

FORTUNE

**“ FORTUNE’s mission is to inform, enlighten,
and convene businesspeople everywhere,
giving them tools to succeed and helping make
their organizations a force for good in society. ”**

**Alan Murray
President and CEO, FORTUNE**

FORTUNE

PLATFORM

NEW WEBSITE

NEW APP

PREMIUM VIDEO PORTAL

NEW MAGAZINE

CONTENT + MEMBERSHIPS

REACH

DIGITAL

12.7MM Global Monthly Unique Visitors*

AUDIO

25K Unique Listeners

PRINT

3.4MM Global Audience

NEWSLETTERS

861K Subscriptions

COMMUNITY

LIVE MEDIA

Ultimate A-list CEO Access
(14 Global Events, 3,000+ Attendees)

NEWSLETTERS

16 Newsletters (861K Subscriptions)

GLOBAL SOCIAL AUDIENCE

5.9 MM+ Social Audience

FORTUNE PROFESSIONAL

Launching 2020

BRAND STUDIO

INSIGHTS-DRIVEN CONTENT

VIDEO

BRANDED EDITORIAL

INTERACTIVES

**INFOGRAPHICS + DATA
VISUALIZATION**

RESEARCH

PODCASTS

FORTUNE BRAND INSIGHTS®



THE **FUTURE** OF FORTUNE IS HERE.

THE BEST OF BUSINESS ALL IN ONE PLACE: STRATEGIC INSIGHTS, DEEP-DIVE STORIES
AND EXCLUSIVE ACCESS TO WHAT THE C-SUITE IS THINKING.

NEW SITE & APP NEW VIDEO HUB NEW MAGAZINE

How C-suite and BDs think, feel, and operate are FORTUNE's business. Our improvements are focused on hyper-serving those audiences and those who aspire to the C-suite, with an overriding emphasis on trust and quality. Every article we publish, every list we compile, every video we shoot, and every conversation we curate has one goal: to help you be a better, sharper, more informed leader.

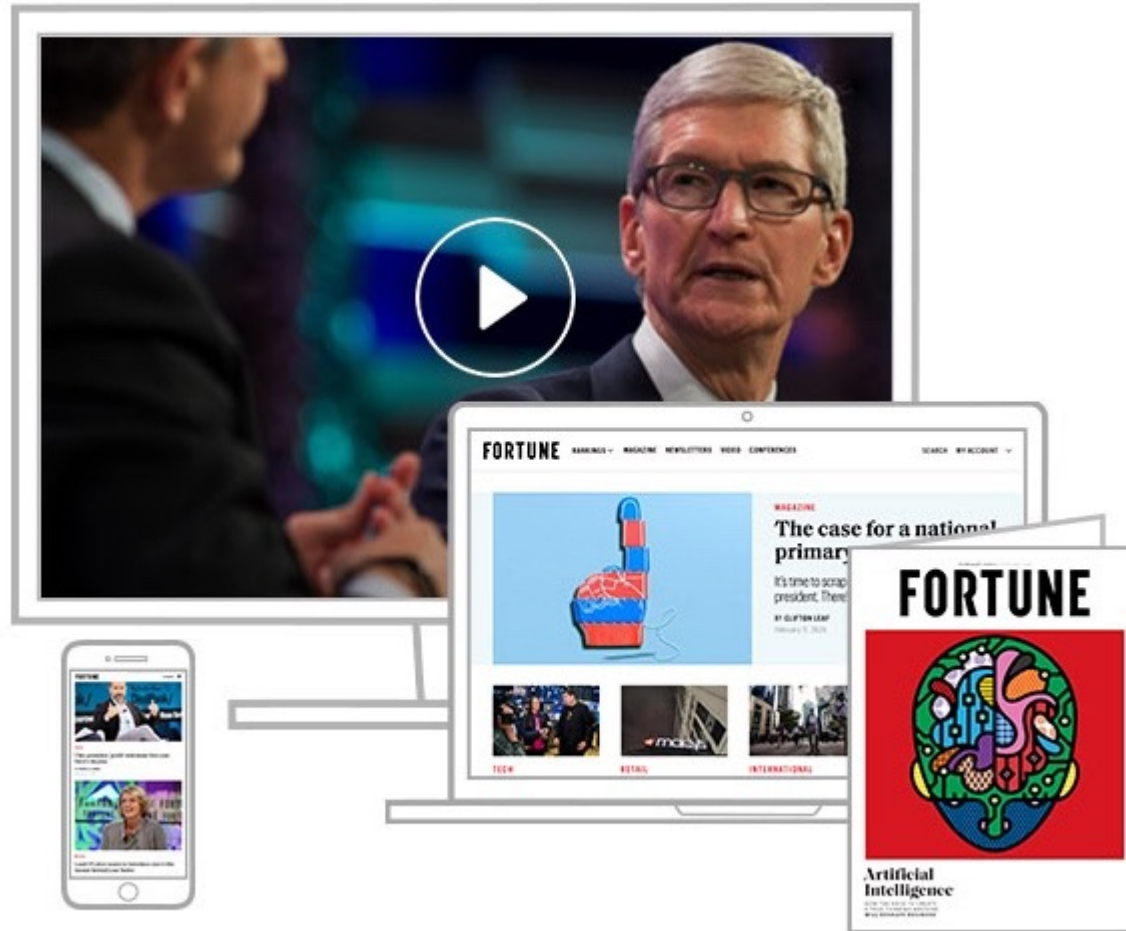
FORTUNE
IT PAYS TO KNOW

THE FUTURE OF FORTUNE IS HERE

In January 2020, Fortune launched a new premium experience – the best of business, all in one place: strategic insights, deep-dive stories, and exclusive access to what the C-suite is thinking.

In an effort to better serve our audiences, Fortune is investing significantly in its journalism and platforms. We recently launched a suite of enhanced premium products, including:

- **New Website:** A redesigned experience featuring subscriber-only stories and commentary, as well as additional benefits like quarterly investment guides and Fortune Analytics research
- **New App:** Real-time feeds of Fortune articles and videos, curated content from newsletters, and access to our magazine archive
- **Premium Video Portal:** Fortune On Demand curates collections of executive insights—the latest and best from our interviews with business leaders, analysis series, and conference sessions
- **New Magazine:** Gorgeous, higher quality covers and paper stock, and a completely upgraded design that hails back to our founding 90 years ago



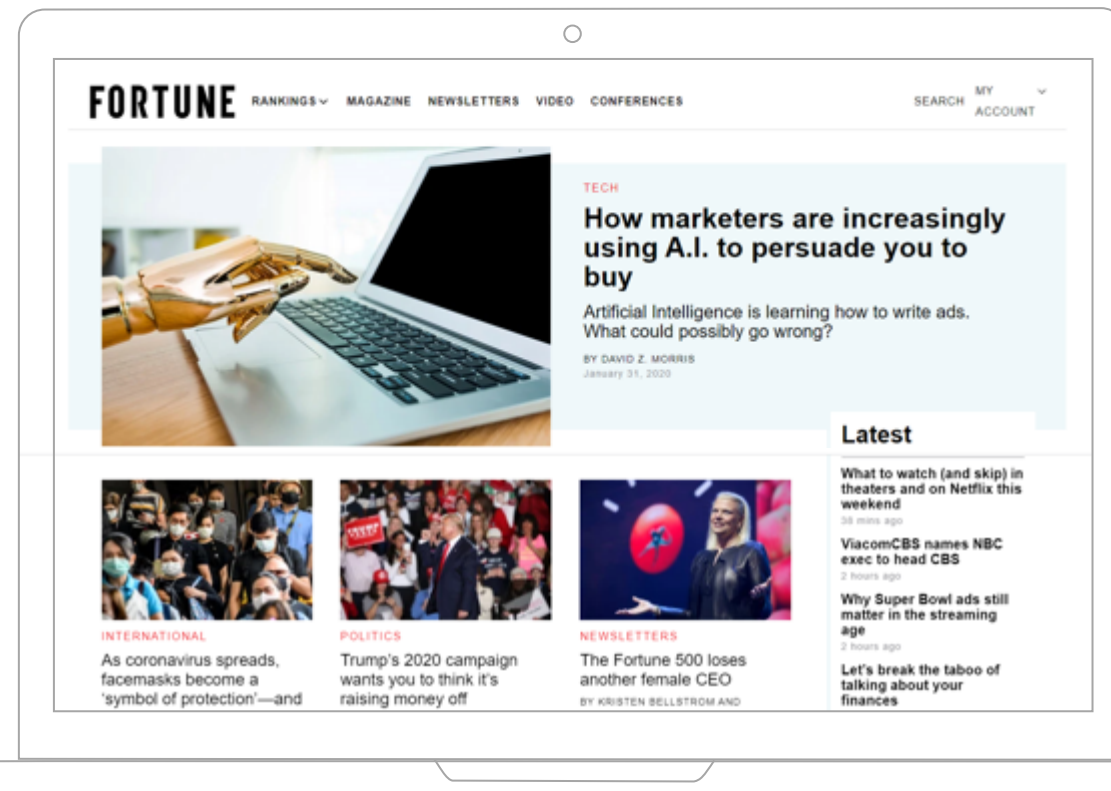
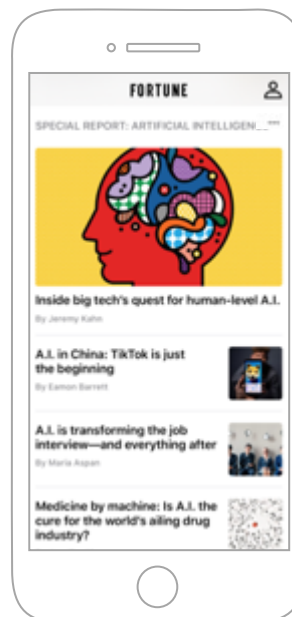
HOW MORE CEOS GET IT DONE

