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660 East Jefferson Stree Tallahassee, FL 32301 Tel. 850 222 1092 Fax 850 222 7615 1 15 MM 3 1 2001

01 JAN 31 PN 3:51 SECRETARY OF STATE TALLAHASSEE FLORIDA

STATE OF FLORIDA ARTICLES OF INCORPORATION

OF

ALLIANCE COMMERCIAL REAL ESTATE MANAGEMENT, INC.

FIRST: The corporate name that satisfies the requirements

section 607.0505 is: ALLIANCE COMMERCIAL REAL ESTATE MANAGEMENT INC.

of.

SECOND: The address of the principal office, if known, and the mailing address of the corporation is:

8725 NW 18th Terrace Suite 206 Miami, Fl. 33172

THIRD: The number of shares the corporation is authorize to Issue is: One Thousand (1,000) common stock at One dollar (1.00) per share.

FOURTH: The street address of the initial registered office of the corporation is: 8725 NW 18 Terrace, Ste.206, Miami, Fl. 33172 and the name of its initial registered agent at such address is: Robert L. Cambo.

FIFTH: The number of directors constituting the initial board of directors of the corporation is one (1), and the name and address of the person who is to serve as director until the first annual meeting of shareholders or until his

successor is elected and shall qualify is:

01 JAN 31 PM 3:51
SECRETARY OF STATE
TALLAHASSEE FLORIDA

NAMES

ADDRESS

Robert L. Cambo

8725 NW 18 Terrace

Suite 206

Miami, Fl. 33172

SIXTH: The name and address of the sole incorporator is:

Robert L. Cambo

8725 NW 18 Terrace

Suite 206

Miami, Fl. 33172

The undersigned has executed these Articles of Incorporation this 23rd day of January, 2001.

Robert L. Cambo, Incorporator

Acceptance by the registered agent as required in section 607.0505 (3) F.S.: Robert L. Cambo is familiar with and accepts the obligations provided for in section 607.0505.

Dated this 23rd day of January, 2001.

Robert L. Cambo