

F04000000419

(Requestor's Name)

(Address)

(Address)

(City/State/Zip/Phone #)

☐ PICK-UP

☐ WAIT

☐ MAIL

22

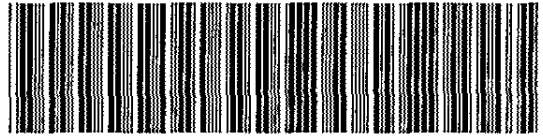
(Business Entity Name)

(Document Number)

Certified Copies _____ Certificates of Status _____

Special Instructions to Filing Officer:

Office Use Only



400025707334

01/22/04--01031--008 **1220.00

BF

FILED
04 JAN 22 PM 4:12
SECRETARY OF STATE
TALLAHASSEE, FLORIDA

CT CORPORATION SYSTEM

660 East Jefferson Street
Tallahassee, FL 32304 January 22, 2004
Tel. 850 222 1092
Fax 850 222 7615

Secretary of State, Florida
409 East Gaines Street
Tallahassee FL 32399

Re: Order #: 6019589 SO
Customer Reference 1:
Customer Reference 2:

Dear Secretary of State, Florida:

Please file the attached:

The Boston Consulting Group, Inc. (MA)
Qualification
Florida

Enclosed please find a check for the requisite fees. Please return evidence of filing(s) to my attention.

If for any reason the enclosed cannot be filed upon receipt, please contact me immediately at (850) 222-1092. Thank you very much for your help.

Sincerely,

Brigham Weir
Fulfillment Specialist
Brigham_Weir@cch-lis.com

FILED
04 JAN 22 PM 4:12
SECRETARY OF STATE
TALLAHASSEE, FLORIDA

**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. The Boston Consulting Group, Inc. D B A BCG OF MASSACHUSETTS, INC.
(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. 04-2432614
(State or country under the law of which it is incorporated) (FEI number, if applicable)

4. 07/28/1967 5. Perpetual
(Date of incorporation) (Duration: Year corp. will cease to exist or "perpetual")

6. January 1, 2003
(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. 703 Waterford Way, Suite 740 Miami, FL 33126
(Principal office address)
703 Waterford Way, Suite 740 Miami, FL 33126
(Current mailing address)

8. Management Consulting
(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: C T 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.

C T Corporation System

By: 
(Registered agent's signature)

TRACI HOUCK
SPECIAL ASSISTANT SECRETARY

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.

FILED
04 JAN 22 PM 4:12
SECRETARY OF STATE
TALLAHASSEE, FLORIDA

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

A. DIRECTORS

Chairman: _____

Address: _____

Vice Chairman: _____

Address: _____

Director: _____

Address: _____

Director: _____

Address: _____

B. OFFICERS

President: Carl Stern

Address: 200 South Wacker Drive, 27th Floor

Chicago, Illinois 60606

Vice President: See Attached List

Address: _____

Secretary: Hugh Jones

Address: Exchange Place 31st Floor Boston, MA 02109

Treasurer: Debbie Simpson

Address: Exchange Place, 6th Floor Boston, MA 02109

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

13. Deborah J. Simpson
(Signature of Chairman, Vice Chairman, or any officer listed in number 12 of the application)

14. Debbie Simpson - Vice President
(Typed or printed name and capacity of person signing application)

**Vice Presidents of The Boston Consulting Group, Inc.
As of January 1, 2003**

<u>Name</u>	<u>Business Address</u>
Rene Abate	The Boston Consulting Group & Cie 4 rue d'Aguesseau 75008 Paris, France
James Abraham	The Boston Consulting Group Pte, Ltd. 55/56 Free Press House Nariman Point Mumbai 400 021 India
Thomas Achhorner	The Boston Consulting Group International, Inc. 34th Floor, Shell Tower Times Square Causeway Bay, Hong Kong
Charbel Ackermann	The Boston Consulting Group, Ltd. Usadba Center, Voznesensky pereulok, 22/13 103009 Moscow, Russian Federation
Victor Aerni	The Boston Consulting Group AG Zurich Zollikonstrasse 226 CH 8008 Zürich, Switzerland
Marcos Aguiar	The Boston Consulting Group (Brasil) Ltda. Av. Brig Faria Lima 3064-5th Floor Sao Paulo, SP 01451-000 Brazil
Hans-Jorg Allgaier	The Boston Consulting Group GmbH & Partner Sendlinger Str. 7 80331 Munich, Germany
Renaud Amiel	The Boston Consulting Group Belgium S.A. Boulevard de l'Imperatrice, 13 1000 Brussels, Belgium
Harri Andersson	The Boston Consulting Group Etelaesplandi 12, 3rd floor 00130 Helsinki, Finland
James P. Andrew	The Boston Consulting Group, Inc. 200 South Wacker Drive, 27th Floor Chicago, Illinois 60606
Mahlon Apgar IV (Sandy)	The Boston Consulting Group of Canada Limited

	BCE Place 181 Bay Street Suite 2400, P O Box 783 Toronto, Ontario M5J 2T3, Canada
Lionel Are	The Boston Consulting Group & Cie 4 rue d'Aguesseau 75008 Paris, France
Terrence Atkinson	The Boston Consulting Group Pty. Ltd. 101 Collins Street, Level 52 Melbourne VIC 3000 Australia
Ramon Baeza	The Boston Consulting Group, Ltd. Alcala, 95 28009 Madrid, Spain
Cameron Bruce Bailey	The Boston Consulting Group Sdn. Bhd. Letter Box No. 6 Level 17, Menara IMC No. 8 Jalan Sultan Ismail 50250 Kuala Lumpur, West Malaysia
Venu G (Balu) Balagopal	The Boston Consulting Group, Inc. 500 N. Akard St. Suite 2600 Court, Suite 550 Dallas, Texas 75201
Bradford L. Banducci	The Boston Consulting Group Pty. Ltd. Level 61, Governor Phillip Tower 1 Farrer Place, Sydney NSW 2000 Australia
S. J. Felix Barber	The Boston Consulting Group AG Zurich Zollikestrasse 226 CH 8008 Zürich, Switzerland
Jean Baron-Mazloumian	The Boston Consulting Group Belgium S.A. Boulevard de l'Imperatrice, 13 1000 Brussels, Belgium
Tommaso Barracco	The Boston Consulting Group & Cie 4 rue d'Aguesseau 75008 Paris, France
Pedro Bastos	The Boston Consulting Group, Ltd. Av. da Liberdade, 110, 7º 1269-044 Lisbon, Portugal
Jorge L. Becerra	The Boston Consulting Group

