ORDER DATE : March 9, 1995

ORDER TIME : 9:29 AM

ORDER NO. : 557731

CUSTOMER NO: 1056I

CUSTOMER: Mr. Paulo Miranda BAKER & MCKENZIE

DAKER & HERENZI

AUTHORIZATION :

Suite 1600 701 Brickell Avenue Miami, FL 33131

DOMESTIC FILING

0345	NAME: ROYAL EXECUTIVE SERVICES, INC.	95 MAR SS MAR
C. E.	ARTICLES OF INCORPORATION CERTIFICATE OF LIMITED PARTNERSHIP	10
	PLEASE RETURN THE FOLLOWING AS PROOF OF FILING:	(E)
	XX CERTIFIED COPY PLAIN STAMPED COPY CERTIFICATE OF GOOD STANDING	F. 20
	CONTACT PERSON: Carol M. Hensal	

5000019594

EXAMINER'S INITIALS:

3-10-95 02/A

900001425049



FLORIDA DEPARTMENT OF STATE
Sandra B. Mortham
Secretary of State

March 9, 1995

CORPORATION INFORMATION SERVICES INC. 1201 HAYS ST. TALLAHASSEE, FL 32301

SUBJECT: ROYAL EXECUTIVE SERVICES, INC.

Ref. Number: W95000005288

We have received your document for ROYAL EXECUTIVE SERVICES, INC. and the authorization to debit your account in the amount of \$122.50. However, the document has not been filed and is being returned for the following:

The registered agent and registered office listed in your articles of incorporation must be consistent throughout the document.

Please return your document, along with a copy of this letter, within 60 days or your filing will be considered abandoned.

If you have any questions concerning the filing of your document, please call (904) 487-6930.

Tim Murphy Corporate Specialist

Letter Number: 095A00010625

ARTICLES OF INCORPORATION

OF

ROYAL EXECUTIVE SERVICES, INC.



ARTICLE I

NAME

The name of this corporation is Royal Executive Services, Inc. and its mailing address is 1717 North Bayshore Drive # 1932, Miami, Florida, 33132.

ARTICLE II

NATURE OF BUSINESS

This Corporation is being formed for the following purposes:

- a. To engage in any and all lawful business or activity permitted under the laws of the United States and the State of Florida.
- b. To generally have and exercise all powers, rights and privileges necessary and incident to carrying out properly the objects herein mentioned.
- c. To do anything and everything necessary, suitable, convenient or proper for the accomplishment of any of the purposes or the attainment of any or all of the objects hereinbefore enumerated or incidental to the purposes and powers of the corporation or which at any time appear conductive thereto or expedient.

ARTICLE III

TERM OF EXISTENCE

This Corporation shall have perpetual existence unless sooner dissolved in accordance with the laws of the State of Florida. The date on which corporate existence shall begin is the date on which these Articles of Incorporation are filed with the Secretary of State of the State of Florida.

ARTICLE IV

CAPITAL STOCK

This Corporation is authorized to issue 10,000 shares of no par value common stock, which shall be designated "Common Shares."

ARTICLE V

INITIAL REGISTERED OFFICE AND AGENT

this Corporation is CIS Corporation Information Services, Inc., with address at 1201 Hays Street, Tallahassee, Florida 32301.

ARTICLE VI

INITIAL BOARD OF DIRECTORS

The Corporation shall have one (1) initial director. The number of directors may be either increased or diminished from time to time by the By-Laws, but shall never be less than one. The name and address of the director of this Corporation is:

Name Address

Marcelo Seeber Muller da Silva 1717 North Bayshore Drive #1932 Miami, Florida 33132

ARTICLE VII

DIRECTOR QUORUM AND VOTING

No less than a majority of the directors shall constitute a quorum for a meeting of directors. If a quorum is present, the affirmative vote of a majority of the directors present, or, if a director or directors have abstained from voting because of an interest in the matter to be voted upon, the affirmative vote of a majority of the directors present and voting, shall be the act of the Board of Directors.

ARTICLE VIII

VOTING REQUIREMENTS FOR SHAREHOLDERS

The affirmative vote of a majority of the shareholders of this Corporation entitled to vote shall be required for the authorization of any action of the shareholders of this Corporation.

ARTICLE IX

CLASSES OF DIRECTORS

The By-Laws of this Corporation may provide that the directors be divided into classes, whose terms of office shall respectively expire at different times, provided that no such term shall continue longer than four years and provided further that at feast one-fifth in number of the directors shall be elected annually.

ARTICLE X

AMENDMENTS TO ARTICLES OF INCORPORATION AND BY-LAWS

This Corporation reserves the right to amend or repeal any provisions contained in these Articles of Incorporation or any amendments hereto and any right conferred upon the shareholders is subject to this reservation. Further, the power to adopt, alter, amend or repeal the By-Laws shall be vested in the Board of Directors of this Corporation.

ARTICLE XI

POWERS

This Corporation shall have all of the corporate powers enumerated in the Florida General Corporation Act, as amended from time to time.

ARTICLE XII

DIVIDENDS

Dividends payable in shares of any class may be paid to the holders of such shares.

ARTICLE XIII

INDEMNIFICATION

This corporation shall indemnify any and all of its directors, officers, employees or agents or former directors, officers, employees or agents or any person or persons who may have served at its request as a director, officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise in which it owns shares of capital stock or of which it is a creditor, to the full extent permitted by law. Said indemnification shall include, but not be limited to, the expenses, including the cost of any judgments, fines, settlements and counsel's fees, actually and necessarily paid or incurred in connection with any action, suit or proceedings, whether civil, criminal, administrative or investigative, and any appeals thereof, to which any such person or his legal representative may be made a party or may be threatened

to be made a party, by reason of his being or having been a director, officer, employee or agent as herein provided. The foregoing right of indemnification shall not be exclusive of any other rights to which any director, officer, employee or agent may be entitled as a matter of law or which he may be lawfully granted.

ARTICLE XIV

INCORPORATOR

The name and address of the person signing these Articles is:

Marcelo Seeber Muller da Silva 1717 North Bayshore Drive #1932 Miami, Florida 33132

IN WITNESS WHEREOF, the undersigned incorporator has executed these Articles of Incorporation on this 8th day of March, 1995.

Marcelo Seeber Muller da Silva

ACKNOWLEDGMENT OF REGISTERED AGENT

Agent for Royal Executive Services, Inc., at the place designated in these Articles of Incorporation, hereby agrees to act in such capacity and to comply with the provisions of law in relation thereto.

Gail Shelby as its agent

CIS Corporation Information Services, Inc.

1201 Hays Street

Tallahassee, Florida 32301

Registered Agent

SECULIA EL LOS DE

57916