

**Amended and Restated Bylaws of
Publishers Marketing Association, Inc.,
a California Nonprofit Mutual Benefit Corporation
Dated April 28, 2020**

ARTICLE I — NAME

The name of this corporation is Publishers Marketing Association, Inc. ("Corporation"). The Corporation may use the fictitious business names IBPA, INDEPENDENT BOOK PUBLISHERS ASSOCIATION, and/or any other fictitious business names as the Board of Directors ("Board") may approve.

ARTICLE II — OFFICES

Section 2.1 Principal Office

The principal office for the transaction of the business of the Corporation ("Principal Executive Office") is located in the State of California, County of Los Angeles.

The Board may change the Principal Executive Office from one location to another.

Section 2.2 Other Offices

The Board may at any time establish branch or subordinate offices at any place or places where the Corporation is qualified to do business.

ARTICLE III — NONPARTISAN ACTIVITIES

The Corporation has been formed under the California Nonprofit Mutual Benefit Corporation Law for the purposes described in Article IV, and it shall be nonprofit and nonpartisan.

In addition, the Corporation shall not, except in an insubstantial degree, engage in any activities or exercise any powers that are not in furtherance of the purposes described in Article IV.

ARTICLE IV — OBJECTIVES AND PURPOSES

The purpose of the Corporation shall be:

4.1 To advance the profession of publishing books and related products by means of, among other things, marketing programs and advocacy.

4.2 To act as a clearinghouse for information about the publishing field.

4.3 To provide educational opportunities to people in the publishing field.

4.4 To foster social and friendly relations between members and others in publishing and related fields.

4.5 To advocate for the benefit of the book publishing profession.

ARTICLE V — MEMBERSHIP

Section 5.1 Membership Generally

There shall be two classes of voting membership known as Publisher Class and Publisher Partner Class. There may also be a class of non-voting membership known as the Associate Class. The term "member" as used herein shall refer only to the voting members (i.e., a person or organization who is a member of the Publisher Class or Publisher Partner Class).

All applications for membership may be subject to approval by a majority vote of the Board. All members in good standing shall have the right to vote, as set forth in these Bylaws, on the election of Directors, the disposition of all or substantially all of the assets of the Corporation, any merger and its principal terms and any amendment of those terms, and any election to dissolve the Corporation. In addition, those members shall have all rights afforded members under the California Nonprofit Mutual Benefit Corporation Law.

A member may not transfer a membership or any right arising therefrom.

Section 5.2 Qualifications and Classes of Membership

5.2.1 Publisher Class: The Publisher Class consists of Independent Publishers and Author Publishers whose qualifications are as follows:

Independent Publisher: Persons or organizations involved in publishing other people's work using a traditional, royalty-based publishing model and/or an author-subsidized publishing model. (An Independent Publisher might also publish their own work.) An Independent Publisher is defined as one not operated by a major publishing house (e.g. one of the "Big Five") and its imprints.

Author Publisher: Persons who exclusively publish their own work, e.g., self-published author.

5.2.2. Publisher Partner Class: The Publisher Partner Class consists of booksellers, distributors, wholesalers, and other industry vendors involved with supplying services or products to the field of independent publishing. A Publisher Partner membership includes

free listing in the Corporation's Supplier & Services Discovery Database and the opportunity to apply to be an official IBPA Member Benefit Provider.

5.2.3. Associate Class: The Associate Class consists of Future Publishers, Authors, and Publisher Friends whose qualifications are as follows:

Future Publisher: Persons or organizations considering or preparing to publish their own or other people's work.

Author: Persons published by a traditional, royalty-based independent publishing company and/or an author-subsidized publishing company.

Publisher Friend: Persons not directly involved in publishing, but who support independent publishing.

Persons or organizations in the Associate Class may not serve on committees, may not vote, and may not serve on the Board. For avoidance of doubt, persons or organizations in the Associate Class are not members of the Corporation within the meaning of Corporations Code Section 5056. The Board reserves the right to add or remove types from this class.

Section 5.3 Fees, Dues, and Assessments

Each voting and non-voting member in good standing must pay, within the time and on the conditions set by the Board, the annual dues in amounts that may be fixed from time to time by the Board. The amount of those dues and/or fees may be different for different classes of members.

Section 5.4 Termination of Membership

5.4.1 CAUSES OF TERMINATION. The membership of any voting or non-voting member shall terminate upon occurrence of any of the following events:

5.4.1.1 The failure of a member to pay annual dues in the amount and within the times set forth by the Board.

5.4.1.2 The expulsion of a member as set forth in Section 5.5 below upon the determination by the Board or a committee designated to make such determination that the member has failed in a material and serious degree to observe the Core Values and/or Code of Ethics governing members of this Corporation as promulgated by the Board from time to time and published on the Corporation website.

5.4.1.3 The death or dissolution of a member.

5.5 Procedure for Expulsion.

Following the determination that a member should be expelled under Section 5.4.1.2 above, the following procedure shall be implemented:

5.5.1. A notice shall be sent via first-class or registered postal mail or by email to the most recent postal address or email address as shown in the Corporation's records. The default for sending this notice will be via email. If no email address is on record, then the notice will be sent by postal mail. The contents of the notice will set forth the expulsion and the reason therefore. Such notice shall be sent at least 15 days before the proposed effective date of the expulsion.

5.5.2 The member being expelled shall be given an opportunity to be heard, either orally or in writing, at a hearing to be held either virtually or in-person not fewer than 5 days before the effective date of expulsion by a special member expulsion committee composed of the Chief Executive Officer and not fewer than two Directors appointed by the chairperson of the Board ("Board Chair"). The notice to the member of the member's proposed expulsion shall state the date, time, and place of the hearing on the member's proposed expulsion.

5.5.3 Following the hearing, the member expulsion committee shall decide whether or not the member should in fact be expelled or sanctioned in some other way. The decision of the committee shall be final.

5.5.4 Any person expelled from the Corporation shall receive a refund of dues or assessments already paid. The refund shall be prorated to return only the unaccrued balance remaining for the period of the dues payment.

ARTICLE VI — MEETINGS OF MEMBERS

Section 6.1 Place of Meetings

Meetings of the membership may be held at any place within or outside the State of California designated by the Board. In the absence of any such designation by the Board, members' meetings shall be held at the Principal Executive Office of the Corporation.

Section 6.2 Attendance by Telephone or Video Conference

If authorized by the Board in its sole discretion, and subject to the requirement of consent set forth below and such guidelines and procedures as the Board may adopt, any member may participate in a meeting, and any meeting of the membership may be held by, conference telephone or video screen, provided the requirements specified below are met. A member who participates in a meeting by such means shall be considered present in person for that meeting.

6.2.1. All members participating in the meeting are able to hear one another.

6.2.2 All members participating in the meeting may opt to use the full video capabilities of said video conference or just the audio portion.

6.2.3 If any member votes or takes other action at the meeting by electronic means, a record of that vote or action is maintained by the Corporation.

Section 6.3 Annual Meeting

The annual meeting of members (“Annual Members Meeting”) shall be held once in each calendar year, at a time and place that coincides with BookExpo, the IBPA Benjamin Franklin Awards, the IBPA Publishing University, or such other time and place as the Board may designate.

