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Account Name : CONTEGA BUSINESS SERVICES, LLC
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FLORIDA LIMITED LIABILITY CO.

How the Rubber Meets the Road, LLC

Certificate of Status	0
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Handwritten signature and date 2-5-21

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February 2, 2021

FLORIDA DEPARTMENT OF STATE
Division of Corporations

CONTEGA BUSINESS SERVICES, LLC

SUBJECT: HOW THE RUBBER MEETS THE ROAD, LLC
REF: W21000010804

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Tim Burch
Senior Section Administrator

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**ARTICLES OF ORGANIZATION
OF
HOW THE RUBBER MEETS THE ROAD, LLC**

The undersigned, an authorized representative of a prospective member, desiring to form a limited liability company under the Florida Revised Limited Liability Company Act, Chapter 605, Florida Statutes, hereby adopts the following Articles of Organization:

ARTICLE I - NAME

The name of the limited liability company is How the Rubber Meets the Road, LLC (the "Company").

ARTICLE II - ADDRESS

The street and mailing address of the Company's principal office are:

2541 Spreading Oaks Lane
Jacksonville, Florida 32223

ARTICLE III - PURPOSE

The Company is organized for the purpose of performing all lawful business permitted under the laws of the United States and of the State of Florida.

ARTICLE IV - REGISTERED OFFICE AND AGENT

The Company (i) designates One Independent Drive, Suite 1200, Jacksonville, Florida 32202 as the street address of the Company's registered office, and (ii) names Contega Business Services, LLC as the Company's registered agent at that address to accept service of process within the State of Florida.

ARTICLE V - MANAGEMENT AND AUTHORITY

The Company shall be a manager-managed company. Pursuant to Section 605.04074, Florida Statutes, no member of the Company shall be an agent of the Company solely by virtue of being a member, and no member shall have authority to incur debt or contractual liability on behalf of the Company solely by virtue of being a member.

The following individual shall serve as a manager of the Company until her, his or its successor is appointed or elected and qualified pursuant to the applicable provisions contained in the Company's Operating Agreement, or until the earlier of such manager's death, dissolution, removal or resignation:

Richard J. Erickson
2541 Spreading Oaks Lane
Jacksonville, Florida 32223

Prepared by:
Contega Business Services, LLC
One Independent Drive, Suite 1200
Jacksonville, Florida 32202
904-301-1269

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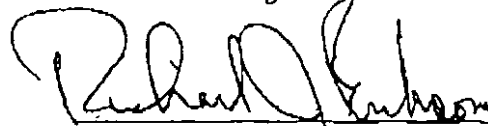
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ARTICLE VI – INDEMNIFICATION

The Company shall indemnify any person who is or was a party to any proceeding by reason of the fact that such person is or was a manager, member or officer of the Company or its subsidiaries, to the fullest extent not prohibited by law, for actions taken in the capacity of such person as a manager, member or officer of the Company or its subsidiaries. To the fullest extent not prohibited by law, the Company shall advance reasonable indemnification expenses (including attorneys' fees and costs) for actions taken in the capacity of such person as a manager, member or officer within twenty (20) days after receipt by the Company of (a) a written statement requesting such advance, (b) evidence of the expenses incurred, and (c) a written statement by or on behalf of such person agreeing to repay the advanced expenses if it is ultimately determined that such person is not entitled to be indemnified against such expenses.

The undersigned authorized representative, for the purpose of forming a limited liability company under the laws of the State of Florida, has executed these Articles of Organization.



Richard J. Erickson. Authorized Representative

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ACCEPTANCE OF REGISTERED AGENT

The undersigned (i) agrees to act as registered agent for the Company named above, to accept service of process at the place designated in these Articles of Organization, and to comply with the provisions of the Florida Revised Limited Liability Company Act, and (ii) acknowledges that the undersigned is familiar with and accepts the obligations of such position.

Dated: February 1, 2021

CONTEGA BUSINESS SERVICES, LLCBy: 

William M. Hammill II, Executive Vice
President

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