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NAME: FERRE HOLDING CORP.

AUDIT NUMBER.....H96000017590

DOC TYPE.....FLORIDA PROFIT CORPORATION OR P.A.

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## ARTICLES OF INCORPORATION

OF

FERRE HOLDING CORP.

The undersigned hereby adopt the following Articles of Incorporation for the purpose of forming a corporation under the Florida Business Corporation Act:

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### I. NAME

The name of this corporation is Ferre Holding Corp. (the "Corporation"). The principal place of business and mailing address of the Corporation is Suite 1100, 2665 South Bayshore Drive, Miami, Florida 33133.

### II. EFFECTIVE DATE AND DURATION

The effective date of this Corporation shall be December 16, 1996, and shall exist perpetually thereafter unless sooner dissolved according to law.

### III. PURPOSE

This Corporation is authorized to engage in any business permitted to corporations organized under the Florida Business Corporation Act.

### IV. CAPITALIZATION

The maximum number of shares which this Corporation is authorized to have outstanding at any time is 1,000 shares of common stock having no par value.

Juan T. O'Haghan  
Fla. Bar No.: 308774  
Suite 1100  
2665 South Bayshore Drive  
Miami, Florida 33133  
(305) 286-0800

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## V.

## INITIAL REGISTERED OFFICE AND AGENT

The initial registered office of this Corporation shall be Suite 1100, 2885 South Bayshore Drive, Miami, Florida and the initial registered agent of this Corporation at such office shall be Juan T. O'Naghten, who upon accepting this designation agrees to comply with the provisions of Section 48.091, Florida Statutes, as amended from time to time, with respect to keeping an office open for service of process.

## VI.

## INITIAL DIRECTORS

The number of directors constituting the board of directors of the corporation shall be determined in accordance with the bylaws, but shall not be less than one (1). The name and address of the person who is to serve as the sole member of the initial board of directors are:

Name

Jose Luis Ferré

AddressSuite 1100, 2875 South Bayshore Drive  
Miami, Florida 33131

## VII.

## INCORPORATOR

The incorporator is Juan T. O'Naghten and his address is Suite 1100, 2885 South Bayshore Drive, Miami, Florida 33131.

In witness whereof, the undersigned has executed these Articles of Incorporation on December 16, 1996.

  
\_\_\_\_\_  
Juan T. O'Naghten, Incorporator

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**CERTIFICATE OF DESIGNATION OF  
REGISTERED AGENT AND REGISTERED OFFICE  
AND ACCEPTANCE OF APPOINTMENT OF REGISTERED AGENT**

1. The name of the Corporation is: Ferré Holding Corp.

2. The name and address of the registered agent and the registered office is: Juan T. O'Naghton,  
Suite 1100, 2665 South Bayshore Drive, Miami, Florida 33133

Pursuant to Sections 48.091 and 807.0501, et seq., Florida Statutes, the undersigned has been named to act as the registered agent of the Corporation at the place designated in this certificate and the undersigned agrees to accept such appointment and to act in that capacity. The undersigned further agrees that the undersigned will comply with all provisions of all statutes relating to the proper and complete performance of the duties of the registered agent of the Corporation and that the undersigned is familiar with and accepts the obligations of the position of registered agent for the Corporation.

Date: December 16, 1996

  
\_\_\_\_\_  
Juan T. O'Naghton, Registered Agent

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