Section 6.4 Special Meeting

6.4.1 AUTHORIZED PERSONS WHO MAY CALL. A special meeting of the members (“Special Members Meeting”) may be called at any time by any of the following: (a) the Board, (b) the Board Chair, (c) the Chief Executive Officer, or (d) five percent of the membership.

6.4.2 CALLING MEETINGS BY MEMBERS. If a Special Members Meeting is called by five percent of the membership as per Section 6.4.1 above, the request shall be submitted by such members in writing, specifying the general nature of the business proposed to be transacted, and shall be delivered personally or sent via postal mail or email to the Board Chair, the Chief Executive Officer, or the Secretary of the Corporation. The Officer receiving the request shall cause notice to be promptly given to all members entitled to vote, in accordance with the provisions of Sections 6.5 and 6.6, that a Special Members Meeting will be held and the date for such meeting, which date shall be not less than 35 nor more than 90 days following the receipt of the request. If the notice is not given within 20 days after receipt of the request, the persons requesting the meeting may give the notice.

Nothing contained in this subsection shall be construed as limiting, fixing, or affecting the time when a meeting of members may be held when the meeting is called by action of the Board.

Section 6.5 Notice of Members' Meeting

6.5.1 GENERAL NOTICE ON CONTENTS. All notices of a meeting of members, whether Annual Members Meeting or Special Members Meeting, shall be sent or otherwise given in accordance with Section 6.5.3 not less than 10 nor more than 90 days before the date of the meeting or as may be otherwise ordered by the Board. The notice shall specify the place, date, and hour of the meeting, and (a) in the case of a Special Members Meeting, the general nature of the business to be transacted, and no other business may in that case be transacted, or (b) in the case of an Annual Members Meeting, those matters which the Board, at the time of giving the notice, intends to

present for action by the members. For notice of any meeting at which Directors are to be elected, the notice shall include the names of all nominees at the time that notice is given to members. For a Special Members Meeting, any contrary provision required by Subsection 6.4.2 shall prevail over the requirements set forth in this Subsection.

6.5.2 NOTICE OF CERTAIN AGENDA ITEMS. If action is proposed to be taken at any meeting for approval of any of the following proposals, the notice shall also state the general nature of the proposal. Member action on such items is invalid unless the notice or written waiver of notice states the general nature of the proposal(s):

6.5.2.1 Removing a Director without cause;

6.5.2.2 Filling vacancies on the Board;

6.5.2.3 Amending the articles of incorporation;

6.5.2.4 Approving or contesting a contract or transaction in which a Director has a material financial interest;

6.5.2.5 Approving a plan of distribution of assets, other than cash, in liquidation when the Corporation has more than one class of membership outstanding; and

6.5.2.6 Electing to wind up and dissolve the Corporation.

6.5.3 MANNER OF GIVING NOTICE. Except as otherwise provided in these Bylaws, notice of any meeting of members shall be sent via email or postal mail to the most recent email address or postal address as shown in the Corporation's records. The default for sending this notice will be via email. Notice is assumed to have been given if published at least once in an official publication of the Corporation (see Section 6.5.4 below).

Notice shall be deemed to have been given at the time it is sent by email, deposited in the mail, or published in an official publication.

Not providing notice by email or postal mail is only allowed if no email or postal address is in the Corporation's records. In such circumstances, notice may be given in one of the following ways: (a) Publication of the notice at least once in a newspaper of general circulation in the county in which the Principal Executive Office of the Corporation is located; or (b) mailing of the notice to the member by first-class mail or other written communication to the Corporation's Principal Executive Office.

6.5.4 NOTICE BY PUBLICATION IN OFFICIAL PUBLICATIONS. Notwithstanding any other provision of these Bylaws, including but not limited to Sections 6.5.1 through 6.5.3, any and all notices of meetings (or other notices) may be given by publication in an official publication of the Corporation, including, but not limited to, IBPA INDEPENDENT magazine or any comparable publication which is routinely sent by the Corporation via email or postal mail to members.

6.5.5. NOTICE BY ELECTRONIC TRANSMISSION. Notice may be given by electronic transmission (e.g., email) if the:

6.5.5.1. Recipient has provided an unrevoked consent to the use of those means of transmission for communications from the Corporation;

6.5.5.2 Posting or delivery of the electronic transmission is made in such a way that it creates a record that is capable of retention, retrieval, and review, and that may thereafter be rendered into a clearly legible tangible form; and

6.5.5.3 Electronic transmission is preceded by or includes a clear written statement to the recipient as to: (a) any right of the recipient to have the record provided or made available on paper or in nonelectronic form; (b), whether the consent applies only to that transmission, to specified categories of communications, or to all communications from the Corporation; and (c) the procedures the recipient must use to withdraw the consent.

Section 6.6 Quorum

A quorum equals the membership voting power present at a duly called meeting. However, no matter may be voted on at a members' meeting in the matter was not included in the notice of meeting unless at least one-third of the total voting power of the membership is in attendance.

Section 6.7 Adjournment of Meeting

Any meeting of the members may be adjourned by the vote of the majority of the members present at the meeting.

Section 6.8 Voting

6.8.1 ELIGIBILITY TO VOTE. Each member entitled to vote may cast one vote on each matter submitted to a vote of members. In the case of members that are entities ("Entity Members"), each shall appoint a delegate to exercise its respective voting rights at any meeting of the membership. An Entity Member's delegate shall be the master account holder within the Corporation's membership database. An Entity Member may revoke the appointment of its delegate or appoint a new delegate at any time by changing its master account holder within the Corporation's membership database.

6.8.2 MANNER OF CASTING VOTES. Voting may be by voice or ballot, provided that any election of Directors must be by ballot if demanded by a member at the meeting and before the voting begins.

6.8.3 ONLY MAJORITY OF MEMBERS REPRESENTED AT MEETING REQUIRED, UNLESS OTHERWISE SPECIFIED. If a quorum is present, the affirmative vote of the majority of the members represented at the meeting, entitled to

vote and voting on any matter shall be the act of the members, unless the vote of a greater number or voting by classes is required by California Corporations Code as it applies to mutual benefit corporations or by the articles of incorporation or by these Bylaws.

6.8.4 PROXIES NOT PERMITTED. Members may not attend meetings or vote by proxy.

Section 6.9 Waiver of Notice or Consent by Absent Members

The transactions of any members' meeting that was not noticed pursuant to the requirements of Section 6.5.3 shall only be valid if: (a) a quorum is present and (b) either before or after the meeting each member entitled to vote who was not present signs a written waiver of notice, a consent to the holding of the meeting, or an approval of the minutes of the meeting.

Such a waiver of notice, consent or approval need not specify either the business to be transacted or the purpose of the meeting, provide that, if action is taken or is proposed to be taken for approval of any matter specified in Section 6.5.2, the waiver of notice, consent or approval shall state the general nature of the proposal. All such waivers, consents or approvals shall be filed with the corporate records or made a part of the minutes of the meeting.

Section 6.10 Record Date for Member Notice, Voting, Giving Consents

For the purposes of determining which members are entitled to receive notice of any meeting, to vote, or to give consent to corporate action without a meeting, the "record date" shall be the date the notice is sent. Only members of record on the "record date" are entitled to notice, to vote, or to give consents, as the case may be, except as otherwise provided in the articles of incorporation, by agreement, or in the California Corporations Code as it applies to mutual benefit corporations. Determination of members entitled to notice of a meeting shall also apply to any adjournment of the meeting unless the Board fixes a new Record Date for the adjourned meeting.