The new FORTUNE is the essential go-to for deep insights, clear analysis and incredible access. Every article we publish, every list we compile, every conversation we curate has one goal: **to help you be a better, sharper, more informed leader.**

THE NEW SITE AND APP INCLUDE:

- Subscriber-only stories and deep analysis
- Quarterly Investment Guides
- FORTUNE Analytics: original research that will gauge perspectives of the business community, informing original content
- Quicker, cleaner, and easier to read and navigate.

14MM
MONTHLY PAGE VIEWS

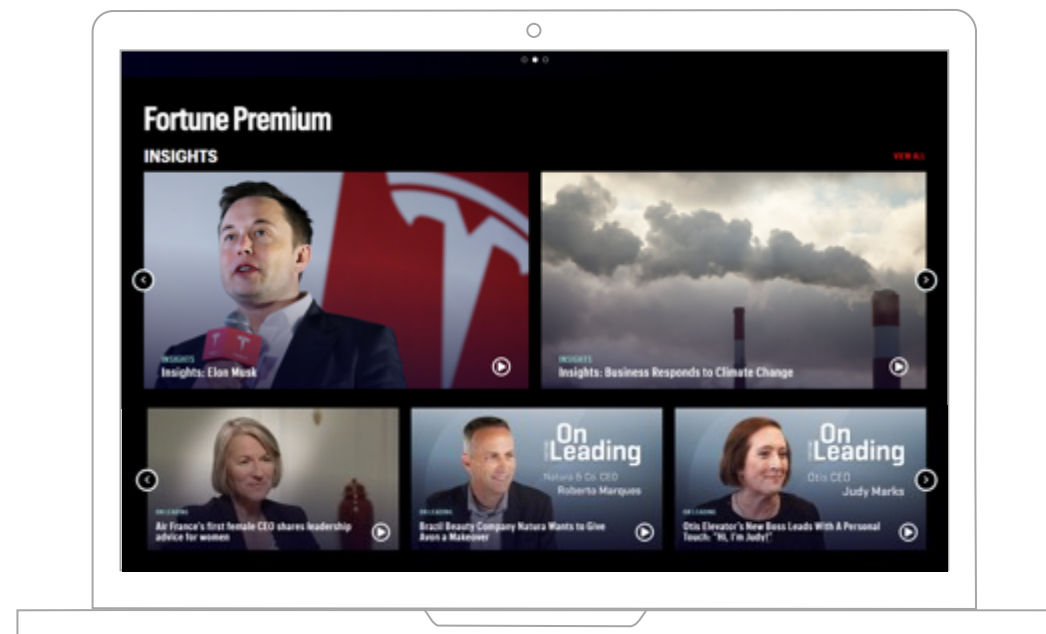
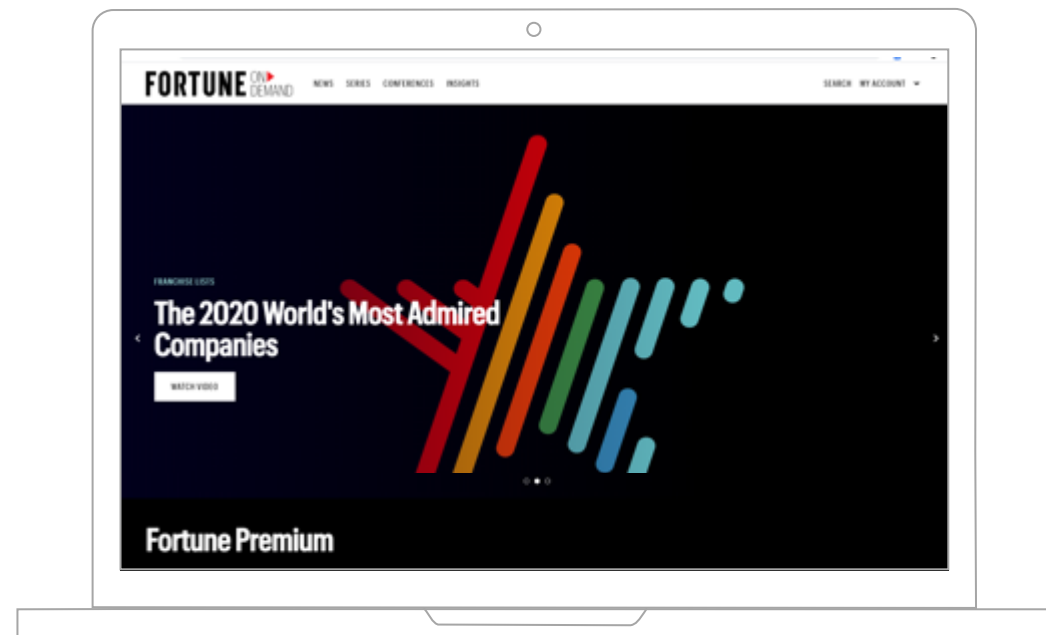


SEE THE BIG PICTURE FROM EVERY ANGLE.

FORTUNE is reimagining how we deliver video content. Our new immersive video portal—*FORTUNE On Demand*—is an innovative new platform featuring curated video collections and playlists that will improve the way our audiences consume content.

- Features extensions of conversations from our elite events and conferences beyond the intimacy of the room, and allows subscribers to watch playlists of main stage panels
- Access curated playlists around topics and themes like design or workforce transformation
- Search video playlists by company, industry, or CEO
- Designed for highly engaged business content consumption for a more productive video-viewing experience (i.e., enlarged video player, simple navigation, advanced search and more.)
- Link [here](#)

6MM
AVERAGE MONTHLY
VIDEO VIEWS



WE'RE A MINDSET, NOT A MAGAZINE.

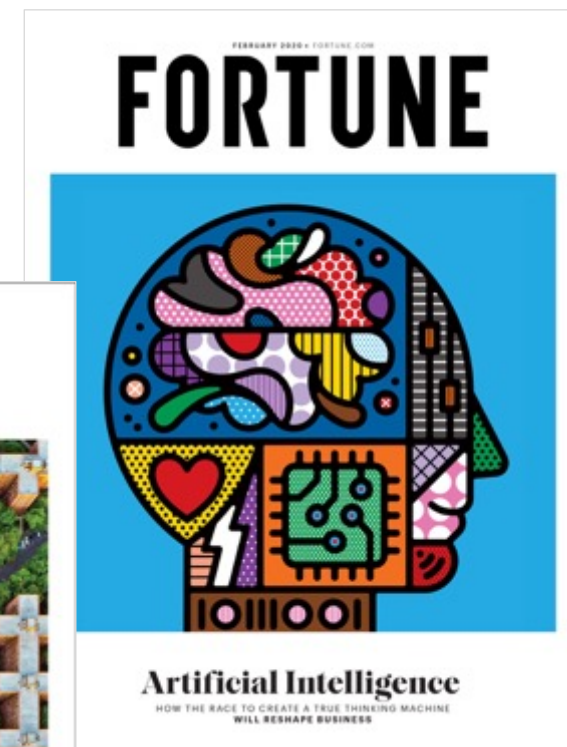
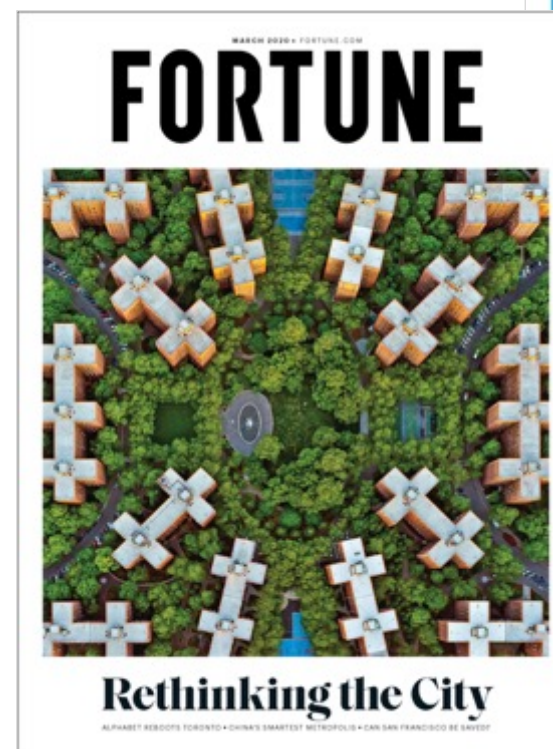
FORTUNE's newly redesigned print experience serves as a monthly curation of FORTUNE's renowned journalism, arresting photography, and sophisticated infographics.

