Rate Card No. 39 (valid from 01.01.2021)
**RATES AND FORMATS**

### Formats on single pages

<table>
<thead>
<tr>
<th>Format</th>
<th>Format additions</th>
<th>Ad placement</th>
<th>Bleed format (width x height in mm)</th>
<th>Mono/Multi colour</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/1</td>
<td>normal</td>
<td>inner</td>
<td>212 x 280</td>
<td>11,400</td>
</tr>
<tr>
<td>1/1</td>
<td>normal</td>
<td>inside front cover</td>
<td>212 x 280</td>
<td>13,500</td>
</tr>
<tr>
<td>1/1</td>
<td>normal</td>
<td>outside back cover</td>
<td>212 x 280</td>
<td>14,000</td>
</tr>
<tr>
<td>2/3</td>
<td>vertical</td>
<td>inner</td>
<td>136 x 280</td>
<td>8,400</td>
</tr>
<tr>
<td>1/2</td>
<td>vertical</td>
<td>inner</td>
<td>105 x 280</td>
<td>5,700</td>
</tr>
<tr>
<td>1/2</td>
<td>horizontal</td>
<td>inner</td>
<td>212 x 138</td>
<td>5,700</td>
</tr>
<tr>
<td>1/3</td>
<td>vertical</td>
<td>inner</td>
<td>75 x 280</td>
<td>4,200</td>
</tr>
<tr>
<td>1/3</td>
<td>vertical</td>
<td>next to Editorial</td>
<td>75 x 280</td>
<td>4,500</td>
</tr>
<tr>
<td>1/3</td>
<td>horizontal</td>
<td>inner</td>
<td>212 x 97</td>
<td>4,200</td>
</tr>
<tr>
<td>3/6</td>
<td>vertical</td>
<td>Junior Page</td>
<td>136 x 179</td>
<td>7,400</td>
</tr>
</tbody>
</table>

### Formats on double pages

<table>
<thead>
<tr>
<th>Format</th>
<th>Format additions</th>
<th>Ad placement</th>
<th>Bleed format (width x height in mm)</th>
<th>Mono/Multi colour</th>
</tr>
</thead>
<tbody>
<tr>
<td>2/1</td>
<td>normal</td>
<td>inner</td>
<td>424 x 280</td>
<td>22,800</td>
</tr>
<tr>
<td>2/1</td>
<td>normal</td>
<td>inside front cover + page 3</td>
<td>424 x 280</td>
<td>32,400</td>
</tr>
</tbody>
</table>

Orders received from more than one advertiser are subject to a surcharge on the basic rate.

Double page (inside front cover + page 3): Please note that differing paper qualities and sheet allocation can lead to differences in tone and register which will not be recognized for complaints.

We reserve the right to cancel the reservation for a cover page if we receive a firm booking for an opening spread or another major cover production. Cover placement is dependent on a booking volume of a minimum two further ad pages.

Reservations for preferred positions must be converted into firm bookings within the predetermined period. If this is not done we reserve the right to cancel the reservation. Moreover, we reserve the right to cancel a reservation in the event we receive a booking from another client for a preferred position that was already reserved if the client holding the reservation does not submit a firm booking within three working days.

### ADVERTORIALS

Advertorials are charged according to the currently valid advertising rate plus creation costs, and are included in a contractual year for discount purposes.

### CREATION COSTS

**(incl. concept, copy and layout, not incl. photo rights and photo productions)**

- Double page: 3,300
- Full page: 2,700
- 1/2 page: 2,200
- 1/3 page: 1,900

Additional formats available on request. We will be happy to prepare an individual offer for photo productions. Advertorials are marked with the word "ANZEIGE" (Advertisement). Creation costs are not eligible for agency commission or discounts.

We require briefing, image and text materials no later than three weeks prior to the deadline for copy material – see also Closing Date Schedule. Timing for individual photo productions on request.

