2023

CONTROL TO THE CONTRO

YOUR DEMAND AND LEAD GENERATION PARTNER TO REACH TOP PUBLIC AND PRIVATE COMPANY DIRECTORS, PRIVATE COMPANY OWNERS AND SHAREHOLDERS, AND GOVERNANCE PROFESSIONALS

Directors & Boards





THIS IS DIRECTORS & BOARDS®

For 46 years, *Directors & Boards* has been the leader in providing news, analysis and relevance on public and private company governance. We reach board members, C-suite executives and corporate goverance staff through our digital platforms, print magazine, virtual and in-person conferences, and insightful content. We champion excellence in corporate governance through our wide array of products and highly targeted audiences.

THIS IS PRIVATE COMPANY DIRECTOR®

Private Company Director is the first and only media brand that focuses entirely on the governance of privately owned companies. Our audience includes directors, owners and shareholders of closely held, family-owned and private equity-owned companies, as well as corporate governance advisors and private equity firms.

DIRECTORS & BOARDS MEDIA

Directors & Boards Magazine
Private Company Director Magazine
The Character of the Corporation Forum
The Private Company Governance Summit®
Governance Virtual Summit
Directors & Boards Newsletter
Private Company Director Newsletter
Directors & Boards Annual Report
Webinars
Video Podcasts
Videos
Sponsored, Co-Branded and Custom Content
Targeted Emails
Digital Marketing and Branding

CONTRIBUTORS TO **DIRECTORS & BOARDS** MAGAZINE

The following are just some of the valued thought leaders that make *Directors & Boards* the number one magazine for public company directors and their boards.

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Chair, MLR Holdings LLC; director, Quaker Houghton and Penn Mutual

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Director, Blue Bell Creameries; founding director, Weinberg Center for Corporate Governance; executive editor-at-large, *Directors & Boards*

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RAM CHARAN

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Former chief justice of the Delaware Supreme Court

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Chair, The Honest Company; director, Affirm Inc., The Bay Club Company, Air Protein; former chair, president and CEO, Jamba Juice

2023 GOVERNANCE EVENTS

Engage top public and private company directors in a live thought-leadership environment through sponsorship of *Directors & Boards*' The Character of the Corporation 2023 and The Private Company Governance Summit® 2023, including the 2023 Private Boards of the Year Awards ceremony.

Character of the Corporation December 2023

Character of the Corporation brings together top public company board members, as well as institutional shareholders and corporate governance thought leaders for a vigorous discussion on the issues that surround the debate around the character and purpose of the corporation.

As a sponsor, you'll receive:

- High engagement with public company directors, C-suite executives, institutional investors, proxy advisors and corporate governance thought leaders.
- The opportunity to participate in the forum itself (dependent on your sponsorship level).

The Private Company Governance Summit® May 17-19, 2023, The Ritz-Carlton, Pentagon City, Washington, D.C.

The Private Company Governance Summit is the only national conference focused exclusively on the unique governance challenges of privately owned businesses, including closely held companies, family-owned companies and private equity-owned companies.

Summit attendees represent middle-market private companies ranging in size from \$50 million to well over \$3 billion in annual revenues.

According to Deloitte LLP, 75% of U.S. companies in the middle market are privately held. Of the privately held companies, 36% are family-owned, 28% are closely held (non-family) and 36% are private equity or VC-backed, or have some other ownership structure.

Private Company Boards of the Year Awards 2023

The Private Company Boards of the Year Awards dinner is a key feature of the Private Company Governance Summit. Honorees are featured in a special editorial section in the October 2023 edition of *Private Company Director*. The awards are selected through nominations, then researched and vetted by the editorial team of *Private Company Director* and *Directors & Boards* magazines. Final selections and honorable mentions are researched, vetted and decided upon by a panel of independent judges.