- The magazine serves as an indispensable curation for business leaders—showcasing the stories that matter, providing intimate access to CEOs and companies that are transforming business, crafting deep-dive investigative journalism, and through it all, benchmarking business success with iconic lists
- Recently launched with the February 2020 issue
- More premium experience with a higher quality cover and paper stock
- Features original art cover for every issue
- More stories per issue

61%

ACTIONS TAKEN

#1 VS. *Forbes*, *The Atlantic*,
Wired, *NYT Magazine* and *TIME*



FORTUNE CONNECT: YOU KNOW HOW TO MANAGE, NOW LEARN HOW TO LEAD.

Prepare your high potential employees to navigate disruption with **Fortune Connect – an all-new membership community that will educate and train today's brightest leaders for the future.** Our mission is to equip professionals with the essential intelligence and tools they need to better lead their industries, grow their businesses, advance their careers, and help make business better.

- Exclusive Articles
- Mobile App
- FORTUNE Archive
- Exclusive List Previews
- Print Magazine
- Investment Guides
- Executive Insights
- Conferences on Demand/Live
- Masterclasses on Demand
- Invitation-only Events

FORTUNE connect

Prepare your employees to navigate disruption with FORTUNE Connect — an all-new membership community that will educate and train today's brightest leaders for the future. Our mission is to equip professionals with the essential intelligence and tools they need to better lead their industries, grow their businesses, advance their careers, and help make business better.

FORTUNE CONNECT OFFERS A COMPREHENSIVE COLLECTION OF BENEFITS, INCLUDING:

- COMMUNITY**
 - Invite-Only Dinners and Roundtable Events
 - One Day Local Conferences
 - Curated Working Groups
- LEARNING**
 - Onsite Training
 - On Demand Training from Renowned Executives
 - Interactive Monthly Briefings on Critical Business Trends
- INSIGHTS**
 - Conference Live Streams— Private Access to 10+ Fortune Conference Sessions Annually
 - Conferences On Demand— Every Conference, Every Mainstage Session (150+ C-Level Discussions Annually)
 - Toolkits & Templates for SMEs and Industries
- PREMIUM SUBSCRIPTION**
 - Access to All Stories and Searchable Archives
 - Proprietary Research Each Week
 - Exclusive Analysis for All Lists

CONFERENCES ON DEMAND

FORTUNE is your essential go-to for deep insights, clear analysis and incredible access. Every article we publish, every list we compile, and every conversation we curate has one goal to help you be a better, sharper, more informed leader.

TAKE YOUR CAREER INTO YOUR OWN HANDS

This all-new membership community will connect, educate and train today's brightest leaders for the future. Our mission is to equip professionals with the essential intelligence and tools they need to better lead their industries, grow their businesses, advance their careers, and help make business better.

FORTUNE Connect offers a comprehensive collection of benefits, including:

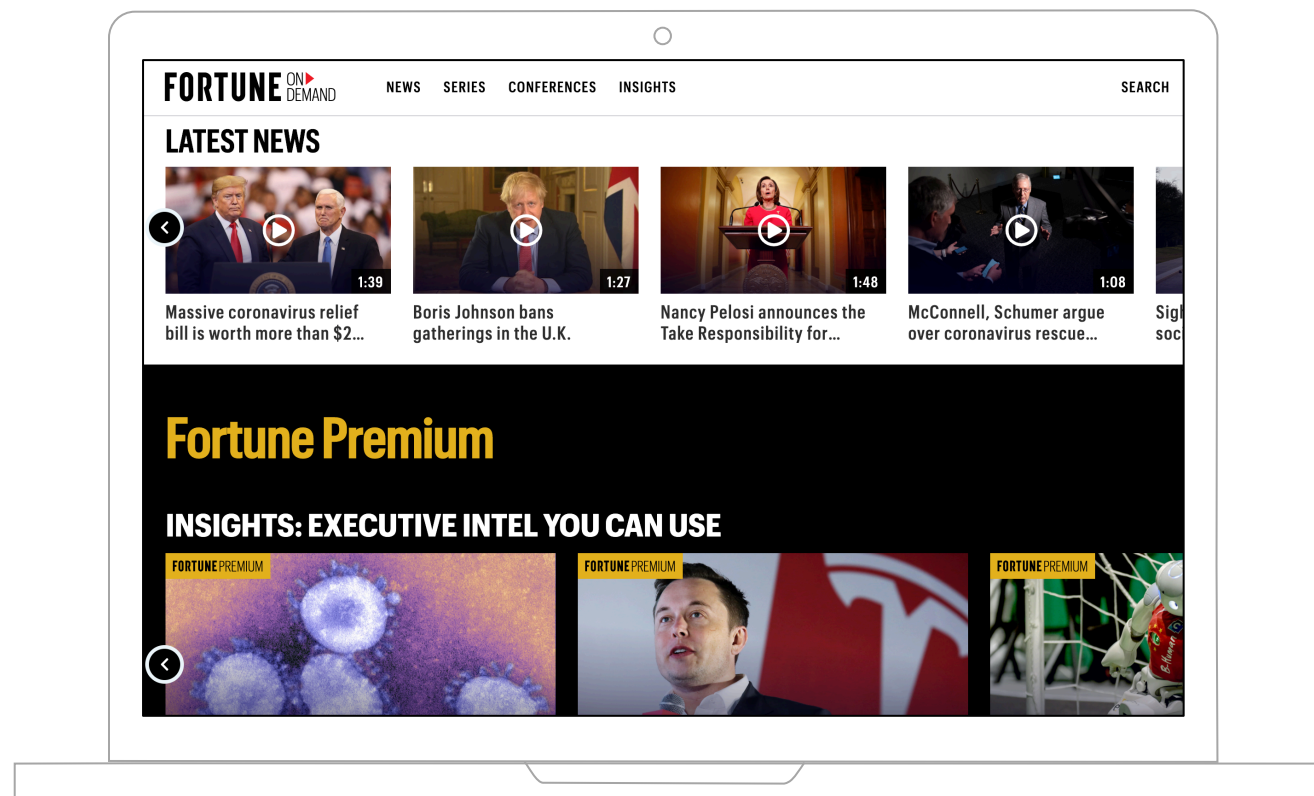
- Workshops with world-class business leaders, instructors, and practitioners designed to activate a deep conversation, foster practical learning, and build knowledge to further advance our member's companies and careers
- Executive networking opportunities across industries
- Access to 20+ invite-only events each year
- Fortune is your essential go-to for deep insights, clear analysis and incredible access. Every article we publish, every list we compile, and every conversation we curate has one goal: to help you be a better, sharper, more informed leader.



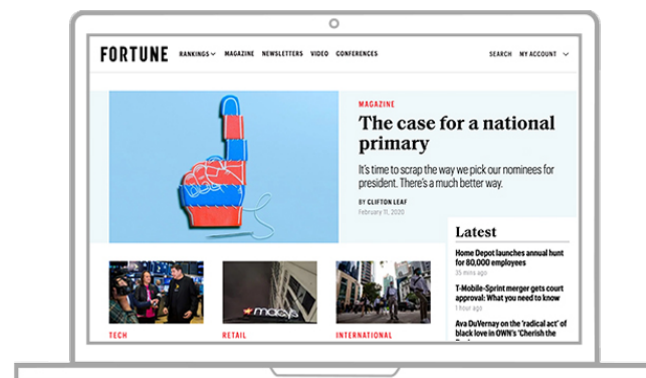
BE THE GOOD KIND OF KNOW-IT-ALL

FORTUNE is your essential go-to for deep insights, clear analysis and incredible access. Every article we publish, every list we compile, and every conversation we curate has one goal: to help you be a better, sharper, more informed member of society.

