Advancing Exemplary Board Leadership

MISSION
NACD elevates board performance by providing board members with practical insights through world-class education, leading-edge research, and an ever-growing network of directors.

VISION
NACD aspires to a world where corporate directors are recognized by all stakeholders as trusted stewards of long-term value creation.

WHAT WE DO
NACD empowers more than 21,000 directors to lead with confidence in the boardroom. As the recognized authority on leading boardroom practices, NACD helps boards strengthen investor trust and public confidence by ensuring that today's directors are well prepared for tomorrow's challenges.

This is accomplished through our world-class director education events, dynamic digital resources, and revelatory insights featured in the print publications produced by NACD's research and editorial team. Together, these assets form a treasure trove of invaluable information about emerging trends before they impact boardrooms.
BRENDA J. LAUDERBACK

DIRECTORSHIPS: Chair, Denny’s Corp.; Director, Sleep Number Corp. and Wolverine World Wide

“I make sure I get exposure to what’s happening inside and outside my industry through programs and classes. We’ve had to evolve businesses because disruptors were changing our products and understanding of where the industry is going.”
Meet Our Members

NACD’s membership comprises more than 21,000 directors from leading public, private, and nonprofit organizations, and 94 percent of the Fortune 1000. Our members represent the full spectrum of industries and services. Many are experienced board leaders. Some are transitioning from highly successful executive careers to a new role in the boardroom. They constitute a deeply accomplished and diverse community. Across their demographics, home countries, businesses, and industries, they are united in their commitment to elevating board performance.

NACD Members Include*

- **98% of segment**
  - Number of companies: 49
  - **98% of segment**
  - Number of companies: 98
- **97% of segment**
  - Number of companies: 485
- **94% of segment**
  - Number of companies: 944

*Fortune 1000 companies with NACD members serving on the board of directors as of September 2019.
In general, I think directors need to spend more time on core strategic risks. Studies have shown that strategic risks represent about 60 percent of a typical company’s risk profile, while operational risks account for 30 percent and financial risks only 10 percent. While we can’t predict what is around the corner, we must be prepared.
Events

NACD GLOBAL BOARD LEADERS’ SUMMIT
The NACD Global Board Leaders’ Summit is the largest and most significant director forum in the world, where the greatest minds in governance convene to take on the most important issues facing today’s boardrooms and collectively discover the future of exemplary board leadership.

NACD DIRECTORSHIP 100
Now in its 14th year, the NACD Directorship 100 recognizes leading corporate directors and governance professionals who have demonstrated excellence in the boardroom through innovation, courage, and integrity. Honorees will be featured in the May/June issue of NACD Directorship magazine and acknowledged at a black-tie gala.

NACD NXT™
NACD NXT is a multiyear initiative designed to help directors and boards understand how to leverage the power of diversity and inclusion to create long-term value and to prepare the next generation of board leaders through scholarship and education.

CORE LEARNING OPPORTUNITIES
Core learning opportunities include Master Class and Director Professionalism® courses and topic-specific events. These events are held around the country in five-star locations. Each one attracts between 50 and 100 leading public company directors.

LEADING MINDS SERIES
Leading Minds of Governance and Leading Minds of Compensation are uniquely interactive forums for proactive and inquisitive corporate directors. Participants will have the opportunity to question America’s boardroom experts and top governance gurus, and the key takeaways will elevate the board performance of even the most seasoned directors.

PEER-TO-PEER ROUNDTABLES
These invitation-only events are focused on specific board leadership roles and industry-specific topics. Past roundtables have included lead-director peer exchanges, vertical programs, and chair-only sessions for audit, compensation, and nominating and governance committee leaders.
NACD Global Board Leaders’ Summit

NACD CEO and President
Peter R. Gleason

Erin Essenmacher, NACD Chief Programming Officer interviews Seth Goldman

NACD Directorship Editor in Chief Judy Warner and Doris Kearns Goodwin

David Rubenstein interviews Beth Comstock

Donna Zarcone interviews Bill McNabb
NACD Directorship 100
NACD NXT

NACD CEO and President
Peter R. Gleason

Soledad O'Brien

Janet Foutty,
Chair, Deloitte

NACD NXT™
Recognition Gala

Recognizing forward-thinking practices that promote diversity and inclusion, foster long-term value creation, and ultimately help to develop the next generation of board leadership.
Leading Minds

Peer Exchanges
CYNTHIA JAMISON

DIRECTORSHIPS: Big Lots, Darden Restaurants, Tractor Supply Co., and Office Depot

“...

