

**BYLAWS OF
THE OPENSTACK FOUNDATION
(as amended August 28, 2012, September 7, 2012 and _____, 2014)**

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ARTICLE I. PURPOSES

The OpenStack Foundation is a nonprofit non-stock Foundation (“Foundation”) whose purpose is to develop, support, protect, and promote the open source cloud computing project which is known as the OpenStack Project as defined in these Bylaws. The Foundation is formed exclusively as a nonprofit trade association within the meaning of Section 501(c)(6) of the Internal Revenue Code of 1986, as amended (the “Code”). The Foundation shall have and may exercise all the rights and powers given to nonprofit non-stock corporations under General Corporation Law of Delaware (“Delaware Corporate Law”).

ARTICLE II. MEMBERSHIP

2.1 Members. The Foundation shall have three (3) classes of members (“Members”) as defined in more detail below: (i) Individual (ii) Gold and (iii) Platinum. The Board of Directors shall have the authority to create a new class of members for government and academic members provided that such class shall not have a vote for the Board of Directors or a vote on any other matter unless these Bylaws are amended.

2.2 Individual Members.

(a) Individual Members must be natural persons. Individual Members may be any natural person who has an interest in the purpose of the Foundation and may be employed by Platinum Members or Gold Members.

(b) The application, admission, withdrawal and termination of persons as Individual Members are set forth in the membership policy attached as Appendix 1 (“Individual Member Policy”).

(c) There shall be no limit on the number of Individual Members.

2.3 Platinum Members.

(a) Platinum Members may be natural persons, business entities, academic institutions, government agencies, or any other legal person.

(b) The application, admission, withdrawal and termination of Platinum Members set forth in the membership policy attached as Appendix 2 (“Platinum Member Policy”).

(c) The number of Platinum Members shall not exceed eight.

2.4 Gold Members.

- (a) Gold Members may be natural persons, business entities, academic institutions, government agencies, or any other legal person.
- (b) The application, admission, withdrawal and termination of Gold Members set forth in the membership policy attached as Appendix 3 (“Gold Member Policy”).
- (c) The number of Gold Members shall not exceed twenty-four.

2.5 Affiliation Limits. Gold Members and Platinum Members may not belong to an Affiliated Group. An Affiliated Group means that for Members that are business entities, one entity is “Controlled” by the other entity. “Controlled” or “Control” means one entity owns, directly or indirectly, more than 50% of the voting securities of the Controlled entity which vote for the election of the board of directors or other managing body of an entity, or which is under common control with the Controlled entity. An Affiliated Group does not apply to government agencies, academic institutions or individuals.

ARTICLE III. MEMBERSHIP MEETINGS

3.1 Location of Meetings. All meetings of the Members shall be held at such place (if any) within or without the State of Delaware as may be determined from time to time by the Board of Directors or, if not determined by the Board of Directors, by the Chairman of the Board, or the Executive Director; provided that the Board of Directors may, in its sole discretion, determine that any meeting of Members shall not be held at any place but shall be held solely by means of remote communication in accordance with Section 3.13.

3.2 Meeting to Elect Individual Directors. The annual meeting of Individual Members for the election of Individual Directors shall be held on a date in the first two weeks of January of each calendar year to be fixed by the Board of Directors and stated in the notice of the meeting. The annual meeting will held by remote communication.

3.3 Meeting To Elect Gold Directors. The annual meeting of Gold Members for the election of Gold Directors shall be held on a date in the first two weeks of January of each calendar year to be fixed by the Board of Directors and stated in the notice of the meeting.

3.4 Special Meetings. Special meetings of (a) all of the classes of Members may be called at any time by (i) four members of the Board of Directors, (ii) the Chairman of the Board, (iii) the Executive Director, (iii) the holders of record of not less than 10% of the Individual Members, (iv) three or more Gold Directors (v) two or more Platinum Directors, or (b) for a class of Members, (i) four members of the Board of Directors, (ii) the Chairman of the Board, (iii) the Executive Director, (iv)for the Individual Member class, the holders of record of not less than 10% of the Individual Members, (v) for the Gold Member class, three or more of the Gold Directors, or (v) for the Platinum Member class, two or more Platinum Directors. Special meetings may be called to conduct business for any purpose or purposes prescribed in the notice of the meeting and shall be held on such date and at such time as the Board may fix. Business

transacted at any special meeting of all of the Members or a particular class of Member shall be confined to the purpose or purposes stated in the notice of meeting.

3.5 Notice of Meetings.

(a) Written notice of the annual meeting of Individual Members shall be given not less than 30 nor more than 60 days before the date on which the meeting is to be held, to each Individual Member entitled to vote at such meeting as of the record date fixed by the Board of Directors, except as otherwise provided herein or as required by law (meaning here and hereafter, as required from time to time by the Delaware Corporate Law). The notice of any meeting shall state the date and hour of the meeting, and the means of remote communication, if any, by which Individual Members and proxy holders may be deemed to be present in person and vote at such meeting.

(b) Written notice of the annual meeting of Gold Members shall be given not less than 10 nor more than 60 days before the date on which the meeting is to be held, to each Gold Member entitled to vote at such meeting as of the record date fixed by the Board of Directors, except as otherwise provided herein or as required by law (meaning here and hereafter, as required from time to time by the Delaware Corporate Law). The notice of any meeting shall state the place, if any, date and hour of the meeting, and the means of remote communication, if any, by which Gold Members and proxy holders may be deemed to be present in person and vote at such meeting.

(c) Written notice of a special meeting of Members shall be given not less than 10 nor more than 60 days before the date on which the meeting is to be held, to each Gold Member, Platinum Member and Individual Member entitled to vote at such meeting as of the record date fixed by the Board of Directors, except as otherwise provided herein or as required by law (meaning here and hereafter, as required from time to time by the Delaware Corporate Law). The notice of any meeting shall state the place, if any, date and hour of the meeting, and the means of remote communication, if any, by which Members and proxy holders may be deemed to be present in person and vote at such meeting. The notice of a special meeting shall state, in addition, the purpose or purposes for which the meeting is called.

(d) Notice to Members may be given by personal delivery, mail, or, with the consent of the Member entitled to receive notice, by facsimile or other means of electronic transmission as provided in Section 6.8. An affidavit of the secretary or an assistant secretary of the Foundation that the notice has been given by personal delivery, by mail, or by a form of electronic transmission shall, in the absence of fraud, be *prima facie* evidence of the facts stated therein.

(e) Notice of any meeting of Members need not be given to any Member if waived by such Member either in a writing signed by such Member or by electronic transmission, whether such waiver is given before or after such meeting is held. If such a waiver is given by electronic transmission, the electronic transmission must either set forth or be submitted with information from which it can be determined that the electronic transmission was authorized by the Member.

3.6 Voting List.

(a) The Secretary of the Foundation shall prepare at least (i) 30 days before each annual meeting of the Individual Members or Gold Members, or (ii) within two (2) days of the notice of the annual meeting of the Individual Members or Gold Members as provided in Section 3.5 (whichever is shorter), a complete list of the Members of the relevant class entitled to vote at the meeting arranged in alphabetical order for each class of Member, and showing the mailing address of each Member of the relevant class solely for the purposes permitted under Delaware Corporate Law. Such list shall be treated as confidential. The list shall only include active Members of the class and shall not include any Members who have resigned or been terminated. The Board of Directors shall develop a process for determining the right of Members to appeal their inclusion on any such list. Such list shall be open to the examination of any Member of the class, for any purpose germane to the meeting, during ordinary business hours, for a period of at least 30 days prior to the meeting or the shorter period provided above in the manner provided by law. If the meeting is held at a place, the list shall be produced and kept at the time and place of the meeting during the whole time of the meeting, and may be examined by any Member of the class who is present. If the meeting is to be held solely by means of remote communication, such list shall also be open to the examination of any Member of the class during the whole time of the meeting on a reasonably accessible electronic network, and the information required to access such list shall be provided with the notice of the meeting. The list shall be the only evidence as to the Members of the class who are entitled to examine the list required by this Section 3.6(a) or to vote in person or by proxy at the relevant annual meeting.

(b) The Secretary shall prepare, at least two days after providing notice of a special meeting of the Members, a complete list of the Members entitled to vote at the meeting, arranged in alphabetical order for each class of Member, and showing the mailing address of each Member. Such list shall be open to the examination of any Member, for any purpose germane to the meeting, during ordinary business hours, for the period between the notice but prior to the meeting, in the manner provided by law. If the meeting is held at a place, the list shall be produced and kept at the time and place of the meeting during the whole time of the meeting, and may be examined by any Member who is present. If the meeting is to be held solely by means of remote communication, such list shall also be open to the examination of any Member during the whole time of the meeting on a reasonably accessible electronic network, and the information required to access such list shall be provided with the notice of the meeting. The list shall be the only evidence as to the Members who are entitled to examine the list required by this Section 3.6(b) or to vote in person or by proxy at the relevant meeting.

3.7 Quorum. Except as otherwise provided by law or these Bylaws, the holders of a majority of the Members of the relevant class entitled to vote at the meeting, present in person or represented by proxy, shall constitute a quorum for the transaction of business. Where a separate vote by a class or classes is required, a majority of the Members of such class or classes present in person or represented by proxy shall constitute a quorum entitled to take action with respect to that vote on that matter except as provided below. The quorum for an annual or special meeting of the Individual Members shall be 10% of the Individual Members.

3.8 Adjournments. Any meeting of the Members or any class of Members may be adjourned to any other time and to any other place at which a meeting of the Members or such

class of Members may be held under these Bylaws by the chairman of the meeting or, in the absence of such person, by any officer entitled to preside at or to act as secretary of such meeting, or by a majority of the Members or class of Members present or represented at the meeting and entitled to vote, although less than a quorum. When a meeting is adjourned to another place, date or time, written notice need not be given of the adjourned meeting if the date, time and place, if any, thereof, and the means of remote communication, if any, by which the relevant Members may be deemed to be present in person and vote at such adjourned meeting, are announced at the meeting at which the adjournment is taken; provided, however, that if the date of any adjourned meeting is more than 30 days after the date for which the meeting was originally noticed, or if the Board of Directors fixes a new record date for the adjourned meeting in accordance with Section 3.8, written notice of the place, if any, date and time of the adjourned meeting and the means of remote communication, if any, by which Members and proxy holders may be deemed to be present in person and vote at such adjourned meeting, shall be given in conformity herewith. At the adjourned meeting, the Members may transact any business which might have been transacted at the original meeting.

3.9 Voting and Proxies.

(a) Each Individual Member whose effective date of membership is earlier than thirty (30) days after the effective date of the filing of the Certificate of Incorporation of the Foundation (“COI Effective Date”) may vote immediately after he or she becomes an Individual Member. Each Individual Member whose effective date of membership is more than thirty (30) days after the COI Effective Date shall be eligible to vote 180 days after the effective date of his or her membership. Each Individual Member shall have one vote at any meeting of Individual Members and for election of the Individual Directors, the Individual Members shall have the option to vote for Individual Directors on a cumulative basis.

(b) Each Gold Member shall have one vote at any meeting of the Gold Members.

(c) Each Platinum Member shall have one vote at any meeting of the Platinum Members.

(d) Each Member entitled to vote at a meeting of Members may vote in person or may authorize any other person or persons to vote or act for such Member by a written proxy executed by the Member or by an electronic transmission permitted by law and delivered to the Secretary. No Member may authorize more than one proxy for a particular meeting; the authorization of a new proxy for a meeting by a Member automatically revokes all prior proxies for the same meeting. Any copy, facsimile transmission or other reliable reproduction of the writing or electronic transmission created pursuant to this section may be substituted or used in lieu of the original writing or electronic transmission for any and all purposes for which the original writing or transmission could be used, provided that such copy, facsimile transmission or other reproduction shall be a complete reproduction of the entire original writing or electronic transmission.

3.10 Action at Meeting.

(a) Except as otherwise provided in these Bylaws, at any meeting of Members or class of Members for the election of one or more directors at which a quorum is present, the election shall be determined by a plurality of the votes cast by the Members or class of Members entitled to vote at the election.

(b) All other matters shall be determined by a majority of votes of the class of Members or Members present in person or represented by proxy and entitled to vote on the matter (or if there are two or more classes of Members entitled to vote as separate classes, then in the case of each such class, a majority of the Members of each such class present in person or represented by proxy and entitled to vote on the matter shall decide such matter), provided that a quorum is present, except when a different vote is required by express provision of law or these Bylaws.

(c) All voting, including on the election of directors, but excepting where otherwise required by law, may be by a voice vote for in person meetings; provided, however, that upon demand therefor by a Member entitled to vote or the Member's proxy, a vote by ballot shall be taken. Each ballot shall state the name of the Member or proxy voting and such other information as may be required under the procedure established for the meeting. The Foundation may, and to the extent required by law, shall, in advance of any meeting of Members or class of Members, appoint one or more inspectors to act at the meeting and make a written report thereof. In addition, at the written request to the Secretary within three (3) days of any Member meeting by at least (i) one third of the Gold Members (ii) one third of Platinum Members or (iii) five percent of the Individual Members, the Foundation shall designate one or more persons as an inspector. If no inspector or alternate is able to act at a meeting of the Members or class of Members, the person presiding at the meeting may, and to the extent required by law, shall, appoint one or more inspectors to act at the meeting. Each inspector, before entering upon the discharge of his duties, shall take and sign an oath to faithfully execute the duties of inspector with strict impartiality and according to the best of his ability.

