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Florida Department of State
Division of Corporations
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To:
Division of Corporations
Fax Number : (850)617-6381

From:
Account Name : COMPUTERSHARE
Account Number : 110432003053
Phone : (561)694-8107
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6:25:25 PM 11/28/2023
Enter the email address for this business entity to be used for future annual report mailings. Enter only one email address please.

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**FLORIDA LIMITED LIABILITY CO.
RUBER USA, LLC**

Certificate of Status	1
Certified Copy	0
Page Count	04
Estimated Charge	\$130.00

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ARTICLES OF ORGANIZATION

Article I. Name

The name of this Florida limited liability company is:
RUBER USA, LLC

Article II. Address

The street address of the Company's initial principal office is:
RUBER USA, LLC
2330 Ponce De Leon Blvd
Coral Gables FL 33134

The mailing address of the Company's initial principal office is:
RUBER USA, LLC
2330 Ponce De Leon Blvd
Coral Gables FL 33134

Article III. Registered Agent

The name and street address of the Company's registered agent is:

Worldwide Corporate Administrators LLC
2330 Ponce De Leon Blvd
Coral Gables FL 33134

Article IV. Transferability of Membership Interests

No members shall have the right to assign their membership interests in the Company without the written agreement of all of the membership interests, unless otherwise provided in the Company's Operating Agreement. If the assignment is not approved by all of the membership interests, the assignee shall have no right to become a member, to participate in the management of the Company, or to exercise any other rights or powers of a member. The assignee shall merely be entitled to receive the share of profits and other distributions and the allocation of income, gain, loss deduction, credit or similar item to which the assignor was entitled, to the extent assigned.

Computershare Governance Services Inc.
d/b/a Corporate Creations International
801 US Highway 1
North Palm Beach FL 33408
(561) 694-8107

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Article V. Distribution of Profits

Unless otherwise provided in the Company's Operating Agreement, there shall not be any distribution of profits unless each separate distribution is approved by the affirmative vote of members who own more than 50% of the voting interest in the Company. The voting members shall have complete discretion on when and if to approve any distribution of profits.

Article VI. Management

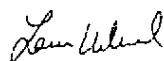
This will be a manager-managed company. The name and address of each manager is:

Francisco Javier Ruiz Bernabeu
2330 Ponce De Leon Blvd
Coral Gables FL 33134

Article VII. Company Existence

The Company's existence shall begin effective as of November 28, 2023.

The undersigned authorized representative of a member executed these Articles of Organization on 11/28/2023.



COMPUTERSHARE GOVERNANCE SERVICES INC.
D/B/A CORPORATE CREATIONS INTERNATIONAL

Michael Reinhold Vice President
Lauren Underwood, Attorney-in-Fact
Computershare Governance Services Inc.
d/b/a Corporate Creations International
801 US Highway 1
North Palm Beach FL 33408
(561) 694-8107

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STATEMENT OF REGISTERED AGENT

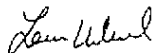
LIMITED LIABILITY COMPANY:

RUBER USA, LLC

REGISTERED AGENT/OFFICE:

Worldwide Corporate Administrators LLC
2330 Ponce De Leon Blvd
Coral Gables FL 33134

I agree to act as registered agent to accept service of process for the company named above at the place designated in this Statement. I agree to comply with the provisions of all statutes relating to the proper and complete performance of the registered agent duties. I am familiar with and accept the obligations of the registered agent position.



WORLDWIDE CORPORATE ADMINISTRATORS LLC

Lauren Underwood, Attorney-in-Fact

Date: November 28, 2023.

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