

**ARTICLES OF INCORPORATION
OF
IAR, INC.**

The undersigned, being a natural person of at least 18 years of age and acting as the incorporator of the Corporation hereby being formed under the Alabama Business Corporation Act, does hereby certify that:

Article 1. The name of the Corporation is:

IAR, INC.

Article 2. The Corporation is formed for the following purposes:

The purpose or purposes for which the corporation is organized are for the transaction of any and all lawful business for which the corporation may be incorporated under the Alabama Business Corporation Act.

To enter into, perform and carry out contracts and agreements of every kind and nature, with any person, firm, corporation or other entity, and any state, county, municipal or other governmental body, including all boards, bureaus and agencies thereof.

To carry on any other activities necessary to, in connection with or incidental to the foregoing.

The provisions of this Article shall be construed as purposes and objects, and the matters expressed in each provision hereof shall not be limited in any way, except as otherwise expressly provided herein, by reference to or inference from the terms of any other provision hereof, and shall be regarded as independent purposes and objects. The enumeration of specified purposes and objects shall not be construed to exclude, limit or otherwise restrict in any manner any power, right or privilege given to the Corporation herein or by law, or to limit or restrict in any manner the meaning of the provisions hereof, or the general powers of the Corporation, nor shall the expression of one thing be deemed to exclude another, although it be of like nature, not expressed.

Article 3. The street address of the registered office of the Corporation in the State of Alabama is 800 Corporate Parkway, Suite 100, Birmingham, AL 35242, and the name of the Corporation's initial registered agent upon whom process against the Corporation may be served at said registered office is Wilson Hunter Sheperd.

Article 4. The total number of shares of stock which the Corporation shall have authority to issue is 1,000 shares, One Dollar (\$1.00) par value, all of which shall be of the same class and all of which are designated as common stock.



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Shelby Cnty Judge of Probate, AL
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The undersigned, constituting the **ONLY** Directors and Shareholders of IAR, INC. hereby acknowledges that the respective ownership interest and initial equity of the Corporation is as follows:

Wilson H. Shepherd, Jr. **50%**

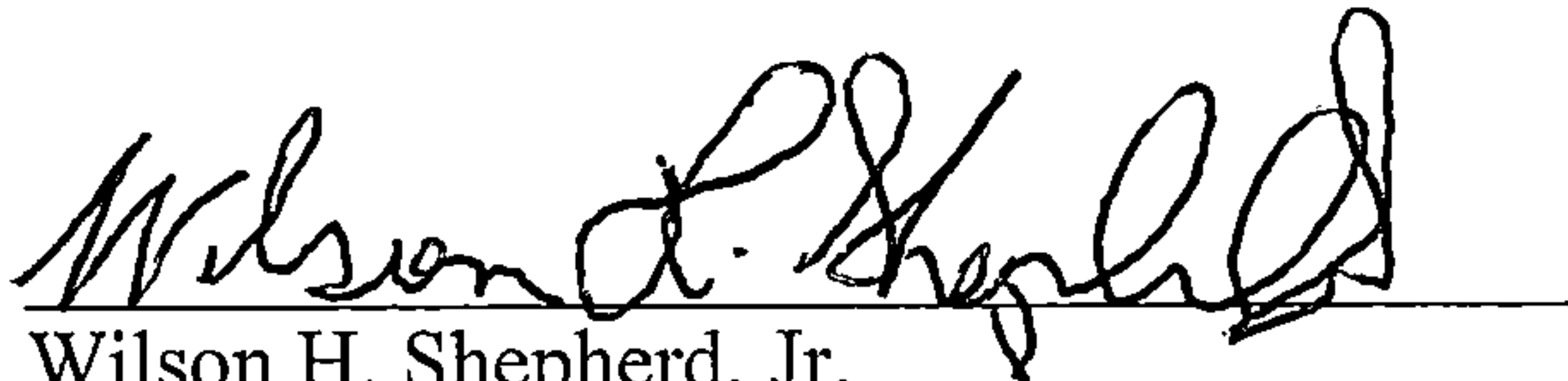
Wilson Hunter Shepherd **50%**

Article 5. The number of directors constituting the initial Board of Directors of the Corporation is **TWO**. The number of directors of the Corporation may be increased or decreased pursuant to the bylaws of the Corporation, and so long as there are less than three shareholders, the number of directors may be less than three but not less than the number of shareholders. The name and address of each person who is to serve as a director until a successor is elected and qualifies are: Wilson H. Shepherd, Jr. and Wilson Hunter Shepherd having an address at 800 Corporate Parkway, Suite 100, Birmingham, AL 35242.

Article 6. The name of the incorporator is Wilson H. Shepherd Jr., and the mailing address of the incorporator is 800 Corporate Parkway, Suite 100, Birmingham, AL 35242.

Article 7. The duration of the Corporation is perpetual.

IN WITNESS WHEREOF, the undersigned incorporator has executed these Articles of Incorporation on the 18th **DAY OF** NOVEMBER, 2019.


Wilson H. Shepherd, Jr.
President

This document prepared by:

Small Business Accounting Services, Inc.
5865 Old Leeds Road, Suite A
Birmingham, Alabama 35210
(205)956-1836 Fax (205)951-3819



John H. Merrill
Secretary of State

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P.O. Box 5616
Montgomery, AL 36103-5616

STATE OF ALABAMA

**I, John H. Merrill, Secretary of State of Alabama, having custody of the
Great and Principal Seal of said State, do hereby certify that**

pursuant to the provisions of Title 10A, Chapter 1, Article 5, Code of Alabama
1975, and upon an examination of the entity records on file in this office, the
following entity name is reserved as available:

IAR, Inc.

This name reservation is for the exclusive use of Wilson H. Shepherd, 800
Corporate Parkway, Suite 100, Birmingham, AL 35242 for a period of one year
beginning October 18, 2019 and expiring October 18, 2020



RES858774

**In Testimony Whereof, I have hereunto set my
hand and affixed the Great Seal of the State, at the
Capitol, in the city of Montgomery, on this day.**

October 18, 2019

Date

J. H. Merrill

John H. Merrill

Secretary of State