

35-00 Silvia Rodriguez

Charter Number Only

6000023361

VALIDATION ONLY

Silvia Rodriguez
 Requestor's Name MARCUS Center

9990 SW 77 AVE. #203
 Address

Miami, FL 33156
 City State ZIP Phone

(305) 270-6494

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CORPORATION(S) NAME

Rowan Development Corp.

- Profit Amendment Merger
- NonProfit Foreign Dissolution Mark
- Limited Partnership Annual Report Other
- Reinstatement Reservation Change of Registered Agent
- Certified Copy Photo Copies Certificate Under Seal
- Call When Ready Call If Problem After 4:30
- Walk In Will Wait Pick Up Mail Out

00 MAR -7 PM 2:42
 SECRETARY OF STATE
 TALLAHASSEE, FLORIDA

Empire Toll Free: 1-800-432-3028

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RECEIVED
 00 MAR -7 AM 9:53
 DEPARTMENT OF STATE
 DIVISION OF CORPORATIONS
 TALLAHASSEE, FLORIDA

CERTIFICATE OF INCORPORATION

OF

ROWAN DEVELOPMENT CORP.

00 MAR -7 PM 2:43
SECRETARY OF STATE
TALLAHASSEE FLORIDA

FILED

The undersigned incorporators to these articles of incorporation hereby associate themselves together to form a corporation under the laws of the State of Florida.

ARTICLE I
NAME

The name of this corporation is ROWAN DEVELOPMENT CORP.

ARTICLE II
GENERAL NATURE OF BUSINESS

The corporation may engage in any activity or business permitted under the laws of the United States and of the State of Florida.

ARTICLE III
CAPITAL STOCK

The maximum number of shares of stock that this corporation is authorized to have outstanding at any one time is 1,500 shares of common stock having a nominal or par value of One (\$1.00) Dollar per share. All said shares shall be payable in cash, property, labor or services at a valuation to be fixed by the Board of Directors at a meeting called for that purpose. Property, labor or services may be purchased or paid for with capital stock at a just valuation to be fixed by the Board of Directors.

ARTICLE IV
INITIAL CAPITAL

The amount of capital with which this corporation will begin business is not less than \$100.

ARTICLE V
TERM OF EXISTENCE

This corporation is to exist perpetually.

ARTICLE VI
ADDRESS

The initial mailing address of the principal office of this

corporation in the State of Florida is 7003 N. Waterway Drive, Suite 210, Miami, FL 33155. The Board of Directors may from time to time move the principal office to another address in Florida.

ARTICLE VII
DIRECTORS

This corporation shall have three directors initially. The number of directors may be increased or decreased from time to time by the Bylaws but shall never be less than one (1). The names and addresses of the initial directors of this corporation are:

FEDERICO A. GOUDIE	All at 7003 N. Waterway Drive,
ENRIQUE GOUDIE	Suite 210
EDUARDO G. GOUDIE	Miami, Florida 33166

ARTICLE VIII
INCORPORATORS

The name and mailing address of the incorporators of these articles of incorporation are as follows:

FEDERICO A. GOUDIE	All at 7003 N. Waterway Drive,
ENRIQUE GOUDIE	Suite 210
EDUARDO G. GOUDIE	Miami, Florida 33166

ARTICLE IX
AMENDMENT

This corporation reserves the right to amend or repeal any provision contained in the articles of incorporation, in the manner provided by law.

ARTICLE X
INDEMNIFICATION

This corporation shall indemnify any officer or director, or any former officer or director, to the full extent permitted by law.

ARTICLE X
REGISTERED OFFICE AND REGISTERED AGENT

ROWAN DEVELOPMENT CORP., desiring to organize under the laws of the State of Florida, with its principal office as indicated in the Articles of Incorporation at the County of Miami-Dade, State of Florida, hereby designates EDUARDO G. GOUDIE as its Registered Agent to accept services within the State. The registered office of the corporation shall be 7003 N. Waterway Drive, Suite 210, Miami, Florida 33155.

WITNESS the hand and seal of the incorporators in Miami-Dade County, State of Florida, this 6 day of March, 2000.

[Signature]
FEDERICO A. GOUDIE
[Signature]
ENRIQUE GOUDIE
[Signature]
EDUARDO G. GOUDIE

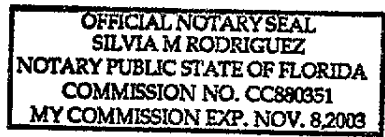
STATE OF FLORIDA)
) SS:
COUNTY OF MIAMI-DADE)

PERSONALLY appeared before me, Federico A. Goudie, Enrique Goudie, and Eduardo G. Goudie, to me well known to be the incorporators to the foregoing Articles of ROWAN DEVELOPMENT CORP., who being by me first duly sworn, acknowledge that they signed the same for the purposes therein expressed.

WITNESS my hand and seal at Coral Gables, Dade County, Florida this 6 day of March, 2000.

[Signature]
NOTARY PUBLIC, STATE OF FLORIDA
AT LARGE

My commission expires:



HAVING BEEN NAMED TO ACCEPT SERVICE OF PROCESS FOR THE ABOVE STATED CORPORATION, AT THE PLACE DESIGNATED IN ARTICLE X OF THESE ARTICLES OF INCORPORATION, THE UNDERSIGNED HEREBY AGREES TO ACT IN THIS CAPACITY, AND FURTHER AGREES TO COMPLY WITH THE PROVISIONS OF ALL STATUTES RELATIVE TO THE PROPER AND COMPLETE DISCHARGE OF MY DUTIES. I AM FAMILIAR WITH AND ACCEPT THE OBLIGATIONS OF MY POSITION AS REGISTERED AGENT.

[Signature]

EDUARDO GOUDIE

Dated: March 6, 2000.

FILED
00 MAR -7 PM 2:43
SECRETARY OF STATE
TALLAHASSEE FLORIDA