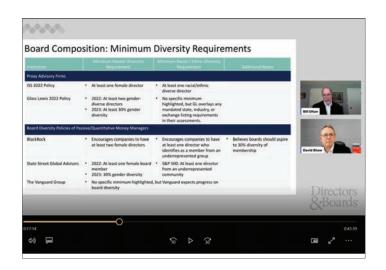
DIRECTORS & BOARDS WEBINARS

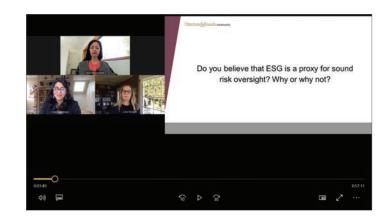
Directors & Boards webinars are a significant and successful way for marketers to reach out to directors and corporate governance professionals to generate direct and actionable leads. Our webinars provide a one-hour live and archived educational session, moderated by Directors & Boards and featuring sponsor executives and significant directors as copresenters.

Webinars are marketed to our digital subscriber list of 24,000+ and can typically generate up to 250-500 registrants by the date of the event — with a significant long-tail of registrants who view replays on demand on both the sponsor's and *Directors & Boards*' websites.

Our team makes the webinar experience easy for sponsors, helping to guide and hone content, secure relevant director speakers, and promote and host the event both live and on our website as a replay.

Additional thought leadership opportunities are available in *Directors & Boards'* weekly newsletter, which features content from webinar sponsors.





Past webinar topics include:

Cybersecurity: How Boards Manage it and Disclose it • Governing in the Digital Age Board • Assessment Best Practices - Enhancing Your Board's Capabilities • Integrating ESG and HCM Into Your Compensation Committee's Agenda • Hot Topics In Executive Compensation: Say on Pay, Pay Ratio & Pay For Performance • What to Know Before Joining a Private Company Board • Saying Goodbye: How to Navigate an Unexpected Board Director Departure • The When and Why of Refreshing Your Board • After the Election: Executive Comp, Audit, Risk and Governance Issues • Navigating Successful Mergers & Acquisitions: What Directors Need to Know • The Board's Role in Defining, Communicating, and Sustaining Corporate Culture • What Directors Need to Know: Shareholder Communications and Staying Ahead of the Inevitable • Investigative Due Diligence: A Practical Guide to What Directors Need to Know • Refreshing the Board: Age or Term Limits, Skillsets and the Hard Conversation • The Making of Successful Women Directors • What Directors Need to Know About Board Evaluations • Bridging the Cybersecurity Governance Gap • Women on Boards: Teeing up Talent for Your Board's Future • The Growing Impact of Shareholder Activism and What Directors Need to Know and Do



DIRECTORS & BOARDS VIDEO PODCASTS

Get your thought leaders more deeply engaged with our audience through the *Directors & Boards* video podcast. All podcasts are produced in-house and run 30 minutes in length. They will be posted to the *Directors & Boards* website, will appear as featured content in our newsletter, and will be distributed to our audience with specialized e-blasts.



Season/Episode Sponsorship 10 episodes

Title Sponsor: Full Season

Includes "brought to you by" mention at the top, host-read :30 ad, plus two thought leader interviews during the season.

Full Season: \$25,000

Title Sponsor: Half Season

Includes "brought to you by" mention at the top, host-read :30 ad, plus one thought leader interview during the season.

Half Season: \$15,000

Title Sponsor: Per Episode

Includes "brought to you by" mention at the top, plus

host-read :30 ad. Per Episode: \$3,500

Run of Show Advertising

Prerecord Audio/Video Ads

:30-second ad

1x: \$2,000, 5x: \$1,700, 10x: \$1,500

:15-second ad

1x: \$1,100, 5x: \$ 900, 10x: \$ 700

Host-Read Ads

:30-second ad

1x: \$4,000, 5x: \$3,400, 10x: \$3,000

:15-second ad

1x: \$2,200, 5x: \$1,800, 10x: \$1,400



DIRECTORS & BOARDS and **PRIVATE COMPANY DIRECTOR** VIDEOS

Put your board and governance thought leaders in front of our engaged audience with professionally produced video interviews or provide your own approved, pre-produced video content. All videos are posted to the *Directors & Boards* website (and yours if you'd like), will appear as featured content in our newsletter and will be distributed to our audience with specialized e-blasts.

Directors & Boards Basics Videos

A series of short videos (4-6 mins), hosted by David Shaw, Publishing Director for *Directors & Boards*, and a designated sponsor thought leader. Designed to be quickly and easily viewed, each video highlights a key board issue with potential approaches and solutions.