3.11 Conduct of Business. At every meeting of the class of Members or the Members, the Chairman of the Board, or, in his absence, such other person as may be appointed by the Board of Directors, shall act as chairman. The Secretary of the Foundation or a person designated by the chairman of the meeting shall act as secretary of the meeting. Unless otherwise approved by the chairman of the meeting, attendance at the annual meeting is restricted to the Members of the relevant class, persons authorized in accordance with Section 3.9 of these Bylaws to act by proxy, and officers of the Foundation.

The chairman of the meeting shall call the meeting to order, establish the agenda, and conduct the business of the meeting in accordance therewith or, at the chairman's discretion, the business of the meeting may be conducted otherwise in accordance with the wishes of the Members in attendance. The date and time of the opening and closing of the polls for each matter upon which the relevant Members will vote at the meeting shall be announced at the meeting.

3.12 Member Action Without Meeting. Any action which may be taken at any annual or special meeting of the Members may be taken without a meeting and without prior notice, if a consent in writing, setting forth the actions so taken, is signed by the Members having not less

than the minimum number of votes of Members that would be necessary to authorize or take such action at a meeting at which all Members entitled to vote thereon were present and voted. In particular, the annual or special meeting of the Individual Members to elect Individual Directors may be conducted by a vote over a period of five calendar days, commencing on a Monday to solicit consent from the Individual Members. All such consents shall be filed with the Secretary and shall be maintained in the corporate records. Prompt notice of the taking of a corporate action without a meeting by less than unanimous written consent shall be given to those Members of the relevant class who have not consented in writing.

An electronic transmission consenting to an action to be taken and transmitted by a Member, or by a proxy holder or other person authorized to act for a Member, shall be deemed to be written, signed and dated for the purpose of this Section 3.12, provided that such electronic transmission sets forth or is delivered with information from which the Foundation can determine (a) that the electronic transmission was transmitted by the Member or by a person authorized to act for the Member and (b) the date on which such Member or authorized person transmitted such electronic transmission. The date on which such electronic transmission is transmitted shall be deemed to be the date on which such consent was signed. No consent given by electronic transmission shall be deemed to have been delivered until such consent is reproduced in paper form and until such paper form shall be delivered to the Foundation by delivery to its registered office in the State of Delaware, its principal place of business or the Secretary, an officer or agent of the Foundation having custody of the books in which proceedings of meetings of the Members are recorded.

3.13 Meetings by Remote Communication. If authorized by the Board of Directors, and subject to such guidelines and procedures as the Board may adopt, Members and proxy holders not physically present at a meeting of Members may, by means of remote communication, participate in the meeting and be deemed present in person and vote at the meeting, whether such meeting is to be held at a designated place or solely by means of remote communication, provided that (a) the Foundation shall implement reasonable measures to verify that each person deemed present and permitted to vote at the meeting by means of remote communication is a Member or proxy holder, (b) the Foundation shall implement reasonable measures to provide such Members and proxy holders 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 such proceedings, and (c) if any Member or proxy holder votes or takes other action at the meeting by means of remote communication, a record of such vote or other action shall be maintained by the Foundation.

ARTICLE IV. BOARD OF DIRECTORS

4.1 General Powers.

(a) The business and affairs of the Foundation shall be managed by or under the direction of a Board of Directors, who may exercise all of the powers of the Foundation except as otherwise provided by these Bylaws.

(b) (i) The management of the technical matters relating to the OpenStack Project (as defined below) shall be managed by the Technical Committee as set forth in Section

4.13. The management of the technical matters for the OpenStack Project is designed to be a technical meritocracy. The “OpenStack Project” shall consist of the released projects to enable cloud computing and the associated library projects, gating projects, and supporting projects, managed by the Technical Committee. The Technical Committee shall designate a subset of the OpenStack Project, an “OpenStack TC Approved Release” from time to time. The Board of Directors may determine “Trademark Designated OpenStack Software” from time to time, which will be a subset of the “OpenStack TC Approved Release” as provided in Section 4.1(b)(ii) and (iii).

(ii) The Technical Committee and the Board of Directors shall agree on a written procedure to coordinate the effect of changes in the method of determining the Trademark Designated OpenStack Software and changes in the OpenStack TC Approved Release which delete all or part of the Trademark Designated OpenStack Software (“Coordination Procedures”). Such Coordination Procedures shall be approved by a majority of the Technical Committee voting at a meeting scheduled in accordance with the procedures of the Technical Committee and a majority of the Board of Directors voting at a meeting scheduled in accordance with the procedures of the Board of Directors. Any changes to the Coordination Procedures must be approved by the same process as set forth above. No changes to the procedure for determining the Trademark Designated OpenStack Software shall be approved by the Board of Directors without approval as provided in the Coordination Procedures.

(iii) If the process for determining the Trademark Designated OpenStack Software has been approved as provided in the Coordination Procedures, the Trademark Designated OpenStack Software shall be determined by the Board of Directors. However, the Trademark Designated OpenStack Software must be a subset of the OpenStack TC Approved Release as it exists on the date of the determination of the Trademark Designated OpenStack Software by the Board of Directors. The use of the OpenStack trademarks on the Trademark Designated OpenStack Software shall be defined in the Trademark Policy in Section 7.3.

4.2 Number and Term of Office.

(a) The Board shall not exceed twenty-four members.

(b) Each Platinum Member may appoint and remove a single member of the Board of Directors (“Platinum Directors”) and shall make such initial designation in its Member Agreement. The number of Platinum Members shall be defined as the Director Limit. The Director Limit shall change based on the number of Platinum Members. The term of each Platinum Director shall continue until the death, resignation or removal of the Platinum Director or the termination of the membership of the Platinum Member appointing any such Platinum Director.

(c) The Gold Members shall elect the same number of Gold Director Selectors as the Director Limit. At the annual meeting or special meeting relating to electing directors as provided in Article III, the Gold Members shall select certain Gold Members by majority vote to appoint directors to represent the Gold Members (“Gold Director Selector”). Each Gold Director Selector shall then appoint a single member of the Board of Directors (“Gold Directors”). The vote for the initial Gold Director Selectors as provided in Section 4.2(c) and in

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January, 2013 shall be limited to the Initial Gold Directors (as defined in the Gold Member Policy). The vote for the Gold Director Selectors in January, 2014 shall be limited to sixteen (16) Gold Members with the earliest date of commencement of their terms. For all elections after January 2014, all Gold Members may vote. All Gold Directors shall hold office until the next annual meeting of the Gold Members and until their respective successors are elected, except in the case of the death, resignation or removal (including removal under Section 4.17) of any Gold Director or the Gold Director Selector for a particular Gold Director ceases to be a Gold Member. In the case of the death, resignation or removal of any Gold Director (except for removal under Section 4.17), the vacancy may be filled by the relevant Gold Director Selector. If a Gold Director Selector ceases to be a Gold Member, the Gold Members shall select a new Gold Director Selector at a special meeting of the Gold Members. If the Director Limit is reduced due to a reduction in the number of Platinum Members, the number of Gold Directors shall be reduced at the next annual meeting to the Director Limit effective on January 1 of such calendar year. Thus, during certain periods, the number of Gold Directors may exceed the number of Platinum Directors.

(d) At the annual meeting or special meeting relating to electing directors as provided in Article III, the Individual Members shall elect the same number of directors as the Director Limit. The Secretary shall receive written nominations for Individual Directors which shall have the following requirements: (i) the nomination must be signed by at least ten (10) Individual Members, (ii) the nominee is an Individual Member in good standing, (iii) the nominee must have completed an application for a director with information determined by the Board of Directors, and (iv) the nomination must be received at least thirty (30) days prior to the relevant annual or special meeting. For the initial special meeting to elect Individual Directors, nominations must be received by the Secretary at least fourteen (14) days prior to the meeting. The Secretary shall publish the names of the nominees promptly on the website of the Foundation. All Individual Directors shall hold office until the next annual meeting of the Individual Members and until their respective successors are elected, except in the case of the death, resignation or removal (including removal under Section 4.17) of any Individual Director. In the case of the death, resignation or removal of any Individual Director (except for removal under Section 4.17), the vacancy may be filled by a majority vote of the remaining Individual Directors. If the Director Limit is reduced due to a reduction in the number of Platinum Members, the number of Individual Directors shall be reduced at the next annual meeting to the Director Limit effective on January 1 of such calendar year. Thus, during certain periods, the number of Individual Directors may exceed the number of Platinum Directors.

4.3 Resignation. Any director may resign by delivering notice in writing or by electronic transmission to the Executive Director, Chairman of the Board or Secretary. Such resignation shall be effective upon receipt unless it is specified to be effective at some other time or upon the happening of some other event.

4.4 Removal. A Gold Director may be removed from office at any time, with or without cause, as provided by Section 4.17 or by the Gold Director Selector who appointed such Gold Director. A Platinum Director may be removed from office at any time, with or without cause, by the Platinum Member who appointed such Platinum Director. The Individual Directors, Platinum Directors or Gold Directors may be removed by the Board of Directors for Cause and as provided in Section 4.17. Cause shall be defined as follows: (i) failure to attend three

consecutive Board meetings, (ii) failure to attend more than half of the Board meetings within any twenty-four month period, (iii) breach of the Code of Conduct, (iv) declaration of unsound mind by a final order of court or (v) conviction of a felony.

4.5 Regular Meetings. Regular meetings of the Board of Directors may be held at such time and place, either within or without the State of Delaware, as shall be determined from time to time by the Board of Directors on the dates and times determined as set forth below. The meetings of the Board of Directors will be held no less often than quarterly. Any director who is absent when such a determination is made shall be given notice of the determination. The Board shall act either by written consent or in a meeting within twenty five days of the end of the calendar year for the purpose of approving new Gold Members and new Platinum Members. The Board shall, on an annual basis, establish the dates and times of the regular quarterly meetings and the Secretary shall give prompt written notice of the schedule to each director then in office.

4.6 Special Meetings. Special meetings of the Board of Directors may be called by the Chairman of the Board, the Executive Director or two thirds of the directors currently in office and may be held at any time and place, within or without the State of Delaware.

4.7 Notice of Special Meetings. Notice of any special meeting of directors shall be given to each director by whom it is not waived by the Secretary or by the officer or one of the directors calling the meeting. Notice shall be duly given to each director by whom it is not waived by (a) giving notice to such director in person or by telephone, electronic transmission or voice message system at least 72 hours in advance of the meeting, (b) sending a facsimile to his last known facsimile number, or delivering written notice by hand to his last known business or home address, at least 72 hours in advance of the meeting, or (c) mailing written notice to his last known business or home address at least five days in advance of the meeting. A notice or waiver of notice of a meeting of the Board of Directors need not specify the purposes of the meeting. Unless otherwise indicated in the notice thereof, any and all business may be transacted at a special meeting.

4.8 Participation in Meetings by Telephone Conference Calls or Other Methods of Communication. Directors or any members of any committee designated by the directors may participate in a meeting of the Board of Directors or such committee by means of conference telephone or other communications equipment by means of which all persons participating in the meeting can hear each other, and participation by such means shall constitute presence in person at such meeting.

4.9 Quorum. A majority of the total number of directors in office shall constitute a quorum at any meeting of the Board of Directors. In the absence of a quorum at any such meeting, a majority of the directors present may adjourn the meeting from time to time without further notice other than announcement at the meeting, until a quorum shall be present. Interested directors may be counted in determining the presence of a quorum at a meeting of the Board of Directors or at a meeting of a committee which authorizes a particular contract or transaction.

4.10 Action at Meeting. At any meeting of the Board of Directors at which a quorum is present, the vote of a majority of those present shall be sufficient to take any action, unless a different vote is specified by law or these Bylaws.

4.11 Action by Written Consent. Any action required or permitted to be taken at any meeting of the Board of Directors or of any committee of the Board of Directors may be taken without a meeting if all members of the Board or committee, as the case may be, consent to the action in writing or by electronic transmission, and the writings or electronic transmissions are filed with the minutes of proceedings of the Board or committee. Such filing shall be in paper form if the minutes are maintained in paper form and shall be in electronic form if the minutes are maintained in electronic form.

4.12 Committees. The Board of Directors may designate one or more committees, including, without limitation a compensation committee, each committee to consist of one or more of the directors of the Foundation (except for the Technical Committee, User Committee and Legal Affairs Committee), with such lawfully delegated powers and duties as it therefor confers, to serve at the pleasure of the Board of Directors. The Board of Directors may also appoint advisory committees which may be composed of members of the Board of Directors, non-members of the Board of Directors or a combination of both types of individuals; provided that the advisory committees shall provide advice to the Board of Directors and the Board of Directors may not delegate its authority to such an advisory committee. The Board of Directors may designate one or more directors as alternate members of any committee, who may replace any absent or disqualified member at any meeting of the committee. Any such committee, to the extent provided in the resolution of the Board of Directors and subject to the provisions of the Delaware Corporate Law, shall have and may exercise all the powers and authority of the Board of Directors in the management of the business and affairs of the Foundation and may authorize the seal of the Foundation to be affixed to all papers which may require it. Each such committee shall keep minutes and make such reports as the Board of Directors may from time to time request. Except as the Board of Directors may otherwise determine, any committee may make rules for the conduct of its business, but unless otherwise provided by such rules, its business shall be conducted as nearly as possible in the same manner as is provided in these Bylaws for the Board of Directors.

