6327  
Tallahassee, FL 32314

Re: Articles of Incorporation for  
The Time Is Now Coalition, Inc.

Ladies and Gentlemen:

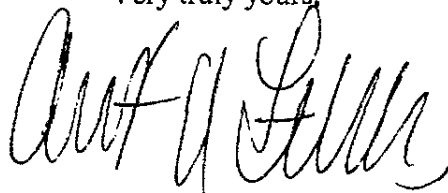
Enclosed are two executed originals of the Articles of Incorporation referenced above and a check in the amount of \$78.75, which includes the fee for the return of a certified copy.

Please return a certified copy to me addressed as follows:

Antonio R. Zamora, Esq., Hughes Hubbard & Reed LLP, 201 South Biscayne Boulevard, Suite 2500, Miami, Florida 33131.

If you have any questions, please call me at (305) 379-5574.

Very truly yours,



ARZ/dh  
Enc.

ARTICLES OF INCORPORATION  
OF  
THE TIME IS NOW COALITION, INC.

The undersigned, for the purpose of forming a Nonprofit Corporation under Florida Statutes Chapter 617, do hereby make and adopt the following Articles of Incorporation.

ARTICLE I  
NAME

The name of the proposed Corporation is:

THE TIME IS NOW COALITION, INC.

ARTICLE II  
NOT FOR PROFIT

The Corporation is a Nonprofit Corporation under the laws of the State of Florida. The Corporation is not formed for pecuniary profit. No part of the income or assets of the Corporation is distributable to or for the benefit of its Members, Directors or Officers, except to the extent permissible under the law.

ARTICLE III  
DURATION

The duration (term) of the Corporation is perpetual.

ARTICLE IV  
PURPOSES

The purpose of the Corporation shall be to work towards the normalization of relations between the United States of America and the Republic of Cuba, to promote a new US policy towards Cuba, particularly in the area of travel, humanitarian trade and remittance and work towards the reconciliation of the Cuban people.

ARTICLE V  
LIMITATIONS

No part of the net earnings of the Corporation shall inure to the benefit of or be distributable to its Members, Directors, or Officers, but the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article IV (Purposes) hereof.

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DIVISION OF CORPORATIONS  
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ARTICLE VI  
PRINCIPAL OFFICE

The street address of the principle office and mailing address of the corporation shall be:

The Time is Now Coalition, Inc.  
c/o Antonio Zamora, Esq.  
201 South Biscayne Blvd.  
Suite 2500  
Miami, Florida. 33131

ARTICLE VII  
INITIAL REGISTERED AGENT AND ADDRESS

The name and address of the initial registered agent is:

Antonio Zamora, Esq.  
201 South Biscayne Blvd.  
Suite 2500  
Miami, Florida 33131

ARTICLE VIII  
MEMBERS

The Corporation shall have Voting Members who shall be elected (and may be removed) by the Board of Directors and shall have all the rights and privileges of members of the Corporation. The By-Laws may provide for Nonvoting Members of one or more classes, who shall be admitted in such manner and who shall have such rights and privileges as are set forth in the By-Laws, but who shall not have the right to vote.

ARTICLE IX  
INITIAL BOARD OF DIRECTORS

The management of the Corporation shall be vested in a Board of Directors. The number of Directors constituting the initial Board of Directors is fifteen. The number of Directors may be increased or decreased from time to time in accordance with the By-Laws, but shall never be less than seven. The Voting Members shall elect the Directors annually. The initial Board of Directors is as follows:

<u>Name:</u>	<u>Address:</u>
Bernardo Benes	8877 Collins Ave, Apt. 808 Surfside, Florida 33154
Isidro Borja	7250 NE 4 Avenue Miami, Florida 33138
Alfredo Duran	999 Brickell Bay Drive, Apt. 1808 Miami, Florida 33131
Max Castro	1762 SW 16 <sup>th</sup> Street Miami, Florida 33145
Gustavo Godoy	2700 SW 4 <sup>th</sup> Ave Miami, Florida 33129
Elisa Greenberg	13635 Deering Bay Drive, Apt. #274 Coral Gables, Florida 33158
Carlos Justo	3905 Alton Road Miami Beach, Florida 33140
Raul Llorente	345 Cypress Drive Key Biscayne, Florida 33149
Jose Palli	1250 SW Remo Avenue Coral Gables, Florida 33146
Antonio Zamora	1408 Brickell Bay Drive, Apt. 1211 Miami, Florida 33131
Luis Chinaea	6420 SW 129 Place, Unit 204 Miami, Florida 33183
Felix Rosabal	9200 SW 80 <sup>th</sup> Terrace Miami, Florida 33173
Ricardo Sablon	7850 SW 82 <sup>nd</sup> Avenue Miami, Florida 33143
Roberto Suarez	247 SW 8 <sup>th</sup> Street #236 Miami, Florida 33130
Silvia Wihelm	1925 Brickell Avenue, TH 17 Terrace, Miami, Florida 33129

