CERTIFICATE OF FORMATION

of

Council for Enterprise, Commerce, Innovation, and Resilience, LLC

A Limited Liability Company Organized Under the Laws of the Commonwealth of Redmont

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THIS CERTIFICATE OF FORMATION (the "Certificate") is executed and submitted pursuant to Section 8 of the Legal Entity Act and is intended to serve as the formal formation instrument of Council for Enterprise, Commerce, Innovation, and Resilience, LLC (hereinafter, the "Company").

ARTICLE I – NAME

The legal name of the Company shall be Council for Enterprise, Commerce, Innovation, and Resilience, LLC. The Company may conduct business under the abbreviated name “CECIR”.

ARTICLE II – FORMATOR

The formator of the Company is Riverardd, a natural person, acting as the sole and founding Member. The Company is organized as a member-based Limited Liability Company.

ARTICLE III – PURPOSE

The Company is organized to engage in any lawful act or activity for which a limited liability company may be formed under the Laws of the Commonwealth of Redmont, including, without limitation:

- Coordinating enterprise capabilities among government departments, financial institutions, corporations, and civic organizations to enhance organizational effectiveness and address complex economic challenges;
- facilitating commerce coordination to improve market efficiency, manage systemic risks, and ensure financial system stability;
- promoting innovation coordination to accelerate beneficial technological and institutional development while managing associated risks;
- building resilience coordination to enhance the Commonwealth's capacity to withstand economic shocks and adapt to changing conditions;
- providing frameworks for information sharing, policy coordination, and crisis management among member institutions; and
- engaging in such other lawful activities as may serve the coordination objectives set forth in the Company's founding document.

ARTICLE IV – PRINCIPAL OFFICE

The principal office of the Company is located at Department of Commerce, Commonwealth of Redmont, or such other place as may be designated by the Manager by written notice.

ARTICLE V – GOVERNANCE STRUCTURE

The Company shall be Manager-Managed. The initial and sole Manager shall be Riverardd. The Manager shall serve until removed or replaced in accordance with the Operating Agreement and shall hold full executive authority over coordination operations, policy implementation, and all operational decisions.

ARTICLE VI – OPERATING AGREEMENT

The internal affairs of the Company and the rights and obligations of its Members and Manager shall be governed by the Operating Agreement of Council for Enterprise, Commerce, Innovation, and Resilience, LLC, and the founding document titled "Foundations of Enterprise, Commerce, Innovation, and Resilience," which are incorporated herein by reference.

ARTICLE VII – EFFECTIVE DATE

The Company shall come into existence as a Limited Liability Company as of the date upon which this Certificate is duly executed by the Formator and signed by the Department of Commerce in the Company Docket pursuant to Section 8(5)(c)(iii) of the Legal Entity Act.

IN WITNESS WHEREOF, the undersigned has executed this Certificate of Formation this 17th day of October, 2025.

By: Riverardd

Riverardd
Formator and Sole Member
Date: 10/17/2025