4.13 Technical Committee.

(a) The Technical Committee shall be selected as provided in the Technical Committee Member Policy in Appendix 4.

(b) (i) The Technical Committee shall have the authority to manage the OpenStack Project, including the authority to determine the scope of the OpenStack TC Approved Release subject to the procedures set forth below. No changes to the OpenStack TC Approved Release which deletes all or part of the then current Trademark Designated OpenStack Software, shall be approved by the Technical Committee without approval as provided in the Coordination Procedures. After such approval, the Secretary shall post such description to the Foundation's website.

(ii) If any software provided as part of the Trademark Designated OpenStack Software is (A) subject to an injunction or other court order which would subject the distributors or users of such software to liability for intellectual property infringement or misappropriation or (B) the majority of the Board of Directors believes that such an order is reasonably likely, the Board of Directors shall give notice to the chair of the Technical Committee of the issue. If the Technical Committee does not take reasonable steps to mitigate the risk (such as ceasing distribution of such software as part of the Trademark Designated OpenStack Software or modifying such software to make it non-infringing) as determined by the Board of Directors within thirty (30) days of the receipt of such notice, the Board of Directors may waive the requirement in the Trademark Policy or otherwise to include such software in order to use the OpenStack trademarks.

(c) On the written request of at least three (3) members of the Technical Committee, the Board of Directors shall appoint a mediator to assist in the resolution of any dispute or deadlock in the Technical Committee.

(d) The Technical Committee shall determine the procedures for nominating a member to become the chair of the Technical Committee. The Board of Directors shall have the authority to approve the Technical Committee chair, as nominated by the Technical Committee, and shall approve the chair proposed by the Technical Committee absent Cause.

(e) The term of the chair of the Technical Committee shall terminate upon the death, resignation, removal or failure to be re-elected to the Technical Committee. The chair of the Technical Committee may be removed by the majority of the other members of the Technical Committee (not including such chair) for Cause as defined below. The procedures for such removal shall be determined by the Technical Committee. Cause shall include (i) failure to attend more than half of the Technical Committee meetings within any twenty-four month period, (ii) breach of the Code of Conduct, (iii) declaration of unsound mind by a final order of court, or (iv) conviction of a felony. If the Technical Committee does not remove the chair of the Technical Committee for Cause, the Board of Directors may request that the Technical Committee reconsider this decision. If the Technical Committee does not remove the Technical Committee chair within thirty (30) days of notice from the Board of Directors, the Board of Directors may vote to remove the Technical Committee chair for Cause. Notwithstanding removal of the Technical Committee Chair by the Board under this Section, the individual may continue to be a member of the Technical Committee unless the Technical Committee removes the individual from the Technical Committee.

4.14 User Committee. The User Committee shall be an advisory committee to the Board of Directors and shall be comprised of at least three (3) Individual Members, one (1) appointed by the Technical Committee, one (1) appointed by the Board of Directors, and one (1) appointed by the appointees of the Technical Committee and Board of Directors. The User Committee shall organize its meetings and may, on approval of the Board of Directors, create elected seats to be filled by a vote of the Individual Members. On request of the User Committee, the Board of Directors shall invite the User Committee to attend each regular quarterly meeting and shall allocate at least one (1) hour during the regular quarterly meeting following the annual election to hear the report and recommendations of the User Committee. On request of the User Committee, the Technical Committee shall invite the User Committee to

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attend a regular meeting and shall allocate at least one (1) hour during such meeting up to four times each calendar year to hear the report and recommendations of the User Committee.

4.15 Legal Affairs Committee. The Legal Affairs Committee shall be an advisory committee to the Board of Directors and shall be comprised of no more than five (5) members. The Board of Directors shall appoint the members of Legal Affairs Committee. The Legal Affairs Committee shall advise the Board of Directors on the management of: (i) compliance with and enforcement of the Trademark Policy, (ii) strategies to promote the efficient intellectual property protection of the OpenStack Project, including without limitation, the resolution of patent and other intellectual property issues and disputes related to the Members' use of the OpenStack Project, and (iii) all programs that the Board of Directors is considering relating to intellectual property management and protection.

4.16 Open Meetings and Records. Except as necessary to protect attorney-client privilege, sensitive personnel information and discuss the candidacy of potential Gold Members and Platinum Members, the Board of Directors shall: (i) permit observation of its meetings by Members via remote teleconference or other electronic means, and (ii) publish the Board of Directors minutes and make available to any Member on request other information and records of the Foundation as required by Delaware Corporate Law.

4.17 Director Diversity.

(a) One of the methods which the Members have chosen to ensure the technical meritocracy of the OpenStack Project is to ensure diversity in managing the OpenStack Project. This diversity shall be implemented by limiting the relationships between the Members, the Board of Directors and the Technical Committee. No more than two directors shall be Affiliated (the "Director Diversity Requirement").

(b) For the purposes of the Director Diversity Requirement, the term "Affiliated" or "Affiliation" in the Bylaws is defined as follows:

(i) relationships between Members who are business entities and Members who are individuals (whether Individual Members, Gold Members or Platinum Members), the individual is a (i) board member, officer or employee of the business entity or its Affiliated Group (as defined in Section 2.5) or (ii) an independent contractor to the business entity or its Affiliated Group who has earned more than \$60,000 in the most recent twelve month period; or

(ii) relationship between Members who are all individuals, the individuals are (a) independent contractors who have earned more than \$60,000 in the most recent twelve month period from the Affiliated Group (b) board members of one or more entities in the Affiliated Group (c) officers of one or more entities in the Affiliated Group or (d) employees of one or more entities in the Affiliated Group.

The final determination of Affiliation shall be made by the Board of Directors without the vote of the directors who are alleged to have been Affiliated.

(c) No director may take office if the addition of the director would cause a violation of the Director Diversity Requirement. If the new director is a Platinum Director, the Platinum Member making such appointment shall make the determination of which other director shall resign from the Board of Directors. If the designated director does not resign, the Executive Director shall call a special meeting of the relevant class of Members. If the new director is a Gold Director, the Gold Director Selector making such appointment shall make the determination of which other director shall resign from the Board of Directors. If the designated director does not resign, the Executive Director shall call a special meeting of the relevant class of Members. If the new director is elected by the Individual Members, then the individual having the next highest number of votes whose admission would not cause a violation of the Director Diversity Requirement shall become the new director instead of the individual whose election would cause a violation of the Director Diversity Requirement.

(d) If a director who is an individual becomes Affiliated during his or her term and such Affiliation violates the Director Diversity Requirement, such individual shall resign as a director.

(e) A violation of the Director Diversity Requirement may be waived by a vote of two thirds of the Board of Directors (not including the directors who are Affiliated).

4.18 Compensation of Directors. Directors shall not be entitled to compensation or reimbursement of expenses, except that on the request of an Individual Director, the Executive Director may advance the reasonable travel expenses associated with in-person attendance for at least one regular quarterly Board of Directors meeting each calendar year, including airfare, lodging, and meals. No such payment shall preclude any director from serving the Foundation in any other capacity and receiving compensation for such service except as limited by the Code of Conduct.

4.19 Nomination of Individual Director Candidates. Nominations for Individual Directors must be submitted to the Secretary in writing, signed by a minimum of ten (10) Individual Members no later than thirty (30) days prior to the date of the annual meeting or special meeting for election of the Individual Directors. For the initial special meeting to elect Individual Directors, nominations must be received by the Secretary at least fourteen (14) days prior to the meeting. The Secretary shall promptly publish the names of all properly nominated persons to the Foundation website.

4.20 Code of Conduct. The directors, officers, employees, members of the Technical Committee and contractors shall comply with the Code of Conduct attached as Appendix 5. The Members shall comply with the Community Code of Conduct attached as Appendix 6.

4.21 Initial Board of Directors. Within 24 hours of the COI Effective Date, the incorporator shall appoint the following individuals as members of the initial Board of Directors: Jonathan Bryce, Mark Collier, and Alice King (“Initial Board”). Notwithstanding the other provisions of the Bylaws, the Initial Board shall give fifteen (15) days prior written notice to the Individual Members, Gold Members and Platinum Members for a special meeting of such class of Members to elect, respectively, the Individual Directors or Gold Directors or appoint the

Platinum Directors in the manner provided in Article III. These Bylaws may not be altered, amended or repealed or new bylaws adopted by the Initial Board.

ARTICLE V. OFFICERS

5.1 Enumeration. The officers of the Foundation shall consist of an Executive Director who shall act as Chief Executive Officer and a Secretary as well as such other officers with such other titles as the Board of Directors shall determine, including, at the discretion of the Board of Directors, a Chairman of the Board and one or more Vice Presidents and Assistant Secretaries. The Board of Directors may appoint such other officers as it may deem appropriate.

5.2 Election. Officers shall be appointed annually by the Board of Directors at its first meeting. Officers may be appointed by the Board of Directors at any other meeting.

5.3 Qualification. No officer need be a Member. Any two or more offices may be held by the same person.

5.4 Tenure. Except as otherwise provided by law, by the Certificate of Incorporation or by these Bylaws, each officer shall hold office until his successor is elected and qualified, unless a different term is specified in the vote appointing the officer, or until his earlier death, resignation or removal.

5.5 Resignation and Removal. Any officer may resign by delivering his written resignation to the Foundation at its principal office or to the Executive Director or Secretary. Such resignation shall be effective upon receipt unless it is specified to be effective at some other time or upon the happening of some other event. Any officer elected by the Board of Directors may be removed at any time, with or without cause, by the Board of Directors.

5.6 Chairman of the Board.

(a) The Board of Directors may elect a Chairman of the Board from among the directors. If the Board of Directors elects a Chairman of the Board, he shall perform such duties and possess such powers as are assigned to the Chairman by the Board of Directors and these Bylaws. Unless otherwise provided by the Board of Directors, he shall preside at all meetings of the Board of Directors. The term of the Chairman of the Board shall not exceed two years. An individual may be elected Chairman of the Board for consecutive or non-consecutive, multiple terms.

(b) The Board of Directors may elect a Vice Chairman of the Board from among the directors. If the Board of Directors elects a Vice Chairman of the Board, he shall perform such duties and possess such powers as are assigned by the Chairman by the Board of Directors and, in the absence, of the Chairman of the Board, he shall serve as the Chairman of the Board as provided by the resolutions of the Board and these Bylaws. In the absence of the Chairman of the Board, he shall preside at all meetings of the Board of Directors. The term of the Vice Chairman of the Board shall not exceed two years. An individual may be elected Vice Chairman of the Board for consecutive or non-consecutive, multiple terms.

5.7 Executive Director. The Executive Director who shall be the Chief Executive Officer of the Foundation shall, subject to the direction of the Board of Directors, have general supervision, direction and control of the business and the officers of the Foundation. He shall preside at all meetings of the Members and, in the absence or nonexistence of a Chairman of the Board, at all meetings of the Board of Directors. He shall have the general powers and duties of management usually vested in the chief executive officer of a corporation, including general supervision, direction and control of the business and supervision of other officers of the Foundation, and shall have such other powers and duties as may be prescribed by the Board of Directors or these Bylaws.

5.8 Vice Presidents. Any Vice President shall perform such duties and possess such powers as the Board of Directors or the Executive Director may from time to time prescribe. In the event of the absence, inability or refusal to act of the Executive Director, the Vice President (or if there shall be more than one, the Vice Presidents in the order determined by the Board of Directors) shall perform the duties of the Executive Director and when so performing shall have all the powers of and be subject to all the restrictions upon the Executive Director.

5.9 Secretary and Assistant Secretaries. The Secretary shall perform such duties and shall have such powers as the Board of Directors or the Executive Director may from time to time prescribe. In addition, the Secretary shall perform such duties and have such powers as are set forth in these Bylaws and as are incident to the office of the Secretary, including, without limitation, the duty and power to give notices of all meetings of Members and special meetings of the Board of Directors, to keep a record of the proceedings of all meetings of Members and the Board of Directors and prepare lists of Members and their addresses as required, to be custodian of corporate records and the corporate seal and to affix and attest to the same on documents.

Any Assistant Secretary shall perform such duties and possess such powers as the Board of Directors, the Executive Director or the Secretary may from time to time prescribe. In the event of the absence, inability or refusal to act of the Secretary, the Assistant Secretary (or if there shall be more than one, the Assistant Secretaries in the order determined by the Board of Directors) shall perform the duties and exercise the powers of the Secretary.

In the absence of the Secretary or any Assistant Secretary at any meeting of the Members or directors, the person presiding at the meeting shall designate a temporary secretary to keep a record of the meeting.

5.10 Salaries. Officers of the Foundation shall be entitled to such salaries, compensation or reimbursement as shall be fixed or allowed from time to time by the Board of Directors.

5.11 Delegation of Authority. The Board of Directors may from time to time delegate the powers or duties of any officer to any other officers or agents, notwithstanding any provision hereof.

