

**ACTION OF INCORPORATOR
OF
VARIANCE SOFTWARE, INC**

June 12, 2023

The undersigned, being the sole Incorporator of Variance Software, Inc, a Delaware corporation (the “**Company**”), hereby adopts the following resolutions pursuant to Section 108(a) of the Delaware General Corporation Law with respect to the initial organization of the corporation:

1. Adoption of Bylaws

RESOLVED: That the Bylaws attached to this Action by Incorporator are hereby adopted as the Bylaws of the Company.

RESOLVED FURTHER: That the Secretary of the Company is hereby authorized and directed to execute a certificate of the adoption of the Bylaws and insert it in the Company’s Minute Book and that the officers of the Company are ordered to maintain a copy of such Bylaws in the principal office of the Company for the transaction of its business open for inspection by the stockholders at all reasonable times during office hours.

2. Board of Directors

RESOLVED: That the initial board of directors of the Company shall consist of 1 member(s).

RESOLVED FURTHER: That the following individuals are hereby elected as directors of the Company, to serve as directors until their successors are duly elected and qualified:


- Kyler Wang

This Action of Incorporator shall be filed in the Minute Book of the Company and shall be effective as of the date first written above.

INCORPORATOR:

Kyler Wang

E-signed using Clerky (1eca2e5c86199c638fb2a41de3ba287a)

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