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Florida Department of State

Division of Corporations

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FLORIDA LIMITED LIABILITY CO.

EMCA management LLC

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**ARTICLES OF ORGANIZATION
OF
EMCA MANAGEMENT, LLC**

ARTICLE I - Name

The name of the limited liability company is EMCA Management, LLC (the "Company").

ARTICLE II - Address

The mailing address and street address of the principal office of the Company is 355 Alham Circle, Ste. 1000, Coral Gables, Florida 33134.

ARTICLE III- Management

The Company shall be managed by its member, as set forth in the Company's Operat Agreement and is therefore a member-managed Company. The Company's initial member-manger sh be:

Name

Address

Francisco Martinez-Cosentino Justo

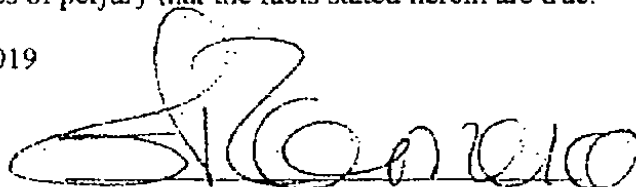
355 Alhambra Circle, Ste. 1000
Coral Gables, Florida 33134

ARTICLE IV - Registered Agent and Office

The street address of the Company's initial registered agent and office is 1200 South Pine Isle Road, Plantation, FL 33324, and the name of its initial registered agent at such office is NRAI Servic Inc.

In accordance with Section 605.0203(1)(b), Florida Statutes, the execution of this docum constitutes an affirmation under the penalties of perjury that the facts stated herein are true.

Dated this 24th day of September, 2019



Name: Noemi Romero

Title: Authorized Representative

ACCEPTANCE OF APPOINTMENT OF REGISTERED AGENT

The undersigned, having been named as Registered Agent and to accept service of process for **EMCA, LLC**, at the place designated in these Articles of Organization, hereby accepts the appointment as registered agent and agrees to act in such capacity. The undersigned further agrees to comply with the provisions of all statutes relating to the proper and complete performance of its duties, and is familiar with and accepts the obligations of its position as registered agent as provided for in Florida Statute Chapter 605.

Dated this 20th day of September, 2019.

NRAI SERVICES, INC.

By: James M. Halpin
Name: James M. Halpin
Title: Assistant Secretary

SECRETARY OF STATE
TALLAHASSEE, FL