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TO: DIVISION OF CORPORATIONS
DEPARTMENT OF STATE
STATE OF FLORIDA
409 EAST GAINES STREET
TALLAHASSEE, FL 32399
FAX: (904) 922-4000

FROM: ADORNO & ZEDER, P.A.
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DOCUMENT TYPE: FLORIDA PROFIT CORPORATION

NAME: JMC CUBAN HOLDINGS, INC.
FAX AUDIT NUMBER: H96000003689
DATE REQUESTED: 03/14/1996
CERTIFIED COPIES: 1
NUMBER OF PAGES: 4
ESTIMATED CHARGE: \$122.50

CURRENT STATUS: REQUESTED
TIME REQUESTED: 16:16:59
CERTIFICATE OF STATUS: 0
METHOD OF DELIVERY: FAX
ACCOUNT NUMBER:

072100000120

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96 MAR 15 PM 2:38
SECRETARY OF STATE
TALLAHASSEE, FLORIDA

96 MAR 15 11:08 AM
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SENT BY:

3-14-90 : 4:40PM :

ADONNO ZEIDER

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ARTICLES OF INCORPORATION
OF
JMC CUBAN HOLDINGS, INC.

SECRET
TALLAHASSEE, FLORIDA
EFFECTIVE DATE
3/7/96
MAR 15 PM 2:38
FILED

The undersigned, acting as Incorporator, signs the following Articles of Incorporation for the purpose of forming a corporation under the laws of the State of Florida.

ARTICLE I

The name of the corporation is:

JMC Cuban Holdings, Inc.

ARTICLE II

The existence of the corporation is effective as of the 7th day of March, 1996 and shall be perpetual.

ARTICLE III

The corporation may engage in any and all businesses and activities permitted by the laws of the State of Florida. The corporation shall have all of the powers vested in a corporation organized under and existing by virtue of such laws. The shareholder of the corporation has duly transferred and assigned to the corporation all of his rights, claims and interests in the

This instrument prepared by:
Justin T. Wilson
2601 S. Bayshore Drive
Suite 1600
Miami, Florida 33133
(305) 858-5555

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Income produced by the properties in Cuba belonging to José Manuel Martínez-Cañas y de León and María del Carmen de León y Luna, as well as the rights to any damages against persons illegally trafficking in such properties.

ARTICLE IV

The maximum number of shares, which this corporation is authorized to have outstanding at any time, is One Thousand (1,000) shares of Common Stock having a par value of One Cent (\$0.01) per share.

ARTICLE V

The initial registered agent and street address of the initial registered office of the corporation shall be:

A Z Registered Agent Corporation
2601 South Bayshore Drive
Suite 1600
Miami, Florida 33133

ARTICLE VI

This corporation shall have one (1) director initially. The name and address of the initial director of the corporation, who shall hold office until his qualified successor is elected or until his earlier resignation or removal from office, is:

José Manuel Martínez-Cañas y de León
6820 Altamira Street
Coral Gables, Florida 33146

SENT BY:

3-14-96 4:40PM

ADMINISTRATIVE

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The number of directors may be increased or decreased from time to time pursuant to the bylaws of the corporation, but shall not be less than one (1).

ARTICLE VII

The name and address of the Incorporator of the corporation is:

A Z Registered Agent Corporation
2601 South Bayshore Drive
Suite 1600
Miami, Florida 33133

ARTICLE VIII

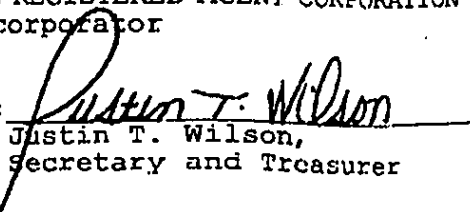
The principal business and mailing address of the corporation shall be:

6820 Altamira Street
Coral Gables, Florida 33146

Executed at Miami, Florida this 14th day of March, 1996.

A Z REGISTERED AGENT CORPORATION
Incorporator

By:


Justin T. Wilson,
Secretary and Treasurer

SENT BY:

3-14-96 : 4:48PM :

ADOMO ZEDER-

1#11

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ACCEPTANCE BY REGISTERED AGENT

Having been appointed the Registered Agent of JMC Subart Holdings, Inc., the undersigned accepts such appointment and agrees to act in such capacity.

Dated this 14th day of March, 1996.

A Z REGISTERED AGENT CORPORATION
Registered Agent

By: Justin T. Wilson
Justin T. Wilson,
Secretary and Treasurer