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FLORIDA LIMITED LIABILITY CO.
M&M Holdings Company

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Page Count	02
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Electronic Filing Menu

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Help

H23000053856 3

ARTICLES OF ORGANIZATION
OF
DUCHARME HOLDINGS, LLC

ARTICLE I -- NAME

The name of the Limited Liability Company is Ducharme Holdings, LLC (the "Company").

ARTICLE II -- ADDRESS

The mailing address and street address of the principal office of the Company is 135 San Lorenzo Avenue, Coral Gables, FL 33146.

ARTICLE III - MANAGEMENT

The Company shall be managed by a manager and is therefore manager-managed. The name and address of the initial manager is Monika Ducharme, P.O. Box 30041, Palm Beach Gardens, FL 33410.

ARTICLE IV -- REGISTERED AGENT AND OFFICE

The street address of the Company's initial registered office is 135 San Lorenzo Avenue, Suite 850, Coral Gables, Florida 33146, and the name of its initial registered agent at such office is FL Corporate & Tax Services, LLC.

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

The undersigned has executed these Articles of Organization this 9th day of February, 2023.

Leonardo J. Caraballo, Authorized Representative

H23000053856 3

H23000053856 3

ACCEPTANCE OF APPOINTMENT OF REGISTERED AGENT

The undersigned, having been named as registered agent and to accept service of process for the Company at the place designated in this Articles of Organization, hereby accepts the appointment as registered agent and agrees to act in this 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 Chapter 605, Florida Statutes.

Dated this 9th day of February, 2023

FL Corporate & Tax Services, LLC

By: _____
Alexander J. Faria, Vice President

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