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TOP

150

GLOBAL
LICENSORS

The most comprehensive guide to the world's largest licensors, which represent \$251.8 billion in retail sales of licensed merchandise worldwide, the Top 150 Global Licensors report provides retail sales data and trends for licensors in the entertainment, sports, apparel, corporate brands, art and non-profit sectors.

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TOP 150 GLOBAL LICENSORS

This report is the most comprehensive guide to the world's largest licensors, which represent \$251.8 billion in retail sales of licensed merchandise worldwide. The Top 150 Global Licensors report provides retail sales data and trends for licensors in the entertainment, sports, apparel, corporate brands, art and non-profit sectors.

By **Tony Lisanti**

The Top 150 Global Licensors accounted for \$251.8 billion in retail sales of licensed products worldwide in 2013 versus almost \$230 billion in 2012 as a result of several licensors reporting significant increases in retail sales and new licensors that joined the rankings.

The Top 10 Global Licensors reported an increase in retail sales of more than \$14 billion, jumping from \$112 billion in 2012 to \$126.9 billion in 2013, accounting for slightly more than 50 percent of overall licensed product retail sales.

A total of 59 global licensors reported retail sales of \$1 billion or more, up from 56 licensors in 2012, representing \$225 billion in retail sales or 90 percent of total licensed product retail sales.

It is important to point out that the total year-over-year increase in retail sales is attributable to several factors—real growth of the licensors, acquisitions and the addition of new licensors. It provides a true picture of the significance of brand licensing and its importance and contribution to the overall retail industry.

In this year's report, 12 new licensors have joined the rankings, representing a combined total of almost \$7 billion in retail sales of licensed merchandise in 2013. The new licensors are Ford, National Football League Players, Inc., Discovery Consumer Products, Dr. Seuss, A+E Networks, Ironman, Briggs & Stratton, Wolfgang Puck Worldwide, Skechers, Crocs, Kathy Davis Studios and Green Gold TV.

There are several familiar licensors that are no longer individually broken out within the ranking as they have been incorporated into their respective parent company's listing, either the result of a corporate decision or acquisition—ESPN and Disney ABC Television are now included with parent company Disney, for example, and HIT Entertainment is now included with Mattel. Last year, three major licensors were removed from the list but remain viable operating divisions of other major licensors. They include Lucas Licensing, now part of Disney; Classic Media, now part of DreamWorks; and Lazytown, which is part of Turner Enterprises.

The Top 150 Global Licensors experienced a few changes this year in the Top 10 as several companies reported strong increases in retail sales in 2013.

Here's a breakdown of the Top 10 Global Licensors:

- **Disney Consumer Products**, once again with the distinction as the world's largest licensor, reported a total of \$40.9 billion in retail sales of licensed merchandise worldwide in 2013 and includes companies Marvel, Lucasfilm, ABC Television and ESPN.
- **PVH Corp.**, which reported \$13 billion in retail sales in 2012, jumped to No. 2 this year, reporting \$18 billion in retail sales in 2013, attributed in large part to the acquisition of The Warnaco Group/Calvin Klein.

- **Meredith**, which joined the Top 150 last year for the first time at No. 4, moved up one spot to No. 3, reporting retail sales of \$16.6 billion (\$11 billion in 2012). For more on this dynamic company, see this issue's cover story on page 64.
- **Iconix Brand Group**, which sat at No. 2 in 2012 with a reported \$13 billion in retail sales, dropped two spots to No. 4, reporting \$13 billion again.
- **Mattel**, which reported \$7 billion in retail sales in 2012, ranks No. 5 on this year's report. The company reported \$9 billion in retail sales for 2013 with the inclusion of HIT Entertainment, which last year ranked at No. 27 with \$2 billion in retail sales.
- **Sanrio, Inc.**, which added \$1 billion in retail sales over the prior year, reported \$8 billion in retail sales, putting the company at No. 6.
- **Warner Bros. Consumer Products** remains at No. 7 once again, reporting \$6 billion in retail sales.
- **Major League Baseball and Nickelodeon** switched rankings this year at No. 8 and No. 9 respectively, with \$5.5 billion and \$5.4 billion.
- **Collegiate Licensing Company**, despite a slight decline in retail sales to \$4.59 from \$4.62 in 2012, moved up to No. 10.

To view the list of the Top Global Licensing Agents, visit www.licensemag.com.

* All global licensors and/or licensing agents submitted reported retail sales figures, which are based on worldwide retail sales of licensed merchandise in 2013. International sales figures were based on the most recent exchange rates at press time. License! Global consults various industry sources, financial documents, annual reports, et al and relies on the fiduciary responsibility of each company for accuracy. Estimated sales figures are denoted with a mark (E). All companies are public except as otherwise noted (Private, Non-Profit). The Top 150 Global Licensors report is copyrighted and cannot be used without the written permission of License! Global and Advanstar Communications.

1

THE WALT DISNEY COMPANY

\$40.9B (NYSE: DIS)

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Disney, the world's largest licensor, leads the industry by offering innovative product programs and experiences that connect consumers to the company's franchises. By integrating play and storytelling, Disney is transforming the consumer product experience and enabling children and adults to continue experiencing the magic of Disney's stories long after the credits have rolled. Growth in 2013 was driven by leveraging new content while expanding Marvel and Lucasfilm properties into new categories and growing established franchises including Disney Princess, Mickey Mouse and Minnie Mouse. Disneytoon Studios' Planes hit theaters in summer 2013 and generated more than \$219 million at the global box office. Disney Consumer Products developed a broad range of supporting products that connected to boys' love for vehicles and racing play. This storytelling extension saw merchandise sales skyrocket while providing a halo benefit for Disney's Cars business. Disney Junior's Doc McStuffins, Sofia the First and Jake and the Never Land Pirates-inspired products continue to dominate preschool toy retail aisles. In 2013, Disney Junior retail shelf space doubled, and in 2014 DCP will further expand the Disney Junior product assortment. Marvel launched a full armory of products supporting the theatrical release of Marvel's Iron Man 3 in May 2013, and grew the Spider-Man franchise in almost all major product categories by leveraging heightened awareness driven by the new Spider-Man TV series on Disney XD. With the theatrical success of Marvel's Thor: The Dark World and Captain America: The Winter Soldier, The Avengers franchise is as robust as ever, with several group and standalone character offerings. Disney's evergreen franchises continue to thrive, influence pop culture and resonate with consumers today. Disney Princess launched two new toy lines in 2013—Disney Princess Palace Pets, a brand and story extension inspired by the Disney Princess characters' stories and love for animals, and a Disney Princess LEGO line. Disney Publishing Worldwide introduced Palace Pets through an app released in 2013 that reached more than 1 million downloads in just seven weeks and is currently DPW's No. 1 free app in lifetime downloads. Complementing the digital experience, the Palace Pets Blip toy line gives consumers an opportunity to engage with their favorite Disney Princess pets through traditional play, and more than 750,000 Palace Pets products have been sold to date. The app has been translated into more than 12 languages, followed by product launches in each global territory proving that consumer affinity for Disney Princess remains strong across the globe. Palace Pets will expand into new categories, and new Disney Princess dolls and role play inspired by Sleeping Beauty are on the way this fall. Mickey and Minnie remain two of the most iconic figures in pop culture and set trends in 2013 with new apparel collections and lifestyle products. Disney ended 2014 on a high note when Walt Disney Animation's Frozen became the break-out hit of the year, ultimately grossing more than \$1 billion at the global box office, winning two Academy Awards including Best Animated Feature, and became the top grossing animated film in history. DCP's innovative product line, inspired by the movie's storytelling and music, included apparel, role-play, plush toys, dolls, books and more. In 2014, Frozen will expand categories and retail placement to meet the growing consumer demand. ESPN consumer products include ESPN and X Games brands, along with



sub-brands and co-brands including SportsCenter, ESPN College Football, Baseball Tonight, 30 for 30, ESPNcricInfo, ESPN Footytips and ESPN.com.au. ESPN and X Games collaborate with best-in-class licensees to create brand extensions for sports fans of all ages to fulfill ESPN's mission to serve sports fans. Anytime. Anywhere. ESPN's collegiate co-branded programs continue to grow with a back-to-college pallet launching this back-to-school period. The new SEC Network and product line will launch in 2014, and the hot market College GameDay and new College Football Playoff programs will drive the ESPN College Football licensing business throughout the football season. The first espnW lifestyle collection and a premium retro-inspired ESPN Classic collection will also launch. ESPN, with Velocity Brand Management, launched online shops across digital properties to provide global fans with a wide range of merchandise choices. Inspired by the premier event in action sports, X Games' consumer products continue to capture the excitement and energy of the X Games competition and the action sports lifestyle. In 2014, X Games will reintroduce a soft lines program to complement the growing sporting goods line in the U.S. Internationally, X Games will expand its brand presence across Central and Southern Europe in addition to its existing programs in France, Japan, China, Brazil, Canada, Argentina and Chile. ABC licensed properties in 2013 include Grey's Anatomy, Dancing with the Stars, Castle, Wipeout, The Chew and Revenge. Licensed properties that will drive growth in 2014 include Grey's Anatomy, Dancing with the Stars, Shark Tank, Castle, Revenge, Once Upon a Time, The Chew, Nashville and Scandal. The Revenge Double Infinity Fine Jewelry Collection was launched with Helzberg Jewelers in Q1 of FY13 and was the most successful jewelry launch in their history. The second The Chew Book hit stores in FY13 with an exciting on-air launch and weekly integrations, which drove the book to debut at No. 1 on The New York Times best-seller list. Castle's publishing extensions have continued to expand with two series of novels and a series of graphic novels. Additionally, the continued success of the Grey's Anatomy Scrubs by Barco has expanded into a second line and spawned a new medical footwear partnership with Softwalk. Disney Theatrical Group delivers live shows globally through its license to Feld Entertainment, producer of Disney on Ice and Disney Live! For over 30 years, Disney on Ice and Disney Live! have brought beloved Disney stories and characters to over 12 million guests a year in nearly 50 countries through productions such as Toy Story 3, Dare to Dream, Rockin' Ever After, the newest show which launched in August 2012, Mickey's Rockin' Road Show and Phineas and Ferb: The Best LIVE Tour Ever! In addition, Disney Theatrical Group licenses musical titles for local, school and community theatre productions through Music Theatre International. Disney Interactive's game licensing revenue was driven largely by Marvel and Lucas game titles, such as Star Wars: The Old Republic (Electronic Arts), Marvel Heroes (Gazillion) and Angry Birds Star Wars (Rovio). Game revenue also includes Disney's licensed console titles such as Just Dance: Disney Party (Ubisoft) and Wreck-it Ralph (Activision). Mobile game licensing is also contributed to Disney Interactive's licensed games business, which includes branded mobile games, such as Monsters University (Gameloft).

2

PVH CORP.

\$18B (NYSE: PVH)

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PVH's portfolio of brands, which includes Calvin Klein and Tommy Hilfiger as well as its Heritage Brands business, generated over \$18 billion in global retail sales in 2013. One of PVH's most significant accomplishments during 2013 was that it closed on its acquisition of The Warnaco Group, which reunited the House of Calvin Klein and brought back the brand's two largest

apparel categories—jeanswear and underwear. Through the transaction, Calvin Klein's business model shifted from being licensing-driven to a more directly operated business, with direct operations now expanded to Europe, Asia and Latin America. During 2013, Calvin Klein revenues grew to over \$7.8 billion in global retail sales, with over 50 percent of the global retail sales coming from licensing partners. Calvin Klein North America had strong performance both at retail and wholesale in the owned businesses operated by PVH and through its licensing partners. Calvin Klein also continued to post gains in Asia and Brazil, where the brand's position is strong as consumers appreciate the brand's premium positioning and aspirational lifestyle. In October 2013, Calvin Klein and Gazal announced a joint venture for the sale of Calvin Klein products in Australia and New Zealand. Over the next few years, the Calvin Klein brand looks to achieve 8 percent to 10 percent annual growth in global retail sales, with emerging markets such as China and Brazil driving significant growth. Tommy Hilfiger's power as a truly iconic global designer lifestyle brand was demonstrated by its \$6.4 billion in global retail sales in 2013. Sales were generally strong across all regions as the brand's preppy with a twist designs continued to resonate with consumers worldwide. The tremendous growth occurring in North America has resulted from the investments made since acquiring the business in early 2010, particularly in the areas of design, supply chain, distribution and marketing. Complementing the North American business was the continued strength experienced by Tommy Hilfiger's European business, in spite of the challenging macro environment. Additionally, Tommy Hilfiger continued its global expansion with a joint venture in Brazil, established in January 2013. In Asia, the brand continues to focus on expanding through its joint ventures in China and India, as well as through licensed businesses in Southeast Asia and Australia. In Latin and Central/South America, Tommy Hilfiger continues to expand through its licensing partners. Tommy Hilfiger's global retail sales are expected to grow 8 to 10 percent for the next several years. PVH's Heritage Brands had a defining year in 2013 with \$3.8 billion in global retail sales, as it continued to execute on its turnaround plan and also integrated Warnaco's Core Intimates and Speedo businesses. ARROW continued its international growth, signing a new licensing arrangement to sell men's apparel in Brazil, while in the U.S., it continues to be a key brand for Kohl's. The IZOD brand continues its international growth and launched new licensing agreements for distribution in Mexico and the Philippines. It also signed several licensing agreements for apparel categories including denim, headwear, layette and men's, women's and infant hosiery and legwear. In the U.S. and Canada, IZOD continued to gain share and grow its business in its key accounts. Van Heusen had a solid year also, with notable growth at U.S. wholesale and a new licensing agreement signed for distribution in the Philippines, supported by its continued growth in international markets.

3 **MEREDITH**
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The cornerstone of Meredith's licensing program is the Better Homes and Gardens brand. Its licensing programs are part of the broad, multi-channel experience it provides to consumers. The brand provides her with inspiring content through print, videos, the website and broadcasting, plus the opportunity to take action through social media platforms and by buying BHG products or services. Top retail partners are Walmart and Realogy Corporation. With its longstanding direct-to-retail program with Walmart, consumers have an ever-expanding and stylish assortment of better home and garden merchandise. 2013 culminated the Walmart partnership with October's consumer campaign called Love Your Home. The campaign introduced a new assortment that delivered a broader range of

products from better basics to up-to-date styles in new colors, motifs and textures at accessible process and great quality. Realogy manages the Better Homes and Gardens Real Estate franchise network. By focusing on home buyer or sellers' lifestyle needs and innovative tech tools for their agents, BHGRE has brought a fresh new approach to real estate transactions and has grown their footprint in the U.S. and Canada. With industry exclusive access to Meredith's proprietary database and comprehensive media resources, BHGRE is selling new franchises to brokers as the hot new brand in the marketplace. Meredith will continue to provide unique, 360-degree marketing campaigns to spur the growth of our established licensing programs. The company is seeking new prospective partners for Better Homes and Gardens in the home construction and mechanicals arena. The company is also looking to new licensing business in 2014 using its portfolio of other valuable trademarks to accelerate the rate of growth including Family Circle, Parents, Eating Well, AllRecipes.com and Traditional Home, which bring consumer reach, relevance, and recognition to prospective retailers and manufacturers. The company will look to leverage the best practices learned from its BHG experience to these trusted names.



4 **ICONIX BRAND GROUP**
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Iconix owns, markets and licenses a diversified portfolio of 35 consumer brands across fashion, sports, entertainment and home. In 2013, the company continued to expand its global footprint through the acquisitions of Umbro, Lee Cooper and Buffalo, as well as the formation of four new international joint ventures in Canada, Australia, Southeast Asia and Israel. In 2013, international represented approximately 38 percent of its business. In the U.S., Iconix has direct-to-retail partnerships across all the major retailers including DanskinNow at Walmart, Mossimo at Target and Candie's at Kohl's. Looking to 2014 and beyond, two key growth drivers are continued international expansion and the Peanuts business, both of which highlight the company's strength and growth in sports and entertainment. The company has made significant progress in its international strategy across the entire portfolio of brands. Iconix now has 30 international direct-to-retail partnerships, over 800 international licenses and over 1,300 stores for its brands worldwide. In addition, Iconix has seven international joint ventures and is looking to form similar partnerships in additional territories. The company is also particularly excited about the opportunities surrounding the upcoming Peanuts movie and has been signing new licenses to capitalize on the film, which is scheduled to launch in over 70 countries and 40 languages in November 2015. The company continues to pursue an ongoing strategy for new content that will drive continued growth.

5 **MATTEL**
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With Barbie, truly anything is possible. Always a reflection of the times, Barbie brings her signature style to more than 45 different consumer products categories including apparel, accessories, home décor, beauty, publishing, sporting goods and electronics. Barbie heads into 2014 with

unexpected partnerships, a new global anthem and some of the most innovative and customizable products fans have ever seen. Thomas & Friends is the No. 1 preschool toy license in the U.S., according to The NPD Group, with global popularity in more than 185 territories and in 30 languages. The Thomas & Friends brand delivers a 360-degree brand experience through toys, licensed products and experiential partnerships and reaches more than 100 million-plus households a month in the U.S. alone with its animated content through its distribution with PBS KIDS. Thomas & Friends licensees worldwide include books, games, engines, playsets, apparel, bedding, accessories and more. As a part of the Mattel portfolio of brands, HIT Entertainment properties continue to be a priority offering new and exciting opportunities. Monster High, a global phenomenon in more than 50 countries, centers on the fashionable teenage descendants of the world's most famous monsters. In its fifth year, the Monster High brand has become an emblem for today's generation of tween girls who celebrate and own their unique individuality at every consumer touch point through strategic partnerships in fashion, publishing and programming. Ever After High, the newest Mattel franchise featuring the next generation of fairytale legends, invites girls to discover the Ever After Royals and Ever After Rebels who learn that destiny isn't written in permanent ink, but can be rewritten. Targeted toward the trendista girl, the Ever After High brand is a trans-media storyline brought to life through entertainment, digital, fashion dolls/toys and an array of consumer products. Fisher-Price is the leading global infant and preschool brand, as well as go-to brand for both mom and baby, with 99 percent brand awareness and 2 billion in sales in over 150 countries and 40 languages. Fisher-Price offers innovative solutions across a multitude of categories including baby gear and care, infant accessories, publishing, music and party supplies. As the No. 1 vehicle property in the U.S., Hot Wheels reaches boys of all ages through programs and lifestyle products including vehicles, apparel, sporting goods, publishing and innovative toys. In 2013, holiday consumers were introduced to Barbie Favorites and invited to visit Toys 'R' Us to find the largest selection of Barbie products. Launched across multiple channels, the program drove double digit increases in sales in December. Additionally this spring, the doll that started it all celebrated her 55th birthday at Walmart with a cross-category retail program that included a birthday celebration event. Barbie's birthday fun continued at Toys 'R' Us with a Twitter party that garnered over 2,000 tweets. The program drove sales across toy, sporting goods, publishing, entertainment, activity and construction and received over 48MM impressions through print, social media and online outreach. In 2013, the Monster High franchise continued to experience phenomenal growth across multiple categories at Walmart. In September, Monster High launched an exciting in store experience through a multi-category Monster High pallet train that included costumes, cosmetics, apparel, home entertainment (DVD) and more, anchored in the seasonal department. Additionally, Monster High continued to capture fans attention with the introduction of Monster High Chic apparel collection at Target. To support the global pre-school event of the year, the launch of the Thomas & Friends King of the Railway DVD (fall 2013 with Lionsgate Home Entertainment in the U.S.), movie themed toys from Fisher-Price were introduced across three different train systems for the first time, including Fisher-Price's newly launched Thomas Wooden Railway. In addition, best-in-class partners across the globe including Mega Brands, Ravensburger, Random House and Egmont created 65-plus tie-in King of the Railway-themed products across books, games, engines, playsets, apparel, bedding and accessories. A King of the Railway-inspired app and a dedicated microsite with new games and character reveals extended the King of the Railway experience to digital and social media. Additionally, Toys 'R' Us hosted King of the Railway-themed play dates across all Toys 'R' Us stores tied to the release of the DVD. With a powerful portfolio of trusted brands and iconic properties, Mattel will continue to unveil new best-in-class partnerships and product offerings for infants, kids, tweens and adults. This year, Barbie will help girls discover that

Anything is Possible. The global campaign will be supported by extensive product introductions, events and strategic partnerships. Monster High will continue to expand in 2014 with the introduction of new characters and products, as well as televised entertainment and webisodes. Partnerships with H&M, C&A and Mango Kids will feature branded apparel for Monster High fans. Ever After High will continue to feature creative storylines and original characters in 2014, leveraging multiple platforms to reach consumers at every touch point. Following the success of the launch of Shannon Hale's Storybook of Legends book last October, Little, Brown Books for Young Readers is launching two new exciting tales to follow Apple White, Raven Queen and the other students at Ever After High. In addition to new epic tales, there will also be a full range of novelty and activity books in 2014. On the infant and toddler side, Fisher-Price will launch the Thought of That video series of playful, solution-oriented, digital shorts that feature contemporary takes on timeless new parent and early childhood moments. Providing solutions for each of these special moments (and all the moments in-between), Fisher-Price further expands its portfolio of innovative product offerings in 2014. Thomas the Tank Engine will move full steam ahead into retail in 2014 with Journey to Rewards, a new loyalty program for Thomas & Friends, product at Walmart stores and on Walmart.com. Target will also capture fans attention through Target Cartwheel promotions on key consumer product items, including the Thomas & Friends Spills & Thrills DVD and new product listings like Thomas Light-Up Sneakers. Lastly, a new partnership with Rubies will introduce branded Thomas & Friends costumes. Hot Wheels partnership with Uniqlo will feature branded apparel for Hot Wheels fans. Additionally, in a new partnership, Toy State will launch Hot Wheels vehicle assortments featuring exciting light effects, custom sounds, character-themed music, as well as iconic styles, like the classic Bone Shaker.



SANRIO, INC.

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In 2013, Sanrio continued to focus on expanding programs and categories for Hello Kitty, its flagship lifestyle brand. In addition to Hello Kitty, Sanrio worked closely with its partners to build programs for emerging characters as well as the Mr. Men Little Miss brand. Key licensing initiatives included the launch of several new partnerships and collaborations that cater to Hello Kitty fans of all ages. This included a broad and diverse merchandise mix of lifestyle products. In 2013, Sanrio launched collaborations with EVA Air, Earth Therapeutics, Manhattan Portage, Uglydoll, T.U.K Footwear, Loudmouth Golf, BLIK, aden+anais and continued partnerships with Sephora, Vans, Swarovski and Build-A-Bear Workshop for new collections. Sanrio worked with key retailers at different tiers of distribution to build special programs for Hello Kitty. 2014 marks the 40th Anniversary of Hello Kitty. In celebration, Sanrio will debut collaborations with Minnetonka, The Simpsons, Steiff, NFL as well as an extended partnership with MLB. Several national promotions will also launch this year. Apparel, accessories, home, consumer electronics, activity and stationery continue to be a focus for Sanrio along with the growing categories of toy, sporting goods, publishing, digital, food and beverage. New programs for toy and sporting goods as well as new publishing formats, video games and apps will debut in 2014. Hello Kitty has always been a generational favorite with mothers who grew up with the brand, and there will be continued emphasis on expanding categories and products for infant and toddler. Sanrio is working with key retail partners to launch several new programs that cater to different consumer demographics. These programs will support Sanrio's goals of expanding categories and offering fans an ever-growing selection of lifestyle products at accessible price points.

7 WARNER BROS. CONSUMER PRODUCTS

\$6B (NYSE: TWX)

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Top properties include DC Comics (Batman, Superman, Wonder Woman and Justice League); The Hobbit Trilogy; the highly anticipated Godzilla; Harry Potter, the most successful film franchise of all time; perennial animated favorites Looney Tunes, Scooby-Doo and Tom and Jerry; The Wizard of Oz, which kicked off its 75th anniversary celebrations in 2013; and hit television series including The Big Bang Theory, Dallas and Supernatural. With more than 3,700

active licensees, Warner Bros. Consumer Products soared through 2013 with prominent retail and licensing partners in support of product inspired by both new and classic entertainment properties. Power packed summer blockbuster Man of Steel thrived with the support of DC Comics master toy licensee Mattel, and a host of prominent partners including The LEGO Group and Rubie's Costume Co. Augmenting the theatrical release, Warner Bros. partnered with the world's largest retailer, Walmart, to create Walmart Premiere Night, an industry-changing, cross-divisional Man of Steel retail program led by Warner Bros. Consumer Products. The adventure continued as winter blockbuster The Hobbit: The Desolation of Smaug led fans through the second installment of the Middle-earth trilogy with support from co-master toy licensees The Bridge Direct and Vivid Group, among others; and Warner Bros. and Legendary Pictures' much-anticipated Godzilla (2014) built fan excitement with the announcement of support from a range of global licensees including master toy partner Bandai, as well as NECA, Jakks Pacific, and Bioworld, to name a few. DC Comics Super Heroes continued to generate excitement around the world and in stores this year as Warner Bros. Consumer Products launched its new licensing program based on the 1960's Batman Classic TV Series; brought on new partners such as Under Armour, Forever 21, Uglydoll and Peavey Electronics to support the legendary DC Comics properties; and developed a unique brand partnership with Target to launch an exclusive, long-term Justice League collection that offered licensed products in more than 20 categories, from toys to lawn and garden. More than 80 top-tier licensees supported the kick-off of the 75th anniversary of The Wizard of Oz, including Tonner Doll, Mattel, Rubies Costume Co. and Madame Alexander, which has been creating dolls inspired by the property for decades. WBCP and Habitat for Humanity also teamed up in 2013 for There's No Place Like Home, a charitable campaign inspired by Dorothy and friends. The Looney Tunes Show, coming off a smash second season, continued to surprise and delight new generations of fans in 2013 with product from global licensees; a robust range of toys from Character Group and other licensing partners kept Scooby-Doo and the Gang entertaining fans; and the animated television series The Tom and Jerry Show continued to bring the famous frenemies to fans around the world with licensed partnerships in 2013. For current television, The Big Bang Theory continued to expand its licensing program in 2013 to include more than 70 licensees. Warner Bros. Consumer Products is going into 2014 with a gigantic roster of global licensees in support of the studio's theatrical tentpoles, fan-favorite entertainment properties and milestone anniversaries projected to amplify growth in 2014. On the heels of Warner Bros. Pictures' and Legendary Pictures' film Godzilla, master toy



partner Bandai America Incorporated and many more licensing partners around the world and are sustaining excitement for the King of Monsters with a strong toy line-up. Buoyed by anticipation for this winter's The Hobbit: The Battle of the Five Armies, The Hobbit Trilogy boasts a strong roster of worldwide licensees signed on to create product based on the long-awaited finale. Additionally, numerous licensees will commemorate the ever-popular Batman with new evergreen product as the Caped Crusader celebrates his 75th anniversary in 2014. The Wizard of Oz, which is also celebrating its 75th anniversary, continues its year-long celebrations with licensing support from a number of cross-category partners. Also in celebration of the momentous anniversary, WBCP has partnered with Habitat for Humanity for the There's No Place Like Home campaign, which features several themed initiatives and events supporting the Foundation's work to create decent, safe and affordable housing in partnership with low-income families. The campaign originated in 2013 and will continue through 2014. Also in the spotlight this year are three shows that will bring new life to WBCP's classic animation slate: Wabbit—A Looney Tunes Production, Be Cool Scooby-Doo! and The Tom and Jerry Show, all of which will partner with top-tier licensees. WBCP and its licensing partners from around the globe will also showcase product inspired by fan favorites such as the DC Comics portfolio, The Big Bang Theory and Gone with the Wind. Harry Potter fans will continue to be delighted in 2014 with WBCP's breadth of support for the property, which includes cross-category licensing support, the travelling immersive fan experience Harry Potter: The Exhibition, and The Wizarding World of Harry Potter, which will unveil an expansion at Universal Orlando Resort this summer, and is set to subsequently debut at Universal Studios Japan and Universal Studios Hollywood.