Bouchard 547-10°
(1106) Buenos Aires, Argentina

Marc Benayoun	The Boston Consulting Group & Cie 4 rue d'Aguesseau 75008 Paris, France
Simon Bennett	The Boston Consulting Group Limited Devonshire House Mayfair Place London W1J 8AJ England
Timothy O. Bennett	The Boston Consulting Group Sdn. Bhd. Letter Box No. 6 Level 17, Menara IMC No. 8 Jalan Sultan Ismail 50250 Kuala Lumpur, West Malaysia
Joel Benzimra	The Boston Consulting Group & Cie 4 rue d'Aguesseau 75008 Paris, France
Barbara B. Berke	The Boston Consulting Group, Inc. Exchange Place, 31st floor Boston, Massachusetts 02109
Rohit Bhagat	The Boston Consulting Group, Inc. Two Embarcadero Center, Suite 2800 San Francisco, California 94111
Laurent Billes-Garabedian	The Boston Consulting Group & Cie 4 rue d'Aguesseau 75008 Paris, France
Eric Bismuth	The Boston Consulting Group & Cie 4 rue d'Aguesseau 75008 Paris, France
Rolf Bixner	The Boston Consulting Group incorporating Horringa & de Koning J.F. Kennedylaan 100 3741 EH Baarn, The Netherlands
L. Anderson Blackburn	The Boston Consulting Group, Inc. Two Embarcadero Center, Suite 2800 San Francisco, California 94111
Mark F. Blaxill	The Boston Consulting Group, Inc. Exchange Place, 31st floor Boston, Massachusetts 02109

Franciscus L. Blom	The Boston Consulting Group incorporating Horryng & de Konyng J.F. Kennedylaan 100 3741 EH Baarn, The Netherlands
Marcus Bokkerink	The Boston Consulting Group, Ltd. Devonshire House Mayfair Place London W1J 8AJ England
Stefan Brand	The Boston Consulting Group GmbH & Partner Sendlinger Str. 7 80331 Munich, Germany
Stepan Breedveld	The Boston Consulting Group incorporating Horryng & de Konyng J.F. Kennedylaan 100 3741 EH Baarn, The Netherlands
Giles Brennand	The Boston Consulting Group International, Inc. 34th Floor, Shell Tower Times Square Causeway Bay, Hong Kong
Charles-Andre Brouwers	The Boston Consulting Group, Inc. 135 East 57th Street, 22nd floor New York, New York 10022
David J. Brownell	The Boston Consulting Group Pty. Ltd. 101 Collins Street, Level 52 Melbourne VIC 3000 Australia
Hans-Paul Bürkner	The Boston Consulting Group GmbH & Partner Westend-Carree Grüneburgweg 18 D-60322 Frankfurt am Main, Germany
William H. L. Burnside	The Boston Consulting Group, Inc. 355 South Grand Avenue, Suite #3300 Los Angeles, California 90071
Michael H. Busch	The Boston Consulting Group, Inc. 135 East 57th Street, 22nd floor New York, New York 10022
Chamian Caines	The Boston Consulting Group, Ltd. Devonshire House Mayfair Place London W1J 8AJ England
Alberto Camatini	The Boston Consulting Group SRL Via della Moscova 18

	20121 Milan, Italy
Francois Cadelon	The Boston Consulting Group & Cie 4 rue d'Aguesseau 75008 Paris, France
Giovanni Carlino	The Boston Consulting Group SRL Via della Moscova 18 20121 Milan, Italy
Paul Carr	The Boston Consulting Group International, Inc. Kwangwhamun Building, 20th Floor 64-8, Taepyong-ro 1-ka, Choong-ku Seoul, Korea
Phillip B. Catchings	The Boston Consulting Group, Inc. Exchange Place, 6th floor Boston, Massachusetts 02109
Joaquin Cava	The Boston Consulting Group, Ltd. Alcala, 95 28009 Madrid, Spain
Rafael I. Cerezo	The Boston Consulting Group, Ltd. Alcala, 95 28009 Madrid, Spain
Steven S. Chai	The Boston Consulting Group International, Inc. Kwangwhamun Building, 20th Floor 64-8, Taepyong-ro 1-ka, Choong-ku Seoul, Korea
Jacques G. Chapuis	The Boston Consulting Group & Cie 4 rue d'Aguesseau 75008 Paris, France
Thierry J. Chassaing	The Boston Consulting Group & Cie 4 rue d'Aguesseau 75008 Paris, France
Raffaele Cicala	The Boston Consulting Group SRL Via della Moscova 18 20121 Milan, Italy
Andrew Clark	PT Boston Consulting Indonesia Level 22, Mashill Tower Jl. Jenderal Sudirman KAV. 25 Jakarta 12920, Indonesia
John Clarkeson	The Boston Consulting Group, Inc. Exchange Place, 6th floor Boston, Massachusetts 02109

Jordi Comas	The Boston Consulting Group S.L. Avda. Diagonal 640-6 E 08017 Barcelona, Spain
Kathleen M. Conlon	The Boston Consulting Group Pty. Ltd. Level 61, Governor Phillip Tower 1 Farrer Place Sydney NSW 2000 Australia
Kees Cools	The Boston Consulting Group incorporating Horrington & de Koning J.F. Kennedylaan 100 3741 EH Baarn, The Netherlands
Carlos Costa	The Boston Consulting Group Limited Alcala, 95 28009 Madrid, Spain
Pascal Cotte	The Boston Consulting Group & Cie 4 rue d'Aguesseau 75008 Paris, France
Mary E. Cummins	The Boston Consulting Group, Inc. 135 East 57th Street, 22nd floor New York, New York 10022
Danny Dale	The Boston Consulting Group Pty. Ltd. 101 Collins Street, Level 52 Melbourne VIC 3000, Australia
Francois Dalens	The Boston Consulting Group & Cie 4 rue d'Aguesseau 75008 Paris, France
David Robert Davies	The Boston Consulting Group (Brasil) Ltda. Av. Nacoes Unidas, 11.857-9 andar CEP 04578-000 - Sao Paulo SP Brazil
Joseph C. Davis	The Boston Consulting Group, Inc. One Bethesda Center 4800 Hampden Land Bethesda, Maryland 20814
Ranu Dayal	The Boston Consulting Group, Inc. 135 East 57th Street, 22nd floor New York, New York 10022
Jaap de Jong	The Boston Consulting Group incorporating Horrington & de Koning J.F. Kennedylaan 100