All rates are shown in euros; the rates are in effect from 1 January 2021 for bookings with SPIEGEL Media; value added tax will be charged on the net invoice amount if applicable.
## LOOSE INSERTS

**Definition**
Loose inserts are products which are supplied ready for loosely inserting in the magazine with the closed side to the binding edge. The maximum weight must be determined in advance. Product samples and CDs on request.

<table>
<thead>
<tr>
<th>Rates per 1,000</th>
<th>Special ad format</th>
<th>Weights up to</th>
<th>Total</th>
<th>Subs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LOOSE INSERTS</strong></td>
<td>Booklet</td>
<td>10 g</td>
<td>95</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Booklet</td>
<td>20 g</td>
<td>105</td>
<td></td>
</tr>
<tr>
<td></td>
<td>every addl. 10 g</td>
<td>+10</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Product sample</td>
<td>10 g</td>
<td>115</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Product sample</td>
<td>20 g</td>
<td>130</td>
<td></td>
</tr>
<tr>
<td></td>
<td>every addl. 10 g</td>
<td>+15</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Flat spray / Teabags*</td>
<td>130</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>OVERSIZE-INSERTS</strong></td>
<td>Booklet</td>
<td>10 g</td>
<td>203</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Booklet</td>
<td>20 g</td>
<td>213</td>
<td></td>
</tr>
<tr>
<td></td>
<td>every addl. 10 g</td>
<td>+16</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Product sample</td>
<td>10 g</td>
<td>223</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Product sample</td>
<td>20 g</td>
<td>238</td>
<td></td>
</tr>
<tr>
<td></td>
<td>every addl. 10 g</td>
<td>+22</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Plus 37 EUR per 1,000 additional technical costs and 50 EUR per 1,000 postal fees for thicker products.

**Circulation**
Minimum circulation: subscription domestic circulation

## OVERSIZE-INSERTS

**Definition**
Oversize loose inserts extend outside the head of the issue (headers). They are loosely inserted in the magazine with the closed side to the binding edge. The maximum weight is subject to agreement.

<table>
<thead>
<tr>
<th>Rates per 1,000</th>
<th>Special ad format</th>
<th>Weights up to</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LOOSE INSERTS</strong></td>
<td>Booklet</td>
<td>10 g</td>
<td>95</td>
</tr>
<tr>
<td></td>
<td>Booklet</td>
<td>20 g</td>
<td>105</td>
</tr>
<tr>
<td></td>
<td>every addl. 10 g</td>
<td>+10</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Product sample</td>
<td>10 g</td>
<td>115</td>
</tr>
<tr>
<td></td>
<td>Product sample</td>
<td>20 g</td>
<td>130</td>
</tr>
<tr>
<td></td>
<td>every addl. 10 g</td>
<td>+15</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Flat spray / Teabags*</td>
<td>130</td>
<td></td>
</tr>
<tr>
<td><strong>OVERSIZE-INSERTS</strong></td>
<td>Booklet</td>
<td>10 g</td>
<td>203</td>
</tr>
<tr>
<td></td>
<td>Booklet</td>
<td>20 g</td>
<td>213</td>
</tr>
<tr>
<td></td>
<td>every addl. 10 g</td>
<td>+16</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Product sample</td>
<td>10 g</td>
<td>223</td>
</tr>
<tr>
<td></td>
<td>Product sample</td>
<td>20 g</td>
<td>238</td>
</tr>
<tr>
<td></td>
<td>every addl. 10 g</td>
<td>+22</td>
<td></td>
</tr>
</tbody>
</table>

*Plus 37 EUR per 1,000 additional technical costs and 50 EUR per 1,000 postal fees for thicker products.

**Circulation**
Minimum circulation: subscription domestic circulation

## GLUED INSERTS

**Definition**
Glued (tip-on) inserts are products which are supplied ready for processing and glued to a carrier ad so that they can be easily removed by the reader.

<table>
<thead>
<tr>
<th>Rates per 1,000</th>
<th>Special ad format</th>
<th>Weights up to</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GLUED INSERTS</strong></td>
<td>Booklet</td>
<td>10 g</td>
<td>95</td>
</tr>
<tr>
<td></td>
<td>Booklet</td>
<td>20 g</td>
<td>105</td>
</tr>
<tr>
<td></td>
<td>every addl. 10 g</td>
<td>+10</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Product sample</td>
<td>10 g</td>
<td>115</td>
</tr>
<tr>
<td></td>
<td>Product sample</td>
<td>20 g</td>
<td>130</td>
</tr>
<tr>
<td></td>
<td>every addl. 10 g</td>
<td>+15</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Flat spray / Teabags*</td>
<td>130</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pages</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Booklet</td>
<td>10 g</td>
<td>174</td>
</tr>
<tr>
<td></td>
<td>Booklet</td>
<td>20 g</td>
<td>204</td>
</tr>
<tr>
<td></td>
<td>every addl. 4 pages</td>
<td>+30</td>
<td></td>
</tr>
</tbody>
</table>

**Circulation**
Minimum circulation: total domestic circulation

## BOUND INSERTS

**Definition**
Bound inserts are printed materials/brochures from a single advertiser that are firmly bound into the issue. They can either be delivered ready for processing or produced by us on request.

<table>
<thead>
<tr>
<th>Rates per 1,000</th>
<th>Special ad format</th>
<th>Weights up to</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BOUND INSERTS</strong></td>
<td>Booklet</td>
<td>10 g</td>
<td>95</td>
</tr>
<tr>
<td></td>
<td>Booklet</td>
<td>20 g</td>
<td>105</td>
</tr>
<tr>
<td></td>
<td>every addl. 10 g</td>
<td>+10</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Product sample</td>
<td>10 g</td>
<td>115</td>
</tr>
<tr>
<td></td>
<td>Product sample</td>
<td>20 g</td>
<td>130</td>
</tr>
<tr>
<td></td>
<td>every addl. 10 g</td>
<td>+15</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Flat spray / Teabags*</td>
<td>130</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Pages</td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Booklet</td>
<td>10 g</td>
<td>174</td>
</tr>
<tr>
<td></td>
<td>Booklet</td>
<td>20 g</td>
<td>204</td>
</tr>
<tr>
<td></td>
<td>every addl. 4 pages</td>
<td>+30</td>
<td></td>
</tr>
</tbody>
</table>

**Circulation**
Minimum circulation: total domestic circulation

**Price Quotes**
Rates per thousand copies started. Rates for special ad formats may increase if their processing causes problems. Special ad formats from more than one advertiser are possible following special agreement. Weight-related postal fees charged by the German Post for booking the subscription circulation are included in these prices. If the minimum booking quantity is not reached, the minimum booking quantity is used as the basis for calculating the price.

**Circulation**
For technical reasons the booked circulations are subject to fluctuation. For this reason the quantity of special ad formats actually required must be determined when placing the order. Different versions in the same issue are only possible on request.

**Technical Information and Delivery**
Binding technical information, deadlines, samples, as well as delivery can be downloaded from www.adspecial-portal.de. An inquiry regarding the circulation can also be placed through the portal. In the event of any processing difficulties, the completion of the circulation takes precedence over the special ad format.