- Topics will be agreed upon in advance
- Videos feature a "sponsored by" bumper
- Finished videos will be subject to client approval
- Videos are hosted on the *Directors & Boards* website
- Videos will be featured in an issue of Directors & Boards weekly newsletter
- · Videos are hostable on client's website
- · Videos are promoted to our PCGS and

Character of the Corporation conference attendees

Series sponsorship (five videos): \$20,000 All prices net.

Directors & Boards Conversations

Your designated executive thought leader sits with a member of the *Directors & Boards* team for 4- to 6-minute video interviews on topics of interest to public and private company leaders and stakeholders. One or more interviews may be taped during the same production session.

Single video: \$5,000; Multiple videos, series (same production session): \$4,000 per video
All prices net.

Pre-Produced Video Thought Leadership Projection

Provide your pre-produced videos featuring your thought leadership and key executives, and let us help distribute these to our audience of public and private company leaders and stakeholders.

- Videos are hosted on the *Directors & Boards* website
- Videos are featured in an issue of *Directors* & Boards weekly newsletter

Hosting and Distribution Rates
Single video: \$3,000
Multiple videos: \$2,500 per video
All prices net. Editing services may be
provided to shorten or shape videos, charged
at an hourly rate.















SPONSORED CONTENT PARTNERSHIPS

Our brand power and expertise will deliver your thought leadership content from creation to the right target audience, increasing your firm's visibility and demand generation. We offer a variety of creative sponsored content opportunities, allowing your company to:

- Project your thought leadership and expertise with your own content
- Cocreate custom content with us
- Sponsor and present content created by our editorial staff

Native Content (Digital)

Publish and distribute thought leadership articles by your executives on our website and in our newsletter. Your content will receive editorial proofing, and be presented as *Sponsored Content Provided By (Your Company)*. Ideally, content will be 1,000 words or less and should cover boardroom issues (that is, not a direct product pitch). *Pricing: One newsletter issue, plus 30 days on our website:* \$3,500

Native Content (Print)

Provide your preprinted thought leadership whitepaper for distribution with *Directors & Boards*, and ensure that your piece will reach and be read by our powerful audience. The piece needs to meet size and weight limitations. See "Supplied Inserts" on our rate card.

Your extended thought leadership, packaged and published as a stand-alone "Boardroom Briefing," can be inserted into *Directors & Boards* and distributed digitally, with extra printed copies for your own use. *Pricing based on number of pages and total print run*.

Digital White Papers

Distribute your white paper or thought leadership report digitally to our *Directors & Boards* audience. Your content will be hosted on our website, behind our lead generation registration wall, with an e-blast to promote its availability and a newsletter link.

Pricing: \$6,000 per white paper.

Alternatively, market your own white paper or thought leadership report behind your own registration wall, with email marketing to our audience and a link in our newsletter. *Pricing:* \$3,000 per e-blast; \$2,500 for multiple e-blasts.

Sponsored Editorial

Support the creation of high-quality content in print and online. Content will be presented as *Supported By (Your Company)*. Opportunities include:

Named Sponsorships

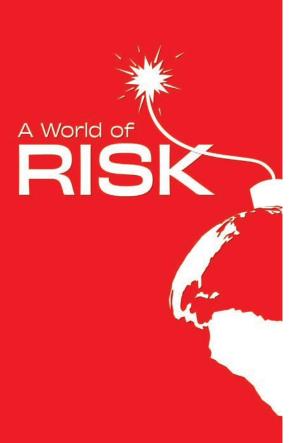
The Directors Roster

Our famed Directors Roster lists the most important director appointments, both in print and online. Sponsorship includes your company's logo prominently displayed on each page of the printed Roster and with the online version as well as an opportunity to provide governance thought leadership to introduce the Roster section. *Pricing:* \$18,000 per issue of Directors & Boards; \$72,500 for all five issues

Title Sponsor: Directors to Watch

Demonstrate your company's support of ethnic and gender diversity on public company boards as the title sponsor of our special annual listing of top female and ethnically diverse directors. Includes a full-page ad plus prominent notation: Supported by (Your Company). *Pricing: \$10,000 per Directors to Watch section.*

Directors &Boards



SPONSORED CONTENT PARTNERSHIPS

(CONTINUED)

EDITORIAL SPECIAL SECTIONS

As available, sponsor the creation of special multipart special editorial sections generated by the *Directors & Boards* editorial department. Your sponsorship will be acknowledged on each print and digital element and be featured in emails to our audience and in our newsletter. Includes a free full-page print ad in each edition featuring the editorial section and digital banner advertising. *Pricing depends on the editorial section.*

CO-BRANDED WHITE PAPERS. E-BOOKS AND RESEARCH

Created by the editorial department of *Directors & Boards*, with input on topics and an introduction written by the client, these special whitepapers and research projects offer a powerful way to project your firm's governance thought leadership. Distributed digitally behind a lead-generation wall. *Pricing dependent on project scope*.

