



**Department of State.**

**CERTIFICATE OF INCORPORATION  
OF**

K & A, INC.

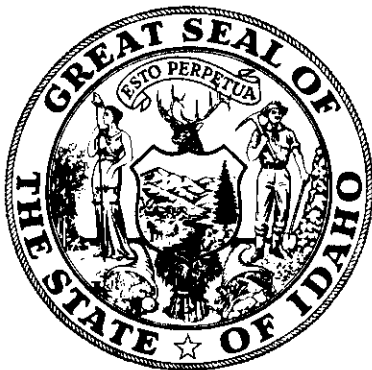
I, PETE T. CENARRUSA, Secretary of State of the State of Idaho, hereby certify that duplicate originals of Articles of Incorporation for the incorporation of \_\_\_\_\_

K & A, INC.

, duly signed pursuant to the provisions of the Idaho Business Corporation Act, have been received in this office and are found to conform to law.

ACCORDINGLY and by virtue of the authority vested in me by law, I issue this Certificate of Incorporation and attach hereto a duplicate original of the Articles of Incorporation.

Dated September 1, 19 81.



*Pete T. Cenarrusa*

SECRETARY OF STATE

\_\_\_\_\_  
Corporation Clerk

ARTICLES OF INCORPORATION

OF

K & A, INC.

The undersigned, acting as the Incorporator of a corporation under the Idaho Business Corporation Act, adopts the following Articles of Incorporation for such corporation:

I.

The name of the corporation is K & A, Inc.

II.

The period of its duration is perpetual.

III.

The purpose or purposes for which the corporation is organized are the transaction of any and all lawful business for which corporations may be incorporated under the Idaho Business Corporation Act.

IV.

The street and mailing addresses of the initial registered office of the corporation are Sun Valley Mall, Sun Valley, Idaho, and P. O. Box 2995, Ketchum, Idaho, respectively, and the name of its initial registered agent at such addresses is Kathryn S. Crosson.

V.

The aggregate number of shares which the corporation shall have authority to issue is 50,000, all of which shall be common stock with a par value of \$1.00 per share, to be held, sold, and paid for at such time and in such manner as the Board of Directors may from time to time determine.

VI.

The number of directors constituting the initial board of directors of the corporation is three (3). The names and mailing addresses of the persons who are to serve as directors until the first annual meeting of shareholders, or until their successors are elected and shall qualify, are:

<u>NAME</u>	<u>MAILING ADDRESS</u>
Kathryn S. Crosson	P. O. Box 2995 Ketchum, Idaho 83340
Arnold G. Espe	P. O. Box 420 Anchorage, Alaska 99510
Joan V. Espe	P. O. Box 420 Anchorage, Alaska 99510

VII.

The name and mailing address of the Incorporator is:

<u>NAME</u>	<u>MAILING ADDRESS</u>
James P. Speck	P. O. Box 987 Ketchum, Idaho 83340

DATED this 28th day of August, 1981.

STATE OF IDAHO       )  
                              ) ss.  
County of Blaine     )

James P. Speck  
James P. Speck

On this 28th day of August, 1981, before me, the undersigned, a notary public in and for said state, personally appeared JAMES P. SPECK, known to me to be the person whose name is subscribed to the within instrument, and acknowledged to me that he executed the same.

IN WITNESS WHEREOF, I have hereunto set my hand and seal the day and year in this certificate first above written.

X. Callahan  
Notary Public for Idaho  
Residing at: Ketchum Id