

**Electronic Articles of Organization
For
Florida Limited Liability Company**

L23000135937
FILED 8:00 AM
March 16, 2023
Sec. Of State
slsingleton

Article I

The name of the Limited Liability Company is:

PHORMA BUSINESS STRATEGY LLC

Article II

The street address of the principal office of the Limited Liability Company is:

1000 ISLAND BOULEVARD
SUITE 1409
AVENTURA, FL. UN 33160

The mailing address of the Limited Liability Company is:

1000 ISLAND BOULEVARD
SUITE 1409
AVENTURA, FL. UN 33160

Article III

The name and Florida street address of the registered agent is:

GIULIANA A LIMA MRS
1000 ISLAND BOULEVARD
SUITE 1409
AVENTURA, FL. 33160

Having been named as registered agent and to accept service of process for the above stated limited liability company at the place designated in this certificate, I hereby accept the appointment as registered agent and agree to act in this capacity. I further agree to comply with the provisions of all statutes relating to the proper and complete performance of my duties, and I am familiar with and accept the obligations of my position as registered agent.

Registered Agent Signature: GIULIANA BRANDAO DE LIMA

Article IV

The name and address of person(s) authorized to manage LLC:

Title: MGR
GIULIANA A BRANDAO DE LIMA MRS
1000 ISLAND BOULEVARD, SUITE 1409
AVENTURA, FL. 33160 UN

Title: MGR
PAOLA A CALLAHAN MRS
1000 ISLAND BOULEVARD, SUITE 1409
AVENTURA, FL. 33160 UN

Title: MGR
JULIO JOSE A RODRIGUES ALVES MR
1000 ISLAND BOULEVARD, SUITE 1409
AVENTURA, FL. 33160 UN

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Article V

The effective date for this Limited Liability Company shall be:

03/16/2023

Signature of member or an authorized representative

Electronic Signature: GIULIANA BRANDAO DE LIMA

I am the member or authorized representative submitting these Articles of Organization and affirm that the facts stated herein are true. I am aware that false information submitted in a document to the Department of State constitutes a third degree felony as provided for in s.817.155, F.S. I understand the requirement to file an annual report between January 1st and May 1st in the calendar year following formation of the LLC and every year thereafter to maintain "active" status.