

Commonwealth of Virginia



STATE CORPORATION COMMISSION

Richmond, July 18, 2023

This is to certify that the certificate of incorporation of

The Heart Failure Collaboratory

was this day issued and admitted to record in this office and that the said corporation is authorized to transact its business subject to all Virginia laws applicable to the corporation and its business.

Effective date: July 18, 2023



STATE CORPORATION COMMISSION

Attest:

A handwritten signature in cursive script, reading "Bernard J. St. John".

Clerk of the Commission