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To: Division of Corporations
Fax Number: (850) 205-0383
From: Account Name: MCGUIRE WOODS LLP
Account Number: 071075000166
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LS

**FLORIDA/FOREIGN LIMITED LIABILITY CO.
INTERNATIONAL TIRE MANUFACTURERS ALLIANCE, LLC**

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Certificate of Status	0
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**ARTICLES OF ORGANIZATION FOR
INTERNATIONAL TIRE MANUFACTURERS ALLIANCE, LLC**

ARTICLE I - NAME

The name of the Limited Liability Company is:

INTERNATIONAL TIRE MANUFACTURERS ALLIANCE, LLC

ARTICLE II - ADDRESS

The mailing address and street address of the principal office of the Limited Liability Company is:

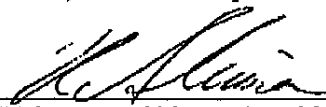
4720 Salisbury Road, Suite 114
Jacksonville, FL 32256

ARTICLE III - REGISTERED AGENT & REGISTERED OFFICE

The name and the Florida street address of the registered agent are:

RAX CO.
50 North Laura Street, Suite 3300
Jacksonville, FL 32202

RAX CO., a Florida corporation

By: 
Halcyon E. Skinner, President
Authorized Representative of Member

(In accordance with section 608.408(3), Florida Statutes, the execution of this document constitutes an affirmation under the penalties of perjury that the facts stated herein are true.)

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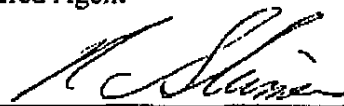
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**CERTIFICATE OF ACCEPTANCE OF DESIGNATION OF
REGISTERED AGENT OF
INTERNATIONAL TIRE MANUFACTURERS ALLIANCE, LLC**

Pursuant to Section 608.415 of the Florida Limited Liability Company Act, the undersigned, having been designated as the initial Registered Agent for the service of process within the state of Florida upon INTERNATIONAL TIRE MANUFACTURERS ALLIANCE, LLC, a limited liability company organized under the laws of the state of Florida, hereby accepts the appointment as such Registered Agent for the above-named limited liability company and agrees to act in such capacity. The undersigned further agrees to comply with the provisions of all statutes relating to the proper and complete performance of its duties; and is familiar with and accepts the obligations of its position as Registered Agent as provided for in the Florida Limited Liability Company Act and the general laws of the state of Florida relative to keeping open the Registered Office, which Registered Office is located at 50 North Laura Street, Suite 3300, Jacksonville, Florida 32202.

IN WITNESS WHEREOF, the undersigned corporation has caused this Certificate to be executed in Jacksonville, Duval County, Florida on this 5th day of September, 2007.

RAX CO., a Florida corporation
Registered Agent

By: 

Halcyon E. Skinner, President

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