
Adopted September 15, 2014

**BY-LAWS
OF
CREDIT MANAGEMENT ASSOCIATION**

TABLE OF CONTENTS
FOR
BY-LAWS
OF
CREDIT MANAGEMENT ASSOCIATION
a California Mutual Benefit Corporation

<u>Article</u>	<u>Description</u>	<u>Page</u>
1	Organization.....	1
2	Membership.....	2
3	Meetings of Members.....	4
4	Board of Directors.....	10
5	Meetings of Board of Directors.....	14
6	Committees.....	16
7	Officers	17
8	Indemnification.....	20
9	General; Definitions; Amendments.....	23
10	Emergency Provisions.....	26

References to [Corp Code §] following By-Laws sections refer to the California Corporations Code section that is the source of, or authority for, all or part of that particular section of the By-Laws. References in the text of sections to Corp Code § also refer to the California Corporations Code.

BY-LAWS
OF
CREDIT MANAGEMENT ASSOCIATION
A California Nonprofit Mutual Benefit Corporation

ARTICLE 1

Organization

SECTION 1.1 NAME. The name of the Corporation is Credit Management Association.

SECTION 1.2 PURPOSES. The purposes for which the Corporation is formed are to provide educational opportunities in the field of credit and financial management; to promote the establishment and maintenance of honesty and fair dealings in credit transactions; to foster, facilitate and protect the exchange of factual credit information; to encourage efficient collection of accounts; to promote economy and efficiency in the handling of the estates of the insolvent businesses; to provide for the prevention, investigation and prosecution of fraud; to disseminate factual information on members' business customers, and to encourage the exchange of such factual information to facilitate members' ability to make unilateral business judgments concerning their customers; to bring about improvement and innovation in methods and standards of commercial credit management; to promote the common interest of credit grantors, including but not limited to engaging in a regular business of a kind ordinarily carried on for profit; to engage in legislative activity to support the interests of commercial credit grantors; to acquire, hold, maintain, operate and dispose of property, both real and personal; and to do any and all things necessary, suitable, convenient or proper for, or in connection with, or incidental to, the accomplishment of any of the above purposes; and in general to do any and all things and exercise any and all powers which may now or hereafter be lawful for this nonprofit corporation to do or to exercise under the laws of the State of California that may now or hereafter be applicable to this Corporation.

SECTION 1.3 CONSTRUCTION. Unless the context requires otherwise, the general provisions, rules of construction, and definitions in the California Nonprofit Corporation Law shall govern the construction of these By-Laws. Without limiting the generality of the preceding sentence, the masculine gender includes the feminine and neuter, the singular includes the plural, the plural includes the singular, and the term "person" includes both a legal entity and a natural person.

SECTION 1.4 PRINCIPAL OFFICE. The principal office for the transaction of business of the Corporation shall be located in the State of California, at such location as may be designated by the Board of Directors of the Corporation.

ARTICLE 2

Membership

SECTION 2.1 IN GENERAL. Subject to application, admission, dues, fees, assessments and other requirements, voting membership in the Corporation shall consist of corporations, partnerships, sole proprietorships, LLC's and LLP's which extend commercial credit as an integral feature of their business as manufacturers, wholesalers, banks and other financial institutions, service providers and such other business entities as may be approved by the Board of Directors ("voting" or "regular" members). The Corporation may also authorize other classes of membership although the members of such classes shall not constitute members within the meaning of California Corporations Code Section 5056. Each member, upon acceptance, shall be assigned to one of the membership classifications established or authorized by these By-Laws. The Corporation reserves the right to refuse membership to any entity engaged in retail trade to a substantial degree, or any entity engaged substantially in activities in competition with those of the Corporation. The decision of the Board, which may follow such procedures as may be set forth in the Board Manual, shall be final. [Corp Code §§ 5056, 7151, 7330, 7333]

SECTION 2.2 CLASSES AND QUALIFICATIONS. Subject to application, admission, dues, fees, assessments and other requirements and the determination of the Board, there shall be two (2) classes of members as set forth below, with qualifications for membership as described or referred to as follows:

(a) **Regular or Voting Member.** A member shall be classified as a regular or voting member upon acceptance for membership by the Board of Directors if the member is a corporation, partnership, sole proprietorship, LLC or LLP which extends commercial credit as an integral feature of its business as a manufacturer, wholesaler, bank or other financial institution, service provider or such other business entity as may be approved by the Board of Directors.

(b) **Nonvoting Member.** A member shall be classified as a nonvoting member and qualified in a particular category of nonvoting membership upon acceptance for membership by the Board of Directors if the member meets such applicable qualifications as may be set forth in the Board Manual.

SECTION 2.3 VOTING AND OTHER RIGHTS. Only regular members shall have the right to vote for the election of directors as set forth in these By-Laws and on such other matters to the extent required by the California Corporations Code, including without limitation on disposition of all or substantially all of the Corporation's assets other than in the usual and regular course of the Corporation's activities, on the principal terms of a merger of the Corporation and any changes in such principal terms and on an election to dissolve the Corporation. No other classes of members shall have any right to vote. The other rights, privileges, benefits, preferences, restrictions and/or conditions of membership

shall be as determined by the Board of Directors and/or as set forth in the Board Manual. [Corp Code §§5056, 5057, 7151, 7330, 7331, 7333, 7610, 7911, 7912, 8012, 8015 and 8610]

SECTION 2.4 REFERENCES TO MEMBERS. The Corporation, in these By-Laws or elsewhere, may refer to nonvoting members or other persons or entities associated with the Corporation as "members," even though members of that class of membership or other persons or entities are not voting or regular members as set forth in these By-Laws, but no such reference shall constitute anyone as a member within the meaning of California Corporations Code Section 5056 unless qualified as a regular or voting member as set forth in these By-Laws. [Corp Code §§5056 and 7333]

SECTION 2.5 DUES, FEES AND ASSESSMENTS. The Corporation may levy such dues upon its members as determined by the Board or a committee authorized by the Board and may also charge fees and assessments. Each member must pay, within the time periods and on the conditions set by the Corporation, such dues, fees and assessments. [Corp Code §§ 7151, 7351]

SECTION 2.6 APPLICATIONS FOR AND ADMISSION TO MEMBERSHIP; NO TRANSFER RIGHTS. Applications for membership shall be made on such forms and/or in such manner as authorized or prescribed by the Board or a committee authorized by the Board and/or as may be set forth in the Board Manual. Each voting member shall designate the credit manager, financial officer or other person to be the authorized representative of such member. The Corporation may admit members pursuant to procedures as shall be determined by the Board or a committee authorized by the Board and/or as may be set forth in the Board Manual. Subject to California Corporations Code Section 7613 and the proxy provisions of these By-Laws, no membership or any right arising therefrom shall be sold, assigned or otherwise transferred, whether by operation of law or otherwise, and any attempt to sell, assign or otherwise transfer the same shall be automatically null and void. All rights as a member of the Corporation cease upon the member's death or dissolution. [Corp Code §§ 5056, 7151, 7310, 7320, 7613]

SECTION 2.7 TERMINATION OF MEMBERSHIP. A membership shall terminate on occurrence of any of the following events:

(a) Resignation of the member in writing (with all fees, charges and dues owing by the resigning member remaining due and payable and with no refund of paid dues or fees for unused services);

(b) Expiration of the period of membership, unless the membership is renewed on the renewal terms fixed by the Board;

(c) The member's failure to pay dues, fees, or assessments as set by the Board within a designated period of time after they are due and payable;

(d) Any event that renders the member ineligible for membership, or failure to satisfy membership qualifications; or

(e) Termination of membership under Section 2.9 of these By-Laws based on the good faith determination by the Board, or a committee or person authorized by the Board to make such a determination, that the member has failed in a material and serious degree to observe the rules of conduct of the Corporation, or has engaged in conduct materially and seriously prejudicial to the Corporation's purposes and interests. [Corp Code §§ 7340, 7341]

SECTION 2.8 SUSPENSION OF MEMBERSHIP. A member may be suspended, under Section 2.9 of these By-Laws, based on the good faith determination by the Board, or a committee or person authorized by the Board to make such a determination, that the member has failed in a material and serious degree to observe the Corporation's rules of conduct, or has engaged in conduct materially and seriously prejudicial to the Corporation's purposes and interests. A person whose membership is suspended shall not be a member during the period of suspension. [Corp Code § 7341]

SECTION 2.9 PROCEDURES FOR TERMINATION OR SUSPENSION OF MEMBERSHIP. If grounds appear to exist for suspending or terminating a member under Sections 2.7 or 2.8 of these By-Laws, the following procedure shall be followed:

(a) The Corporation shall give the member at least 15 days' prior notice of the proposed suspension or termination and the reasons for the proposed suspension or termination. Notice shall be given by any method reasonably calculated to provide actual notice. Notice given by mail shall be sent by first-class or registered mail to the member's last address as shown on the Corporation's records.