CUSTOM NEWSLETTER

Let *Directors & Boards* create a custom newsletter for your company, featuring both your content and ours, distributed to our newsletter recipients (and your email target list, if you desire). *Pricing: One custom newsletter, \$10,000; series, \$8,000 per newsletter.*

EXCLUSIVE NEWSLETTER SPONSORSHIP

"Take over" our weekly *Directors & Boards* newsletter. Extremely limited availability and dates, so book well in advance. There are opportunities to add links to lead-generating landing pages on your website. *Pricing per newsletter: \$10,000*

OTHER OPPORTUNITIES

- Thought Leadership Videos. See our video section for more information.
- **Custom Roundtables and Events.** Develop a gathering of your target audience, with invitations provided by *Directors & Boards*. *Pricing based on scope of project*.

SPECIAL EDITORIAL SECTIONS



Directors to Watch is part of an ongoing effort by *Directors & Boards* to promote and support diversity in the boardroom.

Serve as the Title Sponsor or offer a congratulatory ad to the directors honored in our annual Directors to Watch sections.

Directors to Watch: Gender Diversity

(Directors & Boards Annual Report)

Directors & Boards has highlighted more than 250 significant and diverse women directors since our annual feature, **Directors to Watch**, was launched in 2006. These professionals have contributed to and will continue to expand ongoing dialogue on board best practices and corporate governance excellence in our upcoming Annual Report 2023 special issue.

Directors to Watch: Ethnic Diversity

(Directors & Boards Q4 Edition)

Directors & Boards has highlighted nearly 400 significant and diverse directors since our semi annual feature, **Directors to Watch**, was launched in 2006. **Directors to Watch** is just one aspect of *Directors & Boards*' ongoing efforts to drive ethnic and gender diversity on public and private boards.

Private Company Director: Directors to Watch

(*Private Company Director*, Spring 2023)

Private Company Director has highlighted top private company boards and directors since our first issue nine years ago.



DIGITAL GOVERNANCE OUTREACH

Directors & Boards and Private Company Director offer a variety of brand-building and lead-generating tools to reach corporate governance directors digitally on their desktops, tablets and mobile devices.

E-Blasts

Push your direct response message directly to our *Directors & Boards* and *Private Company Director* subscriber database or reach a combined audience of more than 24,300+.

To reach additional privately held companies, extended distribution is available through our sister publication, *Family Business* Magazine's email lists and weekly newsletter.

Online

Directors & Boards' website attracts 191,300+ annual unique visitors; *Private Company Director*'s website generates more than 53,600+ unique visitors.

Newsletters

The *Directors & Boards* weekly newsletter and *Private Company Director*'s bimonthly newsletter reach an audience of more than 24,500+ engaged readers. Both newsletters feature selected content from their respective magazines, webinar-related thought leadership, news, and analysis of important topics. Prominent banner ad positions available. Select native sponsored content opportunities also available.



PUBLIC AND PRIVATE GOVERNANCE AUDIENCE

REACH 320,380

Directors of public and private companies, private company owners/shareholders, and other corporate governance professionals.

Directors & Boards and Private Company Director deliver a strong audience of public and private company board members and governance professionals through print magazines, a vital and engaged online readership, and attendees of our public and private governance events. Our reach is amplified through an aggressive social media presence.

Public Company Governance Audience

Directors & Boards is the corporate governance thought leader for the most influential and powerful directors in America.

Our average public company director:

- Serves on the board of a \$3.2 billion company.
- Is 56 years old.
- Serves on four boards (including public, private and charitable boards).