When you sponsor subscriptions for your clients or colleagues, it includes subscriber-only deep-dives online, an immersive video hub of exclusive playlists, propriety research, webinars, and much more.



SUBSCRIPTION BENEFITS



PREMIUM CONTENT

Unrivalled access and breaking insights across technology, finance, business leadership, politics, and more.

ARCHIVAL ACCESS

Search the Fortune archive by industry and company.

PRIORITY LIST ACCESS

Receive analysis of our signature franchises, such as the Fortune 500 and 100 Best Companies to Work For, delivered right to your inbox.

QUARTERLY INVESTMENT GUIDES

An eight-part report diving into market conditions, economic indicators, and where the smart money's going.

PRINT MAGAZINE

Redesigned and reimagined, featuring in-depth reporting, world-class photography, and high-impact graphics

MOBILE APP

Enjoy Fortune on the go.

**currently only available in the U.S.*

SEARCHABLE VIDEO LIBRARY

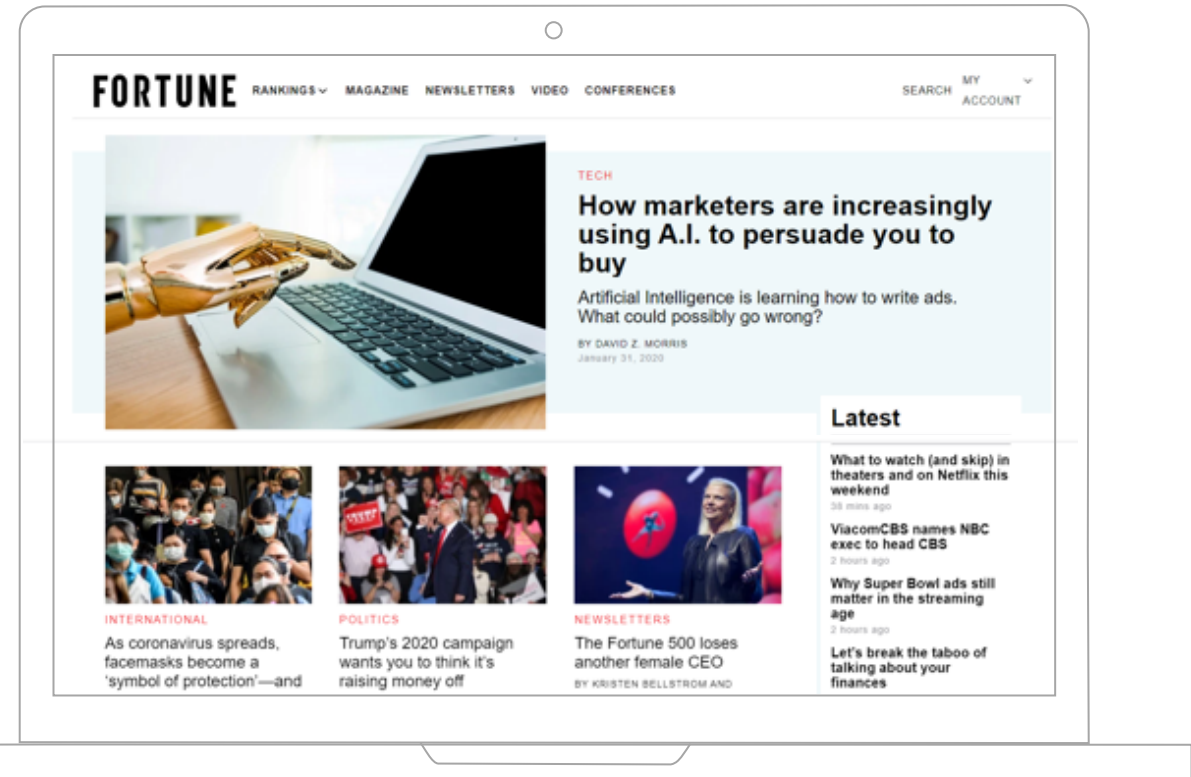
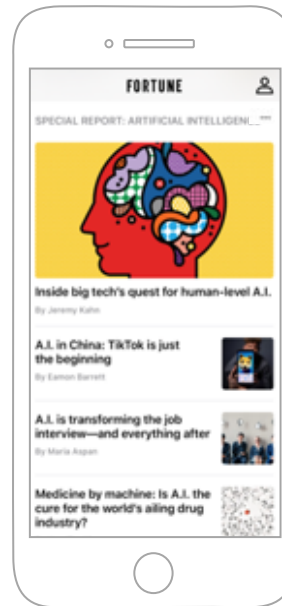
With Fortune on Demand, browse curated collections of exclusive videos by company, topic, and industry, including coverage of all Fortune conferences.

PROPRIETARY RESEARCH

Stay on top of the latest trends with Fortune Analytics, a weekly report and newsletter filled with business insights from exclusive survey data.

THERE ARE MULTIPLE WAYS TO SPONSOR SUBSCRIPTIONS...

1. IP White List
2. Custom Landing Page
3. Subscriber Direct
4. Redemption Codes

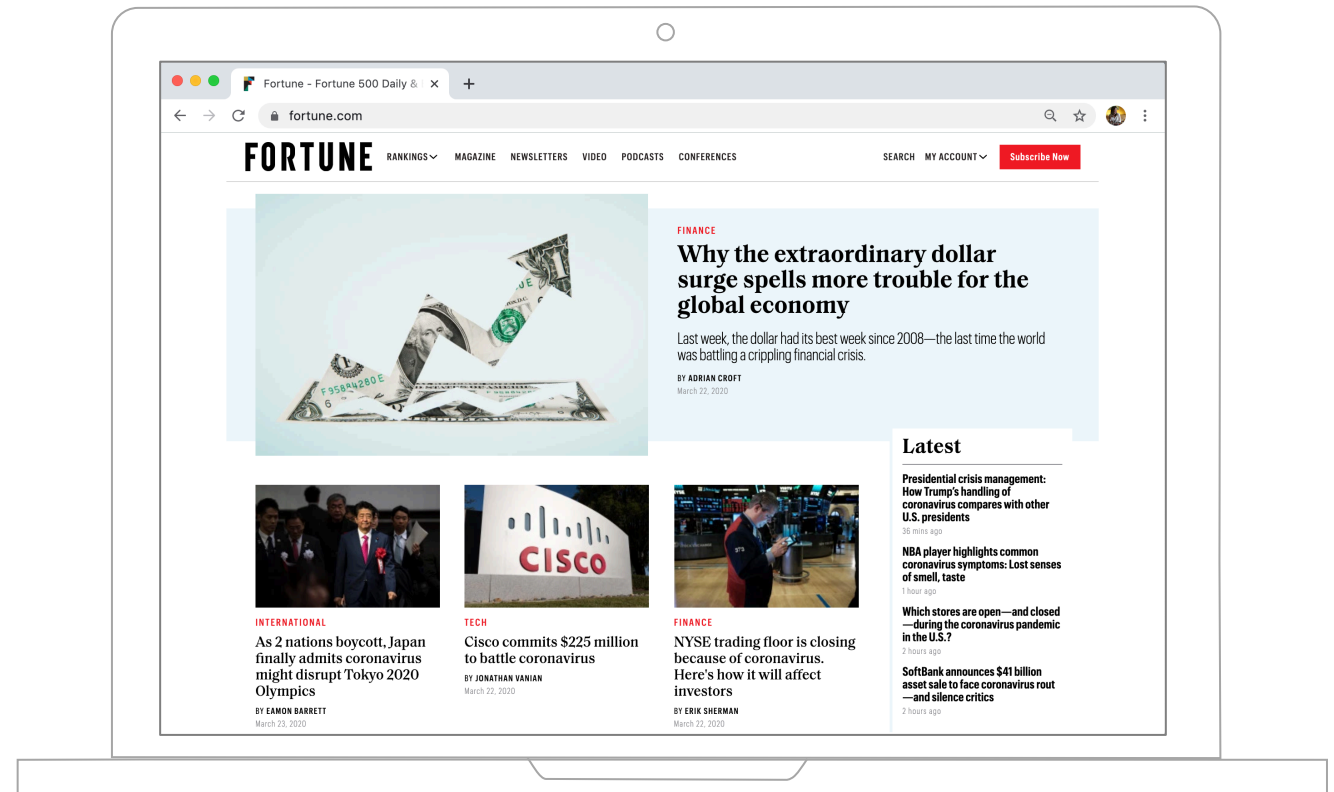


IP WHITELIST

Allows ungated access to anyone who visits FORTUNE.com from the clients/companies IP address.