**Print Service**
On request, the special ad formats can be produced by the publisher. Prices on request.

All rates are shown in euros; the rates are in effect from 1 January 2021 for bookings with SPIEGEL Media; value added tax will be charged on the net invoice amount if applicable.
<table>
<thead>
<tr>
<th>Issue No.</th>
<th>On Sale Date</th>
<th>Calendar Week</th>
<th>Ad Closing, Copy &amp; Cancellation Date</th>
<th>Special Ad Formats Closing &amp; Cancellation Date</th>
<th>Special Ad Formats Delivery Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>2/21</td>
<td>19/01/2021</td>
<td>03</td>
<td>11/12/2020</td>
<td>08/12/2020</td>
<td>04/01/2021</td>
</tr>
<tr>
<td>3/21</td>
<td>16/02/2021</td>
<td>07</td>
<td>15/01/2021</td>
<td>05/01/2021</td>
<td>01/02/2021</td>
</tr>
<tr>
<td>4/21</td>
<td>16/03/2021</td>
<td>11</td>
<td>12/02/2021</td>
<td>02/02/2021</td>
<td>01/03/2021</td>
</tr>
<tr>
<td>5/21</td>
<td>20/04/2021</td>
<td>16</td>
<td>17/03/2021</td>
<td>09/03/2021</td>
<td>05/04/2021</td>
</tr>
<tr>
<td>6/21</td>
<td>18/05/2021</td>
<td>20</td>
<td>15/04/2021</td>
<td>06/04/2021</td>
<td>03/05/2021</td>
</tr>
<tr>
<td>7/21</td>
<td>15/06/2021</td>
<td>24</td>
<td>12/05/2021</td>
<td>04/05/2021</td>
<td>31/05/2021</td>
</tr>
<tr>
<td>8/21</td>
<td>20/07/2021</td>
<td>29</td>
<td>18/06/2021</td>
<td>08/06/2021</td>
<td>05/07/2021</td>
</tr>
<tr>
<td>9/21</td>
<td>17/08/2021</td>
<td>33</td>
<td>16/07/2021</td>
<td>06/07/2021</td>
<td>02/08/2021</td>
</tr>
<tr>
<td>10/21</td>
<td>14/09/2021</td>
<td>37</td>
<td>13/08/2021</td>
<td>03/08/2021</td>
<td>30/08/2021</td>
</tr>
<tr>
<td>11/21</td>
<td>19/10/2021</td>
<td>42</td>
<td>17/09/2021</td>
<td>07/09/2021</td>
<td>04/10/2021</td>
</tr>
<tr>
<td>12/21</td>
<td>16/11/2021</td>
<td>46</td>
<td>15/10/2021</td>
<td>05/10/2021</td>
<td>01/11/2021</td>
</tr>
<tr>
<td>1/22</td>
<td>14/12/2021</td>
<td>50</td>
<td>12/11/2021</td>
<td>02/11/2021</td>
<td>29/11/2021</td>
</tr>
</tbody>
</table>

Ad closing and cancellation dates are one week earlier for cover pages and advertisements subject to a surcharge.
This special single-topic issue of Harvard Business Manager comes out once a year, supplementing the monthly edition. It covers key topics such as staffing, teamwork and change management. The highlight is a large-scale survey of managers, consultants and other experts.

Advertisement formats and prices: see section 1

<table>
<thead>
<tr>
<th>Issue No.</th>
<th>On Sale Date</th>
<th>Calendar Week</th>
<th>Ad Closing, Copy &amp; Cancellation Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spezial</td>
<td>30/11/2021</td>
<td>48</td>
<td>29/10/2021</td>
</tr>
</tbody>
</table>
GENERAL INFORMATION

PUBLISHER
manager magazin Verlagsgesellschaft mbH, Ericusspitze 1, 20457 Hamburg

MARKETERS
SPIEGEL Media, Ericusspitze 1, 20457 Hamburg, https://spiegel.media/english-site

ORDER PROCESSING
Email: print-order@ad-alliance.de
OBS: Ads can also booked via the Online Booking System (OBS).
www.obs-portal.de

AD MANAGEMENT
Email: print-placements@ad-alliance.de

SPECIAL AD FORMATS
Email: print-adspecials@ad-alliance.de

COPY MATERIAL
Mohn Media Mohndruck GmbH – Anzeigen MAT
Email: anzeigen@bertelsmann.de
Phone: (+49-5241) 80 - 897 00

INTERNET
spiegel.media/english-site

FREQUENCY
monthly

COVER PRICE
14.50 EUR

PZN
HARVARD BUSINESS MANAGER 567364

CONDITIONS OF PAYMENT
Payment is due within 45 days after invoicing. A 2% discount is granted for payments within 10 days after invoicing, provided no other amounts are outstanding. Special discounts are not eligible for a prepayment discount. An automatic bank debit transfer can be arranged. If an outstanding amount is not paid by the date of required payment, all other outstanding amounts are immediately due regardless of any payment agreements which had been previously made. Penalty interest on arrears will be charged according to Section 8 of the General Conditions of Business and based on current bank interest rates for running account credits.