(b) The member shall be given an opportunity to be heard, either orally or in writing, at least five days before the effective date of the proposed suspension or termination. The hearing shall be held, or the written statement considered, by the Board or by a committee or person authorized by the Board to determine whether the suspension or termination should occur.

(c) The Board, committee, or person shall decide whether the member's membership should be terminated, or whether the member should be suspended or otherwise sanctioned in any way. The decision of the Board, committee, or person shall be final.

(d) Any action challenging a termination of membership, suspension or other sanction, including a claim alleging defective notice, must be commenced within one year after the date of the suspension or termination. [Corp Code § 7341]

ARTICLE 3

Meetings of Members

SECTION 3.1 ANNUAL/REGULAR MEETINGS. Annual or other regular meetings of members shall be held on such dates and at such times as may be fixed by the Board of Directors. [Corp Code § 7510]

SECTION 3.2 PLACE OF MEETINGS; ELECTRONIC PARTICIPATION. (a) Meetings of members shall be held at any place within or outside California designated by the Board or by the written consent of all members entitled to vote at the meeting, given before or after the meeting. In the absence of any such designation, members' meetings shall be held at the Corporation's principal office. [Corp Code § 7510]

(b) If authorized by the Board in its sole discretion, and subject to the requirement of consent in clause (b) of the first sentence of Section 9.6 and those guidelines and procedures as the Board may adopt, voting members not physically present in person (or, if proxies are allowed, by proxy) at a meeting of members may, by electronic transmission by and to the Corporation (Sections 9.6 and 9.7) or by electronic video screen communication, participate in a meeting of members, be deemed present in person (or, if proxies are allowed, by proxy), and vote at a meeting of members whether that meeting is to be held at a designated place or in whole or in part by means of electronic transmission by and to the Corporation or by electronic video screen communication, in accordance with subsection (c) below. [Corp Code § 7510]

(c) A meeting of the members may be conducted, in whole or in part, by electronic transmission by and to the Corporation or by electronic video screen communication (1) if the Corporation implements reasonable measures to provide voting members in person (or, if proxies are allowed, by proxy) a reasonable opportunity to participate in the meeting and to vote on matters submitted to the members, including an opportunity to read or hear the proceedings of the meeting substantially concurrently with those proceedings, and (2) if any member votes or takes other action at the meeting by means of electronic transmission to the Corporation or electronic video screen communication, a record of that vote or action is maintained by the Corporation. Any request by the Corporation to a member pursuant to clause (b) of the first sentence of Section 9.6 for consent to conduct a meeting of members by electronic transmission by and to the Corporation, shall include a notice that absent consent of the member pursuant to clause (b) of Section 9.6, the meeting shall be held at a physical location in accordance with subsection (a) above. [Corp Code § 7510]

SECTION 3.3 SPECIAL MEETINGS. The Board or the Chair of the Board (Chair) or five percent (5%) or more of the voting members may call a special meeting of the members for any lawful purpose. A special meeting called by any person entitled to call a meeting (other than the Board) shall be called by written request, specifying the general nature of the business proposed to be transacted, and submitted to the Chair or the Chair-Elect or the Secretary of the Corporation. The officer receiving the request shall cause notice to be given promptly to the members entitled to vote as provided in these By-Laws, stating that a meeting will be held at a specified time and date fixed by the Board, provided, however, that the meeting date shall be at least 35 but no more than 90 days after receipt of the request. If the notice is not given within 20 days after the request is received, the person or persons requesting the meeting may give the notice. Nothing in this Section shall be construed as limiting, fixing, or affecting the time at which a meeting of members may be held when the meeting is called by the Board. No business, other than the business that was set forth in the notice of the meeting, may be transacted at a special meeting. [Corp Code §§ 7510, 7511]

SECTION 3.4 NOTICE OF MEETINGS. (a) Whenever members are required or permitted to take any action at a meeting, a written notice of the meeting shall be given to each member entitled to vote at that meeting. The notice shall specify the place, date, and time of the meeting and the means of electronic transmission by and to the Corporation (Sections 9.6 and 9.7) or electronic video screen communication, if any, by which members may participate in that meeting. Subject to By-Laws Section 3.5 below, for the annual meeting, the notice shall state the matters that the Board, at the time notice is given, intends to present for action by the members. For a special meeting, the notice shall state the general nature of the business to be transacted and shall state that no other business may be transacted. The notice of any meeting at which directors are to be elected shall include the names of all persons who are nominees when notice is given.

(b) Notice of any meeting of members shall be in writing and shall be given at least 10 but no more than 90 days before the meeting date. The notice shall be given either personally, by electronic transmission by the Corporation, or by first-class, registered, or certified mail, or by other means of written communication, charges prepaid, and shall be addressed to each member entitled to vote, at the address of that member as it appears on the books of the Corporation or at the address given by the member to the Corporation for purposes of notice. If no address appears on the Corporation's books and no address has been so given, notice shall be deemed to have been given if either (i) notice is sent to that member by first-class mail or facsimile or other written communication to the Corporation's principal office or (ii) notice is published at least once in a newspaper of general circulation in the county in which the principal office is located. Notice given by electronic transmission by the Corporation under this subsection shall be valid only if it complies with Section 9.6. Notwithstanding the foregoing, notice shall not be given by electronic transmission by the Corporation under this subsection after either of the following: (1) The Corporation is unable to deliver two consecutive notices to the member by that means. (2) The inability to so deliver the notices to the member becomes known to the Secretary, any assistant secretary or any other person responsible for the giving of the notice.

(c) An affidavit of the mailing of any notice of any members' meeting, or of the giving of such notice by other means, may be executed by the Secretary or assistant secretary of the Corporation, and if so executed, shall be filed and maintained in the Corporation's minute book. [Corp Code § 7511]

SECTION 3.5 QUORUM. Five Percent (5%) of the voting members shall constitute a quorum for the transaction of business at any meeting of members, with no proxies being counted in determining the voting power present for the purpose of a quorum. Since, as indicated in the preceding sentence, these By-Laws authorize the Corporation to conduct a meeting with a quorum of less than one-third of the voting power, then the only matters that may be voted upon at any annual meeting actually attended, in person or by proxy, by less than one-third of the voting power are matters notice of the general nature of which was given under Section 3.4(a) of these Bylaws. The members present at a duly called or held meeting at which a quorum is present may continue to transact business until adjournment, even if enough members have withdrawn to leave less than a quorum, if any

action taken (other than adjournment) is approved by at least a majority of the members required to constitute a quorum. If a quorum is present, the affirmative vote of a majority of the voting power represented at the meeting, entitled to vote and voting on any matter, shall be deemed the act of the members unless the vote of a greater number, or voting by classes, is required by the California Nonprofit Mutual Benefit Corporation Law or by the Articles of Incorporation. [Corp Code §§ 7511(a), 7512]

SECTION 3.6 WAIVER OF NOTICE OR CONSENT. (a) The transactions of any meeting of members, however called or noticed and wherever held, shall be as valid as though taken at a meeting duly held after standard call and notice, if a quorum is present either in person or by proxy, and if either before or after the meeting, each member entitled to vote, not present in person or by proxy, signs a written waiver of notice, a consent to the holding of the meeting, or an approval of the minutes of the meeting. All such waivers, consents, or approvals shall be filed with the corporate records or made a part of the minutes of the meeting.

