

Exhibit L  
1962 Holdings Articles of Incorporation

See attached.

**ARTICLES OF INCORPORATION  
OF  
1962 HOLDINGS, INC.**

The undersigned incorporator hereby adopts the following Articles of Incorporation for the purpose of forming a corporation under the Wisconsin Nonstock Corporation Law, Chapter 181 of the Wisconsin Statutes.

**Article I.  
Name.**

The name of the corporation is 1962 Holdings, Inc. (the “Corporation”).

**Article II.  
Existence.**

The Corporation is created as a nonprofit, nonstock Wisconsin corporation under Chapter 181 of the Wisconsin Statutes. The period of existence of the Corporation shall be perpetual.

**Article III.  
Purposes.**

**Section 1.** The Corporation is organized and operated exclusively for the promotion of social welfare within the meaning of Section 501(c)(4) of the Internal Revenue Code of 1986, as now in force or afterwards amended (the “Code”). Subject thereto and to the extent consistent therewith, the primary purposes of the Corporation are to (i) serve as the ultimate parent and holding company of Delta Dental of Wisconsin, Inc. (“DDWI”), a service insurance corporation incorporated pursuant to Chapter 613 of the Wisconsin Statutes that is recognized as tax-exempt under Section 501(c)(4) of the Code and that was organized for the purpose of establishing one or more nonprofit dental care plans on a service, indemnity, or combined service and indemnity basis, conducting and encouraging the implementation of dental care plans in the health and economic interests of the general public, and, in furtherance thereof, contracting with dentists licensed in Wisconsin, government authorities, private organizations, and individuals for the provision of dental care plans; (ii) serve as the ultimate parent and holding company of entities affiliated with DDWI that are supportive of DDWI’s mission of engaging and empowering its customers, partners, and communities to improve oral and overall health by developing and delivering innovative products and services built on a culture of legendary service; and (iii) coordinate the governance and activities of DDWI and its affiliated entities to achieve the tax-exempt purposes of DDWI in an efficient and integrated manner.

**Section 2.** No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to, officers, directors, or other private persons, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth above in Article III, Section 1.

**Section 3.** Notwithstanding any other provisions of these Articles of Incorporation, the Corporation shall not substantially carry on any other activities not permitted to be carried on by a Corporation exempt from federal income tax under Section 501(c)(4) of the Code.

**Article IV.  
Location of Principal Office.**

The principal office of the Corporation is located in Portage County, Wisconsin, and the address of such principal office is Delta Dental of Wisconsin, Inc., 3100 Business Park Drive, Stevens Point, Wisconsin 54482.

**Article V.  
Name and address of the Registered Agent.**

The name of the registered agent is Douglas Ballweg. The address of the registered agent is Delta Dental of Wisconsin, Inc., 3100 Business Park Drive, Stevens Point, Wisconsin 54482, and the e-mail address of the registered agent is dballweg@deltadentalwi.com.

**Article VI.  
Board of Directors.**

The affairs and business of the Corporation shall be conducted by a board of directors (the “Board”), the number of which shall be fixed by the bylaws of the Corporation (the “Bylaws”), but shall not be less than three (3) persons.

**Article VII.  
Membership.**

The Corporation shall have no members. The Board shall be elected in the manner set forth in the Bylaws.

**Article VIII.  
Officers.**

The officers of the Corporation shall be a Chairperson of the Board, a President, a Secretary, a Treasurer, and such other principal and general officers as the Bylaws may from time to time prescribe. The qualifications and manner of selection of the officers shall be governed by the Bylaws.

**Article IX.  
Amendments.**

These Articles of Incorporation may be amended by a two-thirds (2/3) majority vote of the entire Board or a three-quarters (3/4) majority vote of a quorum of the Board present at any meeting (but in no event by fewer than a majority of the directors then in office), provided the proposed amendment was included in the notice of such meeting and delivered to all directors at least thirty (30) days in advance.

**Article X.**  
**Exemption from Liability.**

The Corporation shall have no capital stock, and the incorporators, members of the Board, officers, committee members, employees, and agents of the Corporation shall not be liable for, and the private property of each of the foregoing shall not be used to satisfy, the debts or obligations of the Corporation; provided, however, the foregoing shall not in any way limit, restrict, or replace any statutory, common law, or administrative exemptions which might be available to any one or more of such persons or entities.

**Article XI.**  
**Dissolution.**

In the event of a voluntary dissolution of the Corporation, the Board shall, after authorizing the payment or the making of provisions of the payment of all of the liabilities of the Corporation, cause the disposition of all of the assets of the Corporation exclusively for the purposes of the Corporation and its direct and indirect subsidiaries in such manner and to such organization or organizations that are organized and operated exclusively for exempt purposes under Section 501(c)(3) or Section 501(c)(4) of the Code, or corresponding provisions of any subsequent federal tax laws, or to a State or a political subdivision of a State as defined in Section 170(c)(1) of the Code.

**Article XII.**  
**Incorporators.**

The name and complete address of each incorporator of the Corporation is as follows:

Jed Roher  
3100 Business Park Drive  
Stevens Point, Wisconsin 54482

This document has been duly executed by a person acting as an incorporator for the Corporation.



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Jed Roher

Dated April 16, 2025

This document was drafted by:  
Jed Roher  
3100 Business Park Drive  
Stevens Point, WI 54482  
jroher@deltadentalwi.com  
(715) 343-7635



For Office



**State of Wisconsin**  
**Department of Financial Institutions**

***Endorsement***

**ARTICLES OF INCORPORATION - DOMESTIC NONSTOCK CORPORATION - FORM 102**

**1962 HOLDINGS, INC.**

**Received Date: 4/16/2025**

**FILED**

Filing Fee: \$35.00

Expedited Fee: \$25.00

**Total Fee: \$60.00**

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