ARTICLE VI. GENERAL PROVISIONS

6.1 Fiscal Year. The fiscal year of the Foundation shall be as fixed by the Board of Directors.

6.2 Corporate Seal. The corporate seal shall be in such form as shall be approved by the Board of Directors.

6.3 Waiver of Notice. Whenever any notice whatsoever is required to be given by law, by the Certificate of Incorporation or by these Bylaws, a waiver of such notice either in writing signed by the person entitled to such notice or such person's duly authorized attorney, or by electronic transmission or any other method permitted under the Delaware Corporate Law, whether before, at or after the time stated in such waiver, or the appearance of such person or persons at such meeting in person or by proxy, shall be deemed equivalent to such notice. Neither the business nor the purpose of any meeting need be specified in such a waiver. Attendance at any meeting shall constitute waiver of notice except attendance for the sole purpose of objecting to the timeliness or manner of notice.

6.4 Evidence of Authority. A certificate by the Secretary, or an Assistant Secretary, or a temporary Secretary, as to any action taken by the Members, directors, a committee or any officer or representative of the Foundation shall as to all persons who rely on the certificate in good faith be conclusive evidence of such action.

6.5 Certificate of Incorporation. All references in these Bylaws to the Certificate of Incorporation shall be deemed to refer to the Certificate of Incorporation of the Foundation, as amended and in effect from time to time.

6.6 Severability. Any determination that any provision of these Bylaws is for any reason inapplicable, illegal or ineffective shall not affect or invalidate any other provision of these Bylaws.

6.7 Pronouns. All pronouns used in these Bylaws shall be deemed to refer to the masculine, feminine or neuter, singular or plural, as the identity of the person or persons may require.

6.8 Notices. Except as otherwise specifically provided herein or required by law, all notices required to be given to any Member, director, officer, employee or agent of the Foundation shall be in writing and may in every instance be effectively given by hand delivery to the recipient thereof, by depositing such notice in the mails, postage paid, or by sending such notice by commercial courier service, or by facsimile or other electronic transmission as provided below. Any such notice shall be addressed to such Member, director, officer, employee or agent at his last known address as the same appears on the books of the Foundation. The time when such notice shall be deemed to be given shall be the time such notice is received by such Member, director, officer, employee or agent, or by any person accepting such notice on behalf of such person, if delivered by hand, facsimile, other electronic transmission or commercial courier service, or the time such notice is dispatched, if delivered through the mails. Without limiting the manner by which notice otherwise may be given effectively, notice to any Member

shall be deemed given: (a) if by facsimile, when directed to a number at which the Member has consented to receive notice, (b) if by electronic mail, when directed to an electronic mail address at which the Member has consented to receive notice, (c) if by a posting on an electronic network together with separate notice to the Member of such specific posting, upon the later of (i) such posting and (ii) the giving of such separate notice, (d) if by any other form of electronic transmission, when directed to the Member, and (e) if by mail, when deposited in the mail, postage prepaid, directed to the Member at such Member's address as it appears on the records of the Foundation.

6.9 Reliance Upon Books, Reports and Records. Each director, each member of any committee designated by the Board of Directors, and each officer of the Foundation shall, in the performance of his duties, be fully protected in relying in good faith upon the books of account or other records of the Foundation, as provided by law, including reports made to the Foundation by any of its officers, by an independent certified public accountant, or by an appraiser selected with reasonable care.

6.10 Time Periods. In applying any provision of these Bylaws which require that an act be done or not done a specified number of days prior to an event or that an act be done during a period of a specified number of days prior to an event, calendar days shall be used, the day of the performance of the act shall be excluded, and the day of the event shall be included.

6.11 Facsimile Signatures. In addition to the provisions for use of facsimile signatures elsewhere specifically authorized in these Bylaws, facsimile signatures of any officer or officers of the Foundation may be used whenever and as authorized by the Board of Directors or a committee thereof.

6.12 Limitation on Activities.

(a) Notwithstanding any other provisions of these Bylaws, the Foundation shall not carry on any activities not permitted to be carried on by a corporation exempt from federal income tax under Section 501(c)(6) of the Code.

(b) No part of the net earnings of the Foundation shall inure to the benefit of, or be distributable to, its Members, directors, officers, or other private persons, except that the Foundation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the exempt purposes of the Foundation.

(c) In the event the Foundation engages in lobbying activities, the Foundation shall comply with the requirements of Section 6033(e) of the Code.

ARTICLE VII. INTELLECTUAL PROPERTY POLICY

7.1 Licenses and Contribution Agreements for Software.

(a) The Foundation shall generally accept contributions of software made pursuant to the terms of the Contributor License Agreements attached as [Appendix 7](#). The Board of Directors may adopt additional contributor license agreements as may be appropriate for certain organizations or contributions to secure a license on terms which will permit distribution under the Apache License 2.0, and may require inclusion of the Apache License 2.0 license header in code contributions. The Board of Directors may delegate the authority to make non material amendments to the Contributor License Agreement to the Executive Director so long as such modifications permit distribution of the software under Apache License 2.0.

(b)The Foundation shall distribute the software in the OpenStack [TC Approved Release](#) under the Apache License 2.0 unless changed as provided in Section 9.1

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7.2 [Licenses and Contribution Agreements for Documentation](#). The Foundation shall only accept contributions of documentation under a contribution agreement approved by the Board of Directors.

7.3 [Trademark Policy](#). The Trademark Policy of the Foundation [shall be determined by the Board of Directors and may be modified by the Board of Directors. The OpenStack trademarks shall only be used to promote the Foundation, the OpenStack Project or services or products related to the OpenStack Project as provided in the Trademark Policy. After approval by the Board of Directors, the Secretary shall post the Trademark Policy to the Foundation website.](#)

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7.4 [Standards Policy](#). The Foundation shall not establish any functional specifications or requirements for interoperability (a “Standard”) between third party technologies and the OpenStack Project, or any part of the OpenStack Project, provided that this restriction does not prohibit (a) the development, establishment or publication (or modification) of application programming interface and other technical means for third party technologies to interact with the OpenStack Project (b) the development and publication (or modification) of a technical roadmap for the OpenStack Project or (c) [the determination of the scope of the Trademark Designated OpenStack Software by the Board of Directors as provided in Section 4.1 and the OpenStack Project by the Technical Committee as provided in Section 4.13](#). The creation of a Standard requires an amendment of the Bylaws and such amendment shall determine the method of creation of such Standard. As a condition to and prior to implementation of such Standard, the Foundation (either acting via its Board of Directors or other method approved in the Bylaws amendment) shall establish intellectual property policies that require contributors to such Standard to license their intellectual property implemented by the Standard.

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ARTICLE VIII. ANTITRUST POLICY

The Antitrust Policy of the Foundation is attached as [Appendix 9](#).

ARTICLE IX. AMENDMENT

9.1 By the Board of Directors. Except as provided in Sections 4.21 and 9.2, these Bylaws may be altered, amended or repealed or new bylaws which may be adopted by the affirmative vote of two-thirds of the directors present at any regular or special meeting of the Board of Directors at which a quorum is also present. In addition to an amendment proposed and approved by the Board of Directors, a proposal to amend these Bylaws may be made by one of the following means: (i) a proposal of the Technical Committee approved by at least two-thirds (2/3) of individuals serving on the Technical Committee, (ii) a proposal of the Individual Members that is approved by at least ten percent (10%) of the Individual Members listed in the Individual Member Registry, (iii) a proposal of the Gold Members that is approved by at least two-thirds (2/3) of the Gold Members, or (iv) a proposal of the Platinum Members that is approved by at least two-thirds (2/3) of the Platinum Members. The proposal must be in writing, must specifically state the proposed language of the Bylaws Section(s) or Appendix as amended, and must be signed by each approving Technical Committee member, Individual Member, Gold Member or Platinum Member, as applicable.

9.2 Special Votes.

(a) In addition to the vote of the Board of Directors as provided in Section 9.1, the amendment of the following Sections or Appendices requires an affirmative vote of a majority of the Individual Members voting as provided in Article III, but only if at least 25% of the Individual Members vote: Sections 3.2, 3.5(a), 3.6 (as it relates to Individual Members), 3.9(a), 4.2(d), 4.4 (as it relates to Individual Members), 9.2(a) and the Individual Member Policy.

(b) In addition to the vote of the Board of Directors as provided in Section 9.1, the amendment of the following Sections or Appendices requires an affirmative vote of a majority of the Gold Members voting as provided in Article III: Sections 3.3, 3.5(b), 3.6 (as it relates to Gold Members), 3.9(b), 4.2(c), 4.4 (as it relates to Gold Members), 9.2(b) and the Gold Member Policy.

(c) In addition to the vote of the Board of Directors as provided in Section 9.1, the amendment of the following Sections or Appendices requires an affirmative vote of a majority of the Platinum Members as provided in Article III: Sections 3.6 (as it relates to Platinum Members), 3.9(c), 4.2(b), 4.4 (as it relates to Platinum Members), 9.2(c) and the Platinum Member Policy.

(d) In addition to the vote of the Board of Directors as provided in Section 9.1, the amendment of the following Sections requires an affirmative vote of (i) two-thirds of the Gold Members, (ii) two-thirds of the Platinum Members, and (iii) a majority of the Individual Members voting (but only if at least 25% of the Individual Members vote at an annual or special meeting): Article II (not including the Appendices referenced in Article II), Sections 4.1(a), 4.2(a), 4.9, 4.10, 4.11, 4.13(a), 4.13(c), 4.13(d), 4.13(e), 4.17, 4.20, 7.1, 7.2, 7.4 (except that approval of an amendment to Section 7.4 requires a two thirds vote of the Board of Directors instead of the vote provided in Section 9.1), 9.2(d), and the Technical Committee Member

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Policy. The amendment of Sections 3.4, 3.5(c), 3.7, and 3.10, as they apply to a particular class requires an affirmative vote as follows for a particular class (i) two-thirds of the Gold Members, (ii) two-thirds of the Platinum Members, or (iii) a majority of the Individual Members voting (but only if at least 25% of the Individual Members vote at an annual or special meeting). These Bylaws shall be effective on the date set by Board of Directors after this version of the Bylaws is approved by the Members as provided above; provided that the effective date of these Bylaws shall be no sooner than thirty (30) days after the action by the Board of Directors to set such date.

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Notwithstanding the special votes in Section 9.2, the Board may modify the following documents attached as Appendices: (i) the Antitrust Policy and the Member Policies as necessary to comply with applicable law, and (ii) the Member Policies as necessary for the efficient administration of the Foundation provided that such changes do not have the effect of materially changing the substance of the Member Policies.

ARTICLE X. INDEMNIFICATION OF DIRECTORS AND OFFICERS

10.1 Right to Indemnification. Each person who was or is made a party or is threatened to be made a party to or is involved in any action, suit or proceeding, whether civil, criminal, administrative or investigative (“proceeding”), by reason of the fact that he or a person of whom he is the legal representative, is or was a director or officer of the Foundation or is or was serving at the request of the Foundation as a director or officer of another entity, or as a controlling person of a partnership, joint venture, trust or other enterprise, including service with respect to employee benefit plans, whether the basis of such proceeding is alleged action in an official capacity as a director or officer, or in any other capacity while serving as a director or officer, shall be indemnified and held harmless by the Foundation to the fullest extent authorized by Delaware Corporate Law, as the same exists or may hereafter be amended (but, in the case of any such amendment, only to the extent that such amendment permits the Foundation to provide broader indemnification rights than such law permitted the Foundation to provide prior to such amendment) against all expenses, liability and loss reasonably incurred or suffered by such person in connection therewith and such indemnification shall continue as to a person who has ceased to be a director or officer and shall inure to the benefit of his heirs, executors and administrators; provided, however, that except as provided in Section 10.1, the Foundation shall indemnify any such person seeking indemnity in connection with a proceeding (or part thereof) initiated by such person only if (a) such indemnification is expressly required to be made by law, (b) the proceeding (or part thereof) was authorized by the Board of Directors, (c) such indemnification is provided by the Foundation, in its sole discretion, pursuant to the powers vested in the Foundation under Delaware Corporate Law, or (d) the proceeding (or part thereof) is brought to establish or enforce a right to indemnification or advancement under an indemnity agreement or any other statute or law or otherwise as required under Section 145 of Delaware Corporate Law. The rights hereunder shall be contract rights and shall include the right to be paid expenses incurred in defending any such proceeding in advance of its final disposition; provided, however, that the payment of such expenses incurred by a director or officer of the Foundation in his capacity as a director or officer (and not in any other capacity in which service was or is tendered by such person while a director or officer, including, without limitation, service to an employee benefit plan) in advance of the final disposition of such proceeding, shall be made only upon delivery to the Foundation of an undertaking, by or on behalf of such director

or officer, to repay all amounts so advanced if it should be determined ultimately by final judicial decision from which there is no further right to appeal that such director or officer is not entitled to be indemnified under this section or otherwise.