Print Distribution

Directors & Boards Magazine delivers the largest independent paid circulation of any publication targeting board members and governance professionals in major North American companies. Total circulation includes paid individual recipients, paid board subscriptions (all members of the board receive an individual copy of the magazine), sponsored-paid circulation (distributed by or courtesy of advertisers), author copies and free-trial copies used for paid circulation acquisition purposes.

Print Circulation

Average Distribution: 7,500

Conference Attendees

Directors & Boards Character of the Corporation: 1,287 (virtually, 2021)

Private Company Governance Audience

Private Company Director and its related conference, The Private Company Governance Summit®, reach the directors, advisory board members and owners/ shareholders of middle-market privately owned companies.

Family-owned or controlled businesses: 56% Closely held private companies: 31% Private equity/investor-owned businesses: 11% Average company revenues: \$300 million

Print Distribution

Average Distribution: 31,000 (*Private Company Director* is polybagged with both *Directors & Boards* and *Family Business* Magazine, with an additional distribution to more than 7,500 non-duplicated private company owners and board members.)

Conference Attendees

Private Company Governance Summit: 150 attendees

Digital Governance Audience

We deliver both a strong "pull" audience
— those board members who visit and
interact with our sites — and a strong "push"
readership — those board members who
read our governance newsletters. 31% of our
audience accesses us via mobile or tablet.

Directors & Boards Website:

191,324 annual unique visitors

Private Company Director Website:

53,676 annual unique visitors

Governance Newsletters: 24,526 per issue

Digital Demographics

Age:		Access Points:
18-24	15.52%	Desktop: 71.48%
25-34	21.53%	Mobile: 27.65%
35-44	24.86%	Tablet: 0.87%
45-54	19.33%	
55-64	12.351%	Gender:
65+	6.42%	Male: 41.9 %
		Female: 58.1%

Social Media

3.9K+ followers across all platforms—
LinkedIn, Facebook and Twitter. Our social
media team is considered thought leaders,
zeroing in on a very targeted and engaged
social media audience in areas such as
corporate governance, family business,
leadership, successions private company and
public company boards, wealth management,
diversity in leadership, technology in
governance and leadership, millennials in
leadership and entrepreneurship, among
other topics.

#DirectorsBoards #PrivateCoDir

EDITORIAL CALENDAR 2023

DIRECTORS & BOARDS

FIRST QUARTER 2023

Ad Reservations: January 20 Ad Materials Deadline: January 27

Mails: February 17

The "G" in ESG

- Getting the F in ESG: Focusing on the financial benefits of sustainability
- Why are we here? What is the ultimate purpose of boards?
- Is the SEC's push toward ESG regulations appropriate?

SECOND QUARTER 2023

Ad Reservations: March 31 Ad Materials Deadline: April 7

Mails: April 28

Compensation

- Compensation of boards, senior management, shareholders and stakeholders
- How much stock should board members own in their companies?
- Should a board member be dependent on board service for their livelihood?

BONUS DISTRIBUTION: The Private Company Governance Summit 2023

ANNUAL REPORT 2023

Ad Reservations: May 26 Ad Materials Deadline: June 2

Mails: June 23

The Future of Capitalism

- · Capitalism and its discontents
- Meta capitalism: Short-selling and other financial bets
- The death of globalism and its impact on governance

SPECIAL SUPPLEMENT:

Directors to Watch — Gender Diversity

THIRD QUARTER 2023

Ad Reservations: September 1
Ad Materials Deadline: September 8

Mails: September 29
Board Composition

- What are the most important skills for the modern board?
- Diversity done right: Best practices for establishing diversity of thought and background
- Board tenure and refreshment: Are term and age limits right for your board?

FOURTH QUARTER 2023

Ad Reservations: October 27
Ad Materials Deadline: November 3

Mails: November 27

Cybersecurity

- Where can a board find directors who are proficient in cyber?
- What are the most pressing cyber issues for boards to monitor?
- Pros and cons: In-house cyber expert or cyber consultant?

