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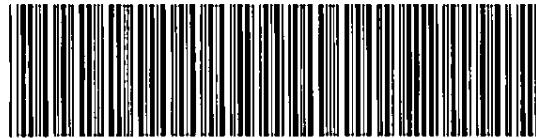
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**TO: New Filing Section
Division of Corporations**

SUBJECT: Pen Air CUSO Holdings, LLC

Name of Limited Liability Company

The enclosed Articles of Organization and fee(s) are submitted for filing.

Please return all correspondence concerning this matter to the following:

Jack E. Kiker, III, Esq.

Name of Person

Williams, Gautier, Gwynn, DeLoach & Kiker, P.A.

Firm/Company

2010 Delta Boulevard

Address

Tallahassee, FL 32303

City/State and Zip Code

jake.kiker@williamsgautier.com

E-mail address: (to be used for future annual report notification)

For further information concerning this matter, please call:

Jake Kiker, III 850 386-3300

Name of Person Area Code Daytime Telephone Number

Enclosed is a check for the following amount:

- | | | | |
|---|---|---|---|
| <input checked="" type="checkbox"/> \$125.00 Filing Fee | <input type="checkbox"/> \$130.00 Filing Fee &
Certificate of Status | <input type="checkbox"/> \$155.00 Filing Fee &
Certified Copy
(additional copy is enclosed) | <input type="checkbox"/> \$160.00 Filing Fee,
Certificate of Status &
Certified Copy
(additional copy is enclosed) |
|---|---|---|---|

Mailing Address

New Filing Section
Division of Corporations
P.O. Box 6327
Tallahassee, FL 32314

Street Address

New Filing Section Division
The Centre of Tallahassee
2415 N. Monroe Street, Suite 810
Tallahassee, FL 32303

**ARTICLES OF ORGANIZATION OF
Pen Air CUSO Holdings, LLC**

The undersigned, being authorized to execute and file these Articles of Organization, hereby certifies that:

ARTICLE I — Name:

The name of the Limited Liability Company (hereinafter referred to as the "Company") is:

"Pen Air CUSO Holdings, LLC"

ARTICLE II — Addresses:

The initial mailing address of the Company is follows:

1495 E. Nine Mile Road
Pensacola, Florida 32514

The initial street address of the principal office of the Company is as follows:

1495 E. Nine Mile Road
Pensacola, Florida 32514

ARTICLE III — Management:

The Company is to be managed by a Board of Directors, each member of which shall be considered a Manager (acting under the direction of the Member(s) in accordance with the terms of the Operating Agreement of the Company to be adopted thereby), and it is, therefore, a Manager-managed company. The initial Managers shall be Charles Blackwell, John Huddleston, and Lee Morgan.

ARTICLE IV — Registered Agent:

The name and the Florida street address of the initial registered agent are:

Jack E. Kiker, III, Esq.
Williams, Gautier, Gwynn, DeLoach & Kiker, P.A.
2010 Delta Blvd.
Tallahassee, Florida 32303

Filing Fee: \$100.00 for Articles of Organization
 \$25.00 for Designation of Registered Agent

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 as provided for in Chapter 605, *Florida Statutes*.



Jack E. Kiker, III

IN WITNESS WHEREOF, I have signed these Articles of Organization as an authorized representative of the Company as directed by its Manager(s), and acknowledge them to be my act this 23 day of January, 2024. 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. I am aware that any false information submitted in a document to the Department of State constitutes a third-degree felony as provided for in Section 817.115, *Florida Statutes*.



Charles Blackwell

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