10.2 Right of Claimant to Bring Suit. If a claim under Section 10.1 is not paid in full by the Foundation within 60 days after a written claim has been received by the Foundation, or 20 days in the case of a claim for advancement of expenses, the claimant may at any time thereafter bring suit against the Foundation to recover the unpaid amount of the claim and, if such suit is not frivolous or brought in bad faith, the claimant shall be entitled to be paid also the expense of prosecuting such claim. It shall be a defense to any such action (other than an action brought to enforce a claim for expenses incurred in defending any proceeding in advance of its final disposition where the required undertaking, if any, has been tendered to this Foundation) that the claimant has not met the standards of conduct which make it permissible under the Delaware Corporate Law to indemnify the claimant for the amount claimed. Neither the failure of the Foundation (including its Board of Directors, independent legal counsel, or its Members) to have made a determination prior to the commencement of such action that indemnification of the claimant is proper in the circumstances because he has met the applicable standard of conduct set forth in the Delaware Corporate Law, nor an actual determination by the Foundation (including its Board of Directors, independent legal counsel or its Members) that the claimant has not met such applicable standard of conduct, shall be a defense to the action or create a presumption that claimant has not met the applicable standard of conduct. In any suit brought by the Foundation to recover an advancement of expenses pursuant to the terms of an undertaking, the Foundation shall be entitled to recover such expenses upon a final judicial decision from which there is no further right to appeal that the indemnitee has not met any applicable standard for indemnification set forth in the Delaware Corporate Law. In any suit brought by the indemnitee to enforce a right to indemnification or to an advancement of expenses hereunder, or brought by the Foundation to recover an advancement of expenses pursuant to the terms of an undertaking, the burden of proving that the indemnitee is not entitled to be indemnified, or to such advancement of expenses, shall be on the Foundation.

10.3 Indemnification of Employees and Agents. The Foundation may, to the extent authorized from time to time by the Board of Directors, grant rights to indemnification, and to the advancement of related expenses, to any employee or agent of the Foundation to the fullest extent of the provisions of this Article X with respect to the indemnification of and advancement of expenses to directors and officers of the Foundation.

10.4 Non-Exclusivity of Rights. The rights conferred on any person in this Article X shall not be exclusive of any other right which such persons may have or hereafter acquire under any statute, provision of the Certificate of Incorporation, Bylaws, agreement, vote of Members or disinterested directors or otherwise.

10.5 Indemnification Contracts. The Board of Directors is authorized to enter into a contract with any director, officer, employee or agent of the Foundation, or any person serving at the request of the Foundation as a director, officer, employee or agent of another Foundation, partnership, joint venture, trust or other enterprise, including employee benefit plans, providing for indemnification rights equivalent to or, if the Board of Directors so determines, greater than, those provided for in this Article X.

10.6 Insurance. The Foundation shall maintain insurance to the extent reasonably available, at its expense, to protect itself and any such director, officer, employee or agent of the Foundation or another Foundation, partnership, joint venture, trust or other enterprise against any such expense, liability or loss, whether or not the Foundation would have the power to indemnify such person against such expense, liability or loss under the Delaware Corporate Law.

10.7 Effect of Amendment. Any amendment, repeal or modification of any provision of this Article X shall not adversely affect any right or protection of an indemnitee or his successor in respect of any act or omission occurring prior to such amendment, repeal or modification.

Appendix 1

INDIVIDUAL MEMBER POLICY

1. Procedures for Admission of Individual Members. Persons who wish to become Individual Members shall apply to the Secretary and provide the information established from time to time by the Board. At a minimum, the application shall include the name of the person, employer, his Affiliations as defined in the Bylaws, statement of interest in the purposes of the Foundation and contact information. After review of the application and execution of an Individual Member Agreement by the applicant, the Executive Director or its designee shall admit the person as an Individual Member and the Secretary shall add the person to the Individual Member Registry. The effective date of membership for an Individual Member shall be the date on which the person is added to the Individual Member Registry.

2. Resignation by Individual Members. Individual Members may resign by giving written notice to the Secretary and the Secretary or another officer designated by the Executive Director will promptly remove the person from the Individual Member Registry. The effective date of termination of the Individual Member shall be the date of removal from the Individual Member Registry.

3. Termination of Individual Members. The Secretary and the Executive Director, acting together, may, or the Board of Directors may direct the Secretary and Executive Director to, terminate an Individual Member as follows: (i) for violation of the Individual Member Agreement if the violation is not cured within the period provided in the Individual Member Agreement, (ii) for violation of the Community Code of Conduct, or (iii) failure to vote in at least 50% of the votes for Individual Members within the prior twenty-four months unless the person does not respond within thirty (30) days of notice of such termination that the person wishes to continue to be an Individual Member. Upon termination as provided above, the Secretary or another officer designated by the Executive Director shall promptly remove the person from the Individual Member Registry. The effective date of termination of the Individual Member shall be the date of removal from the Individual Member Registry.

4. Individual Member Registry. The Secretary shall publish the list of the names of the Individual Members but without their contact information. Upon a written request by an Individual Member, Platinum Member or Gold Member for the purposes permitted by Delaware Corporate Law, the Secretary shall make available the contact information of all Individual Members solely for the purposes permitted under Delaware Corporate Law, provided that the Secretary may require the information to be treated as confidential information by the recipient to the extent permitted by Delaware law.

Appendix 2

PLATINUM MEMBER POLICY

1. Initial Platinum Members. Upon formation of the Foundation, all of those persons listed on the Platinum Member Registry published by OpenStack, LLC, and who have executed the Platinum Member Agreement no later than twenty-eight (28) days following the COI Effective Date, shall automatically become Platinum Members (“Initial Platinum Members”).

2. Term of Platinum Members.

(a) The initial term for the Initial Platinum Members shall begin on the COI Effective Date and terminate as provided below. The Initial Platinum Members shall be divided into two classes: Class A Platinum Members are Canonical, Ltd., IBM, Nebula, Inc., and Red Hat, Inc., and Class B Platinum Members are AT&T Inc., Hewlett Packard Company, Rackspace US, Inc., and Suse. The initial term for Class A Platinum Members shall terminate on December 31, 2014 and the initial term for Class B Platinum Members shall terminate on December 31, 2015.

(b) The effective date of membership for a Platinum Member other than an Initial Platinum Member (or a Platinum Member admitted to fill a vacancy in the Platinum Membership as provided below) shall be January 1 of the year that first follows the date on which the Platinum Member has executed the Platinum Member Agreement and the admission has been approved by the Board of Directors.

(c) Following the initial term, the renewal term of each Platinum Member shall begin on January 1 of the calendar year after the end of the initial term and shall continue for three (3) years.

(d) The Executive Director or his designee shall provide written notice to each Platinum Member at least nine months (but not more than twelve months) prior to the last day of the term of the Platinum Member which notice shall include the date of such termination and the required date of response. The Platinum Member must give written notice to the Secretary on or before six months prior to the last day of the term of such Platinum Member of its election to renew or not renew its term. If the Platinum Member does not give such notice, its term will automatically terminate upon December 31 of such year.

(e) If any new Platinum Member is admitted to membership to fill a vacancy in the Platinum Membership during the initial term, then the term of the new Platinum Member shall be the remaining term of the Platinum Member whose vacancy was filled.

(f) The effective date of the end of the term of a Platinum Member shall be as follows: (i) the date of receipt of the resignation by the Secretary, (ii) the date of termination notice as provided in Section 3(a), (iii) December 31 of the last year of a term in which the Platinum Member fails to give written notice of renewal as provided in Section 2(c), or (iv) the effective date of the combination of one or more Platinum Members or Gold Members as provided in Section 3.

3. Resignation or Termination of Platinum Members.

(a) A Platinum Member may resign its membership by written notice to the Secretary.

(b) Any director may make a motion to terminate a Platinum Member for breach of the Platinum Member Agreement and provide reasonable detail on the nature of the breach. If the breach is not cured within the period provided in the Platinum Member Agreement, the Board of Directors shall vote on termination of the Platinum Member. If the Board of Directors approves the termination of the Platinum Member, the Secretary shall give written notice to the Platinum Member.

(c) If a Platinum Member becomes Controlled by another Platinum Member or Gold Member, such Platinum Member (“Controlled Platinum Member”) shall cease to be a Platinum Member on the closing date of the transaction which results in the Platinum Member becoming a Controlled Platinum Member. If the Controlled Platinum Member is Controlled by a Corporate Gold Member, such Corporate Gold Member shall become a Platinum Member for the remainder of the term of the Controlled Platinum Member.

4. Nomination and Election of New Platinum Members. If a Platinum Member does not give written notice of renewal as provided in Section 2(c), resigns from the Foundation as provided in Section 3, is combined with another Platinum Member or Corporate Gold Member as provided in Section 3, or is terminated as provided in Section 3, the Secretary shall promptly give notice of such event to all Members and provide a notice on the website of the Foundation. Any entity (including, without limitation, a Corporate Gold Member) may nominate itself to be a new potential Platinum Member using the procedure described in this paragraph. Any proposed new Platinum Member may not be Affiliated with an existing Platinum Member or existing Gold Member on the date of its application. The nomination must be in writing to the Secretary with the information determined by the Board of Directors. The Secretary shall promptly provide a copy of such nomination to all of the Members and members of the Board of Directors. The nominee must execute the Platinum Member Agreement and submit it to the Secretary. The Board of Directors shall consider the application of the nominee at its next meeting. If the Board of Directors approves the admission, the entity shall become a Platinum Member as provided in Section 2.

5. List of Platinum Members. The Secretary shall publish the list of the names of the Platinum Members but without their contact information. Upon a written request by an Individual Member, Platinum Member or Gold Member for the purposes permitted by Delaware Corporate Law, the Secretary shall make available the contact information of all Platinum Members solely for the purposes permitted under Delaware Corporate Law, provided that the Secretary may require the information to be treated as confidential information by the recipient to the extent permitted by Delaware law.

Appendix 3

GOLD MEMBER POLICY

1. Initial Gold Members. Upon the formation of the Foundation, all of those persons listed on the Gold Member Registry published by OpenStack, LLC who also have signed the Gold Member Agreement no later than twenty-eight (28) days following the COI Effective Date shall automatically become Gold Members (“Initial Gold Members”).

2. Term of Gold Members.

(a) The initial term for the Initial Gold Members shall begin on the COI Effective Date and terminate on December 31, 2013.

(b) The effective date of membership for a Gold Member other than an Initial Gold Member shall be January 1 of the year that first follows the date on which the Gold Member has executed the Gold Member Agreement and the admission has been approved by the Board of Directors.

(c) The Executive Director or his designee shall provide written notice to each Gold Member at least six months (but not more than nine months) prior to the last day of the term of the Gold Member which notice shall include the date of such termination and the required date of response. Each Gold Member must give written notice to the Secretary by October 1 of each calendar year that it will renew its membership. If the Gold Member does not give such notice, its term will automatically terminate upon December 31 of such year.

(d) If any new Gold Member is admitted to membership to fill a vacancy in the Gold Members during the initial term, then the term of the new Gold Member shall be the remaining term of the Gold Member whose vacancy was filled.

(e) The effective date of the end of the term of a Gold Member shall be as follows: (i) the date of receipt of the resignation by the Secretary, (ii) the date of termination notice as provided in Section 3(a), (iii) December 31 of the last year of a term in which the Gold Member fails to give written notice of renewal as provided in Section 2(c), or (iv) the effective date of the combination of one or more Platinum Members or Gold Members as provided in Section 3.

3. Resignation or Termination of Gold Members.

(a) A Gold Member may resign its membership by written notice to the Secretary.

(b) Any Director may make a motion to terminate a Gold Member for breach of the Gold Member Agreement and provide reasonable detail on the nature of the breach. If the breach is not cured within the period provided in the Gold Member Agreement, the Board of Directors shall vote on termination of the Gold Member by a majority of the members of the Board of Directors. If the Board of Directors approves the termination of the Gold Member, the Secretary shall give written notice to the Gold Member.

(c) If a Gold Member which is a business entity becomes Controlled by another Gold Member or Platinum Member, such Gold Member (“Controlled Gold Member”) shall cease to be a Gold Member on the closing date of the transaction which results in the Gold Member becoming a Controlled Gold Member.

4. Nomination and Election of New Gold Members. If an existing Gold Member does not give written notice of renewal as provided in Section 2(c), resigns from the Foundation as provided in Section 3, is combined with another Platinum Member or Corporate Gold Member as provided in Section 3 or is terminated as provided in Section 3, the Secretary shall promptly give notice of such event to all Members and provide a notice on the website of the Foundation. Any entity may nominate itself to be a new potential Gold Member using the following procedure. Any proposed new Gold Member may not be Affiliated with an existing Platinum Member or existing Gold Member on the date of its application. The nomination must be in writing to the Secretary with the information determined by the Board of Directors. The Secretary shall promptly provide a copy of such nomination to all of the other remaining Members and members of the Board of Directors. The nominee must execute the Gold Member Agreement and submit it to the Secretary. The Board of Directors shall consider the application of the nominee at its next meeting. If the Board of Directors approves the admission, the entity shall become a Gold Member as provided in Section 2.

5. List of Gold Members. The Secretary shall publish the list of the names of the Gold Members but without their contact information. Upon a written request by an Individual Member, Platinum Member or Gold Member for the purposes permitted by Delaware Corporate Law, the Secretary shall make available the contact information of all Gold Members solely for the purposes permitted under Delaware Corporate Law and shall be treated as confidential.

Appendix 4

TECHNICAL COMMITTEE MEMBER POLICY

1. Membership of Technical Committee. The Technical Committee shall initially have the same members as the Project Policy Board of OpenStack, LLC and their terms shall continue as determined by the Project Policy Board, but in no case longer than one year after their election to the Project Policy Board. Beginning with the first election, all members selected to the Technical Committee shall be Individual Members (the initial members of the Technical Committee do not need to be Individual Members). A member of the Technical Committee may cease to be an Individual Member during his or her term, but must be an Individual Member at the time of nomination.

