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(Requestor's Name)

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(City/State/Zip/Phone #)

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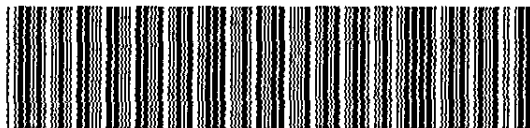
(Business Entity Name)

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CHARLES RIVER ASSOCIATES

Karen R. Gruntmeyer
Contract Administrator
Charles River Associates Incorporated
John Hancock Tower
200 Clarendon Street, T-33
Boston, Massachusetts 02116-5092
Phone: (617) 425-3039
Facsimile: (617) 425-3132

August 15th, 2003

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VIA FEDERAL EXPRESS

Registration Section
Division of Corporations
409 E. Gaines Street
Tallahassee, FL 32399

RE Charles River Associates Incorporated (the "Company")

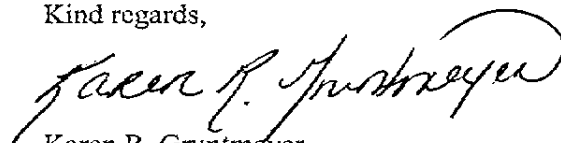
Dear Sir or Madam:

On behalf of the Company, enclosed please find an Application by Foreign Corporation for Authorization to Transact Business in Florida, including a Transmittal Letter, a Certificate of Good Standing and a check in the amount of \$78.75 made payable to the Florida Department of State, as payment toward the respective filing fee and certified copy.

If you have any questions regarding the enclosed filing, please do not hesitate to contact me at the telephone number noted above.

Thank you for your prompt attention to this matter.

Kind regards,


Karen R. Gruntmeyer
Contract Administrator

Enclosures

TRANSMITTAL LETTER

TO: Registration Section
Division of Corporations

SUBJECT: Charles River Associates Incorporated
(Name of corporation - must include suffix)

Dear Sir or Madam:

The enclosed "Application by Foreign Corporation for Authorization to Transact Business in Florida", "Certificate of Existence", and check are submitted to register the above referenced foreign corporation to transact business in Florida.

Please return all correspondence concerning this matter to the following:

Karen R. Gruntmeyer
(Name of Person)
Charles River Associates Incorporated
(Firm/Company)
John Hancock Tower, 200 Clarendon St., T-33
(Address)
Boston, MA 02116
(City/State and Zip code)

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For further information concerning this matter, please call:

Larry Shughart at (617) 425-3381
(Name of Person) (Area Code & Daytime Telephone Number)

STREET ADDRESS:
Registration Section
Division of Corporations
409 E. Gaines St.
Tallahassee, FL 32399

MAILING ADDRESS:
Registration Section
Division of Corporations
P.O. Box 6327
Tallahassee, FL 32314

Enclosed is a check for the following amount:

- ☐ \$70.00 Filing Fee ☐ \$78.75 Filing Fee & Certificate of Status ☒ \$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**

*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.*

1. Charles River Associates Incorporated
(Name of corporation; must include the word "INCORPORATED", "COMPANY", "CORPORATION" or words or abbreviations of like import in language as will clearly indicate that it is a corporation instead of a natural person or partnership if not so contained in the name at present.)
2. Massachusetts 3. 042372210
(State or country under the law of which it is incorporated) (FEI number, if applicable)
4. February 19, 1965 5. Perpetual
(Date of incorporation) (Duration: Year corp. will cease to exist or "perpetual")
6. Upon qualification
(Date first transacted business in Florida. If corporation has not transacted business in Florida, insert "upon qualification."
(SEE SECTIONS 607.1501, 607.1502 and 817.155, F.S.)
7. 200 Clarendon Street, T-33, Boston, MA 02116
(Principal office address)
200 Clarendon Street, T-33, Boston, MA 02116
(Current mailing address)
8. To provide economic, financial & business consulting and analysis.
(Purpose(s) of corporation authorized in home state or country to be carried out in state of Florida)
9. Name and street address of Florida registered agent: (P.O. Box or Mail Drop Box **NOT** acceptable)
Name: CF Corporation System
Office Address: 1200 South Pine Island road
Plantation, Florida 33324
(City) (Zip code)

10. Registered agent's acceptance:

Having been named as registered agent and to accept service of process for the above stated corporation at the place designated in this application, I hereby accept the appointment as registered agent and agree to act in this capacity. I further agree to comply with the provisions of all statutes relative to the proper and complete performance of my duties, and I am familiar with and accept the obligations of my position as registered agent.



