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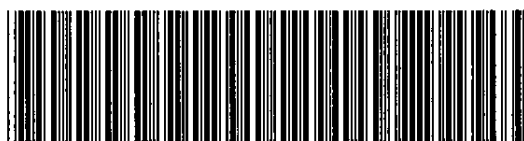
(Business Entity Name)

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2006 MAY 19 AM 8:47
SECRETARY OF STATE
TALLAHASSEE, FLORIDA

T. Burch MAY 23 2006

COVER LETTER

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

SUBJECT: Foundation for the Normalization of US/Cuba
(PROPOSED CORPORATE NAME - MUST INCLUDE SUFFIX) Relations, Inc.

Enclosed is an original and one(1) copy of the Articles of Incorporation and a check for :

☐ \$70.00
Filing Fee

☐ \$78.75
Filing Fee &
Certificate of
Status

☒ \$78.75
Filing Fee
& Certified Copy

☐ \$87.50
Filing Fee,
Certified Copy
& Certificate

ADDITIONAL COPY REQUIRED

FROM: ANTONIO ZAMORA
Name (Printed or typed)

201 S. Biscayne Blvd. # 2500
Address

MIAMI, FL 33131
City, State & Zip

(305) 458-0406
Daytime Telephone number

NOTE: Please provide the original and one copy of the articles.

**ARTICLES OF INCORPORATION
OF
FOUNDATION FOR THE NORMALIZATION OF
US\CUBA RELATIONS, 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:

FOUNDATION FOR THE NORMALIZATION OF
US\CUBA RELATIONS, 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. Upon the dissolution of the Corporation, assets shall be distributed for one or more exempt purposes within the meaning of section 501 (c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

The corporation is organized exclusively for charitable, religious, educational, and scientific purposes, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under section 501 (c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

**ARTICLE III
DURATION**

The duration (term) of the Corporation is perpetual.

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TALLAHASSEE, FLORIDA

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.

ARTICLE V LIMITATIONS

No part of the net earnings of the corporation shall inure to the benefit of, or be distributable to its members, trustees, officers, or other private persons, except that 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 Four hereof. No substantial part of the activities of the corporation shall be the carrying on of propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate in, or intervene in (including the publishing or distribution of statements) any political campaign on behalf of or in opposition to any candidate for public office. Notwithstanding any other provision of these articles, the corporation shall not carry on any other activities not permitted to be carried on (a) by a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or (b) by a corporation, contributions to which are deductible under section 170(c)(2) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

ARTICLE VI PRINCIPAL OFFICE

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

FOUNDATION FOR THE NORMALIZATION OF
US\CUBA RELATIONS, 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 fourteen (14). 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:

Xiomara Almaguer-Levy	2127 Brickell Avenue, #2504 Miami, Florida 33129
Isidro Borja	7250 NE 4 Avenue Miami, Florida 33138
Mario Cabello	9002 SW 97 th Avenue Miami, Florida 33176
Amaury Cruz	235 SW LeJeune Road Miami, Florida 33134
Elena Freyre	2025 Brickell Avenue #901 Miami, Florida 33129

ARTICLE IX
INITIAL BOARD OF DIRECTORS
(Continued)

Lorenzo Gonzalo	17600 N. Bay Road, N-706 Sunny Isles Beach, FL 33160
Max Lesnik	5530 Sardinia Coral Gables, Florida 33146
Raul Llorente	345 Cypress Drive Key Biscayne, Florida 33149
Felix Rosabal	9200 SW 80 th Terrace Miami, Florida 33173
Julio U. Ruiz, M.D.	1844 SW 138 th Avenue Miami, Florida 33175-7500
Ricardo Sablon	7850 SW 82 nd Avenue Miami, Florida 33143
Roberto Solis	10050 SW 12 th Street Miami, Florida 33174
Roberto Suarez	247 SW 8 th Street #236 Miami, Florida 33130
Antonio Zamora	1408 Brickell Bay Drive, Apt. 1211 Miami, Florida 33131

ARTICLE X
INCORPORATORS

The incorporators signing these Articles of Incorporation are:

Isidro Borja	7250 NE 4 th Avenue Miami, Florida 33138
Elena Freyre	2025 Brickell Avenue, #901 Miami, Florida 33129
Antonio Zamora	1408 Brickell Bay Drive, Apt. 1211 Miami, Florida 33131

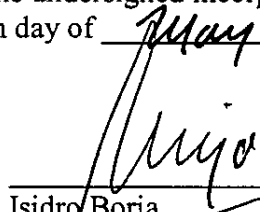
ARTICLE XI
BY-LAWS

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.

IN WITNESS WHEREOF, the undersigned incorporators have executed these Articles of Incorporation on this 16th day of May, 2006.



Isidro Borja



Elena Freyre



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:

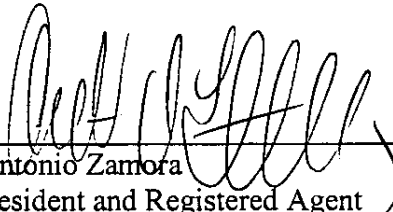
FOUNDATION FOR THE NORMALIZATION OF
US\CUBA RELATIONS, INC.

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 16th day of May, 2006.



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

SECRETARY OF STATE
TALLAHASSEE, FLORIDA

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