2. Election to Technical Committee.

(a) The members of the Technical Committee shall be elected by a vote of the Active Technical Contributors (“ATC”) using a fair voting method determined by the Technical Committee. The first election shall be held no later than October 31, 2012. Each Technical Committee member shall hold the seat for a term not to exceed one year, but may be re-elected to the Technical Committee. After the initial election, the elections for the Technical Committee shall be held at least every six months.

(b) Upon completion of the election, the Technical Committee shall give notice to the Board of Directors and the Secretary. The Secretary shall maintain a list of the members of the Technical Committee. Any member of the Technical Committee may resign by delivering notice in writing or by electronic transmission to the Secretary. Such resignation shall be effective upon receipt unless it is specified to be effective at some other time or upon the happening of some other event.

(c) In the event of a Technical Committee election that would result in half or more of the members of the Technical Committee being Affiliated, the Board of Directors may defer the effective date of office of the newly elected Technical Committee members who are Affiliated for a period not to exceed thirty (30) days after a resolution by the Board of Directors approving such deferral. The Board of Directors must pass such resolution within thirty (30) days of the notice of election results from the Technical Committee. During such period of deferral, the Technical Committee and the Board of Directors shall work to resolve the issue by agreement among themselves, such as by a resignation of one or more Technical Committee members or having the Individual Member with the next highest number of votes become a member of the Technical Committee. If the Technical Committee and the Board of Directors are not able to agree on a resolution within such thirty (30) day period, the Board of Directors may require another election for such positions.

3. Determination of Active Technical Contributor.

(a) Within thirty (30) days of the COI Effective Date, the Technical Committee shall provide a list of ATCs on such date (“Initial ATC List”) and the Individual Members on such list shall remain ATCs for three hundred and sixty five days after the date of appointment.

(b) After the Initial ATC List, an ATC shall be determined as follows:

(i) An Individual Member is an ATC who has had a contribution approved for inclusion in any of the official OpenStack projects during one of the two prior release cycles of the Core OpenStack Project (“Approved Contribution”). Such Individual Member shall remain an ATC for three hundred and sixty five days after the date of acceptance of such Approved Contribution.

(ii) An Individual Member who has made only other technical contributions to the OpenStack Core Project (such as bug triagers and technical documentation writers) can apply to the chair of the Technical Committee to become an ATC. The final approval of such application shall be approved by a vote of the Technical Committee. The term shall be for three hundred and sixty five days after the date of approval of the application by the Technical Committee.

(c) The Technical Committee shall maintain a list of ATCs and their contact information and a written description of the procedures for electing the members of the Technical Committee. The chair of the Technical Committee shall provide such list and such written description to any member of the Board of Directors or Member upon their request.

4. Meetings of Technical Committee. The Technical Committee shall meet at least quarterly.

5. Technical Committee Process. Except as expressly provided in these Bylaws, the Technical Committee shall determine its process and procedures, provided that such process and procedures must be published in a manner that they are readily accessible to all Members of the Foundation.

Appendix 5

CODE OF CONDUCT

The OpenStack Foundation (the “Foundation”) is committed to being a good corporate citizen. The Foundation’s policy is to conduct its business affairs honestly and in an ethical manner. This Code of Conduct (“Code”) provides a general statement of the expectations of the Foundation regarding the ethical standards that each director, officer and employee of the Foundation should adhere to while acting on behalf of the Foundation. It does not cover every issue that may arise, but it sets out basic principles to guide all employees, officers and directors of the Foundation. All of our employees, officers and directors must conduct themselves accordingly and seek to avoid even the appearance of improper behavior. This Code applies to all officers, full and part time employees, members of the Technical Committee, contract workers, directors and anyone who conducts business with the Foundation. Conduct in violation of this policy is unacceptable in the workplace and in any work-related setting outside the workplace. Any employee or contract worker who violates this Code will be subject to disciplinary action, up to and including termination of his/her employment or engagement.

This Code should be interpreted in light of the purpose of the Foundation, and composition of its membership. This Code should not be read to restrict any individual covered by this Code from performing his or her fiduciary duties to a Member of the Foundation.

COMPLIANCE WITH LAWS

You must comply with all federal, state and local laws applicable to your activities on behalf of the Foundation and shall perform your duties to the Foundation in an honest and ethical manner. If a law conflicts with a policy in this Code, you must comply with the law; however, if a local custom or policy conflicts with this Code, you must comply with the Code. If you have any questions about these conflicts, you should ask the Executive Director how to handle the situation.

CONFLICTS OF INTEREST

You should avoid situations in which your personal, family or financial interests conflict or even appear to conflict with those of the Foundation or compromise its interests. You should handle all actual or apparent conflicts of interest between your personal and professional relationships in an honest and ethical manner. Conflicts are not always clear-cut. Examples of actual or potential conflicts of interest are set forth on [Appendix A](#) to this Code. A “conflict of interest” exists when a person’s private interest interferes in any way with the interests of the Foundation. A conflict situation can arise when an employee, officer or director takes action or has interests that may make it difficult to perform his or her Foundation work objectively and effectively. Conflicts of interest may also arise when an employee, officer or director, or a member of his or her family, receives improper personal benefits as a result of his or her position in the Foundation. Loans to, or guarantees of obligations of, employees and their family members may create conflicts of interest.

In addition, employees, officers and directors are prohibited from taking for their own benefit any opportunities that are discovered in the course of their employment or service to the Foundation, except with the consent of the Board of Directors. Employees, officers and directors owe a duty to the Foundation to advance its legitimate interests when the opportunity to do so arises. If you become aware of a conflict or potential conflict of interest, contact the Executive Director for further guidance.

DISCLOSURE

It is of paramount importance to the Foundation that all disclosure in reports and documents filed by the Foundation with any governmental agency or in other public communications made by the Foundation is full, fair, accurate, timely and understandable. All officers, directors, employees and contract workers must take all steps necessary to assist the Foundation in fulfilling these responsibilities, consistent with each person's role in the Foundation. You should give prompt and accurate answers to all inquiries made to you in connection with the Foundation's preparation of public disclosures and reports.

CODE OF ETHICS FOR SENIOR OFFICERS

The Foundation's Executive Director, Secretary and other officers (the "Senior Officers") each bear a special responsibility for promoting integrity throughout the Foundation. Furthermore, the Senior Officers have a responsibility to foster a culture throughout the Foundation as a whole that ensures the fair and timely reporting of the Foundation's results of operation and financial condition and other financial information.

Because of this special role, the Senior Officers are bound by the following Senior Officer Code of Ethics, and each agrees that he or she will:

Perform his or her duties in an honest and ethical manner.

Handle all actual or apparent conflicts of interest between his or her personal and professional relationships in an ethical manner.

Take all necessary actions to ensure full, fair, accurate, timely, and understandable disclosure in reports and documents that the Foundation files with, or submits to, government agencies and in other public communications.

Take all necessary actions to ensure compliance by such Senior Officers and the Foundation with all applicable laws, rules and regulations of federal, state and local governments.

Proactively promote and be an example of ethical behavior in the work environment.

REPORTING AND COMPLIANCE

If you become aware of conduct by an officer, director, member of the Technical Committee, employee or contract worker which you believe in good faith is a potential violation of this Code, you should immediately report such conduct to the Executive Director or, if the report concerns the Executive Director, the Chairman of the Board of Directors. You should also report any complaint or concern regarding the Foundation's financial disclosure, accounting

practices, internal accounting controls, or auditing matters, or any concerns regarding any questionable accounting or auditing matters.

Alternatively, if you wish to report such matters *anonymously*, you may mail a description of the concern or complaint to the attention of either the Executive Director or Secretary at the following address:

[FOUNDATION ADDRESS]

Persons outside the Foundation may also report complaints or concerns the Foundation personnel; such matters should be reported promptly on receipt to the Executive Director or Chairman of the Board.

All reports of complaints or concerns shall be recorded in a log, indicating the description of the matter reported, the date of the report and a brief summary of the disposition. The Executive Director shall promptly report such complaints or concerns to the Chairman of the Board of Directors. The log shall be maintained by the Executive Director and shall be reviewed periodically with the Board of Directors. This log shall be retained for five years.

Allegations of violations of the Code should be made only in good faith and not to embarrass or put someone in a false light. If you become aware of a suspected or potential violation, do not try to investigate or resolve it on your own. Prompt disclosure to the appropriate parties is vital to ensuring a timely and thorough investigation and resolution. You are expected to cooperate in internal or external investigations or alleged violations of the Code.

In response to every report made in good faith of conduct potentially in violation of the Code, the Foundation will undertake an effective and thorough investigation, and if improper conduct is found, the Foundation will take appropriate disciplinary and remedial action. Compliance procedures are set forth in Appendix B to this Code. The Foundation will attempt to keep its discussions with any person reporting a violation confidential to the extent reasonably possible without compromising the effectiveness of the investigation. If you believe your report has not been properly explained or resolved, you may take your concern or complaint to the Chairman of the Board of Directors.

Employees and contract workers are protected by law from retaliation for reporting possible violations of this Code or for participating in procedures connected with an investigation, proceeding or hearing conducted by the Foundation or a government agency with respect to such complaints. The Foundation will take disciplinary action up to and including the termination of any employee or contract worker who retaliates against another employee or contract worker for reporting any of these alleged activities.

FURTHER INFORMATION

Please contact the Executive Director if you have any questions about this Code or require further information.

The most current version of this Code will be posted on the Foundation's website. Any substantive amendment to or waiver of this Code may be made only by the Board of Directors, and will be disclosed, including the reasons for such action, on the Foundation's website as well as via other means then required by applicable laws and regulations within four days of such action. The Foundation will maintain disclosure relating to such amendment or waiver on the website for at least twelve months and shall retain the disclosure concerning the action for at least 5 years.

Appendix A

The following are examples of conduct that could result in actual or potential conflicts:

- you, or a member of your family, receive improper personal benefits as a result of your position in the Foundation;
- you use the Foundation's property for your personal benefit;
- you engage in activities that interfere with your loyalty to the Foundation or your ability to perform Foundation duties or responsibilities effectively;
- you, or a member of your family, have a financial interest in a customer, supplier or competitor which is significant enough to cause divided loyalty with the Foundation or the appearance of divided loyalty (the significance of a financial interest depends on many factors, such as the size of the investment in relation to your income, net worth and/or financial needs, your potential to influence decisions that could impact your interests, and the nature of the business or level of competition between the Foundation and the supplier, customer or competitor);
- you, or a member of your family, acquire an interest in property (such as real estate, patent or other intellectual property rights) in which you have reason to know the Foundation has, or might have, a legitimate interest;
- you, or a member of your family, receive a loan or a guarantee of a loan from a customer, supplier or competitor (other than a loan from a financial institution made in the ordinary course of business and on an arm's-length basis);
- you divulge or use the Foundation's confidential information – such as financial data, customer information, or computer programs – for your own personal or business purposes;
- you make gifts or payments, or provide special favors, to customers, suppliers or competitors (or their immediate family members) with a value significant enough to cause the customer, supplier or competitor to make a purchase, or take or forego other action, which is beneficial to the Foundation and which the customer, supplier or competitor would not otherwise have taken; or
- you are given the right to buy stock in other companies or you receive cash or other payments in return for promoting the services of an advisor to the Foundation.

APPENDIX B

Compliance Procedures

Compliance Officer. The Foundation's Compliance Officer is the Executive Director. The Compliance Officer's responsibility is to ensure communication, training, monitoring, and overall compliance with the Code. The Compliance Officer will, with the assistance and cooperation of the Foundation's officers, directors and managers, foster an atmosphere where employees are comfortable in communicating and reporting concerns and possible Code violations.

Access to the Code. The Foundation shall ensure that employees, officers and directors may access the Code on the Foundation's website. In addition, each current employee will be provided with a copy of the Code. New employees will receive a copy of the Code as part of their new hire information. From time to time, the Foundation will sponsor employee training programs in which the Code and other Foundation policies and procedures will be discussed.

Monitoring. The Executive Director is the "go to" persons for employee questions and concerns relating to the Code, especially in the event of a potential violation. Employees will immediately report any violations or allegations of violations to the Compliance Officer or as provided below.

Internal Investigation. When an alleged violation of the Code is reported, the Foundation shall take prompt and appropriate action in accordance with the law and regulations and otherwise consistent with good business practice. If the suspected violation appears to involve either a possible violation of law or an issue of significant interest to the Foundation, or if the report involves a complaint or concern of any person, whether an employee, a Member or other interested person, regarding the Foundation's financial disclosure, internal accounting controls, questionable auditing or accounting matters or practices or other issues relating to the Foundation's accounting or auditing, then the employee should immediately notify the Compliance Officer, who, in turn, shall notify the Executive Director. If a suspected violation involves any director or executive officer or if the suspected violation concerns any fraud, whether or not material, involving management or other employees who have a significant role in the Foundation's internal controls, any person who received such report should immediately report the alleged violation to the Chairman of the Board of Directors. The Compliance Officer or the Chairman of the Board of Directors, as applicable, shall assess the situation and determine the appropriate course of action, including the conduct of an investigation, as appropriate.