6.11 Action by Written Ballot

6.11.1 GENERAL. Unless prohibited in the Articles or Bylaws, any action which may be taken at any regular or special meeting of members, including but not limited to the election of Directors, may be taken without a meeting if the Corporation distributes a written ballot to every member entitled to vote on the matter. Unless otherwise provided by the Articles or Bylaws and if approved by the Board, that ballot and any related material shall be sent by electronic transmission by the Corporation, and responses shall be returned to the Corporation by electronic transmission. That ballot shall set forth the proposed action, provide an opportunity to specify approval or disapproval of any proposal, and provide a reasonable time within which to return the ballot to the Corporation.

6.11.2. DISTRIBUTION OF WRITTEN BALLOTS. In the case of an action by written ballot, the Corporation shall distribute one written ballot to each member entitled to vote on the matter. The ballots shall be mailed or delivered in the manner required by Section 6.5.3. If approved by the Board, any ballot that is sent by electronic transmission may be returned to the Corporation by the same means. All solicitations of votes by written ballot shall:

6.11.2.1. State the number of responses needed to meet the quorum requirement;

6.11.2.3 State, with respect to ballots other than for election of Directors, the percentage of approvals necessary to pass the measure or measures; and

6.11.2.4. Specify the time by which the ballot must be received in order to counted.

6.11.3. BALLOT REQUIREMENTS. Each ballot so distributed shall set forth the proposed action, give the members an opportunity to specify approval or disapproval of each proposal, and provide a reasonable time in which to return the ballot to the Corporation.

6.11.4 NO REVOCATION OF ELECTRONIC BALLOT. An electronic ballot may not be revoked.

6.11.5 NOMINATION OF DIRECTORS. When Directors are to be elected by electronic ballot, the procedure may provide for a date for the close of nominations prior to the distributing of the electronic ballots.

6.11.6 APPROVAL OF WRITTEN BALLOTS. Approval by written ballot shall be valid only when:

6.11.6.1 The number of votes cast by ballot (including ballots that are marked “withhold” or otherwise indicate that authority to vote is withheld) within the time specified equals or exceeds the quorum required to be present at a meeting authorizing the action; and

6.11.6.2 The number of approvals equals or exceeds the number of votes that would be required for approval at a meeting at which the total number of votes cast was the same as the number of votes cast by written ballot without a meeting.

6.11.7 ELECTION OF DIRECTORS BY ELECTRONIC BALLOT. In any election of Directors, any form of electronic ballot in which the Directors to be voted upon are named therein as candidates and which is marked by a member "withhold" or otherwise marked in a manner indicating that the authority to vote for the election of Directors is withheld shall not be voted either for or against the election of a Director. Failure to comply with this Subsection shall not invalidate any corporate action taken, but may be the basis for challenging an electronic ballot and the Superior Court may compel compliance therewith at the suit of any member.

6.11.8 SPECIAL RULES IF THE CORPORATION HAS MORE THAN 100 MEMBERS. If the Corporation has 100 or more members, any written ballot distributed to 10 or more members shall afford an opportunity on the written ballot form to specify a choice between approval and disapproval of each matter or group of related matters intended to be acted upon at the meeting by such written ballot. In addition, it shall provide (subject to reasonable specified conditions) that where the person solicited specifies a choice with respect to any such matter the vote shall be cast in accordance therewith.

6.11.9 All written ballots shall be filed with the Secretary of the Corporation and maintained in the corporate records for at least four years.

ARTICLE VII — BOARD OF DIRECTORS

Section 7.1 Powers

7.1.1 GENERAL CORPORATE POWERS. Subject to the provisions of the California Corporations Code as it applies to nonprofit mutual benefit corporations and any limitations in the Articles of Incorporation and these Bylaws relating to action required to be approved by the members, the business and affairs of the Corporation shall be managed, and all corporate powers shall be exercised, by or under the direction of the Board.

7.1.2 FIDUCIARY DUTIES. A Director shall perform the duties of a Director, including duties as a member of any committee of the Board or Corporation upon which the Director may serve, in good faith, in a manner such Director believes to be in the best interests of the Corporation and with such care, including reasonable inquiry, as an ordinarily prudent person in a like position would use under similar circumstances.

In performing the duties of a Director, a Director shall be entitled to rely on information, opinions, reports or statements, including financial statements and other financial data, in each case prepared or presented by:

7.1.2.1 One or more Officers (as defined in Section 9.1) or employees of the Corporation whom the Director believes to be reliable and competent in the matters presented;

7.1.2.2 Counsel, independent accountants or other persons as to matters which the Director believes to be within such person's professional or expert competence; or

7.1.2.3 A committee upon which the Director does not serve that is composed of any combination of Directors as to matters within the committee's designated authority, which committee the Director believes to merit confidence, so long as, in any case, the Director acts in good faith, after reasonable inquiry when the need therefor is indicated by the circumstances and without knowledge that would cause such reliance to be unwarranted.

A person who performs the duties of a Director in accordance with Section 7.1.2 shall have no liability based upon any alleged failure to discharge the person's obligations as a Director, including, without limiting the generality of the foregoing, any actions or omissions which exceed or defeat a public or charitable purpose to which assets held by the Corporation are dedicated.

7.1.3 Requirements for Approval of Contracts Involving Directors

7.1.3.1 No contract or other transaction between the Corporation and one or more of its Directors, or between the Corporation and any domestic or foreign corporation, firm or association in which one or more of its Directors has a material financial interest, is either void or voidable because such Director or Directors or such other corporation, business corporation, firm or association are parties or because such Director or Directors are present at the meeting of the Board or a committee thereof which authorizes, approves or ratifies the contract or transaction, if:

7.1.3.1.1. The material facts as to the transaction and as to such Director's interest are fully disclosed or known to the members and such contract or transaction is approved by the members in good faith, with any membership owned by any interested Director not being entitled to vote thereon; or

7.1.3.1.2. The material facts as to the transaction and as to such Director's interest are fully disclosed or known to the Board or committee, and the Board or committee authorizes, approves or ratifies the contract or transaction in good faith by a vote sufficient without counting the vote of the interested Director or Directors and the contract or transaction is just and reasonable as to the Corporation at the time it is authorized, approved or ratified; or

7.1.3.1.3 As to contracts or transactions not approved as provided in subsections 7.1.3.1.1 and 7.1.3.1.2 of this subdivision, the person asserting the validity of the contract or transaction sustains the burden of proving that the contract or transaction was just and reasonable as to the Corporation at the time it was authorized, approved or ratified.

A mere common directorship does not constitute a material financial interest within the meaning of this subdivision. A Director is not interested within the meaning of this subdivision in a resolution fixing the compensation of another Director as a Director, officer or employee of the Corporation, notwithstanding the fact that the first Director is also receiving compensation from the Corporation.