8 MAJOR LEAGUE BASEBALL

\$5.5B (E) (PRIVATE)

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9 NICKELODEON

\$5.4B (NASDAQ: VIAB, VIA)

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2013 saw the continued success of Teenage Mutant Ninja Turtles, which launched in Q3 2012 in the U.S. and U.K. It became an instant TV and consumer products hit. Since then, Turtles continues to grow on TV in almost every market and across almost every consumer product category. Nickelodeon has experienced success with its partners including Playmates, Lego, Rubie's, Pacific Cycle, Jakks, Little Kids, Cardinal and Wonder Forge, among others. Teenage Mutant Ninja Turtles closed 2013 as the No. 1 action figure property for the year. It was also a top 10 property across the entire toy industry for 2013. Nickelodeon's preschool properties are stronger than ever from Bubbles Guppies to Dora the Explorer. The company's most successful retail programs include Dora Rocks at Target, Turtles destination brand at Target for holiday 2013 and the naming of Playmates' Teenage Mutant Ninja Turtles Lair as Kids Chosen Toy for holiday at Walmart. Toys 'R' Us awarded Nickelodeon Vendor of the Year for 2013. Nickelodeon is excited for the launch of its Teenage Mutant Ninja Turtles movie product line and is expanding it to new demographics with the launch of the Half-Shell Heroes action figures and vehicles. After almost 15 years on TV, SpongeBob SquarePants is the No. 1 animated show with kids (year to-date). SpongeBob's second theatrical movie will launch in early 2015 and will feature an expansive roster of refreshed licensees such as Just Play, MEGA Bloks, NKOK and Power Wheels, and continue relationships with long-standing partners like Cardinal and

Wilson. Additionally, Nickelodeon is preparing for its biggest preschool toy launch to-date with Dora and Friends, inspired by the brand new educational series, Dora and Friends: Into the City. The new preschool series features the iconic Dora the Explorer character in new adventures, with new friends and with a new interactive curriculum. Other initiatives includes Peter Rabbit's major launch across specialty with GUND; mass retailers with Cartwheel with playsets, figures, plush and role-play toys based on the re-imagined CG-animated series; and an array of games, puzzles and activities from Cardinal and more. For the first time, Nickelodeon made its debut in the infant and toddler aisles with bedding, feeding and toy products inspired by Peter Rabbit from top manufacturers Lambs & Ivy, Infantino, NUK and more. Bubble Guppies continues to grow in ancillary categories, as well.

10 COLLEGIATE LICENSING COMPANY

\$4.59B (PRIVATE) (AN IMG COMPANY)

JIM CONNELLY, SVP, IMG COLLEGE; CORY MOSS, VP AND MANAGING DIRECTOR, +1.770.956.0520
WWW.CLC.COM

Top collegiate properties included Texas, Alabama, Notre Dame, Michigan and Kentucky as well as the NCAA, the Tournament of Roses, the BCS and the Southeastern Conference (SEC). Walmart continued to be the largest retailer of collegiate licensed product, followed by Follett, Fanatics, Barnes & Noble and Kohl's. College Colors Day, a fan holiday created by CLC, will continue to provide a strong marketing platform for retailers during the critical back-to-school selling period. In addition, retail marketing programs like The Saturday Ritual, Put on Your Saturday Best, Holiday Cheer Section and Rock Your Colors will continue to provide retailers with solid platforms for raising consumer awareness and driving sales of college merchandise. CLC has developed and brought to market the retail intelligence reporting system, a new data gathering and analytics technology that is revolutionizing the collegiate licensed products industry. With over 61,000 retail locations in its database, CLC is now able to provide its clients with unique data and analysis as it relates to what products are being sold at various retail locations.

11 HASBRO

\$4.4B (NASDAQ: HAS)

SIMON WATERS, SVP, GLOBAL BRAND LICENSING AND PUBLISHING, +1.401.431.8697
WWW.HASBRO.COM

In 2013, Hasbro continued to strategically extend the reach of its global franchises, including Transformers, Nerf, My Little Pony, Littlest Pet Shop, Monopoly, Play-Doh and Magic: The Gathering across multiple consumer touch points such as entertainment, digital gaming and compelling merchandise. Working with a premier portfolio of licensees, Hasbro brought highly innovative, fashionable and relevant lifestyle products and experiences to market across every major licensing category in more than 180 territories. The Transformers brand waged an all-new battle with its Beast Hunters entertainment that led to new publishers, games and retail programs. Additionally, licensees brought to market high value, age-appropriate merchandise across a myriad of other categories as well, including toys, apparel, sporting goods and publishing. The Transformers brand had record growth globally and unique new licensing initiatives that delivered business impact with standout licensing including Transformers: The Ride-3D, which launched at Universal Orlando; the launch of new Predacons Rising content/DVD at Target; and a collaboration with DeNA for the launch of Transformers: Legends mobile game. Hasbro teamed up with rock band, Linkin Park to create a special edition line of the Transformers Sound Wave character including an action figure and Hot Topic t-shirts. Girls led all categories with 26 percent

revenue growth in the year, and reached \$1 billion in revenues for the first time in Hasbro's history. Considering the girl's category as defined today was nearly \$300 million in revenues 10 years ago, this milestone is extremely significant. My Little Pony has grown to represent approximately \$650 million dollars at retail across the brand blueprint. In 2013, the team grew both the core My Little Pony segment as well as successfully launched My Little Pony Equestria Girls. The combination of strong consumer insights, global digital content, engaging storytelling, innovative products, and comprehensive retail execution enabled My Little Pony to post 3 years of revenue growth, expand its geographic and demographic reach and be well positioned entering 2014. The My Little Pony brand continued to be a worldwide fan favorite spanning 15 licensing categories in 71 countries. Fueled by the popular My Little Pony: Friendship is Magic animated series, created by Hasbro Studios, and the entertainment launch of My Little Pony Equestria Girls, the brand's momentum surged with a deep portfolio of over 200 licensees creating merchandise for all ages in categories such as apparel, digital gaming, plush, role-playing, publishing, accessories, food and beverage, health and beauty and housewares. Anchored by the Littlest Pet Shop animated series which aired in over 130 territories including The HUB Network in the U.S. and on various networks globally, the Littlest Pet Shop brand's licensing program builds on the global appeal of collectability and customization with more than 650 million pets in the hands of girls, ages 5-9. Over 200 licensees across all major categories brought to market fun, stylish and innovative products from apparel and accessories to publishing and digital gaming. Hasbro also continued to expand its Nerf brand, the No. 1 blaster property offering high-action, competitive sports play. More than 60 licensees created gear covering a host of licensing categories including sporting goods, electronics, accessories and apparel. Additionally, Nerf Rebelle launched in 2013 with a line of sleek and powerful crossbows and blasters, promoting confidence, high performance action and a stylish edge, all while inspiring girls to think and play differently. Rounding out the Nerf lineup last year was the debut of Nerf Dog, bringing the brand experience to an entirely new audience. The Monopoly franchise is the world's favorite family game brand and has been played by more than one billion people in 111 countries around the world. The Monopoly brand remained in the global fashion spotlight in 2013 with licensed accessories at Claire's, while the 20-plus-year-old Monopoly at McDonald's promotion reached millions of fans. Hasbro continued to build tremendous momentum for its digital gaming business throughout 2013 across multiple brands. Hasbro is one of the few licensors in the world that is both a licensor and retail customer. In turn, these relationships are leveraged to develop multi category franchise programs at mass retailers including My Little Pony Friendship Headquarters at Toys 'R' Us and multiple branded programs at Leader in Brazil. The company also builds deep merchandising programs reaching consumers of all ages at mass, specialty, mid-tier, drug and grocery and online retail channels. The My Little Pony feature space at Hot Topic, the Build-A-Bear program, the co-branded direct-to-retail Training Pants (pull-ups) program at Walgreens and the Benetton and H&M apparel range underscores the brands' ability to reach multiple audiences in appropriate channels.

12 RAINBOW

\$4.1B (PRIVATE)

IGINIO STRAFFI, PRESIDENT AND CEO; JOANNE LEE, COO, +39.071.75.067.500
WWW.RBW.IT

Rainbow is a world leader in the kids' entertainment industry dedicated to the production of TV series and movies that appeal not just to kids but the whole family. Rainbow has developed a significant international presence through its wide portfolio of popular properties, with many more currently under development. One of the hottest brands in the Rainbow portfolio is Winx Club. The series now boasts over 15 million viewers each day through 115 broadcasters worldwide. Season six of Winx Club recently launched bringing the total number of available episodes to 156. Season 7 is currently

in development for 2015. A third Winx Club CGI movie is set for release in September. The studio continues to release new Winx Club content each year which keeps fans interested and engaged with the brand and allows Rainbow to produce a constant flow of new style guides that inspire licensees to produce fresh product lines. Winx Club's licensing program now has more than 500 licensees globally across a multitude of categories with more than 6,000 products developed. The company is looking to build on this success by expanding the property into less conventional sectors such as Winx Club-themed holidays and experiences. Winx Club celebrates its 10th anniversary this year and Rainbow has a major marketing drive around this significant milestone. Rainbow's portfolio also includes global favorite Mia and me. This award-winning series is a co-production with Lucky Punch/M4e and is a hybrid of live action and CGI animation that combines fantasy, adventure and comedy. The series has already been a hit across the world, having been picked up by more than 70 broadcasters in over 80 territories for the first series. This popularity has led Rainbow and Lucky Punch/M4e to produce a second season that is due for release in late 2014/early 2015. A feature film is planned for a theatrical release in 2016. A full range of merchandise will launch this year in established territories, including an exciting toy line from international toy partner Mattel.

13 IBML (INTERNATIONAL BRAND MANAGEMENT & LICENSING)

\$4B (PRIVATE)
BARRY LEACH, CEO; PETER WOOD, MANAGING DIRECTOR, U.K., EMEA AND ASIA PACIFIC, +44.0.845.1299.288; NEIL MORTON, MANAGING DIRECTOR, AMERICAS, +1.212.239.0990
WWW.IBML.CO.UK

Key properties include Dunlop, Everlast, Sondico, Slazenger, Lonsdale, Kangol, USA Pro, Campri, Karrimor, Golddigga, No Fear, Donnay, Voodoo Dolls, Carlton, Title, Antigua and LA Gear.

14 WESTINGHOUSE

\$3.995B (NASDAQ: WEST)
ALLAN FELDMAN, CEO, LMCA, +1.212.265.7474
WWW.WESTINGHOUSE.COM

Managed by LMCA since 2001, the program is focused on key consumer, commercial and B2B categories which include LCD TVs, laptop computers, light bulbs, consumer and B2B lighting, electrical and wiring devices, electric power generation including nuclear, solar and wind renewable energy, landscape lighting, kitchen and personal care appliances, air purification, water conditioning and purification, central heating and air-conditioning, intercoms and electrical and computer and audio accessories. Program growth comes largely from geographic and new category expansions, market share gains and brand development initiatives.

15 GENERAL MOTORS

\$3.5B (NYSE: GM)
STEPHEN MCGUIRE, MANAGER, BRAND LICENSING, +1.313.300.0991; GENE REAMER, MANAGER, INFRINGEMENT AND LICENSING OPERATIONS, +1.313.667.8545

WWW.GM.COM

From electric and mini-cars to heavy-duty full-size trucks, monocabs and convertibles, General Motors' dynamic brands offer a comprehensive

range of vehicles in more than 120 countries around the world. GM's roster of brands includes both current and former brands with assets spanning over 100 years such as Chevrolet, Buick, GMC, Cadillac, Pontiac, Saturn, Oldsmobile and Hummer. Key news for 2014 includes the 7th Generation Corvette Stingray and Z06 Coupe and Convertible, the 2015 Camaro, the all-new Chevrolet Silverado and Colorado, the Chevrolet Trax, the new GMC Canyon and the 50th anniversary of the Chevelle.

16 DREAMWORKS ANIMATION

\$3.3B (NASDAQ: DWA)

MICHAEL CONNOLLY, HEAD, GLOBAL CONSUMER PRODUCTS; JONATHAN BAKER, HEAD, INTERNATIONAL CONSUMER PRODUCTS, +1.818.695.3393
WWW.DREAMWORKSANIMATION.COM

In 2013, DreamWorks Animation set the stage to become the hub for family friendly IP on a global level, delivering licensing programs inspired by franchise favorites as well as the vast DreamWorks Classics property portfolio. Highlighted properties tied to theatrical and television franchises



including Turbo, Madagascar, How to Train Your Dragon and The Croods led the charge at retail along with the classic properties of Where's Waldo? and Olivia. Top programs for 2013 across retail partners were the DreamWorks Dragons franchise and Turbo. In its continued evolution into a global branded entertainment company, DWA will build on its strong franchise portfolio with new programming for feature films and television including How To Train Your Dragon 2, Home, The Penguins of Madagascar, B.O.O.: Bureau of Otherworldly Operations and Kung Fu Panda 3, as well as a vast array of classic properties including the wildly popular Postman Pat and Noddy franchises. The re-launch of the Trolls brand and new initiatives surrounding the Shrek franchise are also set to make a statement in the fashion world. 2014 will also see AwesomenessTV hit the ground running at retail as the burgeoning multi-platform media company continues to expand its enormous reach across the teen space.

17 NATIONAL FOOTBALL LEAGUE

\$3.25B (E) (PRIVATE)

LEO KANE, VP, CONSUMER PRODUCTS, +1.212.450.2758

WWW.NFL.COM

18 ELECTROLUX AB

\$ 2.8B (NASDAQ: ELUXY)

CIARÁN COYLE, VP AND HEAD, GLOBAL BRAND LICENSING, +46.8.738.70.91

WWW.BRANDLICENSING.ELECTROLUX.COM



Electrolux

GLOBAL BRAND LICENSING

Corporate brands with sales in B2C and B2B markets for worldwide well-known brands like Electrolux, AEG, Frigidaire, Eureka, White Westinghouse, Kelvinator and Zanussi. Its main brands—Electrolux, Frigidaire, AEG and Zanussi—have been used in different licensing programs during 2013 including water softeners, water and food purifiers, e-bikes, cookware, solar thermal panels, smart electric heaters, fireplaces, LED and plasma TVs. In 2014, the company will focus on home comfort products in the U.S. and Europe, green tech mobility solutions for urban living, and industrial energy management and information systems.

19 NATIONAL BASKETBALL ASSOCIATION

\$3B (E) (PRIVATE)

VICKY PICCA, SVP, LICENSING AND BUSINESS AFFAIRS;

ROBERT W. MILLMAN, SVP, INTERNATIONAL LICENSING AND BUSINESS DEVELOPMENT, +1.212.407.8000

WWW.NBA.COM

The NBA is a global sports and media business built around three professional sports leagues—the National Basketball Association, the Women's National Basketball Association and the NBA Development League. The league has established a major international presence with games and programming in 215 countries and territories in 47 languages and NBA merchandise for sale in more than 125,000 stores in 100 countries on six continents.

20 PENTLAND BRANDS

\$3B (PRIVATE)

EAN BROWN, EXECUTIVE DIRECTOR, +44.020.8346.2600
WWW.PENTLAND.COM

Properties include Speedo, Lacoste, Berghaus, Brasher, KangaROOS, ellesse, Boxfresh, Kickers, Ted Baker, Mitre, ProStar, Red or Dead and Gio Goi.

21 PROCTER & GAMBLE

\$3B (E) (NYSE: PG)

GAYLE JONES, MANAGER, TRADEMARK LICENSING AND COMMERCIAL INNOVATION, GLOBAL BUSINESS DEVELOPMENT, +1.513.626.7666

WWW.PG.COM

22 WEIGHT WATCHERS INTERNATIONAL

\$2.8B (NYSE: WTW) (INCLUDES WEIGHT WATCHERS SMART ONES BY HEINZ)

STACY GORDON, SVP, PRODUCTS, LICENSING AND PUBLISHING, +1.212.589.2700

WWW.WEIGHTWATCHERS.COM

23 FERRARI

\$2.6B (PRIVATE)

STEFANO SAPORETTI, HEAD OF LICENSING, +39.053.694.9200

WWW.FERRARISTORE.COM

Partners include Puma, Acer, Microsoft, Hublot and Perfume Holding. The company's goal is to reinforce lifestyle approach with luxury partners such as Tod's, Hublot, Vertu and Damiani. There are currently more than 50 Ferrari stores worldwide. Ferrari is also developing a second theme park, Ferrari Land, in Madrid, which is scheduled to open in 2016. The first, Ferrari World, opened in Abu Dhabi, in 2010.

24 TWENTIETH CENTURY FOX CONSUMER PRODUCTS

\$2.6B (NASDAQ: FOXA)

ROZ NOWICKI, EVP, GLOBAL SALES AND RETAIL, +1.310.369.1000
WWW.FOXCONSUMERPRODUCTS.COM

Fox Consumer Products' revenue in 2013 was attributed to the success of multiple properties. In 2013, FCP's Sons of Anarchy merchandise programs solidified its position as a true lifestyle brand supported by a loyal fan base and robust retail programs. Spencer Gifts and FCP joined forces in 2013 for a back-to-school marketing campaign around Sons of Anarchy, generating sales that exceeded expectations on 50-plus SKUs across multiple categories. Sons of Anarchy expanded in category offerings with new cigars, poker sets, gaming accessories, jewelry, fine art, motorcycle gear, novelty items and lifestyle apparel. New international merchandising programs for Fox's massive animated franchise Ice Age were launched in key global territories such as Europe, Asia and Latin America, establishing it as a 365-day brand. What started with a unique collaboration for The Simpsons and Jeremy Scott for a winter 2012 collection and a showcase at Fashion Week has inspired new fashion partnerships that identify with the iconic nature of the brand, introducing culture-defining clothing from A Bathing Ape and Joyrich, selling out in Asia and buzzed about around the globe. The Simpsons partnered with Converse for a co-branded line of Chuck Taylor All Star shoes that turned the heads of various celebrities and top fashion bloggers while being featured in multiple magazine spreads globally. The Simpsons also launched partnerships with top toy brands including Hasbro, Mattel, NECA and Commonwealth. Key drivers of publishing sales for the company in 2013 included novels based on the award-winning Showtime series Homeland and Boom Comics for Sons of Anarchy. In 2013, Primark launched their corporate Father's Day campaign using Family Guy, a first across all 200 Primark UK stores. The Family Guy for Father's Day product range covered 28 SKUs across men's apparel, accessories and home wares, with a coordinated Father's Day theme and exclusive artwork. Location-based entertainment will continue to be a key focus for FCP in 2014. FCP recently announced the first Fox Theme Park, Twentieth Century Fox World in Malaysia, opening in 2016. The company will continue to expand to additional areas including additional theme parks, traveling exhibitions, 4D entertainment and live shows across North America, Europe, Asia and Latin America with several of its properties. FCP will also grow existing attractions in the marketplace, such as the addition of a fully immersive Simpsons experience at Universal Studios Hollywood, Springfield USA, to further engage consumers. 2014 has been a landmark year for The Simpsons, celebrating its 25th anniversary season, a massive first-ever cable and VOD sale to FX Networks' new outlet FXX. FCP is introducing the brand in new categories, exciting merchandise and promotional programs that are trend-forward and commemorative of the show. FCP partnered with several new licensees such as LEGO for a

Simpsons LEGO house and a line of 16 collectible minifigures; and NECA, for the first-ever licensed program celebrating 25 of the greatest celebrity guest stars with figures, apparel, collectibles and novelty items from the show including Britney Spears, Kid Rock, Hugh Hefner and Yao Ming. The Simpsons partnerships continue with co-branded collaborations with the world's top soccer clubs as Simpsonized players appear on a broad range of merchandise. In 2014, the first-ever fully licensed Duff Beer will launch at retail in Australia. FCP will also celebrate the seventh and final season of FX's top-rated hit drama series, Sons of Anarchy, with a robust licensing program spanning multiple categories including apparel, accessories, fine art, gambling and cigars. Additional TV properties driving growth in 2014 include Fox's breakout ratings hit Sleepy Hollow, which will launch season two with a coordinated consumer products strategy featuring programs across publishing, apparel, toys, games and collectibles. FX's highly anticipated vampire series, The Strain, from Filmmaker Guillermo Del Toro will debut with product already in the market helping to drive consumer awareness and marketing efforts. Leveraging its robust film catalog in 2014, FCP announced a program commemorating the 35th Anniversary of Alien, spearheaded by SEGA's release of the highly anticipated video game, Alien: Isolation. Fox's theatrical release of Dawn of the Planet of the Apes will be supported by a multitude of programs from top partners including NECA, Hallmark, Sideshow, Funko and more. Timed to the theatrical release of the animated film Rio 2, FCP is partnering with Rovio for an Angry Birds Rio collaboration and master toy partner JAKKS Pacific garnering key placement across all major retailers. The upcoming 3D animated film The Book of Life, produced by Guillermo del Toro, will also be a key tent pole property driving sales and breakout retail programs in 2014. Catalog properties celebrating milestone anniversaries supported across the studio include The Sound of Music and The Rocky Horror Picture Show, marked by home entertainment support, new merchandise programs and unique retail offerings set to launch at the end of 2014. New e-commerce initiatives in 2014 include the launch of property-specific shops on foxshop.com, offering increased varieties of as-seen-on, on-demand and licensed merchandise. Promotional opportunities have been announced with leading partners such as Google Chrome with Family Guy and Visa with The Simpsons timed to the World Cup.

25 **RALPH LAUREN**

\$2.5B (E)
ROGER FARAH, PRESIDENT AND COO, +1.212.813.7868
WWW.INVESTOR.RALPHLAUREN.COM

26 **CARTOON NETWORK ENTERPRISES/TURNER CN ENTERPRISES**

\$2.4B (NYSE: TWX)
PETE YODER, VP, CONSUMER PRODUCTS, NORTH AMERICA; LISA WEGER, VP; MELISSA TINKER, VP; JOHANNE BROADFIELD, VP, EMEA, +1.212.275.6535
WWW.CARTOONNETWORK.COM

In 2013, Cartoon Network's portfolio of award-winning animated brands drove its retail success and solidified the network's position as a leader in the kid's entertainment space. The evergreen Ben 10 boy's action franchise continued its global domination across all categories and tiers of retail around the world, while original comedies Adventure Time and Regular Show expanded on their respective licensing success in North America with product launches in various regions throughout

the year. The company also launched its newest consumer products line around the hit comedy The Amazing World of Gumball. Rounding out the successful portfolio are Cartoon Network's classic original series that continue to resonate with fans of all ages, including Dexter's Laboratory, Johnny Bravo and others. With great momentum behind its brands and new launches on the horizon, 2014 and beyond presents strong licensing opportunities for Cartoon Network Enterprises. Adventure Time will build on its global footprint with the enlisting of new licensing partners and expansion into new categories and retailers around the world, while Regular Show and The Amazing World of Gumball will also continue their international rollouts. In partnership with LEGO, the February 2014 content launch of Mixels will make way for a coordinating consumer products program in late spring. Global boy's action juggernaut Ben 10 will continue to inspire and engage boys with its Ben 10 Omniverse franchise and its accompanying toy line from Bandai leading the merchandising program. Finally, the company will look to expand Lazy Town into a variety of new categories across the globe. CNE will continue to be widely distributed at retail across all key retailers and all tiers of distribution throughout the world. With strong retail support and placement throughout 2013, key brands were able to enjoy success led by strong retailer and marketing programs, especially throughout the pivotal fourth quarter. Numerous feature shops, direct to retail programs, end caps, circular support, and dedicated email blasts and mailers throughout holiday 2013 and other key buying seasons helped to generate strong sales and awareness among the group's portfolio of brands and product lines.

