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

From: Account Name : CORPORATE CREATIONS INTERNATIONAL INC.  
Account Number : 110432003053  
Phone : (561)694-8107  
Fax Number : (561)214-8442

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FLORIDA PROFIT/NON PROFIT CORPORATION  
RUBBER INNOVATION INC.

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## ARTICLES OF INCORPORATION

### Article I. Name

The name of this Florida corporation is:  
RUBBER INNOVATION INC.

### Article II. Address

The street address of the Corporation's initial principal office is:  
RUBBER INNOVATION INC.  
3801 SW 47th Avenue, Suite 503  
Fort Lauderdale FL 33314

### Article III. Mailing Address

The mailing address of the Corporation's initial principal office is:  
RUBBER INNOVATION INC.  
3801 SW 47th Avenue, Suite 503  
Fort Lauderdale FL 33314

### Article IV. Registered Agent

The name and address of the Corporation's registered agent is:  
Corporate Creations Network Inc.  
801 US Highway 1  
North Palm Beach FL 33408

Corporate Creations International  
801 US Highway 1  
North Palm Beach FL 33408  
(561) 694-8107

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Article V. Board of Directors

The name of each member of the Corporation's Board of Directors is:

TORE ENGER  
PAL CHRISTIAN JOHNSEN  
BETTINA NOWAK

The affairs of the Corporation shall be managed by a Board of Directors consisting of no less than one director. The number of directors may be increased or decreased from time to time in accordance with the Bylaws of the Corporation. The election of directors shall be done in accordance with the Bylaws. The directors shall be protected from personal liability to the fullest extent permitted by applicable law.

Article VI. Capital Stock

The Corporation shall have the authority to issue 100 shares of common stock, par value \$1.00 per share.

Article VII. Incorporator

The name and address of the incorporator is:

Corporate Creations International  
801 US Highway 1  
North Palm Beach FL 33408

Article VIII. Corporate Existence

These Articles of Incorporation shall become effective and the corporate existence will begin on April 22, 2021.

The undersigned incorporator executed these Articles of Incorporation on 4/22/2021.

/s/ Caitlin Lazarus  
CORPORATE CREATIONS INTERNATIONAL  
Jim "JP" Perkins Executive Vice President and Chief Relation Officer

Corporate Creations International  
801 US Highway 1  
North Palm Beach FL 33408  
(561) 694-8107

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