

STATE OF CALIFORNIA

California Secretary of State

Sacramento, California 95814

1500 11th Street

(916) 657-5448

Office of the Secretary of State

ARTICLES OF ORGANIZATION CA LIMITED LIABILITY COMPANY

2020002100

For Office Use Only



File No.: 202565219899 Date Filed: 1/9/2025

| Limited Liability Company Name Limited Liability Company Name | Blanchard Executive Solutions LLC |
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| | |
| Initial Street Address of Principal Office of LLC Principal Address | 2261 MARKET STREET STE 22898 SAN FRANCISCO, CA 94114 |
| Initial Mailing Address of LLC | |
| Mailing Address | 2261 MARKET STREET STE 22898 SAN FRANCISCO, CA 94114 |
| Attention | |
| Agent for Service of Process | |
| California Registered Corporate Agent (1505) | UNIVERSAL REGISTERED AGENTS, INC. Registered Corporate 1505 Agent |
| Purpose Statement The purpose of the limited liability company is to engage in any lawful act or activity for which a limited liability company may be organized under the California Revised Uniform Limited Liability Company Act. | |
| Management Structure | |
| The LLC will be managed by | One Manager |
| Additional information and signatures set forth on attached pages, if any, are incorporated herein by reference and made part of this filing. | |
| Electronic Signature | |
| By signing, I affirm under penalty of perjury that the information herein is true and correct and that I am authorized by California law to sign. | |
| Melissa Blanchard | 01/09/2025 |
| Organizer Signature | Date |
| | |