TRACI HOUCK
SPECIAL ASSISTANT SECRETARY
(Registered agent's signature)

11. 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.

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12. Names and business addresses of officers and/or directors:

A. DIRECTORS

Chairman: PLEASE SEE ATTACHED

Address: _____

Vice Chairman: _____

Address: _____

Director: _____

Address: _____

Director: _____

Address: _____

B. OFFICERS

President: PLEASE SEE ATTACHED

Address: _____

Vice President: _____

Address: _____

Secretary: _____

Address: _____

Treasurer: _____

Address: _____

NOTE: If necessary, you may attach an addendum to the application listing additional officers and/or directors.

13. James C. Burrows
(Signature of Chairman, Vice Chairman, or any officer listed in number 12 of the application)

14. James C. Burrows President & Chief Executive Officer
(Typed or printed name and capacity of person signing application)

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Name of Officer/Director	Office Held (If Applicable)	Director (Yes or No)	Business Address
James C. Burrows	President & Chief Executive Officer	Yes	c/o Charles River Associates Incorporated 200 Clarendon Street, T-33 Boston, Massachusetts 02116
J. Phillip Cooper	Chief Financial Officer, Executive Vice President & Treasurer	No	c/o Charles River Associates Incorporated 200 Clarendon Street, T-33 Boston, Massachusetts 02116
Rowland T. Moriarty		Chairman of the Board	c/o Charles River Associates Incorporated 200 Clarendon Street, T-33 Boston, Massachusetts 02116
Franklin M. Fisher		Vice Chairman of the Board	c/o Charles River Associates Incorporated 200 Clarendon Street, T-33 Boston, Massachusetts 02116
Robert J. Larner	Executive Vice President	No	c/o Charles River Associates Incorporated 200 Clarendon Street, T-33 Boston, Massachusetts 02116
C. Christopher Maxwell	Executive Vice President	No	c/o Charles River Associates Incorporated 200 Clarendon Street, T-33 Boston, Massachusetts 02116
William F. Concannon		Yes	c/o Charles River Associates Incorporated 200 Clarendon Street, T-33 Boston, Massachusetts 02116
Carl Kaysen		Yes	c/o Charles River Associates Incorporated 200 Clarendon Street, T-33 Boston, Massachusetts 02116
Ronald T. Maheu		Yes	c/o Charles River Associates Incorporated 200 Clarendon Street, T-33 Boston, Massachusetts 02116
Steven C. Salop		Yes	c/o Charles River Associates Incorporated 200 Clarendon Street, T-33 Boston, Massachusetts 02116
Carl Shapiro	SECRETARY OF STATE DIVISION OF CORPORATIONS 40 STATE HOUSE ST. BOSTON, MA 02150-2000	Yes	c/o Charles River Associates Incorporated 200 Clarendon Street, T-33 Boston, Massachusetts 02116



William Francis Galvin
Secretary of the
Commonwealth

The Commonwealth of Massachusetts

Secretary of the Commonwealth

State House, Boston, Massachusetts 02133

May 12, 2003

TO WHOM IT MAY CONCERN:

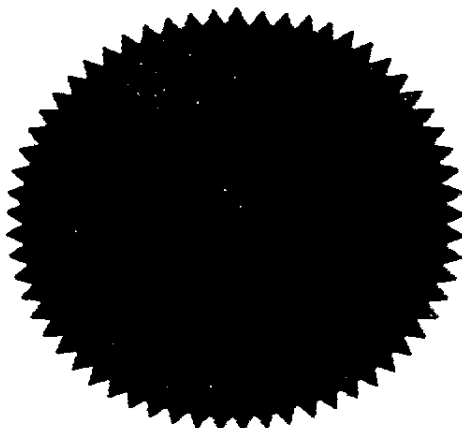
I hereby certify that

CHARLES RIVER ASSOCIATES INCORPORATED

appears by the records of this office to have been incorporated under the General Laws of this Commonwealth on February 19, 1965.

I also certify that so far as appears of record here, said corporation still has legal existence.

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In testimony of which,
I have hereunto affixed the
Great Seal of the Commonwealth
on the date first above written.

William Francis Galvin

Secretary of the Commonwealth