Disciplinary Actions. Subject to the following sentence, the Compliance Officer, after consultation with the Board of Directors, shall be responsible for implementing the appropriate disciplinary action in accordance with the Foundation's policies and procedures for any employee who is found to have violated the Code. If a violation has been reported to the Chairman of the Board of Directors, the Board of Directors shall be responsible for determining appropriate disciplinary action. Any violation of applicable law or any deviation from the standards embodied in this Code will result in disciplinary action, up to and including termination of employment. In addition to imposing discipline upon employees involved in non-compliant conduct, the Foundation may also impose discipline, as

appropriate, upon an employee's supervisor, if any, who directs or approves such employees' improper actions, or is aware of those actions but does not act appropriately to correct them, and upon other individuals who fail to report known non-compliant conduct. In addition to imposing its own discipline, the Foundation will bring any violations of law to the attention of appropriate law enforcement personnel.

Retention of Reports and Complaints. All reports and complaints made to or received by the Compliance Officer or the Chairman of the Board of Directors relating to violations of this Code shall be logged into a record maintained for this purpose by the Compliance Officer and the record of such report shall be retained for five years.

Required Government Reporting. Whenever conduct occurs that requires a report to the government, the Compliance Officer shall be responsible for complying with such reporting requirements.

Corrective Actions. Subject to the following sentence, in the event of a violation of the Code, the Compliance Officer should assess the situation to determine whether the violation demonstrates a problem that requires remedial action as to Foundation policies and procedures. If a violation has been reported to Chairman of the Board of Directors, the Board of Directors shall be responsible for determining appropriate remedial or corrective actions. Such corrective action may include providing revised public disclosure, retraining Foundation employees, modifying Foundation policies and procedures, improving monitoring of compliance under existing procedures and other action necessary to detect similar non-compliant conduct and prevent it from occurring in the future. Such corrective action shall be documented, as appropriate.

COMMUNITY CODE OF CONDUCT

This Community Code of Conduct covers our behavior as members of the OpenStack Community, in any forum, mailing list, wiki, web site, IRC channel, public meeting or private correspondence. [OpenStack members](#) and governance bodies are ultimately accountable to the [OpenStack Board](#) of Directors.

- **Be considerate.** Our work will be used by other people, and we in turn will depend on the work of others. Any decision we take will affect users and colleagues, and we should take those consequences into account when making decisions. OpenStack has a global base of users and of contributors. Even if it's not obvious at the time, our contributions to OpenStack will impact the work of others. For example, changes to code, infrastructure, policy, documentation, and translations during a release may negatively impact others' work.
- **Be respectful.** The OpenStack community and its members treat one another with respect. Everyone can make a valuable contribution to OpenStack. We may not always agree, but disagreement is no excuse for poor behavior and poor manners. We might all experience some frustration now and then, but we cannot allow that frustration to turn into a personal attack. It's important to remember that a community where people feel uncomfortable or threatened is not a productive one. We expect members of the OpenStack community to be respectful when dealing with other contributors as well as with people outside the OpenStack [community](#) and with users of OpenStack.
- **Be collaborative.** Collaboration is central to OpenStack and to the larger free software community. This collaboration involves individuals working with others in teams within OpenStack, teams working with each other within OpenStack, and individuals and teams within OpenStack working with other projects outside. This collaboration reduces redundancy, and improves the quality of our work. Internally and externally, we should always be open to collaboration. Wherever possible, we should work closely with upstream and downstream projects and others in the free software community to coordinate our technical, advocacy, documentation, and other work. Our work should be done transparently and we should involve as many interested parties as early as possible. If we decide to take a different approach than others, we will let them know early, document our work and inform others regularly of our progress.
- **When we disagree, we consult others.** Disagreements, both social and technical, happen all the time and the OpenStack community is no exception. It is important that we resolve disagreements and differing views constructively and with the help of the community and community processes. We have the Technical Board, the User Committee, and a series of other governance bodies which help to decide the right course for OpenStack. There are also Project Teams and Project [Technical Leads](#), who may be able to help us figure out the best direction for OpenStack. When our goals differ dramatically, we encourage the creation of alternative implementations, so that the community can test new ideas and contribute to the discussion.

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- **When we are unsure, we ask for help.** Nobody knows everything, and nobody is expected to be perfect in the OpenStack community. Asking questions avoids many problems down the road, and so questions are encouraged. Those who are asked questions should be responsive and helpful. However, when asking a question, care must be taken to do so in an appropriate forum.
- **Step down considerately.** Members of every project come and go, and OpenStack is no different. When somebody leaves or disengages from the project, in whole or in part, we ask that they do so in a way that minimizes disruption to the project. This means they should tell people they are leaving and take the proper steps to ensure that others can pick up where they left off.
- **Respect the election process.** Members should not attempt to manipulate election results. Open debate is welcome, but vote trading, ballot stuffing and other forms of abuse are not acceptable.

We pride ourselves on building a productive, happy and agile community that can welcome new ideas in a complex field, and foster collaboration between groups with very different needs, interests and goals.

Mailing lists and web forums

Mailing lists and web forums are an important part of the OpenStack community platform. This code of conduct applies to your behavior in those forums too. Please follow these guidelines in addition to the general code of conduct:

1. Please use a valid email address to which direct responses can be made.
2. Please avoid flamewars, trolling, personal attacks, and repetitive arguments. On technical matters, the Technical Review Board can make a final decision. On matters of community governance, the Community Council can make a final decision.

CONTRIBUTOR LICENSE AGREEMENT

Appendix 7.1 Individual Contributor License Agreement

**OpenStack Project
Individual Contributor License Agreement**

*In order to clarify the intellectual property license granted with Contributions from any person or entity, the OpenStack Project (the “**Project**”) must have a Contributor License Agreement (“**Agreement**”) on file that has been signed by each Contributor, indicating agreement to the license terms below. This license is for your protection as a Contributor as well as the protection of the OpenStack Foundation as Project manager (the “**Project Manager**”) and the Project users; it does not change your rights to use your own Contributions for any other purpose.*

If you have not already done so, please complete and sign this Individual License Agreement by following the instructions embedded below. After you fill in the required information and apply your digital signature to the Agreement, the signature service will generate an email to you. You must confirm your digital signature as instructed in this email to complete the signing process. The signature service will then send you a signed copy of this Agreement for your records.

You accept and agree to the following terms and conditions for Your present and future Contributions submitted to the Project Manager. Except for the license granted herein to the Project Manager and recipients of software distributed by the Project Manager, You reserve all right, title, and interest in and to Your Contributions.

1. Definitions.

“**You**” (or “**Your**”) shall mean the copyright owner or legal entity authorized by the copyright owner that is making this Agreement with the Project Manager. For legal entities, the entity making a Contribution and all other entities that control, are controlled by, or are under common control with that entity are considered to be a single Contributor. For the purposes of this definition, “**control**” means (i) the power, direct or indirect, to cause the direction or management of such entity, whether by contract or otherwise, or (ii) ownership of fifty percent (50%) or more of the outstanding shares, or (iii) beneficial ownership of such entity.

“**Contribution**” shall mean any original work of authorship, including any modifications or additions to an existing work, that is intentionally submitted by You to the Project Manager for inclusion in, or documentation of, any of the projects owned or managed by the Project Manager (the “**Work**”). For the purposes of this definition, “**submitted**” means any form of electronic, verbal, or written communication sent to the Project Manager or its representatives, including but not limited to communication on electronic mailing lists,

source code control systems, and issue tracking systems that are managed by, or on behalf of, the Project Manager for the purpose of discussing and improving the Work, but excluding communication that is conspicuously marked or otherwise designated in writing by You as “Not a Contribution.”

- 2. Grant of Copyright License.** Subject to the terms and conditions of this Agreement, You hereby grant to the Project Manager and to recipients of software distributed by the Project Manager a perpetual, worldwide, non-exclusive, no-charge, royalty-free, irrevocable copyright license to reproduce, prepare derivative works of, publicly display, publicly perform, sublicense, and distribute Your Contributions and such derivative works.
- 3. Grant of Patent License.** Subject to the terms and conditions of this Agreement, You hereby grant to the Project Manager and to recipients of software distributed by the Project Manager a perpetual, worldwide, non-exclusive, no-charge, royalty-free, irrevocable, (except as stated in this section) patent license to make, have made, use, offer to sell, sell, import, and otherwise transfer the Work, where such license applies only to those patent claims licensable by You that are necessarily infringed by Your Contribution(s) alone or by combination of Your Contribution(s) with the Work to which such Contributions were submitted. If any entity institutes patent litigation against You or any other entity (including a cross-claim or counterclaim in a lawsuit) alleging that Your Contribution, or the Work to which You have contributed, constitutes direct or contributory patent infringement, then any patent licenses granted to that entity under this Agreement for that Contribution or Work shall terminate as of the date such litigation is filed.
- 4.** You represent that you are legally entitled to grant the above licenses. If your employer(s) has rights to intellectual property that you create that includes your Contributions, You represent that you have received permission to make Contributions on behalf of that employer, that your employer has waived such rights for your Contributions to the Project Manager, or that your employer has executed a separate Contributor License Agreement with the Project Manager.
- 5.** You represent that each of Your Contributions is Your original creation (see Section 7 for submissions on behalf other others). You represent that Your Contribution submissions include complete details of any third-party license or other restriction (including, but not limited to, related patents and trademarks) of which you are personally aware and which are associated with any part of Your Contributions.
- 6.** You are not expected to provide support for Your Contributions, except to the extent You desire to provide support. You may provide support for free, for a fee, or not at all. Unless required by applicable law or agreed to in writing, You provide Your Contributions on as “AS IS” BASIS, WITHOUT WARRANTIES OR CONDITIONS OR ANY KIND, either express or implied, including, without limitation, any warranties or conditions of TITLE, NON-INFRINGEMENT, MERCHANTABILITY, or FITNESS FOR A PARTICULAR PURPOSE.

7. Should You wish to submit work that is not Your original creation, You may submit it to the Project Manager separately from any Contribution, identifying the complete details of its source and of any license or other restriction (including, but not limited to, related patents, trademarks, and license agreements) of which you are personally aware, and conspicuously marking the work as “Submitted on behalf of a third-party: [named here]”.
8. You agree to notify the Project Manager of any facts or circumstances of which you become aware that would make these representations inaccurate in any respect.

Appendix 7.2 Corporate Contributor License Agreement

OpenStack Project Corporate Contributor License Agreement

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*In order to clarify the intellectual property license granted with Contributions from any person or entity, the OpenStack Project (the “**Project**”) must have a Contributor License Agreement (“**Agreement**”) on file that has been signed by each Contributor, indicating agreement to the license terms below. This license is for your protection as a Contributor as well as the protection of the OpenStack Foundation as Project Manager (the “**Project Manager**”) and the Project users; it does not change your rights to use your own Contributions for any other purpose.*

*This version of the Agreement allows an entity (the “**Corporation**”) to submit Contributions to the Project Manager, to authorize Contributions submitted by its designated employees to the Project Manager, and to grant copyright and patent licenses thereto.*

If you have not already done so, please complete and sign this Corporate Contributor License Agreement by following the instructions embedded below. After you fill in the required information, and apply your digital signature to the Agreement, the signature service will generate an email to you. You must confirm your digital signature as instructed in this email to complete the signing process. The signature service will then send you a signed copy of this Agreement for your records.

You accept and agree to the following terms and conditions for Your present and future Contributions submitted to the Project Manager. Except for the license granted herein to the Project Manager and recipients of software distributed by the Project Manager, You reserve all right, title, and interest in and to Your Contributions.

1. Definitions.

“**You**” (or “**Your**”) shall mean the copyright owner or legal entity authorized by the copyright owner that is making this Agreement with the Project Manager. For legal entities, the entity making a Contribution and all other entities that control, are controlled by, or are under common control with that entity are considered to be a single Contributor. For the purposes of this definition, “**control**” means (i) the power, direct or indirect, to cause the direction or management of such entity, whether by contract or otherwise, or (ii) ownership of fifty percent (50%) or more of the outstanding shares, or (iii) beneficial ownership of such entity.

“**Contribution**” shall mean the code, documentation or other original works of authorship expressly identified in Schedule B, as well as any original work of authorship, including any modifications or additions to an existing work, that is intentionally submitted by You to the

Project Manager for inclusion in, or documentation of, any of the products owned or managed by the Project Manager (the “**Work**”). For the purposes of this definition, “**submitted**” means any form of electronic, verbal, or written communication sent to the Project Manager or its representatives, including but not limited to communication on electronic mailing lists, source code control systems, and issue tracking systems that are managed by, or on behalf of, the Project Manager for the purpose of discussing and improving the Work, but excluding communication that is conspicuously marked or otherwise designated in writing by You as “Not a Contribution.”

