

**Electronic Articles of Organization
For
Florida Limited Liability Company**

L16000062604
FILED 8:00 AM
March 29, 2016
Sec. Of State
cewilson

Article I

The name of the Limited Liability Company is:
ROWING CAPITAL LLC

Article II

The street address of the principal office of the Limited Liability Company is:
902 BLUE SAGE STREET
CELEBRATION, FL. US 34747

The mailing address of the Limited Liability Company is:
902 BLUE SAGE STREET
CELEBRATION, FL. US 34747

Article III

Other provisions, if any:
REAL ESTATE INVESTMENTS

Article IV

The name and Florida street address of the registered agent is:
LARSON ACCOUNTING AND CONSULTING SERVICES
7901 KINGSPONTE PARKWAY
SUITE 17
ORLANDO, FL. 32819

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 certificate, 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 relating to the proper and complete performance of my duties, and I am familiar with and accept the obligations of my position as registered agent.

Registered Agent Signature: CAROLINE LARSON

Article V

The name and address of person(s) authorized to manage LLC:

Title: MGR
RENATO M DA SILVA GUIMARAES
902 BLUE SAGE STREET
CELEBRATION, FL. 34747 US

Title: AMBR
ALESSANDRA C GALLIAN GUIMARAES
902 BLUE SAGE STREET
CELEBRATION, FL. 34747 US

Title: MGR
CARLOS EDUARDO NORBERT
RUA JERONIMO DA VEIGA 164 170 ANDAR CONJBD
SAO PAULO, SP. 04536900 BR

Title: MGR
LUIZ ARMANDO FAIRBANCKS DE SA
RUA BARAO DO TRIUNFO 520 CASA 62
SAO PAULO, SP. 04602908 BR

Article VI

The effective date for this Limited Liability Company shall be:

03/29/2016

Signature of member or an authorized representative

Electronic Signature: RENATO DA SILVA GUIMARAES

I am the member or authorized representative submitting these Articles of Organization and affirm that the facts stated herein are true. I am aware that 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. I understand the requirement to file an annual report between January 1st and May 1st in the calendar year following formation of the LLC and every year thereafter to maintain "active" status.

L16000062604
FILED 8:00 AM
March 29, 2016
Sec. Of State
cewilson