I advocate for mandatory director education because I think it is critical. I really appreciate NACD’s classes for the breadth of topics that are covered and the quality of the conversation. And there is so much interaction with the participants and the instructors, which allows me to take really good ideas back to my boards.”
Digital Resources

NACDONLINE.ORG
This is the destination for daily information affecting strategy, risk, and governance. This constantly updated knowledge base spans committee-specific leading practices; comment letters to rulemakers; research based on proprietary data, including NACD’s regular surveys of public, private, and nonprofit boards; director compensation reports; director education events; webcasts; and much more.

NACD DIGITAL NEWSLETTERS

- **NACD Directors Daily** is an exclusive NACD member benefit. This highly informative e-newsletter, delivered each business morning, summarizes and links to the most director-centric news stories and insights.

- **NACD Weekend Reader** explores the boardroom implications of current issues. This popular weekly e-newsletter is delivered to subscribers every Saturday morning.

NACD BOARDTALK
*NACD BoardTalk* is a leading forum where directors and subject-matter experts discuss emerging and continuing trends in the corporate governance space. This resource is free and viewable to all governance enthusiasts who visit the blog on NACDonline.org, making it an ideal means to engage readers. Your message will be shared with our members via NACD’s social media channels as well as other digital platforms.

WEBINARS AND DIGITAL EDUCATION
NACD’s virtual learning programs offer convenient and comprehensive education for current and aspiring boardroom leaders. NACD currently offers four complimentary webinar series designed to help directors stay abreast of emerging governance issues. In addition, NACD offers two online education programs for directors that enhance their knowledge of cybersecurity and governance best practices.
IRENE CHANG BRITT

DIRECTORSHIPS: Brighthouse Financial, Dunkin’ Brands Group, Tailored Brands

“Everything changes. Yes, history can inform, but it can also mislead because customers change, and so do competitors, and too much belief in the sustained value of a historical path can quickly make one irrelevant. And many companies don’t want to disrupt themselves.”
NACD Insights
Partner on proprietary thought leadership, guidance, and practical tools ranging from governance primers to handbooks that inform board practices.

BLUE RIBBON COMMISSION INITIATIVE
Every year, NACD convenes a Blue Ribbon Commission to make recommendations on an issue in need of guidance. Drawing on the perspectives of experienced board leaders, governance professionals, and stakeholders, each Commission proposes principles and practices intended to advance boardroom leadership on issues of the day, which culminates in a report. In the past 40 years, NACD Blue Ribbon Commissions have studied diversity and inclusion, building a strategic-asset board, cybersecurity, and atypical risks.

ADVISORY COUNCILS
NACD brings committee chairs from Fortune 500 companies together with regulators, investors, and other stakeholders periodically via four advisory councils—one each for chairs of audit, compensation, and nominating/governance committees, and a fourth focused on risk oversight. Insights from the four councils are published by NACD.

GOVERNANCE SURVEYS
NACD conducts an annual survey of US public company and private company board members to explore and track current practices and opinions on cutting-edge governance topics. The findings are published in two separate reports that provide insights to members about how their practices compare to those of other boards.

DIRECTOR’S HANDBOOK SERIES
NACD is continually building an inventory of handbooks, guides, and toolkits on a variety of topics ranging from cybersecurity to navigating the first year of directorship.