(b) A member's attendance at a meeting shall also constitute a waiver of notice of and presence at that meeting unless the member objects at the beginning of the meeting to the transaction of any business because the meeting was not lawfully called or convened. Also, attendance at a meeting is not a waiver of any right to object to the consideration of matters required to be included in the notice of the meeting but not so included, if that objection is expressly made at the meeting. [Corp Code § 7511(e)]

SECTION 3.7 ACTION BY UNANIMOUS WRITTEN CONSENT. Any action required or permitted to be taken by the members may be taken without a meeting, if all members consent in writing to the action. The written consent or consents shall be filed with the minutes of the meeting. The action by written consent shall have the same force and effect as a unanimous vote of the members. [Corp Code § 7516]

SECTION 3.8 ACTION BY WRITTEN BALLOT. Any action that members may take at any meeting of members, including, without limitation, election of directors, may also be taken without a meeting by complying with this section of these By-Laws, as follows:

(a) This Corporation shall distribute one written ballot to each member entitled to vote on the matter. If approved by the Board, that ballot and any related material may be sent by electronic transmission by the Corporation (Section 9.6) and responses may be returned to the Corporation by electronic transmission to the Corporation (Section 9.7). All solicitations of votes by written ballot shall (i) state the number of responses needed to meet the quorum requirement; (ii) state, with respect to ballots other than for election of directors, the percentage of approvals necessary to pass the measure or measures; and (iii) specify the time by which the ballot must be received in order to be counted. Each ballot so distributed shall (A) set forth the proposed action; (B) give the members an opportunity to specify approval or disapproval of each proposal; and (C) provide a reasonable time in which to return the ballot to the Corporation. If the Corporation has 100 or more members, any written ballot distributed to ten or more members shall provide that, subject to reasonable specified conditions, if the

person solicited specifies a choice in any such matter, the vote shall be cast according to that specification.

(b) In any election of directors, a written ballot that a member marks “withhold,” or otherwise marks in a manner indicating that authority to vote is withheld, shall not be voted either for or against the election of a director.

(c) Approval by written ballot shall be valid only when (i) 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 (ii) 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. A written ballot may not be revoked. [Corp Code §§ 7513, 7514]

SECTION 3.9 RECORD DATE. (a) For purposes of establishing the members entitled to receive notice of any meeting, entitled to vote at any meeting, entitled to vote by written ballot, or entitled to exercise any rights in any lawful action, the Board of Directors may, in advance, fix a record date. The record date so fixed for:

(i) Sending notice of a meeting shall be no more than 90 nor less than 10 days before the date of the meeting;

(ii) Voting at a meeting shall be no more than 60 days before the date of the meeting;

(iii) Voting by written ballot shall be no more than 60 days before the day on which the first written ballot is mailed or solicited; and

(iv) Taking any other action shall be no more than 60 days before that action. [Corp Code § 7611]

(b) If not otherwise fixed by the Board, the record date for determining members entitled to receive notice of a meeting of members shall be the business day preceding the day on which notice is given or, if notice is waived, the business day preceding the day on which the meeting is held. If not otherwise fixed by the Corporation, the record date for determining members entitled to vote at the meeting shall be the day on which the meeting is held. If not otherwise fixed by the Corporation, the record date for determining members entitled to vote by written ballot shall be the day on which the first written ballot is mailed or solicited. If not otherwise fixed by the Board, the record date for determining members entitled to exercise any rights with respect to any other lawful action shall be the date on which the Board adopts the resolution relating to that action, or the 60th day before the date of that action, whichever is later. A person holding a membership at the close of business on the record date shall be a member of record. [Corp Code § 7611]

SECTION 3.10 PROXIES. (a) Each member entitled to vote shall have the right to do so either in person or by one or more agents authorized by a written proxy, signed

by the person and filed with the Secretary of the Corporation. A proxy shall be deemed signed if the member's name is placed on the proxy by the member or the member's attorney-in-fact, whether by manual signature, typewriting, facsimile transmission, or otherwise. [Corp Code § 5069]

(b) If the Corporation has 100 or more members, any form of proxy distributed to 10 or more members shall give the member an opportunity to specify a choice between approval and disapproval of each matter or group of related matters and, subject to reasonable specified conditions, shall provide that, when the person solicited specifies a choice in any such matter, the vote shall be cast according to that specification. In an election of directors, any form of proxy that a member marks "withhold," or otherwise marks in a manner indicating that authority to vote for the election of directors is withheld, shall not be voted either for or against the election of a director.

(c) Any revocable proxy covering matters for which a vote of the members is required shall not be valid unless the proxy sets forth the general nature of the matter to be voted on. Such matters include amendments to the articles of incorporation; amendments to the articles or By-Laws changing proxy rights; removal of directors without cause; filling vacancies on the Board of Directors; the sale, lease, exchange, conveyance, transfer, or other disposition of all or substantially all corporate assets unless the transaction is in the usual and regular course of the Corporation's activities; the principal terms of a merger or the amendment of a merger agreement; the election to dissolve the Corporation; contracts or transactions between the Corporation and one or more directors or between the Corporation and an entity in which a director has a material financial interest; or a plan of distribution of assets other than money to members when the Corporation is in the process of winding up, when the distribution is not in accordance with liquidation rights of any class or classes.

(d) No proxy shall be valid after the expiration of 11 months from the date of the proxy, unless provided otherwise in the proxy, except that the maximum term of a proxy shall be three years after the date of execution. The revocability of a proxy that states on its face that it is irrevocable shall be governed by Corp Code § 7613. A validly executed proxy that does not state that it is irrevocable shall continue in full force and effect until either:

(i) it is revoked by the member executing it before the vote is cast under that proxy, (i) by a writing delivered to the Corporation stating that the proxy is revoked, (ii) by a subsequent proxy executed by that member and presented to the meeting, or (iii) as to any meeting, by the member's personal attendance and voting at the meeting, or

(ii) written notice of the death or incapacity of the maker of the proxy is received by the Corporation before the vote under the proxy is counted. [Corp Code §§ 7613, 7514]

SECTION 3.11 ADJOURNMENT AND NOTICE OF ADJOURNED MEETINGS. Any members' meeting, whether or not a quorum is present, may be adjourned from time to time to another time and place by the vote of the majority of the members represented at the meeting, either in person or by proxy. No meeting may be adjourned for more than 45 days. When a members' meeting is adjourned to another time or place, notice

need not be given of the adjourned meeting if the time and place to which the meeting is adjourned (or the means of electronic transmission by and to the Corporation or electronic video screen communication, if any, by which members may participate) are announced at the meeting at which adjournment is taken. If after adjournment a new record date is fixed for notice or voting, a notice of the adjourned meeting shall be given to each member who, on the record date for notice of the meeting, is entitled to vote at the meeting. At the adjourned meeting, the Corporation may transact any business that might have been transacted at the original meeting. [Corp Code §§ 7511(d), 7512(d)]

ARTICLE 4

Board of Directors

SECTION 4.1 GENERAL POWERS. Subject to the provisions and limitations of the California Nonprofit Mutual Benefit Corporation Law and any other applicable laws, and subject to any limitations of the articles of incorporation or By-Laws regarding actions that require approval of the members, the activities and affairs of the Corporation shall be conducted and all corporate powers shall be exercised by or under the direction of the Board of Directors of the Corporation. The Board may delegate the management of the activities of the Corporation to any person or persons, management company, or committee however composed, provided that the activities and affairs of the Corporation shall be managed and all corporate powers shall be exercised under the ultimate direction of the Board.[Corp Code §7210]

SECTION 4.2 NUMBER OF DIRECTORS; QUALIFICATIONS.