	3741 EH Baarn, The Netherlands
Jesus de Juan	The Boston Consulting Group, S.A. de C.V. Vasconcelos 101 Ote - 5º Colonia Residencial San Agustín Garza Carcía, N.L. C.P. 66260, Mexico
Christian de Juniac	The Boston Consulting Group, Ltd. Devonshire House Mayfair Place London W1J 8AJ England
Bruno de Saint-Florent	The Boston Consulting Group & Cie 4 rue d'Aguesseau 75008 Paris, France
Joan T. Dea	The Boston Consulting Group of Canada Limited BCE Place 181 Bay Street Suite 2400, P O Box 783 Toronto, Ontario M5J 2T3, Canada
David R. Dean	The Boston Consulting Group GmbH & Partner Sendlinger Str. 7 80331 Munich, Germany
Michael Deimler	The Boston Consulting, Group, Inc. 600 Peachtree, N.E. 37th Floor Atlanta, Georgia 30308 USA
Ulrika Dellby	The Boston Consulting Group Hamngatan 2 S-11147 Stockholm, Sweden
Stephan Franz Dertnig	The Boston Consulting Group Am Hof 8 A-1010 Vienna Austria
Karl E. Dickel	The Boston Consulting Group GmbH & Partner Chilehaus A Fischertwiete 2 D-20095 Hamburg, Germany
Frank Dietz	The Boston Consulting Group GmbH & Partner Sendlinger Str. 7 80331 Munich, Germany
Thomas Dionisio	The Boston Consulting Group, Inc. Exchange Place, 6th floor Boston, Massachusetts 02109

Gilles-Henri L. Dubouillon	The Boston Consulting Group & Cie. 4 rue d'Aguesseau 75008 Paris, France
Patrick J. Ducasse	The Boston Consulting Group & Cie 4 rue d'Aguesseau 75008 Paris, France
Jean D. Duck	The Boston Consulting Group, Inc. 600 Peachtree Street, N.E. 37th Floor Atlanta, Georgia 30308
Julian Durant	The Boston Consulting Group (Thailand) Ltd. 31st Floor, U Chu Liang Building 968 Rama IV Road, Silom, Bangrak Bangkok 10500 Thailand
Christophe Duthoit	The Boston Consulting Group & Cie 4 rue d'Aguesseau 75008 Paris, France
Andrew Dyer	The Boston Consulting Group Pty. Ltd. Level 61, Governor Phillip Tower 1 Farrer Place, Sydney NSW 2000 Australia
Muzaffer Egeli	Suleyman Seba Cad. No: 43 80680 Akaretler / Besiktas Istanbul Turkey
Sebastian Ehrensberger	The Boston Consulting Group GmbH & Partner Stadtter 1 D-40213 Dusseldorf, Germany
Steffen Elbert	The Boston Consulting Group GmbH & Partner Chilehaus A Fischertwiete 2 D-20095 Hamburg, Germany
Henry S. Elkington	The Boston Consulting Group, Ltd. Devonshire House Mayfair Place London W1J 8AJ England
Phillip A. Ellis	The Boston Consulting Group, Ltd. Devonshire House Mayfair Place London W1J 8AJ England
Eric Ellul	The Boston Consulting Group & Cie 4 rue d'Aguesseau

75008 Paris, France

Martin Sarkis Essayan

The Boston Consulting Group, Ltd.
Devonshire House
Mayfair Place
London W1J 8AJ England

Philip B. Evans

The Boston Consulting Group, Inc.
Exchange Place, 31st floor
Boston, Massachusetts 02109

Anders G. Fahlander

The Boston Consulting Group, Inc.
Two Embarcadero Center, Suite 2800
San Francisco, California 94111

Rudiger Filbry

The Boston Consulting Group GmbH & Partner
Sendlinger Str. 7
80331 Munich, Germany

McNeil S. Fiske

The Boston Consulting Group, Inc.
200 South Wacker Drive, 27th Floor
Chicago, Illinois 60606

Alastair P. Flanagan

The Boston Consulting Group Limited
Devonshire House
Mayfair Place
London W1J 8AJ England

John R. Frantz

The Boston Consulting Group, Inc.
Exchange Place, 6th floor
Boston, Massachusetts 02109

Michel Fredeau

The Boston Consulting Group & Cie
4 rue d'Aguesseau
75008 Paris, France

Mark B. Freedman

The Boston Consulting Group & Cie
4 rue d'Aguesseau
75008 Paris, France

D. Grant Freeland

The Boston Consulting Group, Inc.
Exchange Place, 31st floor
Boston, Massachusetts 02109

Christopher Freese

The Boston Consulting Group GmbH & Partner
Dirksenstrabe 41
10179 Berlin Germany

Ian J N Frost

The Boston Consulting Group, Inc.
200 South Wacker Drive, 27th Floor
Chicago, Illinois 60606

Michael Fullemann	The Boston Consulting Group AG Zurich Zollikerstrasse 226 CH 8008 Zürich, Switzerland
John S. Garabedian	The Boston Consulting Group, Inc. 200 South Wacker Drive, 27th Flr. Chicago, IL 60606
Gerardo Garbulsky	The Boston Consulting Group Bouchard 547-10° (1106) Buenos Aires, Argentina
Thomas Gartenmann	The Boston Consulting Group AG Zurich Zollikerstrasse 226 CH 8008 Zürich, Switzerland
David Gilmour	The Boston Consulting Group Pty. Ltd 101 Collins Street, Level 52 Melbourne VIC 3000 Australia
Marin N. Gjaja	The Boston Consulting Group, Inc. 200 South Wacker Drive, 27th Flr. Chicago, IL 60606
Nicholas P. Glenning	The Boston Consulting Group Pty. Ltd. 101 Collins Street, Level 52 Melbourne VIC 3000 Australia
Peter T. Goldsbrough	The Boston Consulting Group, Ltd. Devonshire House Mayfair Place London W1J 8AJ England
Juan Gonzalez	The Boston Consulting Group, Ltd. Alcala, 95 28009 Madrid, Spain
Paul S. Gordon	The Boston Consulting Group, Inc. 200 South Wacker Drive, 27th Floor Chicago, Illinois 60606
Emile M. Gostelie	The Boston Consulting Group incorporating Horrington & de Koning J.F. Kennedylaan 100 3741 EH Baarn, The Netherlands
Luis Gravito	The Boston Consulting Group, Ltd. Av. da Liberdade, 110, 7° 1269-044 Lisbon, Portugal

Stuart I. Grief	The Boston Consulting Group, Inc. Exchange Place, 31st floor Boston, Massachusetts 02109
Peter Groos	The Boston Consulting Group GmbH & Partner Sendlinger Str. 7 80331 Munich, Germany
Thomas Gross	The Boston Consulting Group GmbH & Partner Westend-Carree Gruneburgweg 18 D-60322 Frankfurt am Main Germany
Steven H. Gunby	The Boston Consulting Group, Inc. One Bethesda Center 4800 Hampden Lane Bethesda, Maryland 20814
Philippe Guy	The Boston Consulting Group & Cie 4 rue d'Aguesseau 75008 Paris, France
Per. M. Hallius	The Boston Consulting Group Hamngatan 2 S-11147 Stockholm, Sweden
Gerry Hansell	The Boston Consulting Group, Inc. 200 South Wacker Drive, 27th Floor Chicago, Illinois 60606
Axel Heinemann	The Boston Consulting Group GmbH & Partner Stadttor 1 D-40213 Dusseldorf, Germany
Katrina Helmkamp	The Boston Consulting Group, Inc. 200 South Wacker Drive, 27th Floor Chicago, Illinois 60606
James W. Hemerling	The Boston Consulting (Shanghai) Co. Ltd. 21/F Central Plaza 227 Huangpi Bei Lu Shanghai 200003 China
Jerome Herve	The Boston Consulting Group & Cie 4 rue d'Aguesseau 75008 Paris, France
Dieter Heuskel	The Boston Consulting Group GmbH & Partner Stadttor 1 D-40213 Dusseldorf, Germany
Ralph Heuwing	The Boston Consulting Group GmbH & Partner