CONDITIONS OF BUSINESS
All business conducted is subject to the Publisher’s Conditions of Payment and Terms of Trade which are available from the publisher or under www.xxx.com. Tax regulations require that you include your Company Tax Number and/or Turnover Tax ID when placing an advertising space order.

THE INFORMATION CONTAINED IN THIS RATE CARD IS SUBJECT TO CHANGE DURING THE COURSE OF THE YEAR. A CURRENT RATE CARD CAN BE FOUND UNDER WWW.SPIEGEL.MEDIA. THE ENGLISH RATE CARD IS A TRANSLATION OF THE CURRENTLY VALID GERMAN RATE CARD. IN THE EVENT OF DISCREPANCIES, INACCURACIES OR OMISSIONS IN THIS TRANSLATION, THE GERMAN ORIGINIAL RETAINS SOLE VALIDITY.
All other Regions
SPIEGEL MEDIA | Ad Alliance GmbH
Encusspitze 1
20457 20457 Hamburg
Phone +49 40 3007-2627
Email media@spiegel.de

Asia
Mezzomedia Limited
Matthew Farrar
2203, C C Wu Building
302-8 Hennessy Road
HK-Wan Chai, Hong Kong
Phone +852 25812991
Email mfarrar@mezzogroup.com

Austria
Mediart
Anke Brockmeyer
Via Fratelli Rosselli 247/c
IT-63822 Porto San Giorgio (FM)
Phone +39 347 2932531
Email info@mediartitalia.it

France
Gruner + Jahr International Media Sales
c/o Prisma Media
13, rue Henri Barbuse
F-92230 Gennevilliers
Phone +33 1 73 05 46 60
Email ims.france@guj.de

Greece, Cyprus
Nikos Barbopoulos
Representative
11, Tzavellastr.
GR-152 31 Halandri
Phone +30 6947 916031
Email nikolaos.barbopoulos@gmail.com

Italy
Mediart
Anke Brockmeyer
Via Fratelli Rosselli 247/c
IT-63822 Porto San Giorgio (FM)
Phone +39 347 2932531
Email info@mediartitalia.it

Belgium, Luxembourg, Netherlands
IMS
Gjalt Dijkstra
Dwarslaan 51
NL-1261 BB Bilancium
Phone +31 35 6859015
Email info@imsales.nl

Spain, Portugal
NIMO, S.L.
Stefanie Franck
Calle Carril de los Caleros 20-2B
E-28023 MADRID
Phone +34 91 714 47 65
Email stefanie.franck@nimonet.com

Switzerland (G+J office)
Gruner + Jahr (Schweiz) AG
Stefanie Meierfrankenfeld
ZH-1041 Zürich
Phone +41 (0) 44 269 7072
Email smf@guj.de

Turkey
Titajans Dis Tanitim Ltd. Sti.
Hilmi Z. Erdem
Nispeteye Cad. Ihsan Aksoy Sok.
Modem Apt. No. 2D/21
TR-34337 Etlik-Istanbul
Phone +90 212 2577666
Email titajans@titajans.com

United Kingdom, Ireland
MERCURY PUBLICITY
99 Gray's Inn Road
GB-WC1X 8TY London
Phone +44 (0) 20 7611 1900
Email stefanie@mercury-publicity.com

USA
World Media
Conover Brown
19 West 36th Street
12th Floor
USA-New York, N.Y 10010
Phone +1 212 24455-10
Email conoverbrown@worldmediaonline.com

The media portfolio of SPIEGEL Media be found under www.spiegel.media
SPIEGEL Media GmbH | Registered Office: Hamburg, Commercial Register: District Court Hamburg HRA 61755
Executive Board: Thomas Hass, Stefan Ottlitz

RATE CARD NO. 39. Valid from 1. January 2021