27 **CHEROKEE GLOBAL BRANDS**

\$2.2B (NASDAQ: CHKE)

HENRY STUPP, CEO; HOWARD SIEGEL, PRESIDENT AND COO; JASON BOLING, CFO; MARK NAWROCKI, EVP, +1.818.908.9868
WWW.CHEROKEEGROUP.COM

Key properties available for license include namesake Cherokee brand, Tony Hawk, Liz Lange, Sideout, Carole Little and ále by Alessandra. The Cherokee brand is an iconic American family-lifestyle brand offering classic, casual comfort at affordable prices. Founded in 1973, the Cherokee brand offers an assortment of men's, women's and kids' apparel, accessories, footwear and home products. The brand is licensed in more than 50 different countries and sold in more than 5,000 locations. The Tony Hawk brand was born in San Diego, Calif., from Tony Hawk, a pioneer and one of the original innovators of board culture. Acquired in January 2014, the Tony Hawk brand is globally recognized as a premier board culture lifestyle brand, combining style and performance. Product categories include apparel, accessories, footwear, underwear, backpacks, luggage, school supplies and home décor. The Liz Lange brand is one of the most recognized and respected maternity brands sold throughout North America. Liz Lange has revolutionized modern maternitywear by encouraging expectant women to celebrate their baby bump by providing stylish, fashion-forward clothing and accessories. Sideout was first conceived in 1983 by a California volleyball player. Its cool, relaxed style represents the easy spirit of California casual, making every piece ideal for the beach, breezy vacation or for simply kicking back. Founded in 1975 by designer Carole Little, the Carole Little brand is recognized for its colorful signature prints for ladies sportswear



and dresses. The *álé* by Alessandra brand is an exclusive partnership with international fashion icon and supermodel Alessandra Ambrosio. Inspired by Ambrosio's life and style, Brazil bohemia meets Malibu chic, the brand is a collection of feminine, colorful and effortlessly cool apparel for women around the world. Top retail partners include Target (U.S. and Canada), Kohl's (U.S.), Tesco (U.K., Ireland and certain Central European countries), Comercial Mexicana (Mexico), Falabella/Tottus (Peru, Chile and Colombia), Pick 'N Pay (South Africa, Zambia, Namibia, Zimbabwe and Lesotho), Landmark Group (certain Middle East and North African countries), Shufersal (Israel), Arvind Brands and Mahindra's Mom & Me (India), RT Mart (China), Nishimatsuya (Japan) and the TJX Companies (U.S., Canada and Europe). Key areas for growth in 2014 and beyond include organic growth by expanding product categories/lifestyle footprint and strengthening retail partnerships; gaining new international wholesale and retail partners to expand the company portfolio into additional geographic marketplaces; strategic acquisitions by targeting selected style-focused lifestyle brands that would be accretive to both the company and shareholders and have high potential for international market growth.

28 ROVIO ENTERTAINMENT

\$2.2B (PRIVATE)
 NAZ CUEVAS, SVP, GLOBAL CONSUMER PRODUCTS
 LICENSING, +1.818.970.1030; +358.0.641.8177
 WWW.ROVIO.COM

Rovio Entertainment continues to pioneer a new model for entertainment consumer product licensing by surprising and delighting fans with engaging and innovative extensions to the Angry Birds franchise and co-branded mash-ups. In 2013, the business climbed to new heights with more than 500 licensees worldwide and products available in over 55 countries. Top licensed properties in 2013 include Angry Birds Classic, Angry Birds Space, Angry Birds Star Wars, and Angry Birds Go! and Angry Birds Toons (Rovio's foray into original animation content that garnered more than 2 billion views since its launch in March 2013). Rovio Entertainment and Lucasfilm joined forces with the launch of the Angry Birds Star Wars franchise in late 2012. Two mobile games, a global consumer products program, an innovative toy line and multiple viral animated shorts supported the program. With the launch of Angry Birds Star Wars II, Rovio and Hasbro (master toy partner) introduced Telepods. For the first time, players could teleport figural characters into the game experience, bridging the gap between digital and physical play. Over 1 million Telepods were put in fans' hands in the first month of launch, and yet another record-breaking game launch, taking the franchise into new heights. Rovio Entertainment experienced unprecedented retail support in 2013 and smashed expectations by feeding fan demand for Angry Birds merchandise, consumables, beverages and much more. Strong cross-category programs around the world across all retail channels, including mass, mid-tier, club and specialty, contributed to the exponential growth of the brand. Some of the retailers include Walmart, Target, Toys R Us, JC Penney, Kohls, H&M, C&A, Renner, Ripley, Liverpool and Argos. In 2014, Rovio will launch a brand new franchise, Angry Birds Stella. Stella and her new flock of friends will continue Rovio's promise to delight fans with a wide range of new entertainment content across animation, mobile games, books and a highly-targeted, cross-category consumer products program that will include a new fashion apparel line. Licensed promotions, as well as live events, will play a strong part. Books will continue to be a strong initiative for Rovio in 2014 too, as new licensing



initiatives increase in this division. Other initiatives include activity parks, family entertainment centers and an Angry Birds playground concept. Rovio will continue to grow and invest into the development of the Angry Birds brands along with strong partners, as the company gets ready for the launch of the Angry Birds Movie in 2016.

29 AUTHENTIC BRANDS GROUP

\$2.1B (PRIVATE)
 JAMES SALTER, CHAIRMAN, CEO; NICK WOODHOUSE,
 PRESIDENT AND CMO, +1.646.612.7439
 WWW.AUTHENTICBRANDSGROUP.COM

In 2013, Authentic Brands Group's portfolio for retail sales included Marilyn Monroe, Hickey Freeman, Hart Schaffner Marx, Sansabelt, Palm Beach, Bobby Jones, Adrienne Vittadini, Judith Leiber, Misook, Taryn Rose, Spyder, Prince, Ektelon, Viking, TapouT, Sinister, Silver Star, Iron Star and Sportcraft. Key retail partners and programs during 2013 included with Bergdorf Goodman, Neiman Marcus, Saks Fifth Avenue, Dillard's Nordstrom's, Macy's, Kohl's, Sears, Kmart, The Sport Authority, Modell's, Dick's Sporting Goods and Sports Direct. Factors that will drive growth in 2014 include the acquisitions of Elvis Presley, Muhammad Ali and Juicy Couture; implementation of endorsement and licensed products for the celebrity portfolio; continued international expansion of all brands; increased awareness and engagement in all forms of digital and social media; expansion in e-commerce; and brand extensions into non-traditional categories.

30 FORD MOTOR COMPANY

\$2B (NYSE: F)
 JOHN NENS, DIRECTOR, GLOBAL BRAND LICENSING
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 WWW.FORD.COM



Ford Motor Company has many leading marks/properties attached to merchandise, which include the Ford Oval, Mustang, Built Ford Tough and Vintage marks, in addition to many popular nameplates. Ford licensed products can be found in all channels, at major mass, department, club, specialty, home improvement and automotive stores such as Walmart, Target, Kohl's, Macy's, Pep Boys, and Toys 'R' Us. A notable retailer of 2013 was Cracker Barrel, which paid tribute to the iconic brand with a Mustang merchandise collection in their store. Fans also had a chance to win a 2014 Mustang through their online sweepstakes. Ford also partnered with all-American denim brand Lucky Brand to launch vintage-inspired tees for men, women and kids into their stores and online; Lucky will be expanding the Ford assortment this summer. Several licensing partnerships have extended the Ford name into mobility solutions that include electric bikes, traditional bikes and even golf carts. Caddyshack released the Mustang 50 Years limited edition golf cart that hit the greens in time for the 2014 celebration. A Ford Shelby GT500 version is also available in the line-up, and a F-150 SVT Raptor style is set to follow. The company's first branded retail environments launched in China last year. Led by retail licensing specialists, J.T. Network, Ford now boasts 40 Ford-branded retail stores in China with over 20 stand-alone stores and continued growth planned in 2014.



Brazilian licensee Nine Ltd. developed a unique line of Built Ford Tough hand and power tools. These tools had a highly successful 2013 debut at leading Brazilian home improvement retailer, Makro. This year is expected to be another solid year as Ford launches the most vehicles in a single year and expands into more unique licensed products and categories, much of which will be centered on Mustang. The Ford Mustang just became the newest member of a very exclusive club—vehicles in continuous production for 50 years. The Mustang 50 Years pre-celebration kicked off with an inspired-by merchandise collection that includes the Mustang pinball machine by leading maker Stern Pinball. In March, the all-new Ford Mustang made its silver screen debut with much box office success (over \$128 million worldwide) in the movie *Need For Speed*. Also to celebrate Mustang 50 Years and the launch of the all-new 2015 Mustang, OPI Products, a subsidiary of Coty, will launch limited-edition nail lacquers this summer. Additional growth in 2014 will be driven by licensed merchandise such as the Ford e-bike by Pedego, which launched earlier this year, and the Ford-branded generators and pressure washers by Pulsar, which will be available at select North American retailers. The program, taking its cues from Ford's Go Further message, will continue to build upon the global brand favorability and deliver on the Ford brand promise.

31 KATHY IRELAND WORDLWIDE

\$2B (PRIVATE)

ROCCO INGEMI, VP, BRAND MANAGEMENT AND
RETAIL; CLAUDE ERGAS, INTERNATIONAL MARKETING AND BRANDING
CONSULTANT, +1.310.557.2700
WWW.KATHYIRELAND.COM

kathy ireland Worldwide continues to experience growth, expanding into mobile accessories with kathy ireland Connect, as well as bridal designs, fine jewelry, apparel, infant and toddler apparel, intimate and sleepwear, socks, footwear, anti-aging skincare for men and women, light therapy, furniture, flooring, area rugs and hard surfaces, indoor and outdoor lighting, accessories, window treatments, home office, upholstery, leather and microfiber, top of bed, mattresses, sheets, mattress covers and pillows, towels, hand-painted fine porcelain and decorative shelving. kiWW launched strategic relationships with Raymour & Flanigan, Nebraska Furniture Mart, National Business Furniture and American Family Insurance. kiWW launched into the gift industry with several new product categories such as candles, fine china and flatware, crystal, luxury chocolates, organic florals, storage solutions, stationery and pet products. Other new categories include home remodeling, quick-to-assemble furniture, futons and klik klaks, garden, food, kitchen, publishing and children's educational toys. kiWW recently launched into the holiday decor category with Once Upon a Christmas Collections, which will be sold in fine department stores and multiple channels of distribution nationwide. kathy ireland Designs, ACafé by Chef Andre and Jardin by Nicholas Walker offer casual dining, mattresses, leather, upholstery, resort-wear, totes and accessories. Other categories include real estate, vacation events, wedding events and planning. Kathy Ireland is represented by William Morris Endeavors in all areas of entertainment and related licensing. A wholly owned kiWW subsidiary manages licensing and entertainment for Janet Jackson, including her *New York Times* No. 1 best-selling book *True You*, which includes 30 recipes for healthy living developed by Chef Andre of ACafé. Key retail partners of kiWW continue to be more than 65,000 independent retail doors, which are located in 50 countries. Fine retailers such as Macy's and Belk department stores carry kiWW products. kathy ireland Office can be found at fine retailers across the country including National Business Furniture, OfficeDepot.com and Staples.com. Kathy Ireland philanthropic work supports many non-profits including the Elizabeth Taylor HIV/AIDS Foundation, Feed The Children, Providence

Educational Foundation, The American Israel Public Affairs Committee, The Anti-Defamation League, Jewish Defense League and 9-1-1 for Kids. Through an exclusive relationship with Bendon Publishing, kiWW and Bendon Publishing gifted \$14 million of toys and books to Toys for Tots Foundation.

32 MGA ENTERTAINMENT

\$2B (PRIVATE)

LAUREN WHITEHEAD, VP, LICENSING, +1.818.894.2525
WWW.MGAE.COM

Key licensing properties for retail sales in 2014 include Little Tikes, Lalaloopsy, Moxie Girls, Mooshka and Bratz. The Lalaloopsy television series continues to perform well on Nickelodeon, and has spun off several DVD/Blu-ray releases. MGA has expanded the product categories for Little Tikes to include all indoor and outdoor toys that encourage active and imaginative play among kids 6 months to 6 years.

33 SESAME WORKSHOP

\$1.8B (PRIVATE) (NON-PROFIT)

MAURA REGAN, SVP AND GM, GLOBAL CONSUMER
PRODUCTS, +1.212.875.6416
WWW.SESAMEWORKSHOP.ORG

One of the highlights of 2013 was Sesame Workshop partnering with the Produce Marketing Association (PMA) and Partnership for a Healthier America (PHA) to promote fresh fruit and vegetable consumption to kids, making healthier choices a little easier for families to make. The agreement allows PMA's community of growers, suppliers and retailers to take advantage of the Sesame Street brand's strength and influence, using characters like Big Bird, Elmo and Abby Cadabby to help deliver messages about fresh fruits and vegetables. Another highlight was its partnership with The United States Olympic Committee for the Sochi 2014 Olympic and Paralympic Winter Games. The joint venture included inspirational and educational online content featuring the Sesame Street Muppets and Team USA athletes, a Sesame Street family pavilion at all USOC Road to Sochi Tour stops and Sesame Street Winter Games-themed children's apparel available at retail stores and online. The partnership was soft-launched at the Road to Sochi 100 Day Countdown event in Times Square on Oct. 29 with a Sesame Street family pavilion for children, special appearances by Cookie Monster and Zoe and two live performances with Elmo, Abby Cadabby and one of the show's newest human characters, Armando. Sesame Street participated in the USOC's full Road to Sochi Tour, which was a 13-stop interactive sports tour that circled the country in the fall and winter. At each tour stop, Sesame Street had a co-branded interactive family tent and a costumed character Elmo made special appearances at select stops. Team USA and Sesame Workshop also teamed up to create youth-oriented digital content heading into the Sochi Winter Games, and fans saw plenty of fun tweets and Facebook posts. Additionally, Team USA and Sesame Workshop teamed to create co-branded products featuring the furry monsters from Sesame Street



that were available at Old Navy. Big Hugs Elmo was the feature plush item with Hasbro in 2013 and was also the No. 1 special feature plush toy of the year, according to NPD. Sesame Street became the newest ride at Universal Studios Singapore. Southeast Asia's premier theme park introduced Sesame Street Spaghetti Space Chase that features a zany science-fiction inspired plot, coupled with signature Sesame Street comedic style and music. Guests onboard this high-flying adventure find themselves fully immersed in fun surroundings and special effects. The ride features 12 characters from the Sesame Street repertoire. 2014 kicked off with Playskool's Let's Imagine Elmo toy being revealed in Family Fun's Favorite Things blog on Parents.com. The Furchester Hotel, the brand new children's series, from Sesame Workshop and CBeebies, has begun filming at BBC Children's home in MediaCityUK, Salford. The show aims to promote and build creative problem solving skills for its young viewers. A comprehensive licensing program around this new series is being developed and will debut this fall.



34

NBCUNIVERSAL

\$1.75B (NASDAQ: CMCSA)
AMY TAYLOR, EVP, UNIVERSAL PARTNERSHIPS &
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WWW.NBCUNI.COM

NBCUniversal's consumer products division is overseen by Universal Partnerships & Licensing. The UP&L team is responsible for all consumer products licensing for Universal Pictures, NBC Television, Focus Features and Sprout. The team is also responsible for film and home entertainment promotions as well as corporate alliances. UP&L experienced some of the strongest retail, promotional and licensing supporting the studio's history behind 2013's No. 2 animated film and No. 1 DVD/Blu-Ray title *Despicable Me 2*. The studio also created an innovative digital program surrounding the sixth installment in the *Fast & Furious* franchise. The UP&L team secured the studio's largest-ever global licensing and promotional campaign in support of the summer 2013 release of Universal Pictures and Illumination Entertainment's Oscar-nominated film *Despicable Me 2*. The *Despicable Me 2* toy line from global master toy partner Thinkway Toys was embraced by major retailers around the globe including Walmart, Target, Toys 'R' Us, Asda, Liverpool and Big W, among others. After less than six months on shelf (tied to the film's summer release), the toy line ranked as one of the top five brands of the year for major retailers' toy departments. In addition, Thinkway's Talking Minion action figure won the Toy Industry Association's TOTY for Boy Toy of the Year, and Toys 'R' Us added it to the company's Fabulous 15 list for the holidays. In addition to the film's successful consumer products launch, UP&L, with industry leader Gameloft, created *Despicable Me: Minion Rush*, the only mobile app game associated with the franchise. An exciting slate of Universal films will ensure upcoming success across the partnerships and licensing industries. 2015 will be a huge year for the studio and the UP&L team with a slew of major franchises, including the highly-anticipated *Pitch Perfect 2*, the sequel to 2012's smash hit comedy from Universal Pictures



and Gold Circle Films, which will be released in May. Continuing the global exploits in the unstoppable series built on speed, *Fast & Furious 7* will be in theaters in April. June brings the long-awaited next installment in the groundbreaking *Jurassic Park* film series, *Jurassic World*. Global branded play leader Hasbro has already signed on as the worldwide master toy licensee on the film, renewing the partnership that the companies have had since the original film in 1993. Finally, in July 2015, Universal Pictures and Illumination Entertainment partner for their fifth motion picture collaboration, *Minions*. The film is a spin-off from *Despicable Me* franchise, centering on the iconic Minion characters introduced in the blockbuster 2010 and 2013 films. Thinkway Toys has already signed on to return as the global master toy licensee for *Minions*, along with other key partners including Hasbro and Hybrid JEM. In addition to the film slate, UP&L has a fantastic licensing line-up of television programming for both NBC and Sprout. Anchoring the television program is *The Biggest Loser* with an exceptional group of licensing partners focused on health and wellness. The series has achieved 15 seasons of impressive fan affinity and a strong level of consumer awareness with solid ratings that continue to grow. Other key shows in the program include *The Tonight Show Starring Jimmy Fallon*, *Battlestar Galactica* and fan favorite, *The Office*.

35

BBC WORLDWIDE

\$1.7B (PRIVATE) (BBC WORLDWIDE IS THE
COMMERCIAL ARM AND A WHOLLY OWNED SUBSIDIARY
OF THE BRITISH BROADCASTING CORPORATION)
CARLA PEYTON, SVP, LICENSED CONSUMER PRODUCTS,

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WWW.BBCAMERICA.COM

Revenue and growth for BBC Worldwide consumer products is driven by the company's key core brands: the longest running sci-fi series *Doctor Who*, *Top Gear*, natural history division BBC Earth and *Dancing with the Stars*, with over 40 unique versions currently airing in over 80 countries. Growth over the next year will be driven by the extension of existing licensing properties both in the U.K. and internationally. BBC Worldwide expects to grow revenue with licensing programs around *Doctor Who*, *Top Gear*, BBC Earth's *Planet Earth* and *Frozen Planet*, the *Walking with Dinosaurs* franchise and preschool series such as *Sarah and Duck* and *Dino Paws*. In Blu-ray and DVD, BBC Home Entertainment titles continue to perform solidly at retail, with strong placement at major retailers including Walmart and Target. BBC Earth programming has returned to BBC America and will be showcased on the channel as a premier brand. BBC Worldwide continued its theatrical release schedule in the U.S. with *One Life, Born to Royalty* and finally the *Doctor Who* 50th anniversary global simulcast and theatrical 3D event on Nov. 23, 2013, which expanded to a 600 screen special event on Nov. 25, 2013. BBC Worldwide is also growing its live events business—2012-13 was a busy year for live events, with shows in the U.K., U.S., Australia, Russia, South Africa, Finland, Hong Kong and China. *Walking with Dinosaurs*, rated the most successful world tour of 2010 (Pollstar), returned from hiatus, roaring into continental Europe in 2012 and returns stateside in June 2014. In the U.K., BBC Worldwide's live events business opened the *Doctor Who* Experience in 2012, a permanent attraction, as well as a Deadly 60 branded area at Longleat Safari Park. This year, *CBeebies Land* will open at Alton Towers. It has also staged theater and arena tours, concerts, large-scale exhibitions and even themed cruises on Holland America Line in the U.S., titled *Dancing with the Stars: At Sea*. *Doctor Who* is now the No. 1 television sci-fi brand in Hot Topic. The brand will be a focal point for growth, adding new product categories and growing consumer products at new and existing retail stores such as Hot Topic, Hastings, Transworld/FYE and more. *Top Gear* continues to be a strong broadcast performer with the original U.K. and local formats.

36 CATERPILLAR

\$1.69B (NYSE: CAT)
LINDA STOKES, RETAIL BUSINESS DEVELOPMENT,
+1.309.675.4563
WWW.CAT.COM

Growth in the footwear, phones, apparel, bags, toys and scale models were key drivers for retail sales in 2013, as well as the acquisition of the licensed forklift business. Forty freestanding Cat lifestyle retail stores opened worldwide in 2013, bringing the total of these stores to 89.

In 2014, Caterpillar will launch additional Cat retail lifestyle stores in Saudi Arabia, Central and South America, China and India and expand distribution of Cat phones and related accessories. In addition, the company is launching new categories of battery chargers, power inverters and jump starters as well as bicycles and welding helmets. The company will continue working with current licensees to develop exciting new styles and products, which reflect Cat brand attributes.



37 BLUESTAR ALLIANCE

\$1.5B (PRIVATE)
JOSEPH GABBAY, CEO, +1.212.290.1370
WWW.BLUESTARALLIANCE.COM

Key properties include English Laundry, Kensie, Hot Kiss, Harve Bernard, Larry Levine and Catherine Malandrino.

38 GIOCHI PREZIOSI GROUP

\$1.5B (E) (PRIVATE)
GRAZIANO DELMAESTRO, LICENSING DIRECTOR,
+39.01.96.47.51
WWW.GIOCHIPREZIOSI.COM

Key properties include Gormiti, Puppy in My Pocket and Dinofroz.

39 THE HERSHEY COMPANY

\$1.5B (NYSE: HSY)
ERNIE SAVO, DIRECTOR, GLOBAL LICENSING,
+1.717.534.8139
WWW.HERSHEYS.COM

Key properties include Hershey's, Hershey's Kisses, Hershey's S'mores, Reese's, Twizzlers, Jolly Rancher and Ice Breakers. With 64 best in class partners, Hershey's licensed products are available in 25 countries and 600,000-plus retail doors across all channels. Hershey's licensed food products have closely reinforced each brand's equity position in the

kitchen. Hershey's expanded its partnership with General Mills into the baking category with co-branded Betty Crocker baking mixes which in 2013 transformed into fully branded Hershey's cookie mixes, cupcake mixes, and frostings. In addition, Hershey's licensed food products continue to rapidly grow across Asia with successful partnerships in Korea, Japan and South East Asia. The program is focused on a broad range of food and beverage categories including ice cream and desserts. Likewise, Hershey's non-food licensing program has experienced strong long-term growth and awareness across strategic categories. The Kisses jewelry line by World Trade Jewelers leverages the iconic Hershey Kiss shape and was recently featured in Kohl's national holiday advertising, generating over 20 million impressions. For more than 12 years, Jolly Rancher cherry lip balm by Lotta Luv continues to be a top seller at key retailers including Claire's. Following the 2013 expansion of their representation agreement, The Licensing Company has worked closely with The Hershey Company to develop a long-term growth strategy for the U.S. non-food licensing program. In 2014 and beyond, TLC is focused on expanding existing partners into new products and territories and new platform development in baking, crafting and expressions. Globally, TLC is implementing new creative direction and packaging guidelines to reinforce consumers' interaction with The Hershey Company's portfolio of brands. Further, TLC continues to work with Hershey's to expand its presence in Asia, driven by F&B product innovation in China and the Asian markets with new bakery and ready to drink products including the world's first-ever co-branded soymilk.

40 THE POKÉMON COMPANY INTERNATIONAL

\$1.5B (PRIVATE)
COLIN PALMER, VP, MARKETING AND LICENSING;

KAREN EGGLESTON, LICENSING MANAGER, +1.425.274.4807
WWW.POKEMON.COM

Pokémon features a wide array of offerings from video games, the Pokémon Trading Card Game, animation and various licensed products, making it one of the most diverse and beloved entertainment franchises in the world. Pokémon X and Pokémon Y became the fastest selling video games on the Nintendo 3DS system, selling nearly 12 million copies worldwide since its October 2013 global launch and adding to the more than 245 million Pokémon video games sold to-date. Excitement for the new titles penetrated the entire brand, leading to Pokémon being top of mind among its fan base and beyond. With more than 20 billion Pokémon TCG cards shipped globally and nearly 800 episodes currently in its animation library, Pokémon is a long-standing hit and enjoyed a strong year at retail in 2013. The popular Pokémon Trading Card Game continues to be a leader in the trading card game category at major retail and hobby shop locations around the world. Launching in 2013, the Pokémon TCG: XY series features new Pokémon from Pokémon X and Pokémon Y. Three additional Pokémon TCG: XY expansions are set to launch in 2014 as well as various incidental Pokémon TCG products, including collectible tins and box sets TOMY International



rolled out an all-new lineup of toys in North America, South America, Europe and Australia to support the launch of Pokémon X and Pokémon Y, including plush, figures and role play items. Pokémon's apparel continued to grow at retail in 2013, including its Iconic's line, which features classic Pokémon characters on clothing, headwear and accessories. The newest Pokémon full-length feature film, Pokémon the Movie: Genesect and the Legend Awakened, aired on Cartoon Network in the U.S. and other broadcast partners across the globe in October 2013, coinciding with the launch of Pokémon X and Pokémon Y. The DVD arrived at retail during the holiday season. For fans of the Pokémon animation series, The Pokémon Company International launched the free Pokémon TV application for iOS and Android devices, providing an extensive array of animated episodes on demand, updated weekly from the brand's animation library. Throughout the year, The Pokémon Company International partners with national retailers to distribute Pokémon characters to fans who own the video games. In 2013, Pokémon character distributions were held at different times at GameStop locations in the U.S., EB Games in Canada and other retail partners across Europe. A Pokémon feature shop debuted at Toys 'R' Us in-step with the launch of Pokémon X and Pokémon Y, offering a one-stop shop for Pokémon product. The Pokémon Company International also supported several key retailers with exclusive items and various other cross-promotions that helped drive retail traffic throughout the year. Pokémon is positioned to enjoy a strong year at retail in 2014 and beyond. Buzz created by the launch of Pokémon X and Pokémon Y has carried into 2014, with strong sales of new Pokémon TCG: XY product that launched this winter. The newest expansion, Pokémon TCG: XY-Flashfire, arrives at retail in May, with additional expansions launching later in the year. TOMY International's line of plush, figures and role-play items refreshed this spring in North America, South America, Europe and Australia. Pokémon's toys and games category continues to grow with the announcement that Pokémon will join Spin Master's Ionix Building System brand this fall, and USAopoly announced that a Pokémon version of Monopoly hits retailers later this year. Pokémon continues to expand its licensing portfolio, with exciting product at retail or coming to retail in late 2014. The 17th season of Pokémon animation, Pokémon the Series: XY, debuted in January on Cartoon Network in the US, and launched Feb.15 in Canada on YTV and April 5 in the U.K. on CITV. The new season will air in other markets around the world throughout 2014. It was recently announced that the 17th feature length Pokémon film, Pokémon the Movie: Diancie and the Cocoon of Destruction, is now available for license. Pokémon's VOD offerings continue to grow in 2014 with the launch of Pokémon animation on Netflix across all of its markets. Pokémon animation can also be instantly streamed on Hulu and Hulu Plus in the U.S. Netflix and Hulu join Pokémon's own Pokémon TV app in providing fans hundreds of Pokémon episodes and movies on demand. Pikachu Press, The Pokémon Company International's publishing arm, features a collection of Pokémon-themed books that include new Pokémon adventures, fun puzzles, sticker collections and more.