	Sendlinger Str. 7 80331 Munich, Germany
Stephan Heydorn	The Boston Consulting Group GmbH & Partner Stadtfor 1 D-40213 Dusseldorf, Germany
John B (Thad) Hill	The Boston Consulting Group, Inc. 500 N. Akard St. Suite 2600 Court, Suite 550 Dallas, Texas 75201
Lindy Hirschsohn	The Boston Consulting Group, Inc. 200 South Wacker Drive, 27th Floor Chicago, Illinois 60606
Mark Hoffman	The Boston Consulting Group, Inc. 600 Peachtree Street, N.E. 37th Floor Atlanta, Georgia 30308
Volkhard Hofmann	The Boston Consulting Group GmbH & Partner Stadtfor 1 D-40213 Dusseldorf, Germany
Kristine L. Holland	The Boston Consulting Group, Ltd. Devonshire House Mayfair Place London W1J 8AJ England
Matthew G. Holland	The Boston Consulting Group of Canada, Limited BCE Place, 181 Bay Street Suite 2400, P O box 783 Toronto, Ontario M5J 2T3 Canada
Bruce M. Holley	The Boston Consulting Group, Inc. 135 East 57th Street, 22nd floor New York, New York 10022
Hubert Hsu	The Boston Consulting Group International, Inc. 34th Floor, Shell Tower Times Square, Causeway Bay, Hong Kong
Barbara Hulit	The Boston Consulting Group, Inc. 200 South Wacker Drive, 27th Floor Chicago, Illinois 60606
Robert A. Hutchinson	The Boston Consulting Group, Inc. One Bethesda Center 4800 Hampden Land Bethesda, Maryland 20814
Hideaki Imamura	The Boston Consulting Group K.K.

	The New Otani Garden Court 4-1, Kioi-cho Chiyoda-ku, Tokyo 102 Japan
Svilen Ivanov	The Boston Consulting Group, Inc. 135 East 57th Street, 22nd floor New York, New York 10022
Alan T. Jackson	The Boston Consulting Group Pty. Ltd. Level 61, Governor Phillip Tower 1 Farrer Place, Sydney NSW 2000 Australia
Daniel J. Jansen	The Boston Consulting Group, Inc. 355 South Grand Avenue, Suite #3300 Los Angeles, California 90071
Yvan Jansen	The Boston Consulting Group Belgium S.A. Boulevard de l'Imperatrice, 13 1000 Brussels, Belgium
Dan Johnson	The Boston Consulting Group Hamngatan 2 S-11147 Stockholm, Sweden
Mark A. Joiner	The Boston Consulting Group, Inc. 135 East 57th Street, 22nd floor New York, New York 10022
Barry N. Jones	The Boston Consulting Group, Ltd. Devonshire House Mayfair Place London W1J 8AJ England
Udo Jung	The Boston Consulting Group GmbH & Partner Westend-Carree Gruneburgweg 18 D-60322 Frankfurt am Main Germany
Nicolas Kachaner	The Boston Consulting Group Belgium S.A. Boulevard de l'Imperatrice, 13 1000 Brussels, Belgium
Harold Kalkstein	The Boston Consulting Group, Inc. Two Embarcadero Center, Suite 2800 San Francisco, California 94111
Larry Kamener	The Boston Consulting Group Pty. Ltd 101 Collins Street, Level 52 Melbourne VIC 3000 Australia
Sang Kang	The Boston Consulting Group International, Inc.

	Kwangwhamun Building, 20th Floor 64-8, Taepyong-ro 1-ka, Choong-ku Seoul, Korea
Hiroshi Kanno	The Boston Consulting Group K.K. The New Otani Garden Court 4-1, Kioi-cho Chiyoda-ku, Tokyo 102 Japan
Sunil Kappagoda	The Boston Consulting Group, Inc. 135 East 57th Street, 22nd floor New York, New York 10022
Simon Kennedy	The Boston Consulting Group, Inc. 200 South Wacker Drive, 27th Floor Chicago, Illinois 60606
Jaap Kerstjens	The Boston Consulting Group incorporating Horrington & de Koning J.F. Kennedylaan 100 3741 EH Baarn, The Netherlands
Nicholas Keuper	The Boston Consulting Group, Inc. 355 South Grand Avenue, Suite #3300 Los Angeles, California 90071
Kenneth M. Keverian	The Boston Consulting Group, Inc. Exchange Place, 31st floor Boston, Massachusetts 02109
Kermit O. King	The Boston Consulting Group, Inc. 200 South Wacker Drive, 27th Floor Chicago, Illinois 60606
Stuart King	The Boston Consulting Group, Ltd. Devonshire House Mayfair Place London W1J 8AJ England
Thomas P. King	The Boston Consulting Group of Canada, Limited BCE Place, 181 Bay Street Suite 2400, P O Box 783 Toronto, Ontario M5J 2T3 Canada
Alexander Kirstein	The Boston Consulting Group GmbH & Partner Staditor 1 D-40213 Dusseldorf, Germany
Mark W. Kistulinec	The Boston Consulting Group, Inc. 600 Peachtree Street, N.E. 37th Floor Atlanta, Georgia 30308

Thomas Klotz	The Boston Consulting Group International, Inc. 34th Floor, Shell Tower Times Square, Causeway Bay, Hong Kong
Martin E. Koehler	The Boston Consulting Group GmbH & Partner Sendlinger Str. 7 80331 Munich, Germany
Jeffrey Kotzen	The Boston Consulting Group, Inc. 135 East 57th Street, 22nd floor New York, New York 10022
Mathias Krahel	The Boston Consulting Group GmbH & Partner Chilehaus A Fischertwiete 2 D-20095 Hamburg, Germany
Carsten Kratz	The Boston Consulting Group GmbH & Partner Westend-Carree Gruneburgweg 18 D-60322 Frankfurt am Main Germany
Matthew A. Krentz	The Boston Consulting Group, Inc. 200 South Wacker Drive, 27th Floor Chicago, Illinois 60606
Mads Kronborg	The Boston Consulting Group Amaliegade 15 1256 Copenhagen K Denmark
Juliane Kronen	The Boston Consulting Group GmbH Im Mediapark 8 Köln Turm 50670 Cologne Germany
Michael Krupp	The Boston Consulting Group GmbH & Partner Westend-Carree Gruneburgweg 18 D-60322 Frankfurt am Main Germany
Ludger Kubel-Sorger	The Boston Consulting Group GmbH & Partner Westend-Carree Gruneburgweg 18 D-60322 Frankfurt am Main Germany
Hubert P (Huib) Kurstjens	The Boston Consulting Group incorporating Horringa & de Koning J.F. Kennedylaan 100 3741 EH Baarn, The Netherlands
Harry Kwon	The Boston Consulting Group International, Inc.