(a) **Number.** The Board of Directors shall consist of at least thirteen (13) but not more than sixteen (16) Directors unless changed by amendment to these By-Laws. Thirteen (13) members of the Board shall be authorized representatives of voting member companies (as described in Section 2.1), consisting of the four (4) elected officers and nine (9) other Directors. A maximum of three (3) additional Directors may be nominated and elected who are employees of voting member companies but who may not be authorized representatives thereof. Such additional Directors shall not be eligible to be elected as officers. The exact number of Directors, within the minimum and maximum, inclusive, shall be fixed or changed from time to time by the Board of Directors' determination as to the number of additional Directors (from zero to three) to be nominated and elected, evidenced by a resolution adopted by the Board and/or by the adoption, approval, acceptance or amendment of a Board Manual by the Board, in all such cases without the need for any amendment to these By-Laws. Any reduction of the authorized number of Directors does not remove any Director prior to the expiration of the Director's term of office unless the reduction also provides for the removal of one or more specified Directors. The President has no Board vote and is therefore not a Director but attends Board meetings and facilitates Board functions as part of such President's duties.

(b) **Qualifications.** (1) No individual may serve on the Board of the Corporation as an elected officer or Director while also serving on the board of (i) the National Association of

Credit Management (NACM) or any other affiliate of NACM and/or (ii) any other entity that provides business credit services, whether or not such entity is part of NACM. Each member of the Board, and each candidate for election to the Board, must disclose his or her service (with vote) on any board (other than the Board of the Corporation) described in this Section 4.2(b).

(2) No individual may serve on the Board of the Corporation as an elected officer or Director if such individual (i) shall cease to be connected with a member company for a period of ninety (90) days; (ii) shall cease to act in a credit or financial capacity; or (iii) shall become associated with an entity that is substantially in competition with the Corporation.

(3) The Board of the Corporation may waive any disqualification referred to in this Section 4.2(b) by a two-thirds vote of the Board of the Corporation.

(4) Such other qualifications as are included in the Board Manual or as the Board shall otherwise determine shall be deemed prescribed by these By-Laws. [Corp Code §§ 5047, 7221, 7151(a) and (c), 7220(d) and 7222(c)]

SECTION 4.3 SELECTION; TERMS OF OFFICE; TERM LIMITS.

(a) **Selection.** In accordance with reasonable nomination and election procedures established by the Board of Directors and made available to the voting members, each year an authorized committee or committees, or the Board, shall select nominees for Treasurer (who upon such individual's election by the voting members shall be a Director) and the other Director positions available for election for the year, and additional nominations may be made by petition. Election shall be by written ballot or at a meeting as determined by the Board. In addition, each year effective with the installation of the new Treasurer, the Chair shall be declared Counselor, the Chair-Elect shall be declared Chair and the prior Treasurer shall be declared Chair-Elect, for the new annual term, and all shall continue as Directors.

(b) **Terms of Office.** Of the nine (9) Directors who are authorized representatives of member companies (but are not officers), three (3) shall serve for one (1) year terms, and six (6) shall serve for three (3) year terms, and in each case until his or her successor shall have been elected and qualified, unless the Director has been removed from office. Directors who are not authorized representatives of their companies shall serve for one (1) year terms and until his or her successor shall have been elected and qualified, unless the Director has been removed from office. All terms of office shall coincide with the Corporation's fiscal year. Directors shall be divided into five classes, Class I, Class II, Class III, Class IV and Class V. The Directors who serve one-year terms shall be in Class IV and shall stand for election each year, subject to nomination and applicable term limits. The Directors who are officers shall be in Class V and shall follow the progression of one-year terms as provided in the last sentence of Section 4.3(a) above. The six Directors with three-year terms shall be divided equally among Classes I, II and III, with the members of each of such classes standing for election serially every third year, subject to nomination and applicable term limits. Any Director elected to fill a vacancy in Class I, Class II or Class III (whether such vacancy is caused by death, resignation or removal, or by an increase in the number of Directors in such class) shall hold

office for a term which shall expire with the term of the other Directors in such class and until his or her successor shall have been elected and qualified, unless the Director has been removed from office. Any Director elected to fill a vacancy in Class IV or Class V (whether such vacancy is caused by death, resignation or removal, or by an increase in the number of Directors in such class) shall serve for the completion of the remaining term and until his or her successor shall have been elected and qualified, unless the director has been removed from office.

(c) **Term Limits.** (i) A Director who is an authorized representative shall not be eligible for re-election following the completion of a maximum of three (3) one-year terms and two (2) three-year terms. (ii) A Director described in (i) above who has exhausted the number of one-year terms shall be limited to one (1) three-year term. (iii) A Director who is not an authorized representative shall not be eligible for re-election following the completion of five (5) consecutive one-year terms. (iv) A Director who has completed the maximum number of consecutive terms shall be eligible to be nominated and/or elected after an absence from the Board of at least one (1) year. (v) Term limits shall not apply to an individual who is thereupon elected as an officer. [Corp Code §§7220, 7520, 7510, 7513, 7514]

SECTION 4.4 REMOVAL.

(a) Subject to subdivisions (b) and (f) of this section, any or all directors may be removed without cause if the removal is approved by the voting members (Corp Code § 5034). [Corp Code §7222(a)]

(b) (1) In a corporation in which the articles or By-Laws authorize members to cumulate their votes pursuant to subdivision (a) of Corp Code § 7615, no director may be removed (unless the entire Board is removed) when the votes cast against removal, or not consenting in writing to the removal, would be sufficient to elect the director if voted cumulatively at an election at which the same total number of votes were cast (or, if the action is taken by written ballot, all memberships entitled to vote were voted) and the entire number of directors authorized at the time of the director's most recent election were then being elected. (2) When by the provisions of the articles or By-Laws the members of any class, voting as a class, are entitled to elect one or more directors, any director so elected may be removed only by the applicable vote of the members of that class. (3) When by the provisions of the articles or By-Laws the members within a chapter or other organizational unit, or region or other geographic grouping, voting as such, are entitled to elect one or more directors, any director so elected may be removed only by the applicable vote of the members within the organizational unit or geographic grouping. [Corp Code §7222(b)]

(c) Any reduction of the authorized number of directors or any amendment reducing the number of classes of directors does not remove any director prior to the expiration of the director's term of office unless the reduction or amendment also provides for the removal of one or more specified directors. [Corp Code §7222(c)]

(d) Except as provided in this Section 4.4, a director may not be removed prior to the expiration of the director's term of office.

(e) Where a director removed under this Section 4.4 was chosen by designation pursuant to Corp Code § 7220(d), then: (1) Where a different person may be designated pursuant to the governing article or bylaw provision, the new designation shall be made. (2) Where the governing article or bylaw provision contains no provision under which a different person may be designated, the governing article or bylaw provision shall be deemed repealed.

(f) When by the provisions of the articles or By-Laws a person or persons are entitled to designate one or more directors, then: (1) Unless otherwise provided in the articles or By-Laws at the time of designation, any director so designated may be removed without cause by the designating person or persons. (2) Any director so designated may only be removed under subdivision (a) with the written consent of the designating person or persons. [Corp Code §7222]

(g) The Board may declare vacant the office of a director who has been declared of unsound mind by a final order of court, or convicted of a felony, or, in the case of a corporation holding assets in charitable trust, has been found by a final order or judgment of any court to have breached any duty arising as a result of Corp Code § 7238, or, if at the time a director is elected, the By-Laws provide that a director may be removed for missing a specified number of Board meetings, fails to attend the specified number of meetings. [Corp Code §7221(a)]

(h) As provided in Corp Code § 7151(c)(3), the articles or By-Laws may prescribe the qualifications of the directors. The Board, by a majority vote of the directors who meet all of the required qualifications to be a director, may declare vacant the office of any director who fails or ceases to meet any required qualification that was in effect at the beginning of that director's current term of office. [Corp Code §7221 (b)]

(i) Pursuant to Corp Code § 7223, the superior court of the proper county may in certain circumstances also remove a director.