7.1.3.2 No contract or other transaction between the Corporation and any corporation, business corporation or association of which one or more of its Directors are directors is either void or voidable because such Director or Directors are present at the meeting of the Board or a committee thereof which authorizes, approves or ratifies the contract or transaction, if:

7.1.3.2.1. The material facts as to the transaction and as to such Director's other directorship are fully disclosed or known to the Board or committee, and the Board or committee authorizes, approves or ratifies the contract or transaction in good faith by a vote sufficient without counting the vote of the common Director or Directors or the contract or transaction is approved by the members in good faith; or

7.1.3.2.2 As to contracts or transactions not approved as provided in 7.1.3.2.1 of this subdivision, the contract or transaction is just and reasonable as to the Corporation at the time it is authorized, approved or ratified. This subdivision does not apply to contracts or transactions covered by section 7.1.3.1.

7.1.4 SPECIFIC POWERS. Without prejudice to the general corporate powers set forth in Subsection 7.1.1, and subject to the same limitations, the Board shall have the power to:

7.1.4.1 Select and remove all Officers and the Chief Executive Officer of the Corporation; prescribe any powers and duties for them that are consistent with law, with the articles of incorporation, and with these bylaws.

7.1.4.2 Change the principal executive office or the principal business office in the State of California from one location to another; cause the Corporation to be qualified to do business in any other state, territory, dependency, or country and conduct business within or outside the State of California for the holding of any members' meeting or meetings, including Annual Meetings.

7.1.4.3 Borrow money and incur indebtedness on behalf of the Corporation and cause to be executed and delivered for the Corporation's purposes, in the corporate name, promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, hypothecations, and other evidences of debt and securities.

7.1.4.4 Perform any and all duties imposed on them collectively or individually by law, by the Articles of Incorporation of this Corporation, or by these Bylaws; meet at such times and places as required by these Bylaws; and register their addresses, phone numbers, and email addresses with the Secretary of the corporation. Notices of meetings delivered to them at such addresses shall be valid notices thereof. Notices of meetings delivered by e-mail or by other electronic shall be valid notices thereof if, prior to delivery of the notice, the director has given his or her consent to receive notice by such means.

Section 7.2 Number and Qualification of Directors

All Directors must be voting members of the Corporation. The authorized number of Directors shall not be less than 9 nor more than 30, and shall be an odd number. The precise number of authorized Directors shall be set within these limits by an affirmative vote of the majority of the Directors then in office. As of the date of adoption of these Restated Bylaws, the authorized number of Directors is 13. At no time may more than

one-third (1/3) of the Directors collectively be members in the Publisher Friend or Publisher Partner categories of membership.

Section 7.3 Election and Term of Office of Directors

No less than one-third (1/3) and no more than two-thirds (2/3) of Directors shall be elected at the Annual Meeting in any given year. If an Annual Meeting is not held or the Directors are not elected at an Annual Meeting, they may be elected at a Special Meeting held for that purpose.

Each Director, including a Director elected to fill a vacancy or elected at a Special Meeting, shall hold office until expiration of the term for which elected, or until a successor has been elected and qualified, whichever comes first. Terms of office shall be two years. No Director shall serve more than two consecutive two-year terms. Notwithstanding, a Director who is Board Chair may serve up to two additional consecutive one-year terms while serving in that office.

Section 7.4 Vacancies

7.4.1 EVENTS CAUSING A VACANCY. A vacancy or vacancies in the Board shall be deemed to exist on the occurrence of the following:

7.4.1.1 The death, resignation, or removal of any Director;

7.4.1.2 The declaration by resolution of the Board of a vacancy of the office of a Director who has been declared of unsound mind by an order of court or convicted of a felony or has been found by final order or judgment of any court to have breached a legally imposed duty under the California Corporations Code as it applies to mutual benefit corporations;

7.4.1.3 The vote of the members to remove a Director without cause;

7.4.1.4 The increase of the authorized number of Directors; or

7.4.1.5 The failure of the members, at any meeting of members at which any Director or Directors are to be elected, to elect the number of Directors to be elected at such meeting.

7.4.2 RESIGNATIONS. Except as provided in this paragraph, any Director may resign, which resignation shall be effective on giving written notice to the Board Chair, Chief Executive Officer, or Secretary of the Board unless the notice specifies a later time for the resignation to become effective. If the resignation of a Director is effective at a future time, the Board may elect a successor to take office when the resignation becomes effective.

7.4.3 VACANCIES FILLED BY MEMBERS. The members may elect a Director or Directors at any time to fill any vacancy or vacancies not filled by the Board, but any such election shall require the written consent of a majority of the voting power.

7.4.4 NO VACANCY OR REDUCTION OF NUMBER OF DIRECTORS. No reduction of the authorized number of Directors shall have the effect of removing any Director before that Director's term of office expires.

7.4.5 VACANCIES FILLED BY BOARD CHAIR WITH CONSENT OF THE BOARD. The Board Chair, subject to ratification by the Board at its next regular meeting, may appoint a Director or Directors to fill a vacancy or vacancies on the Board. This Subsection does not apply to vacancies created by the removal of a Director by the members.

Section 7.5 Place of Meetings

Regular and/or special meetings of the Board may be held at any place within or outside the State of California that has been designated by the Board. In the absence of such designation, regular meetings and special meetings shall be held at any place within or outside the State of California that has been designated by the Chief Executive Officer.

The provisions of Section 6.2 regarding attendance by telephone or video conference set forth above shall also apply to any regular and/or special meetings of the Board.

Section 7.6 Regular Meetings

Regular meetings of the Board shall be held at such time as shall be fixed by the Board but not less than four (4) times per year. Notice of any and all regular meetings shall be given in the manner set forth in Section 7.8.2.

Section 7.7 Annual Meeting

Each fiscal year, one of the regular meetings of the Board shall be an Annual Board Meeting for the purpose of organization, election of Officers (as defined in Section 9.1), and the transaction of other business. Notice of this meeting shall be given in the manner set forth in Section 7.8.2.

Section 7.8 Special Meetings

7.8.1 AUTHORITY TO CALL. Special meetings of the Board for any purpose may be called at any time by the Board Chair, the Chief Executive Officer, the Secretary, the Treasurer, or any two Directors.

7.8.2 NOTICE

7.8.2.1 MANNER OF GIVING. Notice of the time and place of regular and/or special meetings shall be given to each Director by one of the following methods: (a) electronic transmission, (b) personal delivery, or (c) postal mail. Notice of a regular meeting need not be given if fixed by a resolution of the Board that is noted in the minutes distributed to all Directors.

The default delivery mechanism will be electronic transmission.

7.8.2.2 TIME REQUIREMENTS. Notices sent by postal mail shall be deposited into a United States mailbox at least seven days before the time set for the meeting. Notices given by personal delivery or email shall be delivered at least 48 hours before the time set for the meeting.

7.8.2.3 NOTICE CONTENTS. The notice shall state the time and place for the meeting. However, it need not specify the purpose of meeting.

Section 7.9 Quorum.

A majority of the authorized number of Directors shall constitute a quorum for the transaction of business, except to adjourn as provided in Section 7.11. Every act or decision done or made by a majority of the Directors present at the meeting duly held at which a quorum is present shall be regarded as the act of the Board, subject to the provisions of the California Corporations Code as it applies to non-profit mutual benefit corporations, especially those provisions relating to (a) approval of contracts and transactions in which a Director has a direct or indirect material financial interest, (b) creation and appointment to committees of the Board, and (c) indemnification of Directors.