SPECIAL SUPPLEMENT:

Directors to Watch — Ethnicity

BONUS DISTRIBUTION:

The Character of the Corporation 2023

PRIVATE COMPANY DIRECTOR SPRING 2023

SPRING 2023

Ad Reservations: March 3
Ad Materials Deadline: March 10
B March 31

Mastering the Board/CEO Relationship

- The keys to an effective board/CEO relationship
- Is the role of the board to be a partner to the CEO?
- The board's role in developing the new CFO

SPECIAL SUPPLEMENT:

Directors to Watch — Private Company Directors

FALL 2023

Ad Materials Deadline: September 8 Mails: September 29

- Private Company Board Compensation Survey 2023
- · Private Company Boards of the Year
- Private Company Governance Summit Recap



ADVERTISING AND SPONSORSHIP RATES



PRINT

Directors & Boards Magazine 2023

Rate Card #46

Four Color Page Rates (net)

	1x	2x	3x	4x	5x
Full Page	\$7,795	\$7,670	\$7,460	\$7,200	\$6,875
Cover 2/3	\$9,150	\$9,010	\$8,865	\$8,720	\$8,255
Cover 4	\$9,780	\$9,625	\$9,475	\$9,335	\$8,945
Spread	\$14,045	\$13,813	\$13,595	\$13,380	\$12,725
2/3 Page	\$5,840	\$5,750	\$5,655	\$5,565	\$5,275
1/2 Page	\$5,160	\$5,075	\$5,000	\$4,925	\$4,700
1/3 page	\$3,970	\$3,915	\$3,855	\$3,790	\$3,670
1/4 page	\$3,375	\$3,330	\$3,275	\$3,210	\$3,095

WEBINAR & E-BLAST

Rate Card #14 (All rates net)
Custom Webinars: \$10.000

Editorial Webinars: \$6,000 multi-sponsor (per sponsor, minimum of two sponsors)

E-Blasts: \$4,000 per email

(Availability is limited, so please book early; limited volume

discounts available)

SUPPLIED INSERT

Rate Card #14 (net)

2 page insert: \$3,2004 page insert: \$5,10016 page insert: \$11,650

8 page insert: \$7,100

The following are guideline prices for preprinted inserts in *Directors & Boards*. This assumes "normal" weight and size (8½" x 11" or less). Heavier pieces or unusual sizes, will be priced individually. Contact your advertising representative to discuss weight and sizing. Pricing is for insertion in the magazine or insertion in the polybag. Polybag insertions limited to 3 pieces per issue on a first-come, first-served basis. Special insertion costs: handwork, glue dotting, etc. are billed at cost and are non-commissionable.

DIGITAL

Directors & Boards Website

directorsandboards.com (Rates per 30 days)

Super Leaderboard: \$3,000 (970x90 pixels)
ROS Leaderboard: \$2,000 (728x90 pixels)
ROS Medium Rectangle: \$2,500 (300x250 pixels)

Rich media available on interstitials, medium rectangle and leaderboard

• In-Banner Video (add \$1,000)

• Rich Media Expandables (add \$1,000)

Directors & Boards Newsletter

(50 editions per year, rates per issue)

Size: 1000 x 600 pixels

Top leaderboard: \$2,500 Leaderboard: \$2,000

Sponsored Native Content

Creation and distribution, newsletter and website.

Max 1000 words.

One newsletter issue, +30 days on the website: \$3,500.

Special Digital Opportunities

Master sponsor of *Directors & Boards*

Digital Edition: \$2,000

(Delivered to all print and digital subscribers

per issue.)

ADVERTISING AND SPONSORSHIP RATES



PRINT

Private Company Director Magazine 2023

Rate Card #7

4/color rates	1x	2x
Full Page	\$6,000	\$5,000
2/3 Page	\$5,000	\$4,000
Half Page	\$4.000	\$3.000

All Private Company Governance Summit 2023 sponsors receive a free ad in the March 2023 edition of *Private Company Director*. Current *Directors & Boards/Family Business* Magazine advertisers who are not PCGS sponsors earn a 10% discount on the prevailing rate.



WFRINAR & F-BI AST

Rate Card #7

Custom Webinars: \$10,000

Editorial Webinars: \$5,000 multi-sponsor (per sponsor, minimum of three sponsors)

E-Blasts: \$3,500 per email

(Availability is limited, so please book early; limited

volume discounts available).