41

PERRY ELLIS INTERNATIONAL

\$1.4B (NASDAQ: PERY)

STANLEY SILVERSTEIN, PRESIDENT, INTERNATIONAL

DEVELOPMENT AND GLOBAL LICENSING, +1.212.536.5424

WWW.PERRYELLIS.COM

During 2013, Perry Ellis International increased penetration in licensed categories for brands such as Perry Ellis, Original Penguin, Laundry by Shelli Segal, Ben Hogan and Rafaella, while also introducing additional classifications. This year, the company will emphasize continued expansion of its international distribution for its portfolio of brands including Perry Ellis, Original Penguin, Laundry by Shelli Segal, Rafaella, Ben Hogan, C&C California, Manhattan, John Henry, Gotcha, Pro Player, Cubavera and many others.

42

SUNKIST GROWERS

\$1.4B (PRIVATE) (AGRICULTURAL COOPERATIVE)

MARK MADDEN, MANAGING DIRECTOR, GLOBAL

LICENSING, +1.818.379.7262

WWW.SUNKIST.COM

Sunkist Global Licensing has more than 50 licensees operating and marketing the Sunkist brand in over 85 countries. Eighty percent of Sunkist's business is in beverages, primarily juice, juice drinks and soda. The majority of sales are in North America and Asia, but the company operates in Europe, Africa, the Middle East and Australia. In addition, Sunkist will continue to expand into new countries with both new and existing licensees. More than 730 different licensed products carry the Sunkist brand globally.

43

THE COCA-COLA COMPANY

\$1.35B (NYSE: KO)

KATE DWYER, GROUP DIRECTOR WORLDWIDE

LICENSING, +1.404.676.2121

WWW.COCA-COLA.COM

The Coca-Cola Company is the world's largest beverage company, refreshing consumers with more than 500 sparkling and still brands. Led by Coca-Cola, one of the world's most valuable and recognizable brands, The Coca-Cola Company's portfolio features 17 billion dollar brands including Diet Coke, Fanta, Sprite, Coca-Cola Zero, vitaminwater, Powerade, Minute Maid, Simply, Georgia and Del Valle. Consumers in more than 200 countries enjoy and consume beverages at a rate of more than 1.9 billion servings per day. In 2013, Coca-Cola further solidified its position as a global fashion and lifestyle license by partnering with established and emerging designers such as Marc Jacobs, Ashish, Arzu Kaprol and AMC to launch capsule collections at fashion weeks in New York, London, Istanbul and Rio. Inspired by his love for vintage Coca-Cola products, designer and influencer NIGO created a streetwear collection under his Human Made label. The collection launched globally at established independent boutiques and drove more than 30 million media impressions. Darren Romanelli, aka DRx, famous for reconstructing vintage clothing into unique one-of-a-kind pieces, applied his signature hand to the brand's famous iconography to create a 200 piece custom collection and graphic tee line. Renowned industrial designer Thomas Meyerhoffer collaborated with Coca-Cola to co-create two new glasses—the Coca-Cola Heritage and Coca-Cola Arciform glass. The Coca-Cola Heritage glass first debuted at Colette in Paris and subsequently rolled out to home and mass retailers around the world. Coca-Cola continued its long-standing partnership with Assouline and launched a series of books that showcased the brands role in popular culture through film, sports and music. Sustainability remained front and center as Coca-Cola continued to leverage its partnership with will.i.am to collaborate with iconic brands under the EKOCYCLE label. Levi's, Beats by Dre, RVCA, New Era and adidas joined the movement and launched EKOCYCLE licensed merchandise made from recycled materials. In 2014, Coca-Cola Licensing will continue to partner with designers, artists, illustrators and iconic brands to bring new products to life. To kick off the year, Coca-Cola and



Riedel unveiled a glass that is specially designed to optimize the sensorial experience and unique flavors of Coca-Cola. Leading beauty brand OPI partnered with Coca-Cola to release new limited edition nail lacquers inspired by some of the world's most recognized brands. OPI and Coca-Cola have partnered on a social plan that will pulse throughout the year with activations for influencers and brand fans. The 2014 calendar has a full roster of collaborations slated. The first fashion collaboration unveiled in Q1 was a capsule collection by the influential streetwear brand Joyrich.

44 BEVERLY HILLS POLO CLUB

\$1.3B (E) (PRIVATE)
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The Beverly Hills Polo Club image evokes the casual, relaxed elegance of the Southern California lifestyle. The name Beverly Hills instantly suggests luxury, success, style, elegance, self-confidence and comfort. The game Polo, known as the sport of kings, strongly reinforces these aspirational characteristics, as well as the Beverly Hills image, with added dimensions of both the fun of competitive sport and individual physical strength. The Beverly Hills Polo Club brand is focused on major international expansion with and new shop concept.

45 NHL

\$1.3B (PRIVATE)
JOHN GULLA, SENIOR MANAGER, CONSUMER PRODUCTS MARKETING, +1.212.789.2166
WWW.NHL.COM

The National Hockey League, founded in 1917, is the second oldest of the four major professional team sports leagues in North America. Today, the NHL consists of 30 member clubs, each reflecting the League's international makeup, with players from more than 20 countries represented on team rosters.

46 SONY PICTURES

\$1.3B (NYSE: SNE)
GREGORY ECONOMOS, SVP, GLOBAL CONSUMER PRODUCTS,
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WWW.SONYPICTURES.COM

Top licensed properties in 2013 included The Smurfs, Mortal Instruments: City of Bones, Cloudy With a Chance of Meatballs, Breaking Bad, Wheel of Fortune and Jeopardy!. In 2013, Sony had continued success with The Smurfs 2 merchandising program with retail placement and strong sales throughout North America. With more than 70 North American licensing partners covering every major category, Smurfs were everywhere in 2013. Retail partnerships, included with Walmart, Toys 'R' Us, Build-a-Bear Workshop, Macy's, PetSmart, Claire's and Barnes & Noble. The merchandising program in North America for Mortal Instruments: The City of Bones targeted core fans of



the popular book series and focused on categories featured in both the book and film. Hot Topic supported the program launch with marketing and merchandise support. Sony Pictures TV's hit show Breaking Bad came to a dramatic close, but the global merchandising program continues to flourish. Breaking Bad merchandise penetrated every channel of retail distribution in 2013 and continues to be one of the top selling global licenses with a full roster of partners covering apparel and accessories, costumes, collectibles, publishing and much more. Hot Topic, Urban Outfitters and Goorin Bros. supported the property with retail programs. Wheel of Fortune and Jeopardy! are also staple television properties with very successful merchandising programs. With an all-new Smurfs animated film schedule for release in summer 2015, Sony looks forward to working with its existing and new partners to build a broad merchandising program. Sony looks to build on the success of the first Hotel Transylvania film in 2012 with another film in the franchise releasing September 2015. For 2016 and beyond, Sony is working closely with Scholastic on a new Goosebumps film merchandising program and another program for all-American superhero Popeye. With the new prequel series Better Call Saul launching fall 2014, Sony is planning an all-new program featuring many of the Breaking Bad characters and introducing compelling new characters and icons. Sony is also developing programs for TV shows such as Blacklist, The Goldbergs and the upcoming Outlander, which will air on Starz this summer.

47 STANLEY BLACK & DECKER

\$1.3B (NYSE: SWK)
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WWW.STANLEYBLACKANDDECKER.COM

The licensing program in 2013 covered three key Stanley Black & Decker brands. Black+Decker has been a preeminent brand in the home and consumer DIY sector for over 100 years. The brand has 98 percent brand awareness and market share leadership in most categories. Black+Decker is a trusted, innovative brand that strives to make consumers' lives easier and transform their house into a home. Black+Decker strategically entered into licensing as an extension of their core products and today some of their licensed categories include small home appliances, gardening tools, 12 volt automotive and electronic products, safety gear, ladders, toys, how-to books, industrial cleaning and air purifiers and humidifiers. Stanley is a preferred brand for professionals and serious DIYers that has been around for more than 170 years. It is the leading global manufacturer of tools, hardware and security solutions for consumer, professional and industrial use, and has 98 percent brand awareness. Stanley's licensing program is the most comprehensive in the tool and hardware industry. Through licensing, Stanley has extended its brand prominence in the hardware category and has reinforced its pro-quality image with core consumers. Some of the current licensed categories include welding equipment, storage solutions, generators, wet/dry vacs, 12-volt automotive and electronic products, work lights, cable management, work gloves, industrial fans and heaters, jobsite mobile accessories, garden sprayers and ladders. DeWalt is a 90-year-old brand known for quality, innovation and jobsite durability, and is the market leader for professional power tools and equipment. With its premium



market position, DeWalt designs and continually optimizes professional workhorse solutions—tools, accessories and service—to ensure absolute confidence for the toughest jobsite conditions. Licensed products include wireless alarm systems, professional trade reference books, worksite storage, pressure washers, ladders, jobsite safety equipment, footwear, generators and air compressors. Present in more than 90,000 doors worldwide, licensed products from Stanley Black & Decker's portfolio of brands can be found in almost every channel of distribution, including major DIY retailers, hardware retailers, industrial and commercial channels, mass, mid-tier and home specialty retailers. In 2014, Stanley Black & Decker's licensing program will continue to expand into new, strategic product categories for the home and jobsite. Stanley underwent a brand refresh in 2013 designed to reflect the brand's transformation from its roots in hand tools to the diverse and modern brand it is today (Stanley commands a significant market share in commercial security, industrial and automotive repair and health care industries). Earlier in 2014, Black+Decker introduced a new global brand identity for its consumer branded power tools, outdoor power equipment, and home products. The new identities modernize two of the most recognizable brands in the world through a simplified and focused redesign, allowing Stanley Black & Decker's licensing division to extend the two into a variety of new product categories. Retailers are embracing both branding strategies. New licensees were added in 2013 and early 2014 across a host of categories, including anti-fatigue utility mats, TV mounts, paint brushes and accessories, work boots, publishing and workwear. These have already started gaining traction at retail and are providing opportunities for increased brand impressions and new retail channel growth. Current licensees will continue to drive growth by working and collaborating closely with Stanley Black & Decker and focusing on expanding their placement across a broad range of retail accounts. New products will also continue to be introduced through effective marketing strategies and product innovation practices.

48 U.S. POLO ASSN.

\$1.3B (PRIVATE)
JIM SCULLY, VP, LICENSING, +1.859.219.2113
WWW.USPOLOASSN.COM

Key licensed categories for the company include men's, women's and children's apparel, accessories, luggage, watches and shoes. In addition to wholesale licensing, the company is also setting up retail license franchisees and is currently operating 450 retail stores worldwide.

49 WWE

\$1.2B (NYSE: WWE)
CASEY COLLINS, EVP, CONSUMER PRODUCTS,
+1.203.352.8600
WWW.WWE.COM

WWE has a wide range of consumer products that are manufactured by more than 150 licensees worldwide. WWE products consist of action figures, apparel, trading cards, DVD's, party goods, video games, posters, accessories, HBA items, Halloween costumes, electronics and much more. In 2013, WWE partnered with The Bridge Direct to expand its toy presence at retail to include a brand new construction line. Also, in 2013 WWE partnered with 2K Sports and launched the



video game title WWE 2k14. WWE has global distribution and is in all doors at the biggest retailers in North America including Wal-Mart, Target, Kmart and Toys 'R' Us. Its home video collection is carried in all doors at Best Buy, FYE and all other major home entertainment retailers. In 2014, WWE is debuting a new animated mini series, Slam City. In January, Mattel launched a full innovative product line of stretch and launched action figures based on Slam City. In the next six months, WWE will be rolling out many other Slam City products including apparel, fatheads, inflatables, card games and party products. In October 2014, WWE and 2K Sports will be releasing WWE 2K15 video game. The WWE video game franchise has sold more than 60 million units to date and has generated over \$1.8 billion in revenue.



50 NFL PLAYERS INCORPORATED

\$1.16B (PRIVATE)

STEVEN SCHEBEL, VP, LICENSING AND BUSINESS DEVELOPMENT,
+1.202.572.7500
WWW.NFLPLAYERS.COM

Top 10 NFL players by product sales are Russell Wilson, Peyton Manning, Marshawn Lynch, Richard Sherman, Colin Kaepernick, Tom Brady, Wes Welker, Nick Foles, Drew Brees and Eric Decker. Top retail partners featuring NFL Players Inc. product are Academy Sports, Amazon, Best Buy, Champs, Dick's Sporting Goods, GameStop, Fanatics, Modell's,



Target and The Sports Authority. NFLPI has introduced a Brand Ambassador program, through which a select group of active and recently retired players serve as representatives and support NFLPI business initiatives by attending and actively participating in partner meetings, special events and industry trade shows, seminars and panels. Integrating players into high-level business transactions reinforces that NFLPI is the players' company and generates excitement, brand awareness, and focus for all facets of NFLPI business. NFLPI is building relationships with key retailer partners and identifying unique activation opportunities that engage NFL players and drive sales, and is engaging in a wide variety of industry trade shows and events that promote the full suite of services offered by NFL Players Inc., including licensing, player procurement, marketing strategy, and year-round access to 2,000 current NFL players. NFLPI is also forging non-traditional partnerships and collaborating on co-brand alliances that extend beyond the standard boundaries of a sports property.

51 CHRYSLER GROUP

\$1.109B (PRIVATE)

ROHENA DUA, GLOBAL LICENSING OPERATIONS,
CHRYSLER GROUP; CHRIS HALLOCK, VP, LICENSING,
CHRYSLER BRANDS, TLC, +1.248.712.6436

WWW.CHRYSLERGROUPLLC.COM

Top licensed properties include Jeep, Chrysler, Dodge, Ram, Fiat, SRT and Mopar. Jeep retail stores saw strong annual growth in store numbers for

2013. There are currently more than 200 stand-alone stores and 2,000 shop-in-shops in China, South East Asia, Korea, Australia, South Africa, Panama, Europe and Venezuela. In China, the Jeep Xtreme Performance brand had opened more than 80 retail locations by the end of 2013, as well as one flagship store. In October 2013, the Jeep brand launched an infant and toddler line of apparel in China called J is for Jeep brand. This launch included four shop-in-shop locations dedicated to the new brand. In early 2014 Jeep brand expanded its Jeep Core brand with the launch of its first two stores in Europe in Paris and Munich. In November 2013, the Dodge brand kicked off its 100th anniversary celebration. This celebration is fueled by several licensed product categories including apparel, accessories, replicas and publishing. It will run throughout 2014. Ram declared 2013 as The Year of the Farmer and has reinvigorated the brand extension program with a segmentation strategy targeted at the core Ram consumer. Look for exciting new products in the hard goods category, along with an expanded replica selection in 2014. The SRT brand continues to build awareness with a focus in the gaming, toy and replica categories. Meanwhile, the SRT Viper remains one of the most sought after vehicles to license in the gaming and replica categories. Chrysler continues to build a Made in America licensing program around their Imported From Detroit campaign, which has successfully recaptured attention for this classic American brand. Mopar Restoration Parts continues to expand as the market strengthens. Apparel and collectibles exhibited increased shares as enthusiasts sought more products to show their affinity for Mopar.

52 DISCOVERY CONSUMER PRODUCTS (DISCOVERY COMMUNICATIONS)

\$1B (NASDAQ: DISCA)
ELIZABETH BAKACS, VP, DISCOVERY CONSUMER PRODUCTS, NORTH AMERICA; NICOLAS BONARD, GM AND SVP, DISCOVERY ENTERPRISES INTERNATIONAL, +1.240.662.2000
WWW.DISCOVERYCOMMUNICATIONS.COM

Top properties for the Discovery Consumer Products global program span the various brands born from the Discovery networks worldwide. Discovery Channel-based product lines continue to grow in line with the network's continued global success. In 2013, 84 retail locations were established in South Korea based on the Discovery Expedition outdoor clothing brand, which achieved 65 percent brand awareness in year one through an integrated marketing campaign. Discovery Expedition also achieved top 10 awareness among more than 30 major outdoor brands in South Korea. Discovery Kids is a global brand that continues to make its mark as a top property translating into toys, games and apps for children of all ages. In Latin America, hit preschool series Doki is driving a comprehensive licensing program with products in every category. The Animal Planet brand is thriving with an extensive toy program in place globally and bedding and apparel lines outside the U.S. In Europe, the Middle East and Africa, Animal Planet had its best year ever at the European toy fairs, launching a variety of products including figurines, science and outdoor toys. North America's expansive Animal Planet pet care program recorded another year of double-digit growth. Cake Boss, a franchise based on the popular TLC series, is rolling out internationally following its successful North America debut in 2013 with new products in key categories such as bakeware, confectionery, publishing and stationery. In EMEA, Cake Boss has quickly resonated with



consumers, becoming a fast-growing licensing property with launches including bakeware, publishing and home entertainment. Discovery brands can be found in 48 countries in EMEA with key retail partners including Detti Group, SMYK, Argos, The Entertainer, Co-op, DMAX online store in Germany and a dedicated Discovery Channel Amazon store in the U.K. In Latin America, Doki is available at two key retailers—Renner in Brazil and Ansaldo in Chile. In partnership with top toy retailer Toys 'R' Us, the U.S. Animal Planet toy line continues to grow in its 14th year. Additionally for Animal Planet U.S., key partnerships with Petco for Puppy Bowl pet products and the broad offering on Wag.com allow the brand to reach consumers and their pets everywhere. Under the Cake Boss brand, Cake Boss bakeware, serveware and decorating tools launched at retailers across North America including key retail partners Target, Michaels, Bed, Bath & Beyond and more. Cake Boss cakes, mixes and frostings hit grocery stores including national chains such as Kroger, Giant Eagle and BJ's Wholesale Club. Overall the Cake Boss brand is available in more than 26,000 retail stores in the U.S. and Canada. To continue growing the Discovery Expedition program, new locations are planned in China and Mexico, as well as growing the retail footprint in South Korea—its expected to reach 135 shops by year end. Additionally for Discovery Expedition, the shoe range is being released by Exportaciones del Futuro in Walmart Mexico and supported by a large-scale outdoor campaign to drive success. Discovery Kids will offer innovative new platforms with the launch of a new website and interactive products that encourage kids to explore their favorite real-world themes from sharks to dinosaurs, space and more. Animal Planet pet care products are expanding with a full range of travel accessories and pet waste and cleaning products launching in North America this fall. Animal Planet also continues to grow in the U.K. with a plush and gifting line launching later this year. This year, Cake Boss coffee, fondant, edible cake decorations and a line extension for young bakers, Cake Boss Junior, will hit retail across North America. Additionally, Cake Boss lines have launched in Australia, Italy and the U.K. already this year, with an aggressive international rollout planned throughout 2014.

53 FREMANTLEMEDIA

\$1B (FREMANTLEMEDIA IS PART OF RTL GROUP, WHICH IS IN TURN 75.1 PERCENT OWNED BY BERTELSMANN)
DAVID LUNER, PRESIDENT, BRAND PARTNERSHIPS;
RICK GLANKLER, EVP AND GM, KIDS & FAMILY; CARL LUMBARD, HEAD, GLOBAL LICENSING, +44.0.20.7691.6000
WWW.FREMANTLEMEDIA.COM

FremantleMedia had an impressive slate of evergreen and new properties throughout 2013. The company's game show properties, The Price Is Right,

Family Feud and Let's Make A

Deal, continued to provide lucrative licensing opportunities in many areas, including gaming and gambling, where FremantleMedia currently has traditional slot machine deals in place with major gaming companies AGS (Family Feud), WMS (The Price Is Right) and Aristocrat (Let's Make A Deal). In addition, these properties continued to reign in the digital world, with The Price Is Right brand expanding to a new Bingo game on Facebook, and social game launches for Family Feud and



many of the classic game shows. The Idol entertainment format continued to make the brand a pop-culture phenomenon. In the U.S., The American Idol Experience has entered its fifth year and remains a primary attraction at Disney's Hollywood Studios at Walt Disney World. The attraction continues to identify stars, with numerous park contestants going on to become Top 20 contestants on the TV show. Many programs from FremantleMedia's Kids & Family Entertainment division also experienced rapid growth throughout 2013. Preschool property Tree Fu Tom continued to span the globe with a robust licensed product program. In February, the first full range of Tree Fu Tom products from Flair hit retail shelves and was supported by a costumed character retail tour, as well as a Twitter party and other promotional programs. Later in the year, FremantleMedia also announced an international licensing expansion for the brand, with seven new licensing agents including MBC in the Middle East, El Ocho in Spain, Biplano in France and INK Scandinavia and CEE. The new kid's property Strange Hill High was met with such anticipation that many licensees were on board before the first episode aired in the U.K., and others continued to follow suit after the extremely successful premiere. Vivid Toy Group signed on as the master toy licensee, with additional partners coming on board for apparel, bedding, publishing, lunchware, stationery, etc. As mentioned above, Tree Fu Tom from its Kids & Family Entertainment division showcased an expansive retail program throughout the year, with additional partners signing on for future product lines. Also, Strange Hill High has already demonstrated great licensing potential, with numerous partners on board. Products are expected to begin hitting retail shelves in the U.K. and in early summer 2014. This spring, its expansive Flair toy range for Tree Fu Tom will roll out internationally. In the U.K., the products will be supported by major brand campaigns and the launch of a Tree Fu Tom zone in CBeebies land at Alton Towers. The first consumer products for Strange Hill will make their way to store shelves in the U.K. and Australia, and FremantleMedia anticipates great potential for both Ella the Elephant and Kate & Mim-Mim. Fremantle also has plans to develop licensing based on the nationally syndicated game show Celebrity Name Game that will be hosted by Craig Ferguson and has already sold widely across the U.S., including seven of the top 10 markets. The show is being developed by FremantleMedia with Courteney Cox and David Arquette's Coquette Productions. Fremantle will also continue to explore opportunities for the Got Talent brand and will look for new ways to expand upon its existing relationship as the licensing agent for the third party brands SELF, Epicurious and Loteria. In early 2014, Fremantle launched the SELF Healthy Kitchen frozen food line, resulting from its current partnership with Conde Nast.

54 JARDEN CORPORATION

\$1B (E) (NYSE: JAH)
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CONSUMER SOLUTIONS, +1.561.912.4511; JEFF
LOTMAN, PRESIDENT, GLOBAL ICONS, +1.310.873.3560;

ROBERT MARCOVITCH, JARDEN OUTDOOR SOLUTIONS; ROSS MISHER,
CEO, BRAND CENTRAL GROUP, +1.310.268.1231
WWW.JARDEN.COM

55 MARTHA STEWART LIVING OMNIMEDIA

\$1B (E) (NYSE: MSO)

PATSY POLLACK, SENIOR EVP, MERCHANDISING, +1.212.827.6575
WWW.MARTHASTEWART.COM

The key properties are Martha Stewart and Emeril Lagasse. New categories and international expansion for merchandising are being developed. Key retail partners are Macy's, J.C.Penney, Home Depot, Staples, PetSmart, Michael's and Jo-Ann Fabric and Craft Stores.

56 NASCAR

\$1B (E) (PRIVATE)
BLAKE DAVIDSON, VP, LICENSING AND CONSUMER
PRODUCTS, +1.704.348.9613
WWW.NASCAR.COM

57 PIERRE CARDIN

\$1B (E) (PRIVATE)
PIERRE CARDIN, FOUNDER, +33.1.40.06.00.68
WWW.PIERRECARDIN.COM

58 PLAYBOY ENTERPRISES INTERNATIONAL

\$1B (PRIVATE)
WWW.PLAYBOYENTERPRISES.COM

Key licensing properties are Playboy, Rabbit Head design and Playmate.