A meeting at which a quorum is initially present may continue to transact business, notwithstanding the withdrawal of Directors, if any action taken is approved by at least a majority of the required quorum for that meeting.

Section 7.10 Waiver of Notice.

Notice of a meeting of the Board need not be given to any Director who, either before or after the meeting, (a) signs a waiver of notice, (b) signs a written consent to the holding of the meeting, or (c) approves the minutes of the meeting.

The waiver of notice or consent need not specify the purpose of the meeting. All waivers, consents, and approvals shall be filed with the corporate records or made a part of the minutes of the meeting. Notice of a meeting shall also be deemed given to any Director who attends the meeting without protesting before or at its commencement about the lack of adequate notice.

Section 7.11 Adjournment

A majority of the Directors present, whether or not constituting a quorum, may adjourn any meeting to another time and place.

Section 7.11.1 NOTICE OF ADJOURNMENT. Notice of the time and place of holding an adjourned meeting need not be given unless the meeting is adjourned for more than 24 hours, in which case notice of time and place shall be given before the time of the adjourned meeting to the Directors who were not present at the time of the adjournment.

Section 7.12 Action Without Meeting

7.12.1 Any action required or permitted to be taken by the Board may be taken without a meeting if all Directors individually or collectively (i.e., in one or more identically worded documents) consent in writing or electronic transmission (pursuant to Subsection 7.12.2) to such action. Such action by written consent shall have the same force and effect as any other validly approved action of the Board. All such consents shall be filed with the minutes of the proceedings of the Board.

7.12.2 Written consent may be made by electronic transmission only if:

7.12.2.1. The Corporation has placed in effect reasonable measures to verify that the sender is the Director purporting to send the transmission;

7.12.2.2 The transmission creates a record that is capable of retention, retrieval, and review that may thereafter be rendered into clearly legible tangible form; and

7.12.2.3 If the transmission is by: (a) facsimile telecommunication or email, when such transmission is directed to the facsimile number or e-mail address, respectively, that the Corporation has provided from time to time to Directors for sending such communications to the Corporation; or (b) posting on an electronic message board or network that the Corporation has designated for those communications, and which transmission shall be validly delivered upon the posting.

Section 7.13 Fees and Compensation of Directors

No Director or Officer shall be compensated by the Corporation for any services rendered to it or any goods or property provided to it; provided, however, that a majority of a quorum present at a meeting of the Board may authorize such compensation to the Director or Officer. Any such compensation must be approved under the procedures set forth in Section 7.1.3 above.

Section 7.14 Reimbursement of Expenses

No Director or Officer shall be reimbursed for expenses related to their association with the Corporation, provided, however, that a majority of a quorum present at a meeting of

the Board may authorize reimbursement of reasonable and allowable expenses to the Director or Officer.

ARTICLE VIII — ELECTION OF DIRECTORS

Section 8.1 Nomination and Solicitation for Votes

8.1.1 **NOMINATING COMMITTEE.** The Board Chair, or the Secretary if there is no Board Chair, shall appoint a nominating committee to select qualified candidates for election to the Board at least 90 days before the date of any election of Directors. The nominating committee shall make its report at least 60 days before the date of the election, and the Chief Executive Officer shall forward to each member, with the notice of the meeting required by Section 6.4, a list of the candidates nominated to the Director positions. The nominating committee shall nominate a slate of candidates equal in number to the Director positions to be filled at the next election.

8.1.2 **NOMINATION BY MEMBERS.** Members representing two percent (2%) of the voting power, or such greater percentage as may be permitted under applicable California law may nominate candidates for directorships at any time before the 60th day preceding such election. On timely receipt of a petition signed by the required number of members, the Secretary shall cause the names of the candidates named on it to be placed on the ballot along with those candidates named by the nominating committee.

If membership is 5,000 or more, then members representing one-twentieth of 1 percent of voting power but not less than 100, nor more than 500, or such greater percentage as may be permitted under applicable California law, shall be entitled to nominate candidates for directorship as provided above.

8.1.3 **SOLICITATION OF VOTES.** If more people are nominated for the Board than can be elected, the election shall take place by means of a procedure that allows all nominees a reasonable opportunity to solicit votes and all members a reasonable opportunity to choose among nominees. If after the close of nominations the number of people to be nominated for the Board is not more than the number of Directors to be elected, the Corporation may without further action declare that those nominated and qualified to be elected have been elected. A nominee shall have a reasonable opportunity to communicate to the members the nominee's qualifications and the reasons for the nominee's candidacy.

8.1.4 **PUBLICATION.** Without limiting the generality of the foregoing, if the Corporation now or hereafter publishes, owns, or controls a magazine, newsletter, or other publications, and publishes material in the publication soliciting votes for any nominees for Director, it shall make available to all other nominees, in the same issue of the publication, an equal amount of space, with equal prominence, to be used by the nominee for a purpose reasonably related to the election.

8.1.5 MAILING ELECTION MATERIAL. On written request by any nominee for election to the Board and accompanying payment of the reasonable costs of mailing (including postage), the Corporation shall, within 10 business days after the request (provided payment has been made), mail to all members, or such portion of them as the nominee may reasonably specify, any material that the nominee may furnish and that is reasonably related to the election, unless the Corporation within 5 business days after the request allows the nominee, at the Corporation's option, the right to do either of the following (1) inspect and copy the record of all members' names, addresses, and voting rights, at reasonable times, 5 business days' prior written demand on the Corporation, which demand shall state the purpose for which the inspection rights are requested; or (2) obtain from the secretary of the Corporation, on written demand and tender of a reasonable charge, a list of names, addresses and voting rights of those members entitled to vote for the election of directors, as of the most recent record date for which it has been compiled or as of a date specified by the member subsequent to the date of demand. The membership list shall be made available on or before the later of 10 business days after the demand is received or after the date specified in it as the date by which the list is to be compiled.

8.1.6 USE OF CORPORATE FUNDS TO SUPPORT NOMINEE. No corporate funds may be expended to support a nominee for Director.

ARTICLE IX — OFFICERS

Section 9.1 Officers

The Officers of the Corporation shall be a Board Chair, a Secretary, a Treasurer, and a Chief Executive Officer. The Corporation may also have, at the discretion of the Board Chair, a Vice Chairperson (“Vice Chair”), one or more Assistant Treasurers, and such other Officers as may be appointed in accordance with the provisions of Section 9.3. Any number of offices may be held by the same person, except that neither the Secretary nor the Treasurer may serve concurrently as Board Chair. The Board Chair may not be a Director. All other Officers must be elected from among the Directors.

Section 9.2 Election of Board Chair

The Board Chair shall be elected by the Board, and shall serve at the pleasure of the Board, subject to the rights, if any, of an Officer under any contract of employment.

Section 9.3 Other Officers

The Board may appoint, and may authorize the Board Chair to appoint, such other Officers or agents as it may deem desirable, and such officers shall serve such terms, have such authority, and perform such duties as may be prescribed from time to time by the Board.

Section 9.4 Removal of Officers

Subject to the rights, if any, of any Officer under any contract of employment, any Officer may be removed, with or without cause, by the Board, at any regular or special meeting of the Board.

