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LICENSE[®]

THE LICENSING INDUSTRY'S THOUGHT LEADER
LICENSEMAG.COM **GLOBAL**

TOP 150 Global Licensors

Plus:

- Total Retail Sales Jump 3 Percent
- Disney Reports 8 Percent Increase
- Eight New Licensors Join the List
- 55 Licensors Top \$1B in Sales



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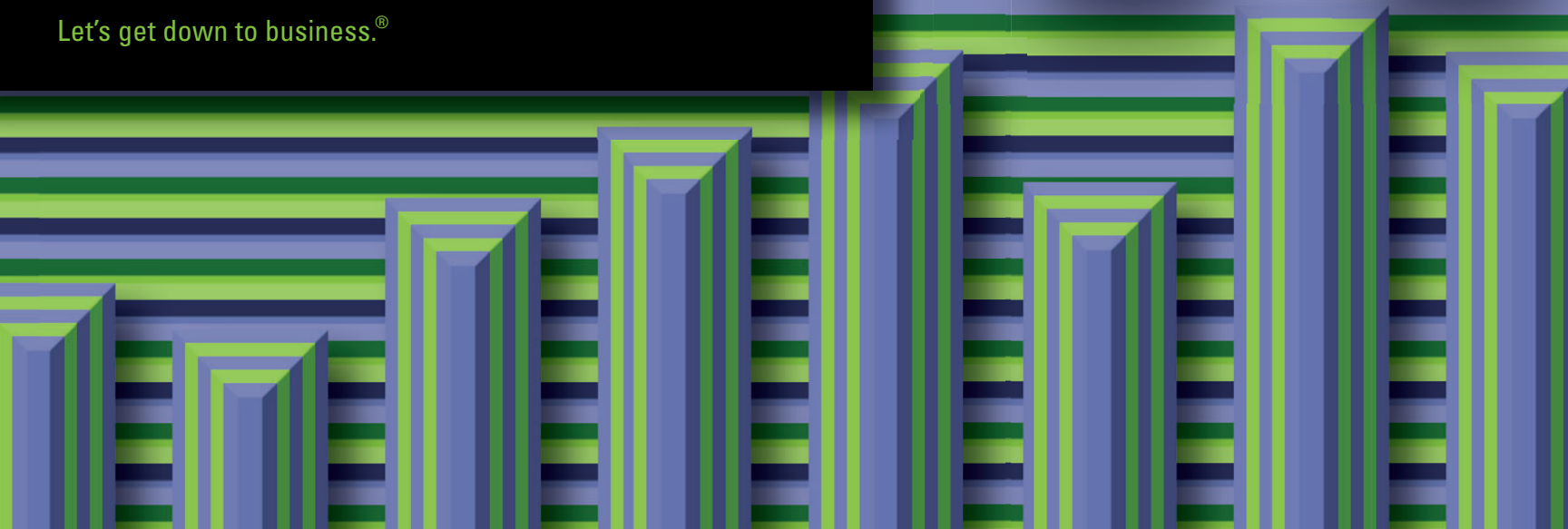
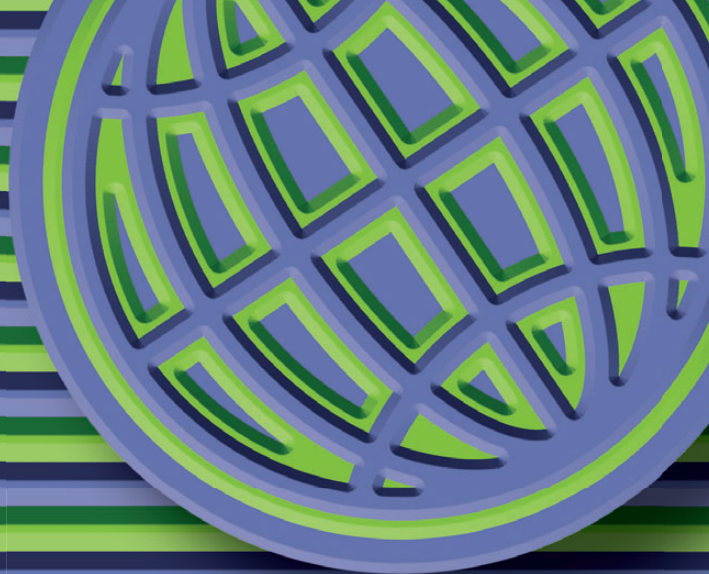
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TOP 150 Global Licensors

This exclusive study of the world's largest licensors reports that retail sales of licensed merchandise increased by \$10 billion bringing total sales to an impressive \$272.2 billion in 2016 across the major sectors of entertainment, character, fashion/apparel, sports, corporate brands, art and non-profit.

by **TONY LISANTI**, *Global Editorial Director*

The Top 150 Global Licensors report, which provides retail sales data by licensor, key insights and trends for the world's major brands and is an invaluable reference tool for the licensing business, reveals that the licensing sector in 2016 was characterized by similar factors that defined it in the prior year. These factors include moderate growth, acquisitions, global expansion with a major interest in China, a rapidly changing retail landscape influenced by skyrocketing e-commerce sales and an increasingly uncertain global economy.

This special report also reflects the continued strength of the world's largest licensor, The Walt Disney Company, and its divisions, which experienced unparalleled performance at the box office in 2016, as well as for retail sales of licensed merchandise. In addition, the report also identifies other strategic initiatives licensors are implementing to extend the value of IP, including brand collaborations, branded content and location-based entertainment.

The Top 150 Global Licensors, published annually by *License Global*, reported a total of \$272.2 billion in retail sales of licensed merchandise worldwide in 2016 versus \$262.2 billion in 2015. (For the complete list, see page T4, for alphabetical index see page T47).

The Walt Disney Company, which is the perennial No. 1 global licensor, reported an increase of \$4.1 billion in 2016 to \$56.6 billion in retail sales of licensed merchandise worldwide, following an increase of \$7.2 billion in retail sales in 2015. This strong performance was driven by its diverse offerings such as the iconic *Star Wars* franchise, *Finding Dory*, *Marvel's Captain America: Civil War*, *The Jungle Book*, *Zootopia* and *Moana*, among others.

Following Disney is Meredith Corp. at No. 2 with a reported \$22.8 billion based on the revenue of its licensed *Better Homes and Gardens* real estate agencies and its extensive direct-to-retail licensing programs with Walmart and FTD. At No. 3 is PVH, which reported \$18 billion in global retail sales; while Iconix Brand Group comes in at No. 4 with a posted decline of \$1 billion in retail sales of licensed merchandise to \$12 billion.

Warner Bros. Consumer Products, which again ranked No. 5, reported a slight increase in retail sales of licensed merchandise to \$6.5 billion, followed at No. 6 by Hasbro, whose retail sales increased slightly to \$6.2 billion, and Universal Brand Group, which jumped to No. 7 with a reported \$6.1 billion that reflects not only its own growth, but also its acquisition of DreamWorks Animation.

Completing the Top 10 are Nickelodeon, ranking No. 8 and reporting \$5.5 billion in retail sales of licensed merchandise worldwide; Major League Baseball at No. 9 with \$5.5 billion; and IMG College Licensing (Collegiate Licensing Company) reporting \$4.5 billion. The Italian animation studio Rainbow, which is home to "Winx Club" and the new property "Maggie & Bianca," also reported \$4.5 billion in retail sales.

Overall, the Top 10 Global Licensors reported retail sales of \$143.7 billion in 2016 versus \$137 billion in 2015. The Top 10 licensors now account for almost 53 percent of overall retail sales of the Top 150 Global Licensors.

A key change to the Top 10 global licensors was for Sanrio, which dropped from No. 7 to No. 12, reporting \$4.4 billion in retail sales of licensed merchandise worldwide in 2016 versus \$5.9 billion the prior year.

Two of the major brand management companies are getting closer to the Top 10. Authentic Brands Group

climbed to No. 13, reporting a significant increase in retail sales to \$4.3 billion from \$3 billion in 2015; and Sequential Brands Group, ranking at No. 15, reported retail sales that remained the same in 2016 as in the prior year: \$4 billion.

There were eight new licensors that joined the annual list in 2016. The diverse group includes Diageo, Hamilton Beach Brands, Santoro, Tony Roma's, Scotts Miracle-Gro, Cold Stone Creamery, Biltmore and Viz Media.

Another important factor to consider is that a total of 55 global licensors reported retail sales of \$1 billion or more, representing \$244.46 billion in retail sales, a total that is slightly more than 90 percent of the total retail sales reported by the Top 150 licensors. Jarden Consumer Products, which was part of the billion-dollar group last year at No. 56, dropped off the 2016 ranking, following its acquisition by Newell Rubbermaid, but remains a major corporate brand licensor.

At the other end of the spectrum, Viz Media North America made the list at No. 150 reporting \$60 million in retail sales of licensed of merchandise and is one of numerous smaller licensors representing many well-known brands that are generating retail sales under the cutoff of \$60 million. They will be highlighted in the upcoming, exclusive Top Global Licensing Agents report due out later this year from *License Global*.

Looking ahead, the release of Disney's *Beauty and the Beast*, which experienced a record box office performance and has generated \$760 million through March, provides an early indication that 2017 will likely be another strong year for Disney, with more than five franchise films scheduled, and overall mirror the results in sales, trends and marketplace dynamics that characterized 2016. ©

* All global licensors and/or licensing agents submitted retail sales figures, which are based on worldwide retail sales of licensed merchandise in 2016, unless otherwise noted. International sales figures were converted according to the most recent exchange rates at press time and in some cases, may have had an affect versus last year's report. License Global consults various industry sources, financial documents, annual reports, et. al. and relies on the fiduciary responsibility of each company for accuracy. All companies are public except as otherwise noted as PRIVATE or NON-PROFIT. This report is not intended to be a brand perception or popularity report, but a sales and trend report based on information submitted directly to License Global by each licensor. The Top 150 Global Licensors Report is copyrighted and cannot be used without the written permission of *License Global* and UBM.

{ Top 150 Global Licensors }

RANKING	COMPANY	RETAIL SALES 2016
1	The Walt Disney Company	\$56.6 B
2	Meredith Corporation	\$22.8 B
3	PVH Corp.	\$18 B
4	Iconix Brand Group	\$12 B
5	Warner Bros. Consumer Products	\$6.5 B
6	Hasbro	\$6.2 B
7	Universal Brand Development	\$6.1 B
8	Nickelodeon	\$5.5 B
9	Major League Baseball	\$5.5 B (E)
10	IMG College (Collegiate Licensing Company)	\$4.5 B
11	Rainbow	\$4.5 B
12	Sanrio	\$4.4 B
13	Authentic Brands Group	\$4.3 B
14	IBML (International Brand Management & Licensing)	\$4 B
15	Sequential Brands Group	\$4 B
16	Westinghouse	\$3.9 B
17	General Motors	\$3.5 B
18	National Football League	\$3.5 B (E)
19	The Pokémon Company International	\$3.3 B
20	Electrolux	\$3.25 B
21	National Basketball Association	\$3.2 B (E)
22	Pentland Brands	\$3 B
23	Procter & Gamble	\$3 B (E)
24	Caterpillar	\$2.82 B
25	Ferrari	\$2.6 B
26	Kathy Ireland Worldwide	\$2.6 B
27	Ralph Lauren	\$2.5 B (E)
28	Toei Animation	\$2.5 B
29	Mattel	\$2.3 B (E)
30	Whirlpool Corporation	\$2.2 B
31	Cartoon Network Enterprises	\$2.1 B
32	Cherokee Global Brands	\$2.1 B
33	Ford Motor Company	\$2 B
34	Beverly Hills Polo Club	\$1.7 B
35	BBC Worldwide	\$1.6 B
36	Weight Watchers International	\$1.6 B (E)
37	NFL Players Inc.	\$1.6 B

RANKING	COMPANY	RETAIL SALES 2016
38	Bluestar Alliance	\$1.5 B
39	The Hershey Company	\$1.5 B
40	Playboy Enterprises International	\$1.5 B
41	Stanley Black & Decker	\$1.5 B
42	Twentieth Century Fox Consumer Products	\$1.5 B
43	PGA Tour	\$1.42 B
44	Entertainment One	\$1.3 B
45	National Hockey League	\$1.3 B (E)
46	Sesame Workshop	\$1.3 B
47	Sunkist Growers	\$1.3 B
48	U.S. Polo Assn.	\$1.3 B
49	WWE	\$1.27 B
50	The Coca-Cola Company	\$1 B (E)
51	Margaritaville Enterprises	\$1 B (E)
52	NASCAR	\$1 B (E)
53	Moose Toys	\$1 B
54	Perry Ellis International	\$1 B
55	Pierre Cardin	\$1 B (E)
56	Dr. Seuss Enterprises	\$950 M
57	Saban Brands	\$900 M
58	Focus Brands	\$801.5 M
59	The LEGO Group	\$800 M (E)
60	DHX Brands	\$700 M
61	Technicolor	\$680 M
62	Moomin	\$678 M
63	Rovio Entertainment	\$641.4 M
64	Endemol Shine Group	\$610 M (E)
65	Dr Pepper Snapple Group	\$607.2 M
66	Fremantlemedia	\$600 M
67	Polaroid	\$600 M
68	DFB-Wirtschaftsdienste	\$560 M
69	HGTV Home	\$510 M
70	A+E Networks	\$500 M
71	Studio 100 Group	\$500 M
72	Ironman	\$500 M
73	Welch's	\$480 M
74	Telefunken Licenses	\$471 M
75	Art Brand Studios	\$430 M

{ Top 150 Global Licensors }

RANKING	COMPANY	RETAIL SALES 2016
76	V&A Museum	\$428.9 M
77	Major League Soccer	\$420 M
78	Diageo	\$400 M
79	ITV Studios Global Entertainment	\$400 M
80	Church & Dwight	\$365 M
81	Energizer Brands	\$365 M
82	Tommy Bahama	\$360 M
83	C3 Entertainment	\$350 M
84	Hearst Brand Development	\$350 M
85	Mars Retail Group	\$340 M
86	The Goodyear Tire & Rubber Company	\$338 M
87	Sony Pictures Consumer Products	\$335 M
88	CBS Consumer Products	\$320 M
89	Michelin Lifestyle	\$311 M
90	41 Entertainment	\$290 M
91	Nissan Motor Company	\$290 M
92	m4e	\$280 M
93	Volkswagen	\$280 M (E)
94	Smiley Company	\$264.6 M
95	Briggs & Stratton	\$260 M
96	John Deere	\$260 M (E)
97	National Geographic Partners	\$260 M (E)
98	TEN: The Enthusiast Network	\$260 M
99	Carte Blanche Group	\$250 M
100	General Mills	\$250 M
101	TGI Fridays	\$250 M
102	Jane Seymour Designs	\$240 M
103	The Eric Carle Studio	\$230 M
104	Animaccord	\$230 M
105	Eastman Kodak	\$215 M
106	Activision Blizzard	\$208 M
107	4K Media	\$200 M
108	AT&T	\$200 M
109	Food Network	\$200 M (E)
110	Girl Scouts of the USA	\$200 M
111	Hamilton Beach Brands	\$200 M
112	Sports Afield	\$184 M
113	Roto-Rooter	\$180 M

RANKING	COMPANY	RETAIL SALES 2016
114	Paramount Pictures	\$175 M (E)
115	Weil Lifestyle	\$175 M
116	Skechers USA	\$170 M
117	Smithsonian Enterprises	\$168 M
118	Kawasaki	\$165 M
119	JCB Consumer Products	\$160 M
120	Reynolds Consumer Products (Hefty)	\$160 M
121	Rodale	\$155 M
122	Condé Nast	\$150 M
123	KISS	\$150 M
124	Wolfgang Puck Worldwide	\$148 M
125	Gold's Gym	\$147 M
126	Anheuser-Busch InBev	\$144 M
127	Aardman Animations	\$140 M
128	La-Z-Boy	\$140 M
129	Beam Suntory	\$135 M
130	Kathy Davis Studios	\$135 M (E)
131	Lamborghini	\$135 M (E)
132	Melitta	\$130 M
133	Snuggle (The Sun Products Corporation)	\$130 M
134	Santoro Licensing	\$127 M
135	AgfaPhoto	\$120 M
136	Perfetti van Melle Group	\$106 M
137	PepsiCo North America	\$100 M (E)
138	Tony Roma's Famous Ribs	\$100 M
139	The Scotts Miracle-Gro Company	\$96 M
140	U.S. Army	\$90 M
141	MGA Entertainment	\$86 M
142	Cold Stone Creamery	\$85.8 M
143	American Greetings Entertainment	\$75 M (E)
144	Boy Scouts of America	\$75 M
145	Black Flag	\$75 M
146	Mack Truck	\$75 M
147	Jelly Belly Candy Company	\$75 M
148	Minor League Baseball	\$68.3 M
149	Biltmore	\$65 M
150	Viz Media North America	\$60 M

(E) indicates sales numbers were estimated based on the best public information available and industry expertise of the License Global editorial group.

1 THE WALT DISNEY COMPANY

\$56.6B (NYSE: DIS)

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WWW.DCPI.DISNEY.COM

In fiscal 2016, global retail sales of licensed product for the world's largest licensor—which includes Disney Consumer Products and Interactive Media, Walt Disney Studios, ABC Television and ESPN—reached a new high. *Star Wars: The Force Awakens* gave a strong start to 2016, and that momentum continued in September, as Disney launched products for the first standalone *Star Wars* film—*Rogue One: A Star Wars Story*—through a fan-created, stop-motion digital series. The four episodes garnered more than 10 million views, driving buzz for new products ahead of the worldwide retail launch. Marvel's cinematic universe also expanded with Marvel's *Captain America: Civil War* and Marvel's *Doctor Strange*, both supported with robust product lines. At the same time Captain America celebrated his 75th anniversary, and new animated TV content featuring Marvel's Avengers, *Guardians of the Galaxy* and Spider-Man characters was also represented at retail. Disney's *Zootopia* took home best picture awards at both the Golden Globes and the Oscars, while Disney-Pixar's *Finding Dory* inspired a diverse product line that included specialty themed items such as swimwear and jewelry. Disney's *Moana* followed in the fall, and Disney Store developed a first-of-its-kind package for its Moana doll that could be turned into a boat, created under Disney's Smart Packaging Initiative, a program dedicated to creating environmentally conscious product packaging. Disney also kicked off the Dream Big, Princess campaign, a global initiative that celebrates the qualities of Disney Princess characters that resonate with today's girls and young

women. The campaign coincided with the launch of Hasbro's new Disney Princess dolls and packaging.

The franchise continues to be one of the world's most popular girls' brands, with new product extensions for kids as well as expansion into categories for junior's and adults that leverages the nostalgia trend.

Frozen fans were treated to "Frozen Northern Lights," an original series of animated LEGO shorts on Disney Channel that provided new storylines and products extensions.

Disney Junior continues to be the top dedicated preschool TV



network, with shows such as "Doc McStuffins," and new in 2016, "The Lion Guard" and "Elena of Avalor." Elena was the top costume at Disney Store for Halloween and the holidays. Additionally, "Doc McStuffins" took home a TIA Toy of the Year award for the fourth year in a row (for the Toy Hospital Care Cart in 2016). ESPN's licensed product portfolio continues to grow as well. The launch of ESPN Fantasy Football products helped serve a new, passionate set of consumers, while co-branded collegiate collections supporting "College GameDay" and the College Football Playoffs continued their ongoing success.

Other key programs included topical apparel inspired by ESPN Films' "30 for 30" documentary series, and a product collaboration with the Little League World Series. Key ABC licensed properties for 2016 included "Once Upon A Time," "Grey's Anatomy," "Scandal," "Dancing with the Stars" and "The Chew." ABC saw growth in retailer engagement and expanded product categories including collectibles, toys and publishing. 2016 was marked by a host of unique fashion and lifestyle collaborations across Disney's diverse slate. Marvel teamed with *Garage* magazine in a collaboration timed to New York Fashion Week in February, which saw supermodels styled as Marvel superheroes grace the magazine's cover and also featured custom digital content in the "Garage" app. Influenced by the animated classic *The Jungle Book*, Disney and



Kenzo collaborated on an apparel collection that used animation sketches of characters, including Sher Kahn as Kenzo's iconic tiger. Ethan Allen and Disney came together to offer a collection of Mickey-inspired home furnishings; the collection was designed by Ethan Allen, marking the first licensed line for the furniture company. Mickey Mouse was also paired with Coach for an exclusive product launch and marketing campaign that included custom digital animation, plus an all-star parade of fashion influencers and celebrities supporting the luxury leather goods collection. Meanwhile, Minnie Mouse made headlines when she kicked off 2016 New York Fashion Week in September through an event with *Nylon* magazine celebrating Minnie as the original fashion muse. Finally, DCPI's annual Force4Fashion campaign brought together the cast of *Rogue One* and a series of pop culture influencers to collaborate on t-shirts inspired by the themes of rebellion from the movie. The sale of the shirts benefited UNICEF under the larger *Star Wars* Force For Change initiative. Looking ahead to 2017, there is a wealth of content coming from The Walt Disney Company. The 2017 movie slate includes: Walt Disney Studios' *Beauty and the Beast* and *Pirates of the Caribbean: Dead Men Tell No Tales*; Marvel's *Guardians of the Galaxy Vol. 2*, *Spider-Man Homecoming* (Sony) and *Thor: Ragnarok*; Disney-Pixar's *Cars 3* and *Coco*; and Lucasfilm's *Star Wars: The Last Jedi*. New for television, "Mickey and the Roadster Racers"

premiered on Disney Junior in January, putting a new spin on adventures with Mickey and the gang; and "Tangled," inspired by the popular animated film, premiered in March on Disney Channel. Later this year, "Puppy Pals" and "Vampirina" will debut on Disney Junior, and *Descendants 2* will premiere on Disney Channel.



2 MEREDITH CORPORATION

\$22.8B (NYSE: MDP)

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Meredith continues to use licensing to extend its media brands including *Better Homes & Gardens*, *EatingWell*, *Shape* and *Allrecipes*. Highlights of the year include a renewal of the company's DTR relationship with Walmart for *BH&G* home décor, garden, patio and furniture products, and a major network expansion by the Better Homes and Gardens Real Estate program, as well as new product launches for *EatingWell* and *Shape*. Meredith licensed *EatingWell* to Bellisio Foods for a line of better-for-you frozen food entrees. Debuting in more than 6,000 doors across a variety of grocery chains, the line outperformed initial expectations and featured revolutionary, see-in-the-box packaging. Like all Meredith licensees, Bellisio benefited from comprehensive, native media support that Meredith was uniquely able to provide across its print, digital, social and broadcast channels. Through the deal, new licensee Bellisio Foods became an important

strategic partner for the company, and Meredith plans to expand the partnership with additional food products in the future. For *Shape*, Meredith debuted a line of women's athleisure apparel that fused performance-grade materials with high style and comfort. Top retail partners for Meredith in 2016

included Walmart, real estate conglomerate Realogy and floral company FTD. For the *BH&G* program at Walmart, Meredith introduced Facebook live events in 2016 that showcased entertaining tips and design tricks against a backdrop of *BH&G* product. Meredith also hosted a retreat at their corporate headquarters to give 300 Better Homes and Gardens real estate brokers and top agents an immersive, behind-the-scenes brand experience. For 2017, Meredith is projecting revenue growth from its existing programs, plus incremental growth from its newest licensing partnerships. The company is working closely with current licensees to add to assortments or expand into additional product categories. Meredith is also exploring various licensing opportunities for additional trademarks in its roster that deliver strong consumer recognition and credibility such as *Traditional Home* and *Family Circle*.



3 PVH CORP.

\$18B (NYSE: PVH)

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PVH's portfolio includes Calvin Klein, Tommy Hilfiger and its Heritage Brands business. Calvin Klein posted strong results in 2016, with global retail sales of \$8.4 billion (55 percent of which was generated from licensing partners). Calvin Klein Underwear delivered strong results globally, and Calvin Klein Jeans made progress on its turnaround, particularly in Europe. The Calvin Klein international business was outstanding, with robust performance in Europe, particularly the U.K. and Germany, and Asia also had a solid year, especially China. Calvin Klein also experienced healthy results in North America, driven by solid performance at wholesale, and PVH's efforts diversify distribution to specialty stores and e-tailers. Raf Simons was hired as COO and will now work to unify the Calvin Klein brands under one creative vision. The company also transitioned its Mexico business to a joint venture in partnership with Grupo Axo (the deal also includes the Tommy Hilfiger, Warner's, Olga and Speedo businesses). PVH will also look to grow its accessories business in Asia, after bringing the CK Calvin Klein accessories business back in-house in the region. During 2016, Tommy Hilfiger solidified its status as one of the world's favorite American designer lifestyle brands, with \$6.6 billion in global retail sales. Europe, the brand's largest market, continued to see strong momentum, and strength in China also contributed to Tommy Hilfiger's success, as PVH assumed direct ownership of the region in April 2016. The rest of the Asia Pacific market under license continued to perform as well. In North America, the brand experienced positive selling trends at wholesale, however, PVH's U.S. outlet retail business remained under pressure, driven by declines in spending as a result of the appreciation of the U.S. dollar. In Latin and Central/South America, Tommy Hilfiger continues to expand through its licensing partners and its joint venture in Brazil. Meanwhile, PVH's heritage brands continued to deliver, despite the challenging U.S. department store landscape. PVH adapted its businesses by focusing on product differentiation, such as new technologies and fabrications, and focusing on digital commerce. Van Heusen is expanding its presence in Central America, and India and Australia continue to develop the brand through innovation, with India opening the country's first all-digital Van Heusen store. Domestically, Van Heusen launched a Flex suiting program through Peerless Clothing and licensed underwear with Basic Resources. IZOD continued its strong licensing presence in China, India and Latin America and was solid domestically. A women's IZOD sportswear program will launch in spring 2018. Warner's and Arrow both continue to expand with new licensees. Internationally, the Arrow business in India continues to outperform expectations, with growth coming from continued store rollouts.

4 ICONIX BRAND GROUP

\$12B (NASDAQ: ICON)

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Iconix Brand Group owns and actively manages a diversified portfolio of more than 30 brands across women's and men's fashion, athletic, home and entertainment. The company currently boasts approximately 1,400 total licenses globally, including 60 DTR arrangements. The women's fashion and home businesses are supported by long-standing DTR partnerships including DanskinNow at Walmart, Mossimo at Target, Candie's at Kohl's, Material Girl at Macy's, Royal Velvet at J.C. Penney and Charisma at Costco. The entertainment segment is anchored by Peanuts, based on the iconic comic strip by Charles Schulz. The brand was recently introduced to a new audience with Twentieth Century Fox and Blue Sky Studio's *The Peanuts Movie* and through 104 seven-minute animated episodes currently airing on major networks across the globe. A robust global consumer products business boasts more than 1,000 licensees, DTRs with worldwide retailers such as Zara, H&M and Uniqlo and top-tier collaborations with high-profile fashion brands such as Coach, Huf, Gucci and Vans. The men's segment is primed to capitalize on the retro athletic trend with globally recognized



PEANUTS™
WORLDWIDE LLC

athletic heritage brands Starter, Umbro and Pony. Iconix's international platform includes global brands Umbro, Lee Cooper and Peanuts, with growing businesses in China and Latin America, as well as international joint ventures in Canada, Southeast Asia, Australia, the Middle East and Europe. Iconix continues to partner with brand ambassadors with strong social media followings to drive engagement. The company tapped "Modern Family" star Sarah Hyland as the first creative director for Candie's, and named social media phenomena Pia Mia as fashion director of Material Girl. Women's athletic brand Danskin partnered with professional dancer and actress Jenna Dewan Tatum to bring the brand's rich dance heritage to life. On the men's side, record producer and social media star DJ Khaled became the face of Rocawear. Iconix plans to gain organic growth across its vast portfolio by continuing to support its brands through global marketing initiatives, expanding its international footprint and maintaining the relevance of the company's powerful consumer brand portfolio.

5 WARNER BROS. CONSUMER PRODUCTS

\$6.5B (NYSE: TWX)

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WWW.WARNERBROS.COM

Warner Bros. Consumer Products' retail sales are driven by a powerful portfolio of entertainment franchises, anchored by a theatrical slate of tentpole films, a fan-driven TV portfolio and animated content for younger fans. WBCP's global, multi-category programs include inspired-by apparel collections and accessories, expansive toy lines and collectibles, home décor, stationery, gift and novelties, promotional partnerships, global themed entertainment, robust publishing programs and more. With innovative global licensing and merchandising programs, retail initiatives, promotional partnerships and themed attractions around the world, Warner Bros. Consumer Products continues to provide rich new content and offerings across all categories for fans of all ages. The DC Universe portfolio (including Batman, Superman, Wonder Woman, Justice League and more) catapulted WBCP into 2016 with the feature film *Batman v Superman: Dawn of Justice* from Warner Bros. Pictures, featuring Wonder Woman in her theatrical debut. WBCP also led the global launch of the ground-breaking franchise "DC Super Hero Girls," the all-new universe that harnesses the power of the world's most iconic DC female superheroes. The anchor franchise J.K. Rowling's *Wizarding World*, including the beloved *Harry Potter* series,

continues to delight fans around the world with themed entertainment and products. The franchise's latest offering, Academy Award-winning *Fantastic Beasts and Where to Find Them*, inspired a global program of products. WBCP also continues to partner for global themed entertainment, including the grand opening of *The Wizarding World of Harry Potter* at Universal Studios Hollywood in 2016, joining themed lands in Orlando and Japan, and the globally touring exhibitions "Harry Potter: The Exhibition" and "Art of The Brick: DC Super Heroes." WBCP's portfolio also includes a fan-driven TV slate from Warner Bros. Television, featuring hit television series "The Big Bang Theory," and DC TV series "The Flash," "Arrow," "Gotham" and "Supergirl," as well as the animated comedy "Teen Titans Go!" and the all-new "Justice League Action" from Warner Bros. Animation. Animated favorites "Looney Tunes," "Scooby-Doo" and "Tom and Jerry" round out WBCP's top franchises. In 2016, WBCP teamed up with retailers around the world and some of the world's most prestigious licensees, such as The LEGO Group, Mattel, Rubie's



Costume Co. and more. Global programs crossed multiple categories with products from partners including Funko, Fisher-Price, Jakks Pacific, Under Armour, Bioworld, Junk Food, New Era and more, as well as publishing houses Random House, Scholastic, HarperCollins and Insight Editions. WBCP revved up spring 2016 and *Batman v Superman: Dawn of Justice* with its global program of licensed merchandise and promotions, including a partnership with Hendrick Motorsports for a NASCAR Face-Off featuring a Batman-themed car driven by Dale Earnhardt, Jr. and, ultimately the race winner, a Superman-themed car driven by 2016 NASCAR Champion Jimmie Johnson. 2016 was also filled with powerful female characters across film, television and animation. WBCP celebrated 75 Years of Wonder Woman with an array of licensees and retail partners. WBCP also rolled out its global program for "DC Super Hero Girls," including action dolls and figures from master toy partner Mattel, which received a TIA Toy of the Year, marking the first time an action figure for girls has won. Original content for the brand also rolled out across online, TV, publishing and social. Summer 2016 also saw DC's most iconic super villains take over the big screen in the Academy Award-winning *Suicide Squad*, which was supported with a global product program, as was *Fantastic Beasts and Where to Find Them*. WBCP kicked off 2017 with *The LEGO Batman Movie* alongside a global product program, led by global partner The LEGO Group, as well as Warner Bros. Pictures' and Legendary Pictures' *Kong: Skull Island*, a new take on the iconic King of the Apes in March. Wonder Woman will hit screens in her first-ever, self-titled solo feature film in June. The film will be supported by global partners in apparel, accessories, cosmetics, publishing, stationery, toys, collectibles, home goods, confectionary and more. 2017 will also see the premiere of the highly anticipated feature film *Justice League*, which will be supported with a global merchandise program. Throughout the year, DC superheroes and super villains will continue to inspire products, promotions and partnerships, with programs featuring "DC Super Hero Girls," including all-new LEGO construction sets; "Teen Titans Go!" and "Justice League Action" with new Mattel toy lines; and hit TV programming like "The Flash," "Arrow," "Supergirl," "Gotham" and "The Big Bang Theory" with ongoing product rollouts. In addition, "Looney Tunes," "Scooby-Doo" and "Tom and Jerry" will continue to step onto the runway in 2017 with the rollout of high-profile fashion programs ranging from high-end collaborations through to mass market.

6 HASBRO

\$6.2B (NASDAQ: HAS)

SIMON WATERS, GENERAL MANAGER, SENIOR VICE PRESIDENT, ENTERTAINMENT AND CONSUMER PRODUCTS, +1.401.431.8697

WWW.HASBRO.COM

Hasbro's record performance in 2016 reflected the strength of its global teams and the power of its "brand blueprint." The continuing popularity of the My Little Pony franchise is boosted by the hit animated series "My Little Pony: Friendship is Magic," which debuted its sixth season in 2016 and is broadcast in more than 193 territories worldwide. The franchise drove more than \$1.2 billion in retail sales in 2016. Transformers has evolved into one of Hasbro's most successful franchises, delivering more than \$10 billion in retail sales since 2004. In 2016, Transformers inspired high style around the globe including lines from Moschino and collaborations with Au Jour Le Jour, Iceberg, Xtep, D2C, Shoyoroll Corporation, Moleskine and Nice Kicks. Other brand developments in the Hasbro roster included promotions, digital gaming and fashion capsules for Monopoly; an expansion into arts and crafts and back-to-school for Play-Doh; a strong foothold in the pet category for Nerf and expansion into sports and sports action; and expansion into key digital mediums for Magic the Gathering. Hasbro also continues to generate toy and game sales through its relationships with The Walt Disney Company, Sesame Workshop and Universal Brand Development. In 2016, Hasbro invested heavily in retail statements to fully engage consumers in the storytelling and innovation of its brands. Cross-category consumer products programs were featured throughout the year at retailers including Google, Apple, Tesco, Target, Walmart, Asda, Detsky Mir, Big W, Toys 'R' Us and Kohl's. DTR deals with Zara, H&M, Cubus and Build-A-Bear also resulted in

dynamic statements. Hasbro also received extensive marketing support from licensees and retailers globally, including significant support for Transformers during Singles Day on T-Mall in China.



2016 marked Hasbro's most successful year in publishing through comic and storybook programs for My Little Pony and Transformers, an expanded magazine series for My Little Pony and expanded Play-Doh publishing throughout Europe and North America. In addition, IDW Publishing and Hasbro collaborated on "Revolution," a ground-breaking event series that launched a new comic book universe. Hasbro also drove significant brand impressions through its promotional relationships with major global and regional companies, including Frito Lay, Chiquita Banana, Albertson's and McDonalds. In 2017, the company will continue to develop its core franchises with insight-led initiatives across multiple platforms. On the content front, the company launched the new digital series "Hanazuki Full of Treasures" early in the year, with more new content planned. Hasbro Studios and Allspark Pictures' will release two major motion pictures—*My Little Pony: The Movie* in October and *Transformers: The Last Knight*, the fifth installment of the film franchise, in June. Animated series for both franchises will also return, and Hasbro will continue to collaborate with Machinima to develop new installments of the digital program, "Transformers: Prime Wars." Littlest Pet Shop will launch a series of animated digital shorts in fall 2017 on YouTube, and Hasbro will also release its first Netflix Original series, "Stretch Armstrong and the Flex Fighters." In the lifestyle space, Hasbro will continue to collaborate with designer Hayley Elsaesser to bring My Little Pony-inspired designs to New York Fashion Week and Moschino to showcase several Transformers-inspired looks in Milan. The company will also embark on several other fashion collaborations and story-led product initiatives throughout the year. Meanwhile, partners Kabam and Tencent are developing new Transformers mobile and PC gaming experiences, and Monopoly will also come to life this year in an epic town-building app produced by Backflip Studios. Finally, the company is also developing a number of location-based experiences around the world.

7 UNIVERSAL BRAND DEVELOPMENT

\$6.1B (NASDAQ: CMCSA)

MANUEL TORRES, EXECUTIVE VICE PRESIDENT, WORLDWIDE CONSUMER PRODUCTS, +1.818.777.8574

WWW.NBCUNI.COM

Universal Brand Development, powered by its creative partners Universal Pictures, Illumination Entertainment, DreamWorks Animation and NBCUniversal's television and cable properties, globally drives expansion of the company's IP through innovative physical and digital products, content and consumer experiences.



In 2016, Illumination Entertainment and Universal Pictures' *The Secret Life of Pets* was supported by a cross-category licensing and promotional campaign that included nearly 100 partners worldwide. Anchored by toy partner Spin Master, the expansive global program also included

a U.S. retail partnership with PetSmart to launch a collection of film-inspired pet toys, apparel and bedding that reflected the unique personalities of the film's characters. As part of the collaboration, PetSmart unveiled a multi-channel shopping experience where the pets from the movie took over retail stores and online channels. *The Secret Life of Pets*' cross-category licensing program, which delivered close to \$400 million in promotional retail value, included a global activation with McDonald's and promotions with top household names including Chrysler, General Mills, P&G, Mott's, The J.M. Smucker Company, GoPro and Realtor.com, as well as a multi-category CP program. Also in 2016, DreamWorks Animation's *Trolls* successfully brought the iconic Trolls toy franchise to life on the big screen, with the film opening at No. 1 in 28 markets. The film's original soundtrack was produced by Justin Timberlake, featuring the triple platinum hit "Can't Stop The Feeling!," which scored multiple award nominations. The film's success launched DreamWorks Animation's most expansive consumer products and brand partnership campaign efforts to-date, including 15 major promotions domestically and 74 international partners such as McDonalds, True Value, Dish Network, Macy's and General Mills. Macy's supported the film with an expansive store takeover, featuring a host of exclusive products as well as inclusion within Macy's signature national fashion show and the Macy's Thanksgiving Day Parade. Led by global master toy partner Hasbro, the CP line featured cross-category support at

retailers around the world and digital collaborations with YouTube, Snapchat, Spotify and Pandora. Target amplified the *Trolls* product lines with the Rock Your True Colors retail program, and the film also received support from major Walmart locations in North America with in-store activations, product exclusives and a custom associate Troll who helped customers navigate through the store and online. In 2017, Universal will have the *Despicable Me* and *Fast & Furious* franchises will return to the big screen, as well as the re-imagined Universal monster film, *The Mummy*. *Despicable Me 3* is the next chapter in the *Despicable Me* global box-office juggernaut. The film will be supported by the franchise's broadest and most expansive consumer products program to-date, with key new partnerships and product categories including the Minion MiP from WowWee and the Mineez collection from Moose Toys, which features the largest selection ever of *Despicable Me* characters. DreamWorks Animation's *Trolls* and DreamWorks Animation Television's properties including "Spirit Riding Free," "Voltron Legendary Defender" and "Trollhunters" will also have robust CP and retail programs throughout the year. *Trolls* master toy licensee Hasbro continues to expand the breadth of its collections with innovative toys that give fans more hair, more music and more characters. In the live-action space, Universal will launch a toy and lifestyle program, anchored by master toy licensee Mattel, for Universal Pictures' *Fast & Furious*, franchise as well as a select, curated CP program for *The Mummy*.

8 NICKELODEON

\$5.5B (NASDAQ: VIAB, VIA)

PAM KAUFMAN, CHIEF MARKETING OFFICER AND PRESIDENT, CONSUMER PRODUCTS, +1.212.846.8000

WWW.NICK.COM

With six of the top 10 preschool shows on TV in 2016, Nickelodeon's slate continues to drive demand and growth. Top licensed properties in 2016 included "PAW Patrol," "Shimmer and Shine," "Blaze and the Monster Machines," "Teenage Mutant Ninja Turtles" and '90s' Nick. "Shimmer and Shine" products launched to great excitement, and new partners joined expanded categories from current licensees for "Blaze and the Monster Machines" and "PAW Patrol," which was the No. 1 preschool license for two years in a

row. In addition to new products from partners like Fashion Angels, Mega Bloks, Moose Mountain and Sakar, key launches included: Fisher-Price's Teenie Genies, a new line of "Shimmer and Shine" collectible toys; TY's first-ever licensed Beanie Boos with "PAW Patrol"; and Nickelodeon apps for the Fisher-Price Think & Learn Smart Cycle. In 2016, Nickelodeon also marked 25 years of creator-driven original animation by reimagining its iconic series "Hey Arnold!," "The Ren & Stimpy Show" and "Rugrats" in limited edition consumer products. Through unique partnerships with fashion designer Jeremy Scott, New York-based retailer Story and streetwear brand Kith, these brands were at the forefront of the '90s nostalgia trend, which will continue into 2017 with new products for both specialty and mass. Nickelodeon is also celebrating another facet of its heritage through partnerships to develop products for its signature green Slime, spanning apparel, home

furnishings, toys, consumer packaged goods and more. Also in 2017, the first consumer products developed by Nickelodeon for 13-year-old singer, dancer, performer and social media influencer JoJo Siwa will be hitting stores, joining Siwa's signature line of bows from H.E.R., exclusively at Claire's. Products from partners including KidDesign and Just Play will be available in the coming months, alongside apparel, home furnishings, toys, publishing and more.



9 MAJOR LEAGUE BASEBALL

\$5.5B (E) (PRIVATE)

NOAH GARDEN, EXECUTIVE VICE PRESIDENT, BUSINESS; ADAM BLINDERMAN, VICE PRESIDENT, CONSUMER PRODUCTS, RETAIL; +1.212.485.3177

WWW.MLB.COM

The MLB recently announced a 10-year partnership that will launch in 2020 that will see Under Armour become the official uniform provider to MLB's 30 teams, and Fanatics gets the licensing rights to manage the manufacturing and distribution of all fan gear, including jerseys, name and number products and post-season apparel.

10 IMG COLLEGE LICENSING (COLLEGIATE LICENSING COMPANY)

\$4.5B (PRIVATE)

JIM CONNELLY, SENIOR VICE PRESIDENT, IMG COLLEGE, LICENSING; CORY MOSS, SENIOR VICE PRESIDENT AND MANAGING DIRECTOR; +1.770.956.0520

WWW.CLC.COM

Included under the IMG College Licensing umbrella are both the Collegiate Licensing Company, as well as other collegiate properties represented by IMG. CLC's partner institutions represent approximately 70 percent of this total. Top-selling college brands in 2016 included Michigan, Alabama, Tennessee, Michigan State, Texas A&M, LSU and Florida, as well as the NCAA and the College Football Playoffs. Key programs in 2016 included a line from Yeti coolers, and a continued demand for tailgate games such as corn hole and tailgating supplies. Additionally, the Victoria's Secret Pink college program saw tremendous growth. Looking to the future, as several key retailers of collegiate merchandise close their doors or reduce their door count, college brands will have to diversify their distribution channels and work to grow non-traditional and online outlets. Women's will continue to be a key category of focus for growing sales, as well. There will also continue to be an increased focus on connecting to the consumer through customized digital initiatives such as shoppable graphics and social media branded content. CLC will also continue to build on its successful national retail marketing platforms, which include College Colors Day, Holiday Cheer and Rock Your Colors. These platforms provide a year-long conversation with retailers and consumers that brings attention to college brands.

11 RAINBOW

\$4.5B (PRIVATE)

IGINIO STRAFFI, FOUNDER AND CHIEF EXECUTIVE OFFICER; JOANNE LEE, CHIEF OPERATING OFFICER; +39.07.1750.67500

WWW.RBW.IT

In 2016, "Winx Club" continued to perform well for Rainbow, as did the newly introduced shows "Maggie & Bianca Fashion Friends," "Regal Academy" and "World of Winx." "Regal Academy" is currently being screened in more than 100 countries worldwide; "Maggie & Bianca Fashion Friends" is Rainbow's first full live-action production; and "World of Winx," a co-production with Netflix, is an original show based on "Winx Club." In 2016 Rainbow renewed its partnerships in major countries where "Winx" is present and "Winx" fashion dolls performed well worldwide, with the Winx Tynix fairy doll becoming the best-selling fashion doll in Italy for November. Other major licensing deals included a master toy deal with Simba Dickie Group for "Maggie & Bianca Fashion Friends"; a pan-European master toy deal with Giochi Preziosi for "Regal Academy"; and the naming of Auldey Toys of North America as the North American master toy licensee for "Regal Academy." The TV launch of the company's new series has driven interest from licensees around the world, and that will grow in 2017. Rainbow will also focus on country-specific initiatives in each territory, taking into account local culture, in order to offer 360-degree support for its brands, including PR and media promotions, events and co-marketing, edutainment projects and retail activities.



12 SANRIO

\$4.4B (TYO: 8136)

KEN YAMAMOTO, CHIEF OPERATING OFFICER; CRAIG TAKIGUCHI, SENIOR VICE PRESIDENT, LICENSING AND BUSINESS DEVELOPMENT; JILL KOCH, SENIOR VICE PRESIDENT, BRAND MANAGEMENT AND MARKETING, +1.310.896.3262

WWW.SANRIO.COM

In 2016, Sanrio focused on expanding programs and categories for Hello Kitty, as well as new character, Gudetama (the lazy egg). The company also introduced the Hello Sanrio brand, an immersive world where multiple Sanrio characters interact together and showcase their unique personalities. Among the top retail programs of the year were: collaborations with OPI, ColourPop Cosmetics, Sonic the Hedgehog, Melody Ehsani, Johnny Cupcakes and YRU Footwear; the first Hello Kitty plus-size collection; Hello Sanrio partnerships with Girl Skateboards, Lakai Footwear, JapanLA, Ju-Ju-Be, Loot Crate and McDonald's; the development of multiple apps for kids and teens; Snapchat themed lenses for Hello Kitty and Little Twin Stars; the expansion of the Hello Kitty Café and the Hello Kitty Café truck as well as the first Hello Kitty Café Pop-Up Container, featuring handmade Hello Kitty baked goods and beverages along with collectible merchandise; a retail experience launched at Universal Studios Orlando featuring exclusive product co-branded with Universal titles; and a partnership with Advanced Fresh Concepts at supermarkets for sushi trays, tea, soy sauce and premiums featuring the Hello Kitty Sushi Chef design. In 2017, Sanrio's will aim to diversify its portfolio of characters and continue to connect with fans. In addition to Hello Kitty, programs for Gudetama and Hello Sanrio will be key initiatives for 2017. Sanrio will also introduce programs for the new character Aggretsuko. Mr. Men Little Miss will also introduce new retail programs, collaborations and promotions in 2017, and a feature film for the classic brand is currently in development at Fox Animation.



13 AUTHENTIC BRANDS GROUP

\$4.3B (PRIVATE)

JAMIE SALTER, CHAIRMAN AND CHIEF EXECUTIVE OFFICER; NICK WOODHOUSE, PRESIDENT AND CHIEF MARKETING OFFICER; KEVIN CLARKE, CHIEF FINANCIAL OFFICER; JAY DUBINER, GENERAL COUNSEL; CHRIS FARREL, CHIEF STRATEGY OFFICER, +1.212.760.2410

WWW.ABG-NYC.COM

In addition to its merchandise sales, Authentic Brands Group also holds a 17 percent stake in Graceland, which includes the operations of Paisley Park. Top licensed properties for the company in 2016 in the celebrity and entertainment category included Shaquille O'Neal, Dr. J, Thalía, Muhammad Ali, Marilyn Monroe, Mini Marilyn, Elvis Presley and the managed brands Michael Jackson and Bobby Jones. For fashion, top brands included Juicy Couture, Aéropostale, Frederick's of Hollywood, Jones New York, Judith Leiber, Hart Schaffner Marx, Hickey Freeman, Adrienne Vittadini, Taryn Rose and Misook. In sports top brands were Spyder, Tapout, Tretorn, Airwalk, Vision Street Wear, Prince and Hind. Top licensing and retail partners included Academy, Alibaba, Amazon, Apparel Group, Asos, Aritzia, Bergdorf Goodman, Big 5, Big W, Bloomingdale's, Canadian Tire, City Hill, Colette, Costco, Decathlon Sports, Demsa Group, Dick's Sporting Goods, Dillard's, El Corte Inglés, El Palacio, Fanatics, FF Group, Global Brands Group, Harrod's, Handsome Corporation, Hudson Group, Intersport, Irani Corporation, Jamilco, Kohl's, Kmart, Lane Crawford, Liverpool, Lord & Taylor, Macy's, Majid Al Futtaim Group, Modell's, Neiman Marcus, Nordstrom, Novco Group, Palacio De Hierro, Paradies, Payless, Peek & Cloppenburg, Primark, Reliance Brands Limited, Rustan's, Saks Fifth Avenue, Sears USA, Sears Canada, Sears Mexico, Selfridges, Surtee Group, Sporting Life, Sports 2000, Sports Direct, Target, Top Shop, TJ Maxx, Under Armour, Urban Outfitters, Walmart, Walton Brown, Winners and Xebio. Key initiatives for 2017 will include: the launch of an American Icons collection at Aéropostale featuring the Marilyn Monroe, Muhammad Ali and Elvis Presley brands; a range of Juicy Couture collaborations including the launch of the Juicy by Juicy Couture collection, Juicy Couture x Disney and a brand launch at Urban Outfitters; a number of collaborations for Judith Leiber with Dee Ocleppo, Alexander Wang and a Disney *Beauty & the Beast* collaboration; Frederick's of Hollywood will launch collections with Megan Fox and Team Foh; Hart Schaffner Marx will team with David Hart; Airwalk Classics will launch at Colette and partner with Jeff Staple; Tretorn will unveil a strategic partnership with André 3000 Benjamin and brand ambassador partnerships with Emory Vegas Jones and Kelton Crenshaw; Prince will debut a Luxe collection and new brand ambassadors Lucas Pouille and John Isner; Vision Street Wear will debut a global collaboration with a world renowned music artist; Shaquille O'Neal will launch endorsements with Krispy Kreme, Oreo and The General Insurance, as well as merchandise with Steiner Sports and Reebok; an AT&T endorsement for Thalía and a fashion lifestyle brand at Macy's; new fine jewelry and intimates lines for Marilyn Monroe; and a Coach fashion collaboration for Elvis Presley.



14 IBML (INTERNATIONAL BRAND MANAGEMENT & LICENSING)

\$4B (PRIVATE)

PETER WOOD, MANAGING DIRECTOR, U.K., EMEA AND ASIA PACIFIC, +44.84.5129.9288; NEIL MORTON, MANAGING DIRECTOR, AMERICAS, +1.212.239.0990; ADRIAN DAVIE, LICENSING MANAGER, ASIA PACIFIC, +44.84.516.4727

WWW.IBML.CO.UK

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

15 SEQUENTIAL BRANDS GROUP

\$4B (NASDAQ: SQBG)

KAREN MURRAY, CHIEF EXECUTIVE OFFICER; ANDREW COOPER, PRESIDENT, +1.646.564.2577

WWW.SEQUENTIALBRANDSGROUP.COM

Founded less than five years ago, Sequential is one of the fastest-growing brand management companies in the world. In the last two years alone, the company has more than doubled its scale and currently boasts more than 150 licensees. Sequential operates across three consumer brand verticals: Fashion, anchored by Jessica Simpson, William Rast and Joe's Jeans; Home, anchored by Martha Stewart and chef Emeril Lagasse; and Active, anchored by Gaiam, AND1 and Avia. 2016 was a strong year for the company as it expanded its brands through new digital and international distribution channels and strengthened its business with core retail partners including Walmart, The Home Depot, Macy's and Amazon. Highlights included the national launch of activewear and athletic footwear for Jessica Simpson; the expansion of the Martha Stewart brand into Hudson's Bay in Canada; and the launch of a new pure play, e-commerce, meal kit business called Martha & Marley Spoon. Furthermore, Sequential launched AND1 across Walmart Canada, and signed new deals to bring the Martha Stewart brand to Korea and AND1 to China. For 2017, Sequential remains focused on the growth of its brands, with an emphasis on digital and international expansion. The company will also continue to evaluate new potential brand acquisitions in each of its three verticals.



16 WESTINGHOUSE

\$3.9B (STO: ELUXB)

ALLAN FELDMAN, CHIEF EXECUTIVE OFFICER, LMCA (LICENSING AGENT),
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WWW.LMCA.NET

Managed by LMCA since 2001, the Westinghouse program is focused on key consumer, commercial and B2B categories, which include LCD TVs, laptops, light bulbs, consumer security, B2B lighting, electrical and wiring devices, electric power generation including nuclear, solar and wind, landscape lighting, small home appliances, air purification, water conditioning, central heating and A/C, intercoms and electrical and computer and audio accessories. Program growth will continue to come largely from market share gains, geographic expansions and stronger joint marketing efforts.

17 GENERAL MOTORS

\$3.5B (NYSE: GM)

STEPHEN MCGUIRE, SENIOR MANAGER CONSUMER MERCHANDISE, +1.313.300.0991;
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+1.313.667.8545; CURT COLLINS, MANAGER, CHEVROLET PERFORMANCE, COPO,
PERFORMANCE PARTS LICENSING; AMIT PATEL, MANAGER, GLOBAL ACCESSORY AND
VEHICLE PERFORMANCE LICENSING; KORY PETERSON, MANAGER ACDELCO LICENSING

WWW.GM.COM

General Motors' brands provide a complete range of vehicles and products that meet the needs of drivers on a global scale. GM's roster includes current and heritage vehicle brands, some with more than 100 years of history: Chevrolet, Buick, GMC, Cadillac, Pontiac, Oldsmobile, Saturn and Hummer. The company's asset library has 8 million-plus images including: the Buick Y-Job, the industry's first concept car; the Firebird I, II and III concepts; and the Art Deco-inspired Futurliner that was part of GM's "Parade of Progress." Chevrolet is a brand with a passionate following—from the new Chevrolet Bolt EV electric car to the award-winning Silverado truck, Chevrolet continues a rich heritage of innovation and styling. Buick is continuing to set sales records globally with its new lineup, and GMC's full lineup of trucks and SUVs appeal to a consumer who has the desire for merchandise that demonstrates the power and precision of these vehicles. Cadillac offers unique opportunities for licensees who truly understand the luxury market. The GM roster of brands allows licensees to reach the DIY and DIFM sectors, as well as professional installers. ACDelco is the premier supplier of GM Original Equipment automotive replacement parts and has assets that span its 100-year history. The group currently sells more than 90,000 parts in 37 categories worldwide. Licensed Accessories, GM Restoration Parts and GM Goodwrench are more brands that offer fan-based licensing opportunities. Performance and Racing are also key to the company's DNA. The award-winning Chevrolet C7R Corvette race car, the new Camaro ZL1 and ZL1-1LE, Chevrolet Performance parts and the company's Central Office Production Order (COPO) program all engage with passionate consumers. Cadillac started 2017 in winning fashion by debuting the all new DPI-V.R at the Rolex 24 at Daytona race, taking 1st and 2nd place overall.

18 NATIONAL FOOTBALL LEAGUE

\$3.5B (E) (PRIVATE)

CHRIS HALPIN, SENIOR VICE PRESIDENT, CONSUMER PRODUCTS AND LICENSING,
+1.212.450.2758

WWW.NFL.COM

The sports league continued its international presence by signing a deal with TD Brand Global to create a range of apparel in China. In addition, two teams are re-locating, with the former Oakland Raiders bringing the NFL to Las Vegas, Nev., and the former San Diego Chargers moving to Los Angeles, Calif. Both moves will create new opportunities for licensed merchandise.

19 THE POKÉMON COMPANY INTERNATIONAL

\$3.3B (PRIVATE)

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WWW.POKEMON.COM

Pokémon enjoyed an incredibly strong year at retail in 2016, which marked the brand's 20th anniversary. The milestone, which recognized the first introduction of Pokémon video games 20 years ago, catapulted the perennially popular brand into the global spotlight and kicked off with the first-ever Pokémon Super Bowl commercial. The company also introduced the mobile game "Pokémon Go," which became a global phenomenon and was downloaded 650 million times. Pokémon followed this success with "Pokémon Sun" and "Pokémon Moon" for the Nintendo 3DS, which became the third best-selling Nintendo 3DS titles of all time, adding to the 280 million Pokémon video games already sold. The Pokémon trading card game continues to be popular with 21.5 billion cards shipped globally as of 2016, and was the No. 1 selling toy in the strategic card games subclass. Pokémon animation aligned with Disney XD as its new U.S. broadcast partner. The Pokémon animated TV series includes more than 900 episodes spanning 20 seasons and is licensed for broadcast in more than 160 countries, as well as on a variety of VOD platforms around the world. In 2017, the award-winning "Pokémon Go" mobile game will continue to receive ongoing updates with new characters, seasonal in-game events and ongoing support from promotional collaborations with Sprint and Starbucks in the U.S. The latest TCG expansion, Pokémon TCG: Sun and Moon, launched in North America and Europe in February, the first of four expansions that will launch quarterly. The 20th season of the Pokémon animated series, titled "Pokémon the Series: Sun & Moon," will debut in 2017, as will the 20th animated *Pokémon* movie, and production will begin on *Detective Pikachu*, the first live-action Pokémon movie. Additionally, the Pokémon Company will continue to introduce new experiences for the brand across mobile and core gaming, animation, TCG, licensed products including toys, apparel and more.



20 ELECTROLUX

\$3.25B (STO: ELUX-B.ST)

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WWW.ELECTROLUXGROUP.COM

The Electrolux Group is one of the world's leading appliance makers, producing more than 60 million products per year and selling into 150 countries globally. It has more than 50 brands in its portfolio that offer brand extensions in numerous categories, ranging from solar power to consumer electronics. Electrolux's top licensed property continues to be the German brand AEG. This brand is licensed for products ranging from commercial energy to connected devices. Other top licensed brands worldwide include Electrolux, Frigidaire, Zanussi, Arthur Martin and White-Westinghouse. Electrolux's business continues to flourish in its mature markets, but in 2016 it also experienced tremendous success in new markets including India and the Middle East. In 2017, Electrolux global brand licensing will continue to focus on working with partners that understand how to translate strong brand equity into desirable—and sustainable—consumer products.

21 NATIONAL BASKETBALL ASSOCIATION

\$3.2B (E) (PRIVATE)

SAL LAROCCA, PRESIDENT, GLOBAL PARTNERSHIPS; ROBERT W. MILLMAN, SENIOR VICE PRESIDENT, INTERNATIONAL LICENSING AND BUSINESS DEVELOPMENT, +1.212.407.8000

WWW.NBA.COM

In 2016, the NBA continues to strengthen its international presence. The league partnered with Spanish restaurant group AN Grup to open the first NBA Café in Europe. NBA Café Barcelona features NBA imagery,



memorabilia, merchandise and American bar favorites alongside local options. The NBA also joined forces with Take-Two Interactive Software to launch a professional competitive gaming league NBA 2K eLeague. The league also entered a new, multi-year marketing partnership with Jack Daniel's and, beginning with the 2017-18 season, the NBA Development League (NBA D-League) will be renamed the NBA Gatorade League (NBA G-League) as part of a multi-year partnership between the NBA and Gatorade.

22 PENTLAND BRANDS

\$3B (PRIVATE)

ANDY RUBIN, CHAIRMAN, BRAND MANAGEMENT DIVISION, +44.20.8346.2600

WWW.PENTLAND.COM

Pentland owns Berghaus, Canterbury of New Zealand, Speedo, Boxfresh, Ellesse, KangaROOS, Mitre, Prostar and Red or Dead and is also the global licensee for Lacoste Chaussures and Ted Baker footwear, the U.K. licensee for Kickers, and owns shares of Hunter Boot, Butterfly Twists, Heidi Klein and Tracksmith. The group is also the majority owner of retailer JD Sports Fashion, and recently acquired the SeaVees footwear brand.

23 PROCTER & GAMBLE

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

ROSELLE RODRIGUEZ, BRAND MANAGER AND HEAD OF LICENSING, +1.513.622.2842

WWW.PG.COM

The key brands that drive licensing for Procter & Gamble include Febreze, Vicks, Braun and Mr. Clean.

24 CATERPILLAR

\$2.82B (NYSE: CAT)

KENNY BEAUPRE, LICENSING MANAGER, +1.309.675.8665

WWW.CATERPILLAR.COM

Top licensed properties in 2016 included the Cat brand. A key driver for 2016 retail sales was the launch of the Cat S60 smartphone, the world's first smartphone with integrated thermal imaging. Continued strong performance of industrial categories also drove the company's program in 2016 including lift trucks, agricultural products, fluids and tools. Long-term partnerships continue to supply great products in the lifestyle and children's categories, and the company opened 121 free-standing Cat lifestyle retail stores that continue to attract new customers. Key initiatives for 2017 include the launch of Cat coolers, hiking products and a new mobile and desktop app, "Cat LiveshARE," that will use cutting-edge, augmented reality video.



25 FERRARI

\$2.6B (PRIVATE)

STEFANO SAPORETTI, HEAD OF LICENSING; FRANCESCA VERNIA, LICENSING COORDINATOR, +39.053.694.9200

WWW.FERRARISTORE.COM

Ferrari will celebrate its 70th anniversary in 2017, and is creating merchandise to coincide with the milestone. The brand continues to expand its theme parks with a new mega rollercoaster at its Abu Dhabi location. Top licensees include: Oakley (sunglasses), Bburago (playsets), Puma (clothing and sport accessories), Cobra (golf equipment), Microsoft, Sony Polyphony and EA (video games), Movado (watches), Perfume Holding (fragrances), Motorola (mobile phones), Colnago (bicycles), TeamTex (car seats, strollers) and LEGO.



27 RALPH LAUREN

\$2.5B (E) (NYSE: RL)

STEFAN LARSSON, PRESIDENT AND CHIEF EXECUTIVE OFFICER, +1.212.813.7868

WWW.GLOBAL.RALPHLAUREN.COM

Stefan Larsson, who took over as CEO for Ralph Lauren in November 2015, will step down officially May 1, 2017. CFO Jane Nielsen will step in during the search for a new CEO. Lauren remains executive chairman and chief creative officer. The RL portfolio of brands and premium lifestyle products falls into four categories—apparel, home, accessories and fragrances. Brands include Polo Ralph Lauren, Ralph Lauren Purple Label, Ralph Lauren Collection, Black Label, Lauren by Ralph Lauren, Double RL, RLX, Ralph Lauren Childrenswear, Denim & Supply Ralph Lauren, American Living, Chaps and Club Monaco.

26 KATHY IRELAND WORDWIDE

\$2.6B (PRIVATE)

ROCCO INGEMI, VICE PRESIDENT, BRAND MANAGEMENT AND RETAIL; CLAUDE ERGAS, INTERNATIONAL MARKETING AND BRANDING CONSULTANT; +1.310.557.2700 EXT. 165

WWW.KATHYIRELAND.COM

kiWW continues to experience growth, offering designs in handbags and accessories, legwear, intimate apparel and sleepwear. In 2016, kiWW launched Diamonds by Kathy Ireland with Paul Raps New York, an exclusive diamond and fine jewelry collection. Meanwhile, Kathleen Marie New York, a luxury brand extension, debuted at Neiman Marcus and Horchow. Newly developed brands led by kiWW include Beauty & Pin Ups, I'M1 and EE1. The kiWW Beauty line features anti-aging skincare for men and women, Revive Light Therapy and non-exclusive Cicamed skin care. In 2016, kiWW also launched TV programming: “Worldwide Business with Kathy Ireland” and “Modern Living with Kathy Ireland.” Both shows air in more than 50 countries. kiWW continues its strategic alliance with American Family Insurance, Nebraska Furniture Mart and National Business Furniture. Kathy Ireland Designs featured ACafé by best-selling author Chef Andre and Jardin by Nicholas Walker offering garden accessories, home furnishings and accessories from A&B Home Fashions. Other businesses include Kathy Ireland Weddings, Kathy Ireland Exhibits, real estate, vacation events, designs studios and villas. Also in 2016, kiWW entered into multi-year renewals with Pacific Coast Lighting and PPI International (women’s intimates and sleepwear). kiWW product is carried at more than 65,000 independent retail doors, located in 50 countries. Debuting in 2017, will be Michael Amini | Kathy Ireland Home Designs, a series of luxury furniture collections. Categories that will remain important in 2017 include flooring, area rugs, furniture, lighting, home accessories, home office, bedding, storage solutions, stationery, pet products, garden accessories, publishing and children’s educational toys. kiWW will also expand into several new categories such as fine art images, luggage, linens and furniture slipcovers.

28 TOEI ANIMATION

\$2.5B (TYO: 4816)

KATSUHIRO TAKAGI, PRESIDENT, +1.310.996.2240

WWW.TOEI-ANIMATION-USA.COM

Top licensed properties in 2016 included “Dragon Ball” and “One Piece.”

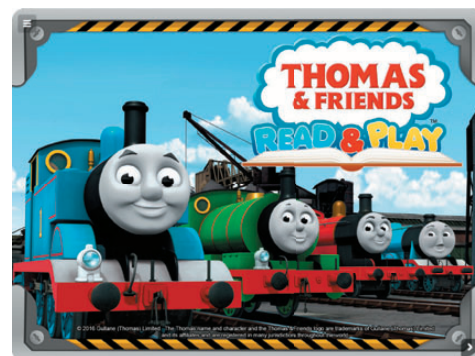
29 MATTEL

\$2.3B (E) (NASDAQ: MAT)

TANYA MANN, VICE PRESIDENT, HEAD GLOBAL CONSUMER PRODUCTS, +1.310.252.2000; MICHELLE CHIDONI, VICE PRESIDENT, GLOBAL BRAND COMMUNICATIONS, +310.252.3921

WWW.CORPORATE.MATTEL.COM

Mattel is a creations company that inspires the wonder of childhood. The company’s mission is to be the recognized leader in play, learning and development worldwide. Mattel’s portfolio of global consumer brands includes American Girl, Barbie, Fisher-Price, Hot Wheels, Monster High and “Thomas & Friends,”



among many others. Mattel also creates a wealth of lines and products made in collaboration with leading entertainment and technology companies. Mattel operates in 40 countries and territories and sells products in more than 150 nations.

30 WHIRLPOOL CORPORATION

\$2.2B (NYSE: WHR)

TONI SDAO, DIRECTOR OF LICENSING, +1.269.923.5000

WWW.WHIRLPOOLCORP.COM/LICENSING

Whirlpool boasts a slate of leading consumer brands including Whirlpool, KitchenAid, Maytag and Amana. Top categories for 2016 included water heaters, water filtration, water coolers, air purification, HVAC products, air conditioners, dehumidifiers, compact refrigeration, vacuums, steam irons, outdoor grilling products and accessories, kitchen gadgets and utensils, cookbooks, kitchen textiles, baking mixes and commercial microwaves. In 2017, the company will expand into new categories.



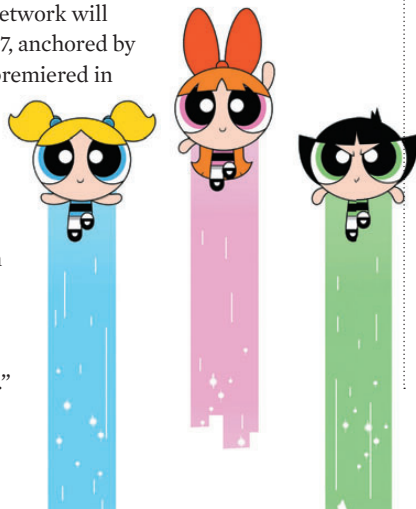
31 CARTOON NETWORK ENTERPRISES

\$2.1B (NYSE: TWX)

PETER YODER, VICE PRESIDENT, CNE NORTH AMERICA; LISA WEGER, VICE PRESIDENT CNE LATAM; JOHANNE BROADFIELD, VICE PRESIDENT, CNE EMEA, +1.212.275-7800

WWW.CARTOONNETWORK.COM

Cartoon Network Enterprises showcased a strong, diversified portfolio in 2016. The company introduced a new generation of fans to “The Powerpuff Girls” with the launch of the re-imagined franchise that included an animated series and worldwide licensing program comprised of more than 150 partners, including global master toy partner Spin Master and luxury apparel from Moschino. 2016 also marked the launch of several global collaborations for the network’s perennial fan-favorite “Adventure Time” with Doc Martens, DC Shoes, LEGO Ideas and “LEGO Dimensions.” In addition, Cartoon Network expanded the “Steven Universe” licensing program through partnerships with Funko, USAOpoly, and the company’s first DTR partnership with Hot Topic. The program around “The Amazing World of Gumball” also grew in several international markets. For Adult Swim, CNE broadened the licensing program for “Rick and Morty” with product introductions across apparel, toys, accessories and more. Cartoon Network will continue to expand its portfolio in 2017, anchored by the re-launch of “Ben 10.” The series premiered in EMEA and the Asia Pacific region in fall 2016, and will launch in the U.S., Canada and LatAm in 2017. A licensing program is set to launch in 2017 along with the series, featuring Playmates Toys as master toy. Cartoon Network will also continue to grow “The Powerpuff Girls,” and launch a new master toy partner and expanded product offerings for “Rick and Morty.”



32 CHEROKEE GLOBAL BRANDS

\$2.1B (NASDAQ: CHKE)

HOWARD SIEGEL, PRESIDENT, +1.818.908.9868

WWW.CHEROKEEGLOBALBRANDS.COM

Key properties for Cherokee Global Brands include Cherokee, Tony Hawk, Liz Lange, Hi-Tec, which the company acquired in 2016, Magnum, 50 Peaks, Interceptor, Everyday California, Carole Little, Saint Tropez West and Sideout. In 2016, the top licensed properties for the company were Cherokee, Tony Hawk, Hi-Tec, Magnum, Interceptor and Liz Lange. Retail partners included Target Stores (U.S.), Kohl’s (U.S.), Nishimatsuya (Japan), Comercial Mexicana (Mexico), Tottus (Peru and Chile), Pick ‘N Pay (South Africa) and Walmart (U.S. and Canada). In 2017, Cherokee Global Brands plans to expand distribution of the Cherokee, Tony Hawk and Liz Lange brands in North and South America as well as Asia Pacific. The company will also grow the category and territory distribution for Hi-Tec and Magnum footwear and is currently expanding both brands into apparel, accessories and outdoor products.



33 FORD MOTOR COMPANY

\$2B (NYSE: F)

MARK BENTLEY, GLOBAL BRAND LICENSING MANAGER; BETSY MCKELVEY, GLOBAL BRAND LICENSING MANAGER, +1.310.820.5300

WWW.FORD.COM

Ford is represented for licensing by Global Icons. Leading licensed properties include Ford Blue Oval, Built Ford Tough, Mustang, F-Series, Lincoln and Ford Performance, as well as numerous vintage marks and nameplates. The Ford licensing program reaped rewards in 2016 from the global launch of Mustang, previously sold only in North America, and capitalized on the excitement around the all-new Ford GT supercar, winner of the 2016 Le Mans 24 Hours. In the toy category, the Built Ford Tough F-150 Raptor remains a perennial best-seller. The iconic Ford Oval and Ford script also continue to be licensed across all product categories. 2016 retail highlights include the unveiling of the Ford x LEGO Speed Champions line exclusively at Toys ‘R’ Us and LEGO stores; and the successful Ford x “Microsoft Forza” franchise partnership featuring the Ford GT, Ford F-150 Raptor and Ford Focus RS RX on three unique game covers. Additional global retail expansion included the launch of Ford tools and power equipment in the VTools retail store in Dubai; a partnership with Uniqlo in Asian markets; and expansion of Ford Performance replica wear and accessories at trackside. In 2017, Ford will celebrate the F-Series trucks, America’s best-selling trucks for 40 consecutive years, and the year will mark 100 Years of Ford Trucks. Exclusive merchandise collections will launch to celebrate the anniversary. A refreshed 2018 Mustang was also unveiled in January and will result in new licensing opportunities.

34 BEVERLY HILLS POLO CLUB

\$1.7B (PRIVATE)

DAN HADDAD, PARTNER, +1.646.266.3024

The name Beverly Hills suggests luxury, elegance and comfort. The game of polo, known as the sport of kings, reinforces these aspirational characteristics with the added dimensions of both the challenge of competitive sport as well as individual physical strength. The company's focus is on international expansion with a new lifestyle shop concept.

35 BBC WORLDWIDE

\$1.6B (PRIVATE)

CARLA PEYTON, SENIOR VICE PRESIDENT, LICENSED CONSUMER PRODUCTS, +1.212.705.9300

WWW.BBCAMERICA.COM

Top licensed properties for 2016 included: "Doctor Who," the longest-running sci-fi television series; "Sherlock," inspired by Sir Arthur Conan Doyle's classic novels (the series is produced by the BBC and Hartswood Films in co-production with Masterpiece); "Top Gear," with an estimated 350 million viewers in 112 territories worldwide, is, according to the *Guinness Book of World Records*, the most-watched factual television program in the world; and BBC Earth, featuring a catalog of world-class natural history series such as "The Blue Planet," "Planet Earth," "The Hunt," "Life" and "Frozen Planet." Top retail partners in 2016 included Hot Topic, BoxLunch, Torrid and GameStop. Top licensing programs of the year included the Hot Topic/Torrid "Doctor Who" DTR men's/women's line; Funko Pop! Vinyl figures for "Doctor Who" and "Sherlock"; an SG@NYC "Doctor Who" clothing and jewelry line at Hot Topic; Titan Comics for "Doctor Who" at specialty and online retailers; and a partnership with Sanrio to feature "Doctor Who" in a series of *Mr. Men Little Miss* books. Coming in 2017 will be "Hey Duggee," a charming animated series based on a children's club called The Squirrel Club. The show inspires children to be energetic, explore and earn activity badges. The series is a BBC Worldwide co-production with Studio AKA and airs on Nick Jr. in the U.S. and Treehouse and BBC Kids in Canada. Licensing plans for the series are already underway including a master toy deal with Jazwares and an expansion of the brand's preschool licensing program. Additionally, in 2017, Loungefly will release a line of "Doctor Who" bags and luggage.

DR. TWELFTH

originated by Roger Hargreaves



36 WEIGHT WATCHERS INTERNATIONAL

\$1.6B (E) (NYSE: WTW)

NICHOLAS HOTCHKIN, CHIEF FINANCIAL OFFICER, +1.212.589-2700

WWW.WEIGHTWATCHERS.COM

Weight Watchers offers a wide range of products, publications and programs. Top categories include frozen foods and dairy, many from H.J. Heinz Company, as well as scales and fitness kits. Jim Chambers, president and CEO, resigned last September and a search for his replacement is still being conducted.

37 NFL PLAYERS INC.

\$1.6B (PRIVATE)

STEVE SCEBELO, VICE PRESIDENT, LICENSING AND BUSINESS DEVELOPMENT, +1.202.572.7500

WWW.NFLPA.COM/PLAYERS

The mission of NFL Players Inc., the licensing and marketing arm of the NFL Players Association, is to connect businesses to the world's most powerful unifier—sports—via NFL players. Through its group licensing program, the NFLPA grants group licensing rights for over 2,000 current NFL players across three categories: digital, apparel and hard lines. The organization currently boasts more than 80 licensees. In the 2016-17 season, the NFLPA achieved its third consecutive year of record revenue, attributable to growth across each of its core categories. Licensed products include mobile, digital and console video games, trading cards, men's, women's and youth jerseys and t-shirts, player murals, figurines, matted and framed photos, bobbleheads, drinkware, plush and collectibles, among others. Based on licensed product sales, the top 10 players for the 2016 season were (in order): Tom Brady, Ezekiel Elliott, Dez Bryant, Odell Beckham Jr., Carson Wentz, Russell Wilson, Aaron Rodgers, Dak Prescott, Rob Gronkowski and Cam Newton. Top retail partners for the year included Fanatics, Academy Sports, Champs, Dick's Sporting Goods, Lids, Target and GameStop. Heading into 2017, the NFLPA is focused on several different, personality-driven licensing initiatives, including expanding its roster of player emoji and sticker packs; launching the first licensed sports VR game for Samsung Gear VR and Google Daydream; pursuing licenses in the field of natural language recognition; and expanding its licensing efforts in international markets. Additionally, the newly launched OneTeam Collective, the world's first athlete-driven business accelerator, will enable start-ups and early-stage companies to align with the NFLPA's exclusive group licensing rights in return for equity.

38 BLUESTAR ALLIANCE

\$1.5B (PRIVATE)

JOSEPH GABBAY, CHIEF EXECUTIVE OFFICER, +1.212.290.1370

WWW.BLUESTARALLIANCE.COM

This brand management company, founded in 2006, includes such properties as Michael Bastian, English Laundry, Kensie, Harve Bernard, Larry Levine, Catherine Malandrino, Limited Too and Nanette Lepore.

39 THE HERSHEY COMPANY

\$1.5B (NYSE: HSY)

ERNIE SAVO, DIRECTOR, GLOBAL LICENSING, +1.717.508.3112

WWW.THEHERSHEYCOMPANY.COM

The Hershey Company is a global confectionery leader known for bringing goodness to the world through its chocolate, sweets, mints and snacks. The company has more than 80 brands including Hershey's, Reese's, Hershey's Kisses, Jolly Rancher, Ice Breakers and Twizzlers. The company's non-food licensing program extends Hershey's mission of bringing sweet moments of Hershey happiness to the world every day. In 2016, Hershey's iconic brand portfolio showed continued strength with licensed products available in more than 300,000 doors worldwide and continued rapid extension into Asia. In

Japan, the company has the No. 1 multi-pack ice cream brand, and 75 Hershey ice creams are sold every minute. In Korea, 110 million units of Hershey's chocolate milk are consumed every year and the brand has the No. 1 ice cream and cookie products in market. Hershey's Soyfresh was named Malaysia's Product of the Year for two consecutive years,

and also won the iTQi Superior Taste Award. The company maintains a 45 percent market share in Southeast Asia and is now available in Oceania. The North American food business continues to expand into new product categories. Consumers can now find Hershey's refrigerated puddings, Hershey's and Reese's frozen desserts, Hershey's and Reese's in-store bakery cakes, cookies and muffins, as well as Jolly Rancher frozen beverages and desserts. In the American non-food segment, Hershey has a strong portfolio of products that celebrate and complement its core and licensed food and beverage offerings, including a robust, year-round tabletop assortment from Fitz and Floyd, a line of confections-themed candles from Hanna's Candles, S'mores grilling accessories from Blue Rhino, and a successful collaboration with eyewear designer Coco & Breezy whose collection generated more than 100 million media impressions. The Hershey HBA program with GBG Beauty also saw unprecedented success with its Kisses-shaped lip balms, which experienced a near sell-out this past holiday season at Target. Hershey continues to introduce new categories with a full line of bedding, bath and beach items from Jay Franco & Sons, and puzzles from Masterpieces launching in 2017. 2017 will also see the expansion of the F&B brand extension program into Latin America.



40 PLAYBOY ENTERPRISES INTERNATIONAL

\$1.5B (PRIVATE)

REENA PATEL, CHIEF COMMERCIAL OFFICER, +1.310.424.1800

WWW.PLAYBOYENTERPRISES.COM

Top licensed properties in 2016 included Playboy and the Rabbit Head design. The brand's top 2016 licensing programs included a robust lineup of designer collaborations and new retail partnerships, such as a luxe tee with John Varvatos available at Bloomingdale's; a line of technical tees and snowboarding accessories with Burton; and a new line of headwear with Already Design Co at Lids stores across the U.S. Other top collaboration partners included Supreme, Joyrich, Goodworth & Co. and Sanrio's Hello Kitty. Through its licensing partners, Playboy also worked with Taiwanese model, singer and actress Amber An, to endorse and model in the Hello Kitty x Playboy Asia-centric collaboration of apparel and accessories. PlayboyShop.com, which re-launched in 2015, expanded its offerings in 2016 to include Playboy's most coveted designer collaborations, providing further distribution of highly sought after lines and products. Cooper Hefner also joined Playboy as the chief creative officer in 2016 to oversee all of the company's creative divisions, including print, digital content and events. Hefner will continue to work alongside the advertising and licensing teams in 2017 to ensure cohesiveness across every channel of the Playboy brand. Hefner is only the second executive to hold the title of chief creative officer of Playboy, which was formerly held by his father, company founder Hugh Hefner. 2017 will be a year of continued deployment of Cooper Hefner's recent creative evolution of the brand on its flagship media channels, including Playboy.com and the iconic *Playboy* magazine, which will help to inform and integrate consumer products through online and offline channels. Playboy will continue with brand-building collaborations such as Supreme and Joyrich, and with expansion of its retail presence with John Varvatos (Bloomingdale's), Urban Outfitters, Zumiez, Pac Sun and Lids. 2017 will also be a year of new venue openings globally including Playboy Club Mumbai, Playboy Café Bangkok, Playboy Lounge Shanghai and Playboy Club New York City.



41 STANLEY BLACK & DECKER

\$1.5B (NYSE: SWK)

KYLE DANCHO, VICE PRESIDENT, GTS LICENSING; CAREN CHACKO, VICE PRESIDENT, BRAND MANAGEMENT, BEANSTALK (LICENSING AGENT); SBD: +1.860.827.5553; BEANSTALK: +1.212.303.1112

WWW.STANLEYBLACKANDECKER.COM

The Stanley Black & Decker portfolio boasts some of the biggest names in DIY and equipment including Stanley, Black+Decker and Dewalt. Stanley has been a trusted brand for over 170 years and is the leading global manufacturer of tools, hardware and security solutions for consumer, professional and industrial use, enjoying 98 percent brand awareness. Current licensed categories include welding equipment, storage solutions, wet/dry vacs, 12-volt automotive products, work lights, work gloves, industrial fans and heaters and job site mobile accessories. 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. Licensed categories include small domestic appliances, gardening tools, 12-volt automotive products, safety gear, how-to books, cookware, bakeware and food prep. Dewalt is a 90-year-old brand known for quality, innovation and job site durability, and is the market leader for professional power tools and equipment. Licensed products include wireless alarm systems, professional trade reference books, work site storage, pressure washers, job site safety equipment, footwear, generators and air compressors. Present in over 90,000 doors worldwide, licensed products from Stanley Black & Decker's portfolio of brands can be found in almost every channel of trade including home centers, hardware retailers, industrial and commercial channels, mass, mid-tier and home specialty. In 2017, Stanley will continue to grow its existing licensing program by extending current licensees into new markets and channels of distribution, as well as identifying strategic opportunities for expansion in international territories. Black+Decker will seek extensions into categories such as food prep and electrics for baby, powered pet products and an expansion in outdoor living in order to target the core homeowner consumer. The Dewalt brand will target categories utilized by its existing professional user base, including concrete, metal working and dry wall. Additional initiatives will be focused around the expansion of both Black+Decker and Dewalt battery systems, which are currently being utilized across a number of licensed products to offer a more expansive range of merchandise within each platform. The company also bought the Craftsman brand from Sears Holdings in January.

42 TWENTIETH CENTURY FOX CONSUMER PRODUCTS

\$1.5B (NASDAQ: FOX)

JIM FIELDING, PRESIDENT OF CONSUMER PRODUCTS AND INNOVATION, +1.310.369.1000

WWW.FOXCONSUMERPRODUCTS.COM

Fox Consumer Products continued to thrive with a portfolio of top properties including: "The Simpsons," the longest-running scripted show in history, seen in 180 countries worldwide with merchandise available in each; "Empire," now in its third season, the show is broadcast television's No. 1 drama; "Bob's Burgers," recently celebrating 100 episodes; "American Horror Story," renewed for three more seasons, has garnered 200+ award nominations; "Family Guy," the second-youngest-skewing show on broadcast television, watched by 10 million viewers with 50 million Facebook fans; *Alien*, one of the most enduring horror/sci-fi/action franchises of all time; and *Ice Age*, the No. 1 international animated franchise of all-time. At retail in 2016, "Bob's Burgers" continued to rise with release of the best-selling "The Bob's Burgers" *Burger Book*, as well as an in-store promotion with BoxLunch and Hot Topic, and new product from Funko. To celebrate the *Alien* franchise, FCP launched Alien Day 2016 with nearly two dozen partners including Reebok, NECA, Funko, Dark Horse Comics and more. Alien Day and its licensees will return this year in anticipation of Ridley Scott's *Alien: Covenant*. "The Simpsons" continued to take center stage across the globe as FCP and Her-Chain opened the first brick-and-mortar stores for the brand, the first of which was in Taikooli Sanlitun, Beijing. The licensing program around "Empire" expanded with collections with Torrid and G By Guess. Finally, the summer 2016 release of *Ice Age: Collision Course* was complemented by an unprecedented 10,000 store DTR promotion with Lidl across Europe. Looking ahead to 2017, on the film side, 20th Century Fox will have a number of high-profile releases including the latest installments in the *Planet of the Apes* and *Alien* franchises, as well as *Ferdinand* from Blue Sky Studios, based on the beloved children's book. On the catalog side, properties like the films of Marilyn Monroe continue to receive a warm reception from global. For TV, 2017 marks the 20th anniversary of "Buffy the Vampire Slayer," and FCP is planning a yearlong celebration with unique product releases and CP activations. Additionally, FCP will leverage the success of "Bob's Burgers" at specialty to drive new retail activations and expand distribution to mid-tier and mass channels. And of course, "The Simpsons" global licensing expansion will continue to play a key role for the division.



43 PGA TOUR

\$1.42B (PRIVATE)

LANCE STOVER, SENIOR VICE PRESIDENT, LICENSING AND NEW VENTURES; MATT IOFREDO, SENIOR DIRECTOR, LICENSING AND NEW VENTURES; +1.904.273.3269

WWW.PGATOUR.COM

PGA Tour continues to grow its brand portfolio and has positioned itself as a top-of-mind golf and affinity lifestyle brand. The organization's current trademarks include the primary PGA Tour mark, PGA Tour Champions, Web.com Tour, professional tours in Canada and Latin America, The Players Championship, The Presidents Cup, FedExCup and other co-sanctioned and third-party operated PGA Tour and PGA Tour Champions event marks. In early 2016, the organization appointed Fermata Partners, a division of CAA Sports as its exclusive trademark licensing representative. Looking forward, Fermata will continue to work to expand the PGA Tour's retail licensing business and the scope of its brand presence within the consumer marketplace worldwide.

44 ENTERTAINMENT ONE

\$1.3B (LON: ETO)

ANDREW CARLEY, HEAD OF GLOBAL LICENSING; KATIE ROLLINGS, HEAD OF U.K. LICENSING; AMI DIECKMAN, HEAD OF INTERNATIONAL LICENSING; JOAN GRASSO, VICE PRESIDENT, LICENSING, NORTH AMERICA; TRISH PADOIN, GENERAL MANAGER, AUSTRALIA; REBECCA HARVEY, HEAD OF GLOBAL MARKETING, +44.02.03.691.8600

WWW.ENTERTAINMENTONE.COM

Top licensed properties in 2016 for eOne included “Peppa Pig,” “Ben and Holly’s Little Kingdom” and “PJ Masks.” “Peppa Pig” currently boasts 800 licensees and merchandise programs in 60 markets. In the U.S., “Peppa Pig” enjoyed wide distribution across mass market retail and 20 new licensees. Retailers including Walmart, Kohl’s and Target drove growth, aided by new retail channels Macy’s, Wholesale Clubs and the Value Channel. The “Peppa” stage show generated more than \$10 million in ticket sales



and sold over \$2 million of merchandise. “Peppa Pig” merchandise also debuted in Korea and India via online retail with a national showcase in Hamleys. “Peppa Pig’s” popularity also grew quickly in mainland China with strong product sell-through on publishing, confectionary and plush. Globally, brand awareness was heightened by a focus on

enhanced edutainment and ticketed events, including a theme park presence in the U.K. and Italy and large-scale brand experiences such as BR Malls’ retail activity in Brazil. “PJ Masks” merchandise made its global debut in the U.S. from fall 2016 via an exclusive with Toys ‘R’ Us. 2017 will see the onward expansion of “Peppa Pig” in China, India, South America, Russia and the U.S. In Australia and the U.K., “Peppa’s” huge fanbases will be treated to a big screen theatrical outing when *Peppa Pig My First Cinema Experience (Peppa’s Australian Holiday)* opens in cinemas nationwide in March and April, respectively. Following the tremendous success of the “PJ Masks” consumer products launch in the U.S., where the hero playset sold out completely at Christmas 2016, international territories will begin to roll out Just Play’s master toy line throughout 2017. In the U.S. toys are launched at mass market retail from January 2017 and publishing, apparel, sleepwear and stationery will launch in holiday 2017. The second phase rollout of the “PJ Masks” U.S. licensing program will see homewares, back-to-school, HBA and confectionary at holiday 2017, CPG organic snacks in March 2017, sporting/wheeled goods from Fall 2017, a party program from spring 2017 and seasonal toys from summer 2017.

45 NATIONAL HOCKEY LEAGUE

\$1.3B (E) (PRIVATE)

DAVE MCCARTHY, VICE PRESIDENT, CONSUMER PRODUCTS LICENSING, +1.212.789.2166

WWW.NHL.COM

The NHL consists of 30 member clubs with players from more than 20 countries. Last year, the NHL partnered with Adidas to create uniforms for the World Cup of Hockey and Lagardere Sports to handle sponsorship sales. In addition, last October, the NHL announced a 16-year partnership with Fanatics for official replica jerseys, as well as on-ice Stanley Cup merchandise.

46 SESAME WORKSHOP

\$1.3B (NON-PROFIT)

SCOTT CHAMBERS, SENIOR VICE PRESIDENT AND GENERAL MANAGER, NORTH AMERICA MEDIA AND LICENSING, +1.212.875.6782

WWW.SESAMEWORKSHOP.ORG

In 2016, “Sesame Street’s” best-selling book, *The Monster at the End of This Book*, celebrated its 45th anniversary with a Tweetstorm that generated more than 5 million impressions, and a collaboration with graphic novelist and U.S. Ambassador for Children’s Literature Gene Luen Yang. “Sesame Street” also premiered fashion collaborations with Puma and extended lines at H&M for infant and kids. Nagoya’s Sunshine Sakae mall featured a “Sesame Street”-themed café, concession stands, a Christmas tree and a Ferris wheel; a “Sesame” pop-up store debuted at Tokyo Station, coinciding with the launch of a dedicated online “Sesame Street” store; interactive “Sesame Street” exhibits were in Shanghai and Beijing malls; and Love2Learn Elmo from Hasbro debuted and was supported with activity at mass retailers including Target and Kmart. “Sesame Street” renewed long-term partnerships with P&G and Hain Celestial, and strengthened its existing partnership with Party City via new DTR categories. In 2017, “Sesame Street” and HBO, in partnership with local public television stations, will launch the “Sesame Street: K is for Kindness” tour in support of the show’s 47th season. Sesame Workshop has also teamed up with Feld Entertainment to develop new touring live shows that will launch in October 2017. Hasbro will bring back Tickle Me Elmo, and fans will also see products from new toy licensees around the world. “Sesame Street” and WowWee are introducing an Elmoji pre-coding, app-enabled toy. Beyond “Sesame Street,” Sesame Workshop is building its development slate with a new series called “Esme and Roy,” a co-venture with Corus Entertainment, that will air on HBO in 2018.



47 SUNKIST GROWERS

\$1.3B (PRIVATE) (AGRICULTURAL COOPERATIVE)

MARK MADDEN, VICE PRESIDENT, MARKETING AND GLOBAL LICENSING, +1.661.290.8767

WWW.SUNKIST.COM

Sunkist has over 50 licensees in approximately 80 countries worldwide with more than 700 SKUs. Categories include juice, juice drinks, soda, tea, water, snacks, nuts, confectionery, ice cream, vitamins and supplements and more. Top partners in 2016 included Dr Pepper Snapple Group, Nestlé, General Mills, LGH&H Korea, A.S. Watson Hong Kong and China, Morinaga Milk Japan, Future Group India, Cadbury Schweppes Australia, Jelly Belly, RFM Philippines, Country House Taiwan, Heritage Snack & Foods Thailand and Interamericas Brazil.

48 U.S. POLO ASSN.

\$1.3B (PRIVATE)

MOLLY ROBBINS, VICE PRESIDENT, GLOBAL LICENSING, +1.561.530.5747

WWW.USPOLOASSNGLOBAL.COM

U.S. Polo Assn. has been the American governing body for the sport since 1890. USPA Global Licensing manages the Association's licensing program in more than 135 countries with a mission to create a long-term source of revenue to promote the sport and educate fans. The USPA brand is licensed worldwide with a focus on apparel for men, women and children, footwear, watches, as well as fashion accessories, jewelry and luggage. The USPA also has 829 mono-brand stores worldwide. Key regions for the USPA brand are the U.S., India, Latin America and the Middle East. In 2017, the USPA will continue to drive its mono-brand retail program as well as wholesale with key accounts. The licensing division also plans to grow its strategic partnerships in key segments including women's, kids, bags and luggage.



49 WWE

\$1.27B (NYSE: WWE)

CASEY COLLINS, EXECUTIVE VICE PRESIDENT, CONSUMER PRODUCTS, +1.203.406.3652

WWW.WWE.COM

WWE owns the likeness rights to more than 100 superstars including The Rock, John Cena, Undertaker, Ultimate Warrior and Stone Cold Steve Austin. In 2016, the organization had the No. 1 best-selling action figure in the U.S., according to NPD. WWE continued to have a strong presence in Walmart, Target and other retailers, and increased its presence at Toys 'R' Us. The organization signed a new DTR agreement with Transworld, expanding into candy and consumables such as Booty O's Cereal. Cross-category promotions on Amazon around WWE's two largest events, "WrestleMania" and "Summerslam," also delivered significant sales growth. In 2017, Mattel is launching new product including: the Elite Authentic Scale Ring with exclusive Goldberg figure, new retro figures, and Tough Talker action figures and playset. WWE Home Video will release 24 new titles, including five exclusive Steelbooks and five double feature Pay-Per-Views featuring both the "Raw" and "SmackDown Live" rosters for the first time. In Q4 2017, WWE will release the video game "WWE 2K18." In January 2017, WWE successfully launched the new mobile game "WWE Champions," which subsequently took the No. 1 spot in 54 countries. Also in January, WWE launched a new comic book series with Boom! Studios, which will publish monthly comics with a 20-page feature story, as well as multiple back-up stories based on WWE storylines. Boom! will also publish specials timed around WWE's tentpole events, beginning with "WrestleMania 33."



50 THE COCA-COLA COMPANY

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

KATE DWYER, GROUP DIRECTOR WORLDWIDE LICENSING, +1.404.676.2121

WWW.COCA-COLA.COM

The Coca-Cola Company continues to emphasize its one-brand strategy. In 2016, Coca-Cola partnered with Disney Springs to open a retail store in Orlando, Fla., that features branded merchandise and a rooftop beverage bar.

51 MARGARITAVILLE ENTERPRISES

\$1B (E) (PRIVATE)

DAN LEONARD, PRESIDENT AND CHIEF OPERATING OFFICER, +1.407.224.3213

WWW.MARGARITAVILLE.COM

This lifestyle brand inspired by Jimmy Buffet recently announced a new partnership with Minto Communities to develop active retirement communities throughout the U.S. The first location, to be called Latitude Margaritaville, will be in Daytona Beach, Fla.

52 NASCAR

\$1B (E) (PRIVATE)

BLAKE DAVIDSON, VICE PRESIDENT OF LICENSING AND CONSUMER PRODUCTS, +1.386.310.5000

WWW.NASCAR.COM

In 2016, Warner Brothers and Hendrick Motorsports brought *Batman v. Superman* to life when Dale Jr and Jimmie Johnson portrayed the roles of Batman and Superman with themed paint schemes and corresponding merchandise, as well as retail integrations. NASCAR and Nickelodeon extended their multi-year collaborations with "Teenage Mutant Ninja Turtles" and "SpongeBob SquarePants," and Darlington Raceway was host to NASCAR's second annual throwback race. Themed around the 1970s, the event featured specialty paint schemes and an extensive product line. Key retail wins included a special side-kick program at Walmart, and an hour-long special on TV retailer Evine. Jimmie Johnson's record-tying seventh championship win created the largest championship hot market in the history of NASCAR. The Fanatics Trackside Superstore also celebrated its one-year anniversary in 2016. Lucky Brand teamed with NASCAR for vintage t-shirts and Lionel Racing's rights were expanded to include mass retail with the new NASCAR Authentics line. The initial line includes 1:64-scale die-cast cars with value-added items and 1:64-scale haulers. For 2017, Monster Energy's season as the premiere series sponsor will mean new product. Additionally, 2017 this will be the seventh season NASCAR has sanctioned the NASCAR Peak Antifreeze Series powered by iRacing, making it the first league to enter into eSports. The organization also expects continued success with its video game partnerships. DMR has announced its 2017 team update for "NASCAR Heat Evolution" and EA Mobile's "Real Racing 3" will return to celebrate the Daytona 500.

53 MOOSE TOYS

\$1B (PRIVATE)

NICOLE HARDIMAN, SENIOR LICENSING MANAGER, +61.03.9579.7377

WWW.MOOSETOYS.COM

Shopkins and Shoppies were the premiere licensed properties for Moose Toys in 2016. The Shopkins brand launched in 2015 and by the back-to-school season of 2016 the licensing program was in full swing. In the U.S. and Canadian markets, more than 75 licensees sold Shopkins-licensed merchandise at Walmart, Target, Toys 'R' Us, Kohl's, Amazon, Claire's, Kmart, Sears and more. Shopkins finished 2016 as the No. 1 girls' brand in the U.S. in the toys, apparel, accessories, seasonal, party, home and stationery categories. The first-ever *Shopkins* movie, featuring the Shoppies, was released through Universal Home Entertainment in October 2016 and became the No. 1 family DTV release in the U.S. On the heels of Shopkins' licensing success, the Shoppies licensing program was launched in October 2016 with a national retail partnership in the U.S. market. Shoppies licensed products were also a success with a sell-through on par with Shopkins in some cases. Moose worked with key retailers to ensure each had exclusive assets, for example, Walmart successfully launched the Shoppies' licensing program exclusively in soft line categories, while Target launched the coveted, limited edition Shopkins characters in apparel and accessories exclusively. New licensees such as Kellogg's came on board, bringing the Shopkins brand into new categories as well. Promotional partnerships, such as with McDonald's, also expanded the brand's reach. The licensing strategy for Shopkins has been not to over-saturate the market and to keep the brand aspirational for older girls. After three years of toy market dominance, Shopkins has successfully transitioned from the collectible category to a lifestyle brand, now driven by a multi-tiered entertainment strategy including DVDs, music releases, television, webisodes, mobile apps and a live show traveling to 70 cities starting this September. In 2017, Shopkins will extend into vehicle play with Cutie Cars, and Shoppies will launch 30 new dolls. Season seven of the Shopkins core toys has already launched with 140 new characters to collect, and season eight will feature more than 200 characters. The Happy Places licensing program will launch in 2017 with a national retail partnership. Other licensing activities will include a major QSR promotion, two more DVDs and new halo licensing partnerships launching at retail in fall 2017.



55 PIERRE CARDIN

\$1B (E) (PRIVATE)

PIERRE CARDIN, FOUNDER, +33.1.40.06.00.68

WWW.PIERRECARDIN.COM

Pierre Cardin has been a leader in extending its luxury brand worldwide and reportedly has more than 900 licensees in 140 countries, according to a recent published report.

56 DR. SEUSS ENTERPRISES

\$950M (PRIVATE)

SUSAN BRANDT, PRESIDENT, +1.858.459.9744

WWW.SEUSSVILLE.COM

Top licensed properties in 2016 included *The Cat in the Hat*, *Oh, the Places You'll Go!*, *How the Grinch Stole Christmas!*, *What Pet Should I Get?*, *Green Eggs and Ham*, *One Fish Two Fish Red Fish Blue Fish*, *Fox in Socks* and *Horton Hears a Who!*. Key retail programs for year included Hats Off to Reading and Grinchmas at Target, Walmart, Amazon, Barnes & Noble and Books-A-Million, many of which also featured additional Hats Off to Reading campaigns featuring *Cat in the Hat* for President and *Oh, the Places You'll Go!* J.C. Penney, Kohl's and Bed Bath & Beyond also featured Grinchmas. In 2017, campaigns will include Hats Off to Reading/Dr. Seuss's birthday, an *Oh, the Places You'll Go!* graduation program, a *Horton Dare to Care* kindness program, *Grinchmas*, and a *Grow Your Heart 3 Sizes* campaign.

54 PERRY ELLIS INTERNATIONAL

\$1B (NASDAQ: PERY)

STANLEY SILVERSTEIN, PRESIDENT, INTERNATIONAL DEVELOPMENT AND GLOBAL LICENSING, +1.212.536.5424; PAMELA FIELDS, VICE PRESIDENT, INTERNATIONAL DEVELOPMENT AND LICENSING, +1.212.536.5602

WWW.PERY.COM

Perry Ellis International has more than 160 license agreements covering over 100 territories across numerous product categories including footwear, men's suits, sportswear, dress shirts, tailored clothing, neckwear, men's and women's underwear and loungewear, men's and women's outerwear, activewear, eyewear, fragrances, jewelry, hosiery, cold weather and fashion accessories and soft home goods. The company is actively working to expand and optimize its Perry Ellis and Original Penguin brands in international markets and is pursuing additional opportunities for its men's brands including Farah, Gotcha, Cubavera, Savane, Manhattan, John Henry, Ben Hogan and Grand Slam, as well as its women's brands Laundry by Shelli Segal, Rafaella and Jantzen.



57 SABAN BRANDS

\$900M (PRIVATE)

MARCY GEORGE, VICE PRESIDENT, DOMESTIC CONSUMER PRODUCTS,
+1.310.557.5230

WWW.SABANBRANDS.COM

In 2016, “Power Rangers Dino Super Charge,” the 23rd season of the franchise, made history by uniting 10 Rangers for the first time and with that, continued to partner with key licensees to deliver a robust range of consumer products. The brand’s first-ever feature film arrived in March 2017. The 2016 premiere of “Cirque du Soleil Junior–Luna Petunia,” a Netflix original series, will be followed by a fall 2017 launch of preschool toys in partnership with Funrise Toy Corporation. Artist and designer Paul Frank was named director of creative development of the Saban-owned Paul Frank Industries, bringing authenticity back to the brand. Mambo’s success with mass retail partner Big W delivered growth in kids, footwear and hard goods and secured new licensees. Piping Hot continues its long-running DTR deal with Target Australia, extending to 2021 as the retailer’s surf lifestyle brand. Both Mambo and Piping Hot are also exploring opportunities for global expansion. Key partners for the “Power Rangers” brand in 2016 included Bandai, Mattel, Funko, Bioworld, Franco Manufacturing, AME/GBG and Boom!



Studios alongside retail partners such as Walmart, Target and Toys ‘R’ Us. The brand also launched innovative fashion and retail partnerships landing in Kith, Bergdorf Goodman, Selfridges, Colette and more. “Power Rangers” also capitalized on growing interest in its 2017 feature film with expansion into new areas, including home, girl’s apparel, sleepwear and accessories. Paul Frank continued to see U.S. and international growth in Asia and will launch several innovative, new collaborations in 2017. In January 2017, “Power Rangers Ninja Steel,” the 24th season of the franchise, premiered. Saban Brands will continue to roll out initiatives that deliver a cross-

section of retro and core Power Rangers products in partnership with 150-plus licensees. With the feature film release, the franchise has been reimagined and will launch products across a diverse range of categories. Notable first products for Power Rangers includes a girls’ sportswear program with Mad Engine (exclusively at Target) and in partnership with nWay and Lionsgate, “Power Rangers: Legacy Wars,” the first video game to feature Rangers from the feature film. Paul Frank will continue to build offerings for its iconic characters. A Paul Frank collaboration with stylist and designer Rachel Zoe will launch in spring 2017, followed by several other high-profile partnerships. Saban Brands and Cirque du Soleil Media, with master toy licensee Funrise Toy Corporation, will launch a full range of preschool toys that will hit the U.S. market in fall 2017, followed by a global rollout. Across all of Saban Brands’ lifestyle portfolio, the company has continued plans for global expansion.

58 FOCUS BRANDS

\$801.5M (PRIVATE)

DAVID MIKITA, SENIOR VICE PRESIDENT, LICENSING AND BRAND DEVELOPMENT,
+1.404.255.3250

WWW.FOCUSBRANDS.COM

Focus Brands is a franchisor, operator and licensor of more than 5,000 ice cream shops, bakeries, restaurants and cafés in the U.S., Puerto Rico and 60 foreign countries under the brand names Carvel, Cinnabon, Schlotzky’s, Moe’s Southwest Grill, Auntie Anne’s and McAlister’s Deli, as well as Seattle’s Best Coffee on certain military bases and in certain international markets. Top partnerships in 2016 included Rich Products, General Mills, Keurig Green Mountain, WhiteWave Foods, CSM Bakeries, Kellogg’s, Taco Bell and Sonic. 2017 will see the launch of Moe’s-branded products in frozen and refrigerated food retail, expansion of Cinnabon and Auntie Anne’s product in the in-store bakery and frozen section of grocery, along with expansion of branded food service products into convenience and fuel, education and the hospitality food retail channel.

59 THE LEGO GROUP

\$800M (E) (PRIVATE)

JØRGEN VIG KNUDSTORP, CHAIRMAN; BALI PADDA, CHIEF EXECUTIVE OFFICER,
+45.79.50.60.70

WWW.LEGO.COM

The Kirk Kristiansen family, owners of the LEGO brand, recently established a new division for the company known as the LEGO Brand Group. The new group will facilitate all LEGO brand-related activities, including the LEGO Group and LEGO Education, as well as how the brand is being expressed by entities such as the LEGO Foundation and in Legoland attractions. In addition, LEGO Brand Group will also act to protect and develop the LEGO brand. A recent new product line added to its portfolio was the LEGO Batman line, based on the movie in partnership with Warner Bros. In addition, the portfolio includes collaborations with *Star Wars*, *Frozen*, Disney Princess, Marvel and DC Comics, as well as LEGO Junior, *The LEGO Movie*, Mixels, LEGO Classic, LEGO City, LEGO Duplo, LEGO Legends of Chima and more.

60 DHX BRANDS

\$700M (NASDAQ: DHXM; TSX: DHX.A, DHX.B)

TOM ROE, COMMERCIAL DIRECTOR, +44.02.08.563.6400

WWW.DHXMEDIA.COM

Now in its third year, DHX Brands, the dedicated brand management and consumer products arm of DHX Media, has gone from strength to strength and has supported some of the most successful and recognizable properties in the market. With the new, refreshed series back on CBeebies from the end of 2015, “Teletubbies” enjoyed a phenomenal response from fans old and new, and CBeebies has commissioned an additional 60 episodes. Following the January 2016 launch of the “Teletubbies” toy range from master toy licensee Character Options, the licensing program built steadily throughout the year. Key retail partners included Shop Direct, Mothercare, Boots and Argos, with “Teletubbies” perfectly filling the “my first character” offer with a



strong product range for the youngest end of the preschool market. The year-end saw more than 85 licensees on board internationally, TV sales in 30 markets, multiple product awards and a consistent No. 1 place in the NPD new preschool toy property chart throughout 2016. “In the Night Garden” retained its spot as the No. 1 show on children’s channels

for households with children under age 3, and ranked at No. 4 in the top five preschool toy properties. The brand also had a fantastic year at retail, with multiple awards for master toy licensee Golden Bear’s range of plush and plastics, and the continuing popularity of its ride at CBeebiesLand at Alton Towers. Argos, Toys ‘R’ Us and Smyths continued to be strong retail partners. Meanwhile, “Twirlywoos” is in the top five shows across all U.K. kids’ channels, and CBeebies has commissioned 50 additional episodes. The brand was featured in a number of retail promotions during the year including at Mothercare/ELC. 2017 will see significant international expansion across the entire DHX portfolio. The “Teletubbies” product line will launch in many major markets including Germany, Japan, China and in LatAm, and in the U.S., where toys will hit in spring 2017. 2017 will also mark the 20th anniversary of “Teletubbies,” with marketing initiatives throughout the year. The touring theatrical show will kick off in the U.K. in the fall and then head to the U.S. “In the Night Garden” will celebrate its 10th anniversary, with a year full of marketing campaigns and special partnerships. The touring theater show will enter its eighth consecutive season, hotel rooms will open at Alton Towers and a baby range will launch in the spring. The appointment of Candy Ho as development director for Asia, based in Hong Kong, strengthens DHX Brands’ commercial activity in that region, as the new “Teletubbies” launches in China. Thanks to the rich pipeline of properties in production at parent company DHX Media, a diverse slate of exciting and surprising new brands will also be presented in 2017.

61 TECHNICOLOR

\$680M (PAR: TCH.PA)

CLAIRE VILLENEUVE, HEAD OF TRADEMARK LICENSING, +33.01.41.86.50.00

WWW.TECHNICOLOR.COM

Technicolor serves the communication, media and entertainment industries with key licensing brands being Thomson and RCA. Main categories for Thomson are TVs, large and small appliances, tablets, audio/video, set-top boxes, phones and accessories. RCA main categories are TVs, tablets, smartphones, laptops and home phones. 2017 will be focused on the development of smart ecosystems.

62 MOOMIN

\$678M (PRIVATE)

GUSTAV MELIN, GLOBAL LICENSING DIRECTOR, BULLS LICENSING (LICENSING AGENT); ROLEFF KRÅKSTRÖM, MANAGING DIRECTOR, MOOMIN CHARACTERS; +358.92311.3200

WWW.MOOMIN.COM

The Moomin brand continues to grow and expand with more than 600 licensees worldwide. In the U.K., a Moomin exhibition opened in December 2016, and a Tove Jansson retrospective will open in October 2017. The company is also developing a new Moomin animation for television, planned for spring of 2019.

63 ROVIO ENTERTAINMENT

\$641.4M (PRIVATE)

ALEX LAMBEEK, CHIEF COMMERCIAL OFFICER, +358.040.667.19.84

WWW.ROVIO.COM, WWW.ANGRYBIRDS.COM

2016 was the year of the *Angry Birds Movie*, which was the most internationally successful Finnish film of all time. Rovio had an extensive CP program that went hand-in-hand with the film, which brought the familiar characters from the app to life. Rovio also partnered with multiple international and global brands to promote the movie: Angry Birds characters auditioned for “American Idol” and “The Bachelorette” and even showed up to the movies with AMC Theatres and Cinemark. The CP program was one of the most ambitious Rovio ever took on. The program featured Spin Master as master toy, top retail partners such as Walmart, Toys ‘R’ Us, Amazon and T-Mall in China, a vast roster of licensees such as LEGO, and augmented reality, enhanced campaigns with McDonald’s, H&M and Pez. For 2017, Rovio will look to continue to drive growth. Hatchlings emerged as a surprise favorite from the movie program, so that brand will be supported with a new animation series, “Angry Birds Blues.” The core “Angry Birds” brand will be supported with short-form animation, new material in Piggy animations and expanded free TV distribution of existing content.



64 ENDEMOL SHINE GROUP

\$610M (E) (PRIVATE)

TAMAYA PETTEWAY, SENIOR VICE PRESIDENT, BRAND AND LICENSING PARTNERSHIPS; KELLY C. HILL, VICE PRESIDENT, LICENSING PARTNERSHIPS; +1.323.790.8285.

WWW.ENDEMOL.COM

Endemol Shine Group's key properties include the "MasterChef" franchise, "The Biggest Loser," "Simon's Cat," "Fear Factor," "Kingdom," "Big Brother," "Superhuman," "Hunted," "Deal or No Deal" and "Wipeout."

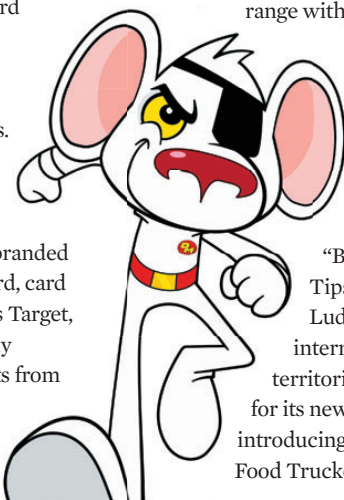
66 FREMANTLEMEDIA

\$600M (PRIVATE)

ANDREA BRENT, SENIOR VICE PRESIDENT OF LICENSING AND FRANCHISE MANAGEMENT, U.S.; RICK GLANKLER, PRESIDENT AND GENERAL MANAGER, FREMANTLEMEDIA KIDS, +1.818.748.1100

WWW.FREMANTLEMEDIA.COM

In 2016, FremantleMedia continued to build its game show portfolio. The extensive program surrounding "Family Feud" included board games from Endless Games, card games from Cardinal and handheld electronic games from The Bridge Direct. The "Family Feud" board game in Australia sold over 200,000 units at Kmart, Toys 'R' Us and independent game/toy stores. In New Zealand, the game launched in The Warehouse, NZ's leading retailer, and sold out prior to Christmas. The U.S. and Australia also launched the "Family Feud" Disney Edition board game, with Australia having a global first, co-branded episode on Channel Ten. Across the U.S., "Family Feud" board, card and electronic handheld games were sold in retailers such as Target, Walmart, Kmart, Kohl's and Bed Bath & Beyond. The "Family Feud" program also includes slots from AGS, lottery products from Scientific Games and mobile games from Ludia. "The Price Is Right," "Let's Make A Deal," "Celebrity Name Game," "Match Game" and "Password" also have a range of



licensed products across board games, card games and the gaming and lottery categories. The iconic "Baywatch" brand retro program also launched in 2016, across apparel, slots and novelty products, including an apparel program at Forever 21 and Halloween costumes at Spirit Halloween. Leading product lines for the FremantleMedia Kids and Family division were the "Kate & Mim-Mim" plush, which launched at key retailers including Target, Meyer and Kmart in the U.S. and at Argos, Smyths, Toys 'R' Us, Tesco online, The Entertainer, Amazon, Debenhams and Shop Direct in the U.K. Another top FMK licensing programs was that for "Danger Mouse," which launched across toy, publishing, DVD and apparel in the U.K. and Australia. FMK partnered with U.K. retailers Smyths, The Entertainer and Toys 'R' Us to launch the toy range with giveaways, competitions and character appearances. "American

Gods," scheduled to premiere on Starz in April 2017, is the latest brand to join FremantleMedia's portfolio. Fremantle is planning a robust program for the new brand including a behind-the-scenes hardcover book by Chronicle and collectibles from Dark Horse. FremantleMedia North America has also signed a deal with Jukin Media surrounding their top brands, "The Pet Collective," "Poke My Heart," "Fail Army" and "People Are Awesome." The "Baywatch" program will also expand in 2017 with apparel from Topsy Elves, stylized figures from Funko and a casual casino game from Ludia. As "Kate & Mim-Mim" and "Danger Mouse" continue to roll out internationally, FMK is seeking additional international licensees in key territories and is also in the early stages of appointing a master toy partner for its new STEAM-based preschool series, "Bitz and Bob." FMK will also be introducing licensees to its mouth-watering new property, "Tasty Tales of the Food Truckers," a new animated co-production with Shellhut Entertainment.

67 POLAROID

\$600M (PRIVATE)

SCOTT HARDY, PRESIDENT AND CHIEF EXECUTIVE OFFICER, +1.952.641.1020

WWW.POLAROID.COM

Polaroid is one of the most trusted and recognizable brands in the world with a rich

80-year history that began with Polaroid instant cameras and film. The company's range of products includes instant print cameras, action sports cameras, smartphones, flat-screen TVs and emerging technologies. Polaroid products are sold in 110,000 retail doors in over 100 countries. As Polaroid expands both its portfolio and influence across the globe, it always comes back to its core values—sharing, ease-of-use, exceptional value and fun.

68 DFB-WIRTSCHAFTSDIENSTE

\$560M (PRIVATE) (SUBSIDIARY OF THE GERMAN FOOTBALL ASSOCIATION)

HOLGER MARK, HEAD OF MERCHANDISING AND LICENSING, +69.67.88.475

The German national team is the premium brand of the German Football Association (DFB).



69 HGTV HOME

\$510M (NYSE: SNI)

RON FEINBAUM, SENIOR VICE PRESIDENT AND GENERAL MANAGER, CONSUMER PRODUCTS AND HOME PROMOTIONS, SCRIPPS NETWORKS, +1.865.560.4804

WWW.HGTV.COM

HGTV Home licensed products include paint, wallpaper and accessories, custom upholstery furniture, outdoor living, plants and decorative fabric. In 2016, the program included HGTV Home by Sherwin-Williams, HGTV Home Design Studio at Bassett, HGTV Home Outdoor Living with HSN and an HGTV Home plant collection. 2016 marked a year of organic growth for the brand. Partners launched new products, introduced trend-right designs and expanded distribution. HGTV identified new business growth avenues through Scripps Networks' top-tier, tentpole promotions. HGTV Home had a strong physical retail presence in 2016, largely driven by a few notable retail partners: Sherwin-Williams, Lowe's, Bassett Furniture, HSN and Jo-Ann Fabric and Craft Stores. HGTV Home by Sherwin-Williams stores initially launched at 3,000 Sherwin-Williams and then expanded to Lowe's in 2015. In 2016, Sherwin experienced impressive sales volume at corporate stores and increased sales at Lowe's. HGTV Home wallpaper collections continued to outperform expectations in 2016, leading to the development of four new books. HGTV Home also introduced the most premium paint available at Lowe's stores. HGTV Home Design Studio continued to increase visibility with the introduction of accent wood products with five finishes. Fresh finishes and interchangeable, custom upholstery options provided Bassett with exponential growth in 2016. The HGTV Home Outdoor Living program with HSN reaches 95 million viewers via multiple platforms. The utilization of HGTV talent on HSN's commerce channels strengthened the brand in 2016. Finally, the HGTV Home plant collection outperformed test expectations at Home Depot Canada. The HGTV Home program will undergo continued expansion in 2017 with plans to enhance product assortments and increase distribution. The HGTV Home marketing plan will leverage on-air promotional support as well as product integration on HGTV and DIY with participation in the networks' sweepstakes. HGTV will also leverage print via brand mentions and cross-partner ad placements in *HGTV* magazine.

70 A+E NETWORKS

\$500M (PRIVATE)

JILL TULLY, VICE PRESIDENT, A+E NETWORKS BRAND LICENSING, +1.212.210.14000

WWW.AENETWORKS.COM

The A+E Networks portfolio includes History, Lifetime, A+E and FYI. The organization's branded products are designed to give viewers a 360-experience, extending their relationship with the shows and characters they love. Extensions include packaged media, gaming and gambling as well as the recently launched live tours and experiential events business, which encompasses conventions, branded travel and touring event exhibitions. In addition to the core licensing program for the History brand, top properties also included the latest series' from History, "Knightfall" and "Six," plus evergreens such as "Ancient Aliens" and "Duck Dynasty," and popular favorites "The Curse of Oak Island," "Bring It!," "American Pickers," "Pawn Stars" and "The Rap Game." Building off the success of last year's hit summer tour, "Bring It! Live" and the first-ever fan-event, "Alien Con," inspired by "Ancient Aliens," A+E Networks will further expand its live events and experiential business in 2017, most recently announcing the return of "Bring It! Live" for a 2017 summer tour.



71 STUDIO 100 GROUP

\$500M (PRIVATE)

CHRISTOPHE DREVET, INTERNATIONAL CONSUMER PRODUCT DIRECTOR, +32.03.877.60.35

WWW.STUDIO100.TV, WWW.STUDIO100.COM

2016 saw double celebrations for the 20th anniversary and 40th birthday of Studio 100's evergreen animation "Maya the Bee," which continues to lead Studio 100's international licensing portfolio. Brand awareness grew in 2016 as a result of the global launch of its first CGI animation movie. Maya will be returning to the big screen in 2018 for the global launch of *Maya the Bee Movie 2*. Maya also has a strong presence in the Maya Land areas of the Plopsa theme parks, owned by Studio 100, in Belgium and Germany. Preschool brand "Heidi" was a top-ranking TV show all over the world, and "K3" continues to be a phenomenon in Benelux. The new "K3" band was selected on a TV reality show ("In search of K3") that broke ratings records across Benelux. Studio 100 planned 100 shows last year and launched two top-selling albums for the group. Top retail campaigns in 2016 included: A sticker campaign at Lidl Belgium that urged consumers to buy healthy "Maya" products to receive a free "Maya" sticker set; a partnership with Lidl Slovakia to launch 10 "Maya"-themed playgrounds, which the partners plan to add to this year. Key licensing deals included: a signing with Simba Dickie Group for plush in all variants and sizes based on both the TV series and second movie; meanwhile, master toy partner Famosa extended the "Heidi" toy range into the Mexican market after TV success in Europe and LatAm; Famosa also launched their 60-product toy line in Turkey where "Heidi" benefits from strong awareness. In 2017, Studio 100 will launch season two of "Maya the Bee" with new characters and settings. Lidl Slovakia will continue its major loyalty program, and Studio 100 has secured battery maker Varta to launch "Maya the Bee" worldwide. Simba Dickie group and Schleich, will also both develop blue chip premium toys. 2017 will also see the launch of Heidiland, a new attraction in Plopsaland park, and the evergreen brand will be expanded into Turkey, Poland and LatAm. The new series, "Arthur and the Minimoys," based on the children's fantasy novels and directed by Luc Besson, will offer young viewers a mix of comedy and action/adventure. The CGI action series, which is currently in production with EuropaCorp Television will air in 2018. Studio 100 has also secured a majority stake in the German media company m4e, making the company one of the largest European players in children's and family entertainment.



72 IRONMAN

\$500M (PRIVATE)

NATHALIE WOLDERLING BISHMAN, SENIOR DIRECTOR
GLOBAL LICENSING, +1.813.868.5906

**WWW.IRONMAN.COM, WWW.IRONKIDS.COM, S
WWW.IRONGIRL.COM**

Ironman, IronKids and Iron Girl licensed products have been around since the inception of the brands and are distributed across a variety of channels. Top retail partners in 2016 included Ironman.com, Amazon, Walmart, Target, Publix, Meyer, Costco, Sam's Club, CVS, Walgreens and GNC. The Timex | Ironman watch collection and Foster Grant | Ironman sunglass collections continue to be successful licensing programs, along with IronKids gummy vitamins. In 2017, growth will be driven by international expansion, primarily across Latin America as well as in Oceania. New initiatives will launch in the U.S. market, both from a product as well as a distribution perspective.

73 WELCH'S

\$480M (PRIVATE)

GLENN HENDRICKS, HEAD OF GLOBAL LICENSING,
+1.978.371.3708

WWW.WELCHS.COM

Welch's licensed products consist of beverages, spreads, fruit snacks, fresh and frozen fruit, frozen smoothies kits, juice ice bars, licorice, candy canes, jelly beans, trail mix, dried fruit, freeze-dried fruit, concentrate, gelatins, powdered drink mixes, apple chips, frozen novelties and food service condiments. Top licensed products in 2016 included the expansion of Nature's Touch Welch's frozen fruits, Promotion in Motion's Welch's fruit snacks, HFB's trail mix, dried fruit and apple chips, Frankford's candy canes, jelly beans and Cool Tropics 100% Juice Slushies. In 2016, distribution of Welch's licensing program grew with top retailers in the U.S. and Canada including Ahold, A&P, Albertsons, Wakefern, Meijer, Associated Grocers, Kroger, Weis, Walgreen's, Walmart, Winn Dixie, Costco, BJs, Loblaw's, Sobeys, Giant Tiger and convenience stores. Top licensing initiatives that will drive growth for Welch's licensing program in 2017 include new Welch's fruit rolls, baking mixes, extensions of frozen novelties, pudding, fruit cups and ready-to-eat meals, allowing the brand to expand further into food service, convenience and fill white space in grocer, mass and club channels.

74 TELEFUNKEN LICENSES

\$471M (PRIVATE)

CHRISTIAN MAYER, MANAGING DIRECTOR,
+49.69.600.2000

WWW.TELEFUNKEN.COM

Founded in 1903, Telefunken has been synonymous with the art of German engineering in consumer electronics, telecommunication, domestic appliances and innovative products in various other industries. The Telefunken licensing program now comprises more than 30 licensees across 4 continents, and the brand is represented by LMCA in the U.S. and China.

Key licensed product categories include TV, audio, video, smartphones, tablets, security and domestic appliances, among others. Telefunken's licensing partnership with TV manufacturer Vestel Group has resulted in substantial market share in the TV segment in key European markets including Germany and Italy. Top retail partners include almost all leading consumer electronics retailers in Europe, as well as in many other markets of the world including Media Markt, Saturn, Metro Cash&Carry, Real, Conrad, Euronics, Expert, Carrefour and Auchan. In addition to expanding its licensing program in its home market of Europe in 2017, Telefunken will also pursue growth in Asia and Latin America, as well as expand in product categories such as smartphones and domestic appliances.

75 ART BRAND STUDIOS

\$430M (PRIVATE)

Art Brand Studios licenses the artwork of Thomas Kinkade and Thomas Kinkade Studios. Thomas Kinkade's well-known images depict everyday scenery and American landmarks; Thomas Kinkade Studio artists paint in the Thomas Kinkade style. Other artists in the Art Brands Studios roster include Eric Dowdle, whose portfolio includes hundreds of works from his travels to cities and towns, and stars in "Painting the Town with Eric Dowdle," distributed worldwide on the BYUtv network; and Marjolein Bastin, whose artwork portrays the large and small miracles found in the natural world. Art Brand Studios licensed products can be found in more than 16,000 retail locations in the U.S. Art Brand Studios' has partnerships with Disney Consumer Products, Warner Bros. CP, DC Comics, 20th Century Fox, Major League Baseball, NASCAR, Rockefeller Center, Indianapolis Motor Speedway, the Biltmore Estate, Radio City Music Hall and Lionel. In 2017, the group plans to leverage its roster of licensees and art galleries, and will also look to expand its licensing portfolio with new licensees, both domestically and internationally, and the potential representation of new artists.



76 V&A MUSEUM

\$428.9M (PRIVATE)

LAUREN SIZELAND, DIRECTOR, BUSINESS DEVELOPMENT AND LICENSING, +44.20.7942.2981

WWW.VANDALICENSING.COM

The V&A archives of textiles, fashion, wallpaper and jewelry collections are the principal source of inspiration for licensees, and all products are endorsed with authentic historical provenance and V&A branding. Top licensed categories include home furnishings and tabletop, apparel and shoes, jewelry and accessories, stationery and gifts. In 2016, women's apparel retailer Oasis and Clarks Shoes created a number of high-profile campaigns in the U.K., and the Waterstones chain of book stores championed V&A gift ranges. In Asia, V&A jewelry ranges continued to perform well in China and Hong Kong jewelry store Chow Sang Sang, as well as at StoneHenge stores in Korea. In 2017, new launches will include a new range of luxury paint for the U.K. market, a new partnership with India Jane retail, and quilting fabric with Moda in the U.S. The organization will also explore the potential expansion into several new categories in Japan.



77 MAJOR LEAGUE SOCCER

\$420M (PRIVATE)

MARIBETH TOWERS, SENIOR VICE PRESIDENT, CONSUMER PRODUCTS,
+1.212.450.1200

WWW.MLSSOCCER.COM

Key properties include MLS Clubs and players, the U.S. Soccer Federation and the Federation of Mexican Futbol. Target recently became the official partner of MLS in a multi-year deal that includes airtime during MLS broadcasts, in-stadium experiences and player appearances. Target also became an official partner and jersey sponsor of the Minnesota United FC.

78 DIAGEO

\$400M (NYSE: DEO)

SHANE GROGAN, SENIOR LICENSING MANAGER; DECLAN HASSETT, SENIOR LICENSING MANAGER, +1.212.303.1132

WWW.DIAGEO.COM

Key brands include Baileys, Guinness, Johnnie Walker, Captain Morgan, Smirnoff, Bundaberg and Tanqueray.



79 ITV STUDIOS GLOBAL ENTERTAINMENT

\$400M (LSS: UK:ITV)

STEVE GREEN, EXECUTIVE VICE PRESIDENT, KIDS' CONTENT AND DISTRIBUTION;
TRUDI HAYWARD, SENIOR VICE PRESIDENT AND HEAD OF GLOBAL MERCHANDISING; +44.20.7491.1441

WWW.ITVSTUDIOS.COM

ITV Studios Global Entertainment owns the Supermarionation portfolio from Gerry Anderson, including "Thunderbirds," "Captain Scarlet" and "Stingray," as well as the children's action-adventure properties "Thunderbirds Are Go" and "Robozuna," and the new remake of family favorite *Watership Down*. ITVS GE also represents "Poldark," "Victori" and "Coronation Street" in international markets. In addition, ITVS GE acts as a full-service agency for third-party brands including "Super 4," "Oddbods" and "Village People." ITVS GE has the expertise to build an evergreen global franchise, as the firm is one of few licensors that can offer a strong broadcast platform in addition to content production, consumer product management, brand support and distribution.



80 CHURCH & DWIGHT

\$365M (NYSE: CHD)

TAMMY TALERICO-PAYNE, DIRECTOR OF LICENSING,
+1.609.806.1495

WWW.CHURCHDWIGHT.COM



Arm & Hammer, a brand trusted for generations, solves real consumer problems in personal, home, air, pet and fabric care products. The brand's licensing program spans 18 licensees, 20 product categories, more than 500 SKUs and can be found in over 12,000 unique retail doors. In 2016, the LIMA award-winning partnership with Reynolds continued with the re-launch of Hefty Ultra Strong, adding Arm & Hammer across their line of tall kitchen waste bags, as well as large black bags. The product is supported by a marketing campaign featuring superstar John Cena that has generated more than 3 billion brand impressions. Petmate's cat and dog waste management products also found success, with a growing line at Walmart. Arm & Hammer launched automotive air fresheners with Hopkins at Walmart, Advance Auto and Autozone. Ginsey Home Solutions placed odor eliminating hamper balls with Bed, Bath & Beyond and will continue to grow their laundry storage solutions in 2017. Additional Arm & Hammer licensees include: Electrolux for vacuum bags and filters, Munchkin for diapering accessories and Dutch Boy for paint. Also in 2017, Arm & Hammer and OxiClean will continue to grow licensed products into new categories across major retailers. Medline will co-brand their Curad brand with Arm & Hammer for wound care solutions including gauze pads and rolls. Petmate will also expand their cat waste management products with additional SKUs at Walmart in spring 2017.

81 ENERGIZER BRANDS

\$365M (NYSE: ENR)

KATHY SPENCER, MANAGER, ENERGIZER HOLDINGS GLOBAL LICENSING; LINDA MORGENSTERN, VICE PRESIDENT, BEANSTALK (LICENSING AGENT); ENERGIZER:
+1.314.985.1653; BEANSTALK: +1.305.668.7000

WWW.ENERGIZER.COM; WWW.BEANSTALK.COM

Energizer Brands' global licensing program continued to deliver steady growth in 2016 for both the Energizer and Eveready brands with a 46 percent increase in global retail sales since 2014. Thirty years ago, Energizer signed its first strategic licensee for automotive batteries, and since then the company has licensed its brands into hundreds of new products and categories, and the program continues to grow at a rapid rate. In 2016, the company signed several key licenses including partners for lighting and LED pet accessories. Energizer Brands' licensed products are featured across more than 70 retail channels. Key retailers include Target, Walmart, Carrefour, Sam's Club, Costco, Woolworth's, Best Buy, Asda, GameStop, Home Depot, Kroger, Lowe's and QVC. Top licensed products include consumer electronic accessories; photographic and gaming accessories; LED, solar and specialty lighting; generators; inverters; automotive and power products. In 2017, the Energizer and Eveready programs will continue to expand globally, with new deals in LatAm and Asia Pacific driving some of the recent growth. The Energizer brand's indefatigable icon, The Energizer Bunny, was recently updated and will be a focus for additional growth in the coming year.

82 TOMMY BAHAMA

\$360M (PARENT COMPANY: OXFORD INDUSTRIES; NYSE: OXM)

DOUG WOOD, CHIEF EXECUTIVE OFFICER; CHRISANN FURCIATO, SENIOR VICE PRESIDENT, LICENSING, +1.206.622.8688

WWW.TOMMYBAHAMA.COM

Iconic island lifestyle brand Tommy Bahama has an extensive portfolio of products in the apparel and accessories categories as well as home furnishings. Leading licensees include Lexington Home Brands for indoor and outdoor furniture and Parlux for fragrance. Other licensed home products includes rugs, table linens, mattresses, home fabrics, utility bedding and hand-crafted glass and ceramic tile. Branded beach products is also a strong category, and handbags, luggage, small leather goods, loungewear, hosiery, outerwear, kids' swim and watches complete the licensed program. Tommy Bahama also has exclusive partnerships with Maui Jim, MLB, NFL and NCAA. January 2017 saw the launch of the Tommy Bahama Airstream travel trailer and touring coach. The brand's furniture line, which is now available on TommyBahama.com, will continue to drive business, along with the fragrance, which is distributed at Belk, Macy's, Dillard's and Lord & Taylor.



83 C3 ENTERTAINMENT

\$350M (PRIVATE)

ANI KHACHOIAN, EXECUTIVE VICE PRESIDENT, LICENSING, MERCHANDISING AND DISTRIBUTION, +1.818.956.1337

WWW.C3ENTERTAINMENT.COM

Top licensed properties in 2016 included: The Three Stooges, The *Three Little Stooges* movie, Motor Marc Lacourciere, celebrity chef Jason Santos, The Magic of Michael Grandinetti, "The Winter Dance Party," The Big Bopper, Ritchie Valens, Katz About Towne, National Day Calendar and the Rainbow Valley Educational series. In 2017, C3 will build on its current program with more DTR programs; additional retail placements and TV airings for the "Hey Moe! Hey Dad!" documentary, detailing the history of The Three Stooges; and more placements for The Three Stooges arcade games, comic books, mobile games and trading card sets. The *Three Little Stooges* movie, featuring Larry, Moe and Curly as 12-year-old boys filming in 2017, creates new opportunities. Entertainment initiatives for other C3-represented brands also create additional opportunities, including: a biopic for "The Winter Dance Party" based on the legendary 1959 rock-n-roll tour; television specials for The Magic of Michael Grandinetti and a TV series for celebrity chef Jason Santos. New products coming to market for these brands include Jason Santos-branded products from Buzzy Seeds and Vita Foods; and a limited edition collectible Henry Rifle for famed artist Marc Lacourciere. 2017 will also see expanded home entertainment placement at retail for C3's 1,000-plus library titles and placement for the newly acquired Creation Films military library and the Rainbow Valley fire education series.

