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FLORIDA DIVISION OF CORPORATIONS

EFFECTIVE DATE
3-11-96

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STATE OF FLORIDA SUITE 1600
409 EAST GAINES STREET MIAMI FL 33133- 34-
TALLAHASSEE, FL 32399 CONTACT: JUSTIN T WILSON
FAX: (904) 922-4000 PHONE: (305) 860-7098
FAX: (305) 858-4777
DOCUMENT TYPE: FLORIDA PROFIT CORPORATION
OR P.A.

NAME: FERMIN ALVAREZ CUBAN HOLDINGS, INC.
FAX AUDIT NUMBER: H96000003880 CURRENT STATUS: REQUESTED
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ARTICLES OF INCORPORATION
OF

FERMÍN ÁLVAREZ CUBAN HOLDINGS, INC.

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:

Fermín Álvarez Cuban Holdings, Inc.

ARTICLE II

The existence of the corporation is effective as of the 11th 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 shareholders of the corporation have duly transferred and assigned to the corporation all of their 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 those properties in Cuba belonging to Fermin Alvarez and/or Maria del Carmen Varela-Prado, 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, are:

Fermin Alvarez
14240 Kendall Lakes Boulevard
Miami, Florida 33183

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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

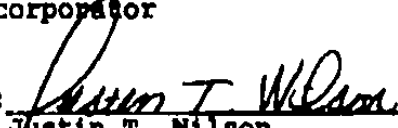
The principal business and mailing address of the corporation shall to:

14240 Kendall Lakes Boulevard
Miami, Florida 33183

Executed at Miami, Florida this 11th day of March, 1996.

A Z REGISTERED AGENT CORPORATION
Incorporator

By:


Justin T. Wilson,
Secretary and Treasurer

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ACCEPTANCE BY REGISTERED AGENT

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

Dated this 11th day of March, 1996.

A Z REGISTERED AGENT CORPORATION
Registered Agent

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

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SENT BY: