

D&B  
50

CELEBRATING 50 YEARS

2026 MEDIA  
KIT

Connecting Your Services and Products with Public and Private Company Directors and Governance Leaders



## This Is **DIRECTORS & BOARDS®**

Celebrating its 50th anniversary, *Directors & Boards* is the definitive platform for public and private company governance. We engage directors, C-suite executives and governance professionals through digital platforms, print, podcasts, and live and virtual events — delivering trusted insight, practical analysis and targeted opportunities for sponsors to connect with one of the most influential audiences in corporate leadership.

## 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 owners, shareholders and directors of closely held, family-owned and private equity-owned companies, as well as corporate governance advisors and private equity firms.

## **DIRECTORS & BOARDS**

- *Directors & Boards Magazine*
- *Private Company Director Magazine*
- directorsandboards.com
- privatecompanydirector.com
- The Character of the Corporation Forum
- The Private Company Governance Summit®
- *Directors & Boards Newsletter*
- *Private Company Director Newsletter*
- *Directors & Boards Annual Report*
- Executive Session Podcasts
- Webinars
- Videos
- Sponsored, Co-Branded and Custom Content
- Targeted Emails
- Digital Marketing and Branding

# PUBLIC AND PRIVATE GOVERNANCE AUDIENCE

## Reach the Leaders Who Shape Boardroom Decisions

Directors & Boards and Private Company Director connect sponsors with a highly influential audience of public and private company directors, owners, shareholders and governance professionals.

Through trusted print publications, an engaged digital readership, high-level governance events and a strong social media presence, we deliver consistent, multi-touch access to decision-makers who influence strategy, oversight and enterprise performance.

### Directors & Boards Website

226,000 annual unique visitors

### Private Company Director Website

80,000 annual unique visitors

### Directors & Boards Newsletter

51,000 per issue

### Private Company Director Newsletter

49,000 per issue

## DIGITAL DEMOGRAPHICS

### Age:

18-24	15.3%
25-34	25.8%
35-44	18.2%
45-54	20.3%
55-64	12.6%
65+	7.9%

### Access Points:

Desktop:	75.1%
Mobile:	24.1%
Tablet:	0.9%

### Gender:

Male:	57.7%
Female:	42.3%

## Public Company Governance Audience Profile

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.

Circulation: 37,500 per year; 7,500 per issue

Frequency: 5x per year

### Conference Attendees

The Character of the Corporation: 150 attendees in 2025

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## Private Company Governance Audience Profile

Private Company Director and its related conference, The Private Company Governance Summit®, reaches private company chairs, board members, CEOs and owners of middle-market privately owned companies.

100% or majority family-owned/controlled businesses:	59.2%
Closely held private companies:	19.5%
ESOP or majority ESOP:	5.2%
Private equity/investor-owned businesses:	11.0%

Average company revenues:	\$332 million
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Fiduciary board	71.2%
Advisory board	15.8%
No formal board	9.6%
Other	3.4%

### Print Distribution

Circulation: 17,400 Frequency: 2x per year

Private Company Director is polybagged with the Mar/Apr and Nov/Dec issues of Family Business Magazine and Directors & Boards Q1 and Q3 issues.

### Conference Attendees

Private Company Governance Summit: 260 attendees in 2025

# 2025 GOVERNANCE EVENTS

## Real Engagement. Real Results.

Our event model is unique and proven: Engage with board directors, C-suite and other governance professionals from public and privately-owned companies in real time.

As a sponsor, you will be immersed in our events through panel sessions, breakouts, peer groups and our unique style of dynamic seating to meet attendees in an organic way. Our sponsors return year-after-year and consistently rate our events at the highest level because this model is a very effective way to prospect and build new relationships!



### **The Character of the Corporation November 12, 2026**

The 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 surrounding the character and purpose of the corporation.

## The Private Company Governance Summit®

### **June 10-12, 2026 • The Westin Downtown D.C. Washington, D.C.**

PCGS is the only national conference that brings together chairs, board members, CEOs and owners of private companies to improve the effectiveness of their boards.

### **Private Company Boards of the Year Awards 2026**

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 Fall 2026 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.

# NEWSLETTERS THAT DRIVE ENGAGEMENT.

Directors & Boards 

**Mondays, 7am ET  
Weekly**

Audience: **51,000**  
Average unique opens: **24.5%**

PRIVATE COMPANY  
DIRECTOR

**Wednesdays, 7am ET  
Weekly**

Audience: **48,500**  
Average unique opens: **27.0%**

*Available on a calendar-month basis.*

## Optional Exclusive Newsletter Sponsorship

“Take over” our newsletter. Includes: Top sponsor bumper • 2 banner positions to use at your discretion • Your thought leadership native article promoted in the newsletter, driving traffic to your website or ours.

*Extremely limited availability and dates, so please book well in advance.*

## Pricing

First Banner: \$6,000 net

Second Banner: \$5,500 net

Native Content: \$6,250 net

Exclusive Sponsorship: \$19,000 net

# Directors & Boards

THOUGHT LEADERSHIP IN GOVERNANCE

Newsletter, August 19, 2024

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**24.5%**

Open Rate  
D&B

# PRIVATE COMPANY DIRECTOR

THE MAGAZINE FOR PRIVATE COMPANY GOVERNANCE

THOUGHT LEADERSHIP IN GOVERNANCE

Newsletter, November 13, 2024

Was this newsletter forwarded to you? [Sign up here to receive your own copy.](#)



**27.0%**

Open Rate  
PCD

## An AI-Powered “Day in the Life” of a Private Company Director

Before you can properly guide your company on how AI can be beneficial for their bottom line, it helps to know how the technology can benefit you as a private company director. [Find out](#) how different AI solutions can assist you in your duties and in your daily life with this practical guide to how AI technologies can make the life of a director more manageable.

the company's  
[our key stages](#)  
gement, action

# DIGITAL PRODUCTS

## E-blasts that deliver results.

Put your message in front of high-value public and private company decision-makers and track engagement from click to conversion. Our targeted HTML e-blasts connect you to a trusted audience ready to act.

### E-Blast Pricing:

Eblast: \$5,000 per send

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## Native Content Website + Newsletter Combo

Publish executive thought leadership across our website and newsletters, professionally proofed and presented as *From Our Partner (Your Company)*. Content should be insight-driven (not promotional), focused on boardroom and governance issues, and typically 1,000 words or less.

### Native Content Pricing:

Pricing: \$6,100 for 4 newsletters + 30 days on website:

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## Whitepapers and Research

Generate leads with your whitepaper or thought leadership report to our digital audience. Your content will be hosted on our website, behind our lead generation registration wall, with an e-blast to promote its availability.

### Lead Gen Pricing

Pricing: \$6,400 per whitepaper + one e-blast

## Website Banners

The *Directors & Boards* website delivers the full magazine experience—plus exclusive online content—to more than **226,000 unique visitors**, including subscriber-only research, reports, news, and expert analysis from our editorial team.

### Banner Ad Pricing:

Banner ad (970x250 pixels): \$3,200 per 30 days



## DIRECTORS & BOARDS WEBINARS

### High-Value Engagement with Boardroom Decision-Makers

*Directors & Boards* webinars offer sponsors a powerful platform to engage public and private company directors, executives, and governance professionals through live, educational conversations that generate qualified leads. Each one-hour session—moderated by Publishing Director David Shaw—features sponsor executives alongside respected board and governance leaders. Our team manages every aspect of the process, from content development and speaker recruitment to audience promotion and on-demand hosting, ensuring a seamless experience and long-term visibility for your brand.

**New!** Now enhance the power of your webinar with a complementary article based on the webinar content. The article will be hosted on our website and promoted through our newsletter.

### Your package includes:

- Prep call to explore specific topics of interest to our audience
- Registration marketing leading up to live event
- All leads/registrants for immediate follow-up
- Two customized poll questions
- Post webinar analytics
- Post webinar article creation  
(additional fees of \$2,100 apply)

### Pricing

- \$12,900 custom webinar package
- \$15,000 custom webinar + article



## DIRECTORS & BOARDS PODCASTS

### Align Your Brand with Boardroom Leadership

*Executive Session*, the Directors & Boards podcast, delivers in-depth conversations with influential directors and governance experts shaping today's boardrooms. Sponsoring the podcast positions your brand alongside trusted voices in governance and provides repeated exposure to an engaged audience of directors, C-suite leaders, and senior advisors who turn to Directors & Boards for authoritative insight.

### Sponsorship Opportunities

#### 2 Episodes | 1 Month

Includes sponsorship bumpers at the top, host-read :30 ad, plus two thought leader interviews during the season.