84 HEARST BRAND DEVELOPMENT

\$350M (PRIVATE)

GLEN ELLEN BROWN, VICE PRESIDENT, BRAND DEVELOPMENT, +1.212.492.1301

WWW.HEARST.COM



Top licensed properties in 2016 include *Seventeen*/The Edit, *Esquire*, *Car and Driver*, *Country Living*, *Metropolitan Home* and *Good Housekeeping*. 2016 was a transformative year at Hearst with new e-commerce and experiential brand extension initiatives adding to ongoing successes with established brands in fashion, home, automotive, spirits and gifts. Hearst Brand Development launched the *Seventeen* teen tour, an immersive, two-week NYC fashion experience allowing teens to live the brand, meeting with editors, fashion company CEOs and retail executives. The Edit by *Seventeen*, a digital, e-commerce pop-up initiative, engaged teen/Millennial consumers with a capsule of must-have fast fashion, supported by social media, influencers and traditional media. *Esquire* reinforced its position as the definitive men's resource by expanding its fashion footprint at retail with the launch of *Esquire* jewelry at Macy's, a full line of men's jewelry, and *Esquire* Grooming, a complete line of men's grooming products available at national salons and barbers, Ulta and other partners. In 2017 HBD will expand its branded experiences with *STEM/Popular Mechanics* and *food/Delish.com*. *Esquire's* relevance as a fashion authority will continue with future expansions including tailored clothing, formalwear and sportswear. HBD will also actively license category and retail expansions for *Car and Driver* and *Marie Claire*.

85 MARS RETAIL GROUP

\$340M (PRIVATE)

JOHN CAPIZZI, DIRECTOR, RETAIL BRAND ACTIVATION; GAIL MARTIN, LICENSING MANAGER, +1.973.398.2488

WWW.MMS.COM

Mars Retail Group's key properties are iconic brands from Mars, Inc., including: M&M's characters, M&M's brand candies, Snickers, Starburst and Skittles. Top licensing partners in 2016 include CandyRific (novelty and candy dispensers), Frankford Candy, ERE (master licensee), Mad Engine (apparel), Markwins (Bonne Bell Lip Smacker), Trends (calendars) and Star Candle. In 2017, the M&M's brand will continue to grow with the One Voice strategy, which allows customers to put together a blended display of M&M's chocolate and fun merchandise in M&M's stores. The company also expects novelty dispenser/chocolate displays to be successful as well as seasonal extensions for all of its brands.



86 THE GOODYEAR TIRE AND RUBBER COMPANY

\$338M (NASDAQ: GT)

NANCY RAY, DIRECTOR OF GLOBAL LICENSED PRODUCTS, +1.330.796.7972

WWW.GOODYEAR.COM

During 2016, the Goodyear licensing program focused on the growth of existing licenses, as well as new licensing opportunities throughout the world in categories such as automotive accessories, garage, footwear and fashion apparel. Key properties were Goodyear (and winged foot design), Goodyear (vintage design), Goodyear Racing, Blimp and Winged Foot. Moving forward, the Goodyear licensing program will continue to develop a variety of equity-driven licensees across a broad range of categories. The brand is currently represented with licensed products in 164 countries.



87 SONY PICTURES CONSUMER PRODUCTS

\$335M (NYSE: SNE)

JAMIE STEVENS, EXECUTIVE VICE PRESIDENT, WORLDWIDE CONSUMER PRODUCTS, +1.310.244.6269

WWW.SONYPICTURES.COM

Sony Pictures Consumer Products manages global licensing for all film properties across all categories and channels of distribution, including *Ghostbusters*, *Hotel Transylvania* and *Smurfs*. SPCP saw a rise in sales over the previous year because of the new *Ghostbusters* film, which helped drive sales of merchandise featuring both the classic and new brand iterations across all tiers in 2016. There is a renewed focus for consumer products at the studio, and Sony Pictures is working on an aggressive lineup of live-action and animated films to meet the studio's goal of building new franchises and sustaining the relevance of existing franchise brands. Highlights for 2017 will include *The Emoji Movie*, *Ghostbusters*, *Jumanji*, *The Star*, *Smurfs: The Lost Village* and the *Hotel Transylvania* franchise. *Hotel Transylvania* will continue its global ascent with a third film and new TV series that will make the brand a 365-day business. With a broader CP program than ever before, including all-new, location-based programs and more, *Hotel Transylvania* is poised for substantial growth in the years ahead. The *Ghostbusters* franchise remains a strong global brand with many new programs planned for 2017 that will continue to keep the brand fresh, including a new toy partner, a state-of-the-art virtual reality experience, theme park attractions and a series of co-branded programs that will continuously roll out starting this year and leading up to the 35th anniversary of the classic film in 2019. *Smurfs* also has a third film slated to release in 2017

that will feature an all-new look and a storyline that expands the brand's mythology, enabling the CP program to evolve its product line with new characters and environments. Following the release of the film, there are plans for a celebration to commemorate the brand's 60th anniversary. Then in summer 2017, *The Emoji Movie* will debut in theaters worldwide along with a global CP program at specialty and mass. In Q4, the studio will release the highly anticipated return of *Jumanji* with a lineup of comedic all-stars, and an animated holiday film entitled *The Star*. Looking ahead to Spring 2018, *Peter Rabbit* is on the lineup with a live-action/CG motion picture that will bring Beatrix Potter's beloved character to a new family audience.



88 CBS CONSUMER PRODUCTS

\$320M (NYSE: CBS)

VERONICA HART, SENIOR VICE PRESIDENT, WORLDWIDE CONSUMER PRODUCTS, +1.212.975.6894

WWW.CBSCONSUMERPRODUCTS.COM

2016 marked a landmark year for "Star Trek," with the celebration of the original series' historic 50th anniversary. In honor of the anniversary, CBS Consumer Products debuted dozens of events and activations around the world, resulting in billions of media impressions and a fevered excitement for the franchise. CBS Consumer Products brought the franchise directly to fans with touring events like the "Star Trek: The Ultimate Voyage" concert, which visited nearly 80 cities across the U.S., Canada and Australia; a "Trek Talks" speaker series; the "50 Artists. 50 Years" art exhibit, which featured commissioned art by fans of the show including the late Leonard Nimoy; the hands-on "Starfleet Academy" science exhibition; and Seattle's MoPOP's "Boldly Go: Exploring Star Trek." Additionally, "Star Trek" fan expos in NYC, Las Vegas and the U.K. brought together thousands of fans with 100-plus celebrities from the "Star Trek" universe. New 50th anniversary merchandise included a wide range of apparel, publishing, collectibles and more. "Star Trek" also took over San Diego Comic-Con with the launch of the MAC Cosmetics line and six panels including one headlined by William Shatner, and the U.S. premiere of *Star Trek Beyond*. The "Star Trek" celebration was boosted by extensive online retail support from Amazon, Ebay, ThinkGeek, Hammacher.com and Books-A-Million. "Star Trek" 50th anniversary items led the way with commemorative stamps from the U.S. Postal Service, Canada Post and Australia Post and coins from the Perth Mint and the Royal Canadian Mint. CBS CP also introduced a "Star Trek"-themed Trivial Pursuit board game (USAopoly), a U.S.S. Enterprise remote control drone (Spin Master) and a full program around the "50 Artists. 50 Years." exhibit. The program was supported by a book, posters and prints, apparel, journals and calendars. 2017 will continue the momentum with the 30th anniversary of "Star Trek: The Next Generation" and a series of experiential events, activations and an art program that will bring fans deeper into the brand. A full range of commemorative products are also planned. CBS Consumer Products will also celebrate two classic brands making much-anticipated returns to the small screen: "Star Trek: Discovery," the first new series in the franchise in over a decade will be supported by an extensive merchandising campaign, and the upcoming revival of David Lynch's "Twin Peaks," set to return this May, will tap into the unique personality of the original series.



89 MICHELIN LIFESTYLE

\$311M (PRIVATE)

CHRISTIAN DELHAYE, MANAGING DIRECTOR, +44.17.8240.2000

WWW.MICHELIN-LIFESTYLE.COM

Licensed properties include Michelin and the tire man, Bibendum (also known as the Michelin Man). In 2016, BF Goodrich was also added to the portfolio of Michelin licensed brands. Michelin licensed products are arranged into two categories: vehicle accessories (tools and accessories, cleaning and care, interior and exterior accessories, winter motoring, safety and breakdown, tire care and garage equipment); and footwear (technical soles and branded shoes and boots). The company also licenses a small range of gifts, collectibles and personal accessories, based on the Michelin heritage. Michelin licensed products are sold through category specialists, mass distribution, tire stores and e-commerce platforms. Its range of technical soles are sold B2B, directly to brand partners. In 2017, growth is anticipated across the business through wider distribution of existing offerings and the introduction of new products and categories. This year will also see the re-launch of the iconic Michelin Man Mascot for trucks.



90 41 ENTERTAINMENT

\$290M (PRIVATE)

KIERSTEN HALSTEAD, VICE PRESIDENT, SALES AND MARKETING; NANCY KOFF, VICE PRESIDENT, SALES AND MARKETING, +1.203.717.1120

WWW.41E.TV



Top licensed properties in 2016 included classic "Pac-Man," "Pac-Man and the Ghostly Adventures," "Kong-King of the Apes," "Tarzan and Jane" and "Super Monsters." Key retail partners included Walmart, Target, J.C. Penny, Amazon, Macy's, Marshalls, Kohl's, Old Navy, ThinkGeek, BJ's Wholesale, Casual Male, Lojas Riachuelo, National Stores, Hot Topic and Spencer's. In 2017, partnerships are planned with a range of licensees including Coach Fashion, C-Life, Fifth Sun, Basic Fun, Tech4Kids, Komar, FabNY, Vudu and more.

91 NISSAN MOTOR COMPANY

\$290M (TYO: 7201)

GLEN KONKLE, CHIEF EXECUTIVE OFFICER, EQUITY MANAGEMENT (LICENSING AGENT), +1.858.558.2500

WWW.NISSAN-GLOBAL.COM

The Nissan licensing program is founded on its long-standing history of producing innovative and inspiring vehicles. From pick-up trucks to SUVs to sports cars, Nissan and Infiniti vehicles create compelling licensing opportunities. The Nissan program continued to grow in 2016, highlighted by the launch of the all-new Nissan GT-R ride-on. Moving forward, EMI will continue to leverage the powerful brand equity of both new and classic Nissan and Infiniti vehicles, including the newly designed Nissan 2017 GT-R and NISMO motorsport vehicles, the Infiniti QX SUVs, and classic Datsun heritage vehicles. Key categories of focus in 2017 are consumer electronics, replicas, software, partworks, apparel and accessories, collectibles and automotive accessories.

92 M4E

\$280M (ETR: MU4)

HANS ULRICH STOEFF, CHIEF EXECUTIVE OFFICER; JO DARIS, HEAD OF OPERATIONS, +49.8102.99453.0

WWW.M4E.DE

In 2016, m4e's latest production, "Wissper," launched and is currently sold to more than 100 countries worldwide including Germany, the Netherlands, Russia and Latin America. 2017 will mark the launch of the licensing program in many territories including the U.K. and Germany, led by EMEA toy partner Simba Dickie Group and international publishing partner and co-producer Bastei Lübbe/Bastei Media. Season two, with 52 new episodes, will go into production in 2017. "Mia and me" continued to perform as a top girls' brand and has been sold to more than 80 territories. The global licensing program is supported by more than 170 licensees, led by new G/A/S toy partner and master manufacturer Simba Toys (from 2017 on). In 2016, "Mia and me" was supported by Mattel (the property's previous international master toy partner) at key retailers. Season three of "Mia and me" will launch in spring 2017 in Germany, Italy and other territories. Simba Toys is planning a new range of dolls and play sets that will be presented to retailers in the fall. m4e is also further expanding its business into the Asian and

Latin American markets, with broadcast deals already in place, and a number of agents appointed. 2017 will also see the launch of the international licensing phenomenon "Beyblade," which returns with a brand-new TV series and toy line called Beyblade: Burst. Finally, the acquisition of m4e by Studio

100 will open up more possibilities to further drive the growth of both companies.





93 VOLKSWAGEN

\$280M (E) (NASDAQ: VLKAY, ETR: VOW3)

MARKUS MÄHR, GENERAL LICENSING MANAGER, VOLKSWAGEN ACCESSORIES; BRUNO MAGLIONE, PRESIDENT, LICENSING, IMG AND EXECUTIVE VICE PRESIDENT WME/IMG (LICENSING AGENT)

WWW.VW.COM

Top licensed properties include Classic Beetle, The Beetle, Camper Van/T1 Bus, Golf, Golf GTI, as well as Touareg, Jetta, Amarok and Polo R WRC. The company continues to explore lifestyle categories such as apparel, accessories, luggage, watches, eyewear, furniture, camping and outdoor equipment, consumer electronics and location-based themes.

94 SMILEY COMPANY

\$264.6M (PRIVATE)

TIM ROTER, DEPUTY MANAGING DIRECTOR, +44.20.7378.8231

WWW.SMILEY.COM

Apparel and accessory DTRs and retail partnerships with Splash, Inditex Group, Lifestyle India, BestSeller Group and C&A drove the Smiley business in 2016. Upscale collaborations with Anya Hindmarch, Joshua Sanders, Moncler and Moschino were also high points of the year. Food extensions grew from seven to 17 licensees, adding SKUs in fresh and chilled products and beverages, and the program extended its market reach into new territories across Europe and into the U.S. Grund added to their broad publishing program with activity books, sticker books, journals and the brand's first novel, *Ma Vie en Smiley*. A host of new licensees were also added including Scholastic, Gers, Pengo, T&F, Zak and six new licensees for back-to-school. Top performing partners Lannoo, Alpa, Pelikan, Sao Domingoes and Claire's drove volume in markets globally. Greeting card licensee BSB sold over a million units during the year alongside exciting new deals with Edition Cely and Marpimar. A partnership with Orchestra saw 900,000 units launched across 99 references under the brands Smiley Baby, Smiley Junior, Smiley Girl and SmileyWorld. Long-term partner Splash reported 23 percent growth in year-on-year sales in stores across the U.A.E. and Asia. A new partnership with C&A launched in May and was 89 percent sold out by June. New deals with the Best Seller Group drove volume into Only and Selected stores, while Urban Outfitters opened more categories globally, and Bershka and TopShop enjoyed another year on the high street. Finally an existing partnership with LPP Group saw double-digit growth in CEE through their doors at Reserved and SinSay. In 2017, to celebrate 20 years since creating the world's first digital Smileys, a range of promotions, product collaborations and launches are planned globally including: Vittel launching Smiley bottles into European markets; a cross-category catalog promotion with Auchan; Smiley collectibles from Simba launching across Europe accompanied by TV spots; and Rewe in Germany will launch a catalog of Smiley products. Special fashion collections with Splash (U.A.E.), OVS (Italy) and exclusive collaborations with Palladium, Olivier Baby, Palm Angels, Jimi Roos, Eram and Pretty Green are also planned. Food will continue to grow through new category partnerships with dairy giant Laita on fresh yogurts and gummy candies with Lutti. Adult-targeted self-help books and the second novel in the *Ma Vie en Smiley* range will be published by Grund, while Scholastic will launch English-speaking titles. Egg-moji collectibles from Terrier Toys (U.S.), games and puzzles from Noris Spiele and stamp and scrapbooking sets from Multiprint will boost toys. Smiley will also continue to develop lines for the Rubik's Cube brand, including experiential activities (Paragon), books for kids (Egmont), partworks (EagleMoss), magic sets (Fantasma Magic), novelties (Terrier), scratch cards (MDI), promotions (Quick) and books and puzzles (Lagoon Group).



95 BRIGGS & STRATTON

\$260M (NYSE: BGG)

JOHN MERRICK, PRESIDENT, LEMUR LICENSING (LICENSING AGENT), +1.770.794.1111

WWW.BRIGGSANDSTRATTON.COM

Top licensed properties for the company include Briggs & Stratton, Brute by Briggs & Stratton, Snapper and Murray. Key categories are outdoor power equipment, air compressors, tools and accessories, fuel cans, oil, batteries, premium ethanol-free fuel and garden hoses. Top retail partners and licensing programs during 2016 included Walmart, The Home Depot, Lowe's, Menards, Sears, Amazon, Tractor Supply Company, Advance Auto Parts, AutoZone and independent dealers. Licensing initiatives that will drive growth in 2017 include expanded distribution of Briggs & Stratton air compressors, tools and accessories, oil and premium ethanol-free fuel.

96 JOHN DEERE

\$260M (E) (NYSE: DE)

DEAN HAMKE, MANAGER OF BRAND LICENSING, +1.919.804.2725

WWW.JOHNDEERE.COM

Since 1837, John Deere has evolved to become a world leader in providing advanced products and services in agriculture and other industries. Its reputation as one of the world's most ethical companies for 11 consecutive years, according to the Ethisphere Institute, has also contributed to its robust licensing program across many different product categories ranging from apparel, kids, tours and a "Johnny Tractor and Friends" game pack app.

97 NATIONAL GEOGRAPHIC PARTNERS

\$260M (E) (PRIVATE)

ROSA ZEEGERS, EXECUTIVE VICE PRESIDENT, CONSUMER PRODUCTS AND EXPERIENCES, +1.202.857.7374

WWW.NATIONALGEOGRAPHIC.COM

National Geographic Partners continues to revamp its leadership following the appointment of former Mattel executive Rosa Zeegers. Two executives were named in March to its consumer products and experiences division: Juan Gutierrez was appointed senior vice president of consumer products and live events, and Cynthia Rapp was named as senior vice president of creative. National Geographic Partners, a joint venture between National Geographic and 21st Century Fox, is committed to bringing the world premium science, adventure and exploration content across an unrivaled portfolio of media assets. NGP combines the global National Geographic television channels (National Geographic Channel, Nat Geo Wild, Nat Geo Mundo, Nat Geo People) with National Geographic's media and consumer-oriented assets, including *National Geographic* magazines; National Geographic studios; related digital and social media platforms; books; maps; children's media; and ancillary activities that include travel, global experiences and events, archival sales, licensing and e-commerce businesses.

98 TEN: THE ENTHUSIAST NETWORK

\$260M (PRIVATE)

TYLER SHULZE, SENIOR VICE PRESIDENT, ENTERPRISES, +1.310.531.9900

WWW.ENTHUSIASTNETWORK.COM

TEN has more than 50 publications, 60 websites, 50 events, one of the world's largest automotive VOD channels and one of the world's largest action/outdoor sports media platforms. The company's portfolio includes the automotive brands *Motor Trend*, *Hot Rod*, *Automobile* and *Roadkill*; sports brands like *Surfer*, *Surfing*, *Snowboarder*, *Powder*, *Bike*, *SUP*, *Transworld*, *Slam* and *Baseball America*.

99 CARTE BLANCHE GROUP

\$250M (PRIVATE)

SARAH QUIGLEY, HEAD OF U.K. LICENSING, +44.12.4379.2600

WWW.CARTEBLANCHEGREETINGS.COM

The Carte Blanche brand portfolio includes Me to You, Tiny Tatty Teddy, My Blue Nose Friends, Violent Veg, Wishing Well Studios and Hotchpotch.



100 GENERAL MILLS

\$250M (NYSE: GIS)

JESSICA KURTH, GENERAL MILLS, OUTBOUND LICENSING LEAD, +1.763.293.3944; CINDY BIRDSONG, BRAND LICENSING TEAM, +1.678.324.3270

WWW.GENERALMILLS.COM

General Mills is one of the largest food companies in the world, present in more than 100 countries on six continents. Key licensed brands include Betty Crocker, Fiber One, Cheerios, Yoplait, Pillsbury, Old El Paso, Progresso, Nature Valley, Trix, Lucky Charms, Cocoa Puffs and Wheaties, among others.

101 TGI FRIDAYS

\$250M (PRIVATE) (FORMERLY SOURCE INTERLINK MEDIA)

SHEELAGH CULLINAN, DIRECTOR, BRAND DEVELOPMENT, BEANSTALK (LICENSING AGENT), +44.20.8.396.0516

WWW.BEANSTALK.COM

For well over a decade, iconic American bar and grill TGI Fridays, has successfully leveraged strong brand awareness among casual dining restaurants into a wide array of licensed food and beverage products. Fridays has generated more than \$1 billion in retail sales since the inception of the program with licensed products in nearly every grocery and mass market retailer in the U.S. In addition to Kraft Heinz's widely successful line of frozen snacks, the brand has been extended into salty snacks, dips, BBQ sauces/marinades and alcoholic beverages. In 2017, Beanstalk will focus on expanding the brand into beverages, refrigerated and frozen foods with current and new licensing partners internationally.

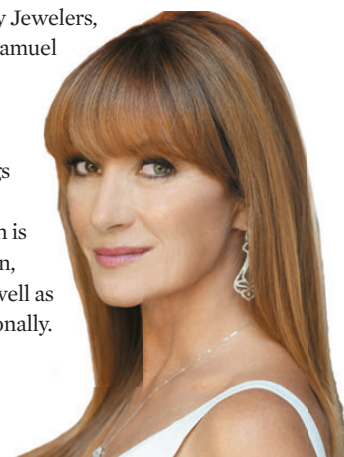
102 JANE SEYMOUR DESIGNS

\$240M (PRIVATE)

MARK MATHENY, FOUNDER, +1.310.954.0785

WWW.JANESEYMOUR.COM

Top properties include Open Hearts by Jane Seymour, Jane Seymour Designs and Jane Seymour Home. Seymour's licensing business has increased over 50 percent from 2014. Top retail partners include specialty jewelry retailer Signet, and the Open Hearts jewelry collection is sold in Kay Jewelers, Zales Jewelers, Jared's, The Galleria of Jewelry, H. Samuel (the U.K.) and Peoples Jewellers (Canada). Other licensee partners include AICO Furniture, Prestige Art (wall décor), JS Botanicals, Stylecraft (lighting), Victoria Classics (fashion bedding, window coverings and soft bath), MBI (handbags), Guthy-Renker (skin care) and Empire Beauty (fragrance). In 2017, growth is expected in new categories such as fragrance, fashion, social expression and additional home products, as well as with existing lines, in the U.S., Canada and internationally.



103 THE ERIC CARLE STUDIO

\$230M (PRIVATE)

DEBRA JOESTER, PRESIDENT, THE JOESTER LORIA GROUP (LICENSING AGENT); JACKIE DEMAIO, LICENSING DIRECTOR, THE JOESTER LORIA GROUP, +1.212.683.5150

WWW.JOESTERLORIAGROUP.COM

The World of Eric Carle is based on the award-winning author's publishing franchise, consisting of 70 titles that have sold more than 181 million copies worldwide. The centerpiece of the program is *The Very Hungry Caterpillar*, along with iconic art and characters from other popular titles including *Brown Bear*, *The Very Busy Spider*, *Little Seed*, *Papa Get Me the Moon* and *The Grouchy Ladybug*. The global consumer products program for Eric Carle's work has experienced exceptional year-over-year growth, with

135-plus licensees in apparel, toys, games, home, apps and publishing that are in more than 45,000 doors in 15-plus countries. Highlights from the year include Penguin's *Love from the Very Hungry Caterpillar* hitting No. 1 on *NY Times* bestseller list; the kick-off of the 50th anniversary of *Brown Bear*, *Brown Bear* with Macmillan with a National Parks and Bronx Zoo partnership;

the expansion of "The Hungry Caterpillar" live show to an off-Broadway run and 13-city tour in the U.K.; WEC Super Dough won *Good Housekeeping's* 2016 Best Toy award for ages 3-plus; and "My Very Hungry Caterpillar" won the 2016 Kidscreen award for Best Game App (tablet). New apps "Hungry Caterpillar Creative Play," "Very Hungry Caterpillar Shapes & Colors" and "Brown Bear Animal Parade" topped iTunes charts in the U.S., the U.K., Japan, Germany and Australia. In Germany, Milupia's year-long media, in-store and online campaign featuring *The Very Hungry Caterpillar* educated new moms about proper nutrition for babies. For the third year WEC partnered with the U.K. children's charity Action for Children for the Giant Wiggle campaign, bringing funds raised to more than \$265,000.

Dynamic multi-platform marketing supports the program worldwide, with social media and blogger campaigns engaging moms, as well as traditional PR and media. Key retailers included a partnership with Whole Foods and their 365 Everyday Value cereal and juices; and the launch of a Buy Buy Baby brand page supported by advertising. Additional retail partners in the U.S. include Kohl's, Barnes & Noble, Amazon and Babies 'R' Us; in international markets, Debenhams, Mothercare and Sainsburys (the U.K.); Big W (Australia); Real and Netto (Germany); and dedicated *Very Hungry Caterpillar* pop-up shops as well as Aeon, Graphis, United Arrows, Toys 'R' Us and specialty stores (Japan). 2017 will once again include dedicated retail promotions, promotional partnerships and in-store events. New categories will include HBA, apparel, new apps and more. Other priorities for the brand include ongoing marketing and promotion on Amazon and Buy Buy Baby; a calendar of Zulily-branded flash sales; new product at Kohl's, Barnes & Noble and Babies 'R' Us; dedicated sections at Design Store Graniph and Toys 'R' Us, as well as several pop-up shop programs in Japan; and expanded product ranges at Big W in Australia and Sainsburys and M&Co in U.K. "The World of Eric Carle" live show will head to key U.S. markets and continue its U.K. tour. Preparations are also underway for the 50th anniversary of *The Very Hungry Caterpillar*, kicking off in fall 2018.



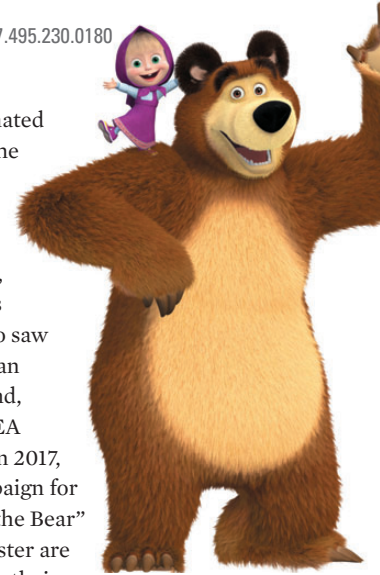
104 ANIMACCORD

\$230M (PRIVATE)

VLADIMIR GORBULYA, HEAD OF LICENSING, +7.495.230.0180

WWW.ANIMACCORD.COM

Animaccord is the licensor of the hit animated property "Masha and the Bear." In 2016, the brand was expanded to a range of new territories including the U.S., Canada, Mexico, Latin America and more. Master toy partner for the Americas, Spin Master, launched its collection exclusively at Toys 'R' Us in November 2016. Animaccord also saw significant growth in a number of European territories in 2016 including France, Poland, Germany and Benelux, supported by EMEA master toy partner Simba Dickie Group. In 2017, Ferrero will release a pan-European campaign for Kinder Grand Surprise with "Masha and the Bear" for Easter, and Simba Dickie and Spin Master are both adding new territories and extending their product lines. Animaccord will also run special events at Toys 'R' Us and The Entertainer. Other special projects include a branded hotel in Chia Laguna in Italy and the further development of the Leolandia theme park.



105 EASTMAN KODAK

\$215M (NYSE: KODK)

STEVE PARSONS, DIRECTOR, BRAND LICENSING, +1.585.724.9795

WWW.KODAK.COM

The Kodak brand has been licensed for a diverse portfolio of products that span categories such as digital still cameras, action cams, video monitors, mobile phones, televisions, tablets, photographic apps, ink jet printers, paper, ink and toner cartridges, snap shot printers and media, LED lighting, storage media, batteries, chargers, flashlights, prescription lenses and apparel. Licensees

sell these products worldwide through a broad set of retail outlets including Best Buy, Fry's, Walmart, Dixons, Asda, Amazon, Shoprite and Flipkart. In 2017, Kodak will actively expand its licensing program into new categories and geographies.



106 ACTIVISION BLIZZARD

\$208M (NASDAQ: ATVI)

TIM KILPIN, CHIEF EXECUTIVE OFFICER AND PRESIDENT, ACTIVISION BLIZZARD CONSUMER PRODUCTS GROUP, +1.310.266.9245

WWW.ACTIVISIONBLIZZARD.COM

In 2016, Activision Blizzard's 450 million fans spent 40 billion hours playing the company's games, and the company brought those games to life through an array of innovative products and experiences. The award-winning kids' franchise "Skylanders" has generated more than \$3.5 billion over its lifespan with more than 300 million toys sold; the "Call of Duty" franchise continues to drive pop culture with new content and a robust eSports initiative, the Call of Duty World League, presented by PlayStation4; the first-person action game from Bungie, "Destiny," boasts more than 30 million registered players; the massively popular mobile game "Candy Crush Saga" is enjoyed on all seven continents and has surpassed 1 trillion gameplays since launching in 2012; "Overwatch" was named the 2016 game of the year by IGN and is on its way to becoming one of the most successful games of all time; and "World of Warcraft" is the best-selling PC game of all time and continues to engage fans in its sixth expansion, "Legion." In 2016, powerhouse franchise "Call of Duty" was supported by a tailored lifestyle merchandising program with a host of licensing partners, while Activision Blizzard collaborated with "Destiny" franchise owner Bungie to extend that brand in a range of new categories as well. "Skylanders," "Overwatch" and "World of Warcraft" also saw a range of new brand extensions through strategic collaborations, and "Candy Crush Saga" fans enjoyed new touch points with partners such as Winning Moves for a Candy Crush Monopoly game, Adrenaline Amusement for arcade games and Fini for confectionary in Latin America. Building on the success of both the Licensing & Partnerships and Consumer Products teams, Activision Blizzard has identified a unified approach in 2017 to provide greater opportunities for partners and more touch points for fans. Plans include driving growth with strategic licensing and merchandising programs that maximize opportunities and generating new ways for fans to experience these beloved franchises and characters. International expansion will also present strong opportunities as the company seeks to increase its reach, particularly in Europe, on behalf of leading IP such as "Call of Duty," "Overwatch" and Bungie's "Destiny."

Additionally, eSports represents a cultural shift of which Activision Blizzard is squarely at the forefront with Call of Duty World League, Overwatch League and Major League Gaming. An eSports program is being added to Activision's merchandising strategy. Activision Blizzard also plans to create programs that support the "Skylanders Academy" animated series and the live-action "Candy Crush" game show, as well other linear media content from Activision Blizzard Studios.



107 4K MEDIA

\$200M (A WHOLLY OWNED SUBSIDIARY OF KONAMI DIGITAL ENTERTAINMENT)

JENNIFER COLEMAN, VICE PRESIDENT, LICENSING AND MARKETING; KRISTEN GRAY, SENIOR VICE PRESIDENT, OPERATIONS, BUSINESS AND LEGAL AFFAIRS; +1.212.590.2120

WWW.YUGIOH.COM

4K Media manages the "Yu-Gi-Oh!" franchise outside of Asia and is responsible for brand management, licensing and marketing, as well as production and distribution of the "Yu-Gi-Oh!" television series. The global launch of the new mobile game, "Duel Links," as well as the recent theatrical movie *Yu-Gi-Oh! The Dark Side of Dimensions*, will continue to drive sales and awareness. Top retail partners are independent toy and hobby stores as well as Target and Walmart.

108 AT&T

\$200M (NYSE: T)

EILEEN KUCZKUDA, DIRECTOR, AT&T TRADEMARK LICENSING, +1.908.234.3911; CAREN CHACKO, VICE PRESIDENT, BEANSTALK (LICENSING AGENT), +1.212.303.1112

WWW.ATT.COM

Utilizing AT&T's premier positioning and marketing presence, AT&T licensed products strategically complement the brand with more than 200 SKUs. The product lineup includes corded and cordless telephones (sold in over 16,000 retail stores and can be found at almost every major retailer), business telephony products, answering machines, telephone accessories, mobile accessories, Bluetooth products, consumer electronic products and more. Top retailers include Walmart, Best Buy, Costco, Staples and Sam's Club as well as B2B distribution. In 2017, AT&T will look to continue to build brand identity through high-quality licensed products, maintain or grow market share in each of the licensed categories it is currently present in and expand brand awareness across new territories globally.

109 FOOD NETWORK

\$200M (E) (NYSE: SNI)

MICHAEL SMITH, SENIOR VICE PRESIDENT AND GENERAL MANAGER, COOKING CHANNEL, +1.212.401.5358

WWW.FOODNETWORK.COM

Food Network, part of Scripps Networks Interactive, is a lifestyle network, website and magazine that connects viewers to the "power and joy of food." Food Network is distributed to more than 100 million U.S. households and averages more than 9.9 million unique web users monthly. Food Network also has a growing international presence with programming in more than 150 countries, including 24-hour networks in the U.K., India, Asia and Africa.

110 GIRL SCOUTS OF THE USA

\$200M (PRIVATE)

MICHAEL CARLISLE, PRINCIPAL, THE WILDFLOWER GROUP (LICENSING AGENT), +1.212.924.2322

WWW.GIRLSGOUTS.ORG

Top licensed properties include Girl Scouts and Girl Scout Cookies, products for which appear at a range of retail partners across the U.S. including Walmart, Target, Albertson's, Kroger, Safeway and Meijer. In 2017, Girl Scouts of the USA will celebrate 100 years of girls participating in cookie sales. As part of the celebration, the organization will highlight the unforgettable Girl Scout experiences and projects that are powered by the Girl Scout Cookie program. The Girl Scout Cookie sub-brand continues to play a major role in GSUSA's licensing activity, and 2017 has already seen

the debut of General Mills' Girl Scout Cookie-inspired cereals and Project 7's Girl Scout Cookie-inspired gums and mints. 2017 will see continued

expansion of the food, beverage and promotions categories, as well as non-food items such as craft fabric with Riley Blake Designs and footwear with Skicks. 2017 has also already seen the introduction of the new Girl Scout S'mores cookies, which capture the adventurous spirit, love of the outdoors and feeling of community synonymous with Girl Scouts. Going forward, the Girl Scouts licensing program will expand into key categories that promote and enhance the pillars of the Girl Scout leadership experience, notably: the outdoors, entrepreneurship, life skills and, in particular, STEM.



111 HAMILTON BEACH BRANDS

\$200M (PARENT COMPANY NACCO INDUSTRIES NYSE: NC)

WENDY REID, LIENSING AND BUSINESS DEVELOPMENT, +1.504.527.7189

WWW.HAMILTONBEACH.COM, WWW.PROCTORSILEX.COM

Hamilton Beach Brands is a leading designer, marketer and distributor of small electric household appliances, as well as commercial products for restaurants, bars and hotels. The company licenses the Hamilton Beach and Proctor Silex brands across the globe in a number of product categories. In 2017, Hamilton Beach Brands will continue to grow its licensing program primarily through new category and territory expansions.

112 SPORTS AFIELD

\$184M (PRIVATE)

LUDO WURFBAIN, CHIEF EXECUTIVE OFFICER, +1.714.894.1558

WWW.SPORTSAFIELD.COM

Sports Afield was founded in 1887 as a magazine for rural, outdoor living, hunting and fishing. After WWII it was bought by Hearst Publications, and since the early 2000s, it has been owned by a private investor group. The *Sports Afield* brand was licensed since before WWII, and today is licensed worldwide in security safes, outdoor recreational real estate, a Russian language edition, the "World of Sports Afield" television show, Sports Afield log homes, home decorations, apparel, backpacks, crystal dehumidifiers, books and other outdoor-related products. Top retail partners include Costco, Amazon, Dunhams, Tractor Supply and other independent retailers and independent outdoor recreational real estate agents. Growth for the *Sports Afield* brand in 2017 will come from an extensive expansion of the real estate marketing entity Sports Afield Trophy Properties. The brand will also be launched into fishing folded knives, fixed blade kitchen knives, compact safes for storage of valuables, a new line of quick-access "lightning vaults" with digital key pad locks, wall decoration featuring vintage *Sports Afield* covers and a new calendar and book program.

113 ROTO-ROOTER

\$180M (NYSE: CHE)

HAL WORSHAM, MANAGING DIRECTOR, LMCA (LICENSING AGENT), +1.212.265.7474

WWW.ROTOROOTER.COM

The program, begun by LMCA in 2000, has focused on extending and building upon Roto-Rooter's reputation and its nationwide plumbing service organization. The primary licenses currently in place include those for retail lines of chemical drain cleaners and plungers, each of which are positioned as precursors to a service call. Distribution encompasses supermarket, mass merchant and hardware channels.

114 PARAMOUNT PICTURES

\$175M (E) (NYSE: VIA)

LEEANNE STABLES, PRESIDENT, WORLDWIDE MARKETING PARTNERSHIPS AND LICENSING, +1.323.956.5677

WWW.PARAMOUNT.COM

Top licensed properties in 2016 included *The Godfather*, *Mission Impossible*, *Top Gun*, *Mean Girls*, *Grease*, *Zoolander*, *Anchorman*, *Clueless* and *Ferris Bueller's Day Off*. In 2017, Paramount is also developing a consumer product programs to support its upcoming releases, such as a *Baywatch* summer seasonal program and a *Ghost in the Shell* program that will include apparel, accessories and collectibles.

115 WEIL LIFESTYLE

\$175M (PRIVATE)

CALLIE BONINE, DIRECTOR, BRAND LICENSING, +1.480.703.2643;
ROSS MISHER, BRAND CENTRAL (LICENSING AGENT),
+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 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.

116 SKECHERS USA

\$170M (NYSE: SKX)

STEVEN MANDEL, VICE PRESIDENT, GLOBAL BRAND LICENSING,
+1.310.406.0115

WWW.SKECHERS.COM

Top licensed brands in 2016 included Skechers, Skechers Sport, Skechers Kids, Skechers Performance Division and Twinkle Toes by Skechers. The Skechers licensing program in 2016 continued its strong growth momentum through sales of licensed apparel, watches, socks, bags and backpacks, eyewear and a variety of fashion accessories around the world. In 2017, Skechers will continue to offer a segmented and tiered licensing program that, in order to further build Skechers as a global sport lifestyle brand, consists primarily of casual athletic/active sport products for men, women and kids. In addition, the company expects continued growth for its Twinkle Toes brand in the girls' segment. Skechers will continue to grow its licensed apparel programs for adults and kids including bags, backpacks, socks and eyewear for all; watches for adults; fitness, running, yoga and workplace safety accessories for adults; medical scrubs and uniforms for the healthcare industry; outerwear and swimwear for adults and kids; and fashion accessories, health and beauty and do-it-yourself crafting for girls. Skechers will also continue to pursue additional growth opportunities within currently unlicensed product categories, as well as new opportunities overseas and the continued development of targeted programs with many top retailers.

117 SMITHSONIAN ENTERPRISES

\$168M (NON-PROFIT)

BRIGID FERRARO, VICE PRESIDENT EDUCATION AND
CONSUMER PRODUCTS, +1.202.633.6080

WWW.SI.EDU

Founded in 1846, the Smithsonian is the world's largest museum and research complex consisting of 19 museums and galleries, the National Zoological Park and nine global research facilities. In September 2016, Smithsonian opened the National Museum of African American History and Culture. Smithsonian is also home to Spark!Lab, an interactive learning experience designed to allow kids



ages 5 to 12 to experience Smithsonian's patented invention process. Approximately 29 million people from around the world visited the Smithsonian in 2016, and the total number of objects, works of art and specimens at the Smithsonian is estimated at 156 million. Smithsonian draws inspiration from its world-renowned collections, ground-breaking research and first-class educational expertise for its products, with proceeds supporting the organization's stated educational mission for the "increase and diffusion of knowledge." Smithsonian's top programs in 2016 included STEM science kits from master toy licensee NSI International; a View Master experience pack from Mattel; Smithsonian Spark!Lab creativity kits for kids from Faber-Castell; a continuation of Smithsonian's long-term partnership with The Great Courses; and expansion of the Smithsonian's fine jewelry line, inspired by the National Gem and Minerals collection. The release of Smithsonian's Bei Bei collectible coin proof celebrated Smithsonian's ongoing conservation efforts for its beloved giant pandas. Extending the Smithsonian Journey travel brand with Walking Tree to create branded student adventures provided high school students the opportunity to participate in conservation projects, service learning, home stays and cultural immersion in 17 countries. Publishing programs also remain strong for Smithsonian, including products from partner Penguin Young Readers and Smithsonian's National Museum of African American History and Culture *How to Build a Museum*. In 2017, Smithsonian will continue to grow its Spark!Lab experience into other brand extensions as well as introduce new product offerings in the preschool category. International expansion, travel products and digital games are also on the horizon for Smithsonian, as are new products from COBI, PIL, Cottage Door Press, Silver Buffalo, two kids' meal promotions with Arby's, and new home décor and apparel collections for both adults and kids.

118 KAWASAKI

\$165M (TYO: 7012)

GLEN KONKLE, CHIEF EXECUTIVE OFFICER, EQUITY MANAGEMENT (LICENSING AGENT), +1.858.558.2500

For 50 years in the U.S., Kawasaki has been pushing the limits, defying convention and building products that have revolutionized motorsports. The diverse Kawasaki product lineup includes high-performance Ninja sportbikes, classic Vulcan cruisers, high-flying KX motocross bikes, rugged Brute Force and KFX ATVs, powerful Mule/Teryx side-by-sides and the iconic Jet Ski watercraft. The Kawasaki licensing program develops products that reflect the power, performance, style, innovation and unbridled fun that is Kawasaki. In addition to replicas, software and toys, the focus in 2017 will be on brand extension opportunities into sporting goods, gear for land and snow, water activities, tools and garage, tailgating, bags and backpacks, apparel and accessories.

119 JCB CONSUMER PRODUCTS

\$160M (PRIVATE)

SAM JOHNSON, GENERAL MANAGER, WORLDWIDE, +44.18.8959.3499

WWW.JCB.COM

Europe's largest construction brand by volume, JCB continues to manage their licensing program in-house. Key brands include My First JCB and JCB, which are licensed into four sectors: kids, DIY and trade, workwear and footwear and merchandising. Top retail partners during 2016 included Kingfisher Group (including B&Q in the U.K., Castorama in Poland and Brico Depot in Spain) for hand and power tools, as well as footwear and workwear; and grocer channels in the U.K., including Asda and Tesco, stock kids' toys, kids' apparel and kids' books. In 2016, M&Co launched a new range of kidswear that has been one of their most successful licensing launches to-date. The JCB licensing program will enter its 20th year in 2017. New product launches will include safety frames and children's frames across U.K. and international Specsavers stores, underlining the tough, durable core of the brand; a JCB LED bulb range will light up a host of U.K. retailers; expansions into tough luggage, mobile phone accessories and other durable categories will roll out during Q2 and later. Additionally, new developments in the kid experiential sector will be announced later in the year alongside a fleet of new toys, apparel, home textiles and a number of other secondary kids' categories.



120 REYNOLDS CONSUMER PRODUCTS (HEFTY)

\$160M (PRIVATE)

GLEN KONKLE, CHIEF EXECUTIVE OFFICER, EQUITY MANAGEMENT (LICENSING AGENT), +1.858.558.2500

WWW.REYNOLDSCONSUMERPRODUCTS.COM

The Hefty licensing program is built on the brand's powerful equity of strength, durability, quality and convenience. The Hefty program grew in 2016 through expanded distribution, the introduction of new products and collaborative promotional programs. The Hefty wastebasket business introduced a number of exciting new designs and maintained strong distribution in the mass and home improvement channels. Sales of Hefty home storage solutions grew through expanded distribution and the introduction of Hefty shrink-pak compression bags. The Hefty permanent food storage container business featured successful campaigns at HSN, mass and grocery. The Hefty program will see growth in 2017 from the continued expansion of its existing licensed businesses along with the targeted development of new categories inside and outside the home.

121 RODALE

\$155M (PRIVATE)

KEVIN LABONGE, EXECUTIVE DIRECTOR, BUSINESS DEVELOPMENT AND GLOBAL LICENSING, +1.212.573.0348

WWW.RODALE.COM

Rodale is a global health and wellness company reaching more than 100 million consumers globally. With 100 editions in 67 countries, top licensed properties include *Men's Health*, *Women's Health*, *Prevention* and *Runner's World*. 2016 marked another year of success for Rodale's licensing initiatives in the categories of consumer media (magazines, books, video, etc.), vitamins, fitness equipment, snacks, grooming products, food prep and recipes, sports nutrition, subscription box services, calendars and frozen meals. Top U.S. retail partners in 2016 were Amazon, Walmart, Barnes & Noble, Meijer, Staples and Calendar Club. Key global retailers included Argos, Asda, Coop, Boots, Superdrug, Tesco, Sainsbury's and Holland & Barrett in the U.K., DM and Rewe in Germany, and



Continent in Portugal. Licensing initiatives that will drive growth for Rodale in 2017 include expanding categories such as food and beverage, sports nutrition, wearable tech, fitness equipment and accessories and sexual health. A strategic expansion into the Asia Pacific markets is also underway, recently bringing Global Icons and Asembl as licensing agents.

122 CONDÉ NAST

\$150M (PRIVATE)

CATHY HOFFMAN GLOSSER, SENIOR VICE PRESIDENT, LICENSING, +1.212.308.2100

The Condé Nast portfolio includes *Vogue*, *Vanity Fair*, *Glamour*, *Brides*, *Self*, *GQ*, *The New Yorker*, *Condé Nast Traveler*, *Details*, *Allure*, *Architectural Digest*, *Bon Appétit*, *Epicurious*, *Wired*, *W*, *Golf Digest*, *Golf World*, *Teen Vogue*, *Ars Technica*, *Style.com*, *Gourmet* and *House & Garden*.

123 KISS

\$150M (PRIVATE)

LISA STREFF, EXECUTIVE VICE PRESIDENT, GLOBAL LICENSING, EPIC RIGHTS (LICENSING AGENT), +1.310.424.1908

WWW.EPICRIGHTS.COM

Legendary rock band KISS remains an elite property in the music merchandise and licensing industry. Reaching a major milestone of 125 worldwide licensing partnerships in 2016, KISS product for all ages can be found in more than 10,000 doors around the world. With over 40 years' worth of iconic logos, album art and photographs, coupled with today's trend-driven treatments, imagery and design elements, KISS's assets lend themselves to every product category. In 2016, KISS released the band's first-ever KISS emojis, KISS photo booths and crane machines for theme parks and entertainment centers and even racing bikes and waffle makers. In 2017, the band's licensing agent, Epic Rights, will look to expand the KISS brand in the food, beverage and spirits categories, as well as location-based entertainment.

Other initiatives to drive growth include expanding KISS's international business into untapped markets such as China, Hong Kong, South Korea, India and South Africa.



124 WOLFGANG PUCK WORLDWIDE

\$148M (PRIVATE)

JOSEPH ESSA, PRESIDENT, +1.310.432.1541

WWW.WOLFGANGPUCK.COM

Austrian-born Wolfgang Puck has become one of the most influential chefs in North America. Complementing Puck's fine dining restaurants, catering venues and casual restaurants are his licensed restaurant properties, Wolfgang Puck Express, The Kitchen by Wolfgang Puck, The Kitchen Counter by Wolfgang Puck and WPizza, which are located primarily at airports, grocery stores and various retail locations, as well as at major entertainment venues such as Universal Studios Los Angeles. Puck also sells numerous licensed consumer products including organic soup, coffee, cookware, pressure oven, cookbooks and wine.

125 GOLD'S GYM

\$147M (PRIVATE)

SARAH BENSON, VICE PRESIDENT OF LICENSING, BRAND SENSE PARTNERS (LICENSING AGENT), +1.310.867.7210

WWW.GOLDSGYM.COM

In 2016, Gold's Gym added new licensees in several core areas including apparel, small appliances, hydration bottles, food storage, electronic accessories, headwear and publishing. Gold's Gym-branded products are represented at a number of mass retailers including Walmart, Dick's Sporting Goods, In-Gym, Amazon and other internet retailers. In 2017, Gold's Gym will continue to build out its platform of lifestyle-oriented products and expand its international presence. Key areas of growth will include consumables, electronics, personal care and health.



126 ANHEUSER-BUSCH INBEV

\$144M (NYSE: BUD)

BEN GRAZIANO, DIRECTOR OF LICENSED MERCHANDISE, CAA-GBG GLOBAL BRAND MANAGEMENT GROUP (LICENSING AGENT), +1.646.839.7000

WWW.GLOBALBRANDSGROUP.COM

The Anheuser-Busch InBev licensing program is supported by more than 45 licensing partners with a consumer product portfolio that ranges across fashion apparel and accessories, gift and novelty items, drinkware, electronics and food. ABI's top licensed properties include Budweiser, Bud Light, The Clydesdales, Busch, Stella Artois, Natural Light, Rolling Rock, Leffe and Bud Light Lime-A-Rita. Products utilizing the marks in ABI's portfolio span 10 core markets and 160,000-plus retail doors across all channels including year-round placement at Amazon, Walmart, Kohl's, Target and Meijer, alongside specialty collaborations at Urban Outfitters and Pac Sun. Over the course of 2016, ABI grew its footprint in fashion and pop culture by developing apparel collaborations supported by celebrities including DJ Khalid and Big Sean, around events during Super Bowl weekend and the Budweiser Made in America Festival. 2016 also saw the market launch of six new licensees and the signing of five new partners to expand ABI's existing in-store offering as well as pushing into new retail channels such as convenience and grocery. ABI also fortified and expanded its base of core licensees while preparing to extend into new categories and additional brands for the coming years. In 2017, ABI's licensing program will be focused on building a robust food business centered around meats, snacks and a re-launch of the Budweiser sauce line. There will also be aggressive growth in the product offerings and distribution of merchandise utilizing the Stella Artois, Busch and Natural Light marks.



127 AARDMAN ANIMATIONS

\$140M (PRIVATE)

ROB GOODCHILD, HEAD OF LICENSING,
+44.11.7984.8485

WWW.AARDMAN.COM

Aardman's top licensed properties are Shaun the Sheep, Wallace & Gromit and Morph. In January, Aardman and Studio Canal announced plans for a second film based on Shaun the Sheep, called Shaun the Sheep Movie 2. Also, the two studios are developing Early Man, which is scheduled for 2018 release. Aardman recently partnered with Watermelon to create a print-on-demand e-commerce site, called Aardman By Me, featuring the studio's popular properties. It allows fans to customize and personalize such merchandise as apparel, gifts, homewares and tech accessories with a name, slogan or design choice.



129 BEAM SUNTORY

\$135M (PRIVATE)

JEFF CHRISTENSEN, PRESIDENT, THR3E
LICENSING (LICENSING AGENT), +1.630.809.1101

WWW.BEAMSUNTORY.COM

Owned by Suntory Holdings Limited, Beam Suntory is the world's third largest premium spirits company. Its portfolio includes Jim Beam Bourbon, Sauza Tequila, Canadian Club Whisky, Knob Creek Bourbon, Cruzan Rum, Courvoisier Cognac and Hornitos Tequila.

130 KATHY DAVIS STUDIOS

\$135M (E) (PRIVATE)

SARAH VAN AKEN, VICE PRESIDENT, MARKETING,
+1.215.444.9544 EXT. 106

WWW.KATHYDAVIS.COM

Kathy Davis Studios began 25 years ago with a greeting card range based on the artist's paintings and hand-written messages and has since evolved to include social expressions, gifts, fashion, homewares, stationery, books and more.

128 LA-Z-BOY

\$140M (NYSE: LZB)

GLEN KONKLE, CHIEF EXECUTIVE OFFICER, EQUITY MANAGEMENT (LICENSING AGENT), +1.858.558.2500

WWW.LA-Z-BOY.COM

Over the course of its rich history, the iconic La-Z-Boy brand has established itself not only as the leading furniture brand in the U.S., but also as a brand that is increasingly recognized globally. A track record of innovation and style, combined with an unwavering commitment to comfort and quality has been foundational to La-Z-Boy. The La-Z-Boy licensing program reinforces these cornerstone elements through high-quality products that allow consumers to "Live Life Comfortably." The office seating program offers a broad range of comfortable and stylish residential and small business office chairs across office specialty, club and e-commerce retailers. In 2017, the office seating program will extend into the commercial office market. The outdoor casual furniture business also remains strong for the brand, with distribution in department and club stores as well as home shopping TV. The La-Z-Boy spa program continues to grow through the expansion of its dealer network in North America and the U.K. In 2017, the brand's licensing agent Equity Management will continue to pursue select new opportunities to build and extend the La-Z-Boy brand.

131 LAMBORGHINI

\$135M (E) (LAMBORGHINI IS A DIVISION OF AUDI, ETR: NSU)

ELISA MIGNINI, MANAGER OF LICENSING, +39.051.9597980

WWW.LAMBORGHINI.COM

The Italian super sports car brand, headquartered in Sant'Agata Bolognese, increased worldwide sales by 7 percent in 2016 and ended with total sales growing for the sixth consecutive year and topping 900M Euros for the first time. At Milan Men's Fashion Week in January, Automobili Lamborghini presented the RTW collection for Fall/Winter 2017/18. The Collezione Automobili Lamborghini private label was on show with a display created in collaboration with Riva 1920, makers of designer wood furniture. In addition, the luxury automaker also previewed collaborations with Hettabretz for outerwear and Enzo Bonafè for shoes.

132 MELITTA

\$130M (PRIVATE)

PHILIP RAIA, SENIOR VICE PRESIDENT, BUSINESS DEVELOPMENT, LMCA (LICENSING AGENT), +1.212.265.7474

WWW.MELITTA.COM

LMCA's focus for the Melitta program has been oriented to coffee experience and related products. The German-based coffee maker's licensed line of consumer coffee makers has received industry recognition for being innovative and stylish. Melitta licensed products continue to enjoy both distribution and share gains throughout North America. As the brand continues to innovate, the company is seeking licensees that are committed to quality coffee products that capture and enhance the European essence of Melitta.

133 (THE SUN PRODUCTS CORPORATION)

\$130M (PRIVATE)

ALAN KRAVETZ, PRESIDENT AND CHIEF OPERATING OFFICER, LMCA (LICENSING AGENT), +1.646.781-3167

Sun licenses its famous Snuggle fabric softener brand on products that fit with its brand imagery seamlessly. Managed by LMCA since 2012, this licensing program currently includes home textiles, bedding, pillows, mattresses and mattress toppers, as well as air fresheners. Program growth has been strong, coming largely from market share gains.



134 SANTORO LICENSING

\$127M (PRIVATE)

JO CAMPBELL, GENERAL MANAGER, +44.20.8978.1104

WWW.SANTORO-LONDON.COM

London design house Santoro's top licensed properties in 2016 included Gorjuss, Mirabelle and Kori Kumi. The Gorjuss collection has become not just a success story, but a phenomenon with its timeless appeal and connection to a broad demographic. During 2016, Santoro brands were opened in a range of new territories, and the company also saw significant category growth in both new and existing markets. Highlights of 2016 included bespoke collections for Benetton in Italy and Europe, El Corte Ingles in Spain, Hamleys internationally, Harrods, Selfridges and WHSmith in the U.K. and La Rinascente in Italy; strong social media interactions with consumers including more than 50,000 YouTube videos of international fans sharing their purchases; and bespoke back-to-school collections in Italy, Spain, Croatia, Greece, U.A.E. and France. In 2017, the company will expand into Russia, Australasia, South America, and inroads into Asia, as well as into new categories such as bedroom furniture, rag dolls, figurines, swimwear and outerwear. New social media initiatives are also planned, including the launch of the Santoro Licensing Awards. 2017 will also see the launch of an exquisite new collection to add to the portfolio.



135 AGFAPHOTO

\$120M (PRIVATE)

ALAN KRAVETZ, PRESIDENT AND CHIEF OPERATING OFFICER, LMCA (LICENSING AGENT), +1.646.781.3167

WWW.AGFA-PHOTO.COM

This German-based photography brand has extended into camera accessories, memory, optics, film cameras, batteries, tablet computers, smartphones and other categories. Distribution extends from Europe to Asia, MENA and North America, with plans for expansion.

136 PERFETTI VAN MELLE GROUP

\$106M (PRIVATE)

CHRISTINE COOL, AREA LICENSING MANAGER, +34.93.773.92.00

WWW.PVMLICENSING.COM

Top brands for Perfetti van Melle's licensing program include Airheads, Chupa Chups, Mentos and Frisk. True to its artistic brand roots by Salvador Dalí, Chupa Chups revisited its creative origins in 2016. British pop artist Philip Colbert of The Rodnik Band reinterpreted the brand's icons on bold, surrealist pop sculptures, paintings and fashion designs that were showcased at Brand Licensing Europe. The first halo project stemming from this artwork is a collection of premium furniture elements presented at this year's Milano Design week in Italy. Throughout 2016, the brand saw significant growth in the health and beauty category. Moreover, Chupa Chups entered the F&B arena for the first time, teaming up with Unilever for the launch of a fruit-flavored ice cream in several European markets. The brand is now preparing new launches of celebration cakes and bakery products. PVM's biggest brand, Mentos, took its mint and fruit aromas to several lifestyle licenses in the health and beauty and air care categories. In the U.S., Rotuba has captured the Mentos aroma on a range of pens; and Mentos' essence was at the heart of the communications campaign for limited edition Citroën cars in France. In the U.S., Airheads celebrated its 30th anniversary, teaming up with 7-Eleven and Taco Bell, which launched a Slurpee and a frozen drink featuring the brand; last June, the candy hotspot It Sugar celebrated the brand's anniversary with dedicated corners featuring special formats of Airheads along with home and apparel products; and this spring Jel Sert will launch freezer bars with a fun twist on the popular Mystery Flavor. In Japan, Perfetti has been leading the mint category for years with its Frisk brand and the first launches of lifestyle licenses of Frisk in health and beauty categories have caused quite a stir in the market, where a Frisk mask was elected the best innovative product among 500 new products at the Tokyo Gift Fair. Perfetti is also looking to drive growth in 2017 with new F&B initiatives and apparel launches with European fast fashion retailers.



137 PEPSICO NORTH AMERICA

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

JOANNE LORIA, EXECUTIVE VICE PRESIDENT AND CHIEF OPERATING OFFICER, THE JOESTER LORIA GROUP (LICENSING AGENT), +1.212.683.5150

WWW.PEPSI.COM

Key licensed brands for Pepsi North America include Pepsi, Mountain Dew and Aquafina. The company recently partnered with New York City restaurateurs Lisle Richards and Eric Marx of The Metric for its first 5,000-square-foot restaurant and bar, Kola House where the Pepsi brand is embedded in various dishes and drinks that are infused with kola nut extract. The restaurant also features various art, fashion and music events and hosted several Fashion Week events. In addition, Mountain Dew recently partnered with streetwear brand VFiles for a collection of wearable technology and with Fila for co-branded footwear.



138 TONY ROMA'S FAMOUS RIBS

\$100M (PRIVATE)

BILL CROSS, VICE PRESIDENT, BUSINESS DEVELOPMENT, +1.321.281.9329

WWW.TONYROMAS.COM

Top categories for this American casual dining restaurant in 2016 included ribs, pulled meats and sauces. Top retail partners include Walmart, Walmart Mexico, Costco, Publix, Carrefour Espana and Superama Mexico. The company signed a number of new licensees in Europe, Australia and Mexico that will roll out additional licensed products in 2017 and is currently in negotiations with licensees in Canada, Asia and the Middle East.

139 THE SCOTTS MIRACLE-GRO COMPANY

\$96M (NYSE: SMG)

STU SELTZER, PRESIDENT, SELTZER LICENSING GROUP; RICKY YOSELEVITZ, VICE PRESIDENT, SELTZER LICENSING GROUP (LICENSING AGENT), +1.212.244.5548

WWW.SELTZERLICENSING.COM, WWW.SCOTTS.COM

Key properties include Scotts Lawn & Garden and Miracle-Gro, which are licensed into a range of categories including garden hoses, plant support, plant tools, garden care, power tools and garden gloves. Top retailers are Home Depot, Walmart, Meijer's Target, Tractor Supply, ACE Hardware, Menards and Meyer. The brands' licensing agent, Seltzer Licensing, expects aggressive growth for Scotts Miracle-Gro in 2017. Home Depot most recently switched over its entire soaker hose business to Miracle-Gro-branded products and will be creating a dedicated brand block of licensed product for both Scotts and Miracle-Gro within its watering aisle. New licensed partners in the gardening space will also launch in 2017.



140 U.S. ARMY

\$90M (PRIVATE)

PAUL JENSEN, DIRECTOR, ARMY TRADEMARK LICENSING PROGRAM, +1.703.545.3418;
RICHARD DZIOBA ASSOCIATE DIRECTOR, BRAND MANAGEMENT, BEANSTALK (LICENSING AGENT), +1.212.303.1149

WWW.DEFENSE.GOV/TRADEMARKS, WWW.GOARMY.COM,
WWW.BEANSTALK.COM

The U.S. Army licensing program leverages the values of pride, performance and personal development to build positive brand awareness and create multiple touch points. In 2016, the program consisted of more than 270 licensees across gift and novelty, apparel and accessories, consumer electronics, fitness, fragrance, toys, tailgating, recreational sports and digital and interactive. U.S. Army licensed products can be found in over 50,000 doors in every channel of trade in the U.S., including mass, mid-tier including travel centers, sporting goods stores, toy stores, craft stores, tourist/museum centers, and retailers such as TJ Maxx, Burlington and Ross. A number of breakthrough categories were launched in 2016, including a U.S. Army-branded mail-order subscription service and aviation drones complete with their own live-view app. The U.S. Army also strengthened its co-branded initiatives including opportunities with manufacturers such as Corkcicle (innovative), Qalo (silicone-based jewelry) and Catstudio (home décor). For 2017, the U.S. Army program will focus both internally and externally. Internally, the organization will emphasize quality and best-in-class licensee operations, leveraging business reviews with current licensees to ensure product refreshes and extended distribution are maximized. Externally, the U.S. Army is looking to strengthen plans to combat counterfeit product.

141 MGA ENTERTAINMENT

\$86M (PRIVATE)

JULI BOYLAN, VICE PRESIDENT, GLOBAL LICENSING, +1.818.894.2525

WWW.MGAE.COM

Top licensed properties in 2016 included Little Tikes, Num Noms, "Project Mc2" and Lalaloopsy. Top retail partners include Target, Toys 'R' Us, Walmart and Asda in the U.K. 2017 will see the addition of promotional programs at major retailers and limited edition product ranges through a series of direct-to-retail programs.



142 COLD STONE CREAMERY

\$85.8M (PRIVATE)

JEFFREY QUINN, DIRECTOR OF BRAND LICENSING, +1.480.362.4184

WWW.COLDSTONECREAMERY.COM

For more than 25 years, Cold Stone Creamery has been delivering the ultimate ice cream experience with super-premium ice cream and signature creation flavor profiles that also drive the brand's licensing program across a variety of food and home products. Licensed products include coffee creamer, dessert syrups, hot cocoa, jelly beans, iced coffee, flavored milk, chocolate truffles and other miscellaneous confections, home air fresheners and health and beauty products. Cold Stone Creamery licensed products can be found in Walmart and most major grocers in the U.S., as well as at specialty and convenience stores. Growth for existing lines will continue throughout 2017 via both retailer and channel expansion, and commitments for new products, with a focus on premium confections and desserts as well as the home, H&B and beverage categories, are expected to grow the brand's portfolio.



143 AMERICAN GREETINGS ENTERTAINMENT

\$75M (E) (PRIVATE)

JANICE ROSS, HEAD OF GLOBAL LICENSING, +1.818.426.8608

WWW.AGPBRANDS.COM

First introduced in 1982, the iconic kids' property Care Bears is celebrating its 35th anniversary this year with a comprehensive licensing program that will feature collector's edition anniversary plush from Just Play. The franchise boasts almost 200 licensees worldwide across all product categories. In 2016, American Greetings also announced plans to re-launch the Madballs brand alongside master toy partner Just Play with products and a TV series.

144 BOY SCOUTS OF AMERICA

\$75M (NON-PROFIT)

GREG WINTERS, MANAGER, LICENSING PROGRAMS, +1.800.323.0732

WWW.LICENSINGBSA.ORG

With more than 2.1 million youth, nearly 1 million volunteers and over 50 million living alumni, the Boy Scouts of America is one of the nation's largest and most prominent values-based youth development organizations, providing programs for young people that build character, train them in the responsibilities of citizenship and develop personal fitness. For more than 100 years, Boy Scouts of America has helped build future leaders by combining educational activities and lifelong values with fun. In 2016, key product category growth included food, sporting goods, collectibles and craft/activity kits. Pinewood Derby remains one of the most popular properties, which promotes imagination and skill building. Pinewood Derby licensed products can be found at all major craft, hobby, book and hardware retailers. Key licensing initiatives in 2017 will focus on working with partners in product categories that emphasize education and learning, toys and games and other active lifestyle opportunities that resonate with the mission of the organization.

145 BLACK FLAG

\$75M (PARENT COMPANY SPECTRUM BRANDS NYSE: SPB)

ALAN KRAVETZ, PRESIDENT AND CEO, LMCA (LICENSING AGENT), +1.646.781.3167

WWW.BLACKFLAG.COM

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

146 MACK TRUCK

\$75M (PARENT COMPANY VOLVO STO: VOLV-B)

ALAN KRAVETZ, PRESIDENT AND CHIEF OPERATING OFFICER, LMCA, +1.646.781.3167

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

147 JELLY BELLY CANDY COMPANY

\$75M (PRIVATE)

VU MYERS BABCOCK, LICENSING MANAGER, CAA-GBG GLOBAL BRAND MANAGEMENT GROUP (LICENSING AGENT), +1.646.839.7000

WWW.GLOBALBRANDSGROUP.COM

As a global icon that manufactures the world's most famous gourmet jelly beans, Jelly Belly is a category leader with a more than 12-year-old licensing program. More than 15 billion Jelly Belly jelly beans are consumed each year across the globe. Each Jelly Belly licensee captures the essence of Jelly Belly, utilizing the brand's vibrant colors, capitalizing on its fun and playful nature and bringing a wide range of renowned flavors/scents into their categories. Categories include fashion accessories and apparel, candles, home fragrances, kitchen appliances and accessories, bath and body products, and food and beverage. 2016 was an incredibly strong development year for the Jelly Belly licensing program with a total of 15 new partners launching across North America, Asia and the U.K. 2016 Jelly Belly licensing initiatives included the launch of Jelly Belly-flavored sugar cookies nationwide in the U.S.; a one-time Jelly Belly lottery release in Michigan State; a repeat of the scented pillows program at Costco, which brought in more than \$1 million at retail; a limited edition jewelry capsule collection online; and increased distribution of tech accessories. With over 30 partners across 49 territories globally, Jelly Belly's licensed products are available in a variety of retailers across all channels. Top retail partners in 2016 in the U.S. included Walmart, Rite-Aid, Kroger, Fred Meyer, Safeway, H.E.B., Ahold, Costco, Kohl's, Bed Bath & Beyond, Michael's and SuperValu. Internationally top retailers included Costco U.K., Tesco, Primark, Asda, Halfords, TJ Morris and Winplus. The Jelly Belly licensing program continues to expand its partnerships across the globe. Top licensing initiatives in 2017 and beyond will include ice cream and soft drink launches in South Korea and Thailand, as well as continued expansion within the beverage, in-store bakery, housewares and fashion categories in the U.S.



148 MINOR LEAGUE BASEBALL

\$68.3M (PRIVATE)

SANDRA HEBERT, DIRECTOR, LICENSING, MINOR LEAGUE BASEBALL; ELIOT RUNYON, DIRECTOR, LICENSING, THE MINOR LEAGUES, +1.727.456.1736

WWW.MILB.COM

The Minor League Baseball licensing program oversees licensing efforts for 160 MiLB teams in the U.S. and Canada. Some of the top-selling properties in 2016 included the Durham Bulls, El Paso Chihuahuas, Lehigh Valley IronPigs, Sacramento River Cats and Toledo Mud Hens. Baseball caps and apparel are MiLB's top categories. Major League Baseball Properties serves as the licensing agent of Minor League Baseball, giving clout and name recognition to the MiLB brand and its teams' brands and logos. The MiLB online store platform hosted 150 sites in 2016, which included team, league, MiLB store and the MiLB Hometown Collection sites. Minor League Baseball and Major League Baseball Properties also offer Little League teams the opportunity to brand their local teams with MiLB names and logos. OC Sports produces the headwear, while Majestic Athletic produces jerseys, uniforms and shirts. In 2016, MiLB teams continued to unveil innovative new team names and logos to better represent their local communities, including the Binghamton Rumble Ponies, Jacksonville Jumbo Shrimp and New Orleans Baby Cakes. The 2016 season also saw the announcement of three new MiLB markets for 2017: the Florida Fire Frogs in Kissimmee, Fla.; and the Buies Creek Astros and Down East Wood Ducks, both in North Carolina. An MiLB Character Clubhouse retail platform was introduced to better highlight the league's team mascots. Participating teams receive a free mascot promotion kit containing Character Clubhouse-branded gift-with-purchase items. For the eighth consecutive year, MiLB teams will wear and sell special Stars & Stripes New Era Cap Co. caps during Fourth of July weekend. Some teams auction off the game-worn caps for a charitable cause/organization of their choice. A total of 143 MiLB teams are participating (up from 128 in 2016), with all royalties going to Welcome Back Veterans. Additionally, historic team names and logos have been making a comeback, and due to their popularity, a new site was created to specifically market the MiLB Hometown Collection. A limited edition cap series was launched featuring iconic cap designs from years past. MiLB employed a social influencer campaign to produce caps recommended by targeted consumers. The first phase of the inaugural collection sold out in days.



149 BILTMORE

\$65M (PRIVATE)

TIM ROSEBROCK, VICE PRESIDENT AND GENERAL MANAGER, LICENSED PRODUCTS, +1.828.225.6705

WWW.BILTMORE.COM/PRODUCTS



The Biltmore licensing program features a range of products inspired by the famous Biltmore House and Gardens in Asheville, N.C., built by George Vanderbilt in 1889. Products include furniture, lamps, area rugs, artwork, custom frames, decorative accessories, bedding collections, basic bedding, sheets, towels, cookware, serveware, cheesecake and smoked salmon. Top retail partners include Belk, Furnitureland South and Louis Shanks Furniture as well as Fine Furniture in China. Biltmore has a DTR relationship with Belk for bedding collections, sheets, towels, basic bedding, cookware and serveware. In gourmet food, top retail partners in 2016 were Ingles Markets, Walmart, Publix and Harris Teeter, all of which sell Biltmore cheesecake and/or smoked salmon. Biltmore is actively pursuing licensing partnerships in paint, wall coverings, nursery building and renovation materials, outdoor living, stationery, tabletop, jewelry and gourmet foods and candy. In 2017, the organization will continue to grow its program with new product development and channel expansion.

150 VIZ MEDIA NORTH AMERICA

\$60M (PRIVATE)

KENSUKE MASE, DIRECTOR, CONSUMER PRODUCTS, +1.415.546.7073

WWW.VIZ.COM

In 2016, Viz Media celebrated 30 years in the entertainment business. "Naruto Shippuden" continues to be one of the top properties for the company, as well as "One-Punch Man," both of which received exposure on Adult Swim's Toonami as well as Hulu in 2016. The "Naruto Shippuden: Ultimate Ninja Storm" video game series from Bandai Namco Entertainment America has shipped over 15 million copies worldwide to-date, and in 2016, the "Storm 4" video game sold more units than any previous "Naruto Shippuden" game in North and South America. In addition, Ripple Junction, a "Naruto" apparel licensee for over 10 years, increased net sales by 64 percent, and Funko sold close to 300,000 units of "Naruto Shippuden" Pop! Vinyl figures and Pop!-related products. For "One-Punch Man," Viz Media granted 20 contracts with new licensees for products including figures, toys, novelties, apparel and posters. Top retail partners in 2016 included Walmart, Hot Topic, Spencer's and GameStop. In February 2017, Bandai Namco released a new video game, "Naruto Shippuden: Ultimate Ninja Storm 4 Road to Boruto," following the storyline from *Boruto: Naruto the Movie*. The brand will also be strengthened in 2017 with the spring anime debut of "Boruto: Naruto Next Generations." Netflix's "Death Note" live-action movie will revitalize interest in the anime, and the company expects to see an increase in licensing activity as a result. McFarlane will release "Naruto" figures in the spring, and is developing "One-Punch Man" figures. Apparel will also be strong with new designs and styles, and key specialty retailers will host AniMay months to support anime-related products at their stores.

{ Top 150 Global Licensors }

COMPANY	RANKING	RETAIL SALES 2016	PAGE NO.
41 Entertainment	90	\$290 M	T32
4K Media	107	\$200 M	T36
A+E Networks	70	\$500 M	T27
Aardman Animations	127	\$140 M	T41
Activision Blizzard	106	\$208 M	T36
AgfaPhoto	135	\$120 M	T42
American Greetings Entertainment	143	\$75 M (E)	T44
Anheuser-Busch InBev	126	\$144 M	T40
Animaccord	104	\$230 M	T35
Art Brand Studios	75	\$430 M	T28
AT&T	108	\$200 M	T36
Authentic Brands Group	13	\$4.3 B	T13
BBC Worldwide	35	\$1.6 B	T18
Beam Suntory	129	\$135 M	T41
Beverly Hills Polo Club	34	\$1.7 B	T18
Biltmore	149	\$65 M	T46
Black Flag	145	\$75 M	T45
Bluestar Alliance	38	\$1.5 B	T19
Boy Scouts of America	144	\$75 M	T45
Briggs & Stratton	95	\$260 M	T33
C3 Entertainment	83	\$350 M	T30
Carte Blanche Group	99	\$250 M	T34
Cartoon Network Enterprises	31	\$2.1 B	T17
Caterpillar	24	\$2.82 B	T15
CBS Consumer Products	88	\$320 M	T31
Cherokee Global Brands	32	\$2.1 B	T17
Church & Dwight	80	\$365 M	T29
The Coca-Cola Company	50	\$1 B (E)	T22
Cold Stone Creamery	142	\$85.8 M	T44
Condé Nast	122	\$150 M	T39
DFB-Wirtschaftsdienste	68	\$560 M	T26
DHX Brands	60	\$700 M	T25
Diageo	78	\$400 M	T29
Dr Pepper Snapple Group	65	\$607.2 M	T26
Dr. Seuss Enterprises	56	\$950 M	T23
Eastman Kodak	105	\$215 M	T35
Electrolux	20	\$3.25 B	T15
Endemol Shine Group	64	\$610 M (E)	T26
Energizer Brands	81	\$365 M	T29
Entertainment One	44	\$1.3 B	T21
The Eric Carle Studio	103	\$230 M	T35
Ferrari	25	\$2.6 B	T16
Focus Brands	58	\$801.5 M	T24
Food Network	109	\$200 M (E)	T36
Ford Motor Company	33	\$2 B	T17
Fremantlemedia	66	\$600 M	T26
General Mills	100	\$250 M	T34
General Motors	17	\$3.5 B	T14
Girl Scouts of the USA	110	\$200 M	T37
Gold's Gym	125	\$147 M	T40
The Goodyear Tire & Rubber Company	86	\$338 M	T31

COMPANY	RANKING	RETAIL SALES 2016	PAGE NO.
Hamilton Beach Brands	111	\$200 M	T37
Hasbro	6	\$6.2 B	T10
Hearst Brand Development	84	\$350 M	T30
The Hershey Company	39	\$1.5 B	T19
HGTV Home	69	\$510 M	T27
IBML (International Brand Management & Licensing)	14	\$4 B	T13
Iconix Brand Group	4	\$12 B	T8
IMG College (Collegiate Licensing Company)	10	\$4.5 B	T12
Ironman	72	\$500 M	T28
ITV Studios Global Entertainment	79	\$400 M	T29
Jane Seymour Designs	102	\$240 M	T34
JCB Consumer Products	119	\$160 M	T39
Jelly Belly Candy Company	147	\$75 M	T45
John Deere	96	\$260 M (E)	T33
Kathy Davis Studios	130	\$135 M (E)	T41
Kathy Ireland Worldwide	26	\$2.6 B	T16
Kawasaki	118	\$165 M	T38
KISS	123	\$150 M	T40
Lamborghini	131	\$135 M (E)	T41
La-Z-Boy	128	\$140 M	T41
The LEGO Group	59	\$800 M (E)	T24
m4e	92	\$280 M	T32
Mack Truck	146	\$75 M	T45
Major League Baseball	9	\$5.5 B (E)	T12
Major League Soccer	77	\$420 M	T29
Margaritaville Enterprises	51	\$1 B (E)	T22
Mars Retail Group	85	\$340 M	T30
Mattel	29	\$2.3 B (E)	T16
Melitta	132	\$130 M	T42
Meredith Corporation	2	\$22.8 B	T7
MGA Entertainment	141	\$86 M	T44
Michelin Lifestyle	89	\$311 M	T32
Minor League Baseball	148	\$68.3 M	T46
Moomin	62	\$678 M	T25
Moose Toys	53	\$1 B	T23
NASCAR	52	\$1 B (E)	T22
National Basketball Association	21	\$3.2 B (E)	T15
National Football League	18	\$3.5 B (E)	T14
National Geographic Partners	97	\$260 M (E)	T34
National Hockey League	45	\$1.3 B (E)	T21
NFL Players Inc.	37	\$1.6 B	T18
Nickelodeon	8	\$5.5 B	T11
Nissan Motor Company	91	\$290 M	T32
Paramount Pictures	114	\$175 M (E)	T37
Pentland Brands	22	\$3 B	T15
PepsiCo North America	137	\$100 M (E)	T43
Perfetti van Melle Group	136	\$106 M	T43
Perry Ellis International	54	\$1 B	T23
PGA Tour	43	\$1.42 B	T20
Pierre Cardin	55	\$1 B (E)	T23

COMPANY	RANKING	RETAIL SALES 2016	PAGE NO.
Playboy Enterprises International	40	\$1.5 B	T19
The Pokémon Company International	19	\$3.3 B	T14
Polaroid	67	\$600 M	T26
Procter & Gamble	23	\$3 B (E)	T15
PVH Corp.	3	\$18 B	T8
Rainbow	11	\$4.5 B	T12
Ralph Lauren	27	\$2.5 B (E)	T16
Reynolds Consumer Products (Hefty)	120	\$160 M	T39
Rodale	121	\$155 M	T39
Roto-Rooter	113	\$180 M	T37
Rovio Entertainment	63	\$641.4 M	T25
Saban Brands	57	\$900 M	T24
Sanrio	12	\$4.4 B	T12
Santoro Licensing	134	\$127 M	T42
The Scotts Miracle-Gro Company	139	\$96 M	T43
Sequential Brands Group	15	\$4 B	T13
Sesame Workshop	46	\$1.3 B	T21
Skechers USA	116	\$170 M	T38
Smiley Company	94	\$264.6 M	T33
Smithsonian Enterprises	117	\$168 M	T38
Snuggle (The Sun Products Corporation)	133	\$130 M	T42
Sony Pictures Consumer Products	87	\$335 M	T31
Sports Afield	112	\$184 M	T37
Stanley Black & Decker	41	\$1.5 B	T20
Studio 100 Group	71	\$500 M	T27
Sunkist Growers	47	\$1.3 B	T21
Technicolor	61	\$680 M	T25
Telefunken Licenses	74	\$471 M	T28
TEN: The Enthusiast Network	98	\$260 M	T34
TGI Fridays	101	\$250 M	T34
Toei Animation	28	\$2.5 B	T16
Tommy Bahama	82	\$360 M	T30
Tony Roma's Famous Ribs	138	\$100 M	T43
Twentieth Century Fox Consumer Products	42	\$1.5 B	T20
U.S. Army	140	\$90 M	T44
U.S. Polo Assn.	48	\$1.3 B	T22
Universal Brand Development	7	\$6.1 B	T11
V&A Museum	76	\$428.9 M	T28
Viz Media North America	150	\$60 M	T46
Volkswagen	93	\$280 M (E)	T33
The Walt Disney Company	1	\$56.6 B	T6
Warner Bros. Consumer Products	5	\$6.5 B	T9
Weight Watchers International	36	\$1.6 B (E)	T18
Weil Lifestyle	115	\$175 M	T38
Welch's	73	\$480 M	T28
Westinghouse	16	\$3.9 B	T14
Whirlpool Corporation	30	\$2.2 B	T17
Wolfgang Puck Worldwide	124	\$148 M	T40
WWE	49	\$1.27 B	T22

What would your tax return look like if there was no IRS?

It would look like *fiction*! Royalty statements, like tax returns, require people to prepare them according to a non-fiction set of rules. When oversight is nonexistent or sporadic, human nature causes lines to blur. Aggressive positions are taken, diligence and care suffer, and mistakes occur. When you combine the issues that stem from a lack of oversight with all of the other complexities associated with preparing accurate royalty statements, chances are your royalty statement will be fiction! The U.S. uses the IRS to ensure compliance. Who do you use?

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