HOW IT WORKS:

1. Sponsor a Digital, Access + or Premium subscription for anyone connecting to the internet via your companies IP address
2. When connected to the internet from your IP address, individuals arriving at Fortune.com will have an ungated content experience and be able to begin exploring Fortune.com right away!



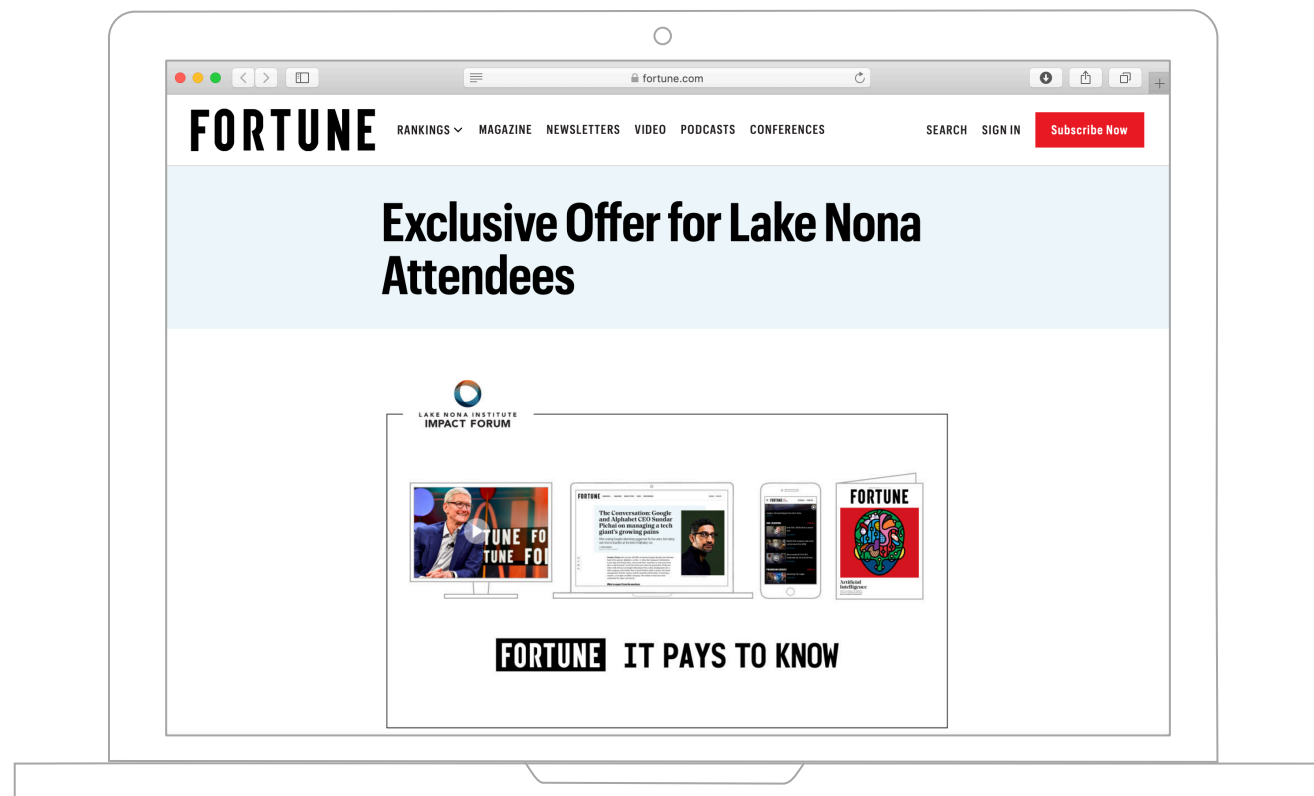
CUSTOM PRICING OFFERS

Unique landing page/ URL which allows prospective users to sign-up and enroll for a special offer.

HOW IT WORKS:

1. Decide on the type of offer you would like to sponsor (discounted rate, free trial period etc.) and define who is eligible to participate
2. Custom co-branded landing page designed and hosted with a unique URL on Fortune.com
3. Eligible participants follow the prompts to register from that URL to enroll and begin exploring content right away!

Examples of this execution currently include our [Charter Offer](#) and the [Exclusive Offer for Lake Nona Attendees](#).

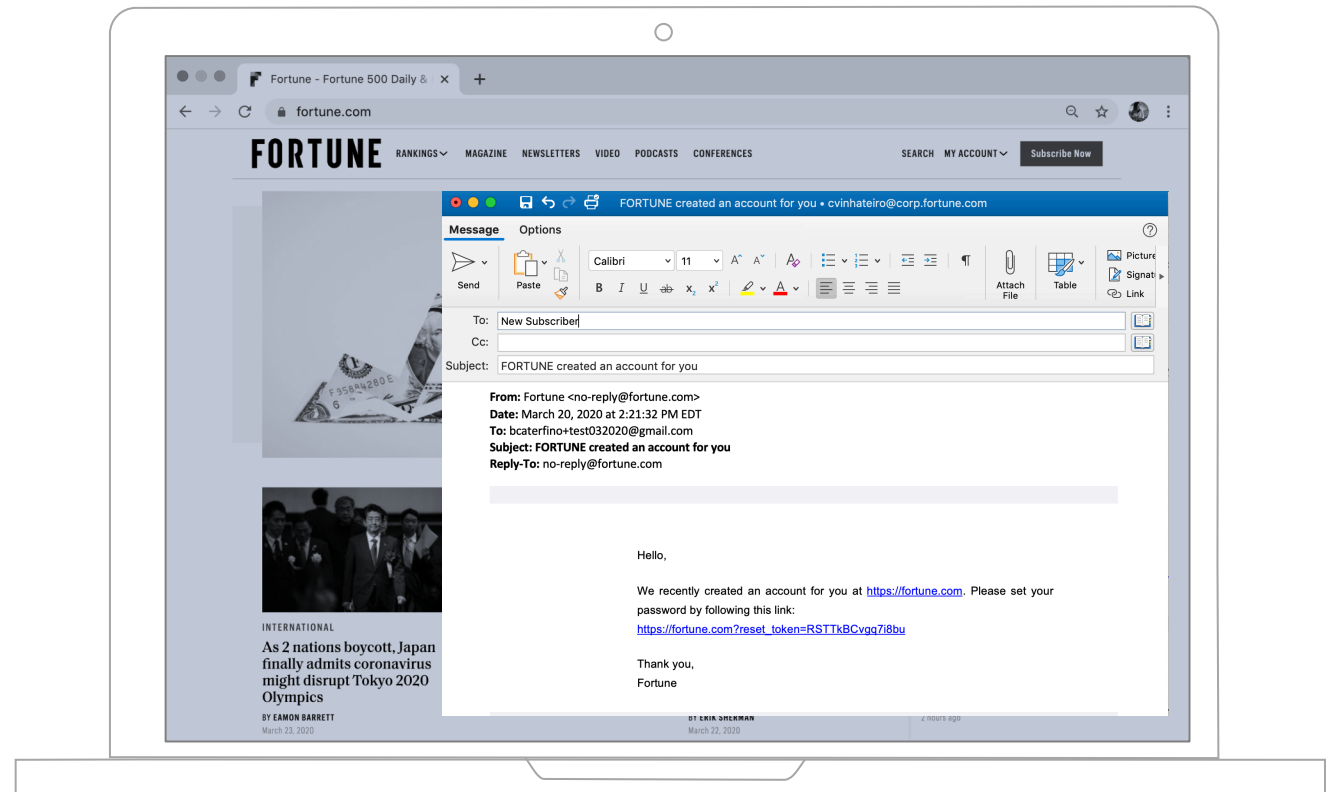


SUBSCRIBER DIRECT

Fortune is provided a list of new subscribers by the client/company and these individuals are sent a welcome email, with a link to create a password and activate their account.

HOW IT WORKS:

1. Decide which subscription tier you would like to offer (Digital, Access Plus+, Premium or Connect)
2. Provide a list of current email addresses of the new subscribers you would like to sponsor
3. Fortune will send out a welcome email with a live link for the new user to create their profile and begin exploring content right away!

