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Email Address: leslie@hardwayperformance.com

FLORIDA LIMITED LIABILITY CO.

Race ECD, LLC

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**ARTICLES OF ORGANIZATION
OF
RACE ECD, LLC**

The undersigned, pursuant to the provisions of Chapter 605 of the Florida Statutes, for the purpose of forming a limited liability company under the laws of the State of Florida, sets forth the following:

ARTICLE I - NAME

The name of this limited liability company is Race ECD, LLC (the "Company")

ARTICLE II - PERIOD OF DURATION

The period of duration of the Company shall be perpetual from the date of filing these Articles with the Department of State unless otherwise dissolved pursuant to provisions of the Florida Limited Liability Company Act.

**ARTICLE III - MAILING AND STREET ADDRESS
OF INITIAL PRINCIPAL OFFICE OF COMPANY**

The mailing and street address for the principal office of the Company is 1490 Highway 98, Mary Esther, FL 32569.

ARTICLE IV - INITIAL REGISTERED AGENT

The name and street address of the registered agent in Florida for the Company is:

Whitney Smith, Esq.
1283 Eglin Parkway, Suite A
Shalimar, Florida 32579

ARTICLE V - MANAGEMENT

The Company is to be managed by its manager(s), and is therefore a manager-managed limited liability company.

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ARTICLE VI - INITIAL MANAGER

RYAN MILLIKEN
1490 Highway 98
Mary Esther, FL 32569

LESLIE MILLIKEN
1490 Highway 98
Mary Esther, FL 32569

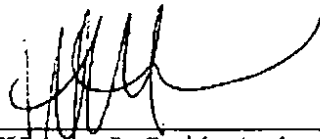
ARTICLE VII - ADDITIONAL MEMBERS

An interest of a Member of the Company may only be transferred or assigned to such extent as is provided in the Operating Agreement.

ARTICLE VIII - AUTHORIZED REPRESENTATIVE

The name and address of the authorized representative for purposes of executing these Articles of Organization is Whitney L. Smith, whose address is 1283 Eglin Parkway, Suite A, Shalimar, FL 32579.

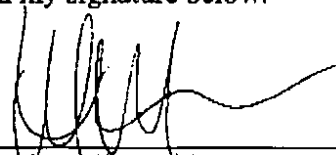
IN WITNESS WHEREOF, the undersigned has executed these Articles on October 18, 2017, as the authorized representative for the Member(s) of the Company.

By: 
Whitney L. Smith, Authorized Representative

ACCEPTANCE BY THE REGISTERED AGENT

I, Whitney L. Smith, hereby accept appointment as Registered Agent for the Limited Liability Company, Race ECD, LLC, and do hereby understand and accept the obligation of the position, and acknowledge my acceptance with my signature below.

Date: October 18, 2017.


Whitney L. Smith, Registered Agent