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Florida Department of State

Division of Corporations
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To: Division of Corporations
Fax Number : (850)617-6381

From: Account Name : COMPUTERSHARE
Account Number : 110432003053
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TALLAHASSEE, FL

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FLORIDA PROFIT/NON PROFIT CORPORATION

JAM Publishing, Inc.

Certificate of Status	1
Certified Copy	0
Page Count	04
Estimated Charge	\$78.75

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ARTICLES OF INCORPORATION

Article I. Name

The name of this Florida corporation is:
JAM Publishing, Inc.

Article II. Address

The street and mailing address of the Corporation's initial principal office is:
JAM Publishing, Inc.
1118 Cotorro Avenue
Coral Gables FL 33146

Article III. Registered Agent

The name and address of the Corporation's registered agent is:
Jose Antonio Martinez
1118 Cotorro Avenue
Coral Gables FL 33146

Article IV. Board of Directors

The name of each member of the Corporation's Board of Directors is:
Jose Antonio Martinez

The affairs of the Corporation shall be managed by a Board of Directors consisting of no less than one director. The number of directors may be increased or decreased from time to time in accordance with the Bylaws of the Corporation. The election of directors shall be done in accordance with the Bylaws. The directors shall be protected from personal liability to the fullest extent permitted by applicable law.

Computershare Governance Services Inc.
d/b/a Corporate Creations International
801 US Highway 1
North Palm Beach FL 33408
(561) 694-8107

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Article V. Officers. The Corporation's officers are:

President	Jose Antonio Martinez
Secretary	Jose Antonio Martinez

Article VI. Capital Stock

The Corporation shall have the authority to issue 100 shares of common stock, par value \$1.00 per share.

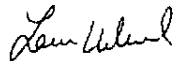
Article VII. Incorporator

The name and address of the incorporator is:
Computershare Governance Services Inc.
801 US Highway 1
North Palm Beach FL 33408

Article VIII. Corporate Existence

These Articles of Incorporation shall become effective and the corporate existence will begin on May 25, 2023.

The undersigned incorporator executed these Articles of Incorporation on May 25, 2023.



COMPUTERSHARE GOVERNANCE SERVICES INC.
Michael Reinhold Vice President
Lauren Underwood, Attorney-in-Fact

Computershare Governance Services Inc.
d/b/a Corporate Creations International
801 US Highway 1
North Palm Beach FL 33408
(561) 694-8107

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CERTIFICATE OF DESIGNATION REGISTERED AGENT/OFFICE

CORPORATION:

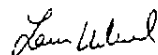
JAM Publishing, Inc.

REGISTERED AGENT/OFFICE:

Jose Antonio Martinez
1118 Cotorro Avenue
Coral Gables FL 33146

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I agree to act as registered agent to accept service of process for the corporation named above at the place designated in this Certificate. I agree to comply with the provisions of all statutes relating to the proper and complete performance of the registered agent duties. I am familiar with and accept the obligations of the registered agent position.



JOSE ANTONIO MARTINEZ
Lauren Underwood, Attorney-in-Fact

Date: May 25, 2023

Computershare Governance Services Inc.
d/b/a Corporate Creations International
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North Palm Beach FL 33408
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