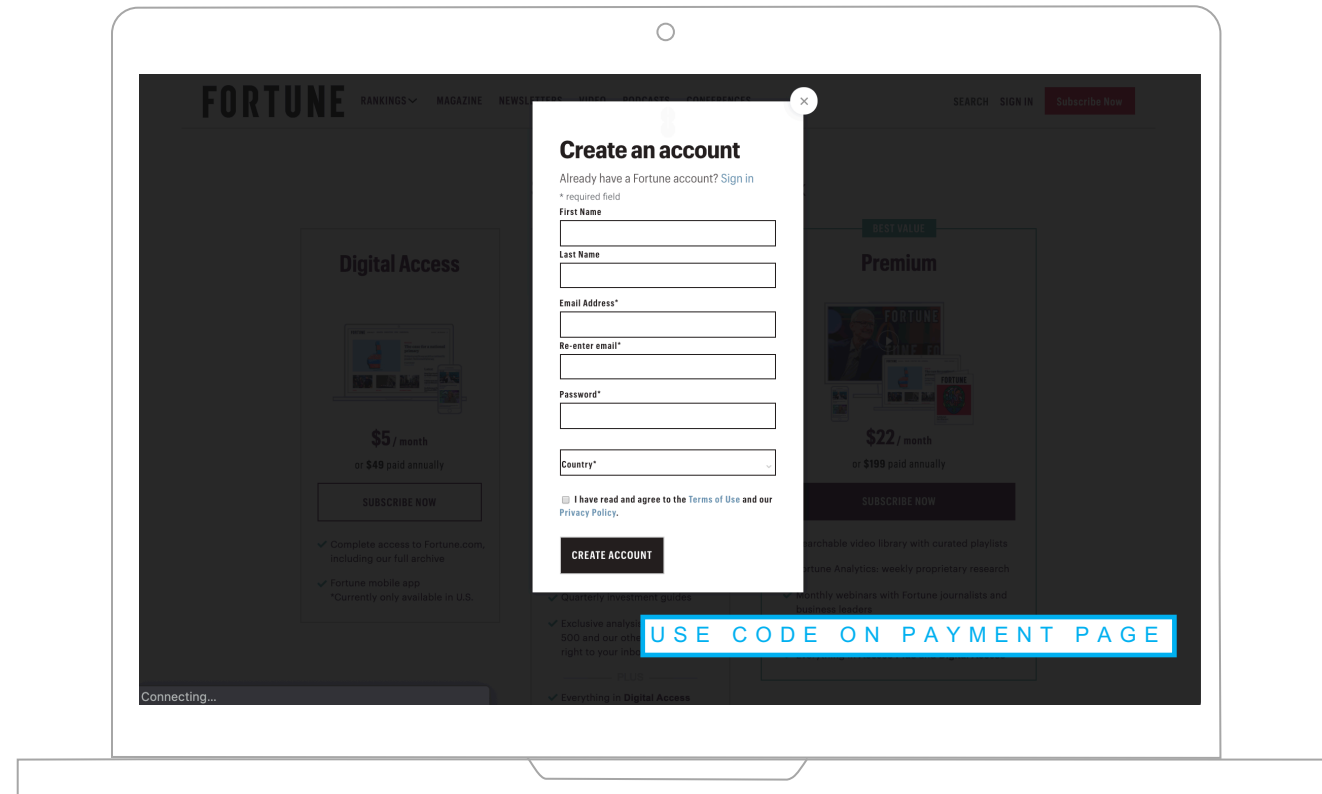


REDEMPTION CODES

Client/company purchases a set # of subscriptions. They are provided a list of single-use redemption codes.

HOW IT WORKS:

1. Decide how many subscriptions you would like to sponsor, and which tier (Digital, Access Plus+, Premium or Connect)
2. Fortune will provide a document with a list of unique single use codes
3. Individuals who have been gifted a subscription will go to create an account on Fortune.com, input their code on the payment page and begin exploring content right away!



SUBSCRIPTION TIERS		DIGITAL ACCESS	ACCESS PLUS+	PREMIUM
PREMIUM CONTENT	Unrivaled access and breaking insights across technology, finance, business leadership, politics, and more.	+	+	+
ARCHIVAL ACCESS	Search the Fortune archive by industry and company.	+	+	+
MOBILE APP	Enjoy Fortune on the go. <i>*currently only available in the U.S.</i>	+	+	+
PRINT MAGAZINE	Redesigned and reimagined, featuring in-depth reporting, world-class photography, and high-impact graphics		+	+
QUATERLY INVESTMENT GUIDES	An eight-part report diving into market conditions, economic indicators, and where the smart money's going.		+	+
PRIORITY LIST ACCESS	Receive analysis of our signature franchises, such as the Fortune 500 and 100 Best Companies to Work For, delivered right to your inbox.		+	+
PROPRIETARY RESEARCH	Stay on top of the latest trends with Fortune Analytics, a weekly report and newsletter filled with business insights from exclusive survey data			+
SEARCHABLE VIDEO LIBRARY	With Fortune on Demand, browse curated collections of exclusive videos by company, topic, and industry, including coverage of all Fortune conferences.			+

FIND OUT WHAT THE C-SUITE IS THINKING

FORTUNE drives the conversation about business. With a global perspective, the guiding wisdom of history, and an unflinching eye to the future, we report and reveal the stories that matter today—and that will matter even more tomorrow. With the trusted power to convene and challenge those who are shaping industry, commerce and society around the world, FORTUNE lights the path for global leaders—and gives them the tools to make business better.

**FORTUNE
has a higher
concentration
of business
leaders**



MOST LIKELY TO REACH

C-suite

Chief Executive Officer

Chief Sustainability Officer

Business Decision-Maker

Expert Peer

HHI: \$500K+

HHI: \$1MM+

VS

Bloomberg Businessweek

Forbes

The Wall Street Journal

The New York Times

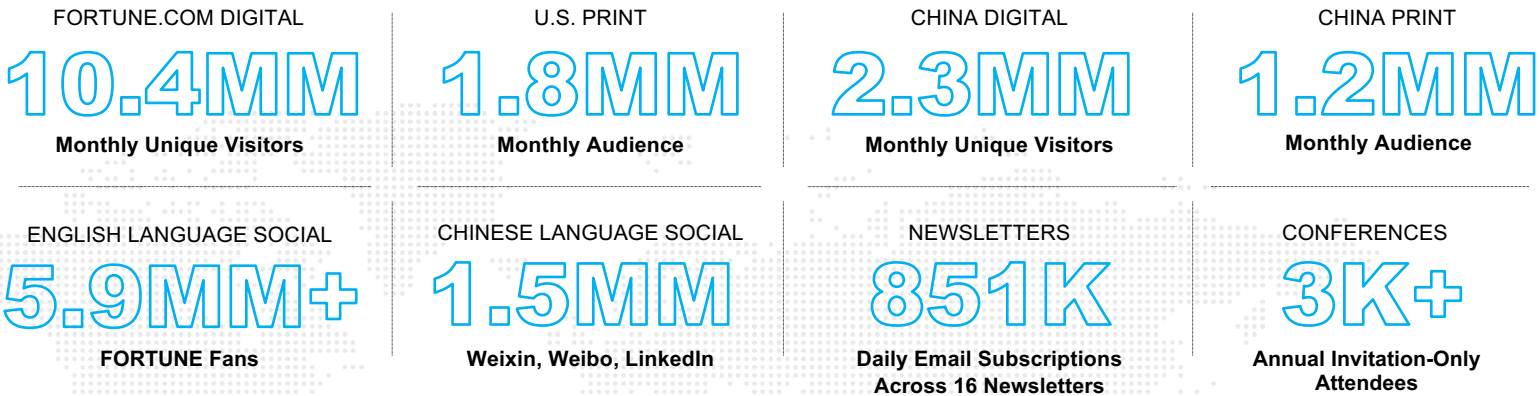
The Economist

The Atlantic

BusinessInsider

FORTUNE is
an iconic
brand with a
strong global
influence in
China and
throughout
the world.

MULTIPLATFORM REACH AND INFLUENCE



DIGITAL

10.4MM Global Audience

PRINT

3.4MM+ Global Audience

English Language Editions
1.8MM – U.S. (HHI \$125k+ base)
98k – EMEA
130k – Asia Pacific

Local Language Edition

1.2MM – China

LICENSED EDITIONS
(LOCAL LANGAUGE)

219,000 – India, Italy, Mexico,
Turkey, Greece, Korea

INTERNATIONAL

2.3MM FORTUNE CHINA DIGITAL

FORTUNE.COM MONTHLY
Top International Countries by Unique Visitors

5.19% – Canada
4.35% – India
2.93% – U.K.
1.94% – Australia
1.26% – Singapore

THE POWER OF FORTUNE

FORTUNE is an iconic brand with a strong global presence in China and throughout the world.