\$11,000

#### 4 Episodes | 2 Months

Includes sponsorship bumpers at the top, host-read :30 ad, plus two thought leader interviews during the season.

\$20,000

# Executive Session

The Directors & Boards podcast



## Video Thought Leadership That Gets Seen

Position your governance experts at the center of the conversation through professionally produced video interviews — or feature your own approved video content.

Videos are showcased on the *Directors & Boards* website, promoted in our newsletter and distributed through targeted e-blasts, delivering high-visibility exposure and sustained engagement with an influential audience of board members and governance leaders.

# ***DIRECTORS & BOARDS AND PRIVATE COMPANY DIRECTOR VIDEOS***

## ***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.

### **Pricing**

Single video: \$5,400;  
Multiple videos, series  
(same production session):  
\$4,300 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* or *Private Company Director* weekly newsletter.

### **Pricing**

Hosting and Distribution rates  
Single Video: \$3,200  
Multiple videos: \$2,700 per video.



## PRINT: SPONSORED CONTENT

Leverage our brand power and content expertise to get in front of the governance executives you want to reach — increasing your firm’s visibility and demand generation. *Directors & Boards* offers a variety of creative opportunities:

### TITLE SPONSORSHIP

#### Directors to Watch

Since launching *Directors to Watch* in 2006, *Directors & Boards* has recognized more than 600 accomplished and diverse directors who exemplify boardroom leadership and governance excellence. This highly anticipated, semi-annual feature is widely read and respected by public and private company directors across North America.

Lock in the exclusive title sponsorship of *Directors to Watch* and align your brand with one of the most trusted editorial franchises in governance. Sponsorship includes a full-page print ad and prominent recognition as *Supported by (Your Company)* — positioning your organization at the center of the ongoing conversation about board best practices and leadership excellence.

#### Pricing

\$11,000 per Directors to Watch section. (see next page.)

### NATIVE CONTENT

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

Pricing based on number of pages and total print run.

### EDITORIAL SPECIAL SECTIONS

As available, sponsor the creation of special multipart 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

Pricing depends on the editorial section.

### CO-BRANDED WHITE PAPERS 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

Pricing dependent on project scope.

### OTHER OPPORTUNITIES

#### Custom Roundtables and Events

Develop a gathering of your target audience, with invitations provided by *Directors & Boards*.

#### Pricing

Pricing based on scope of project.

## PRINT: 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:

#### Small and Mid-Cap

(Directors & Boards Annual Report)

Directors & Boards has highlighted more than 600 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 2025 special issue.

### DIRECTORS TO WATCH:

#### Large Cap

(Directors & Boards Q4 Issue)

*Directors & Boards* has highlighted more than 600 significant and diverse directors since our semi-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.

Directors to Watch is just one aspect of *Directors & Boards*' ongoing efforts to drive excellence and diversity on public and private boards across corporate North America.

### PRIVATE COMPANY DIRECTOR:

#### Directors to Watch

(Private Company Director, Spring 2025)

Private Company Director has highlighted top private company boards and directors since our first issue 12 years ago. These professionals have contributed to and will continue to expand ongoing dialogue on board best practices and corporate governance excellence.

# EDITORIAL CALENDAR 2026

## Directors & Boards

### First Quarter

THE SOCIAL ISSUES ISSUE

Ad Close: January 16, 2026  
Materials Due: January 23, 2026  
Mails: February 2026

### Second Quarter

THE AI ISSUE

Ad Close: March 27, 2026  
Materials Due: April 3, 2026  
Mails: April 2026

### Annual Report

#### SPECIAL EDITORIAL SECTION

- Directors to Watch — Small to Mid-Cap

#### BONUS DISTRIBUTION

- Private Company Governance Summit 2026

Ad Close: May 15, 2026  
Materials Due: May 22, 2026  
Mails: June 2026

### Third Quarter

THE BOARD PURPOSE & STRUCTURE  
ISSUE

#### SPECIAL EDITORIAL SECTION

- Directors to Watch — Small to Mid-Cap

Ad Close: August 21, 2026  
Materials Due: August 28, 2026  
Mails: September 2026

### Fourth Quarter

THE 50<sup>th</sup> ANNIVERSARY ISSUE

#### BONUS DISTRIBUTION

- Character Of The Corporation 2025

Ad Close: October 16, 2026  
Materials Due: October 23, 2026  
Mails: November 2026

## PRIVATE COMPANY DIRECTOR

### Spring 2026

Who Belongs on Today's Family and  
Private Company Board?

How Private Company Boards Turn  
Risk into Opportunity

The CEO You Need (and How to Find  
Them)

From Guardrails to Growth: The Board's  
Strategic Role

Ad Close: February 20, 2026  
Materials Due: February 27, 2026  
Mails: March 2026

### Fall 2026

- Private Company Board Compensation 2026
- Private Company Boards of the Year 2026
- Private Company Governance Summit 2026

Ad Close: August 21, 2026  
Materials Due: August 28, 2026  
Mails: September 2026

# PRINT DISPLAY ADS

Directors & Boards Magazine 2026

Directors & Boards | PRIVATE COMPANY DIRECTOR

	1x	2x	3x	4x	5x
<b>Full Page</b>	\$8,400	\$7,980	\$7,581	\$7,202	\$6,842
<b>Cover 2/3</b>	\$9,800	\$9,310	\$8,845	\$8,402	\$8,255
<b>Cover 4</b>	\$10,500	\$9,975	\$9,476	\$9,002	\$8,552
<b>Spread</b>	\$15,100	\$14,345	\$13,627	\$12,946	\$12,299
<b>1/2 Page</b>	\$5,500	\$5,225	\$4,964	\$4,715	\$4,480
<b>1/4 page</b>	\$3,375	\$3,330	\$3,275	\$3,210	\$3,095

## SUPPLIED INSERT

2 – 16-page insert: \$3,400

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.

## PRIVATE COMPANY DIRECTOR: PRINT DISPLAY ADS

### Private Company Director Magazine 2025

	1x	2x
Full Page .....	\$7,000.....	\$6,650
2/3 Page.....	\$6,000.....	\$5,700
Half Page .....	\$5,000.....	\$4,750

All Private Company Governance Summit 2026 sponsors receive a free ad in the Spring 2026 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.

## CONTRIBUTORS TO DIRECTORS & BOARDS MAGAZINE

The following are just some of the valued thought leaders that make *Directors & Boards* the #1 magazine for public company directors and their boards

### ROBERT H. ROCK

Chair, MLR Holdings LLC; director, Penn Mutual

### CHARLES ELSON

Director, Enhabit Home Health & Hospice;  
executive editor at large, *Directors & Boards*

### MARISSA ANDRADA

Director, Krispy Kreme

### DARYL BREWSTER

CEO, Chief Executives for Corporate Purpose

### KEVIN CLARK

Chair and CEO, Aptiv; director, UPS

### CINDY BRINKLEY

Director, Energizer, Ameren Corporation

### MARIA DEL CARMEN GARCIA NIELSEN

Director, MiBanco, Lontana Group; founder and  
president, Wharton Alumni for Boards

### THE HONORABLE ELAINE CHAO

Former U.S. Secretary of Transportation  
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### TANUJA DEHNE

Director, Granite Point Mortgage Trust  
Inc.; chair, Drexel LeBow Raj & Kamla  
Gupta Governance Institute

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CarParts.com

### JONATHAN FOSTER

Director, Amcor, Lear, Five Point

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### ANTONIO GARZA

Former U.S. ambassador to Mexico;  
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### RAJ GUPTA

Former chair and CEO, Rohm and Haas;  
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# THE DIRECTORS & BOARDS EDITORIAL ADVISORY BOARD

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Chair, MLR Holdings LLC; director, Penn Mutual

## **ANDRE G. BOUCHARD**

Former chancellor of the Delaware Court of Chancery; partner, Paul Weiss

## **MICHAEL CHERTOFF**

Former Secretary, U.S. Department of Homeland Security; co-founder and executive chairman, The Chertoff Group; director, The Atlantic Council

## **ROBERT L. DILENSCHNEIDER**

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Global head of sustainability, Franklin Templeton

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



Directors  
& Boards®

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DIRECTORS  
& BOARDS  
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# SPECIFICATIONS AND TERMS

## Mechanical Specifications

Publication trim size.....8.5" w x 10.875"h  
Full page (with bleed) .....8.75" w x 11.125"h  
(includes .125" bleed on all sides)

Binding..... Perfect

- 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
- 1/2 page horizontal .....7.25"w x 4.5"h
- 1/2 page island .....4.78"w x 7"h
- 1/4 page .....3.54"w x 4.75"h

## 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.

## 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.: \$300 for a one-year subscription Outside U.S.: \$350  
(payable in U.S. dollars)

## 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.