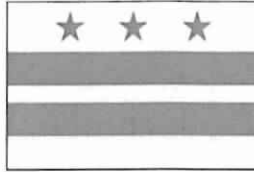


Initial File #: N00008448157

GOVERNMENT OF THE DISTRICT OF COLUMBIA
DEPARTMENT OF LICENSING AND CONSUMER PROTECTION
CORPORATIONS DIVISION



C E R T I F I C A T E

THIS IS TO CERTIFY that all applicable provisions of the District of Columbia Business Organizations Code have been complied with and accordingly, this ***CERTIFICATE OF INCORPORATION*** is hereby issued to:

Malaysian Rubber Council USA

Effective Date: 6/18/2025

IN WITNESS WHEREOF I have hereunto set my hand and caused the seal of this office to be affixed as of 6/18/2025 10:29 AM

Business and Professional Licensing Administration



Rebecca Janovich

REBECCA JANOVICH
Superintendent of Corporations,
Corporations Division

Muriel Bowser
Mayor

Tracking #: tFmrhg3o

DLOP Corp. Div.

JUN 17 2025

FBI OFFICE

**ARTICLES OF INCORPORATION
OF
MALAYSIAN RUBBER COUNCIL USA**
(a District of Columbia Nonprofit Corporation)

THIS IS TO CERTIFY:

Article 1. The name of the corporation is Malaysian Rubber Council USA (the "**Corporation**").

Article 2. The Corporation will have members ("**Members**").

Article 3. The Registered Agent's name in the District of Columbia is Cogency Global Inc. whose business address is 1025 Connecticut Avenue, NW, Suite 172, Washington, DC 20036.

Article 4. The Corporation is incorporated as a domestic nonprofit corporation, pursuant to §29-402.02 and §29-102 of the DC Code, exclusively for business leagues, chambers of commerce, real estate boards, boards of trade, and similar organizations that promote or address a specific common business interest for the federal tax exempt status under Section 501(c)(6) of the Internal Revenue Code, or its equivalent, as now in effect or as may hereafter be amended, or corresponding section of any future federal tax code (the "**Code**").

The Corporation is dedicated to advancing the United States rubber industry by facilitating trusted connections between United States businesses and leading Malaysian rubber manufacturers. The Corporation will provide critical information and access to competitively priced, high quality Malaysian rubber products enabling United States businesses to enhance profitability and establish direct secure sourcing channels.

Notwithstanding any other provisions of these Articles of Incorporation, the Corporation shall not carry on any activities not permitted to be carried on by a corporation exempt from federal and state income taxes under Section 501(c)(6) of the Code or any successor provision.

Article 5. The Corporation shall have no authority to issue capital stock.

Article 6. The powers of the Corporation shall be exercised, and its affairs conducted, by a board of directors (the "**Board**"), the members of which shall be elected in the manner provided in the Bylaws. The number of directors may be increased or decreased pursuant to the Bylaws, but shall not be less than the minimum number of directors required by law. There are three (3) initial directors who shall act until successors are duly elected and qualified or until earlier resignation, removal from office, or death. The Board members listed below have legal authority and ability to direct the day-to-day operational decisions of the Corporation but have no aggregate Beneficial Ownership directly, or indirectly, of the Corporation.

Dato' Razali Mohamad
Unit No. 36-02, Q Sentral, 2A
Jalan Stesen Sentral 2
Kuala Lumpur Sentral
50470 Kuala Lumpur, Malaysia

Mr. Teo Soon Huat
Unit No. 36-02, Q Sentral, 2A
Jalan Stesen Sentral 2
Kuala Lumpur Sentral
50470 Kuala Lumpur, Malaysia

Mr. Muhammad Fazli Ab Jalil
Unit No. 36-02, Q Sentral, 2A
Jalan Stesen Sentral 2
Kuala Lumpur Sentral
50470 Kuala Lumpur, Malaysia

Article 7. No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to any director or officer of the Corporation or any other private person except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered to or for the Corporation and do make payments and distributions in furtherance of the purposes set forth in Article 4 hereof.

Notwithstanding any other provision of these Articles, the Corporation shall not directly or indirectly carry on any activity which would prevent it from obtaining exemption from Federal income taxation as a corporation described in Section 501(c)(6) of the Code or cause it to lose such exempt status.

Article 8. In the event of dissolution or final liquidation of the Corporation, all of the remaining assets and property of the Corporation shall, after paying or making provision for the payment of all of the liabilities and obligations of the Corporation and for necessary expenses thereof, be distributed to such organization or organizations organized and operated exclusively for charitable, cultural, scientific, literary, and educational purposes as shall at the time qualify as an exempt organization or organizations under Section 501(c)(6) of the Code, or its equivalent, whose doctrine and organizational purposes are in harmony with that of this Corporation as set forth in these Articles and the Bylaws. In no event shall any of such assets or property be distributed to any director or officer or to any private individual.

