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COVER LETTER

	Filing Section				
SUBJECT:	Washington	Policy and Analysis	, Inc.		
SUBJECT.		Name of corp	oration	- must include suffix	
Dear Sir or M	adam:				
"Certificate of	f Existence,"		od Stan	Authorization to Transac ding" and check are sub ss in Florida.	
Please return	all correspond	ence concerning thi	s matter	to the following:	
Patricia Giard	fina				
		N	ame of I	Person	
Informa USA,	, Inc.				
		Fi	m/Com	pany	
100 Wall Stre	et, 9th Floor				
			Addre	SS	
New York, Ne	ew York 1000	5			
		City	State ar	nd Zip code	
patty.giardina					
		E-mail address: (to b	e used f	or future annual report n	otification)
For further int	formation con	cerning this matter,	please c	all:	
Patricia Giard	lina	at (⁹¹	17	332-2185	
Name	e of Person	at (Area C	332-2185 Code & Daytime Telepho	one Number
New I Divisi Clifto 2661 Tallal	Filing Section ion of Corpora in Building Executive Cen nassee, FL 32	nter Circle	•	MAILING AI New Filing Sec Division of Co P.O. Box 6327 Tallahassee, FI	ction rporations
■ \$70.00 Fil	ing Fee □	\$78.75 Filing Fee a		\$78.75 Filing Fee & Certified Copy	□ \$87.50 Filing Fee, Certificate of Status & Certified Copy

APPLICATION BY FOREIGN CORPORATION FOR AUTHORIZATION TO TRANSACT BUSINESS IN FLORIDA

1

IN COMPLIANCE WITH SECTION 607.1503, FLORIDA STATUTES, THE FOLLOWING IS SUBMITTED TO REGISTER A FOREIGN CORPORATION TO TRANSACT BUSINESS IN THE STATE OF FLORIDA.

(If name unqueils	ble in Clarida anter elfernate comparts	adopted for the purpose of transacting business in Florida)	
Delaware	iore in Fiorica, enter atternate corporate name	adopted for the purpose of transacting business in Florida) 52-1888644	
(State or country under the law of which it is incorporated)			
	y under the law of which it is incorporated)	(FEI number, if applicable)	
5.		(Duration: Year corp. will cease to exist or "perpetual")	
(Date	of meorporation)	(Diffation: Teal corp. win cease to exist of perpetual)	
		n Florida, if prior to registration) 502, F.S., to determine penalty liability)	
1025 Thomas Je	efferson Street, NW Washington, DC 2000		
	(Principal office add	ress)	
101 Paramount	Drive, Ste. 100, Sarasota, FL 34232		
	(Current mailing add	ress)	
Name and stree	t address of Florida registered agent: (P.C	O. Box NOT acceptable)	
Name: Corporation Service Company			
ffice Address:	1201 Hays Street		
rico ridutoss.	Tallahassee	32301 Florida	
	(City)	(Zip code)	
Registered age	ent's acceptance:		

10. Attached is a certificate of existence duly authenticated, not more than 90 days prior to delivery of this application to the Department of State, by the Secretary of State or other official having custody of corporate records in the jurisdiction under the law of which it is incorporated.

11. Names and business addresses of officers and/or directors: A. DIRECTORS Chairman: Vice Chairman: Thomas C. Etter 100 Wall Street, 9th Fl., New York, NY 10005 Patrick Martell Director: Christchurch Court, 10-15 Newgate Street, London EC1A 7AZ, United Kingdom Address: **B. OFFICERS** See addendum President: Vice President: Address: NOTE: If necessary, you-may attach an addendum to the application listing additional officers and/or directors. Signature of Director or Officer The officer or director signing this document (and who is listed in number 12 above) affirms that the facts stated herein are true and that he or she is aware that false information submitted in a document to the Department of State constitutes a third degree felony as provided for in s.817.155, F.S. 13. Patricia Giardina, Assistant Secretary

ADDENDUM

WASHINGTON POLICY AND ANALYSIS, INC.

Application by Foreign Corporation for Authorization to Transact Business in Florida

11.B. The name and business addresses of officers:

Name	Title	Address
William Martin	President & CEO	1025 Thomas Jefferson Street, NW, Washington, DC 20007
Kevin Donagher	Chief Financial Officer and Treasurer	One Research Drive, Westborough, MA 01581
Thomas Scott	Executive Vice President	1025 Thomas Jefferson Street, NW, Washington, DC 20007
Thomas C. Etter	Vice President & Secretary	100 Wall Street, New York, NY 10005
Marc Levine	Vice President of Tax	101 Paramount Drive, Sarasota, FL 34232
Patricia Giardina	Assistant Secretary	100 Wall Street, New York, NY 10005

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Delaware

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The First State

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF

DELAWARE, DO HEREBY CERTIFY "WASHINGTON POLICY AND ANALYSIS,

INC." IS DULY INCORPORATED UNDER THE LAWS OF THE STATE OF

DELAWARE AND IS IN GOOD STANDING AND HAS A LEGAL CORPORATE

EXISTENCE SO FAR AS THE RECORDS OF THIS OFFICE SHOW, AS OF THE

FOURTEENTH DAY OF JANUARY, A.D. 2015.

SECRETARY OF STAIL
SECRETARY OF CORPORATION:
DIVISION OF CORPORATION:

2413786 8300

150041663

AUTHENTICATION: 2040028

DATE: 01-14-15

You may verify this certificate online at corp.delaware.gov/authver.shtml