Electronic Articles of Incorporation For

P21000104541 FILED December 15, 2021 Sec. Of State sjkurisko

M. SALMON & ASSOCIATES, INC.

The undersigned incorporator, for the purpose of forming a Florida profit corporation, hereby adopts the following Articles of Incorporation:

Article I

The name of the corporation is:

M. SALMON & ASSOCIATES, INC.

Article II

The principal place of business address:

C/O LOUIS LANZILLO, REGENCY TOWER 3850 GALT OCEAN DRIVE, UNIT 207 FORT LAUDERDALE, FL. 33308

The mailing address of the corporation is:

C/O LOUIS LANZILLO, REGENCY TOWER 3850 GALT OCEAN DRIVE, UNIT 207 FORT LAUDERDALE, FL. 33308

Article III

The purpose for which this corporation is organized is:

PROVIDE CONSULTING AND EDUCATIONAL COURSE IN THE AREA OF NETWORKING, PROFESSIONAL AND CAREER DEVELOPMENT, AND FOR ANY OTHER PURPOSE ALLOWED A CORPORATION UNDER FLORIDA LAW.

Article IV

The number of shares the corporation is authorized to issue is: 100

Article V

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

MICHAEL F SALMON C/O LOUIS LANZILLO, REGENCY TOWER 3850 GALT OCEAN DRIVE, UNIT 207 FORT LAUDERDALE, FL. 33308

I certify that I am familiar with and accept the responsibilities of registered agent.

Registered Agent Signature: MICHAEL F. SALMON

Article VI

The name and address of the incorporator is:

MICHAEL F. SALMON 22 LATISQUAMA ROAD

SOUTHBOROUGH, MA 01772

Electronic Signature of Incorporator: MICHAEL F. SALMON

I am the incorporator submitting these Articles of Incorporation 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 this corporation and every year thereafter to maintain "active" status.

Article VII

The initial officer(s) and/or director(s) of the corporation is/are:

Title: PRES MICHAEL F SALMON 22 LATISQUAMA ROAD SOUTHBOROUGH, MA. 01772

Title: TREA MICHAEL F SALMON 22 LATISQUAMA ROAD SOUTHBOROUGH, MA. 01772

Title: SEC MICHAEL F SALMON 22 LATISQUAMA ROAD SOUTHBOROUGH, MA. 01772

Title: CFO LOUIS J LANZILLO JR. 300 BOYLSTON STREET, UNIT 909 BOSTON, MA. 02116

Title: DIR MICHAEL F SALMON 22 LATISQUAMA ROAD SOUTHBOROUGH, MA. 01772

Title: DIR LOUIS J LANZILLO JR. 300 BOYLSTON STREET, UNIT 909 BOSTON, MA. 02116 P21000104541 FILED December 15, 2021 Sec. Of State sjkurisko