

176669
Florida Department of State
Division of Corporations
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MERGER OR SHARE EXCHANGE

Ryder Truck Rental, Inc.

Certificate of Status	1
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**ARTICLES OF MERGER
FOR
FLORIDA PROFIT CORPORATIONS**

The following Articles of Merger are submitted to merge the following Florida for Profit Corporation in accordance with §607.1105 of the Florida Statutes.

FIRST: The name and jurisdiction of surviving corporation:

<u>Name</u>	<u>Jurisdiction</u>
Ryder Truck Rental, Inc.	Florida 176669

SECOND: The name and jurisdiction of each merging corporation:

<u>Name</u>	<u>Jurisdiction</u>
Ryder Fleet Products, LLC	Tennessee 902171
Ryder Truck Rental, Inc.	Florida

THIRD: The plan of merger is attached.

FOURTH: The merger shall become effective upon filing with the Florida Secretary of State.

FIFTH: The Plan of Merger was adopted by the shareholders and the board of directors of the surviving corporation as of December 18, 2023.

SIXTH: The Plan of Merger was adopted by the member of the merging corporation as of December 18, 2023.

SEVENTH: Signatures for each party:

<u>Name of Entity</u>	<u>Signature</u>	<u>Typed or Printed Name of Individual</u>
Ryder Fleet Products, LLC	<i>David M. Beilin</i>	Name: David M. Beilin Title: Assistant Secretary of its sole Member
Ryder Truck Rental, Inc.	<i>David M. Beilin</i>	Name: David M. Beilin Title: Assistant Secretary

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PLAN OF MERGER

The following plan of merger is submitted in compliance with section 607.1101, Florida Statutes, and in accordance with the laws of any other applicable jurisdiction of incorporation.

FIRST: The name and jurisdiction of surviving corporation:

<u>Name</u>	<u>Jurisdiction</u>
Ryder Truck Rental, Inc.	Florida

SECOND: The name and jurisdiction of each merging corporation:

<u>Name</u>	<u>Jurisdiction</u>
Ryder Fleet Products, LLC	Tennessee
Ryder Truck Rental, Inc.	Florida

THIRD: The terms and conditions of the merger are as follows:

Ryder Fleet Products, LLC, a Tennessee limited liability corporation ("RFP"), shall be merged with and into Ryder Truck Rental, Inc., a Florida corporation ("RTR"), upon filing of this Plan of Merger with the Florida Secretary of State (the "Effective Time") with RTR surviving the merger (the "Merger").

At the Effective Time, (A) the membership interest in RFP issued and outstanding shall, by virtue of the merger and without any action on the part of the holder thereof, be cancelled and no payment will be made with respect thereto, and (B) each share of common stock of RTR issued and outstanding shall, by virtue of the merger and without any action on the part of the holder thereof, remain outstanding after the merger and shall be unaffected by the merger.

Following the Effective Time, the corporate existence of RTR, with all of its purposes, powers and objects, shall continue unaffected and unimpaired by the Merger, and as the surviving entity, it shall, from and after the Effective Time, possess all of the rights, privileges, immunities, powers and purposes of RFP, and all of the property (real, personal and intangible), causes of action and every other asset of RFP shall vest in RTR, and RTR shall assume all of the obligations and liabilities of RFP, all without further act or deed.

The separate existence of RFP shall cease upon the effectiveness of the Merger.

The Articles of Incorporation and Bylaws RTR in effect immediately prior to the Effective Time shall be and thereafter remain the Articles of Incorporation and Bylaws of the Surviving Party, until amended in accordance with applicable law.

The directors and the officers of RTR in office immediately prior to the Effective Time shall be the directors and the officers of the Surviving Party; each such director and officer shall hold office until his or her resignation or removal, in accordance with the Articles of Incorporation and Bylaws of the Surviving Party and applicable law.

At the Effective Time, the Merger shall have the effects set forth in the Florida Statutes.