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FLORIDA DIVISION OF CORPORATIONS  
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TO: DIVISION OF CORPORATIONS  
FROM: RICARDO BAJANDAS, P.A.  
CONTACT: RICARDO BAJANDAS  
PHONE: (305)377-0909

FAX #: (850)487-6013

ACCT#: 110263002111

FAX #: (305)377-1771

NAME: P & A HOLDINGS, INC.  
AUDIT NUMBER.....H98000019906  
DOC TYPE.....FLORIDA PROFIT CORPORATION OR P.A.  
CERT. OF STATUS..0 PAGES..... 3  
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FAX AUDIT NUMBER h98000019906 0

SECRETARY OF STATE  
TALLAHASSEE, FLORIDA

ARTICLES OF INCORPORATION

OF

P & A Holdings, Inc.

The undersigned incorporator, for the purpose of forming a corporation for profit under the Florida Business Corporation Act, hereby adopts the following Articles of Incorporation:

ARTICLE I

The name of the corporation is P & A Holdings, Inc., (the "Corporation").

ARTICLE II

The Corporation is organized for the purpose of transacting any and all lawful business for which corporations may be formed under the Florida Business Corporation Act, and all amendments and supplements thereto, or any law enacted to take the place thereof (collectively, the "Act").

ARTICLE III

The Corporation is authorized to issue Ten Thousand (10,000) shares of common stock, with a par value of \$1.00 per share.

ARTICLE IV

The address of the principal office of the Corporation, and its mailing address, is 601 Brickell Key Drive, Suite 705, Miami, Florida 33131.

Preparer:

Ricardo Bajandas, Esq.

De La Peña, Villanueva, & Bajandas, LLP

601 Brickell Key Drive, Suite 705

Miami, Florida 33131

Ph. (305) 377-0909

FL BAR NO. 0987750

FAX AUDIT NUMBER h98000019906 0

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ARTICLE V

The street address of the Corporation's initial registered office is 601 Brickell Key Drive, Suite 705, Miami, Florida 33131 and the name of the initial registered agent at such office is the law office of De La Peña, Villanueva & Bajandas, LLP.

ARTICLE VI

The Corporation shall indemnify, and advance expenses to, to the fullest extent authorized or permitted by the Act, any person made, or threatened to be made, a party to any action, suit or proceeding by reason of the fact that he is or was a director or officer of the Corporation or is or was serving at the request of the Corporation as a director or officer of another corporation. Unless otherwise expressly prohibited by the Act, and except as otherwise provided in the foregoing sentence, the Board of Directors of the Corporation shall have the sole and exclusive discretion, on such terms and conditions as it shall determine, to indemnify, or advance expenses to, any person made, or threatened to be made, a party to any action, suit, or proceeding by reason of the fact that he is or was an employee or agent of the Corporation, or is or was serving at the request of the Corporation as an employee or agent of another corporation, partnership, joint venture, trust or other enterprise. Except for any person who is or was a director or officer of the Corporation, or any person who is or was serving at the request of the Corporation as a director or officer of another corporation, no employee or agent of the Corporation may apply for indemnification or advancement of expenses to any court of competent jurisdiction.

ARTICLE VII

The name and address of the incorporator of the Corporation is Ricardo Bajandas, De La Peña, Villanueva, & Bajandas, LLP, 601 Brickell Key Drive, Suite 705, Miami, Florida 33131.

IN WITNESS WHEREOF, the undersigned incorporator has executed these Articles of Incorporation as of the 5 day of October, 1998.

  
Ricardo Bajandas, Incorporator

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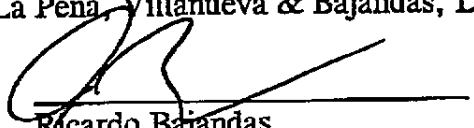
FAX AUDIT NUMBER h98000019906 0ACCEPTANCE BY REGISTERED AGENT

Having been named to accept service of process for P & A Holdings, Inc., at the place designated in the articles of incorporation: (i) I agree to act in this capacity; (ii) I agree to comply with the provisions of all statutes relative to the proper and complete performance of my duties; and (iii) I accept the duties and obligations of acting as registered agent pursuant to Section 607.0505 of the Florida Business Corporation Act.

Dated as of the 27 day of October, 1998.


De La Peña, Villanueva &amp; Bajandas, LLP

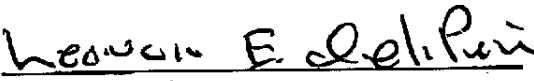
BY:

  
 Ricardo Bajandas  
 Partner

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 SECRETARY OF STATE  
 TALLAHASSEE, FLORIDA

The foregoing instrument was acknowledged before me on this 27<sup>th</sup> day of October, 1998 by Ricardo Bajandas to me personally known and who have taken the oath.

  
 Notary Public, State of Florida

  
 (Print Name)

My Commission Expires: \_\_\_\_\_

Dated as of the 27 day of October, 1998.
 LEONCIO E DE LA PENIA  
 My Commission CC429688  
 Expires Dec 27 1998  
 Bonded by HAI  
 800-422 1555
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