SECTION 4.5 RESIGNATION. Any Director may resign effective upon giving written notice to the Chair, the President, the Secretary or the Board of Directors, unless the notice specifies a later time for the effectiveness of the resignation. If the resignation is effective at a future time, a successor may be elected before that time, to take office when the resignation becomes effective. [Corp Code §7224(c)]

SECTION 4.6 VACANCIES. Except for a vacancy created by the removal of a Director by the voting members, vacancies on the Board may be filled by approval of the Board or, if the number of Directors then in office is less than a quorum, by (1) the unanimous written consent of the Directors then in office, (2) the affirmative vote of a majority of the Directors then in office at a meeting held according to notice or waivers of notice complying with Corp Code § 7211, or (3) a sole remaining Director. The voting members may elect a Director or Directors at any time to fill any vacancy or vacancies not filled by the Directors.

Unless the individual filling a vacancy as provided above has been removed from office, such individual shall serve for the unexpired term of his or her predecessor in office. Any reduction of the authorized number of Directors does not remove any Director prior to the expiration of the Director's term of office unless the reduction also provides for the removal of one or more specified Directors. [Corp Code §§7220(b), 7222(c) and 7224(a) and (b)]

SECTION 4.7 RIGHTS OF INSPECTION. Every Director shall have the absolute right at any reasonable time to inspect and copy all books, records and documents of every kind and to inspect the physical properties of the Corporation. [Corp Code §8334]

SECTION 4.8 PERFORMANCE OF DIRECTOR DUTIES.

(a) A Director shall perform the duties of a Director, including duties as a member of any committee of the Board 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.

(b) 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: (1) One or more officers or employees of the Corporation whom the Director believes to be reliable and competent in the matters presented; (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 (3) A committee upon which the Director does not serve that is composed exclusively of any or any combination of directors, persons described in (1) above, or persons described in (2) above, as to matters within the committee's designated authority, which committee the Director believes to merit confidence, so long as, in any such 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. [Corp Code §7231(a), (b)]

ARTICLE 5

Meetings of Board of Directors

SECTION 5.1 IN GENERAL. Meetings of the Board of Directors may be called by or at the request of the Chair, the Chair-Elect or any two Directors. Meetings of the Board may be held at a place within or without the state that has been designated in the notice of the meeting or, if not stated in the notice or there is no notice, designated in these By-Laws or by resolution of the Board. [Corp Code §7211]

SECTION 5.2 REGULAR MEETINGS. Regular meetings of the Board of Directors may be held without notice if the time and place of the meetings are fixed by these By-Laws or the Board. [Corp Code §7211]

SECTION 5.3 SPECIAL MEETINGS; NOTICE. Special meetings of the Board shall be held upon four days' notice by first-class mail or 24 hours' notice delivered personally or by telephone, including a voice messaging system or by electronic transmission by the Corporation (Section 9.6). Unless otherwise provided in these By-Laws, a notice, or waiver of notice, need not specify the purpose of any regular or special meeting of the Board. [Corp Code §7211]

SECTION 5.4 QUORUM; MANNER OF ACTING. A majority of the number of Directors then in office constitutes a quorum of the Board for the transaction of business, except to adjourn as provided in the Adjournment section below. Every act or decision done or made by a majority of the Directors present at a meeting duly held at which a quorum is present is the act of the Board, unless a greater number is required by law or by the Articles of Incorporation or these By-Laws, except as provided in the next sentence. 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 such meeting. Each Director present and voting at a meeting shall have one vote on each matter presented to the Board for action at that meeting. No Director may vote at any meeting by proxy. [Corp Code §7211]

SECTION 5.5 PARTICIPATION BY CONFERENCE TELEPHONE OR OTHER COMMUNICATIONS METHOD. Members of the Board may participate in a meeting through use of conference telephone, electronic video screen communication, or electronic transmission by and to the Corporation (Sections 9.6 and 9.7). Participation in a meeting through use of conference telephone or electronic video screen communication pursuant to this section constitutes presence in person at that meeting as long as all members participating in the meeting are able to hear one another. Participation in a meeting through use of electronic transmission by and to the Corporation, other than conference telephone and electronic video screen communication, pursuant to this section constitutes presence in person at that meeting if both of the following apply: (A) Each member participating in the meeting can communicate with all of the other members concurrently. (B) Each member is provided the means of participating in all matters before the Board, including, without limitation, the capacity to propose, or to interpose an objection to, a specific action to be taken by the Corporation. [Corp Code §7211]

SECTION 5.6 WAIVER OF NOTICE. Notice of a meeting need not be given to a Director who signed a waiver of notice or a written consent to holding the meeting or an approval of the minutes thereof, whether before or after the meeting, or who attends the meeting without protesting, prior thereto or at its commencement, the lack of notice to that Director. All waivers, consents and approvals as to a Board meeting shall be filed with the corporate records or made a part of the minutes of the meeting. [Corp Code §7211]

SECTION 5.7 ADJOURNMENT. A majority of the Directors present, whether or not a quorum is present, may adjourn any meeting to another time and place. Notice of the time and place of holding an adjourned meeting need not be given to absent Directors if the time and place is fixed at the meeting adjourned, except as provided in the next sentence. If the meeting is adjourned for more than 24 hours, notice of an adjournment

to another time or place shall be given prior to the time of the adjourned meeting to the Directors who were not present at the time of the adjournment. [Corp Code §7211]

SECTION 5.8 ACTION WITHOUT MEETING. Any action required or permitted to be taken by the Board may be taken without a meeting, if all members of the Board shall individually or collectively consent in writing to that action. The consent or consents shall be filed with the minutes of the proceedings of the Board. The action by written consent shall have the same force and effect as the unanimous vote of the Directors. [Corp Code §7211]

ARTICLE 6

Committees

SECTION 6.1 CREATION OF AND DELEGATION TO BOARD COMMITTEES. 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, each consisting of two or more Directors, to serve at the pleasure of the Board. The Board may delegate to such Board committees (consisting entirely of Directors) any of the authority of the Board, except with respect to:

- (A) Actions which by law would require approval of members (per Corp Code §5034) or of a majority of all members (per Corp Code §5033), regardless of whether the Corporation has members.
- (B) The filling of vacancies on the Board or in any committee which has the authority of the Board.
- (C) The fixing of compensation of the Directors for serving on the Board or on any committee.
- (D) The amendment or repeal of By-Laws or the adoption of new By-Laws.
- (E) The amendment or repeal of any resolution of the Board which by its express terms is not so amendable or repealable.
- (F) The appointment of committees of the Board or the members thereof.
- (G) The expenditure of corporate funds to support a nominee for Director after there are more people nominated for Director than can be elected.
- (H) With respect to any assets held in charitable trust, the approval of any self-dealing transaction except as provided in Corp Code § 5233(d)(3). [Corp Code §7212]

SECTION 6.2 BOARD COMMITTEES. Any such committee may be designated an Executive Committee or given another name as the Board shall specify. The

Board may appoint, in the same manner, one or more Directors as alternate members of any committee, who may replace any absent member at any meeting of the committee. The Board shall have the power to prescribe the manner in which proceedings of any of these committees shall be conducted. In the absence of prescription by the Board, a committee shall have the power to prescribe the manner in which its proceedings shall be conducted. Unless the Board or a committee shall otherwise provide, the regular and special meetings and other actions of any such committee shall be governed by the provisions of these By-Laws applicable to meetings and actions of the Board. Minutes shall be kept of each meeting of each committee. [Corp Code §7212(a), §8320(a)(2)]

SECTION 6.3 NON-BOARD COMMITTEES. While a committee exercising the authority of the Board shall not include as members persons who are not Directors, the Board may create other committees that do not exercise the authority of the Board. These other committees may include persons who are not Directors. [Corp Code §7212(b)]