Section 9.5 Resignation of Officers

Any Officer may resign at any time by giving written notice to the Board Chair. Any Board Chair may resign at any time by giving written notice to the Board. Any resignation shall take effect at the date of receipt of that notice or at any later time specified in that notice and, unless otherwise specified in that notice, the acceptance of that resignation shall not be necessary to make it effective. Any resignation is without prejudice to the rights, if any, of the Corporation under any contract to which the Officer is a party.

Section 9.6 Vacancies in Office

In the event of a vacancy in any office other than that of Board Chair because of death, resignation, removal, disqualification or any other cause, such vacancy may be filled temporarily by appointment by the Board Chair until such time as the Board shall fill the vacancy. A person so appointed to a vacant office (whether appointed by the Board Chair or elected by the Board) shall hold that office until the next Annual Meeting of the Board or until his or her death, resignation, or removal from office. Vacancies occurring in offices of Officers appointed at the discretion of the Board may or may not be filled as the Board shall determine.

Section 9.7 Responsibilities of Officers

9.7.1 BOARD CHAIR. The Board Chair shall preside at meetings of the Board and exercise and perform such other powers and duties as may be from time to time assigned to him or her by the Board or prescribed by these Bylaws. If there is no Chief Executive Officer, the Board Chair shall, in addition, be the chief executive officer of the Corporation and shall have the powers and duties prescribed in Section 9.7.2 below.

9.7.2 CHIEF EXECUTIVE OFFICER. Subject to the control of the Board, the Chief Executive Officer of the Corporation shall generally supervise, direct, and control the Corporation's activities and affairs. The Chief Executive Officer shall exercise and perform such other powers and duties as may be from time to time assigned to him or her by the Board. He or she shall perform all duties incident to his or her office and such other duties as may be required by law, by the Articles of Incorporation of this Corporation, or by these Bylaws, or which may be prescribed from time to time by the Board. The Chief Executive Officer shall not be a Director unless he or she is separately elected as a Director pursuant to the provisions of Article VIII.

9.7.3 VICE CHAIR. In the absence or disability of the Board Chair, the Vice Chair, if any, shall perform all the duties of the Board Chair, and when so acting shall have all the powers of, and be subject to all the restrictions upon, the Board Chair. The Vice Chair shall have such other powers and perform such other duties as from time to time may be prescribed for him or her by the Board or the Board Chair.

9.7.4 SECRETARY. The Secretary shall attend to the following:

9.7.4.1 BOOK OF MINUTES. The Secretary shall keep or cause to be kept, at the principal executive offices or such other place as the Board may direct, a book of minutes of all meetings and actions of Directors, all Board committee meetings, and all meetings of members, whether regular or special. The minutes shall specify how each meeting was authorized, the notice given, the names of those present at such meetings, the number of members present or represented at members' meetings and the proceedings of such meetings.

9.7.4.2 MEMBERSHIP RECORDS. The Secretary shall keep, or cause to be kept, record of the corporate members, showing, at least, the names of all members, their addresses, and the class of membership held by each.

9.7.4.3 NOTICES, SEALS, AND OTHER DUTIES. The Secretary shall give, or cause to be given, notice of all meetings of members and of the Board required by these Bylaws to be given. The Secretary shall be the custodian of the records of the Corporation. He/she shall keep the seal of the Corporation, if any, in safe custody. He/she shall have such other powers and perform such other duties as may be prescribed by the Board or by the bylaws.

9.7.5 TREASURER. The Treasurer shall attend to the following:

9.7.5.1 BOOKS OF ACCOUNT. The Treasurer shall keep and maintain, or cause to be kept and maintained, adequate and correct books and records of accounts of the properties and business transactions of the Corporation, including accounts of its assets, liabilities, receipts, disbursements, gains, losses, capital, retained earnings, and other matters customarily included in financial statements. The Treasurer shall exhibit at all reasonable times to any Director of the Corporation, or to his or her agent or attorney, on request therefore, the books of account of the Corporation.

9.7.5.2 DEPOSIT AND DISBURSEMENT OF MONEY AND VALUABLES. The Treasurer shall ensure that all money and other valuables be deposited in the name and to the credit of the Corporation with such depositories as may be designated by the Board; shall ensure disbursement of the funds of the Corporation as may be ordered by the Board; shall render to the Chair and Directors, whenever they request it, an account of all his/her transactions as Treasurer and of the financial condition of the Corporation; and shall have other powers and perform such other duties as may be prescribed by the Board or these Bylaws.

9.7.5.3 STATEMENTS AND REPORTS. The Treasurer shall send, or cause to be given, to the Directors and members such financial statements and reports as are required to be given by law, by these Bylaws, or by the Board.

9.7.5.4 ACCOUNTINGS. The Treasurer shall render, or cause to be rendered, to the Board Chair and Directors, whenever requested, an account of any or all of his or her transactions as Treasurer, and of the financial condition of the Corporation.

9.7.5.5 FILINGS. Provide, or cause to be provided, to the public, all filings required to be disclosed and made generally available to the public in the form or forms required by the Internal Revenue Service and all other tax regulation and charitable solicitation regulation authorities, or by statute.

ARTICLE X — COMMITTEES

10.1 COMMITTEES OF THE BOARD

10.1.1 The Board may, by a vote of a majority of the Directors then in office, designate two or more Directors to constitute an Executive Committee and delegate to such Committee any of the powers and authority of the Board in the management of the business and affairs of the Corporation.

10.1.2 Notwithstanding the existence or lack thereof of an Executive Committee, the Board may, by resolution adopted by a majority of the number of Directors then in office, provided that a quorum is present, create one or more committees of the Board that exercise some authority of the Board, each consisting of two or more Directors, to serve at the pleasure of the Board and have such authority as is delegated by the Board. Due to this delegation of authority, persons who are not Directors may not serve on such committees nor on the Executive Committee, if there is one.

10.1.3 By a majority vote of the Directors then in office, the Board may at any time revoke or modify any or all of the authority delegated to any committee of the Board, increase or decrease (but not below two) the number of members of any committee of the Board, and fill vacancies in any committees of the Board from the members of the Board. All committees shall keep regular minutes of their proceedings, cause them to be filed with the corporate records, and report the same to the Board from time to time as the Board may require.

10.1.4 The following powers are reserved to the Board as a whole and may not be delegated to any committees thereof:

10.1.4.1 The filling of vacancies on the Board or on any committee that has the authority of the Board;

10.1.4.2 The appointment of committees of the Board or the members thereof;

10.1.4.3 The fixing of compensation of the Directors for serving on the Board or on any committee;

10.1.4.4 The amendment or repeal of bylaws or Articles of Incorporation, or the adoption of new Bylaws or Articles of Incorporation;

10.1.4.5 The amendment or repeal of any resolution of the Board which by its express terms is not so amendable or repealable;

10.1.4.6 The expenditure of corporate funds to support a nominee for Director after there are more people nominated for Director than can be elected;

10.1.4.7 The approval of any action for which the law requires approval of members or approval of a majority of all members regardless whether the Corporation has members; and

10.1.4.8 With respect to any assets held in charitable trust, the approval of any transaction to which this Corporation is a party and in which one or more of the Directors has a material financial interest, except as expressly provided in section 5233(d)(3) of the Nonprofit Corporation Law.