DIGITAL

Private Company Director Website

privatecompanydirector.com (Rates per 30 days)

Website Super Leaderboard: \$2,300 (970x90 pixels)

ROS Leaderboard: \$2,000 (728x90 pixels)

ROS Medium Rectangle: \$2,300 (300x250 pixels)

Rich media available on interstitials, medium rectangle and leaderboard

- In-Banner Video (add \$1,000)
- Rich Media Expandables (add \$1,000)

Private Company Director Newsletter

(24 issues per year) Size: 1000 x 600 pixels

Exclusive Sponsor: Two leaderboard ads with "This issue is brought to you by (sponsor logo)" \$5,000 each issue

Sponsored Native Content

Creation and distribution, newsletter and website. Max 1.000 words.

One newsletter issue, plus 30 days on the

website: \$3,500.

Special Digital Opportunities

Other digital advertising opportunities include:

- In-Banner Video
- Rich Media Expandables

YOUR **DIRECTORS & BOARDS** AND **PCD** TEAM



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GABRIELLE SULZBERGER

Strategic advisor, Two Sigma Impact; director, Mastercard and Brixmor Property Group

MAGGIE WILDEROTTER

CEO, Grand Reserve Inn; chair, DocuSign; director, Costco, Lyft, Sana Biotechnology



SPECIFICATIONS AND TERMS

MECHANICAL SPECIFICATIONS

- There is no extra charge for full bleed ads.
- Keep reading and live matter a minimum of 1/4" from trim.

ADDITIONAL AD SIZES

Spread (trim)	17"w x 10.875"h
Spread (with bleed)	17.25"w x 11.125"h
• Full page (no bleed)	7.25"w x 9.75"h
• 2/3 page	4.78"w x 9.75"h
• 1/2 page horizontal	7.25"w x 4.5"h
• 1/2 page island	4.78"w x 7"h
• 1/3 page vertical	2.3"w x 9.75"h
• 1/3 page square	4.78"w x 4.75"h
• 1/4 page	3.54"w x 4.75"h

GENERAL REGULATIONS

- Terms are net cash (payable in U.S. dollars only)
- Advertisers will be credited if, within a 12-month period from the date of first insertion, they have used sufficient additional space to warrant a lower rate than that at which they have been billed.

ADDITIONAL INFORMATION

Directors & Boards and *Private Company Director* are published by:

MLR Media 1845 Walnut Street, Suite 900 Philadelphia, PA 19103

SUBSCRIPTION PRICE

U.S.: \$325 for a one-year subscription Outside U.S.: \$350 (payable in U.S. dollars)

ADVERTISING MATERIAL REQUIREMENTS

We accept high resolution press-ready PDF (PDF/X-1a) files.

- Include/embed all fonts and artwork.
- Image resolution is 300 dpi. Avoid using JPEG images.
- CMYK colors are required. RGB elements must be converted to CMYK. We reserve the right to convert all spot, RGB and LAB colors to CMYK.
- Spread Ads: Keep live matter 1/4" away from either side of center or 1/2" total across the gutter.

MAILING/DELIVERY INSTRUCTIONS

Email materials to:

Monica McLaughlin, Creative Director monica@familybusinessmagazine.com (215) 405-6073



GENERAL CONDITIONS

MLR Holdings, LLC ("Publisher") may hold the Advertiser and its designated advertising Agency, jointly and severally, liable for paying for all duly authorized advertisements ("ad" or "ads") inserted in or attached to Directors & Boards magazine and all other sums due and payable under this agreement. Publisher will not be bound by, and will disregard, terms and conditions appearing on insertion orders or copy instructions which conflict with provisions of this rate card.

No advertisement shall be published unless a signed insertion order is received at the offices of the Publisher no later than the closing deadline specified by the Publisher.

New advertising materials, orders, cancellations or corrections shall not be considered authorized by the Advertiser and/or Agency unless confirmation of such change, in writing, is received at the offices of the Publisher by the closing deadline. In the event copy changes are not confirmed in writing, Advertiser and/or Agency's most recent advertisement shall be inserted.

Advertiser and/or Agency are responsible for checking ad copy for corrections and providing prompt written notice of errors or changes within Publisher's deadlines. Publisher is not responsible to correct an error in an ad unless Advertiser and/or Agency have notified Publisher in writing that an error has been made prior to the closing deadline. In the event all necessary advertising materials are not received at the offices of the Publisher by the closing deadline, Publisher cannot guarantee insertion of such advertisement(s) or copy changes.