ARTICLE 7

Officers

SECTION 7.1 OFFICERS. The elected officers of the Corporation shall be a Chair of the Board (herein referred to as Chair), a Chair-Elect, a Treasurer and a Counselor, who shall be the most recent past Chair available to serve. The elected officers shall be members of the Board as set forth in Article 4 above. No elected officer or Director shall receive compensation for services rendered in such capacity. The Board of Directors shall also appoint a President, one or more Vice Presidents, a Chief Financial Officer and a Secretary. The Board may also appoint other officers, including assistant treasurers and assistant secretaries, if any, as recommended by the President. Officers whose authority and duties are not prescribed in these By-Laws, in a contract of employment or in the Board Manual shall have the authority and perform the duties prescribed, from time to time, by the Board of Directors. [Corp Code §7213]

SECTION 7.2 SELECTION AND TERM OF OFFICE. In accordance with reasonable nomination and election procedures established by the Board of Directors, each year a Treasurer shall be elected. Effective with the installation of the Treasurer, the Chair shall be declared Counselor, the Chair-Elect shall be declared Chair and the prior Treasurer shall be declared Chair-Elect, for the new annual term. The term of office of all elected officers shall be one year, with each term to coincide with the Corporation's fiscal year. The elected officers shall be members of the Board of Directors as provided in Article 4 above. Upon election as Treasurer, such individual's term as a Director shall automatically be deemed extended for the length of such individual's service as officers within the succession provided for above, to a maximum of four years. Each elected officer shall serve for a term of one (1) year (with each term to coincide with the Corporation's fiscal year) and until his or her successor shall have been elected and qualified. Election or appointment of an officer or agent shall not of itself create contract rights. The President shall continue to serve as such as long as such individual is employed by the Corporation. The term of employment of the President shall be governed by the provisions of such individual's employment contract. All other appointed officers shall serve at the discretion of the

President or until terminated by the Board. The Board shall promptly remove any appointed officer whose employment is terminated either voluntarily or involuntarily. [Corp Code §§7213, 7220(a)]

SECTION 7.3 REMOVAL; RESIGNATION. Each elected officer is also a Director of the Corporation and may be removed pursuant to the Director removal provisions of Section 4.4, but such removal shall be without prejudice to the contract rights, if any, of the person so removed. Any officer may resign at any time upon written notice to the Corporation without prejudice to the rights, if any, of the Corporation under any contract to which the officer is a party. Removal of the President shall be governed by the terms of such individual's employment contract. All other appointed officers shall serve at the discretion of the President. The Board shall promptly remove any appointed officer whose employment is terminated either voluntarily or involuntarily. [Corp Code §§7213, 7221, 7222, 7223]

SECTION 7.4 VACANCIES. Each elected officer is also a Director of the Corporation, and vacancies in such offices may be filled pursuant to the provisions of Section 4.6 regarding filling of Director vacancies, except that the Chair-Elect shall become the Chair if the Chair is unable to complete his or her term. A vacancy in the office of the President shall be filled by the Board, subject to the provisions of Section 7.9(c) and any applicable provisions of the employment contract of the then current/outgoing President. Vacancies in any other appointed offices because of death, resignation, removal, disqualification or any other cause shall be filled at the discretion of the President.

SECTION 7.5 CHAIR OF THE BOARD. The Chair of the Board (Chair) shall be the chief elected officer of the Corporation. The Chair shall preside at all meetings of the membership and the Board of Directors. In the Chair's absence, the Chair-Elect shall preside, or if both are absent, the Treasurer, then the Counselor, shall preside. The Chair shall be an *ex officio* member of all committees. The Chair may execute all contracts, deeds, certificates, bonds or other obligations authorized by the Board and sign records or certificates required by law or by orders of the Board of Directors. The Chair shall perform such other duties as may be prescribed by the Board of Directors or as shall be contained in the Corporation Board Manual, if any. [Corp Code §7213]

SECTION 7.6 CHAIR-ELECT. The Chair-Elect shall assist the Chair in the discharge of his or her duties as the Chair may direct and shall perform such other duties as from time to time may be assigned to him or her by the Chair or the Board of Directors or as shall be contained in the Corporation Board Manual, if any. The Chair-Elect shall perform the duties of the Chair in the event of the Chair's absence or refusal or inability to serve. When so acting, the Chair-Elect shall have all the powers of, and be subject to all the restrictions upon, the Chair. [Corp Code §7213]

SECTION 7.7 TREASURER. The Treasurer shall examine and report on the financial procedures and operations of the Corporation. The Treasurer shall perform the duties of the Chair in the event of the absence or refusal or inability to serve of both the Chair and the Chair-Elect. When so acting, the Treasurer shall have all the powers of, and be subject to all the restrictions upon, the Chair. The Treasurer shall have such other duties as from time to

time may be assigned by the Chair or the Board of Directors or as shall be contained in the Corporation Board Manual, if any. [Corp Code §§ 7213, 8320]

SECTION 7.8 COUNSELOR. The Counselor, the most recent past Chair available to serve, shall act as an advisor to the Chair and the Board as well as Chair of the Executive Committee. The Counselor shall perform such other duties as may be prescribed by the Board of Directors or as shall be contained in the Corporation Board Manual, if any.

SECTION 7.9 PRESIDENT.

(a) The President shall be the general manager and chief executive officer of the Corporation responsible for all management functions. Subject to the direction and control of the Board of Directors, the President shall be in charge of the business and affairs of the Corporation. The President shall see that all orders and resolutions of the Board of Directors are carried into effect. The President may execute all contracts, deeds, certificates, bonds or other obligations authorized by the Board and sign records or certificates required by law or by orders of the Board of Directors. The President attends Board meetings and facilitates Board functions as part of such President's duties. Subject to the direction of the Board, the President shall also serve as assistant treasurer and assistant secretary. Other duties may be assigned to the President by the Board of Directors by mutual agreement consistent with any contractual relationship between the President and the Corporation. [Corp Code §7213]

(b) The relationship between the Corporation and the President shall be evidenced by a written contract of employment.

(c) In the event the President shall retire, resign, be involuntarily terminated or become unable to perform the duties and responsibilities of that office, the Board shall, to the extent allowable under the terms of the President's written contract of employment and deemed feasible and advisable, follow the procedures, if any, set forth in the Board Manual.

SECTION 7.10 CHIEF FINANCIAL OFFICER. The Chief Financial Officer (CFO) shall be the chief financial and accounting officer of the Corporation and shall keep and maintain, or cause to be kept and maintained, adequate and correct books and records of account of the Corporation. The books and records of account shall at all times be open to inspection by any Director. The CFO shall deposit or cause to be deposited all moneys and other valuables in the name and to the credit of the Corporation with depositaries designated by the Board. The CFO shall disburse or cause to be disbursed the funds of the Corporation as ordered by the Board and shall render to the President and the Directors, whenever they reasonably request it, an account of all transactions as CFO and of the financial condition of the Corporation. The CFO shall have such other duties as are incident to such office or required by law or as from time to time may be assigned by the President or the Board of Directors or as shall be contained in the Corporation Board Manual, if any. [Corp Code §§ 7213, 8320]

SECTION 7.11 SECRETARY. The Secretary shall record (or cause to be recorded) the minutes of the meetings of the members and of the Board of Directors. In the Secretary's absence the President may appoint an assistant secretary to temporarily assume the

Secretary's duties. The Secretary shall keep, or cause to be kept, at the principal office or other place ordered by the Board, a book of minutes of all proceedings of the members, the Board and its committees and a record of the Corporation's members giving their names and addresses and the class of membership held by each. The Secretary shall keep, or cause to be kept, at the principal office of the Corporation in the State of California the original or a copy of the Corporation's Articles of Incorporation and By-Laws, as amended to date. The Secretary shall give, or cause to be given, notice of all meetings of members, the Board and any committees of the Board required by these By-Laws or by law to be given. The Secretary shall be empowered to certify as true, the original or a copy of the By-Laws or minutes of meetings or resolutions or actions of the Corporation. The Secretary shall have such other duties as are incident to such office or required by law or as from time to time may be assigned by the President or the Board of Directors or as shall be contained in the Corporation Board Manual, if any. [Corp Code §§ 7160, 7213, 7215, 8320]

SECTION 7.12 ASSISTANT SECRETARIES AND ASSISTANT TREASURERS. The assistant secretaries and assistant treasurers, if any, shall perform such duties as shall be assigned or delegated to them by the Secretary or the Treasurer, respectively, or as shall be assigned by the President or the Board. The assistant secretaries and assistant treasurers may sign with the Chair or the President, or any other officer thereunto authorized by the Board, any contracts or other instruments which the Board has authorized to be executed, according to the requirements of the form of the instrument, except when a different mode of execution is expressly prescribed by the Board or these By-Laws.