DIRECTOR ESSENTIALS
Director Essentials are foundational guides that offer a short overview of core information for board members on specific governance issues, including board responsibilities and structure, activist investors, regulations and standards, and board operations.
Antonio Garza

**Directorships:** Kansas City Southern de México, Kansas City Southern, MoneyGram International

“Investors have made it clear that they think the key to an effective board is in discussions that allow for a free exchange of differing points of view. Gender, racial, and ethnic numbers aren’t what they should be, but boards are getting there, and that’s just good business.”
NACD Directorship

The official magazine of NACD delivers insights, analysis, and stories about corporate governance and the pertinent issues facing today’s boardrooms.

DEPARTMENTS
The regular roster of columns speaks to the many facets of the experience of being a director. Be it the “Director’s Chair,” a platform for directors to opine on a given issue; “Director Development,” which explores the intricacies of earning that next board seat; or “Entrepreneurial Governance,” which examines the issues that are unique to the small-cap sector, these short-form articles deliver large-scale insights.

FEATURES
Magazine features provide in-depth explorations of those topics that are the most top of mind for directors today. Recurring themes include innovation and the impact of technology on business; attracting top talent to create the next generation of board leadership; and the social, business, and geopolitical trends that are most likely to impact boardrooms.

BOARDROOM GUIDES
These feature-length editorial packages provide in-depth explorations of some of the thorniest tasks facing directors today, be it understanding the business implications of blockchain, navigating the increasingly complicated world of shareholder communications, or searching for the leading wisdom on how to approach CEO succession planning.

SPECIAL SUPPLEMENTS
The magazine is accompanied by at least three special supplements over the course of the year. Two editions of Board Perspectives on Risk are laser focused on the latest issues affecting risk oversight. In addition, The Power of Difference, an exclusively online editorial package, features directors and subject-matter experts who offer their perspectives on the ways in which sustainable business depends on diversity of thought and experience.

NACD Directorship magazine is the go-to resource for emerging issues and trends. It informs my thinking and what questions I should be asking in my boardrooms.

READER TESTIMONIAL
## 2020 Editorial Calendar

<table>
<thead>
<tr>
<th>Issue Date</th>
<th>Issue Content</th>
<th>Content Due</th>
<th>Ad Close</th>
<th>Ad Materials Due</th>
<th>Mail Date</th>
<th>Digital Edition</th>
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<tr>
<td>JAN./FEB.</td>
<td><strong>The Talent Issue.</strong> Look at trends in director recruitment and the role of the board in human capital oversight, plus new ways to think about the board’s role in CEO succession planning.</td>
<td>11.13.19</td>
<td>12.20.19</td>
<td>12.27.19</td>
<td>01.15.20</td>
<td>01.14.20</td>
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<tr>
<td>MAR./APR.</td>
<td><strong>The Industry Issue.</strong> Read profiles of the unique problems facing the energy, health care, and technology companies and learn how boards are navigating these challenges.</td>
<td>01.15.20</td>
<td>02.07.20</td>
<td>02.14.20</td>
<td>03.04.20</td>
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<td>MAY/JUNE</td>
<td><strong>The 2020 Directorship 100 Issue.</strong> Meet the most influential directors and governance professionals in the corporate governance universe.</td>
<td>03.04.20</td>
<td>04.11.20</td>
<td>04.17.20</td>
<td>05.06.20</td>
<td>05.06.20</td>
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<td>JULY/AUG.</td>
<td><strong>The Leadership Issue.</strong> Have a look at styles of leadership and the implications for leaders who take a position on hot-button topics. Here, we explore the ramifications of bringing politics and religion into the boardroom, and of corporate leaders opining on social issues.</td>
<td>05.06.20</td>
<td>06.05.20</td>
<td>06.12.20</td>
<td>07.01.20</td>
<td>07.01.20</td>
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<td>SEPT./OCT.</td>
<td><strong>The Summit Issue.</strong> Take an in-depth look at the key governance issues to be discussed at NACD’s keystone event of the year. Plus, read a preview of the latest report of the NACD Blue Ribbon Commission.</td>
<td>The Power of Difference 07.15.20</td>
<td>The Power of Difference 09.07.20</td>
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<td>09.02.20</td>
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<td>NOV./DEC.</td>
<td><strong>The Stakeholder Issue.</strong> Learn what directors can do to prepare to respond to the questions and concerns all stakeholders are likely to raise in the year ahead.</td>
<td>09.02.20</td>
<td>10.09.20</td>
<td>10.16.20</td>
<td>11.04.20</td>
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JANE SADOWSKY

DIRECTORSHIPS: Yamana Gold, NEXA Resources SA, PLH Group

“Board members of global companies have to be well aware of politics, from the most local happenings in and around the community in which you serve to how geopolitics may impact the countries in which you do business.”
Print Ad Specifications and Rates

MECHANICAL REQUIREMENTS
PRINTING Web Offset
BINDING Perfect Bound
FINAL TRIM SIZE Width 9” x Height 10 7/8”
Live Area 8 5/8” x 10 1/2” (3/8” from trim)

SUBMISSION INFORMATION
Files must be high-resolution PDFs. Please include all images at 300 ppi or higher. Convert all PMS colors to their CMYK equivalents—no RGB or spot colors.
Submit ads and questions via email to Emily Sennett at esennett@NACDonline.org

Please Note: Publisher reserves the right to change rates at any time.

Circulation rate base: 21,000.

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<td>3 3/16” x 11 1/8”</td>
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The Power of Difference online supplement

Single page 8 1/2” x 11”

SUPPLEMENTS
For pricing and details, contact Lindsey Baker at 571-367-3696 or lbaker@NACDonline.org

DIMENSIONS Standard sizes up to 9” x 10 7/8”
PAPER WEIGHTS Up to 70 lb. Heavier pieces or nonstandard sizes will be priced individually.

4-COLOR RATES

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<td>$5,560</td>
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Please Note: Publisher reserves the right to change rates at any time.

2020 NACD Media Kit
Digital Ad Specifications

ADVERTISEMENTS IN THE DIGITAL EDITION
We will insert your supplied print-based PDF in our digital edition. However, the digital edition has new technology that will improve the readability of your ad if you choose to submit your ad in a different format. All graphics are subject to preapproval by NACD editorial staff.

<table>
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<tr>
<th>Space</th>
<th>Specifications</th>
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<td>● The video may not be more than three minutes long.</td>
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<td>● Videos should be at least 500 pixels wide.</td>
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<td><strong>File Format</strong></td>
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<td>● .mov is the preferred file format for video files and H.264 is the preferred video codec. The following formats can also be accommodated: .flv, .avi, Windows Media Player, Real Video.</td>
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<td>● YouTube videos are permitted for streaming. Please provide the URL found within the YouTube “Share” feature, under the “Embed” tab. This URL should include the word “embed” as in this example: <a href="https://www.youtube.com/embed/AORsw8NpN4E">https://www.youtube.com/embed/AORsw8NpN4E</a></td>
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<td><strong>POP-UP</strong></td>
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<td>● Please provide link for the ad if desired, and not displayed on the ad itself</td>
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<tr>
<td><strong>CALL TO ACTION</strong></td>
<td><strong>Top Banner</strong></td>
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<td>● Message, up to 32 characters (example: “Learn more.”)</td>
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<td>● Please provide URL</td>
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<td></td>
<td><strong>Bottom Banner</strong></td>
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<td>● Either message, up to 32 characters, or image, 800 pixels or fewer for width and height</td>
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<td>● JPG or PNG format</td>
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<td>● Please provide link for the ad if desired, and not displayed on the ad itself</td>
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Digital Ad Rates

**VIDEO**
$3,600
Bring life to your advertisement with the insertion of rich media. Each video will be click-to-play and requires the submission of the original media file.

**DIRECT INQUIRY**
$1,550
A form will be set up to allow readers to submit their name, contact information, and comment in order to receive information directly from you.

**POP-UP**
$1,280
Your sponsored message will appear within the column of your director advisory or content contribution.
DARRELL TUKUA

DIRECTORSHIPS: Allina Health System, Capella Education Co., Constellation, Ecumen, and Gate City Bank

It was a revelation how differently people think about the same issues. This underscores the critical importance of boardroom diversity, be it gender, ethnicity, or experience. All effective boards get the diversity issues right, and this pays off with more robust deliberations because of the variety of perspectives.
Partnership Contacts

CHRISTOPHER Y. CLARK
DIRECTOR, PARTNER RELATIONS
PUBLISHER, NACD DIRECTORSHIP MAGAZINE
New York, NY
571-367-3695
cclark@NACDonline.org

LINDSEY BAKER
SENIOR MANAGER, PARTNER RELATIONS
Arlington, VA
571-367-3696
lbaker@NACDonline.org

STEPHANIE BARKO
MANAGER, PARTNER RELATIONS
Arlington, VA
571-367-3697
sbarko@NACDonline.org

EMILY SENNETT
PARTNER RELATIONS ASSOCIATE
Arlington, VA
571-367-3694
esennett@NACDonline.org

NACD CORPORATE OFFICE
1515 N. Courthouse Road
Suite 1200
Arlington, VA 22201
571-367-3700

NEW YORK OFFICE
205 E. 42nd St.
14th Floor
New York, NY 10017
571-367-3695
## 2020 Program Calendar Highlights

<table>
<thead>
<tr>
<th>Date</th>
<th>Location</th>
<th>Program</th>
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</thead>
<tbody>
<tr>
<td>Jan. 6–8</td>
<td>Las Vegas, NV</td>
<td>NACD CES® Experience</td>
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<tr>
<td>Feb. 6</td>
<td>San Francisco, CA</td>
<td>Leading Minds of Compensation–West*</td>
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<tr>
<td>Feb. 19–21</td>
<td>Washington, DC</td>
<td>Battlefield to Boardroom</td>
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<tr>
<td>Mar. 2–4</td>
<td>Miami, FL</td>
<td>Director Professionalism*</td>
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<tr>
<td>Mar. 5–6</td>
<td>Miami, FL</td>
<td>Master Class*</td>
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<tr>
<td>Mar. 29–Apr. 1</td>
<td>Grapevine, TX</td>
<td>Director Professionalism</td>
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<td>Apr. 29</td>
<td>Boston, MA</td>
<td>The Strategic-Asset General Counsel</td>
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<td>Apr. 30</td>
<td>Boston, MA</td>
<td>Leading Minds of Compensation–East*</td>
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<td>June 1–2</td>
<td>Washington, DC</td>
<td>Fit for the Future</td>
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<td>June 3</td>
<td>Washington, DC</td>
<td>Cybersecurity and Privacy</td>
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<tr>
<td>June 4–5</td>
<td>Washington, DC</td>
<td>Master Class*</td>
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<tr>
<td>June 24</td>
<td>New York City</td>
<td>NACD Directorship 100 Gala**</td>
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<tr>
<td>Aug. 20–21</td>
<td>Laguna Beach, CA</td>
<td>Master Class*</td>
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<tr>
<td>Aug. 25–27</td>
<td>Rancho Palos Verdes, CA</td>
<td>Director Professionalism</td>
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<tr>
<td>Oct. 10–13</td>
<td>National Harbor, MD</td>
<td>NACD Global Board Leaders’ Summit</td>
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<tr>
<td>Nov. 17</td>
<td>New York City</td>
<td>Leading Minds of Governance–East*</td>
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<tr>
<td>Dec. 1</td>
<td>Scottsdale, AZ</td>
<td>Leading Minds of Governance–West*</td>
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<tr>
<td>Dec. 2–3</td>
<td>Scottsdale, AZ</td>
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<td>Dec 7–8</td>
<td>Orlando, FL</td>
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<td>Dec 7–9</td>
<td>Orlando, FL</td>
<td>Director Professionalism</td>
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<td>Your schedule</td>
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<td>Virtual Director Professionalism</td>
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<tr>
<td>Your schedule</td>
<td>Virtual</td>
<td>Cyber-Risk Oversight Certificate Course</td>
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*Request Invitation                      **Registrations opening soon                     The program calendar is subject to minor change.