59 SEQUENTIAL BRANDS GROUP

\$1B (NASDAQ: SQBG)

RICK PLATT, GROUP PRESIDENT, BRAND MANAGEMENT, +1.646.395.4910
WWW.SEQUENTIALBRANDSGROUP.COM

2013 was a year of tremendous growth for Sequential Brands Group. It expanded its portfolio from three brands (William Rast, DVS and Peoples Liberation) to eight by acquiring Heelys, Ellen Tracy, Caribbean Joe, Revo and The Franklin Mint. The company's long-term plan is to continue acquiring two to three new brands per year. Highlights in 2013 include Ellen Tracy (its largest brand) recorded its most successful sales year ever with 22 licensees selling across 30 categories of business. Ellen Tracy, which is celebrating its 65th anniversary, also launched in Korea and is now available in over 13,000 selling locations in the U.S., Canada, Mexico, the U.K., Korea, Taiwan and Japan, as well as more than 4,000 specialty stores with ophthalmic eyewear. Ellen Tracy's growth will come from expanded door presence, a new celebrity driven marketing campaign and the addition of new territories. William Rast had a successful fall 2013 all-door launch in men's and women's outerwear and sportswear at Hudson's Bay department stores in Canada, featuring a personal appearance by brand co-founders Justin Timberlake and Trace Ayala at the flagship Toronto location. William Rast is currently launching across Europe with seven major retail partners, and a major U.S. launch is being planned for this fall. Heelys had a successful brand re-launch this past year with all-new product, packaging and a cool, interactive selling website. The footwear is now sold in more than 50 countries throughout six continents, with strong markets outside of the U.S. including the U.K., Italy, Germany and Australia. A new backpack line is set to launch for back-to-school, and many major co-branded opportunities are being explored including adding adult sizes for the older heeling enthusiast. DVS, positioned as a true, authentic action sports brand, had a strong year with new products, an e-commerce website launch and an updated marketing program. The DVS retail distribution has





expanded domestically and internationally and a new backpack/accessory partner starts shipments this fall. Caribbean Joe, our casual Island lifestyle brand, experienced explosive 30 percent retail sales growth in 2013. CJ products are available in over 10,000 selling locations in the U.S., Canada, Mexico and the U.K., including Macy's, Dillard's, Belk and Bon Ton. Caribbean Joe also expanded internationally with an exclusive launch in Japan with Aeon, with plans to now expand into China, Indonesia and Vietnam. REVO is in the process of a brand overhaul and re-positioning, including all-new marketing and packaging to be ready for the fall re-launch in conjunction

with its new product offering and spokesperson, Danica Patrick. REVO will also launch an exclusive Danica Patrick sunglasses line at Sunglass Hut. The Franklin Mint, the newest acquisition, is currently undergoing a full product, packaging and image update to prepare it for an anticipated re-launch, inclusive of an all new e-commerce website and anchor retail distribution partner.

60 GENERAL MILLS

\$950M (NYSE: GIS)
JOHN ALLGAIER, LICENSING DIRECTOR; DANIELLE ANDREWS, LICENSING MANAGER, +1.763.293.4157
WWW.GENERALMILLS.COM

Key licensed brands include Betty Crocker, Green Giant, Fiber One, Cheerios, Yoplait, Pillsbury, Old El Paso, Progresso, Nature Valley, Trix, Lucky Charms, Cocoa Puffs and Wheaties. Other valuable properties in the portfolio include Cinnamon Toast Crunch, Cookie Crisp, Golden Grahams, Kix, Totino's, Hamburger Helper, Fruit Roll-Ups, Gold Medal, Cascadian Farm, Muir Glen, Larabar, Bugles, Wanchai Ferry, Bisquick, Toaster Strudel and Chex Mix. Significant growth to date has come from Betty Crocker decorating products, Green Giant Fresh produce and Fiber One fresh bread. Licensing growth will continue to come from both food and non-food products. Food licensing growth will be primarily in categories on the store perimeter-fresh, frozen and refrigerated. Non-good growth will be from expansion in key U.S. categories including apparel, housewares, toys and collectibles.

61 FRIGIDAIRE

\$900M (NASDAQ: ELUXY)
PHILIP RAI, SVP, LMCA, +1.212.265.7474
WWW.FRIGIDAIRE.COM

The Frigidaire licensing program is built around key categories such as central air-conditioning and heating. Products have been recognized for technological sophistication and energy efficiency.

62 HARLEY-DAVIDSON MOTOR COMPANY

\$900M (E) (NYSE: HOG)
STUART RUDOLPH, DIRECTOR, GENERAL MERCHANDISE, +1.414.343.8621; ERIN NAPIER, MANAGER, STRATEGY AND BUSINESS DEVELOPMENT, GENERAL MERCHANDISE, +1.414.343.8496
WWW.HARLEY-DAVIDSON.COM

63 DR. SEUSS ENTERPRISES

\$850M (PRIVATE)
SUSAN BRANDT, PRESIDENT, +1.858.459.9744
WWW.SEUSSVILLE.COM

Book based properties and characters include The Cat in the Hat; The Lorax; Oh, the Places You'll Go!; One Fish Two Fish Red Fish Blue Fish; And to Think I Saw it on Mulberry Street; How the Grinch Stole Christmas; Green Eggs and Ham; Horton Hears a Who; Hop



on Pop; Yertle the Turtle; The Sneetches and Other Stories; Dr. Seuss's Sleep Book; Dr. Seuss's ABC's; The Bippolo Seed and Other Lost Stories; and more. Dr. Seuss will continue building upon the success of the Read Across America program, which emphasizes the importance of children's literacy. It will expand the Lorax Spruce Up Your School grant program that awards schools/educators money to help improve their natural surroundings and teach children how to properly care for and appreciate the environment. It will further build upon the past successes of its World Ocean's Day celebrations with The Ocean Project that helps build Ocean Ambassadors through child-focused events leveraging characters from One Fish Two Fish Red Fish Blue Fish; and continue to enhance its holiday Grinchmas: Grow Your Heart 3 Sizes campaign that encourages people to embrace the special, heart-warming message of How The Grinch Stole Christmas through doing good deeds all season long.

64 PGA TOUR

\$850M (PRIVATE)
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WWW.PGATOUR.COM

In 2013, the PGA TOUR continued to expand its global position as the prominent golf and lifestyle brand, exceeding \$850 million in branded products sold worldwide. The PGA Tour licensed family of brands grew to six tours in 2013 with the addition of PGA Tour China. This new tour joins the PGA Tour, Champions Tour, Web.com Tour, PGA Tour Latinoamerica-NEC Series and PGA Tour Canada, in addition to more than 30 tournament brands that are all under the licensing control of the PGA Tour. These brands have been licensed in over 100 products and services categories across the globe. The PGA Tour continued to experience growth in branded retail stores in 2013, with three key partnerships that included PGA Tour superstores (19 locations) and PGA Tour airport shops (34 locations) in the U.S. and Canada, along with PGA Tour stores in China (50 locations). The PGA Tour licensing program continued to strengthen its position as a lifestyle brand in 2013 with new private label licensing deals in the headwear, luggage, home furnishing, accessories and consumer electronic categories. This follows the success of the PGA Tour apparel program, which is carried in more than 5,000 doors. In 2013, the PGA Tour executed innovative marketing campaigns to extend the brands' presence in non-traditional advertising mediums. PGA Tour apparel hired six PGA Tour players as brand ambassadors to endorse the apparel during tournament play, resulting in worldwide exposure and branding to more than 1 billion households worldwide. Utilizing its relationship with the PGA Tour players, a unique sweepstakes was offered with the 2013 PGA Championship winner Jason Dufner. The contest winners spent a Day with Dufner getting lessons and playing the iconic TPC Sawgrass. The promotion was marketed on social media and customized point-of-sale collateral at national retailers. In 2014, The PGA Tour's Together Anything's Possible charity campaign reached the \$2 billion threshold for charitable giving. To celebrate this milestone and drive growth internationally, a

new licensing partnership was formed with Japan's largest sport retailer, Xebio, to activate the Together Anything's Possible brand. This creative retail campaign will be in nearly 500 doors and spreads awareness of its corporate achievements while giving back a percentage of the proceeds to Japan youth sports initiatives. The PGA Tour's branded retail stores and services licensing program continues to grow in 2014 with plans for four new PGA Tour superstores locations, and opening of the inaugural PGA Tour Grill, an airport-based chain that combines a premium health-centric dining experience with golf. The first PGA Tour Grill location will open in San Diego, Calif., in spring, followed by locations in Las Vegas, Nev., Honolulu, Hawaii, and Boston, Mass., in summer/fall. To strengthen its position as a top licensed brand in 2014, the PGA Tour formed a new partnership with ACI International to develop a private label men's casual footwear line and is also aggressively pursuing opportunities to extend its lifestyle brand to consumers worldwide through new categories such as fragrance, eyewear, furniture and high-end apparel concepts.

65 TELEVISA CONSUMER PRODUCTS

\$780M (NYSE: TV)

MARY CARMEN ROTTER, MANAGING DIRECTOR, CONSUMER PRODUCTS, +1.786.265.2500
WWW.TELEVISA.COM

Key properties include El Chavo and Patito Feo, Club America and Hablando Sola (Talking to Myself).

66 ENTERTAINMENT ONE

\$770M (OTC: ENTMF)

ANDREW CARLEY, HEAD, GLOBAL LICENSING, +44.02.03.691.8600
WWW.EONELICENSING.COM

Peppa Pig leads the charge of Entertainment One's portfolio of award-winning properties. The phenomenally successful preschool brand currently has 88 licensees in the U.K. where it celebrates its 10th anniversary this year and is gaining momentum internationally, particularly in Spain, Italy and Australia. Also hailing from animation studio Astley Baker Davies is eOne's other hit preschool show Ben and Holly's Little Kingdom that was honored with a Children's Emmy award this year. The licensor's acquisition of U.S.-based Art Impressions last year saw the expansion of its portfolio to include design and lifestyle brands SO SO Happy and Skelanimals targeting the teen market. eOne works with a wide range of retail partners in the U.K. for the Peppa Pig and Ben and Holly's Little Kingdom licensing programs including Asda, Toys 'R' Us, Marks and Spencer, Mothercare and Next. Retail for Peppa Pig in the U.S. is led by Toys 'R' Us. Key Australian retailers for the Peppa Pig licensing program are Big W, Target, ABC shop, Toyworld and Entertainment Store. Peppa Pig products are also available across Europe in retailers including Toys 'R' Us, El Corte Ingles and Carrefour, Auchan, Finiper, Bennet, Esselunga, Bart Smit, Coop and Intertoys. In Asia, Peppa products are sold in Japan Home Centre, Toys 'R' Us, Wonderland, Yata, AEON, Citistore, LOG-ON, Carrefour, RT-Mart, Eslite, Tin Tin Drug Stores, Giant, Cold Storage, FairPrice, Tesco Lotus, Big C and Robinson, among others. In the U.K., eOne continues to strengthen the Peppa Pig licensing program with brand extension lines for popular secondary characters George, Daddy and Mummy Pig that have been particularly successful during seasonal retail tie-ins. The 10th anniversary will also drive growth for the brand in the U.K. as new product partnerships, consumer marketing activity, digital initiatives, special packaging and broadcast tie-ins roll out throughout 2014. A live stage show is touring across the U.S., Canada, Australia, Italy and Spain, and master toy partners for the

brand include Jazwares, Giochi Preziosi and Big Balloon. The next territories earmarked for growth with agents in place are Asia, Latin America, Russia, France and Germany.

67 FOCUS BRANDS

\$750M (PRIVATE)

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WWW.FOCUSBRANDS.COM

Focus Brands is the franchisor and operator of over 4,500 ice cream shops, bakeries, restaurants and cafes in the U.S., the District of Columbia, Puerto Rico and 63 foreign countries under the brand names Carvel, Cinnabon, Schlotzsky's, Moe's Southwest Grill, Auntie Anne's Pretzels and McAlister's Deli, as well as the franchisor of Seattle's Best Coffee on certain military bases and in certain international markets. Focus Brands engages in a variety of licensing initiatives within CPG, foodservice and manufacturing, working with dozens of partners on more than 100 SKUs. Partnerships include Burger King, General Mills, Beam, Kellogg's, Keurig Green Mountain, Reckitt Benckiser, Rich Products, Sun-Maid, Taco Bell and WhiteWave Foods. Focus Brands is committed to its vision of being the world's best developer of unique limited-service food brands through franchising, licensing and foodservice operations.



68 SABAN BRANDS

\$750M (PRIVATE)

KIRK BLOOMGARDEN, SVP, GLOBAL CONSUMER PRODUCTS; NINA LEONG, SVP, STRATEGIC BUSINESS DEVELOPMENT; GUSTAVO ANTONIONI, MANAGING

DIRECTOR, +1.310.557.5230
WWW.SABANBRANDS.COM

Saban Brands experienced significant growth in 2013 with the continued success of its core properties Power Rangers and Paul Frank,



SABAN Brands

and the TV debut of its two new animated series, Julius Jr. and Digimon Fusion. In 2013, the Power Rangers franchise celebrated its 20th anniversary with the February debut of an all-new season of Saban's Power Rangers Megaforce. Saban Brands continued its partnership with global master toy licensee Bandai for the Power Rangers franchise to create a new line of toys based on the 20th season. The brand now has over 200 licensees globally with worldwide distribution at all major retailers and has remained a top 10 boys action brand for two decades. Paul Frank, Saban Brands' globally recognized fashion and lifestyle brand, is dual-gender and appeals to fans of all ages, spanning from infant to adult. The brand delivers artistic and whimsical designs through exciting collaborations and strategic licensing partnerships. Paul Frank has more than 200 licensees around the globe, with merchandise across many categories including apparel and accessories, books, stationery, eyewear, home décor, bicycles and more. The brand has also been supported through key partnerships, including a marketing campaign with teen celebrity and fashionista, Bella Thorne. Additionally, Paul Frank has strong pro-social ties through its Art Supplies Round-Up in partnership with The

Dreaming Zebra foundation, P.S. Arts and Blick Art Materials. Julius Jr. is Saban Brands' all-new preschool series inspired by the world-renowned Paul Frank brand. The series has quickly become a top rated show on Sunday mornings. Digimon Fusion is the sixth season of the hugely successful Digimon franchise. This powerful anime icon premiered in September 2013 on Nickelodeon in the U.S. and began airing globally in 2014. The Power Rangers brand saw tremendous growth in 2013 and retained its position as the No. 1 boys live action series and a top 10 boys action brand. With worldwide distribution at all major retailers, more than 200 licensee partners globally and a strategic partnership with global master toy licensee Bandai, Saban Brands built on the brand's success by providing licensed products for Power Rangers Megaforce, as well as also creating exclusive 20th anniversary and throwback Mighty Morphin Power Rangers products. The Power Rangers 20th anniversary legacy product line was hugely successful in 2013. In October 2013, the company also announced it had extended agreements with Nickelodeon and Bandai through 2016 for the Power Rangers franchise. The Power Rangers also kicked off a European mall tour, with seven stops in the U.K., followed by seven stops in France. The tour is continuing in 2014 with Ireland as the next destination. For Paul Frank, Saban Brands works with more than 200 licensees worldwide, producing merchandise for males and females of all ages including apparel, accessories, home décor, books, stationary and more. Internationally, product can be found in many key retailers including Big W (Australia), H&M (global), Falabella (Latin America) and also in the 120-plus Paul Frank standalone stores throughout the world. Domestically, Paul Frank's vast selection of licensed merchandise can be found both in-store and online at key retailers including Amazon.com, Macy's, Karmaloop.com and more. Saban Brands also prioritized the development of licensing and merchandising initiatives for its newer brands, Julius Jr. and Digimon Fusion. For Julius Jr., Saban Brands has partnered with Fisher Price to serve as Julius Jr.'s global master toy licensee in 2014. In addition, the brand is working with Random House Children's Books for its children's publishing deal. And for Digimon Fusion, Bandai serves as master toy licensee for the property. Consumer products for Digimon Fusion began to hit shelves in January. Saban Brands continues to grow its global capabilities, expanding its operations into Europe with the opening of a new London office in fall 2013. Saban Brands also has plans to open a new office in Shanghai, China later this year. The newest season of Power Rangers Super Megaforce, premiered on Nickelodeon in February. The accompanying product line from Bandai includes new Morphers, Megazords, Ranger Keys that unlock the power of all Rangers from the past 20 years and more, which are already leading to super growth at retail. The Power Rangers and Bandai are also promoting the toy line with various interactive promotions throughout the year. Additionally, in February, Saban Brands announced the next season



of the iconic franchise, Power Rangers Dino Charge, which will debut on Nickelodeon in 2015. Paul Frank has seen tremendous growth in 2013, as the property saw the largest global growth for the brand, to-date. As the brand continues to maintain its global popularity, the company is looking to expand the brand's current partnerships and collaborations. In addition, Paul Frank has more than 100 stores in China with plans for aggressive growth throughout 2014 and 2015. The brand is also introducing new store concepts, which include Paul Frank Kids and Paul Frank accessories stores, which are slated to open in China later

this year. Fisher-Price is the global master toy licensee for Julius Jr. and will launch a new toy line based on the series this summer. The full consumer products line will include toys, apparel and accessories, craft and activity, publishing and role-play, with many more categories to follow. Saban Brands has also partnered with Random House Children's Books for a publishing deal for Julius Jr. There are also plans to expand the consumer products line to include party goods, Halloween costumes, home décor and more later in 2014 and 2015. The Digimon Fusion product line launched in the U.S. in early 2014, which highlights the core element of "fusion" as seen in the series. The line, which includes toys, figures, and card games will also be available in the U.K. in spring 2014, followed by distribution in additional markets around the globe throughout 2014. Bandai serves as global master toy licensee for this property, which has incorporated digital elements into its products to appeal to today's tech savvy kids. There are also plans to add categories to the Digimon Fusion product line as well including apparel and accessories, publishing and digital apps.



LEGO GROUP

\$600M (E) (PRIVATE)
ANDREA RYDER, HEAD, LICENSING, +45.79.506070
WWW.LEGO.COM

Key properties include LEGO Classic, LEGO City, LEGO Duplo, LEGO Legends of Chima, LEGO Star Wars, LEGO Disney Princess, LEGO Marvel Super Heroes, LEGO DC Comics Super Heroes, LEGO Junior, The LEGO Movie, Mixels, Ninjago and more.



A+E NETWORKS

\$550M (PRIVATE)
KATE WINN, SVP, A+E NETWORKS CONSUMER PRODUCTS, +1.212.210.1400
WWW.AENETWORKS.COM

In 2013, America couldn't get enough of the Robertson clan as A&E's Duck Dynasty broke ratings records. Family-friendly programming created a fan base that spanned a wide demographic and an opportunity for a robust licensing plan with something for everyone—men, women, kids and even the family dog. The expansive fan base allowed for some creative and fun product extensions that still stayed true to the core values of the show and A&E's proprietary duck camo pattern also expanded the program well beyond catchphrases and fan gear into lifestyle categories such as housewares, furniture and fashion. The retail program spanned 17 unique categories including apparel and accessories, packaged media, food, furniture and housewares, toys and gaming, pet products and a wildly successful social expression line with Hallmark, which included the No. 1 best-selling Father's Day cards at Walmart. HISTORY's long-running and highly-rated series Swamp People celebrates Cajun culture and an outdoor lifestyle. The Swamp People program focuses on an authentic extension of those traditions with a line of southern spices, sauces and marinades, a soundtrack featuring Cajun music superstars, and outdoor gear and apparel that can be found at mass and specialty retailers such as Cabela, Bass Pro, Gander Mountain and Academy. The widespread appeal of Duck Dynasty translated into broad support across all channels of distribution, particularly at Walmart where Duck Dynasty products could be found in a number of different departments and free-standing islanders. The program was also well represented at Target, Macy's, Urban Outfitters and Lowe's. Fans of



Swamp People were looking for an authentic way to express their passion for the Cajun culture and outdoor lifestyle they experienced watching the show, which made specialty and outdoor retailers such as Cabela, Bass Pro, Gander Mountain and Academy ideal retail partners, and the products also could be found in the sporting goods area of Walmart. Duck Dynasty and Swamp People will continue to expand in 2014 with a renewed approach that focuses on lifestyle opportunities. Additionally, with a 360-degree portfolio of brands within the A+E Networks family including A&E, HISTORY and Lifetime, A+E Networks is in an ideal position to speak to a wide demographic of consumers.

71 POLAROID

\$550M (E) (PRIVATE)
SCOTT W. HARDY, PRESIDENT, PLR IP HOLDINGS,
+1.952.641.1020
WWW.POLAROID.COM

In addition to consumer products licensing, one key initiative has been the continued development of its retail stores. The company opened its fifth Polaroid FotoBar retail store last month in Las Vegas, Nev., at The LINQ in the heart of the Las Vegas Strip. Additional openings are planned throughout 2014.

72 DR PEPPER SNAPPLE GROUP

\$517.5M (NASDAQ: DPS) (NORTH AMERICA)
MEGAN MAY, BRAND LICENSING MANAGER,

+1.972.673.7000
WWW.DRPEPPERSNAPPLEGROUP.COM

Properties in the DPS Group include Motts, Snapple, Dr Pepper, 7UP, CRUSH, A&W Root Beer, Yoo-Hoo, Schweppes, Mr & Mrs T, Clamato and Hawaiian Punch. Through joint planning and partnering closely with licensees, DPS continued to grow in 2013 including new projects such as Snapple single-cup brew over ice packs; Hawaiian Punch and CRUSH liquid water enhancers; Dr Pepper and CRUSH bubble gum; Dr Pepper, Hawaiian Punch and CRUSH licorice; and Hawaiian Punch frozen novelties. DPS is looking to create long-term relationships with a few key partners. The focus in 2014 will be continuing to expand these diverse, flavor-based trademarks into complementary food categories with both current and new partners. With flavors consumers already know and love, licensees can provide their retailers with a strong pipeline of innovation opportunities.



73 AT&T

\$500M (NYSE: T)
CAREN CHACKO, AVP, BEANSTALK, +1.212.421.6060
WWW.ATT.COM

Leveraging AT&T's premier positioning and strong marketing presence, AT&T licensed products strategically complement the brand's existing telecommunications services with more than 200 SKUs including corded and cordless telephones, business telephony systems, answering machines, headsets and telephone accessories, Bluetooth audio products and more. AT&T licensed corded and cordless phones are sold in more than 27,000 retail doors and can be found in almost every major retailer carrying the product category including Staples, Best Buy, Office Depot, OfficeMax, The Home Depot, Walmart, Target, Kmart, Sears, BJ's, Costco, Sam's Club and Amazon.com. AT&T consumer electronics can also be found at the Home

Shopping Network (HSN), Fry's Electronics, Amazon.com, Best Buy Canada. Licensee Concept 101 will be scaling up current domestic distribution partners and expanding to new large electronic retailers nationwide. Concept 101 is also working with international partners in South America, Europe and the Middle East to expand the AT&T brand to those local markets for 2014 and beyond. AT&T licensed walkie-talkies are found in Walmart, K-Mart, Toys 'R Us, Ross and many other toy and electronic retailers across the country. Key licensing initiatives that will drive growth in 2014 and beyond include increasing AT&T's presence in the B2B market, as well as ensuring that licensed products gain additional market share in both domestic and international markets. The 2014/2015 product roadmap contains wireless accessory products that complement and enhance the smartphone and tablet experience. Products include a wide range of Bluetooth audio products, sync cables and portable batteries/chargers, an innovative Miracast HDMI adapter, a wireless print module, gaming accessories, tablets (international only), among others with a wireless capability to keep consumers connected by licensee Concept 101. AT&T is expanding its assortment of walkie-talkies to offer high end FRS technology that will allow the AT&T brand to expand to additional aisles of the store beyond the kids' toy market.



74 CARTE BLANCHE GROUP

\$500M (PRIVATE)
MARC DUBERY, INTERNATIONAL SALES AND
LICENSING DIRECTOR,
+44.1243 792600

WWW.CBG.COM.UK

Carte Blanche is best known for Tatty Teddy, the signature character of the Me to You brand. Me to You is now worth \$500 million (RSV) globally and Tatty Teddy ranks consistently in the top traditional plush brands in the U.K. Following the success of Me to You and a growing multi-generational fan base, Carte Blanche has launched a number of other blue nose brands to appeal to the children and grandchildren of fans who have grown up to love Me to You. Tatty Teddy & My Blue Nose Friends is a multi-character concept which combines Tatty Teddy's shy, trusting character and My Blue Nose Friends' cute and cheeky personalities. A nursery proposition, Tiny Tatty Teddy, has also been created, appealing to parents and grandparents of babies and nursery aged children. With evergreen potential, Carte Blanche's blue nose brands are not influenced by fast moving fashions and fads and are flexible in terms of character use and placements in the way only a non-media brand can be. As international creator, distributor and licensor of character brands, Carte Blanche works with best-in-class licensees delivering both international retail success and creative excitement across a variety of product categories including plush, gifts, greeting cards, apparel, nursery homeware and collectibles. Carte Blanche's stable of cute, classic, non-media brands have incredible heritage and versatility—the brands enjoy a loyal fan base with over 51 percent of Me to You YouTube clips now watched by an international audience.

75 IRONMAN

\$500M (PRIVATE)
BILL POTTS, VP, GLOBAL LICENSING AND PARTNER
SERVICES, +1.813.868.5906
WWW.IRONMAN.COM; WWW.IRONKIDS.COM;

WWW.IRONGIRL.COM

Top licensed properties are IRONMAN, IRONMAN Triathlon, IRONKIDS, Iron Girl. IRONMAN and IRONKIDS licensed products and services continue to show strong global growth across a wide range of distribution channels, including mass, grocery, drug, sporting goods, online, and specialty retail. In 2014, the company will continue global licensing growth in the health and wellness and lifestyle areas for the IRONMAN, IRONKIDS and Iron Girl brands with all supported with robust event, media and public relations programs.