ARTICLE 8

Indemnification

SECTION 8.1 DEFINITIONS. For the purposes of this Article 8, "agent" means any person who is or was a Director, officer, employee or other agent of the Corporation, or is or was serving at the request of the 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 which was a predecessor corporation of the Corporation or of another enterprise at the request of such predecessor corporation; "proceeding" means any threatened, pending or completed action or proceeding, whether civil, criminal, administrative or investigative; and "expenses" includes without limitation attorneys' fees and any expenses of establishing a right to indemnification under Section 8.4 or 8.5(c) of this Article 8. [Corp Code §7237(a)]

SECTION 8.2 INDEMNIFICATIONS IN ACTIONS BY THIRD PARTIES. The Corporation shall have power to indemnify any person who was or is a party or is threatened to be made a party to any proceeding (other than an action by or in the right of the Corporation to procure a judgment in its favor, an action brought under Section 5233 of Part 2 (commencing with Section 5110), made applicable pursuant to Section 7238, of the California Corporations Code, or an action brought by the Attorney General or a person granted relator 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 the Corporation, against expenses, judgments, fines,

settlements and other amounts actually and reasonably incurred in connection with such proceeding if such person acted in good faith and in a manner such person reasonably believed to be in the best interests of the Corporation and, in the case of a criminal proceeding, had no reasonable cause to believe the conduct of such person was unlawful. The termination of any proceeding by judgment, order, settlement, conviction or upon a plea of nolo contendere or its equivalent shall not, of itself, create a presumption that the person did not act in good faith and in a manner which the person reasonably believed to be in the best interests of the Corporation or that the person had reasonable cause to believe that the person's conduct was unlawful. [Corp Code §7237(b)]

SECTION 8.3 INDEMNIFICATION IN ACTIONS BY OR IN THE RIGHT OF THE CORPORATION. The Corporation shall have power to indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending or completed action by or in the right of the Corporation, or brought under Section 5233 of Part 2 (commencing with Section 5110), made applicable pursuant to Section 7238, of the California Corporations Code, or brought by the Attorney General or a person granted relator status by the Attorney General for breach of duty relating to assets held in charitable trust, to procure a judgment in its favor by reason of the fact that such person is or was an agent of the Corporation, against expenses actually and reasonably incurred by such person in connection with the defense or settlement of such action if such person acted in good faith, in a manner such person believed 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. No indemnification shall be made under this Section 8.3:

(a) In respect of any claim, issue or matter as to which such person shall have been adjudged to be liable to the Corporation in the performance of such person's duty to the Corporation, unless and only to the extent that the court in which such proceeding is or was pending shall determine upon application that, in view of all the circumstances of the case, such person is fairly and reasonably entitled to indemnity for the expenses which such court shall determine;

(b) Of amounts paid in settling or otherwise disposing of a threatened or pending action, with or without court approval; or

(c) Of expenses incurred in defending a threatened or pending action which is settled or otherwise disposed of without court approval unless such action concerns assets held in charitable trust and is settled with the approval of the Attorney General. [Corp Code §7237(c)]

SECTION 8.4 INDEMNIFICATION AGAINST EXPENSES. To the extent that an agent of the Corporation has been successful on the merits in defense of any proceeding referred to in Sections 8.2 or 8.3 of this Article 8 or in defense of any claim, issue or matter therein, the agent shall be indemnified against expenses actually and reasonably incurred by the agent in connection therewith. [Corp Code §7237(d)]

SECTION 8.5 REQUIRED DETERMINATIONS. Except as provided in Section 8.4 of this Article 8, any indemnification under this Article 8 shall be made by the

Corporation only if authorized in the specific case, upon a determination that indemnification of the agent is proper in the circumstances because the agent has met the applicable standard of conduct set forth in Section 8.2 or 8.3 of this Article 8, by:

(a) A majority vote of a quorum consisting of Directors who are not parties to such proceeding;

(b) Approval of the members (Section 5034 of the California Corporations Code), with the persons to be indemnified not being entitled to vote thereon; or

(c) The court in which such proceeding is or was pending upon application made by the Corporation or the agent or the attorney or other person rendering services in connection with the defense, whether or not such application by the agent, attorney or other person is opposed by the Corporation. [Corp Code §7237(e)]

SECTION 8.6 ADVANCE OF EXPENSES. Expenses incurred in defending any proceeding may be advanced by the Corporation prior to the final disposition of such proceeding upon receipt of an undertaking by or on behalf of the agent to repay such amount unless it shall be determined ultimately that the agent is entitled to be indemnified as authorized in Article 8. [Corp Code §7237(f)]

SECTION 8.7 OTHER INDEMNIFICATION. No provision made by the Corporation to indemnify its or its subsidiary's Directors or officers for the defense of any proceeding, whether contained in the articles, By-Laws, a resolution of members or Directors, an agreement or otherwise, shall be valid unless consistent with this Article 8. Nothing contained in this Article 8 shall affect any right to indemnification to which persons other than such Directors and officers may be entitled by contract or otherwise. [Corp Code §7237(g)]

SECTION 8.8 FORMS OF INDEMNIFICATION NOT PERMITTED. No indemnification or advance shall be made under this Article 8, except as provided in Section 8.4 or 8.5(c), in any circumstance where it appears:

(a) That it would be inconsistent with a provision of the articles, By-Laws, 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 or otherwise limits indemnification; or

(b) That it would be inconsistent with any condition expressly imposed by a court in approving a settlement. [Corp Code §7237(h)]

SECTION 8.9 INSURANCE. The Corporation shall have power to purchase and maintain insurance on behalf of any agent of the Corporation against any liability asserted against or incurred by the agent in such capacity or arising out of the agent's status as such whether or not the Corporation would have the power to indemnify the agent against such liability under the provisions of this Article 8. [Corp Code §7237(i)]

SECTION 8.10 NONAPPLICABILITY TO FIDUCIARIES OF EMPLOYEE BENEFIT PLANS. This Article 8 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 Section 8.1 of this Article 8. The Corporation shall have power to indemnify such trustee, investment manager or other fiduciary to the extent permitted by Section 207(f) of the California General Corporation Law. [Corp Code §7237(j)]

ARTICLE 9

General; Definitions; Amendments

SECTION 9.1 BOOKS AND RECORDS; MINUTES. The Corporation shall keep: (a) Adequate and correct books and records of account; (b) Minutes of the proceedings of its members, Board and committees of the Board; and (c) A record of its members giving their names and addresses and the class of membership held by each. 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. [Corp Code §8320]

SECTION 9.2 CONTENTS OF BY-LAWS. The By-Laws may contain any provisions for the regulation and management of the affairs of the Corporation not inconsistent with law or the Articles of Incorporation. The Board of Directors may also adopt a Corporation Board of Directors Policies and Procedures Manual ("Corporation Board Manual" or "Board Manual"), which may contain a number of provisions governing the operations of the Corporation not appropriate for placement in these By-Laws. [Corp Code §§7150-7153]

SECTION 9.3 ARTICLES AND BY-LAWS. The Corporation shall keep at its principal office in California the original or a copy of its Articles and By-Laws as amended to date, which shall be open to inspection by the voting members at all reasonable times during office hours. If the Corporation has no office in California, it shall upon the written request of any voting member furnish to such voting member a copy of the Articles or By-Laws as amended to date. [Corp Code §7160]

SECTION 9.4 FISCAL YEAR. The fiscal year of the Corporation shall be as designated by the Board and/or as set forth in the Board Manual.