DIGITAL:

12.7MM

10.4 MM – FORTUNE.com Global UVs

2.3MM – FORTUNE China Digital UVs

PRINT:

3.4MM+

GLOBAL AUDIENCE

ENGLISH LANGUAGE EDITIONS

1.8MM – U.S. (HHI \$125k+ base)

98k – EMEA

130k – Asia Pacific

LOCAL LANGUAGE EDITION

1.2MM – China

LICENSED EDITIONS (LOCAL LANGUAGE)

219,000 – India, Italy, Mexico,

Turkey, Greece, Korea

FORTUNE.COM TOP COUNTRIES BY UNIQUE VISITORS

5.19% Canada

4.35% India

2.93% U.K.

1.94% Australia

1.26% Singapore



STATUS-CEMENTING RANKINGS

1.7B
TOTAL PR
IMPRESSIONS
(2019)

Q1

FORTUNE
WORLD'S
MOST
ADMIRED
COMPANIES

FORTUNE
100
BEST
COMPANIES
TO WORK FOR®

Q2

THE
WORLD'S
GREATEST
LEADERS

FORTUNE
500

Q3

FORTUNE
GLOBAL
500

CHANGE
THE
WORLD

4040
40 UNDER 40

Q4

FORTUNE
MPW
MOST POWERFUL WOMEN

THE FUTURE
50

BPOY
BUSINESSPERSON OF THE YEAR

BEST-IN-CLASS CONFERENCES

12.2B TOTAL PR
IMPRESSIONS
(2019)

14 TENTPOLE EVENTS
REACHING 3,000+ GLOBAL
BUSINESS ELITE



MPW EVENING WITH . . . SERIES

New York, NY | TBD

MPW SUMMIT

Laguna Nigel, CA | Sept. 30–Oct. 2, 2020

MPW NEXT GEN

Laguna Nigel, CA | Dec. 1–2, 2020

MPW INTERNATIONAL

Singapore | Dec. 8, 2020



BRAINSTORM TECH AT CES

Las Vegas, NV | Jan. 6, 2020

BRAINSTORM TECH LEAD UP DINNER

San Francisco, CA | Mar. 10, 2020

BRAINSTORM HEALTH

Virtual Event | July 7, 2020

BRAINSTORM TECH

Aspen, CO | July 13–15, 2020

BRAINSTORM DESIGN

New York, NY | Oct. 19–20, 2020

Singapore | Dec. 9–10, 2020

BRAINSTORM A.I.

Boston, MA | TBD



CEO DINNER: DAVOS

Davos, Switzerland | Jan. 23, 2020

THE CEO INITIATIVE

San Francisco, CA | Oct. 26, 2020

GLOBAL FORUM

San Francisco, CA | Oct. 26–27, 2020

GLOBAL TECH FORUM

Guangzhou, China | Nov. 19–20, 2020

START YOUR DAY SMART

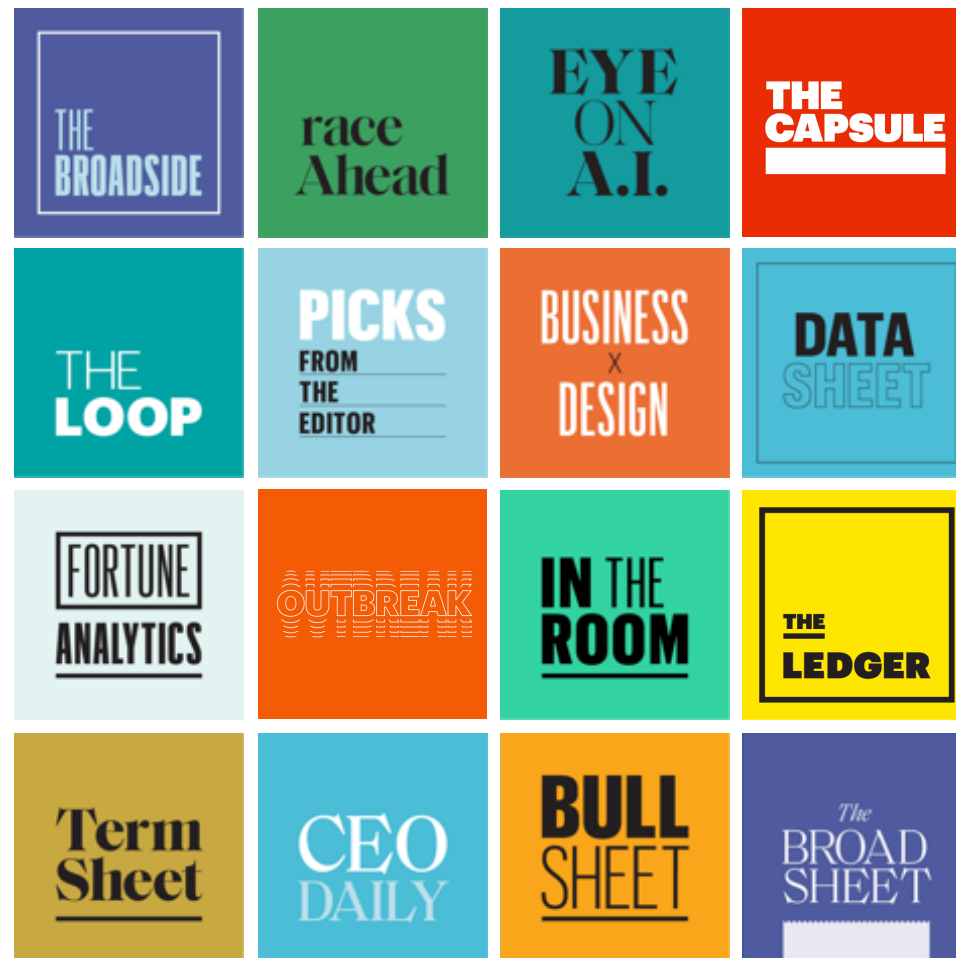
FORTUNE CONVERSATION & COMMUNITY

eNewsletters are a daily, weekly, or monthly touch point for our communities often born from our key franchises or conferences. The emails deliver a roundup of notable stories from around the web, as well as original reporting and interviews, offering insights and analysis around leadership trends and business news that impact subscribers.

COMING SOON: *Eastworld*

861k **NEWSLETTER SUBSCRIPTIONS**
(+125% YOY)

30% **AVERAGE UNIQUE OPEN RATE**
(vs. 18% INDUSTRY AVERAGE)



OUR JOB IS TO MAKE YOU ESSENTIAL AT YOURS

RANKINGS

- World's Most Admired Companies
- 100 Best Companies to Work For
- 50 Greatest Leaders
- *Fortune* 500
- Global 500
- Change the World
- Most Powerful Women
- 100 Fastest-Growing Companies
- Future 50
- Businessperson of the Year
- 40 Under 40

LUXURY + LIFESTYLE

- Passions
- Luxury Radar
- Holiday Gift Guide
- See, Stream, Skip
- 100 Greatest Designs Continuity Series

LEADERSHIP

- NEW Conversations
- NEW Careers (Entry Level, Work Space, Work It Out)
- Executive Read
- World Economic Forum: Davos

INSIGHTS

- NEW C-level Surveys (with FORTUNE Analytics)
- NEW The Future of Global Cities
- NEW 100 Greatest Designs of Modern Times
- NEW Climate Change
- Crystal Ball

FINANCE

- NEW Quarterly Investment Guides
- Global Outlook
- State of the Market
- Market Intelligence
- Investor's Guide

TECH + INNOVATION

- Brainstorm Tech
- Inside A.I.
- World Summit A.I.
- CES
- Future of
- Digital Health
- Business by Design
- Connected Series

CONFERENCE MEDIA

- MPW International
- MPW Evening With Series
- MPW Summit
- NextGen
- Brainstorm Tech at CES
- Brainstorm Tech Lead Up
- Brainstorm Design
- Brainstorm Health
- Brainstorm A.I.
- Brainstorm Finance
- Brainstorm Tech
- CEO Initiative
- Global Tech Forum
- Global Forum

FOLLOW THE STORY, LEAD WITH EVERYTHING ELSE

LEADERSHIP

- On Leading
- Trailblazers
- Out of the Office
- #LikeABoss
- CEOi Membership Interviews
- Conference Playlists

TECH + FINANCE

- What the Tech
- Tech Debate
- Balancing the Ledger
- Future Of (Money, Tech, etc.)
- A.I. Minute

LUXURY + LIFESTYLE

- Luxury Radar
- Holiday Gift Guide
- See, Stream, Skip
- 100 Greatest Designs Continuity

TOPIC TRAYS

- News
- Design
- Energy
- Entertainment
- Finance
- Health
- International
- Leadership
- Luxury
- Politics
- Real Estate
- Retail
- Tech
- Travel

NEWS + INSIGHTS

- Fortune Radar
- Fortune Insights
- Fortune Explains
- Fortune Features

INCREDIBLE ACCESS

25k

UNIQUE LISTENERS



FORTUNE 500 DAILY

A daily, two-minute download on what you need to know about Walmart, Apple, and the other U.S. companies on our signature list of U.S. companies ranked by annual revenue.