76 **MIND CANDY**
\$500M (PRIVATE)
DARRAN GARNHAM, CCO, +44.0.7803.874.927
WWW.MINDCANDY.COM

Mind Candy's key property, Moshi Monsters, remains strong and saw a big focus on digital games with continued growth through toys and publishing. The company launched Moshi Monsters: Village in more than 100 countries to expand the brands global reach, as well as Moshi Karts and Talking Poppet, which was featured by Apple for three consecutive weeks in the best new apps category. The Monsters made a leap from the small screen to the big screen as Moshi Monsters: The Movie launched in theatres across the U.K. and Australia. The DVD launched on Easter weekend, ranking in the U.K. kids chart at No. 2 in the first week alone. Key brand initiatives in 2014 will expand and broaden Moshi Monsters' fan base, including further product innovation, a strong focus on mobile alongside global partnerships. This year also sees the launch of Mind Candy's brand new IP. Starting as a digital game on mobile and tablet, the epic combat strategy game will be unveiled in June. The brand will be supported with a consumer products line due in 2015.

77 **NELVANA ENTERPRISES**
\$500M (TSX: CJR.B)
ANDREW KERR, CO-HEAD, NELVANA ENTERPRISES AND
NELVANA MERCHANDISING, +1.416.479.6283; ANTOINE
ERLIGMANN, CO-HEAD, NELVANA ENTERPRISES,
+33.1.42.71.0828
WWW.NELVANA.COM

With a robust portfolio spanning preschool to boys' action, Nelvana's library features more than 4,000 half-hour animated episodes which air in over 160 countries around the world. As a key force in developing popular global brands such as Beyblade, Babar and Franklin, Nelvana has expertise in optimizing commercial opportunities by offering animation and live action, short- and long-form content development and production, broadcast sales and distribution, merchandise licensing, digital media, art asset development, brand assurance and PR and brand marketing. In fall, Nelvana expects to grow revenue with the launch of its newest animated preschool property,

Trucktown. As a brand built for preschool boys, Trucktown's 40 half-hour episodes are based on the successful book series written by children's author and Caldecott prize winner Jon Scieszka. Trucktown is the first of an ambitious new slate of preschool and boys-action content that Nelvana will begin showcasing at Licensing Expo.



78 **STUDIO 100 GROUP**
\$436M (PRIVATE)
MARIE-LAURE MARCHAND, INTERNATIONAL
LICENSING DIRECTOR (ROW), MAURICE VAN DER KUIP,
COMMERCIAL DIRECTOR (BENELUX), +32.38.77.60.35
WWW.STUDIO100.TV

Top licensed products in Benelux are: K3, Bumba and Maya whereas in GAS top licensed products are aligned to Maya the Bee and Vic the Viking. With more than 300 international licensees, Maya the Bee is already successful across all categories with IMC Toys, master toy licensee, Studio 100's own products, plush and board games as well as publishing through Egmont and Panini. In FMCG, via Ferrero, Nestlé, Chupa Chups to name just a few. 2013 has seen Maya the Bee-branded clothing arrive in major retailer H&M in Germany, Maya the Bee-branded play areas have also been established in Turkey's shopping centers and new apps and digital material is now available for tablets and mobile devices. Studio 100 is excited to see the Maya range expand in advance of the movie release in Q4 2014. Also since the launch of the Vic the Viking CGI series, additional licensed products with partners such as Katjes, Simba Dickie Group and Bebe & Bebe have also been developed. The licensing department recently signed the master toy agreement for Blinky Bill in Australia in anticipation of the exciting movie debut for the classic brand in 2015.

79 **HEARST BRAND DEVELOPMENT**
\$427M (PRIVATE)
GLEN ELLEN BROWN, VP, BRAND DEVELOPMENT,
+1.212.492.1301
WWW.HEARST.COM

New key initiatives in 2014 are led by the launch of the Seventeen Fashion Collection, sold exclusively at Sears. Seventeen's latest collaboration featuring apparel, accessories, shoes and handbags leverage the brand's 70-year equity as the fashion authority and style bible for teen girls everywhere. Additionally, this past November marked the launch of the Esquire and Men's Wearhouse partnership, delivering an editorially-curated, well-fashioned and versatile collection of shirts and ties. Furthermore, Metropolitan Home has built on the success of its existing furniture programs by expanding into additional categories, including outdoor. In addition, Car and Driver introduced an exclusive collection of automotive care accessories and launched a new e-commerce destination, ShopCarandDriver.com. In 2014, Hearst Brand Development will continue to expand its substantial partnerships, while maintaining a strategic focus on new business for Cosmopolitan, Country Living, Good Housekeeping, House Beautiful, Popular Mechanics and Road & Track along with Seventeen sub brands Mis Quince and Beauty Smarties.

80 **AMERICAN GREETINGS PROPERTIES**
\$425M (PRIVATE)
CARLA SILVA, SVP, GLOBAL LICENSING, +1.212.386.7355
WWW.AGPBRANDS.COM

Strawberry Shortcake continued to be a big success worldwide in 2013, capitalizing on her berry sweet nature and multi-generational appeal. Her staying power is proven with over 600 active licensed partners on board across all categories worldwide. She is extremely well-licensed and even has her own fresh strawberry product in France. Strawberry's



top international market continues to be Brazil with over 50 licensees. Strawberry Shortcake's publishing program spans over 30 partners globally and a TV series, Berry Bitty Adventures, airs in over 100 markets around the world. Netflix also signed on a strategic partner in 2013 and airs content in key markets worldwide. In the U.S., her presence is known across all major retail channels such as Walmart, Kmart, Target, Toys R Us, Barnes and Noble, and value channel retailers. Care Bears are everyone's most huggable and lovable bears with over 30 years of cuddly product at retail. The CGI-animated series Welcome to Care-a-Lot was well-received on a global scale in 2013 and Netflix aired entertainment content in key markets worldwide. In addition, a successful global partnership with Burger King brought Care Bears-themed premiums to Kids Meals last summer. Global initiatives focused on expanding the infant, kids, and teen demographics across different key categories and taking advantage of its evergreen qualities that consumers have come to know and love. Strawberry Shortcake experienced great retail success in her No. 1 international market of Brazil, with two DTRs in 2013. In China, Strawberry Shortcake was a part of a KFC promotion in June 2013 for the third consecutive year. In the U.S., Walmart has become a strong supporter of the brand carrying products across a variety of aisles inclusive of DVD, apparel, health and beauty and publishing. Care Bears partnerships in 2013 included a raft of notable collaborations in Asia with Bunny King in Hong Kong and DTRs with b+ab Limited and Giordano in Taiwan for kids and adult apparel. In the U.K., success was seen on the teen/young adult front with the return of a retro 80s trend, and licensee Somerbond shipped nightwear and loungewear to all major retailers across the country. In the U.S., Fetch launched an exclusive line of Care Bears dog accessories at PetSmart and is expanding into pet apparel and cat toys in 2014. A long-standing partnership with Lionsgate for home video also continued to introduce Care Bears to new generations of fans in the U.S. market. Strawberry Shortcake will prove that she is every little girl's Berry Best Friend with an entire new line of sweet-scented toys launching in fall from The Bridge Direct. Consumers will be able to find toys on shelf in the U.S./Canada and key international markets. Season four of Berry Bitty Adventures is also in production. In anticipation of a new toy line, Care Bears is gearing up for a lot of activities and new product later this year. With additional apps, a Wendy's QSR promotion, and a partnership with Sanrio in Japan, 2014 is sure to reinforce the brand's staying power in the global marketplace. Beyond the core kids demographic, Leg Avenue will be launching brand new teen Halloween costumes in the U.S. and Care Bears baby health and beauty items will be launching this year at domestic value retailers. Madballs, the iconic and grotesque-faced brand from the 80s, also experienced some traction in the form of a high-fashion runway show in early 2014. Through a collaboration with American designer Jeremy Scott, a visually compelling line of Madballs clothing, handbags and fashion footwear were debuted at February's New York Fashion Week. This exclusive line will be found at high-end department stores, launching in fall worldwide.

81

THE THOMAS KINKADE COMPANY

\$425M (PRIVATE)

KRISTEN BARTHELMAN, DIRECTOR, LICENSING, +1.408.201.5273
WWW.THOMASKINKADE.COM

The Thomas Kinkade Company's partnerships with premier licensed properties such as Disney Consumer Products, Warner Brothers, Major League Baseball, NASCAR, Rockefeller Center, Indianapolis Motor Speedway, the Biltmore



Estate, Radio City Music Hall and Lionel extend the reach of Thomas Kinkade Studios' art into new markets and new audiences. The alignment with these valued partners further enhances and strengthens the Thomas Kinkade brand. Thomas Kinkade licensed products can be found in a variety of more than 16,000 retail locations such as mass, grocery, drug, book, toy, specialty, craft, gift and stationery stores in the U.S. alone. The network of Thomas Kinkade galleries offer limited edition and open edition art and collectibles. Through its partnerships with longstanding licensees, it will continue to develop a wide assortment of products embellished with the art of Thomas Kinkade and Thomas Kinkade Studios. The Thomas Kinkade Company plans to expand its portfolio of licensed products in the home décor categories of bedding, dishware, candles and garden. The brand has excellent recognition in the U.S. and further opportunities internationally will drive growth.

82

MAJOR LEAGUE SOCCER

\$420M (PRIVATE)

MARIBETH TOWERS, SVP, CONSUMER PRODUCTS,
+1.212.450.1200
WWW.MLSSOCCER.COM

Key properties include Major League Soccer Clubs and its players, United States Soccer Federation (men's & women's U.S. National Teams) and Federation of Mexican Futbol (FMF). Key licensing initiatives that will drive growth in 2014 include expanded lifestyle and performance product assortments targeting Gen-Y consumers; expanded offering for women's, kids and accessory categories and name, number and new authentic on-field kits. Key retail partners and programs include new and enhanced stadium retail locations, apparel and sporting goods promotions across all tiers of distribution including Dick's Sporting Goods, Toys 'R' Us, Macy's and Old Navy.

83

ITV STUDIOS GLOBAL ENTERTAINMENT

\$400M (LSS: UK:ITV)

JEAN PHILIPPE RANDISI, EVP, CONSUMER PRODUCTS,
+44.0.207.157.6163
WWW.ITVSTUDIOSGE.COM



ITV
STUDIOS
GLOBAL ENTERTAINMENT

Key properties include wholly owned Classic Thunderbirds, which celebrates its 50th anniversary in 2015, and the new TV animation Thunderbirds are Go, which premieres on ITV and CITV in spring 2015. ITVS GE also grew and diversified its portfolio of third party agency brands during 2013, adding

the iconic disco hit brand Village People, boys favorite Digimon Fusion from Saban and the very prestigious Classic Playmobil. Playmobil are also launching a unique new animation series, Super 4, this year. Existing brands Cut the Rope, Babar and The Matt Hatter Chronicles continued to build their licensing programs and profile both on TV and at retail in the U.K. and internationally. The ITVS GE M&L team has the benefit of working alongside its colleagues in CITV, which is the biggest commercial kids channel in the U.K. Working closely with master toy licensee Vivid Toys, ITVS GE developed promotional programs with key retailers including The Entertainer, Le Fnac in France and El Corte Ingles in Spain. Other key activity included an exciting promotional partnership with national U.K. newspaper The Mirror and successful launches in the publishing and apparel categories. Babar turned 80 in 2013 and supported a key range of exciting and beneficial consumer PR activities and growing licensing program with Nelvana. The Matt Hatter Chronicles benefited from excellent CITV ratings and turned into one of the must have boys brands of 2013 in the U.K. with product launches planned for Q3/Q4 on the back of toy partner Simba Dickie's launch. ITV is diversifying its third party brand portfolio by increasing the number of properties it represents across a wide age range and targeted at both boys and girls. ITV is gearing up for the worldwide launch of Thunderbirds are Go in 2015 and the roll out of an ambitious licensing and marketing program.

84 **TGI FRIDAYS**
\$400M (PRIVATE) (A DIVISION OF CARLSON RESTAURANTS)
CARL ROBIE, VP, GLOBAL STRATEGIC SOURCING AND BRAND LICENSING, +1.305.447.6594
WWW.TGIFRIDAYS.COM

Top partners and licensing programs during 2013 include HJ Heinz for frozen snacks, Inventure Foods for salty snacks and Marc Anthony Group for malted and distilled alcoholic beverages. The TGI Fridays licensing program is well positioned for growth in 2014 and beyond. Key initiatives will focus on expanding the brand within the food and beverage categories with current and new licensing partners both domestically and internationally.



85 **TOEI ANIMATION ENTERPRISES**

\$380M (E) (PRIVATE)
HIROYUKI KINOSHITA, CEO, +81.3.5261.7619
WWW.TOEI-ANIMATION.COM

Key properties include Dragonball, One Piece, Pretty Cure, Saint Seiya, Sailor Moon, Digimon and Toriko.

86 **SHINE 360°**
\$360M (SUBSIDIARY OF 21ST CENTURY FOX)
BEN LIEBMAN, CEO, +44.20.7985.7000.
WWW.SHINEGROUP.TV

The key Shine 360° properties are MasterChef, Junior MasterChef and The Biggest Loser.

87 **THE GOODYEAR TIRE & RUBBER COMPANY**
\$352M (NASDAQ: GT)

NANCY RAY, DIRECTOR, LICENSED PRODUCTS, +1.330.796.7972
WWW.GOODYEAR.COM

The key licensing properties for retail sales in 2013 were Goodyear (winged foot design), Goodyear (vintage design), Goodyear Racing, Blimp and Winged Foot. Key licensing initiatives that will drive growth in 2014 and beyond include continued global expansion with further growth in successful categories such as auto accessories, lifestyle apparel, tools and power products. Top licensing initiatives continue to be in automotive accessories and footwear in all regions and major distribution outlets.

88 **MARS RETAIL GROUP**
\$340M (PRIVATE)
JOHN CAPIZZI, GM, LICENSING, +1.973.691.3500
WWW.MMS.COM

Mars Retail Group's key properties are iconic brands from Mars including M&M's characters, M&M's brand candies, Snickers, Starburst and Skittles. Partners include ERE (apparel, housewares and plush), CandyRific (novelty and candy dispensers), Publications International (cookbook), Maxell (electronic accessories), Trends International (calendars), EB Brands (travel accessories) and Mad Engine (apparel). MRG specializes in bringing colorful chocolate fun to life in new and different ways, allowing customers and consumers to experience the thrill and excitement of its trademark M&M's World locations, now available in everyday retail stores. Key initiatives include implementing a Mars One Voice strategy that creates themed displays with candy and merchandise that can be customized and executed in



many forms at various price points. The company's continued interest in exploring international opportunities and strategically adding categories to grow the current assortment bring the One Voice strategy alive at retail locations throughout the U.S. including independent retailers, Kroger, Sam's Club, Target, Walgreens and Walmart.

89

MICHELIN LIFESTYLE

\$325M (E) (PRIVATE)
CHRISTIAN DELHAYE, MANAGING DIRECTOR,
+44.1.782.402127
WWW.MICHELIN.COM

Key licensing properties are the Michelin logo and the Michelin Man. For 2013 and beyond growth will come from two main areas: the introduction of Michelin automotive accessories in to new markets and the expansion of Michelin footwear—both Michelin branded footwear and also co-branded outsoles which feature innovations and technologies derived from Michelin's tire-related expertise.

90

C3 ENTERTAINMENT

\$300M (PRIVATE)
ANI KHACHOIAN, EVP, LICENSING AND CONSUMER
PRODUCTS, +1.818.956.1337
WWW.C3ENTERTAINMENT.COM

Key brands are The Three Stooges, The New Three Stooges Movie, Grizzly Adams, Monica Warhol, Arrow Classics and Barbi Benton. Key programs include the continuation of the new The Three Stooges movie global video release to retail with Twentieth Century Fox Studios. In 2013, the company coordinated with key licensees to expand current direct to retail programs for Three Stooges merchandise and other brands represented to include in-store, online and HSN and QVC offerings; and it continued to leverage co-branded merchandise opportunities from the 2012 The Three Stooges movie with selected promotional partners (NASCAR, Six Flags and others) to penetrate additional retail distribution networks. The new The Three Stooges Movie distributed by Twentieth Century Fox Studios worldwide in 2012 created a new movie themed licensed product line that remains at market, expanding the brand's retail presence, including for the existing licensed classic Three Stooges product line through acquisition of additional domestic and international licensees and larger global retail presence. Additional online gaming and digital licenses are coming online 2014 and 2015. Specific product and category additions include expansion of The Three Stooges presence in Panini America's card sets. New high-end collectibles through Figures Toys for Three Stooges collectible figures expands the brand presence in the collectible and memorabilia category globally. C3 will also have a greater food and beverage category presence at retail with Mo Hotta Mo Betta producing Three Stooges hot sauces and barbeque sauce with distribution at mid-tier, grocery,



catalog and specialty retail. 2014 initiatives include to expand Three Stooges themed Lottery Program with addition of instant online lottery games to the traditional scratcher games; expand acquired IP's current licensed product portfolios with the addition of new domestic and international licensees; coordinate cross-license program between current The Three Stooges brand licensees and other brand's represented licensees for category and product expansion and greater retail presence for all brands; acquire additional brands to represent for licensing and merchandising and integrate licensees into the cross- license program, including adding celebrity Chef Jason Santos with both new product lines and television initiatives.

91

CBS CONSUMER PRODUCTS

\$300M (NYSE: CBS)

LIZ KALODNER, EVP AND GENERAL MANAGER, +1.212.975.7795
WWW.CBSCONSUMERPRODUCTS.COM

CBS Consumer Products continues to dominate worldwide licensing and merchandising for a diverse slate of television and film brands. 2013 brought an extraordinary amount of success with Star Trek, where theatrical marketing for Star Trek Into Darkness drove overall Star Trek activity and showed an increase in sales growth of classic and branded products. In addition, NCIS, America's No. 1 series, has become an e-commerce powerhouse driven by seen on products, while CBS Consumer Products in general have continued to enhance its classic portfolio (The Twilight Zone, Cheers and Beverly Hills 90210) through the launch of new categories such as online gaming. CBS Consumer Products has established a strong foundation of successful retail and licensing partnerships. ThinkGeek.com introduced a new line of top selling Star Trek hoodies, glassware, pajamas, aprons, bathroom décor and marketing programs, while HER Universe created a fun design competition that appealed directly to a passionate fan base of Star Trek fans. In addition, e-commerce launched localized Star Trek stores in Germany, the U.K., Brazil, and Japan, along with a Dexter-focused store in Brazil. In a bid to bring the love of CBS properties to life, a series of live events were introduced across the globe in Korea and Taiwan, while new formats were developed for county fairs in the U.S. CBS Consumer Products will focus on a handful of top licensing initiatives to drive growth in 2014 and beyond, launching merchandising programs for new series Penny Dreadful and Extant and more established dramas such as Under the Dome, Ray Donovan and Reign. The biggest initiative for the company is still yet to come—in 2016 science fiction franchise Star Trek will celebrate its 50th anniversary, which will be supported by robust merchandising, retail, and promotional programs.

92

WELCH'S

\$300M (PRIVATE)

GLENN HENDRICKS, GROUP MANAGER, BUSINESS
DEVELOPMENT, LICENSING, WELCH FOODS,
+1.978.371.3708

WWW.WELCHS.COM

Welch's, a trusted American icon and a worldwide leader in grape-based products, has extended its vibrant fruit flavors through a variety of products including fruit snacks, fresh and frozen fruit, frozen smoothies kits, 100 percent juice ice bars, filled licorice and foodservice condiments. Top licensed properties in 2013 included the expansion of Nature's Touch Welch's Frozen Fruits, Promotion in Motion's Welch's Fruit Snacks, and a new Welch's jams and jelly foodservice program in all 1,600 U.S. Denny's locations. In 2013, distribution of Welch's licensing program grew nationally with top retailers in the U.S. and

Canada including Ahold, A&P, Albertsons, Wakefern, Meijer, Associated Grocers, Kroger, Weis, Walgreens, Wal-Mart, Winn Dixie, Costco, BJ's, Loblaw's, Sobeys and Giant Tiger. Top licensing initiatives that will drive growth for Welch's licensing program in 2014 include new Welch's PB&J fruit snacks launched which launched in February, the expansion of new Welch's smoothie kit varieties launching this summer, a new partnership for Welch's sparkling drink concentrates developed exclusively for SodaStream's home beverage carbonation system launching in summer and new Welch's licorice and Welch's freezer bar offerings launching in fall.

93 BRIGGS & STRATTON

\$285M (NYSE: BGG)
JOHN MERRICK, LEMUR LICENSING, +1.770.794.1111
WWW.BRIGGSANDSTRATTON.COM

Key properties are Briggs & Stratton, Snapper and Murray. Top retail partners include Walmart, The Home Depot, Lowe's, Tractor Supply Company, Sears, Meijer, Advance Auto Parts and AutoZone. Top licensing initiatives that will drive growth in 2014 and beyond include outdoor power equipment, fuel cans, oil, batteries and premium ethanol-free gas.

94 NISSAN MOTOR COMPANY

\$268M (TYO: JP:7201)
GLEN KONKLE, CEO, EQUITY MANAGEMENT INC., +1.858.558.2500

The Nissan licensing program continued to experience strong growth in 2013 and once again surpassed the performance from the previous year setting a new record. This achievement can be attributed to a number of product categories including software, replicas, toys and accessories. In addition, Nissan hosted its N360 event which allowed licensees the unique opportunity to view, and in some cases drive, more than 100 Nissan and Infiniti vehicles from around the world. The event fully immersed licensees into the world of Nissan and resulted in an increased level of enthusiasm, passion and collaboration that led to many new licensing opportunities. Moving forward, EMI will continue to leverage the new and exciting Nissan and Infiniti vehicle introductions in categories such as automotive accessories, die-cast, radio control, software and lifestyle. Also, the Nissan licensing program will target emerging markets to support the rapidly increasing sales of vehicles with licensed products.

95 ACTIVISION PUBLISHING

\$250M (NASDAQ: ATVI) (WHOLLY OWNED SUBSIDIARY OF ACTIVISION BLIZZARD)
ASHLEY MAIDY, VP AND HEAD, GLOBAL LICENSING AND PARTNERSHIPS, +1.310.255.2058
WWW.ACTIVISION.COM; WWW.ACTIVISIONBLIZZARD.COM

In 2013, Activision Publishing's Licensing & Partnerships exponentially grew the video game publisher's global reach through an aggressive, multi-pronged strategic approach for the Skylanders and Call of Duty franchises. The L&P business, which was established in 2012, showed a growth of 25 percent YOY, with Skylanders being the biggest driver with 175 global partners. In addition to the core interactive game and action figure product lines, which are produced by Activision, Skylanders is currently represented in every major category. In just 27 months, the Skylanders franchise generated more than \$2 billion in retail sales worldwide, a milestone that was reached faster than any other kids' gaming property, helping to make it the No. 1 kids' video game franchise in 2013, according

to NPD. The Skylanders franchise, which released its first game in October 2011, pioneered the toys-to-life video game genre. Skylanders continues to capture the hearts of fans with its innovative game experience and its exciting roster of new and returning characters. With the launch of Skylanders SWAP Force, Activision evolved the genre by allowing fans to mix and match the top and bottom halves of SWAP Force Skylanders toys, creating more than 250 unique combinations of characters. In 2014, Activision will continue to bring the magic of Skylanders to life with meaningful, brand-enhancing product extensions, including partnerships with General Mills for Skylanders-branded fruit snacks and Crayola for an innovative line of color and activity products. Fans will continue to have multiple touch points, including the company's second consecutive partnership with McDonald's, which brought eight unique Skylanders SWAP Force toys to Happy Meals in restaurants across North America. In addition to Skylanders, Activision is creating a lifestyle merchandising program for the blockbuster Call of Duty franchise. The property, which has sold more than 100 million copies across the globe with millions of fans playing daily, has become a pop cultural phenomenon. The licensing team has established partnerships with category leaders MEGA Brands, Turtle Beach, BradyGames and BioWorld, among others, to create brand penetration in categories such as construction sets, headsets, publishing, apparel and accessories.

96 ENDEMOL

\$250M (E) (PRIVATE)
BRANCO SCHERER, EXECUTIVE DIRECTOR, COMMERCIAL AFFAIRS, +44.870.333.1700
WWW.ENDEMOL.COM

Key properties include Deal or No Deal, Wipeout and The Money Drop.

97 JOHN DEERE

\$250M (E) (NYSE: DE)
DALE PASCHKE, GLOBAL MANAGER, BRAND LICENSING, +1.919.804.2725
WWW.JOHNDEERE.COM

98 NATIONAL GEOGRAPHIC

\$250M (E) (PRIVATE) (NON-PROFIT)
KRISTA NEWBERRY, SVP, LICENSING, NORTH AMERICA, +1.202.857.7572
WWW.NATIONALGEOGRAPHIC.COM

99 SOURCE INTERLINK MEDIA

\$250M (PRIVATE)
RICK STARK, VP SALES, +1.310.531.9900
WWW.SOURCEINTERLINK.COM

Top licensed properties in 2013 include Motor Trend cellular accessories, Motor Trend frost guard and Motor Trend Certified Vehicles extended warranties for pre-owned cars. In 2013, Source Interlink Media completed the transformation into a multi-media content creator and full service agency. SIM is the owner of over 70 brands and is the largest provider of licensed content for enthusiast media in the U.S. Mobile apps for iPads, iPhones, Android Phones and tablets, as well as emerging media, is a key focus of the business. In the consumer goods

market, the automotive category once again drove sales for 2013 with products including windshield frost guards, jumper cables, jumpstarts, organizational tools, multi-tools and pet car safety. Motor Trend cellular accessories and Bluetooth items continued their success as the assortment grew and GPS accessories were added as well. 2013 also saw an expansion of the GrindMedia/Action Sports Group brands, including full programs for SLAM basketball apparel and shoes and Surfer Magazine swimwear for both men and women. SIM continues with an exclusive Motor Trend channel on YouTube that has 400 million page views and 1.6 million subscribers. Each month SIM content reaches over 80 million consumers. SIM is offering master and individual franchises to qualified operators interested in extending its brands to restaurant, pub and retail locations across the country. The success of the original SURFER (The Bar) TM concept at Turtle Bay Resort in Hawaii has led to extension opportunities in key beach locations in the continental U.S. by its partner, Surf Concepts. Similar opportunities exist for brands including Hot Rod, Lowrider, Powder and Transworld.