SECTION 9.5 "WRITTEN" OR "IN WRITING". "Written" or "in writing" includes facsimile, telegraphic, and other electronic communication as authorized by the California Corporations Code, including an electronic transmission by the Corporation that satisfies the requirements of Section 9.6. [Corp Code §5079]

SECTION 9.6 ELECTRONIC TRANSMISSION BY THE CORPORATION. "Electronic transmission by the Corporation" means a communication (a) delivered by (1) facsimile telecommunication or electronic mail when directed to the facsimile number or electronic mail address, respectively, for that recipient on record with the Corporation, (2) posting on an electronic message board or network which the Corporation has designated for

those communications, together with a separate notice to the recipient of the posting, which transmission shall be validly delivered upon the later of the posting or delivery of the separate notice thereof, or (3) other means of electronic communication, (b) to a recipient who has provided an unrevoked consent to the use of those means of transmission for communications under or pursuant to the California Corporations Code, and (c) that creates a record that is capable of retention, retrieval, and review, and that may thereafter be rendered into clearly legible tangible form. However, an electronic transmission under the California Corporations Code by the Corporation to an individual member of the Corporation who is a natural person, and if an officer or director of the Corporation, only if communicated to the recipient in that person's capacity as a member, is not authorized unless, in addition to satisfying the requirements of this section, the consent to the transmission has been 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 consent. [Corp Code §20]

SECTION 9.7 ELECTRONIC TRANSMISSION TO THE CORPORATION.

“Electronic transmission to the Corporation” means a communication (a) delivered by (1) facsimile telecommunication or electronic mail when directed to the facsimile number or electronic mail address, respectively, which the Corporation has provided from time to time to members and directors for sending communications to the Corporation, (2) posting on an electronic message board or network which the Corporation has designated for those communications, and which transmission shall be validly delivered upon the posting, or (3) other means of electronic communication, (b) as to which the Corporation has placed in effect reasonable measures to verify that the sender is the member (in person or by proxy) or director purporting to send the transmission, and (c) that creates a record that is capable of retention, retrieval, and review, and that may thereafter be rendered into clearly legible tangible form. [Corp Code §21]

SECTION 9.8 ASSETS. (a) All or substantially all of the assets of the Corporation shall not be sold, leased, conveyed, exchanged, assigned, transferred or otherwise disposed of or in any manner be made subject to the control of any other entity, without first securing the approval and consent of at least 66-2/3 per cent of the Board and, if required by law, the approval of the Corporation's voting members. [Corp Code §§ 5034, 7910 et seq., 8010 et seq.]

(b) The members of the Corporation shall have no vested interest in any of its assets, other than the benefits that may accrue from the use thereof to the general membership, and no member shall have any right to any part of such assets. Upon liquidation or dissolution of the Corporation, the Board of Directors shall, after paying or making adequate provision for the payment of all known debts and liabilities of the Corporation, distribute all of the assets of the Corporation (except any assets held by the Corporation upon a valid condition requiring return, transfer, or conveyance, which condition has occurred or will occur, which assets shall be returned, transferred or conveyed in accordance with the condition) to or for the benefit of one or more nonprofit organizations. [Corp Code §§ 7236(a)(2), 8713-8718]

SECTION 9.9 PARLIAMENTARY AUTHORITY. The rules and related information contained in the current edition of Robert’s Rules of Order Newly Revised shall govern the order of business and parliamentary procedure for all meetings of the Corporation in all cases to which such rules and information are applicable and in which they are not inconsistent with the California Corporations Code, these By-Laws or the Corporation Board Manual, if any; provided, such rules and information shall not be deemed to add to or supply substantive regulations to these By-Laws.

SECTION 9.10 AMENDMENTS. (a) Subject to the voting members’ rights under (b) and (c) below, By-Laws may be adopted, amended or repealed by the Board unless the action would:

- (1) Materially and adversely affect the rights of voting members as to voting, dissolution, redemption, or transfer;
- (2) Increase or decrease the number of voting members authorized in total or for any class;
- (3) Effect an exchange, reclassification or cancellation of all or part of the voting memberships;
or
- (4) Authorize a new class of voting membership. [Corp Code §7150(a)]

(b) Once voting members have been admitted to the Corporation, the Board may not, without the voting members’ approval, specify or change any By-Law that would:

- (1) Fix or change the authorized number of directors;
- (2) Fix or change the minimum or maximum number of directors, or
- (3) Change from a fixed number of directors to a variable number of directors or vice versa.
[Corp Code §7151(b)]

(c) Without the approval of the voting members, the Board may not adopt, amend, or repeal any By-Law that would:

- (1) Increase or extend the terms of directors;
- (2) Allow any director to hold office by designation or selection rather than by election by the members;
- (3) Increase the quorum for voting members’ meetings;
- (4) Repeal, restrict, create, expand, or otherwise change proxy rights; or
- (5) Authorize cumulative voting. [Corp Code §§ 7220(a) and (d), 7512(a), 7613(f), 7615(a)]

ARTICLE 10

Emergency Provisions

SECTION 10.1 GENERAL. (a) The provisions of this Article shall be effective only in an emergency as defined herein or, as specifically provided, in anticipation of an emergency. For purposes of this Article, “emergency” means any of the following events or circumstances as a result of which, and only so long as, a quorum of the Corporation’s Board of Directors cannot be readily convened for action:

(i) A natural catastrophe, including, but not limited to, a hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought, or, regardless of cause, any fire, flood, or explosion.

(ii) An attack on this state or nation by an enemy of the United States of America, or upon receipt by this state of a warning from the federal government indicating that an enemy attack is probable or imminent.

(iii) An act of terrorism or other manmade disaster that results in extraordinary levels of casualties or damage or disruption severely affecting the infrastructure, environment, economy, government functions, or population, including, but not limited to, mass evacuations.

(iv) A state of emergency proclaimed by the Governor or by the President of the United States.

(b) All of the non-emergency By-Laws provisions consistent with the emergency By-Laws provisions shall remain effective during the emergency, and the emergency By-Laws provisions shall not be effective after the emergency ends.

(c) In anticipation of or during an emergency, the Board may not take any action that requires the vote of the members or is not in the Corporation’s ordinary course of business, unless the required vote of the members was obtained prior to the emergency.

(d) Any actions taken in good faith in anticipation of or during an emergency in accordance with law or the emergency By-Laws provisions bind the Corporation and may not be used to impose liability on a corporate director, officer, employee, or agent. [Corp Code §7140(m), §7151(g)]

SECTION 10.2 QUORUM; MANNER OF ACTING. During an emergency, the number of Directors necessary to constitute a quorum shall be that number of Directors who are present at a Board meeting, together with one or more officers present at such meeting, in order of rank and within the same rank in order of seniority, who are deemed by the Directors present to be Directors for that Board meeting. Every act or decision done or made by a majority of the Directors present at a meeting duly held at which a quorum, constituted as provided in the preceding sentence, is present is the act of the Board. 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 such meeting. [Corp Code §7140(m)(2)(B), §7151(g)(1), §7211]

SECTION 10.3 NOTICE OF BOARD MEETING. During an emergency, notice of Board meetings may be given to a Director or Directors in any practicable manner under the circumstances, including, but not limited to, by publication and radio, when notice of a meeting of the Board of Directors cannot be given to that Director or Directors in the manner prescribed by the regular By-Laws or Corp Code Section 7211. [Corp Code §7140(m)(2)(A), §7151(g)(1)]

SECTION 10.4 ADDITIONAL ACTIONS. In anticipation of or during an emergency, the Corporation, through its Board of Directors or a duly authorized officer, may take either or both of the following actions necessary to conduct the Corporation's ordinary business operations and affairs: (a) Modify lines of succession to accommodate the incapacity of any Director, officer, employee, or agent resulting from the emergency. (b) Relocate the principal office, designate alternative principal offices or regional offices, or authorize the officers to do so. [Corp Code §7140(m)(1)]

Bylaws Credit Management Association