ARTICLE X  
INCORPORATORS

The incorporators signing these Articles of Incorporation are:

<u>Name:</u>	<u>Address:</u>
Isidro Borja	7250 NE 4 <sup>th</sup> Avenue Miami, Florida 33138
Raul Llorente	345 Cypress Drive Key Biscayne, Florida 33149
Ricardo Sablon	7850 SW 82nd Avenue Miami, Florida 33143
Roberto Suarez	247 SW 8 <sup>th</sup> Street #236 Miami, Florida 33130
Silvia Wihelm	1925 Brickell Avenue, TH17 Terrace, Miami, Florida 33129
Antonio Zamora	1408 Brickell Bay Drive, Apt. 1211 Miami, Florida 33131

ARTICLE XI  
BY-LAWS

The By-Laws of the Corporation are to be made and adopted by the Board of Directors and may be altered, amended or rescinded by the Board of Directors.

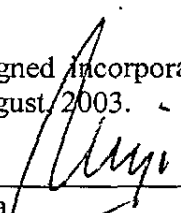
ARTICLE XII  
AMENDMENT

The Corporation reserves the right to amend or repeal any provisions contained in these Articles of Incorporation or any amendment to them, and all rights and privileges conferred upon the Members, Directors and Officers are subject to this reservation. The Articles of Incorporation may be amended in accordance with the provisions of the laws of the State of Florida, as amended from time to time, unless more specific provisions for amendments are adopted by the Corporation pursuant to law.

ARTICLE XII  
NONSTOCK BASIS

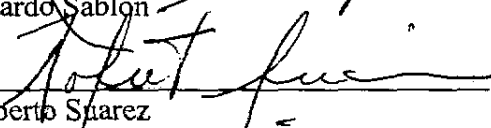
The Corporation is organized on a Nonstock Basis. This Corporation shall not issue shares of stock. The Corporation may issue certificates of membership.


IN WITNESS WHEREOF, the undersigned incorporators have executed these Articles of Incorporation on this 11<sup>th</sup> day of August, 2003.

  
\_\_\_\_\_  
Isidro Borja

  
\_\_\_\_\_  
Raul Florencio

  
\_\_\_\_\_  
Ricardo Sablon

  
\_\_\_\_\_  
Roberto Suarez

  
\_\_\_\_\_  
Silvia Wilhelm

  
\_\_\_\_\_  
Antonio Zamora

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

In compliance with section 607.0501, of the Florida Statutes the following is  
submitted:

Desiring to organize or qualify under the laws of the State of Florida with its  
principal place of business in the City of Miami, County Miami-Dade, Florida, whose  
Corporate name is:

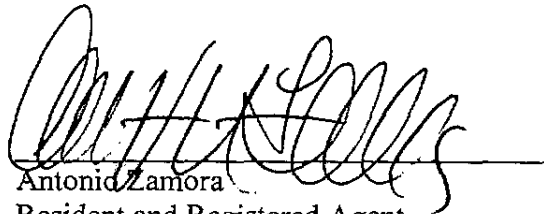
THE TIME IS NOW COALITION, INC.

has named Antonio Zamora as its Agent to accept service of process within the State of  
Florida.

ACKNOWLEDGMENT

Having been named to accept service of process for the above mentioned  
Corporation, at the place designated in this Certificate, I hereby agree to act in this  
capacity, and further agree to comply with the provisions of all of the Statutes relative to  
the proper and complete performance of my duties.

Dated this 11<sup>th</sup> day of August, 2003.



Antonio Zamora  
Resident and Registered Agent  
201 S. Biscayne Boulevard, Suite 2500  
Miami, Florida 33131

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SECRETARY OF STATE  
REGISTER OF CORPORATIONS  
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