Article 9. To the maximum extent that District of Columbia law, in effect from time to time, permits the liability of directors and officers to be limited or eliminated, no director or officer of the Corporation shall be liable to the Corporation for money damages, provided that such relief from liability shall not apply in any instance where such relief is inconsistent with the provision

of the Code applicable to corporations described in Section 501(c)(6) of the Code. Neither the amendment nor repeal of this Article, nor the adoption or amendment of any provision of the Corporation's Charter or Bylaws inconsistent with this Article, shall apply to or affect in any respect the applicability of the preceding sentence with respect to any act or failure to act which occurred prior to such amendment, repeal, or adoption.

Article 10. (a) To the maximum extent permitted by the laws of the District of Columbia in effect from time to time, and subject to compliance with any procedures and other requirements prescribed by said laws, any person who is or is threatened to be made a party to any threatened, pending, or completed action, suit or proceeding, whether civil, criminal, administrative, or investigative, by reason of the fact that he or she (i) is or was a director or officer of the Corporation or of a predecessor of the Corporation, or (ii) is or was a director or officer of the Corporation or of a predecessor of the Corporation and is or was serving at the request of the Corporation as a director, officer, partner, trustee, employee, or agent of another foreign or domestic corporation, partnership, joint venture, trust, or other entity shall be indemnified by the Corporation against judgments, penalties, fines, settlements, and reasonable expenses, including attorneys' fees, actually and necessarily incurred by him or her in connection with such action, suit, or proceeding, or in connection with any appeal therein (which reasonable expenses may be paid or reimbursed in advance of final disposition of any such suit, action, or proceeding). Such indemnification shall not apply in any instance where the same is inconsistent with the provision of the Code applicable to corporations described in Section 501(c)(6) of the Code.

(b) To the maximum extent permitted by the laws of the District of Columbia in effect from time to time, and subject to compliance with any procedures and other requirements prescribed by said laws, any person who is or is threatened to be made a party to any threatened, pending, or completed action, suit, or proceeding, whether civil, criminal, administrative, or investigative, by reason of the fact that such person (i) is or was an employee or agent of the Corporation or of a predecessor of the Corporation, or (ii) is or was an employee or agent of the Corporation or of a predecessor of the Corporation and is or was serving at the request of the Corporation as a director, officer, partner, trustee, employee, or agent of another foreign or domestic corporation, limited liability company, partnership, joint venture, trust, or other entity may (but need not) be indemnified by the Corporation against judgments, penalties, fines, settlements, and reasonable expenses (including, but not limited to, attorneys' fee and court costs) actually incurred by such person in connection with such action, suit, or proceeding, or in connection with any appeal thereof (which reasonable expenses may be paid or reimbursed in advance of final disposition of any such suit, action, or proceeding). Such indemnification shall not apply in any instance where the same is inconsistent with the provision of the Code applicable to corporations described in Section 501(c)(6) of the Code.

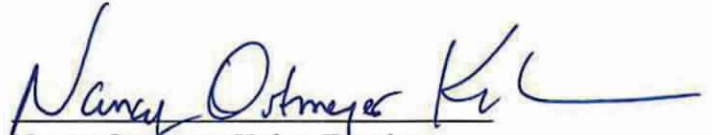
(c) Neither the amendment nor repeal of this Article, nor the adoption or amendment of any other provision of the Bylaws or Charter of the Corporation inconsistent with this Article, shall apply to or affect in any respect the applicability of this Article with respect to any act or failure to act which occurred prior to such amendment, repeal, or adoption.

(d) The foregoing right of indemnification and advancement of expenses shall not be deemed exclusive of any other rights to which any officer or director of the Corporation may be entitled apart from the provisions of this Article.

Article 11. The duration of the Corporation shall be perpetual.

IN WITNESS WHEREOF, the undersigned Incorporator, whose address is Shulman Rogers, P.A., 1100 New York Avenue NW, East Tower, Suite 300, Washington, DC 20005, has signed these Articles of Incorporation and acknowledges that these Articles of Incorporation are her act and that to the best of her knowledge, information and belief, and under the penalties of perjury, the matters and facts set forth herein are true in all material respects.

Dated: June 11, 2025


Nancy Ortmeier Kuhn, Esquire
Incorporator

EXECUTION

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date	Printed Name	Signature
SEPT 10, 2026	FRANZ ABRAHAM DOMINIC	

PREVIEW