100 ENERGIZER

\$236.6M (NYSE: ENR)
DANIELLE KYRIAKOS, GLOBAL DIRECTOR, LICENSING,
+1.305.668.7000
WWW.ENERGIZER.COM

By leveraging the premier positioning and marketing presence of the Energizer and Eveready properties, the licensing program has strategically expanded to include innovative consumer products that complement the company's core lines. Under the power and lighting categories, the licensing program now includes automotive batteries, gas-powered generators, power inverters, external chargers including travel accessories for mobile devices, photo accessories, power solutions for gaming, power connectors, solar lighting, household lighting, flameless candles and more. Additionally, the program consists of licensed products outside the power and light categories including costumes, with a primary focus on the company's revered Energizer Bunny icon. The Energizer and Eveready licensing programs have expanded globally with a variety of products in the power and lighting segments. Key licensing initiatives that will drive growth in 2014 and beyond include further global expansion of licensed products through current partners, as well as new licensing partners. The launch of new branded product lines will help to grow market share in both domestic and international markets. Energizer's extensive array of licensed products can



be found at retailers such as Walmart, Target, Sam's Club, Costco, Carrefour, Game Stop, Home Depot, Kroger, Lowe's, PriceSmart and Amazon.

101 TOMMY BAHAMA

\$230M (NYSE: OXM)
TERRY PILLOW, CEO; DOUG WOOD, PRESIDENT AND
COO; CHRISANN FURCIATO, VP, LICENSING; ROB
GOLDBERG, SVP, MARKETING, +1.206.622.8688

WWW.TOMMYBAHAMA.COM

Tommy Bahama is part of the Tommy Bahama Group, a wholly owned subsidiary of Oxford Industries. Tommy Bahama's main licensing categories are home including residential furniture, fabrics, bedding, table linens, rugs and ceiling fans; outdoor/beach including outdoor furniture and beach accessories, which includes chairs, umbrellas and coolers; accessories/lifestyle products such as watches, eyewear, luggage, fragrance and a Hacker-Craft boat. The company owns and operates more than 130 retail locations, 14 of which have a Tommy Bahama restaurant and bar.

102 THE FOOTBALL ASSOCIATION

\$228M (PRIVATE) (NON-PROFIT)

NICKY STANTON, BUSINESS DEVELOPMENT MANAGER,
+44.0.844.980.8200

WWW.THEFA.COM

Key licensing properties for retail sales in 2013-2014 includes England, FA Cup and Wembley. Licensing initiatives supported the World Cup Qualification campaign leading well into the World Cup build up in Brazil. Retail partners include main grocers including Asda with a direct-to-retail on apparel. International expansion is rapid since agreeing to a master license with Nike for rights outside of the U.K. with global coverage including North and South America, Asia and Europe.

103 THE TRUMP ORGANIZATION

\$225M (E) (PRIVATE)

CATHY GLOSSER, EVP, GLOBAL LICENSING, +1.212.836.3242
WWW.TRUMP.COM

104 HGTV HOME

\$220M (NYSE: SNI)
RON FEINBAUM, SVP AND GM, CONSUMER
PRODUCTS, HOME CATEGORY, SCRIPPS NETWORKS,
+1.865.560.4804; ROBYN ULRICH, SVP, CONSUMER

PRODUCTS, HOME CATEGORY, +1.865.560.3953
WWW.HGTVHOME.COM

HGTV's award winning consumer products brand, HGTV HOME, provides consumers with a branded collection of smart and stylish products from the experts at HGTV. HGTV HOME has doubled in volume from 2012 to 2013, achieving \$220 million in retail sales in 2013, up from \$100 million in 2012. 2013 marked a year of tremendous growth as HGTV HOME celebrated four major launches. First, HGTV HOME and HSN partnered to launch the HGTV HOME Outdoor Living program, redefining the outdoor home category at HSN. The program offers both branded and curated products, including outdoor equipment, plants, lighting, water accessories, outdoor entertaining,



garden tools and outdoor solutions. Next, HGTV HOME Solar Lighting launched at all U.S. and Canada Costco stores; and HGTV HOME Decorative Fabric and Trim launched at 700 Jo-Ann Fabric and Craft Stores and is now in more than 800 stores. Finally, HGTV HOME Baby Furniture launched at all BuyBuy Baby stores with furniture partner Bassett. With nine partners on board, 11 product lines developed and only 30 months in the market, the full HGTV HOME product assortment reached cumulative brand placement of 7,000 doors across North America in 2013. HGTV HOME products were sold in key home and garden categories including paint, furniture, flooring, plants, indoor lighting, outdoor living, solar lighting and decorative fabric and trim. The program now includes HGTV HOME by Sherwin-Williams paint, wallpaper and paint accessories; HGTV HOME Furniture Collection; the HGTV HOME Design Studio at Bassett; HGTV HOME Flooring by Shaw; the HGTV HOME Plant Collection; HGTV HOME Indoor Lighting, HGTV HOME Outdoor Living at HSN; HGTV HOME Solar Lighting; HGTV HOME Decorative Fabric and Trim; and HGTV HOME Baby Furniture. Additionally, HGTV Magazine launched in 2012 and is currently the No. 1 best-selling magazine on newsstands within the home lifestyle set. The HGTV HOME program is undergoing rapid expansion in 2014 and beyond with launches into new indoor and outdoor home product categories, new retail partners, new big initiatives, expansion of existing lines and increased marketing initiatives. In 2014, HGTV HOME will launch the HGTV HOME Sleep Collection. Sleep products will include mattresses, adjustable bed bases, specialized metal frames and support systems, pillow designs, mattress toppers, mattress and pillow protection items, crib mattress and pet bed products. Art Van PureSleep has plans to be the first anchor retailer to debut the line when it launches in-store in May across the U.S. and Canada. Expansion of existing partners' lines will also be a key driver of growth for 2014 and beyond. Cumulatively, the full HGTV HOME line is on target to reach nearly 8,000 doors by mid-2014. HGTV HOME by Sherwin-Williams will be introduced to Canada, launching in 85 Sherwin-Williams locations in June. HGTV HOME Design Studio only at Bassett is on target to be in over 100 stores during 2014. HGTV HOME Flooring by Shaw is introducing 28 new styles of carpet. Agricola, has secured placement at Costco Canada for 2014. The HGTV HOME Plant Collection will be in almost 1,200 doors. Elk Lighting is on target to increase its placement in specialty stores to 1,100. HGTV HOME Outdoor Living is on track to having 50 branded products across lawn & garden by the end of 2014. HGTV HOME will continue to support its program through a comprehensive integrated marketing plan in 2014.

105 CHURCH & DWIGHT

\$204M (NYSE: CHD)
TAMMY TALERICO-PAYNE, DIRECTOR, LICENSING,
+1.609.806.1495

WWW.CHURCHDWIGHT.COM

In 2013, a number of exciting new products launched with Church &

Dwight's iconic brands. Arm & Hammer, one of the world's most trusted brands, partnered with powerhouse Hefty for the ultimate garbage bag that had odor neutralizing feature. The line launched at major retailers in 2013 with special merchandising fixtures and strong marketing support. Karmin found success at Delhaize with an 11 SKU line of household gloves and reusable wipes. Protect Plus found success with Arm & Hammer shelf liners and air filters. Petmate's litter pans, litter filters, cat mats, deodorizer dispensers, litter liners and dog waste management products continued to find success as the complete in-home pet solution and expanded its line to pet beds. Arm & Hammer boasts several more innovative and market-leading licensees including Electrolux for vacuum bags and filters, Dutch Boy for re-fresh paint, London Luxury for bedding, Munchkin for diaper pails and nursery accessories among many others. Brandgenuity brokered the first license agreements for stain-fighting leader OxiClean with licensees Kleen Maid and Betco, both of which launched their first products in 2013. Kleen Maid had a set of OxiClean kitchen cleaning tools, sponges and microfiber wipes at Bed Bath & Beyond. Church & Dwight's key brands were featured in major retailers across all channels of distribution including Walmart, Target, Bed Bath & Beyond, Home Depot, PetSmart, Delhaize, Menard's, Wakefern, Wegman's and many more. In 2014, Arm & Hammer, OxiClean and Kaboom will continue to grow licensed products across key categories and retailers. Hefty Ultimate with Arm & Hammer launched an innovative viral marketing campaign, including a national TV commercial, couponing, cross promotions, social media, blooper reels, remix videos, meme, digital greeting cards and more.



Betco will launch its line of OxiClean specialty cleaners (stainless steel, granite and stone and cooktop spray cleaners and wipes) at key retailers across grocery, specialty and mass retailers. Foremost bathroom cleaner Kaboom will launch its first line of moisture removal products with Metro Design at Home Depot in early 2014.

106 FOOD NETWORK

\$200M (NYSE: SNI)
SERGEI KUHARSKY, SVP AND GM, LICENSING,
MERCHANDISING AND NEW BUSINESS DEVELOPMENT,
+1.646.336.3784

WWW.FOODNETWORK.COM

Since its 2007 launch, the Food Network licensing program has expanded and continues to engage and delight both its fans and business partners. The network's flourishing 7-year partnership with Kohl's now offers over 1,500 Food Network-branded housewares products sold exclusively at the retailer's 1,150 stores. Each product is developed and tested by FN's NYC test kitchen team of experts in partnership with Kohl's NYC-based design team. FN partnered with Wente Vineyards in 2011 for Entwine, a line of accessible, food-friendly wines with an attractive price point of just \$12.99. Year-to-year case sales are growing at a double digit rate. In fall 2012, FN, in partnership with the Langley-Empire Candle Company, launched a line of scented candles which are now available nationwide. The candles feature fragrances inspired by Food Network Kitchen recipes, which are often housed in vessels that double as reusable, food-safe containers. Via a partnership with the Delaware North Companies, FN launched its first Food Network Kitchen airport restaurant in the fall of 2012 in Terminal 3 of the Ft. Lauderdale-Hollywood International Airport. FNK will open its

second classic fare, local flavor location in Atlanta's Hartsfield–Jackson International Airport in spring 2014. Food Network is actively pursuing new airport and other food service locations for 2014 and beyond. Shortly after its introduction in 2008, Food Network Magazine (a partnership with Hearst) catapulted to the top of the charts. It is now the third best-selling monthly magazine of any type on newsstands and the No. 1 magazine in the epicurean category. FN's book publishing enterprise was the engine behind five New York Times best-selling books in 2013—Alex Guarnaschelli's Old School Comfort Food; Sunny Anderson's Sunny's Kitchen: Easy Food For Life; Guy Fieri's Diners, Drive-ins and Dives: The Funky Finds in Flavortown; Rachael Ray's Week in a Day; and Ree Drummond's The Pioneer Woman Cooks: A Year of Holidays. In April 2014, FN published The Chopped Cookbook, which debuted at No. 15 on the New York Times best-sellers list. Other scheduled 2014 releases include Guy Fieri's Guy on Fire, Debi Mazar and Gabriele Corcos' Extra Virgin and Food Network Magazine's Sweet. In 2014, products from the TV series Chopped will be introduced to the market. Finally, FN continues to sponsor its unparalleled South Beach (February) and New York City (October) Food & Wine Festivals, which annually raise millions of dollars for its charitable partners, Share Our Strength, Florida International University and the New York Food Bank.

107

KRAFT FOODS

\$200M (E) (NASDAQ: KRFT)
PAULA PHILLIPS, LICENSING CONSULTANT,
+1.502.551.5846
WWW.KRAFTFOODS.COM

108

SEAWORLD PARKS & ENTERTAINMENT

\$200M (E) (PRIVATE)
DEANA DUFFEK, DIRECTOR, GLOBAL LICENSING, +1.949.395.6460
WWW.MYSEAWORLD.COM

109

SMILEYWORLD

\$180M (PRIVATE)
FRANKLIN LOUFRANI, PRESIDENT; NICOLAS LOUFRANI, CEO; DANIEL JAY, COMMERCIAL DIRECTOR,
+44.207.378.8231

WWW.SMILEY.COM

Top licensed property is Smiley Original, the iconic and original Smiley icon made famous throughout the world as a global symbol of happiness, positivity, free-spirit and love of life. SmileyWorld, the first and foremost brand incarnation of the now global emoticons, is the youthful sibling to Smiley, representing self-expression, digital communication and ability to link to every consumer's individual personality and attitude. Top retail partners and licensing programs during 2013 include Landmark Group in the Middle East and India. SmileyWorld products are sold through the Lifestyle stores



throughout India and the Splash Stores in the Middle East. SmileyWorld also has a longstanding successful direct-to-retail deal with Etam, a France-based fashion retailer. The partnership also extends to Etam's expanding business in the Far East, specifically China. For H&M, SmileyWorld is a global DTR partner, taking the Smiley icon to a new level of contemporary fashion-forward design that reached consumers across the globe via the hundreds of H&M stores and online outlets. The brand has also executed collaborations with leading global fashion designers, brands and FMCG companies including Anya Hindmarch, Louise Gray, Fyodor Golan, Italia Independente, Nutella, Renault and Sony Music. Extensive licensing programs with leading European and international licensees include Zak, Incidence, Alpa, TV Mania, Archies, Herlitz and Lannoo. Moving forward, SmileyWorld will continue its growth strategy in the Middle East, Far East and India, where brand has experienced rapid growth in the understanding and retail accessibility of licensed brand products. The initiative entails working closer with licensees and retail partners within the region, as well as continuing to maintain a strong presence at relevant local and international trade shows across fashion, gift and license. Other initiatives include working closer and developing direct relationships with key retailers, emulating the success it has experienced with the likes of Etam, Landmark and H&M. The company is also focused on a new U.S. expansion program following the re-launch of the brand.

110

THE WIGGLES

\$180M (E) (PRIVATE)
PAUL FIELD, MANAGING DIRECTOR, +44.0.418.602.654
WWW.THEWIGGLES.COM

After the retirement of three of the original cast members after 21 years, The Wiggles now has three new additions (including the first female) along with the original creator Anthony Field. The company recently completed the second series of Ready, Steady, Wiggle.

111

WEIL LIFESTYLE

\$175M (PRIVATE)
CALLIE BONINE, DIRECTOR, BRAND LICENSING,
+1.480.703.2643; ROSS MISHER, CEO, BRAND CENTRAL,
+1.310.268.1231

WWW.DRWEIL.COM

Dr. Weil is a world-renowned leader and pioneer in the field of integrative medicine. The mission of Weil Lifestyle is to provide consumers with a range of best-in-class products and services that enhance health and well-being and help them live a lifestyle guided by the philosophy of integrative medicine. Dr. Weil donates all after-tax profits from royalties from sales of Weil Lifestyle licensed products directly to the Weil Foundation, a not-for-profit organization dedicated to advancing integrative medicine through training, research, the education of the public and policy reform. In addition to strong current licensees, Weil Lifestyle continues to drive growth in 2014 and beyond with new licensing initiatives focusing on healthy sleep products including teaming with Simmons Bedding Co. on the ComforPedic iQ mattress, which is the only mattress to use patented, clinically tested Smart Response Technology. Weil Lifestyle programs also include Dr. Andrew Weil for Origins, a natural line of topical skin care products; FoodState, a whole-food supplement company with a consumer-facing brand MegaFood, as well as a direct-to-practitioner brand, Innate Response; Vionic Shoes, providing innovative and clinically proven technologies to help consumers walk in comfort; Weil for Vital Choice offers sustainably harvested wild Alaskan salmon and other natural and organic foods; and Weil by Dansk is a premium, high quality line of small kitchen electrics.

112 KAWASAKI
\$164M (TYO: JP:7012)
GLEN KONKLE, CEO, EQUITY MANAGEMENT INC.,
+1.858.558.2500
WWW.KAWASAKI.COM

In 2013, Kawasaki licensing continued to develop positively in product categories such as power tools, sporting goods, toys, vehicle replicas and gaming software. These licensed businesses successfully reinforce the brand equity with existing Kawasaki enthusiasts and also attract new consumers to the brand. Sporting goods and replica products in particular enjoyed strong sales in 2013 with products like ride-on's and bicycles reinforcing the excitement, performance and fun of Kawasaki. Historically, licensees have focused a significant portion of their efforts on the key motorcycle brands such as Ninja and KX, but they are now placing an increased emphasis on Kawasaki's Side By Side vehicles, including Mule, Teryx and Brute Force, in order to target a broader enthusiast base. In 2014, new brand advancement opportunities will be pursued in categories such as apparel and accessories, travel goods and outdoor recreational products, while brand extension programs will be developed across a variety of new categories. EMI will continue to generate innovative programs featuring Kawasaki's entire brand portfolio while also leveraging exciting new vehicle launches and marketing platforms like Kawasaki Strong. These new initiatives will complement the existing licensed businesses and continue to showcase the Kawasaki equity of power, performance, strength, quality engineering, innovation and unrestrained fun.

113 HI-TEC SPORTS
\$163M (PRIVATE)
CHRIS MOLE, GROUP LICENSING DIRECTOR,
+0.31.20.711.84.00
WWW.HI-TEC.COM

Top licensed properties include Hi-Tec: Outdoor footwear, luggage, equipment and accessories including camping and hiking products, casual and retro sports footwear, outdoor and sports apparel, Magnum: apparel, equipment and accessories, 50 Peaks: Outdoor footwear and Interceptor: security/uniform footwear. Hi-Tec is celebrating its 40th anniversary in 2014 and has been at the forefront of sports and outdoor goods and values innovation in footwear, apparel and equipment for more than four decades. Licensed programs currently being pursued include adult and kids outdoor/sports apparel, socks, fitness equipment, safety, footwear and apparel, luggage, sunglasses, watches, bicycles and sports equipment.

114 JIM SHORE DESIGNS
\$162M (PRIVATE)
JOANNE OLDS, PRESIDENT, THE BUFFALO WORKS;
GERALD MASSIE, VP, MARKETING, +1.952.475.3013
WWW.JIMSHORE.COM

The major program that drove retail sales was the continued strength of Jim Shore's Heartwood Creek brand with licensing partner Enesco. The Jim Shore brand continued its strong QVC business in 2013, grew its seasonal program with Lowe's and had a very successful year with its new JS brand of fashion jewelry and accessories. Additionally, Jim Shore launched an exciting new co-branded collection with The Wizard of Oz and enjoyed a significant bump in sales of his co-branded Disney Traditions collection globally. Key licensing initiatives that will drive growth into 2014 and beyond will be the addition from Enesco of co-branded collections including Peanuts and Looney Tunes. The outlook for QVC and Lowe's are on a growth trajectory, along with the addition of several new licensing partners in the

craft, home and gourmet food arenas. Integral to the success of the Jim Shore brand at retail is the mid-tier department and specialty stores that will remain and continue to grow as the showcase distribution channel. Other initiatives include retail store signings and appearances with independent retailers and department stores like Macy's Herald Square will continue to be a high priority.

115 ASPCA
\$150M (PRIVATE) (NON-PROFIT)
HELENE GORDON, SENIOR DIRECTOR, LICENSING AND
RETAIL DEVELOPMENT, +1.212.876.7700
WWW.ASPCA.ORG

Key properties include ASPCA Pet Health Insurance, We-Care.com and ASPCA-branded products. Top retail partners and licensing programs during 2013 were ASPCA Jewelry in Zales; ASPCA pet products in Target, Kmart and Ross; Ralph Lauren, West Elm, PBTeen and Juicy holiday cause-related programs; and ASPCA Pet Health Insurance. Top initiatives for 2014 include building out the core pet categories and introducing a new ASPCA branded Visa; and continue to grow the ASPCA's Pet People product line including kids' toys and plush led by Commonwealth Toy & Novelty, gifts from the Bradford Exchange, fashion tees from David & Goliath and a new kids publishing program from Studio Fun (aka Reader's



Digest). Celebrity supporters will be a big part of 2014 marketing. Trend-driven pet and people products, in addition to new product packaging, reflect the strength of the ASPCA brand and cause, adding to the ASPCA's ability to connect to the 72 million U.S. households with pets. Key retailers and promotions include ASPCA pet toys in Target, Commonwealth plush at Kmart and Vans X ASPCA shoes and accessories. Finally, Lil Bub's Big Fund for the ASPCA is a unique combination of product licensing and philanthropy.

116 WINCHESTER
\$150M (E) (NYSE: OLN)
VICKI BEDNAR, MANAGER, LICENSED PRODUCTS,
+1.618.258.2365.
WWW.WINCHESTER.COM

**117 WOLFGANG PUCK
WORLDWIDE**
\$141M (PRIVATE)
JOSEPH C. ESSA, PRESIDENT, +1.310.432.1541
WWW.WOLFGANGPUCK.COM

Austrian-born Wolfgang Puck opened his first restaurant, Spago, on Hollywood's Sunset Strip in 1982. Building on Spago's phenomenal success, he has become one of the most influential chefs in North America with an empire that includes a growing number of fine dining restaurants, catering venues and casual restaurants. Puck's name has become synonymous with culinary passion and the very best in eating and dining. Puck applies his dedication to high quality and authenticity through his distinctive menu. Complementing Puck's fine dining restaurants, catering venues and casual restaurants are his licensed restaurant properties, Wolfgang Puck Express, which are located primarily at airports, grocery stores, various retail locations, as well as in

major entertainment venues such as Universal Studios, Los Angeles. In addition to his licensed restaurants, Wolfgang Puck sells many licensed consumer products through various distribution channels including



Organic Wolfgang Puck soups in partnership with Campbell's Soup Company; Wolfgang Puck whole and ground coffee bags, pods and Kcups for hotels, offices, retail distribution, as well as internet sales in partnership with Amenity Services and RDE; Wolfgang Puck organic low fat iced coffee available in four low calorie flavors in partnership with Woodway Beverages; Wolfgang Puck signature wines, in partnership with Indelicato Wines; cookbooks; and branded housewares and appliances as seen on Home Shopping Network, in partnership with WP Productions and Appliances, for which Wolfgang Puck commits over 100 hours annually of personal on-air time. Top retail partners and licensing programs include approximately 17 restaurants/kiosks located in various airports and 17 licensed locations in grocery stores throughout Southern California. In 2014, Wolfgang Puck will continue to drive the growth of licensed restaurant properties and consumer products. Other initiatives include a brand refresh on all packaging and collateral, and the development of an expanded cross-category licensing program with strategic distribution across high-end, specialty food retailers.

118

LAMBORGHINI

\$135M (E) (LAMBORGHINI IS A DIVISION OF AUDI AG)
MARIA LUCIA LAZZARINI, MANAGER, LICENSING,
+39.051.6817655
WWW.LAMBORGHINI.COM

119

INVISTA TECHNOLOGIES

\$125M (PRIVATE)
MICHELLE ALFANDARI, PRESIDENT AND CEO, MODA
LICENSING, +1.212.687.7640
WWW.INVISTA.COM

As an extension from the global fashion and fiber brand, the LYCRA licensing program remained strong in 2013 in the highly competitive cosmetics category. Coty, as the exclusive licensee for LYCRA cosmetics, has co-branded LYCRA collections with the Rimmel and Astor businesses globally. Print and television advertising campaigns and eye-catching in-store displays (POS and off-shelf) provide key support. Product news like the Rimmel re-launch of Salon Pro LYCRA Nail Enamel; Rimmel Scandaleyes LYCRA flex Mascara; the introduction of new Astor Perfect Stay Gel Shine with LYCRA in 48 shades; and the re-launch of Astor Perfect Stay Nail Polish with LYCRA, all in conjunction with exciting support to continue keeping consumers and retailers engaged. New marketing and advertising campaigns and promotions are planned to support in-store efforts, such as print, POS, social media and PR



for Rimmel featuring Kate Moss and for Astor featuring Heidi Klum. Early this year, Walmart rolled out the Rimmel Salon Pro LYCRA Nail Enamel collection, with up to 10 days of chip-resistant nail color and a gel-shine finish.

120

LA-Z-BOY

\$125M (NYSE: LZB)
GLEN KONKLE, CEO, EQUITY MANAGEMENT INC.
+1.858.558.2500
WWW.LA-Z-BOY.COM

The La-Z-Boy licensing program continued to develop strongly in 2013 as new initiatives and increased distribution drove retail sales growth. The licensing program continues to capitalize on La-Z-Boy's ownership of comfort and its other established equity components of style and quality. Licensed product sales in the outdoor casual furniture category generated exceptional, double-digit revenue growth within a variety of big box retailers and specialty stores. The outdoor program was also strengthened by the growth of the Premium Spa collection as the La-Z-Boy brand continues to demonstrate its relevance in the outdoor environment. Within the home, a new office chair program was launched and continues to gain traction at retail, which will further reinforce La-Z-Boy's reputation as the dominant furniture brand in the U.S. In 2014, EMI will continue to pursue new seating and travel related opportunities that will leverage the powerful La-Z-Boy brand equity.

121

ROTO-ROOTER

\$125M (NYSE: CHE)
HAL WORSHAM, MANAGING DIRECTOR, LMCA,
+1.212.265.7474
WWW.ROTOROOTER.COM

The licensing program, launched in 2000, has evolved slowly and cautiously. Focused as an extension to Roto-Rooters' nationwide plumbing service, the primary licenses are for retail lines of chemical drain cleaners and plungers, which are positioned as precursors to a service call. Distribution encompasses supermarket, mass merchant and hardware channels and strong synergies have developed between the licensed and core product sides of the company.

