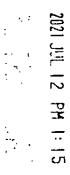
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Certified Copies	_ Certificates	of Status
Special Instructions to	Filling Officer:	

Office Use Only



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2021 JUL 12 EH 3: 53



CORPORATION SERVICE COMPANY 1201 Hays Street Tallhassee, FL 32301

Phone: 850-558-1500

ACCOUNT NO. : 12000000195

REFERENCE: 900399 5155750

AUTHORIZATION (

COST LIMIT : ' \$-125.00

ORDER DATE : July 12, 2021

ORDER TIME : 2:27 PM

ORDER NO. : 900399-015

CUSTOMER NO: 5155750

FOREIGN FILINGS

NAME: ALVAREZ & MARSAL

INFRASTRUCTURE & CAPITAL

PROJECTS, LLC

XXXX QUALIFICATION (TYPE: LL)

PLEASE RETURN THE FOLLOWING AS PROOF OF FILING:

CERTIFIED COPY
XX PLAIN STAMPED COPY
CERTIFICATE OF GOOD STANDING

CONTACT PERSON: Eyliena Baker -- EXT# 61594

EXAMINER:

COVER LETTER

TO:	Registration Section Division of Corporations					
SHRIE	Alvarez & Marsal Infras	structure & Capital Projects, LLC				
Name of Limited Liability Company						
		Limited Liability Company for Authorization to Transact Business in Florida," Certificate of egister the above referenced foreign limited liability company to transact business in Florida				
Please re	eturn all correspondence concer	rning this matter to the following:				
	Joel A. Poretsky					
		Name of Person				
	Alvarez & Marsal					
	Firm/Company					
	600 Madison Avenue - 8th Floor					
	Address					
	New York, New York 10022					
		Firm/Company De - 8th Floor Address rk 10022 City/State and Zip Code				
	jporetsky@alvarezar	ndmarsal.com				
	E-m	ail address: (to be used for future annual report notification)				
For furth	er information concerning this	matter, please call:				
Joel A. Poretsky		212 328-8626 at ()				
	Name of Con					
Mailing Address: Registration Section		Street Address: Registration Section				
Division of Corporations		Division of Corporations				
P.O. Box 6327		The Centre of Tallahassee				
Tallahassee, FL 32314		2415 N. Monroe Street, Suite 810 Tallahassee, FL 32303				
		owing amount: FLORIDA DEPARTMENT OF STATE 130.00 Filing Fee & S155.00 Filing Fee & S160.00 Filing Fee, Certificate Certificate of Status Certified Copy of Status & Certified Copy				

APPLICATION BY FOREIGN LIMITED LIABILITY COMPANY FOR AUTHORIZATION TO TRANSACT BUSINESS IN FLORIDA

IN COMPLIANCE WITH SECTION 605.0902, FLORIDA STATUTES, THE FOLLOWING IS SUBMITTED TO REGISTER A FOREIGN. LIMITED LIABILITY COMPANY TO TRANSACT BUSINESS IN THE STATE OF FLORIDA: I. Alvarez & Marsal Infrastructure & Capital Projects, LLC (Name of Foreign Limited Liability Company; must include "Limited Liability Company," "L.L.C.," or "LI.C.") (If name unavailable, enter alternate name adopted for the purpose of transacting business in Florida. The alternate name must include "Limited Liability Company," "L.L.C." or "LLC.") 27-1229047 Delaware (Jurisdiction under the law of which foreign limited liability company is organized) July 12, 2021 (Date first transacted business in Florida, if prior to registration.)
(See sections 605 0904 & 605,0905, F.S. to determine penalty liability.) 600 Madison Avenue - 8th Floor 600 Madison Avenue - 8th Floor 5. (Street Address of Principal Office) (Mailing Address) New York, New York 10022 New York, New York 10022 7. Name and street address of Florida registered agent: (P.O. Box NOT acceptable) Corporation Service Company Name: 1201 Hays Street Office Address: Tallahassee , Florida Registered agent's acceptance: Having been named as registered agent and to accept service of process for the above stated limited liability company at the place designated in this application, I hereby accept the appointment as registered agent and agree to act in this capacity. I further agree to comply with the provisions of all statutes relative to the proper and complete performance of my duties, and I am familiar with and accept the obligations of my position as registered agent. Corporation Service Company

By: Cylind Dilly

(Registered agent's signature)

8. For initial indexing purposes, list names, title or capacity and addresses of the primary members/managers or persons authorized to manage [up to six (6) total]:

Title or Capacity:	Name and Address:	Title or Capacity:		Name and		
■Manager	Name: Antonio C. Alvarez II	■Manager	Name: Bryan P. Marsal			
□Member	Address: 600 Madison Avenue, 8th FI	□Member	Address: 600 Madison Avenue, 8th FI			
□Authorized	New York, New York 10022	□Authorized	New York, New York 10022			
Person		Person				
Other	Other	□Other		□Other_		
≅ Manager	Name: Luis de Lucio, Jr.	□Manager	Name:			
□Member	Address: 600 Madison Avenue, 8th Flo	□Member				
□Authorized	New York, New York 10022	□Authorized				
Person		Person				
□Other		□Other	<u>.</u>	☐Other		
				-		
□Manager	Name:	□Manager	Name:	•	12	-eHE
□Member	Address:	□Member	Address:		70	. T. J
□Authorized		□Authorized		1.		
Person		Person				
Other	☐ Other	□Other		□Other		

Important Notice: Use an attachment to report more than six (6). The attachment will be imaged for reporting purposes only. Non-indexed individuals may be added to the index when filing your Florida Department of State Annual Report form.

- 9. Attached is a certificate of existence, no more than 90 days old, duly authenticated by the official having custody of records in the jurisdiction under the law of which it is organized. (If the certificate is in a foreign language, a translation of the certificate under oath of the translator must be submitted)
- 10. This document is executed in accordance with section 605.0203 (1) (b). Florida Statutes. I am aware that any false information submitted in a document to the Department of State constitutes a third degree felony as provided for in s.817.155, F.S.

Joel	Poretaky_	
	Signatury of an authorized person	
Joel A. Poretsky		
	Trend as against some of single	

Delaware The First State

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF

DELAWARE, DO HEREBY CERTIFY "ALVAREZ & MARSAL INFRASTRUCTURE &

CAPITAL PROJECTS, LLC" IS DULY FORMED UNDER THE LAWS OF THE STATE

OF DELAWARE AND IS IN GOOD STANDING AND HAS A LEGAL EXISTENCE SO

FAR AS THE RECORDS OF THIS OFFICE SHOW, AS OF THE TWELFTH DAY OF

JULY, A.D. 2021.

AND I DO HEREBY FURTHER CERTIFY THAT THE SAID "ALVAREZ & MARSAL INFRASTRUCTURE & CAPITAL PROJECTS, LLC" WAS FORMED ON THE FOURTEENTH DAY OF JULY, A.D. 2009.

AND I DO HEREBY FURTHER CERTIFY THAT THE ANNUAL TAXES HAVE BEEN PAID TO DATE.

Authentication: 203647421

Date: 07-12-21

4709148 8300 SR# 20212677223