

Commonwealth of Kentucky
Michael G. Adams, Secretary of State

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Michael G. Adams
KY Secretary of State
Received and Filed

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Michael G. Adams
Secretary of State
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Articles of Organization
Limited Liability Company

KLC

For the purposes of forming a limited liability company in Kentucky pursuant to KRS Chapter 275, the undersigned organizer hereby submits the following Articles of Organization to the Office of the Secretary of State for filing:

Article I: The name of the company is

RL BILTRITE, LLC

Article II: The street address of the company's initial registered office in Kentucky is

141 Allen Douglas Drive, Richmond, KY 40475

and the name of the initial registered agent at that address is **Jon Clark**

Article III: The mailing address of the company's initial principal office is

841 E 64th Street, Suite 201, Indianapolis, IN 46220

Article IV: The limited liability company is to be managed by **Managers**

This Filing is Effective on Friday, December 1, 2023

Executed by the Organizer on Friday, December 1, 2023

Betsy L. Aguado

Title: Authorized
Representative

I, **Jon Clark**, consent to serve as the Registered Agent on behalf of the limited liability company.
on Friday, December 1, 2023