122

EASTMAN KODAK

\$117M (NYSE: KODK)
EILEEN MURPHY, VP, BRAND LICENSING,
+1.508.359.1091
WWW.KODAK.COM

Key Kodak licensing properties in 2013 included prescription ophthalmic eyeglass lenses, digital cameras and pocket video cameras, inkjet photo-specialty paper, recordable media, PC cleaning accessories, SD and MicroSD memory cards, memory card readers, wide-format inkjet media and consumer batteries. The company is committed to extending the reach of its brand through licensing opportunities. Kodak will continue to expand global territories of existing licensees and will pursue new licensee opportunities worldwide. Key retail partners include leading retailers in consumer electronics, office super stores, online e-tailers, mass, food and drug and warehouse clubs.

123

AARDMAN ANIMATIONS

\$115M (PRIVATE)
ROB GOODCHILD, HEAD, LICENSING, +44.011.7984.8485
WWW.AARDMAN.COM

Top licensed properties are Shaun the Sheep, Wallace & Gromit and Morph. 2013 was a huge year for Aardman with a host of licensing programs launching across a number of core categories. Early in the year, Aardman secured a Pan-European McDonald's promotion with Shaun the Sheep which ran throughout spring and summer. The campaign ran across 39 different territories outside of the U.K. and provided inspiration to have fun with food with a series of entertaining Shaun premiums and recipe cards. Last summer also saw over 80 giant Gromit sculptures decorating the streets of Bristol for 10 weeks in the Gromit Unleashed trail. The phenomenon boasted an eclectic line-up of artists, celebrities and fashion designers who created designs for the 5-foot Gromits, attracting more than 1.2 million visitors and reportedly contributing £120 million to the Bristol economy. An original new stage production, Shaun the Sheep Live Show, is currently in development and soon to launch in cities across the Middle East this fall. In advance of this, Shaun the Sheep Mini Show made its debut at the Bahrain Formula One in April, partnering with the successful Championsheeps Live! event. Last fall, Aardman and Walker Books teamed to devise Mossy Bottom Farm, a new range of Shaun the Sheep fiction titles. The Tales Mossy Bottom Farm series will bring brand new stories and characters from Shaun's world to a range of young fiction books, which are due to hit the shelves in Autumn 2014. Walker will also be working on the new collection of Shaun the Sheep The Movie books, including activity books and a junior novelization. Shaun the Sheep The Movie is currently in production, being produced in partnership with Studio Canal, and is set for international theatrical release in March 2015. Shaun the Sheep will also be the face of an exciting joint licensing program with Elite Sports Properties and Rugby World Cup 2015, which takes place during September and October. The licensing initiative will include a brand new rugby capsule style guide, featuring Shaun and the flock in their very own Rugby World Cup 2015 kit.



124 REYNOLDS CONSUMER PRODUCTS (HEFTY)

\$115M (PRIVATE)

GLEN KONKLE, CEO, EQUITY MANAGEMENT INC. +1.858.558.2500
WWW.HEFTY.COM

The Hefty licensing program continued to grow in 2013 through the introduction of new products and increased retail distribution. Foundational to the success of the Hefty program is the brand's powerful equity of strength, durability, quality and convenient solutions. Hefty Wastebaskets continue to have a strong presence and significant market share in both mass and home improvement channels, and Hefty Home Storage Solutions grew through expanded distribution and new product offerings. 2013 also saw the launch of Hefty Permanent Food Storage containers into grocery, mass and specialty. The Hefty licensing program is expected to continue to grow in 2014 through the expansion

of existing licensed businesses as well as the successful pursuit of new licensed opportunities in key household categories.

125 MHS LICENSING

\$112M (PRIVATE)

MARTY H. SEGELBAUM, PRESIDENT, +1.952.544.1377

WWW.MHSLICENSING.COM

Authentic wildlife brands such as The Hautman Brothers, Al Agnew, Darrell Bush and Buck Wear continued to drive significant volume and growth across a multitude of categories including puzzles, home textiles, tabletop and over-the-counter fabric. Designer-based brands from Stephanie Ryan, Tina Higgins and Amylee Weeks delivered growth as sophisticated print, pattern and sentiment continued its prominent trend. There was increased support from outdoor retailers such as Cabela's, Bass Pro Shops, Gander Mountain and others for licensees in the wildlife category. This demand enticed many manufacturers to begin to consider this previously overlooked and underestimated channel of retail. The gift channel continues to strive to differentiate its offering from the mass channel by partnering with manufacturers who offer trend forward, exclusive design and brands. The introduction of new designer brands such as Josephine Kimberling, and the critical mass achieved in 2014 across multiple licensees for Stephanie Ryan, Amylee Weeks and Louise Carey will drive growth in 2014.



126 BEAM

\$110M (NYSE: BEAM)

JEFF CHRISTENSEN, PRESIDENT,

+1.630.809.1101

WWW.BEAMGLOBAL.COM

Key properties include Jim Beam Bourbon, Sauza Tequila, Pinnacle Vodka, Cruzan Rum, Canadian Club Whisky, Courvoisier Cognac, Knob Creek Bourbon, Hornitos Tequila and Calico Jack Rum. THR3E is building the Beam portfolio of iconic brands into global retail relationships and licensed products that enhance and support the consumption occasion for distilled spirits. Spirits are a unique ingredient in savory and sweet culinary applications and the company developed licensed partners in condiments, prepared proteins, salty snacks, desserts, confections and gift sets. The unique iconography of each spirit brand was used to develop grilling/taigating products, home décor and apparel to the delight of brand fans around the world. The company



will leverage Beam's spirits innovation in new categories, flavors and brands as the foundation from which to build the licensing program.

127 SKECHERS

\$110M (NYSE: SKX)
STEVEN MANDEL, DIRECTOR, GLOBAL BRAND
LICENSING, +1.310.406.0115
WWW.SKECHERS.COM

Top licensed properties in 2013 include Skechers, Skechers Kids, Skechers Performance Division and Twinkle Toes by Skechers. Licensed products based upon the above-referenced brands are sold through a variety of retailers including Skechers stores worldwide; mid-tier/department stores such as Kohl's, JCPenney, Sears, Dillard's, Nordstrom and more; regional store chains such as Stage Stores, Fred Meyer, Meijer, Shopko, Bon Ton, Belk and more; specialty stores including toy stores, sporting goods stores, footwear retailers and kids' stores; off-price retailers such as Marshall's, TJ Maxx and more; and Internet retailers like Amazon, Zappos, Zulily and more. In light of the enormous success of footwear worldwide—notably those lines sold through the Skechers Performance Division (GORun, GOwalk and more), as well as the continued growth of its world famous Twinkle Toes brand. Skechers is focusing its efforts in 2014 on developing licensed products that support the performance initiative for adults, and the sparkle, color, lights, glitter and bling of Twinkle Toes for girls. The company will also continue to build upon the success of its Skechers Kids licensing program, growing the business in kids' apparel, socks, eyewear, bags and more. Skechers will also pursue growth opportunities worldwide and continue to develop and build upon targeted programs with many of the top retailers around the world.

128 HAMILTON BEACH BRANDS

\$105M (NYSE: NC)
JAIME LEWISOHN, VP, BUSINESS DEVELOPMENT, BRAND SENSE
PARTNERS, +1.310.867.7242
WWW.HAMILTONBEACH.COM

129 JCB

\$105M (PRIVATE)
JOHN ATKINSON, DIRECTOR AND GM, CONSUMER
PRODUCTS, +44.0.18.8959.3499
WWW.JCB.COM

The JCB Brand extends across kids, DIY (do-it-yourself) and trade adult markets. In the kid's sector, My 1st JCB aims at preschoolers and JCB Boys is targeted at children ages 4- to 8-years-old. The JCB product portfolio for adults covers a wide range of tools, workwear and safety footwear, phones, heaters and batteries. 2013 marked a significant international step change in the JCB licensing program with hand and power tools launching in India, Russia and other key export territories.

130 PERFETTI VAN MELLE (CHUPA CHUPS)

\$102.7M (PRIVATE)
CHRISTINE COOL, SENIOR BRAND MANAGER, LICENSING, +34.937739200
WWW.CHUPACHUPSUNIVERSE.COM



Perfetti Van Melle's popular candy brands Chupa Chups and Airheads continue with a healthy growth of their licensing programs. Chupa Chups has experienced a significant increase of its business, especially in the Japanese market. In the U.S., the Airheads popsicles are becoming a classic on the shelves and the brand

also offers a colorful lifestyle in clothing, cosmetics and accessories. The fast fashion retailers have a sweet spot for Chupa Chups. In Asia, Uniqlo has teamed with Chupa Chups for t-shirt launches in their worldwide network of stores on several occasions throughout the year, which will continue in 2014. In Europe, leading fashion retailers such as Primark have designed several styles with the popular logo and based on the retro image of the brand. Tapping into the gourmet trends in the personal and air care sectors, Chupa Chups has developed a special scent strategy which links its popular fruit flavors to the fragrance world. This is the perfect support to the creative development of licensees who develop home products and cosmetics. An example is the first range of Chupa Chups flavored Lip Smackers, by the Aspire Group, which is already on its way to the market. In 2014, Chupa Chups has appointed new agents to expand the licensing activity in territories such as Greater China (The Beanstalk); Australia (Wild Pumpkin); Mexico (P&L Global Network); and South Korea (Infiniss). Another key partnership is a co-branding project with King Feature's Betty Boop character, which offers cute multi-flavor designs. This year Perfetti Van Melle will also put a licensing program on the tracks for its leading brand mentos in the U.S. and in Europe and for its brand Frisk in Japan, where it has been the most popular mint of the market for years.



131 BLACK FLAG

\$100M (NYSE: SPB)
ALAN KRAVETZ, PRESIDENT AND COO, LMCA,
+1.212.265.7474

LMCA has extended Black Flag into high-tech bug zappers and, as a co-brand, into landscape lighting and into caulks and sealants, each of which also incorporate Black Flag technology. Distribution is focused largely on North American mass merchant and hardware channels.

132 CROCS

\$100M (NASDAQ: CROX)
MATT LAFONE, SENIOR DIRECTOR, LICENSING;
GREG THOMAS, SENIOR MANAGER, LICENSING,

+1.303.848.7061
WWW.CROCS.COM

Top properties are Crocs word mark and logo. Top retail partners are Crocs retail stores and www.crocs.com. Key licensing initiative that will drive growth in 2014 and beyond is Latin America expansion.

133

KATHY DAVIS STUDIOS

\$100M (PRIVATE)
ALEX MEISEL, LICENSING AGENT; +1.805.212.4907;
MARY ANNE WOLK, LICENSING AGENT, +1.215.444.9544.
WWW.KATHYDAVIS.COM

134

KISS

\$100M (E) (PRIVATE)
DELL FURANO, CEO, EPIC RIGHTS, +1.310.289.8220

135

PEPSICO NORTH AMERICA

\$100M (E) (NYSE: PEP)

JOANNE LORIA, EVP AND COO, THE JOESTER LORIA GROUP,
+1.212.683.5150
WWW.PEPSI.COM

Key licensed brands for Pepsi North America include Pepsi, Mountain Dew and Aquafina.

136

ANHEUSER-BUSCH INBEV

\$94M (NYSE: BUD)

TRACY NEIER, EXPERIENTIAL AND LICENSING MARKETING MANAGER,
+1.314.577.4259
WWW.ANHEUSER-BUSCH.COM



Key properties include Budweiser, Bud Light, Bud Light Lime-A-Rita, Stella Artois, Natural Light, Rolling Rock, Michelob ULTRA, Shock Top and Busch. The Anheuser-Busch InBev brands are supported by 54 licensing partners in more than 10 core markets. The brands have a reach of 160,000+ retail doors across all channels. Over the course of 2013, Anheuser-Busch InBev has grown its food business in categories that are closely adjacent to the core beer. Snacks and cheese programs are underway in Europe, with plans to extend into global markets. In addition to the food business, Anheuser-Busch InBev's hard and soft goods programs saw overall gains as well. The company has expanded its breadth of distribution and depth of product with key retailers such as Walmart, Urban Outfitters, Old Navy and Amazon. The program's growth was supported closely by integrated co-promotion/

co-merchandising executions with the core product. During Holiday 2013, co-merchandising programs at mass resulted in double-digit gains for both licensed and core product. The mass program was balanced by high end product collaborations with partners like Swarovski and Urban Outfitters. In 2014, the program will enjoy increased co-promotional events in all tiers of retail distribution. Additionally, the brand's fashion and music DNA will be emphasized with high profile collaborations in apparel, accessories and electronics.

137

ARMORED AUTOGROUP

\$90M (E) (PRIVATE)
AUSTIN KATZ, VP, BUSINESS DEVELOPMENT, BRAND
SENSE PARTNERS, +1.310.867.7203
WWW.ARMOREDAUTOGROUP.COM

138

V&A ENTERPRISES

\$86M (PRIVATE)
LAUREN SIZELAND, DIRECTOR, LICENSING AND
BUSINESS DEVELOPMENT, +44.20.7942.2981
WWW.VANDALICENSING.COM

The V&A is one of the world's leading museum of art and design. The Decorative, the Glamorous, the British and the Exotic are the four key aesthetics in its collections that resonate with consumers offering a unique framework with which to develop and promote the treasures through merchandise ranges. In the U.K., distribution reaches major department stores at the mid to upper level such as Harrods, Selfridges, Fortnum & Mason, John Lewis, Marks & Spencer, House of Fraser, Debenhams and other multiples such as Waterstones and WH



Smith, as well as independent boutiques and gift stores. On a global level, in Thailand V&A products are sold in The Mall, Loft and in the exclusively English tabletop boutique Nathanpin in Bangkok. Japanese licensed jewelry is distributed through Chow Sang Sang throughout Hong Kong and China. Bedding and apparel is sold through Japanese department stores such as Mitsukoshi, Isetan and Takashimaya. Creative Tops bespoke tableware ranges are now selling in American department store Dillards and Costco and in Europe with bespoke ranges for Spanish department store El Cortes Ingles. V&A Licensing marketing campaigns are wide in scope incorporating distribution materials, product launches, TV, magazine and online advertising.

139

LUDORUM

\$80M (E) (PRIVATE)
KATIE ROLLINGS, BRAND CONSULTANT,
+44.208.2464012
WWW.LUDORUM.COM, WWW.CHUGGINGTON.COM

Key properties are Chuggington and Dennis & Gnasher.

140 AGFAPHOTO

\$75M (PRIVATE)
RAY UHLIR, MANAGING DIRECTOR, LMCA,
+1.212.265.7474
WWW.AGFAPHOTO.COM

This venerable, German-based photography brand began licensing just five years ago and has extended into camera accessories, memory, optics, film cameras, batteries, and others. Distribution extends from Europe to North America with plans for further expansion. New areas include imaging and visual products.

141 GREEN GOLD LICENSING & MERCHANDISING

\$75M (PRIVATE)
MADHAV PRABHALA, VP, LICENSING AND SOURCING, +91.97.0141.4339
WWW.GREENGOLD.TV

Inspired by the character Bheem from the epic Mahabharata, Chhota Bheem is a 9-year-old kid who is high on values. An original creation and a first for Indian animation, this 2D-animated TV series, on air since April 2008, airs on Pogo India. Created by Green Gold Animation India, it has made Pogo the No. 1 channel in India. One hundred and seventy-eight episodes have been aired, plus two movies and TV movies. Chhota Bheem is the winner of several awards including the Licensor of the Year awards for 2012 and 2013. With a captive audience of 40 million kids, Chhota is now in India, Singapore, Indonesia, Malaysia, Sri Lanka, Mauritius and Iran, to name a few. Chhota Bheem has a huge range of merchandise with 100 product categories and more than 3,500 SKUs available online at greengoldstore.com, 32 standalone Green Gold stores and leading traditional and modern retail stores throughout India. Plans are under development to launch the Green Gold Store in Singapore and Dubai soon. In addition, the company has executed more than 500 on-ground events at various schools and malls. With more than 60 product licenses and 40 promotional licenses, Chhota Bheem is the only Indian brand to have been licensed beyond Disney, Mattel or Warner Bros. Chhota Bheem is getting truly global with inclusion of games and apps on various platforms. With active social media presence and a strong fan base, Green Gold will release the 3D version of Chhota Bheem on the big screen. Plans are also being finalized for live stage shows, real estate and restaurants. Green Gold's retail partners include India's key retail companies such as Hamleys, Shoppers Stop, Lanmark, Hypercity, Reliance Trends, Lifestyle and Spencers. The licensing program in 2013 included 41 top licensees and added categories such as lighting, bicycles, toothpastes, brushes, eyewear, pencil boxes, toys and accessories. In 2014, the company will develop unconventional categories such as real estate, restaurants, theme parks, FMCG and milk.

142 MACK TRUCK

\$75M (OTCPK: VOLVY)
ALAN KRAVETZ, PRESIDENT AND COO, LMCA,
+1.212.265.7474
WWW.MACKTRUCKS.COM

The company is reviewing domestic and global initiatives in consumer, commercial and B2B categories.

143 MELITTA

\$75M (PRIVATE)
PHILIP RAJA, LMCA,

+1.212.265.7474
WWW.MELITTA.COM

Melitta's licensed line of consumer coffee makers has received industry recognition for being innovative (including the first in-pod technology) and stylish. The licensed products have continued to experience both distribution and share gains throughout North America.

144 CANCER COUNCIL AUSTRALIA

\$74M (PRIVATE) (NON-PROFIT)
NEIL HENNEY, LICENSING MANAGER, +61.2.8063.4123
WWW.CANCER.ORG.AU

A range of high quality, affordable sun protection products branded Cancer Council Australia, has been developed to reduce the harmful effects of the sun's UV rays and the risk of skin cancer. The range includes sunglasses, UV protective clothing, sunscreens, hats, pop-up sun shelters, swim goggles, marquees, umbrellas and cosmetics with sun protection. All royalties received from the sale of Cancer Council Australia sun protection products are forwarded to state and territory cancer councils to fund research, patient support services and education. The sun protection products are available at department stores, pharmacies, other retail outlets, online and from state and territory Cancer Council shops. The products are also available in over 24 countries across the globe. Cancer Council Australia key initiatives for 2014 is partnering with other international cancer charities to reduce the impact of skin cancer and melanoma.

145 U.S. ARMY

\$74M (PRIVATE)
CAREN CHACKO, AVP, BRAND MANAGEMENT,
+1.703.325.5868
WWW.GOARMY.COM

The U.S. Army licensing program leverages its brand values of pride, performance and personal development to build positive brand awareness and create multiple touch points for Americans who want to show their support for the U.S. Army. In 2013, the program consisted of over 260 licensees across multiple categories, including gift and novelty, personal accessories, consumer electronics, headwear, footwear, collectibles, cutlery, health and beauty, toys, digital and interactive platforms and tailgating. The three biggest categories were apparel, sporting goods and jewelry. U.S. Army licensed products can be found at every channel of distribution in the U.S., including all mass merchandisers, mid-tier retailers, sporting goods, toy, craft, grocery, dollar and home improvement centers. The program has also gained traction online with retailers such as Zappos.com and Amazon.com, among others. Several key programs drove growth in 2013. The hobby and craft category expanded its presence into more than 200 additional doors at Jo-Ann Fabrics and Crafts and Michael's Stores. One licensee has secured Kroger as a new channel of distribution in crafting for a line of U.S. Army scrapbooks and accessories. U.S. Army's apparel program proved to be a huge success at Walmart, resulting in sleepwear and loungewear being added to the assortment. The high sell-thru enabled the brand to secure placement at select specialty stores such as Old Navy. A recently added fashion jewelry licensee sold out of U.S. Army-branded charms online and in many brick and mortar retail stores, while one of U.S. Army's mass jewelry partners shared in the success with a strong launch at Walmart during their Father's Day promotion. Within the soft goods category, the program launched U.S. Army-branded line of socks at Deal's, Dunham's and Big Lots. Additionally, camouflage



duct tape was introduced in Walmart, hardware and home improvement centers, as well as craft stores. Lastly, the brand continues to be a significant player in the paintball category with products available at virtually every major sporting goods retailer. For 2014, the U.S. Army program looks to introduce a number of key initiatives to help drive growth for the program. Two fitness and exercise licensees are scheduled to launch later this year, which will help the brand establish a larger presence at both sporting goods and mass retailers. The camping category is back on the rise with the introduction of a co-branded line of chairs, coolers and accessories. Beginning in Q2 2014, a new and improved style guide is scheduled to be released, allowing licensees to create fresh and original designs for a modern approach to the U.S. Army brand. The U.S. Army is also focusing on combating brand infringement through a number of different initiatives.

146 JELLY BELLY CANDY COMPANY

\$61.6M (PRIVATE)

VU MYERS BABCOCK, LICENSING MANAGER, +1.707.428.2800
WWW.JELLYBELLY.COM

With more than 14 billion Jelly Belly jelly beans enjoyed across the globe every year, Jelly Belly Candy Company manufactures the world's most famous and loved jelly bean. The strategic, 10 year award winning licensing program brings to life the fun, flavor, unique bean shape and colorful image of the brand



into multiple product categories including fashion accessories and apparel, candles and home fragrances, stationary, kitchen appliances and accessories, bath and body products, and unique Jelly Belly licensed flavored food and beverage products. Setting the foundation for continued long-term growth in 2013, important initiatives for the Jelly Belly licensing program included the launch of ready-to-drink milkshakes, cake bites filled with Jelly Belly licensed flavored creams, musical instruments and gift sets. With 32 best in class partners, Jelly Belly's licensed products are available in 40,000 retail doors across all channels. Top retail partners and licensing programs included Bed Bath & Beyond, Toys 'R' Us, Walgreens, Kroger, Walmart and Target in the U.S., and Tesco, Boots, Halfords, Wilkinson, Morrisons and ASDA internationally. In 2014, Jelly Belly licensing program will continue to expand its food, automotive, apparel and gift offerings. Top licensing initiatives in the U.S. include a national launch of Jelly Belly Popsicles in spring and a direct-to-retail Jelly Belly frozen novelties program in August, as well as the U.K. launch of Jelly Belly ready-to-eat puddings and gift sets across all grocery outlets in summer.

147 SCHOLASTIC MEDIA

\$50M (E) (NASDAQ: SCHL)
LESLYE SCHAEFER, SVP, MARKETING AND CONSUMER PRODUCTS, +1.212.389.3900
WWW.SCHOLASTIC.COM

148 VIZ MEDIA

\$50M (PRIVATE)
DAISUKE AOKI, VP ANIMATION LICENSING,

+1.415.546.7073
WWW.VIZ.COM

Naruto and Naruto Shippuden were the strongest properties in 2013. Naruto Shippuden, currently airing on the Toonami block of Adult Swim, continues to be in the No. 1 or No. 2 spot for viewership rankings in its time slot. Diamond Comics began selling and featuring Naruto merchandise items in their catalogs, bringing licensed product directly to comic shops. In Spring 2013, Mighty Fine launched the first ever Naruto fan shirt design contest receiving over 1,200 design submissions and 189,000. Several designs were and continue to be sold at retail outlets including Hot Topic. Hot Topic is also selling various Naruto and Bleach t-shirt designs from Ripple Junction and Mighty Fine. VIZ Media entered into several new relationships with brand new licensees in 2013. Naruto and Bleach smartphone wallpapers, icons and avatars were available from new partners and prominent digital product companies United and Meemo. Hot Topic continues to be the No. 1 destination for Naruto and Bleach merchandise, and the retailer is continually adding new designs. Through a partnership with Ripple Junction, Naruto and Bleach shirts are sold through a variety of different outlets including Crunchyroll, Thinkgeek, YesAnime and more. Bandai Namco Games America will debut the brand new Naruto Shippuden game, Naruto Shippuden: Ultimate Ninja Storm Revolution, for the PS3 and Xbox 360 in fall. On the merchandise front, Gecco will debut high-end Naruto statues and figures for the collectibles market in 2014. Cryptozoic will release their brand new Naruto playing card game at Comic-Con. Naruto-themed Ramune soft drinks will also hit retail stores in 2014 with a partnership with Japan-based Saito Inryo.

149 BOY SCOUTS OF AMERICA

\$42.5M (PRIVATE) (NON-PROFIT)

DAVID HARKINS, ASSOCIATE DIRECTOR, RETAIL BUSINESS DEVELOPMENT; GREG WINTERS, MANAGER, LICENSING PROGRAMS, +1.800.323.0732
WWW.Scouting.org/licensing

The BSA's top licensed properties in 2013 were Pinewood Derby, Be Prepared, BSA and Boy Scouts of America. The BSA's top program during 2013 was the licensed Pinewood Derby kits and accessories program. Revell developed and grew a program partnering with Warner Bros. for co-branded car skins featuring Batman, Scooby-Doo and Superman. The large box craft stores such as Michael's Stores, Hobby Lobby and AC Moore, as well as a number of mom-and-pop craft stores, carry Pinewood Derby products from Revell. Robert Bosh's Dremel Pinewood Derby accessory kits also saw significant growth and expansion to the majority of Lowe's Home Improvement stores. For 2014, BSA will expand its Be Prepared line of licensed products to support the growing movement for outdoor activity and general preparedness. BSA is also working on extending the Pinewood Derby line into boys' role-play products, developing a non-t-shirt-driven apparel licensing program and exploring international licensing.

150 DISSERO BRANDS

\$35M (PRIVATE)
DAVID TODD, CEO, +64.9.309.6363
WWW.DISSEROBRANDS.COM

Dissero Brands owns and manages the evergreen Rachael Hale brand. As a world leader in animal photography, the Rachael Hale brand captures the world's most lovable animals in images that can be seen on a wide range of products across more than 60 countries around the world. This includes Rachael Hale greeting cards, calendars, stationery, bedding, apparel, giftware and much more.

When is brand protection more than being “just about the money?”

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