Section 10.2 Meetings and Action of Committees

Meetings and action of committees shall be governed by, and held and taken in accordance with, the provisions of Article 7 of these Bylaws, concerning meetings of Directors, with such changes in the context of those Bylaws as are necessary to substitute the committee and its members for the Board and its members, except that the time for regular meetings of committees may be determined either by resolution of the committee. Special meetings of committees may also be called by resolution of the Board. Notice of special meetings of committees shall also be given to any and all alternative members, who shall have the right to attend all meetings of the committee. Minutes shall be kept of each meeting of any committee and shall be filed with the corporate records. The Board may adopt rules for the government of any committee not inconsistent with the provisions of these Bylaws.

Section 10.3 Advisory Committees

The Corporation shall have advisory committees, task forces, or investigatory committees as may from time to time be designated by resolution of the Board. No duties of the Board may be delegated to any such advisory committees.

ARTICLE XI — INDEMNIFICATION OF DIRECTORS, OFFICERS, EMPLOYEES, AND OTHER AGENTS

Section 11.1 Definitions

For the purpose of this Article XI,

11.1.1 “AGENT” means any person who is or was a Director, Officer, employee, or other agent of this Corporation, or is or was serving at the request of this Corporation as a Director, Officer, employee, or agent of another foreign or domestic corporation, partnership, joint venture, trust, or other enterprise, or was a Director, Officer, employee, or agent of a foreign or domestic corporation that was a predecessor corporation of this Corporation or of another enterprise at the request of the predecessor corporation.

11.1.2 “PROCEEDING” means any threatened, pending, or completed action or proceeding, whether civil, criminal, administrative, or investigative; and

11.1.3 “EXPENSES” includes, without limitation, all attorney's fees, costs, and any other expenses incurred in the defense of any claims or proceedings against an agent by reason of his position or relationship as agent and all attorney's fees, costs, and other expenses incurred in establishing a right to indemnification under this Article.

Section 11.2 Successful Defense by Agent

To the extent that an Agent of this Corporation has been successful on the merits in the defense of any proceeding referred to in this Article 11, or in the defense of any claim, issue, or matter therein, the agent shall be indemnified against expenses actually and reasonably incurred by the agent in connection with the claim. If an Agent either settles any such claim or sustains a judgment rendered against him, then the provisions of Section 11.3 through 11.5 shall determine whether the Agent is entitled to indemnification.

Section 11.3 Action Brought by Persons Other Than the Corporation

Subject to the required findings to be made pursuant to Section 11.5, below, this Corporation shall indemnify any person who was or is party, or is threatened to made a party, to any proceeding other than an action brought by, or on behalf of, this Corporation, or by an Officer, Director or person granted related status by the Attorney General, or by the Attorney General on the ground that the defendant director was or is engaging in self-dealing within the meaning of California Corporations Code, or by the Attorney General or a person granted related status by the Attorney General for any breach of duty relating to assets held in charitable trust, by reason of the fact that such person is or was an agent of this Corporation, for all expenses, judgments, fines, settlements, and other amount actually and reasonably incurred in connection with the proceeding.

Section 11.4 Action Brought by or on Behalf of the Corporation

11.4.1 CLAIMS SETTLED OUT OF COURT. Subject to Section 11.5, below, if any Agent settles or otherwise disposes of a threatened or pending action brought by or on behalf of this Corporation, with or without court approval, the Agent shall receive no indemnification for either amounts paid pursuant to the terms of the settlement or other disposition or for any expenses incurred in defending against the proceeding.

11.4.2 CLAIMS AND SUITS AWARDED AGAINST AGENT. Subject to Section 11.5, below, this Corporation shall indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action brought by or on behalf of this Corporation by reason of the fact that the person is or was an Agent of this Corporation, for all expenses actually and reasonably incurred in connection with the defense of that action, provided that both of the following are met:

11.4.2.1 The determination of good faith conduct required by Section 11.5, below, must be made in the manner provided for in that section; and

11.4.2.2 Upon application, the court in which the action was brought must determine that, in view of all of the circumstances of the case, the agent should be entitled to indemnify for the expenses incurred. If the agent is found to be so entitled, the court shall determine the appropriate amount of expenses to be reimbursed.

Section 11.5 Determination of Agent's Good Faith Conduct

The indemnification granted to an agent in Sections 11.3 and 11.4 above is conditioned on the following:

11.5.1 REQUIRED STANDARD OF CONDUCT. The agent seeking reimbursements must be found, in the manner provided below, that he acted in good faith, in a manner he believed to be in the best interest of this Corporation, and with such care, including reasonable inquiry, as an ordinarily prudent person in a like position would use in similar circumstances. The termination of any proceeding by judgment, order, settlement, conviction, or on a plea of nolo contendere or its equivalent shall not, of itself, create a presumption that the person did not act in good faith or in a manner which he reasonably believed to be in the best interest of this Corporation or that he had reasonable cause to believe that his conduct was unlawful. In the case of a criminal proceeding, the person must have had no reasonable cause to believe that his conduct was unlawful.

11.5.2 MANNER OF DETERMINATION OF GOOD FAITH CONDUCT. The determination that the Agent did act in a manner complying with Paragraph 11.5.1 above shall be made by:

11.5.2.1 The Board by a majority vote of a quorum consisting of Directors who are not parties to the proceeding; or

11.5.2.2 The affirmative vote (or electronic ballot in accordance with Section 6.11) of a majority of the voting power of the members represented and voting at a duly held

meeting at which a quorum is present (which affirmative votes also constitute a majority of the required quorum); or

11.5.2.3 The court in which the proceeding is or was pending. Such determination may be made on application brought by this Corporation or the agent or the attorney or other person rendering a defense to the agent, whether or not the application by the agent, attorney, or other persons opposed by this Corporation.

Section 11.6 Limitation

No indemnification or advance shall be made under this Article, except as provided in Sections 11.2 or 11.5.2.3 in any circumstance when it appears:

11.6.1 That the indemnification or advance would be inconsistent with a provision of the articles, a resolution of the members, or an agreement in effect at the time of the accrual of the alleged cause of action asserted in the proceeding in which the expenses were incurred or other amounts were paid, which prohibits otherwise limits indemnification; or

11.6.2 That the indemnification would be inconsistent with any condition expressly imposed by a court in approving a settlement.

Section 11.7 Advance of Expenses

Expenses incurred in defending any proceeding may be advanced by this Corporation before the final disposition of the proceeding on receipt of an undertaking by or on behalf of the Agent to repay the amount of the advance unless it is determined ultimately that the Agent is entitled to be indemnified as authorized in this Article.

Section 11.8 Contractual Rights of Non-Directors and Non-Officers

Nothing contained in this Article 11 shall affect any right to indemnification to which persons other than Directors and Officers of this Corporation, or any subsidiary hereof, may be entitled by contract or otherwise.

Section 11.9 Insurance

The Board may adopt a resolution authorizing the purchase and maintenance of insurance on behalf of any Agent in such capacity or arising out of the Agent's status as such, whether or not this Corporation would have the power to indemnify the agent against that liability under the provisions of this section.

Section 11.10 Fiduciaries or Corporation Employee Benefit Plan

This section does not apply to any proceeding against any trustee, investment manager or other fiduciary of an employee benefit plan in such person's capacity as such, even though such person may also be an Agent as defined in subdivision (a) of the employer

corporation. A corporation shall have power to indemnify such trustee, investment manager or other fiduciary to the extent permitted by subdivision (f) of Section 207 of the California Corporation Code.