	Kwangwhamun Building, 20th Floor 64-8, Taepyong-ro 1-ka, Choong-ku Seoul, Korea
Robert G. Lachenauer	The Boston Consulting Group, Inc. Exchange Place, 31st floor Boston, Massachusetts 02109
Kirsten Lange	The Boston Consulting Group GmbH & Partner Sendlinger Str. 7 80331 Munich, Germany
Sara LaPorta	The Boston Consulting Group, Inc. Exchange Place, 31st floor Boston, Massachusetts 02109
Craig W. Lawton	The Boston Consulting Group, Inc. 600 Peachtree Street, N.E. Suite 3800 Atlanta, Georgia 30308
Peter C. Lawyer	The Boston Consulting Group, Inc. 200 South Wacker Drive, 27th Floor Chicago, Illinois 60606
Jean Lebreton	The Boston Consulting (Shanghai) Co. Ltd. 21/F Central Plaza 227 Huangpi Bei Lu Shanghai 200003 China
Alexander Leeb	The Boston Consulting Group Pte. Ltd. 4 Robinson Road #04-00 Commercial Union House Singapore 048543
Andrea Leifeld	The Boston Consulting Group GmbH & Partner Chilehaus A Fischertwiete 2 D-20095 Hamburg, Germany
Heiner Leisten	The Boston Consulting Group GmbH Im Mediapark 8 Köln Turm 50670 Cologne Germany
Richard I. Lesser	The Boston Consulting Group, Inc. 135 East 57th Street, 22nd floor New York, New York 10022
Thomas G. Lewis	The Boston Consulting Group SRL Via della Moscova 18

20121 Milan, Italy

Tomas Linden	The Boston Consulting Group Hamngatan 2 S-11147 Stockholm, Sweden
John T. Lindquist, II	The Boston Consulting Group, Ltd. Devonshire House Mayfair Place London W1J 8AJ England
Alexander M. Lintner	The Boston Consulting Group, Inc. Two Embarcadero Center, Suite 2800 San Francisco, California 94111
Susan Littlefield	The Boston Consulting Group, Inc. Exchange Place, 31st floor Boston, Massachusetts 02109
Roland Lohner	The Boston Consulting Group, S.A. de C.V. Vasconcelos 101 Ote - 5º Colonia Residencial San Agustín Garza García, N.L. C.P. 66260, Mexico
Ross Love	The Boston Consulting Group Pty. Ltd. Level 61, Governor Phillip Tower 1 Farrer Place, Sydney NSW 2000 Australia
Mikael Lövgren	The Boston Consulting Group Hamngatan 2 S-11147 Stockholm, Sweden
Deborah Lovich	The Boston Consulting Group, Inc. Exchange Place, 31st floor Boston, Massachusetts 02109
James H. Lowry	The Boston Consulting Group, Inc. 200 South Wacker Drive, 27th Floor Chicago, Illinois 60606
Mark Lubkeman	The Boston Consulting Group, Inc. 355 South Grand Avenue, Suite #3300 Los Angeles, California 90071
Thomas L. Luippold	The Boston Consulting Group AG Zurich Zollikerstrasse 226 CH-8008 Zürich, Switzerland
Thomas Lutz	The Boston Consulting Group, Inc. 500 N. Akard St. Suite 2600 Court, Suite 550

Dallas, Texas 75201

Jan Willem Maas

The Boston Consulting Group
incorporating Horrington & de Koning
J.F. Kennedylaan 100
3741 EH Baarn, The Netherlands

Robert Maciejko

The Boston Consulting Group
Sienna Center
Ul. Sienna 73
00-833 Warsaw Poland

Donald G. (D.G.) Macpherson

The Boston Consulting Group, Inc.
200 South Wacker Drive, 27th Floor
Chicago, Illinois 60606

Andrew Maguire

The Boston Consulting Group, Ltd.
Devonshire House
Mayfair Place
London W1J 8AJ England

Arun Nath Maira

The Boston Consulting Group Pte, Ltd.
55/56 Free Press House Nariman Point
Mumbai 400 021 India

Joe Manget

The Boston Consulting Group of Canada, Limited
BCE Place, 181 Bay Street
Suite 2400, P O Box 783
Toronto, Ontario M5J 2T3 Canada

Sharon K. Marcil

The Boston Consulting Group, Inc.
One Bethesda Center
4800 Hampden Lane
Bethesda, Maryland 20813

Iván Martén

The Boston Consulting Group, Ltd.
Alcala, 95
28009 Madrid, Spain

William L. Matassoni

The Boston Consulting Group, Inc.
135 East 57th Street, 22nd floor
New York, New York 10022

David H. M. Matheson

The Boston Consulting Group, Inc.
Exchange Place, 31st floor
Boston, Massachusetts 02109

Bjørn Matre

The Boston Consulting Group
Karl Johans gate 45
0162 Oslo Norway

Steven D. Matthesen	The Boston Consulting Group, Inc. 355 South Grand Avenue, Suite #3300 Los Angeles, California 90071
Jörge Matthiessen	The Boston Consulting Group, Inc. 600 Peachtree Street, N.E. 37th Floor Atlanta, Georgia 30308
Andreas Maurer	The Boston Consulting Group GmbH & Partner Stadttor 1 D-40213 Dusseldorf, Germany
Heino Meerkatt	The Boston Consulting Group GmbH & Partner Sendlinger Str. 7 80331 Munich, Germany
Antonella Mei-Pochtler	The Boston Consulting Group Am Hof 8 A-1010 Vienna Austria
Jose M. Mendez	The Boston Consulting Group, Ltd. Alcala, 95 28009 Madrid, Spain
Amyn J Merchant	The Boston Consulting Group, Inc. 135 East 57th Street, 22nd floor New York, New York 10022
David C. Michael	The Boston Consulting (Shanghai) Co. Ltd. 21/F Central Plaza 227 Huangpi Bei Lu Shanghai 200003 China
Claus Michalk	The Boston Consulting Group GmbH & Partner Westend-Carre Grüneburgweg 18 D-60322 Frankfurt am Main, Germany
Anna Minto-Sparks	The Boston Consulting Group, Inc. 500 N. Akard St. Suite 2600 Court, Suite 550 Dallas, Texas 75201
Rainer Minz	The Boston Consulting Group GmbH Im Mediapark 8 Köln Turm 50670 Cologne Germany
Arnon A. Mishkin	The Boston Consulting Group, Inc.

