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Key West Havana Ferry Service, LLC	
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ARTICLES OF ORGANIZATION OF Key West Havana Ferry Service, LLC

The undersigned, acting as the organizer of a limited liability company to be formed under the Florida Revised Limited Liability Company Act, as amended (the "Act"), hereby forms a Florida limited liability company (this "Company") pursuant to the Act and hereby sets forth the following Articles of Organization (these "Articles"):

ARTICLE I <u>Name</u>

The name of this Company shall be Key West Havana Ferry Service, LLC.

ARTICLE II Place of Business

The principal place of business of this Company shall be 506 Fleming Street, Key West. Florida 33040 and the mailing address of this Company shall be 506 Fleming Street Key West. FL 33040, and such other place or places as may be designated by the manager from time to time.

ARTICLE III Registered Agent and Office

The initial registered agent for this Company shall be Robert A. Spottswood. Jr. and the address of the Registered Agent for service of process shall be 506 Fleming Street, Key West, Florida 33040.

ARTICLE IV Management of Business

The company shall be manager-managed. This initial Manager of the Company shall be Spottswood Management. Inc.

The undersigned has executed these Articles of Organization on this $\frac{8}{100}$ day of Januar 2024.

Robert A. Spottswood, Jr. Authorized Representative

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CERTIFICATE OF DESIGNATION AND ACCEPTANCE OF REGISTERED AGENT Key West Havana Ferry Service, LLC

The undersigned, having been named Registered Agent and designated to accept service of process for the above-stated Company, at 506 Fleming Street, Key West, Florida 33040, hereby agrees to act in this capacity, and further agrees to comply with the provisions of all statutes relative to the proper and complete performance of the duties hereunder.

Dated this 8 day of January 2024.

Robert A. Spottswood, Jr.