2. **Grant of Copyright License.** Subject to the terms and conditions of this Agreement, You hereby grant to the Project Manager and to recipients of software distributed by the Project Manager a perpetual, worldwide, non-exclusive, no-charge, royalty-free, irrevocable copyright license to reproduce, prepare derivative works of, publicly display, publicly perform, sublicense, and distribute Your Contributions and such derivative works.
3. **Grant of Patent License.** Subject to the terms and conditions of this Agreement, You hereby grant to the Project Manager and to recipients of software distributed by the Project Manager a perpetual, worldwide, non-exclusive, no-charge, royalty-free, irrevocable, (except as stated in this Section) patent license to make, have made, use, offer to sell, sell, import, and otherwise transfer the Work, where such license applies only to those patent claims licensable by You that are necessarily infringed by Your Contribution(s) alone or by combination of Your Contribution(s) with the Work to which such Contribution(s) were submitted. If any entity institutes patent litigation against You or any other entity (including a cross-claim or counterclaim in a lawsuit) alleging that your Contribution, or the Work to which You have contributed, constitutes direct or contributory patent infringement, then any patent licenses granted to that entity under this Agreement for that Contribution or Work shall terminate as of the date such litigation is filed.
4. You represent that You are legally entitled to grant the above license. You represent further that each employee of the Corporation designated on Schedule A below (or in a subsequent written modification to that Schedule) is authorized to submit Contributions on behalf of the Corporation.
5. You represent that each of Your Contributions is Your original creation (see Section 7 for submissions on behalf other others).
6. You are not expected to provide support for Your Contributions, except to the extent You desire to provide support. You may provide support for free, for a fee, or not at all. Unless required by applicable law or agreed to in writing, You provide Your Contributions on as “AS IS” BASIS, WITHOUT WARRANTIES OR CONDITIONS OR ANY KIND, either express or implied, including, without limitation, any warranties or conditions of TITLE, NON-INFRINGEMENT, MERCHANTABILITY, or FITNESS FOR A PARTICULAR PURPOSE.
7. Should You wish to submit work that is not Your original creation, You may submit it to the Project Manager separately from any Contribution, identifying the complete details of its

source and of any license or other restriction (including, but not limited to, related patents, trademarks, and license agreements) of which you are personally aware, and conspicuously marking the work as “Submitted on behalf of a third-party: [name here]”.

- 8.** It is your responsibility to notify the Project Manager when any change is required to the list of designated employees authorized to submit Contributions on behalf of the Corporation, or to the Corporation’s point of contact with the Project Manager.

Appendix 7.3 U.S. Government Contributor License Agreement

U.S. Government Contributor License Agreement

In order to clarify the intellectual property license granted with Contributions from any person or entity, the OpenStack Project (the "Project") must have a Contributor License Agreement (CLA) on file that has been signed by each Contributor, indicating agreement to the license terms below. This license is for your protection as a Contributor as well as the protection of the OpenStack Foundation as Project Manager (the "Project Manager") and the Project users; it does not change your rights to use your own Contributions for any other purpose.

You should use this form of CLA only if you are managing contributions by United States Government personnel acting in their official capacity. This form of CLA allows a U.S. Government entity (the "Organization") to submit public domain Contributions to the Project Manager, to authorize Contributions submitted by its designated employees to the Project Manager, and to grant intellectual property licenses thereto. In most other cases, the OpenStack Corporate CLA is the right document to use.

If you have not already done so and if you are managing contributions from a U.S. Government entity, please complete and sign this Government Contributor License Agreement by following the instructions embedded below. After you fill in the required information, and apply your digital signature to the Agreement, the signature service will generate an email to you. You must confirm your digital signature as instructed in this email to complete the signing process. The signature service will then send you a signed copy of this Agreement for your records.

You accept and agree to the following terms and conditions for Your present and future Contributions submitted to the Project Manager. Except for the license granted herein to the Project Manager and recipients of software distributed by the Project Manager, You reserve all right, title, and interest in and to Your Contributions, to the extent that such rights are recognized under law.

1. Definitions. "You" (or "Your") shall mean the Organization that is making this Agreement with the Project Manager.

"**Contribution**" shall mean the code, documentation or other original works of authorship expressly identified in Schedule B, as well as any original work of authorship, including any modifications or additions to an existing work, that is intentionally submitted by You to the Project Manager for inclusion in, or documentation of, any of the products owned or managed by the Project Manager (the "Work"). For the purposes of this definition, "submitted" means any form of electronic, verbal, or written communication sent to the Project Manager or its representatives, including but not limited to communication on electronic mailing lists, source code control systems, and issue tracking systems that are managed by, or on behalf of, the Project Manager for the purpose of discussing and improving the Work, but excluding communication that is conspicuously marked or

otherwise designated in writing by You as "Not a Contribution."

"Public Domain Work" shall mean any work prepared by an officer or employee of the U.S. Government as part of that person's official duties and designated as not eligible for domestic copyright protection under 35 U.S.C. Section 105.

2. **Declaration of Public Domain Work.** You hereby declare to the Project Manager and to all recipients of software distributed by the Project Manager that all of Your Contribution is a Public Domain Work as defined in this document. The Project Manager and all recipients of software distributed by the Project Manager have the explicit right to reproduce, prepare derivative works of, publicly display, publicly perform, and distribute Your Contributions and such derivative works.
3. **Grant of Patent License.** Subject to the terms and conditions of this Agreement, You hereby grant to the Project Manager and to recipients of software distributed by the Project Manager a perpetual, worldwide, non-exclusive, no-charge, royalty-free, irrevocable (except as stated in this section) patent license to make, have made, use, offer to sell, sell, import, and otherwise transfer the Work, where such license applies only to those patent claims licensable by You that are necessarily infringed by Your Contribution(s) alone or by combination of Your Contribution(s) with the Work to which such Contribution(s) were submitted. If any entity institutes patent litigation against You or any other entity (including a cross-claim or counterclaim in a lawsuit) alleging that your Contribution, or the Work to which you have contributed, constitutes direct or contributory patent infringement, then any patent licenses granted to that entity under this Agreement for that Contribution or Work shall terminate as of the date such litigation is filed.
4. You represent that You are legally entitled to grant the above license. You represent further that each employee of the Organization designated on Schedule A below (or in a subsequent written modification to that Schedule) is authorized to submit Contributions on behalf of the Organization.
5. You represent that each of Your Contributions is Your original creation.
6. You are not expected to provide support for Your Contributions, except to the extent You desire to provide support. You may provide support for free, for a fee, or not at all. Unless required by applicable law or agreed to in writing, You provide Your Contributions on an "AS IS" BASIS, WITHOUT WARRANTIES OR CONDITIONS OF ANY KIND, either express or implied, including, without limitation, any warranties or conditions of TITLE, NON-INFRINGEMENT, MERCHANTABILITY, or FITNESS FOR A PARTICULAR PURPOSE.
7. It is your responsibility to notify the Project Manager when any change is required to the list of designated employees authorized to submit Contributions on behalf of the Organization, or to the Organization's Point of Contact with the Project Manager.

8. In the event, and to the extent that any portion of Your Contribution is not a Public Domain Work, such as any portion of Your Contribution subject to copyright protection outside of the United States, You hereby grant to the Project Manager and to recipients of software distributed by the Project Manager a perpetual, worldwide, non-exclusive, no-charge, royalty-free, irrevocable copyright license to reproduce, prepare derivative works of, publicly display, publicly perform, sublicense, and distribute Your Contributions and such derivative works. Name of Contributing Agency: _____

Schedule A

[Initial list of designated employees. NB: authorization is not tied to particular Contributions.]

Schedule B

[Identification of optional concurrent software grant. Would be left blank or omitted if there is no concurrent software grant.]

Appendix 8

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Appendix 9

ANTITRUST POLICY

OPENSTACK ANTITRUST COMPLIANCE POLICY

I. Introduction.

OpenStack Foundation (“OpenStack”) was formed to involve interested companies and individuals in a collaborative effort to support a collection of open source technology that provides massively scalable open source cloud computing software. Because some of the participants (“Members”) will include competitors, these activities are subject to antitrust laws. While coordination among competitors to achieve pro-competitive goals and efficiencies is perfectly legal under the antitrust laws, it is important to identify conduct that raises concerns under the antitrust laws and be sure that antitrust risks are avoided.

It is the express policy of OpenStack to require that all activities of OpenStack, and any committees organized under its auspices, be conducted strictly in accordance with U.S. federal and state antitrust laws and foreign antitrust laws. OpenStack will not become involved in the competitive business decisions of its Members nor will it take or support any action that would tend to restrain competition in violation of antitrust laws.

II. Membership and participation policies.

The requirements for Membership and participation should be reasonable and nondiscriminatory, and those requirements should be applied in an impartial manner.

- Qualifications for Membership and participation should be objective and easily verifiable.
- Decisions about allowing particular entities to join or participate should not be based, in whole or in part, on the competitive or commercial interests of other actual or potential Members. The commercial interests of the Members should never be part of any discussion of actual or potential Membership or participation by other firms.
- Fees for Membership should be set at a level reasonably related to the costs they are meant to cover. Fees or other requirements for Membership and participation should not tend to exclude certain firms (for example, because of their size or their payment terms).
- Membership and participation should not be conditioned on past or future competitive commercial behavior by the prospective Member or participant.
- Any denial of a right to join or participate by any person or entity should be subject to a formal appeal process to the full Board of Directors of OpenStack.

III. Meetings and communications.

Members should avoid activities or communications that are extraneous to the group's purposes. These guidelines apply equally to formal meetings and social gatherings.

- Members should avoid discussions of their wholesale or retail market prices, terms or conditions of sale, distribution, production, customers, credit terms or marketing practices as these topics pertain to particular companies.
- There should be no communications regarding individual company dealings with suppliers or customers.
- The group should not act to restrict any entity from gaining access to a market or customer or from freely purchasing or selling products or services, nor should it discuss any such actions.
- Meetings should be governed by a formal agenda, approved in advance by counsel. Any discussions that may deviate from the formal agenda should be reviewed by counsel before they occur.
- Discussions among Members of business or competitive issues in social groups or otherwise outside the meeting itself should be avoided.
- Notes of Members' meetings should be subject to review by counsel, and procedures for the preparation of formal minutes should be discussed with counsel.

IV. Provision of services.

Members should generally refrain from considering, discussing or implementing any market allocation program or agreements that would result in discriminatory treatment of actual or potential Members or anticompetitive effects visited upon consumers.

- Members and their representatives should not engage in discussion, communications or other exchanges regarding prices, pricing methods, production quotas or other limitations on production or sale, including any actual or proposed allocation of territories or customers.
- Members should not engage in any activity or communication that prevents or impedes any person or business entity from obtaining a supply of goods or services or otherwise purchasing products or services freely in the market.
- Members should avoid side deals or cross-licenses between or among participants based on such participation that appear to give them an advantage over non-participating companies.

V. Quasi-standard setting activities.

To the extent that Members develop and implement standards (recommended protocols, solutions, methods, configurations of products, etc.), the antitrust laws will consider the extent to which such standards are commercially nondiscriminatory and compliance is voluntary .

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- Members should not be compelled, directed or coerced to refrain from innovation (either inside or outside of any agreed upon standards) by OpenStack, its committees or Working Groups, or its individual Members.
- Any standards or specifications developed or approved by the Members should be based solely and exclusively upon technical considerations and the merits of objective expert judgments and thorough evaluation procedures. Such standards or specifications should in no way be based upon any effort, intention or purpose of any Member or combination of Members to reduce or eliminate competition in the sale, supply or furnishing of products or services.
- Neither OpenStack nor any combination of its Members should impose any special sanctions for the violation of standards or specifications developed, promulgated, recognized or approved by OpenStack Members.
- The Board of Directors shall be tasked with the development and implementation of policies and procedures to govern the treatment of any standards-related intellectual property rights held by Members.

Once again, these are general guidelines, and this is a complex, evolving area of the law. Each Member should consult with its own counsel on issues related to participation, license development and/or licensing, IP rights and other competitively sensitive issues raised by its membership in OpenStack.

VI. Competition.

Nothing contained in this policy should be construed to prohibit or limit a Member from making, using, selling, marketing, or promoting products that do not embody or make use of OpenStack technology. Members are not required to exclusively use, announce, or promote OpenStack tools or specifications. Members are free to design, develop, manufacture, acquire or market their respective products in any lawful way.

VII. Permitted Member Conduct

In addition to other legally permissible activities, Members may engage in the following conduct:

- Members may design, develop, manufacture, acquire or market competitive specifications, products and services.
- Members may join or participate in any other associations, including competitive open-source organizations.
- Members may decide whether or not to utilize OpenStack developments in their business operations and to what extent.
- Members should adhere to prepared agendas for all OpenStack meetings.
- Members should insist that meeting minutes be prepared and made available to all participants, and object whenever meeting minutes do not accurately reflect the matters that transpired.

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- Members should report any violations of this Policy concerning OpenStack activities to the Board of Directors.

This Policy is not intended to be legal advice. In some cases, out of an abundance of caution, these guidelines may go beyond the requirements of the antitrust laws and the fact that certain conduct may be prohibited should not be viewed as indicating that such conduct would violate the law. Members assume responsibility to provide appropriate legal counsel to their representatives regarding compliance with this policy.

If you have a question regarding these matters, contact your own counsel or **[OpenStack counsel to be named]**.

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Summary Report:	
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Modified DMS: iw://WESTDMS/WEST/233015232/29	
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Add	40
Delete	196
Move From	6
Move To	6
Table Insert	0
Table Delete	0
Embedded Graphics (Visio, ChemDraw, Images etc.)	0
Embedded Excel	0
Format Changes	0
Total Changes:	248