	135 East 57th Street, 22nd floor New York, New York 10022
Takashi Mitachi	The Boston Consulting Group K.K. The New Otani Garden Court 4-1, Kioi-cho Chiyoda-ku, Tokyo 102 Japan
Jean Mixer	The Boston Consulting Group, Inc. Exchange Place, 31st floor Boston, Massachusetts 02109
Yutaka Mizukoshi	The Boston Consulting Group K.K. The New Otani Garden Court 4-1, Kioi-cho Chiyoda-ku, Tokyo 102 Japan
Heinz T. Mollenkamp	The Boston Consulting Group GmbH Im Mediapark 8 Köln Turm 50670 Cologne Germany
Zafar Momin	The Boston Consulting Group Pte. Ltd. 4 Robinson Road #04-00 Commercial Union House Singapore 048543
Neil C. A. Monnery	The Boston Consulting Group, Ltd. Devonshire House Mayfair Place London W1J 8AJ England
Riccardo Monti	The Boston Consulting Group SRL Via della Moscova 18 20121 Milan, Italy
Sandra O. Moose	The Boston Consulting Group, Inc. Exchange Place, 31st floor Boston, Massachusetts 02109
Philippe Morel	The Boston Consulting Group & Cie 4 rue d'Aguesseau 75008 Paris, France
Yves Morieux	The Boston Consulting Group & Cie 4 rue d'Aguesseau 75008 Paris, France
Atsushi Morisawa	The Boston Consulting Group K.K. The New Otani Garden Court

	4-1, Kioi-cho Chiyoda-ku, Tokyo 102 Japan
Francesco Morra	The Boston Consulting Group AG Zurich Zollikerstrasse 226 CH-8008 Zürich, Switzerland
Xavier Mosquet	The Boston Consulting Group & Cie 4 rue d'Aguesseau 75008 Paris, France
Jean Mouton	The Boston Consulting Group & Cie 4 rue d'Aguesseau 75008 Paris, France
Klaus Nadler	The Boston Consulting Group GmbH & Partner Kronprinzstr. 28 70173 Stuttgart Germany
Martin M. Naville	The Boston Consulting Group AG Zurich Zollikerstrasse 226 CH-8008 Zürich, Switzerland
Christoph Nettesheim	The Boston Consulting Group GmbH & Partner Dirksenstrabe 41 10179 Berlin Germany
Klaus Neuhaus	The Boston Consulting Group GmbH & Partner Stadtter 1 D-40213 Dusseldorf, Germany
Jonathan Nicholson	The Boston Consulting Group Pty. Ltd. Level 61, Governor Phillip Tower 1 Farrer Place Sydney NSW 2000, Australia
Ronald L. Nicol	The Boston Consulting Group, Inc. 500 N. Akard St. Suite 2600 Court, Suite 550 Dallas, Texas 75201
Michelle Nightingale	The Boston Consulting Group, Pty. Ltd. 101 Collins Street, Level 52 Melbourne VIC 3000 Australia
Mirko Nikolic	The Boston Consulting Group incorporating Horringa & de Koning J.F. Kennedylaan 100 3741 EH Baarn, The Netherlands
Kai Obring	The Boston Consulting Group GmbH & Partner Sendlinger Str. 7 80331 Munich, Germany

Eric E. Olsen	The Boston Consulting Group, Inc. 200 South Wacker Drive, 27th Floor Chicago, Illinois 60606
Paul Orlander	The Boston Consulting Group of Canada, Limited BCE Place, 181 Bay Street Suite 2400, P O Box 783 Toronto, Ontario M5J 2T3 Canada
Naoki Ota	The Boston Consulting Group K.K. The New Otani Garden Court 4-1, Kioi-cho Chiyoda-ku, Tokyo 102 Japan
Arthur L. Peck	The Boston Consulting Group, Inc. Two Embarcadero Center, Suite 2800 San Francisco, California 94111
Stephanie Peponis	The Boston Consulting Group, Inc. 135 East 57th Street, 22nd floor New York, NY 10022
Richard S. Peters	The Boston Consulting Group, Inc. 600 Peachtree Street, N.E. 37th Floor Atlanta, Georgia 30308
Pramoad Phornprapha	The Boston Consulting Group (Thailand) Co., Ltd. 31st Floor, U Chu Liang Building 968 Rama IV Road, Silom, Bangrak, Bangkok 10500 Thailand
Walter G. Piacsek, Jr.	The Boston Consulting Group (Brasil) Ltda. Av. Nacoes Unidas, 11.857-9 andar CEP 04578-000 - Sao Paulo SP Brazil
Nicola Pianon	The Boston Consulting Group SRL Via della Moscova 18 20121 Milan, Italy
Andreas Poensgen	The Boston Consulting Group GmbH & Partner Chilehaus A Fischertwiete 2 D-20095 Hamburg, Germany
Lon F. Povich	The Boston Consulting Group, Inc. Exchange Place, 6th floor

Boston, Massachusetts 02109

Marco L. Pozzi

The Boston Consulting Group SRL
Via della Moscova 18
20121 Milan, Italy

Anthony J. D. Pralle

The Boston Consulting Group, Ltd.
Alcala, 95
28009 Madrid, Spain

John P. Puckett III

The Boston Consulting Group, Inc.
500 N. Akard St. Suite 2600 Court Drive Suite 550
Dallas, Texas 75201

Stefan Rasch

The Boston Consulting Group GmbH & Partner
Sendlinger Str. 7
80331 Munich, Germany

Martin Reeves

The Boston Consulting Group, Inc.
135 East 57th Street, 22nd floor
New York, NY 10022

Andreas Regnell

The Boston Consulting Group
Hamngatan 2
S-11147 Stockholm, Sweden

Rainer Reich

The Boston Consulting Group
Am Hof 8
A-1010 Vienna Austria

Byung_Nam Rhee

The Boston Consulting Group International, Inc.
Kwangwhamun Building, 20th Floor
64-8, Taepyong-ro 1-ka, Choong-ku
Seoul, Korea

David J. Rhodes

The Boston Consulting Group, Ltd.
Devonshire House
Mayfair Place
London W1J 8AJ England

Didier Ribadeau Dumas

The Boston Consulting Group & Cie
4 rue d'Aguesseau
75008 Paris, France

Craig Rice

The Boston Consulting Group, Pty. Ltd.
101 Collins Street, Level 52
Melbourne VIC 3000 Australia