If Advertiser and/or Agency fails to provide the advertisement to Publisher in time to meet the deadline of an issue in which it ordered space, Publisher will charge Advertiser and/or Agency at the regular rate for the space it has reserved, and the bill is due and payable when rendered. Cancellation of space by Advertiser and/or Agency will not be accepted by Publisher unless received prior to the closing deadline. No advertisement may be canceled after the closing deadline. Insertion orders for covers (front, back, inside front and inside back) are non-cancelable and may not be canceled by Advertiser and/or Agency.

Conversion of film or correcting digital files is not included in Publisher's advertising price and shall be billed separately to Advertiser and/or Agency at prevailing rates.

All positioning of ads is at the sole discretion of Publisher. In no event will adjustments, reruns or refunds be made because of the position of an ad unless specifically indicated in the insertion order and agreed upon by the Publisher in advance. Advertisers who do not fulfill their contract will receive a short rate.

Ad Copy

Publisher shall not be responsible for claims made in advertisements, and Advertiser and Agency, jointly and severally, shall indemnify and hold Publisher harmless from any loss, damage, claim or expense, including reasonable attorney's fees and all other associated costs of litigation or settlement, arising out of publication of the Advertiser and/or Agency's advertisement or any element thereof including, without limitation, those based on claims for libel, slander, invasion of privacy, unfair trade practices, copyright infringement or trademark infringement.

All advertisements are subject to approval by Publisher, which may refuse any advertising submitted and cancel any order for an ad. Such approval shall be granted or withheld solely at Publisher's absolute discretion.

In order to ensure distribution of all advertising copy to a worldwide readership, Publisher reserves the right to make copy changes as necessary to comply with all customs and postal regulations. While every effort will be made to discuss the required changes with Advertiser and/ or Agency, in some cases, especially when copy arrives after the closing deadline, this may be impossible.

All advertising materials will be destroyed one year after last publication by Publisher unless return instructions are received by Publisher in writing within that period.

Publisher will not be responsible for errors, omissions, losses or damages (including, without limitation, consequential damages) of any kind sustained from errors or omissions in ads except for failure to correct errors clearly and unambiguously marked by the Advertiser and/ or Agency and received by Publisher before the closing deadline. Publisher's liability shall not exceed the rate for that portion of the ad in error as published. Liability of Publisher for the omission of any portion of any ad from any publication shall be limited to a partial reduction in the amount charged by Publisher for such ad based on the Publisher's rate card.

Frequency Discounts/Special Units

Frequency discounts apply if used within any 12-month period; otherwise the best charged rate actual earned frequency discount shall apply. Charges will be adjusted accordingly at the end of the contract period. A 1/4 page is the minimum size required to maintain frequency discount. Special units such as gatefolds are available. Pricing information is available upon request. Inserts/outserts do not count toward or earn frequency discounts.

Payment Terms

Payment by Advertiser and/or Agency is due in full within 30 days from the invoice date. Publisher offers a cash discount: 1.5% on net only if paid within 10 days of the invoice date.

Advertiser and Agency, jointly and severally, agree to pay a late charge equal to the greater of \$5.00 per month or 1.5% per month on the outstanding invoice balance not paid when due, or if such rate will exceed the maximum rate allowed by applicable law, then a late charge calculated at such maximum rate. Failure to pay as agreed may result in the placement of Advertiser and/or Agency's account in collection with a collection agency or attorney. If so, to the extent permitted by law, Publisher may charge and collect from Advertiser and Agency, jointly and severally, any collection costs and expenses incurred, including court costs and reasonable attorney's fees, in addition to the invoice amounts, late charges and interest.

Any invoice submitted to Advertiser and/or Agency shall be deemed conclusive as to its correctness unless the Advertiser and/or Agency provide a written, detailed objection to Publisher within 30 days of the invoice date. In the event of a dispute, Advertiser and/or Agency must promptly pay all amounts not subject to dispute. If any invoice remains unpaid 60 days after invoice, Publisher has the right to not accept future insertions from Advertiser and/or Agency until the past due balances have been paid. A 20% re-make charge shall apply for cancellations submitted after publication closes.

Advertising Production

Advertiser and/or Agency will pay Publisher an amount not less than to 15% of earned gross rate for ad materials produced by Publisher for Advertiser and/or Agency.