ARTICLE XII — RECORDS AND REPORTS

Section 12.1 Inspection Rights of Members

Any member of the Corporation shall have the inspection rights afforded by California Corporation Code Section 8330 *et seq.*

Section 12.2 Maintenance and Inspection of Articles and Bylaws

The Corporation shall keep at its principal executive office or if its principal executive office is not in the State of California, at its principal business office in this State, the original or a copy of the articles and bylaws as amended to date, which shall be open to inspection by the members at all reasonable times during office hours. If the principal executive office of the Corporation is outside the State of California and the Corporation has no principal business office in this State, the secretary shall, on written request of any member, furnish to that member a copy of the articles and bylaws as amended to date.

Section 12.3 Maintenance and Inspection of Other Corporate Records

12.3.1 The Corporation shall keep:

12.3.1.1 Adequate and correct books and records of account:

12.3.1.2 Minutes of the proceedings of its members, Board, and committees of the Board;
and

12.3.1.3 A record of its members giving their names and addresses and the class of membership held by each.

12.3.2 Those minutes and other books and records shall be kept either in written form or in any other form capable of being converted into clearly legible tangible form or in any combination of the foregoing. When minutes and other books and records are kept in a form capable of being converted into clearly legible paper form, the clearly legible paper form into which those minutes and other books and records are converted shall be admissible in evidence, and accepted for all other purposes, to the same extent as an original paper record of the same information would have been, provided that the paper form accurately portrays the record.

12.3.3 The accounting books, records and minutes of proceedings of the members and the Board and any committee(s) of the Board shall be kept at such place or places designated by the Board, or, in the absence of such designation, at the principal executive office of the Corporation. The minutes shall be kept in written or typed form, and the accounting

books and records shall be kept either in written or typed form or in any other form capable of being converted into written, typed or printed form. The minutes and accounting books and records shall be open to inspection on the written demand of any member, at any reasonable time during usual business hours, for a purpose reasonably related to a member's interest as a member. The inspection may be made in person or by an agent or attorney and shall include the right to copy and make extracts. These rights of inspection shall extend to the records of each subsidiary corporation of the Corporation.

Section 12.4 Inspection by Directors

Every Director shall have the absolute right at any reasonable time to inspect all books, records, and documents of every kind and the physical properties of the Corporation and each of its subsidiary corporations. This inspection by a Director may be made in person or by an agent or attorney, and the rights of inspection includes the right to copy and make extracts of documents.

Section 12.5 Annual Report

The Corporation shall notify each member yearly of the member's right to receive an annual report of the Corporation. Upon written request of a member, the Board shall cause the most recent annual report to be sent to the requesting member. Nothing in these Bylaws shall be interpreted as prohibiting the Board from issuing annual or other periodic reports to the members of the Corporation as they consider appropriate. However, the Corporation shall provide to the Directors, and to those members who request it in writing, within 120 days of the close of its fiscal year, a report containing the following information in reasonable detail:

12.5.1 A balance sheet as of the end of that fiscal year and an income statement and a statement of cash flows for that fiscal year.

12.5.2 A statement of the place where the names and addresses of the current members are located.

12.5.3 Any information required by Section 8322 of the California Corporations Code.

The report required as set forth above shall be accompanied by any report thereon of independent accountants, or, if there is no report, the certificate of an authorized officer of the Corporation that the statements were prepared without audit from the books and records of the Corporation.

ARTICLE XIII — CONSTRUCTION AND DEFINITIONS

Unless the context required otherwise, the general provisions, rules of construction, and definitions in the California Nonprofit Corporation Law shall govern the construction of these Bylaws. Unless the context otherwise requires, a reference to one gender shall include reference to the other genders, the singular number includes the plural, the plural

number includes the singular, and the term "person" includes both the Corporation and a natural person. All references to statutes, regulations and laws shall include any future statutes, regulations and laws that replace those referenced.

ARTICLE XIV — AMENDMENTS

Section 14.1 Amendment of Bylaws by Members

New Bylaws may be adopted, or these Bylaws may be amended or repealed, by approval of the members. A two-thirds (2/3s) majority of all members voting to amend these Bylaws is required for approval.

Section 14.2 Amendment of Bylaws by Directors

Subject to the right of members under Section 14.1, Bylaws other than a Bylaw fixing or changing the authorized number of Directors may be adopted, amended, or repealed by the Board. However, if the Articles of Incorporation or Bylaws adopted by the members provide for an indefinite number of Directors within specified limits, the Directors may adopt or amend a Bylaw fixing the exact number of Directors within those limits. A two-thirds (2/3) majority of all Directors voting to amend these Bylaws is required for approval.

Except as otherwise provided under the California Corporations Code, the Directors may not adopt, amend or repeal the Bylaws if such action would:

14.2.1 Materially and adversely affect the rights of members as to voting, dissolution, redemption, or transfer;

14.2.2 Increase or decrease the number of members authorized in total or for any class;

14.2.3 Effect an exchange, reclassification or cancellation of all or part of the memberships; or

14.2.4 Authorize a new class of membership.

Section 14.3 Amendment of Articles of Incorporation

14.3.1 Amendments of the Articles of Incorporation of the Corporation may be adopted if approved by the Board and approved by the members. The approval by the members may be before or after the approval by the Board.

14.3.2 Notwithstanding Section 14.3.1, the following amendments may be adopted by approval of the Board alone:

14.3.2.1 An amendment extending the corporate existence or making the corporate existence perpetual, if the corporation was organized prior to August 14, 1929.

14.3.2.2 An amendment deleting the names and addresses of the first Directors or the name and address of the initial Agent.

14.3.2.3 Any amendment, at a time the corporation has no members; provided, however, that if the articles require approval by any person for an amendment, an amendment may not be adopted without such approval.

14.3.2.4 An amendment adopted pursuant to California Corporations Code Section 9913.

ARTICLE XV — DEDICATION OF ASSETS

The properties and assets of this nonprofit Corporation are irrevocably dedicated to fulfillment of the objectives and purposes of this Corporation as set forth in Article IV hereof. No part of the net earnings, properties, or assets of this Corporation, on dissolution or otherwise, shall inure to the exclusive benefit of any private person or individual, or any member or Director of this Corporation except in fulfillment of said objectives and purposes. On liquidation or dissolution, all properties and assets and obligations shall be distributed pursuant to the nonprofit provisions of the California Corporation Code then in effect.

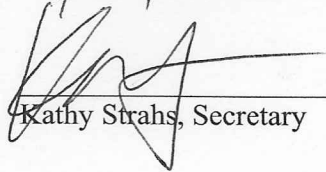
Certificate of Secretary

I, the undersigned, certify that I am the presently elected and acting as Secretary of Publishers Marketing Association, Inc., a California Nonprofit Mutual Benefit Corporation, and the above Bylaws, consisting of 29 pages (including this Certificate of Secretary), are the Amended and Restated Bylaws of this Corporation as adopted by the Board of Directors of the Corporation on April 28, 2020, and as amended from time to time through and including the date of signature of this Certificate of Secretary set forth below.

Dated:

5/14/2020

Signed:


Kathy Strahs, Secretary