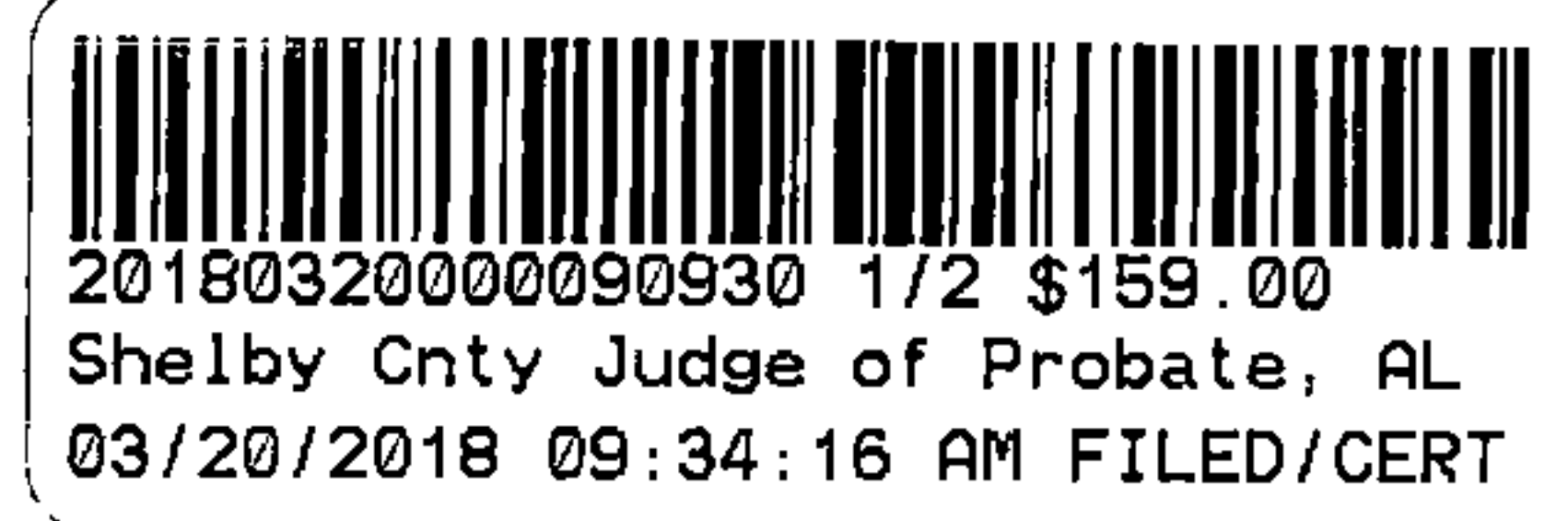


**CERTIFICATE OF FORMATION  
OF  
PFD LEADERSHIP, LLC**



For the purpose of forming a limited liability company under the Alabama Limited Liability Company Law of 2014 and any act amendatory thereof, supplementary thereto or substituted therefor, the undersigned does hereby sign and adopt this Certificate of Formation, and, upon filing for record of this Certificate of Formation in the office of the Judge of Probate of Shelby County, Alabama, the existence of a limited liability company (hereinafter referred to as the "Company"), under the name set forth below shall commence.

1. The name of the Company shall be PFD Leadership, LLC.
2. There is at least one member of the Company.
3. The location and mailing address of the initial registered office of the Company shall be 148 Willow View Lane, Wilsonville, AL 35186. The initial registered agent at such address shall be Micah Harris.
4. The sole purpose for which the Company is formed is to operate franchised Chick-fil-A Restaurant business(es) under a Franchise Agreement with Chick-fil-A, Inc. and to exercise all other powers necessary to, or reasonably connected with, the operation of the franchised Chick-fil-a Restaurant business(es).

**IN WITNESS WHEREOF**, the undersigned organizer has caused this Certificate of Formation to be duly executed, on this the 15th day of March, 2018.

  
\_\_\_\_\_  
Micah Harris

THIS INSTRUMENT PREPARED BY:  
David H. Humber  
Maynard, Cooper & Gale, P.C.  
2400 Regions/Harbert Plaza  
1901 Sixth Avenue North  
Birmingham, Alabama 35203-2618  
(205) 254-1000

John H. Merrill  
Secretary of State

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:

**PFD Leadership, LLC**

This name reservation is for the exclusive use of Maynard, Cooper & Gale, P.C.,  
1901 Sixth Avenue North, Birmingham, AL 35203 for a period of one year  
beginning March 14, 2018 and expiring March 14, 2019

20180320000090930 2/2 \$159.00  
Shelby Cnty Judge of Probate, AL  
03/20/2018 09:34:16 AM FILED/CERT



RES790737

**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.**

March 14, 2018

Date

*J. H. Merrill*

John H. Merrill

Secretary of State