Laurent Richaud

The Boston Consulting Group & Cie
4 rue d'Aguesseau
75008 Paris, France

Josef Rick	The Boston Consulting Group GmbH & Partner Stadttor 1 D-40213 Dusseldorf, Germany
Antonio Riera	The Boston Consulting Group, Inc. Exchange Place, 31st Floor Boston, Massachusetts 02109
Martina Rissman	The Boston Consulting Group GmbH & Partner Dirksenstrabe 41 10179 Berlin Germany
David H. Ritter	The Boston Consulting Group, Inc. Exchange Place, 31st Floor Boston, Massachusetts 02109
Daniel Ritz	The Boston Consulting Group AG Zurich Zollikerstrasse 226 CH 8008 Zürich, Switzerland
Francois J. Rouzaud	The Boston Consulting Group, Inc. Exchange Place, 31st Floor Boston, Massachusetts 02109
Harald Rubner	The Boston Consulting Group GmbH Im Mediapark 8 Köln Turm 50670 Cologne Germany
Immo Rumpf	The Boston Consulting Group & Cie 4 rue d'Aguesseau 75008 Paris, France
Manfred Ruppert	The Boston Consulting Group GmbH & Partner Sendlinger Str. 7 80331 Munich, Germany
Carl Rutstein	The Boston Consulting Group, Inc. 200 South Wacker Drive, 27th Floor Chicago, Illinois 60606
Katharine B. (Kate) Sayre	The Boston Consulting Group, Inc. 135 East 57th Street, 22nd floor New York, New York 10022
Stuart Scantlebury	The Boston Consulting Group, Inc. Exchange Place, 31st floor Boston, Massachusetts 02109
Oliver Scaramucci	The Boston Consulting Group Limited Devonshire House

	Mayfair Place London W1J 8AJ England
Dirk Schlesinger	The Boston Consulting Group GmbH & Partner Sendlinger Str. 7 80331 Munich, Germany
Stefan Schlotjunker	The Boston Consulting Group, Inc. Exchange Place, 31st floor Boston, Massachusetts 02109
Armin Schmiedeberg	The Boston Consulting Group GmbH & Partner Stadttor 1 D-40213 Dusseldorf, Germany
Jonathan Scholl	The Boston Consulting Group, Inc. 500 N. Akard St. Suite 2600 Court Drive Suite 550 Dallas, Texas 75201
Thorsten Schütt	The Boston Consulting Group GmbH & Partner Chilehaus A Fischertwiete 2 D-20095 Hamburg, Germany
Gunther Schwarz	The Boston Consulting Group GmbH Im Mediapark 8 Köln Turm 50670 Cologne Germany
Jurgen E. Schwarz	The Boston Consulting Group GmbH & Partner Westend-Carree Grüneburgweg 18 D-60322 Frankfurt am Main Germany
Jan Schwier	The Boston Consulting Group Etelaesplanadi 12, 3rd floor 00130 Helsinki Finland
Ian Scott	The Boston Consulting Group Pte. Ltd. 4 Robinson Road #04-00 Commercial Union House Singapore 048543
Roman Scott	The Boston Consulting Group Pte. Ltd. 4 Robinson Road #04-00 Commercial Union House Singapore 048543
Linda B. Segre	The Boston Consulting Group, Inc. Two Embarcadero Center, Suite 2800

San Francisco, California 94111

Michael Shanahan	The Boston Consulting Group, Inc. Exchange Place, 31st Floor Boston, Massachusetts 02109
Naoki Shigetake	The Boston Consulting Group K.K. The New Otani Garden Court 4-1, Kioi-cho Chiyoda-ku, Tokyo 102 Japan
Lawrence E. Shulman	The Boston Consulting Group, Inc. 200 South Wacker Drive, 27th Floor Chicago, Illinois 60606
Martin B. Silverstein	The Boston Consulting Group, Inc. Exchange Place, 31st Floor Boston, Massachusetts 02109
Michael J. Silverstein	The Boston Consulting Group, Inc. 200 South Wacker Drive, 27th Floor Chicago, Illinois 60606
Hugh A. Simons	The Boston Consulting Group, Inc. Exchange Place, 6th floor Boston, Massachusetts 02109
Debbie Simpson	The Boston Consulting Group, Inc. Exchange Place, 6th floor Boston, Massachusetts 02109
Janmejaya Sinha	The Boston Consulting Group Pte. Ltd. 55/56 Free Press House Nariman Point Mumbai 400 021 India
Walter Sinn	The Boston Consulting Group GmbH & Partner Westend-Carree Grüneburgweg 18 D-60322 Frankfurt am Main Germany
Harold L. Sirkin	The Boston Consulting Group, Inc. 200 South Wacker Drive, 27th Floor Chicago, Illinois 60606
David W. Skeels	The Boston Consulting Group, Inc. 200 South Wacker Drive, 27th Floor Chicago, Illinois 60606
Pedro E. Soria	The Boston Consulting Group, Ltd. Alcala, 95 28009 Madrid, Spain

Ralf Spettmann	The Boston Consulting Group GmbH & Partner Sendlinger Str. 7 80331 Munich, Germany
George Stalk, Jr.	The Boston Consulting Group of Canada Limited BCE Place, 181 Bay Street Suite 2400, P O Box 783 Toronto, Ontario M5J 2T3
Peter Stanger	The Boston Consulting Group of Canada Limited BCE Place, 181 Bay Street Suite 2400, P O Box 783 Toronto, Ontario M5J 2T3
Michael Steiner	The Boston Consulting Group GmbH & Partner Sendlinger Str. 7 80331 Munich, Germany
Daniel Stelter	The Boston Consulting Group GmbH & Partner Dirksenstrabe 41 10179 Berlin Germany
Georg Sticher	The Boston Consulting Group GmbH & Partner Sendlinger Str. 7 80331 Munich, Germany
Knut Storholm	PT Boston Consulting Indonesia Level 22, Mashill Tower Jl. Jenderal Sudirman KAV. 25 Jakarta 12920, Indonesia
Rainer Strack	The Boston Consulting Group GmbH & Partner Stadtter 1 D-40213 Dusseldorf, Germany
Peter Strüven	The Boston Consulting Group GmbH & Partner Sendlinger Str. 7 80331 Munich, Germany
Hiroaki Sugita	The Boston Consulting Group K.K. The New Otani Garden Court 4-1, Kiio-cho Chiyoda-ku, Tokyo 102 Japan
Greg Sutherland	The Boston Consulting Group, Inc. 600 Peachtree Street, N.E. 37th Floor Atlanta, Georgia 30308
Olivier Tardy	The Boston Consulting Group & Cie 4 rue d'Aguesseau

75008 Paris, France

Nils Tarnow

The Boston Consulting Group (Brasil) Ltda.
Av. Nacoes Unidas, 11.857-9 andar
CEP 04578-000 - Sao Paulo SP
Brazil

Lars Terney

The Boston Consulting Group
Amaliegade 15
1256 Copenhagen K Denmark

Wolfgang Thiel

The Boston Consulting Group GmbH
Im Mediapark 8
Köln Turm
50670 Cologne
Germany

Alan Grant Thomson

The Boston Consulting Group Sdn. Bhd.
Letter Box No. 6
Level 17, Menara IMC
No. 8 Jalan Sultan Ismail
50250 Kuala Lumpur, West Malaysia

Rolf Thrane

The Boston Consulting Group, Inc.
135 East 57th Street, 22nd floor
New York, New York 10022

