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Leopoldo de la Hoz
3785 NW 82ND AVENUE STE 102
Miami, Florida 33166

May 16, 1995

Corporate Records Bureau
Division of Corporations
Department of State
P.O. Box 6327
Tallahassee, Florida 32314

RE. FM MANAGEMENT & PROMOTIONS, INC.

Enclosed find three copies of the Articles of Incorporation for the above captioned corporation. Also enclosed is a check in the amount of \$122.50, representing \$35 filing fee; \$35 resident agent fee (Resident Agent Certificate Enclosed), and \$52.50 for the certified copy of the Articles of Incorporation to be returned to the above address for our records.

Very truly yours,



Leopoldo de la Hoz.

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ARTICLES OF INCORPORATION

OF

FM MANAGEMENT & PROMOTIONS, INC.

the undersigned subscriber to these Articles of Incorporation, a natural person competent to contract, hereby forms a corporation under the laws of the State of Florida.

ARTICLE I - NAME

The name of the corporation is:

FM MANAGEMENT & PROMOTIONS, INC.

ARTICLE II - NATURE OF BUSINESS

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

ARTICLE III - CAPITAL STOCK

The maximum number of shares of stock that this corporation is authorized to have outstanding at any one time is: 100 shares of Common Stock with par value of \$1.00 per share.

All the aforementioned stock is to be issued as fully paid for and exempt from assessment.

The capital stock may be paid for in money, property, labor or services, at a just valuation to be fixed by the incorporators or by the Directors at a meeting called for such purpose.

ARTICLE IV - INITIAL CAPITAL

The amount of capital with which this corporation shall begin business is not less than Five Hundred Dollars.

ARTICLE V - TERM OF EXISTENCE

This corporation is to exist perpetually.

ARTICLE VI - INITIAL STREET ADDRESS

The initial street address of the principle office of this corporation in the State of Florida is:

15771 SW 104 TERR STE 201 MIAMI, FLORIDA 33196

The Board of Directors may, from time to time, move the principle office to any other address in Florida.

ARTICLE VII - DIRECTORS

This corporation shall have ____ Director/s. The number of directors may be increased or decreased from time to time in such manner as may be prescribed by the By-Laws. Directors need not be stockholders.

In order to induce officers or directors of the corporation to serve or continue to serve as such, the corporation shall indemnify and hold harmless each person who shall serve at any time hereafter as a director or officer of the corporation, and any person who serves at the request of this corporation as a director or officer of any other corporation, from and against any and all claims and liabilities to which such person shall become subject by reason of his having heretofore or hereafter been a director or officer of the corporation, or by reason of any action alleged to have been heretofore or hereafter taken or omitted by him as such director or officer, and shall reimburse each such person for all legal and other expenses reasonably incurred by him in connection with any such claim or liability; provided that no person shall be indemnified against, or be reimbursed for, any expenses incurred in connection with any claim or liability as to which it shall be adjudged that such officer or director is liable for negligence or wilful misconduct in the performance of his duties.

The rights accruing to any person under the foregoing provisions shall not exclude any other right to which he may be lawfully entitled, nor shall anything herein contained restrict the right of the corporation to indemnify or reimburse such person in any proper case even though not specifically herein provided for.

No contract or other transaction between this corporation and any other corporation, and no act of this corporation shall in any way be affected or invalidated by the fact that any of the directors of the corporation are pecuniarily or otherwise interested in or are directors or officers of such other corporation; any director individually, or any firm of which any director may be a member, may be a party to, or may be pecuniarily or otherwise

interested in, any contract or transaction of the corporation, provided that the fact that he or such firm so interested shall be disclosed or shall have been known to the Board of Directors or such members thereof as shall be present at any meeting of the Board at which action upon any such contract or transaction shall be taken; and any director of the corporation who is also a director or officer of such other corporation or is so interested may be counted in determining the existence of a quorum at any meeting of the Board of Directors of the corporation which shall authorized any such contract or transaction, and may vote there at to authorized any such contract or transaction with like force and effect as if he were not such director or officer of such other corporation or not so interested.

