10/29/21, 8:34 AM Division of Corporations

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Florida Department of State
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To:
Division of Corporations
Fax Number : (850)617-6383

From:
Account Name : C T CORPORATION SYSTEM
Account Number : FCA000000023
Phone : (614)280-3338
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TALLAHASSEE, FL

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TALLAHASSEE, FLORIDA

Enter the email address for this business entity to be used for future annual report mailings. Enter only one email address please.

Email Address: _____

Foreign Limited Liability Company
Mill Road Capital Management LLC

Certificate of Status	0
Certified Copy	1
Page Count	04
Estimated Charge	$155.00

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S. ROBERTS

OCT 29 2021

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:

1. Mill Road Capital Management LLC
(Name of Foreign Limited Liability Company; must include "Limited Liability Company," "L.L.C.," or "LLC.")

(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.")

2. Delaware
(Jurisdiction under the law of which foreign limited liability company is organized)

3. 20-1781223
(FEI Number, if applicable)

4. 1/1/2021
(Date first transacted business in Florida, if prior to registration.)
(See sections 605.0902 & 605.0905, F.S. re: determine penalty liability)

5. 382 Greenwich Ave, Suite One
(Street Address of Principal Office)

Greenwich CT, 06830

6. 382 Greenwich Ave, Suite One
(Mailing Address)

Greenwich, CT 06830

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TALLAHASSEE, FL

7. Name and street address of Florida registered agent: (P.O. Box NOT acceptable)

Name: C T Corporation System

Office Address: 1200 South Pine Island Road

Plantation, Florida 33324
(City) (Zip code)

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.

C T Corporation System
By: James H Tanks III Assistant Secretary
(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:
☐Manager	Name: Thomas Lynch
☒Member	Address: 382 Greenwich Ave, Suite One
☐Authorized Person	Greenwich, CT 06830
☐Other ____	☐Other ____

Title or Capacity:	Name and Address:
☐Manager	Name: Justin Jacobs
☒Member	Address: 7448 NE 4th Court
☐Authorized Person	Miami, FL 33138
☐Other ____	☐Other ____

Title or Capacity:	Name and Address:
☐Manager	Name: Eric Yanagi
☒Member	Address: 400 Oyster Point Blvd, Suite 526
☐Authorized Person	South San Francisco, CA 94080
☐Other ____	☐Other ____

Title or Capacity:	Name and Address:
☐Manager	Name: ____
☐Member	Address: ____
☐Authorized Person	____
☐Other ____	☐Other ____

Title or Capacity:	Name and Address:
☐Manager	Name: ____
☐Member	Address: ____
☐Authorized Person	____
☐Other ____	☐Other ____

Title or Capacity:	Name and Address:
☐Manager	Name: ____
☐Member	Address: ____
☐Authorized Person	____
☐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.

[signature]
Signature of an authorized person

Justin Jacobs
Typed or printed name of signee

Delaware

The First State

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY "MILL ROAD CAPITAL MANAGEMENT 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 TWENTY-EIGHTH DAY OF OCTOBER, A.D. 2021.

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

Jeffrey W. Bullock, Secretary of State

3871155 8300

SR# 20213645193

Authentication: 204540503

Date: 10-28-21

You may verify this certificate online at corp.delaware.gov/authver.shtml