Ryo Tokuda

The Boston Consulting Group K.K.
The New Otani Garden Court
4-1, Kioi-cho
Chiyoda-ku, Tokyo 102 Japan

Peter Tollman

The Boston Consulting Group, Inc.
Exchange Place, 31st Floor
Boston, MA 02109

Peter Tonagh

The Boston Consulting Group Pty. Ltd.
Level 61, Governor Phillip Tower
1 Farrer Place, Sydney NSW 2000
Australia

Juan Carlos Trascasa

The Boston Consulting Group, Ltd.
Alcala, 95
28009 Madrid, Spain

Simon P. Trussler

The Boston Consulting Group, Inc.
Exchange Place, 6th floor
Boston, MA 02109

Martin Tschopp

The Boston Consulting Group AG Zurich
Zollikerstrasse 226
CH 8008 Zürich, Switzerland

Miki U. Tsusaka	The Boston Consulting Group, Inc. 135 East 57th Street, 22nd floor New York, New York 10022
Jari Tuomala	The Boston Consulting Group Inc. One Bethesda Center 4800 Hampden Lane Bethesda, MD 20814
Kazunari Uchida	The Boston Consulting Group, K.K. The New Otani Garden Court 4-1, Kioi-cho Chiyoda-ku, Tokyo 102 Japan
Bruno van Lierde	The Boston Consulting Group Belgium S.A. Boulevard de l'Imperatrice, 13 1000 Brussels, Belgium
Christian Veith	The Boston Consulting Group GmbH & Partner Stadtter 1 D-40213 Dusseldorf, Germany
Robert Victor	The Boston Consulting Group Inc. One Bethesda Center 4800 Hampden Lane Bethesda, MD 20814
Nicholas P. Viner	The Boston Consulting Group Limited Devonshire House Mayfair Place London W1J 8AJ England
Henry Vogel	The Boston Consulting Group, Inc. 200 South Wacker Drive, 27th Floor Chicago, Illinois 60606
Carina von Knoop	The Boston Consulting Group, Inc. 135 East 57th Street, 22nd floor New York, New York 10022
Valentin von Massow	The Boston Consulting Group Pte. Ltd. 55/56 Free Press House Nariman Point Mumbai 400 021 India
Bolko A. von Oetinger	The Boston Consulting Group GmbH & Partner Sendlinger Str. 7 80331 Munich, Germany
Nikolas Vrettos	60 Vassilissis Sophias Avenue 11528 Athens

Greece

Kevin Waddell	The Boston Consulting Group, Inc. 200 South Wacker Drive, 27th Floor Chicago, Illinois 60606
Kimberly A (Kim) Wagner	The Boston Consulting Group, Inc. 135 East 57th Street, 22nd floor New York, New York 10022
John A. Wallace, Jr.	The Boston Consulting Group, Inc. 600 Peachtree Street, N.E. 37th Floor Atlanta, Georgia 30308
Bernd Waltermann	The Boston Consulting Group Pte. Ltd. 4 Robinson Road #04-00 Commercial Union House Singapore 048543
Adrian Walti	The Boston Consulting Group AG Zurich Zollikerstrasse 226 CH 8008 Zürich, Switzerland
Ulrich G. Wäeltken	The Boston Consulting Group GmbH & Partner Chilehaus A Fischertwiete 2 D-20095 Hamburg, Germany
Thomas Wenrich	The Boston Consulting Group, S.A. de C.V. Tamarindos 400 piso 18 A Colonia Bosques del las Lomas Mexico, D.F. C.P. 05120 Mexico
Andrew Westergren	The Boston Consulting Group, Inc. Two Embarcadero Center, Suite 2800 San Francisco, California 94111
Peter D. Wetenhall	The Boston Consulting Group, Pty. Ltd. 101 Collins Street, Level 52 Melbourne VIC 3000 Australia
Konrad Wetzker	The Boston Consulting Group Servicing LLC Vaci u. 81 1056 Budapest, Hungary
Elmar Wiederin	The Boston Consulting Group AG Zurich Zollikerstrasse 226 CH 8008 Zürich, Switzerland

Anne Wilkins	The Boston Consulting Group, Inc. Exchange Place, 31st floor Boston, Massachusetts 02109
Yves-Pierre Willers	The Boston Consulting Group GmbH & Partner Chilehaus A Fischertwiete 2 D-20095 Hamburg, Germany
John P. Wong	The Boston Consulting Group International, Inc. 34th Floor, Shell Tower Times Square, Causeway Bay, Hong Kong
Martin Wortler	The Boston Consulting Group GmbH & Partner Stadtter 1 D-40213 Dusseldorf, Germany
Thomas S. Wurster	The Boston Consulting Group, Inc. 355 South Grand Avenue, Suite #3300 Los Angeles, California 90071
Pascal Xhonneux	The Boston Consulting Group GmbH & Partner Stadtter 1 D-40213 Dusseldorf, Germany
Hiroataka Yabuki	The Boston Consulting Group K.K. The New Otani Garden Court 4-1, Kioi-cho Chiyoda-ku, Tokyo 102 Japan
Yuichi Yatshuhashi	The Boston Consulting Group K.K. The New Otani Garden Court 4-1, Kioi-cho Chiyoda-ku, Tokyo 102 Japan
David F. Young	The Boston Consulting Group, Inc. Exchange Place, 31st floor Boston, Massachusetts 02109
Mehmet Yukselen	Suleyman Seba Cad. No: 43 80680 Akaretler / Besiktas Istanbul Turkey
Karsten Zimmerman	The Boston Consulting Group GmbH & Partner Sendlinger Str. 7 80331 Munich, Germany



The Commonwealth of Massachusetts
Secretary of the Commonwealth
State House, Boston, Massachusetts 02133

William Francis Galvin
Secretary of the
Commonwealth

January 14, 2004

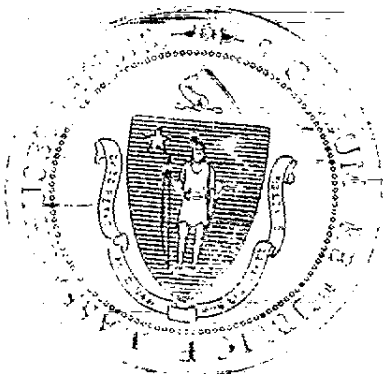
TO WHOM IT MAY CONCERN:

I hereby certify that according to the records of this office,

THE BOSTON CONSULTING GROUP INC.

is a domestic corporation organized on **July 28, 1967**, under the General Laws of the Commonwealth of Massachusetts.

I further certify that there are no proceedings presently pending under the Massachusetts General Laws Chapter 156B section 101 for said corporation's dissolution; that articles of dissolution have not been filed by said corporation; that, said corporation has filed all annual reports, and paid all fees with respect to such reports, and so far as appears of record said corporation has legal existence and is in good standing with this office.



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