ARTICLE VIII - INITIAL DIRECTORS

The names and addresses of the members of the first Board of Directors:

<u>NAME</u>	<u>ADDRESS</u>
FERNANDO R. PESTANA	15771 SW 104 TERR MIAMI, FLORIDA 33196
DAISY PESTANA	15771 SW 104 TERR MIAMI, FLORIDA 33196

ARTICLE IX - SUBSCRIBERS

The name and post office address of each subscriber of these Articles of Incorporation is:

<u>NAME</u>	<u>ADDRESS</u>
FERNANDO R. PESTANA	15771 SW 104 TERR MIAMI, FLORIDA 33196
DAISY PESTANA	15771 SW 104 TERR MIAMI, FLORIDA 33196

ARTICLE X - BYLAWS

The power to adopt, alter, amend or repeal bylaws shall be vested in the stockholders.

ARTICLE XI - CALLING OF SPECIAL MEETINGS

Special Meetings of Stockholders may be called by a majority of the stockholders.

ARTICLE XII - STOCKHOLDER QUORUM AND VOTING

A majority of the shares entitled to vote, represented in person or by proxy, shall constitute a quorum at a meeting of the stockholders.

If a quorum is present, the affirmative vote of a majority of the shares represented at the meeting and entitled to vote on the subject matter shall be the act of the stockholders.

ARTICLE XIII - AMENDMENT

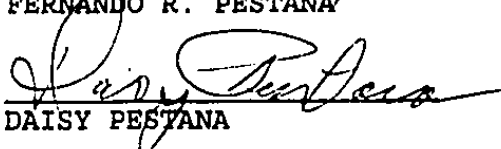
These Articles of Incorporation may be amended in the manner provided by law. Every amendment shall be approved by the Board of Directors, proposed by them to the stockholders and approved at a stockholders' Meeting by the majority of the stock entitled to vote thereon.

ARTICLE XIV - DATE OF COMMENCEMENT OF CORPORATE EXISTENCE

The date of commencement of Corporate existence of this corporation shall be upon filing hereof in the office of the Secretary of State.

IN WITNESS WHEREOF, the Subscriber(s) of the Article of Incorporation has hereunto set their hand(s) and seal(s) this 16th day of MAY, 1975.


FERNANDO R. PESTANA


DAISY PESTANA

STATE OF FLORIDA)
) ss:
COUNTY OF DADE)

I HEREBY CERTIFY THAT on this day before me, a Notary Public, duly authorized in the State and County named above to take

acknowledgments, personally FERNANDO and Daisy Pestana,
to me know to be the person(s) described as Subscriber(s) in and
who executed the foregoing Article of Incorporation, and they
acknowledged before me that they subscribed to these Articles of
Incorporation.

WITNESS my hand and official seal in the County and State
named above this 16th day of May, 1995.

[Signature]
NOTARY PUBLIC, STATE OF FLORIDA

My Commission Expires:



LEOPOLDO DE LA HOZ
MY COMMISSION # CC373579 EXPIRES
May 18, 1998
BONDED THRU TRULY FAIR INSURANCE, INC.

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

In pursuance of Chapter 48.091, Florida Statutes, the
following is submitted, in compliance with said Act:

First--that FM MANAGEMENT & PROMOTIONS, INC. desiring
to organize under the laws of the State of Florida with its
principal office, as indicated in the articles of incorporation at
City of Miami, County of Dade, State of Florida has named FERNANDO
R. PESTANA located at 15771 SW 104 TERR STE 201 City of MIAMI,
County of DADE State of Florida 33196, as its agent to accept
service of process within this state.

Having been named to accept service of process for the
above stated corporation, at place designated in this certificate,
I hereby accept to act in this capacity, and agree to comply with
the provision of said Act relative to keeping open said office.

By:

Fernando R. Pestana
Resident Agent.

FILED
JUL 13 1974
CLERK OF DISTRICT COURT
SOUTHERN DISTRICT OF FLORIDA
MIAMI