LEADERSHIP NEXT (LAUNCHED MARCH)

Each week, Alan Murray sits down with stars of business for intimate conversations about the new rules of leadership. The leaders of the world's most successful companies discuss how accelerating technological change and rising demands from stakeholders are leading them to put a new sense of purpose at the center of their enterprises.

FEATURING

- Satya Nadella, CEO, Microsoft
- Kevin Johnson, CEO, Starbucks
- Ginni Rometty, CEO, IBM
- George Yancopoulos, CEO, Regeneron
- Mark Cuban, Investor and Entrepreneur
- Alex Gorsky, CEO, Johnson & Johnson and more....

1 in 4

OF FORTUNE'S C-SUITE
AUDIENCE LISTENS TO A
PODCAST

HYPER- SERVING YOUR AUDIENCE



CROWN

A custom-built, rich media, cross-screen experience created just for your brand. Creative sticks as a static unit as the user scrolls down the page. The Crown unit can include video, animation, or static brand ads. Demo [here](#)

.60%

BEST PERFORMING CTR



CAROUSEL

A custom-built, high-impact, cross-screen unit featuring multiple tiles. Engage your key audience with an interactive ad unit with multiple points of engagement content. Demo [here](#).

1.6–3.3%

AVERAGE ENGAGEMENT RATE

44–54%

AVERAGE VCR



EXPLORER

Highlights points of interest through a configurable and interactive display (map, timeline, automobile, etc.).

.30–.80%

AVERAGE CTR*

40–58%

AVERAGE VCR*

HOW C-SUITE AND BDMS THINK, FEEL, AND OPERATE ARE FORTUNE'S BUSINESS.

The most influential business leaders come to FORTUNE for cutting-edge content and exclusive insider access—giving them the competitive edge to bring their companies into the future.

Your brand will have the opportunity to target assets to key audience segments or topics of interest with precision and scale.

TARGETING OPPORTUNITIES

Audience

- Reach key audiences like BDM, C-suite, and Business Owners
- Opportunity to create FORTUNE custom segments with Oracle:
 - *Expert Peers*: Business influencers within an organization that C-suite and BDMS rely on before making key decisions. They have a voracious appetite for knowledge, a broad active social network to voice their opinions, and are the “go-to” person for trusted advice.

Contextual

- Align with relevant topics like Leadership, Health, Tech, Finance, and more



FORTUNE BRAND STUDIO

We're a best-in-class content studio for a global business audience.

Our nimble team makes meaningful brand stories come to life in digital, video, and print.

Our premium-quality work upholds the highest creative, editorial, and legal standards.



BRANDED EDITORIAL

INTERACTIVE HUBS \$250K+

Immersive multimedia digital experiences

DIGITAL AND PRINT ARTICLES \$50K+

Spotlights, long-form, multi-sponsor

PROPRIETARY WHITE PAPERS \$150K+

Research + content + social

FORTUNE BRAND INSIGHTS® PACKAGE \$25K +

Edited/templated client whitepapers

DATA VISUALIZATION \$25K +

Infographics, animations

CUSTOM VIDEO

DOCU-STYLE VIDEO \$200K+ (scalable)

Capturing leaders in their element

MOTION GRAPHIC VIDEO \$150K+

Explainers, deep dives, social-first

GIFS & CINEMAGRAPHS \$50K+

Digital and social

PREMIUM VIDEO PACKAGE \$500K+

3- to 5-minute digital video series supported by a brand that tackles issues affecting major industries

BRANDED CONTENT AT FORTUNE CONFERENCES \$150K

On-site video, audio, photography

NEW CONTENT

PODCAST SERIES \$150K / \$200K

Roundtable discussions / Brand stories

HIGH-IMPACT UNITS \$ priced on request

Print, digital

SOCIAL ASSETS \$ priced on request

Video cut-downs, custom packages

ORIGINAL PHOTOGRAPHY \$ priced on request

Portraits, photojournalism

ILLUSTRATION \$ priced on request

Print, digital

Appendix

FORTUNE AUDIENCE INSIGHTS: BUSINESS



INDEX

172

C-suite

INDEX

143

Business Decision-Maker

INDEX

212

Expert Peer

FORTUNE AUDIENCE INSIGHTS: TECH



INDEX

198

Chief Technology Officer

INDEX

161

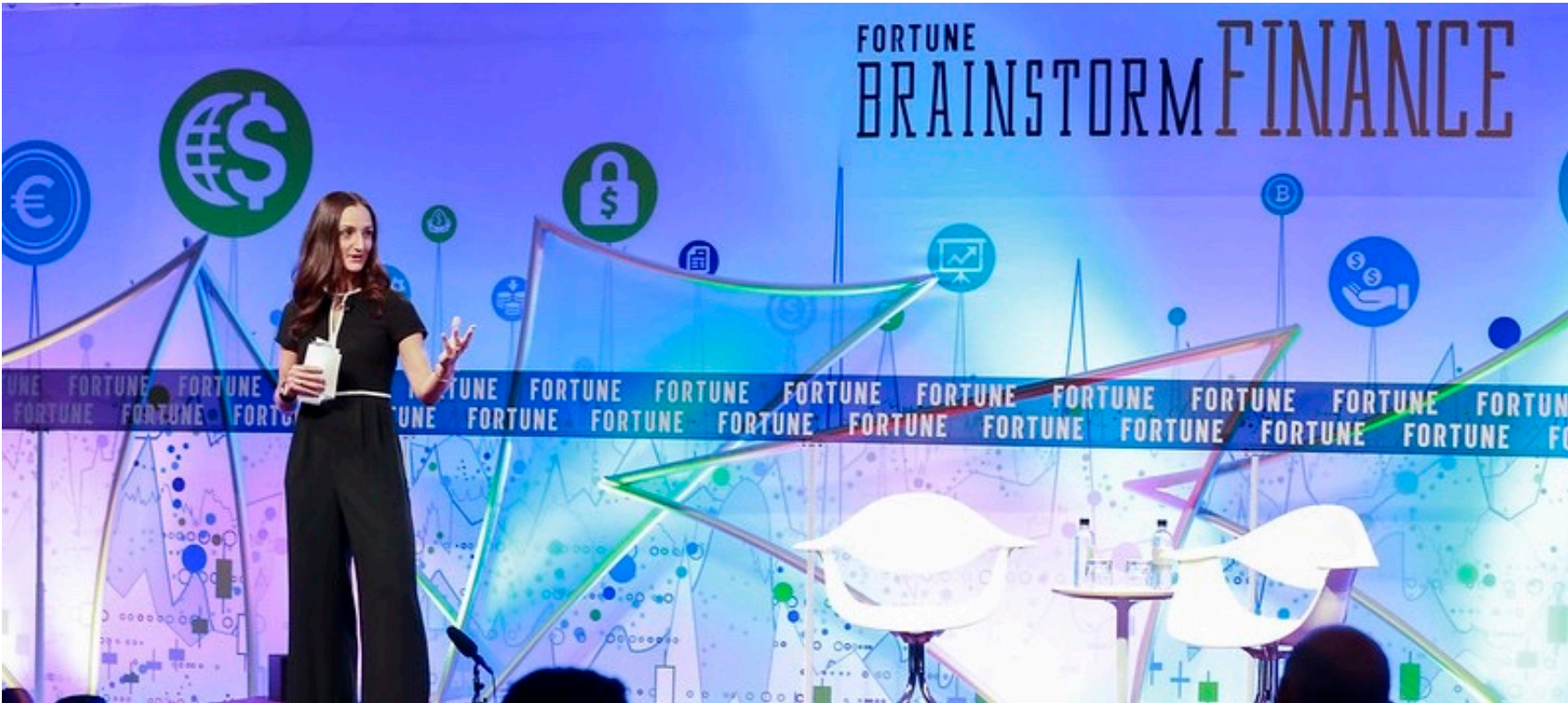
Tech Decision-Maker

INDEX

169

Job function: Computer
services/MIS/IT or Technology

FORTUNE
AUDIENCE
INSIGHTS:
FINANCE



INDEX

167

Finance Decision-Makers

INDEX

144

HH plans in next 12 months: Invest
in stocks, mutual funds, etc.

INDEX

182

Financial Advisor*

FORTUNE AUDIENCE INSIGHTS: LUXURY



INDEX

167

Auto Affluencer

INDEX

169

Affluent Travelers: Jetsetters

INDEX

146

Prefer to buy designer or luxury brands