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TOP

150

GLOBAL LICENSORS

How **Bethany**
Mota

Became the First YouTuber
to Crack the **TOP 150**

Plus:

- 10 YouTubers to Watch
- Top 150 Adds 18 New Licensors
- Disney Sales Up \$4.3 Billion
- Brand Groups Build Portfolios

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Lewis Stark lewis.stark@eisneramper.com

TOP 150 GLOBAL LICENSORS

This comprehensive guide to the world's largest licensors, which represent \$259.9 billion in retail sales of licensed merchandise worldwide, provides retail sales data and trends for licensors in the entertainment, sports, fashion/apparel, corporate, art and non-profit sectors.

by Tony Lisanti, global editorial director

The Top 150 Global Licensors report once again exemplifies the breadth and scope of brand licensing and tells the tale of the opposite stories of continued growth at The Walt Disney Company, the world's largest licensor, down to the new "kid" on the list, Bethany Mota, who represents the new generation of YouTube celebrities.

Disney reported \$45.2 billion in total retail sales of licensed products worldwide, a significant increase of almost 10 percent (\$4.3 billion) over 2013, driven by the success of its newest franchises *Frozen* and *Guardians of the Galaxy*, and *Avengers*. On the other end, Mota cracked the Top 150 at No. 146 with \$80 million in retail sales, the very first time a digital star has entered the report. (See story on page T4.) It's a key trend to watch over the next several years as more and more multi-channel network and digital celebrities not only enter the business of brand licensing, but also join the Top 150.

There are 18 new licensors that join the list this year and represent a combined total of almost \$5 billion in retail sales of licensed merchandise in 2014. They include Technicolor, Endemol Shine Group, German Football Association, Bromelia

Produções, Volkswagen, m4e, DHX Media, Eric Carle Studio, Condé Nast, Jane Seymour Designs, Gold's Gym, Smithsonian, 4K Media, Rodale, Bethany Mota, Minor League Baseball, 41 Entertainment and Art Licensing International.

The Top 150 Global Licensors accounted for \$259.9 billion in retail sales of licensed products worldwide in 2014 versus \$251.8 billion in 2013. Disney accounted for slightly more than half of this increase in retail sales.

The Top 10 Global Licensors reported an increase in retail sales of more than \$131.4 billion in 2014, up from \$126.9 billion in 2013 and \$112 billion in 2012. The Top 10 global licensors now account for slightly more than 50 percent of overall retail sales.

A noteworthy change is Hasbro's movement upwards, climbing to No. 10 over Collegiate Licensing, which dropped to No. 11.

A total of 59 global licensors reported retail sales of \$1 billion or more, the same number as in 2013, representing \$232.3 billion or almost 90 percent of total retail sales. Two licensors—FremantleMedia and Sony Pictures Entertainment—dropped out of the Top 150 Billion Dollar Club, while

two joined—Technicolor and PGA Tour.

Conversely, there are 75 licensors reporting \$500 million in retail sales of licensed merchandise worldwide or less, and 40 licensors reporting \$200 million or less in retail sales.

With the additional licensors included in the ranking this year, *License! Global* has chosen to extend the list, rather than limit it to 150. This will actually set the direction for next year to extend the list officially to the Top 175 Global Licensors. The expansion will qualify more licensors for the report, dropping the retail cutoff from \$40 million to around \$25 million. The goal is not to limit the report by any measurement, but to accurately demonstrate the scope of global brand licensing worldwide.

As readers peruse this report, some of the rankings may run counter to common brand perceptions. Some licensors may appear to have higher retail sales numbers than readers might believe, while other licensors may have much higher numbers yet do not appear on the list. The fact is, this is not a brand perception or popularity report, but rather a sales and trend report based on information submitted directly to *License! Global* by each licensor. ©

* All global licensors and/or licensing agents submitted retail sales figures, which are based on worldwide retail sales of licensed merchandise in 2014, unless otherwise noted. International sales figures were converted according to the most recent exchange rates at press time. *License! Global* consults various industry sources, financial documents, annual reports, et al and relies on the fiduciary responsibility of each company for accuracy. All companies are public except as otherwise noted as Private or Non Profit. The Top 150 Global Licensors Report is copyrighted and cannot be used without the written permission of *License! Global* and UBM Advanstar.



Bethany **Mota**

The First YouTuber to Crack the **TOP 150**

by **Tony Lisanti**

From her very first video in 2009, this multi-talented teenager and social media phenom has established a mega fan base to become one of the most popular YouTube stars, fashion trendsetters and beauty advisors in the world, and she has only begun to scratch the surface.

This unassuming 19-year-old says she has always known what she wanted to do. In some ways, it's hard to imagine that a young woman with such a following across all forms of social media remains so grounded and committed to building her brand.

Bethany Noel Mota (or Beth as she prefers), who has the continuous support of her family and parents, Tony and Tammy, stays remarkably focused on her video content and the key elements of her emerging fashion empire while keeping a grueling schedule—and okay-finding a little time to have some fun. Most recently, Mota traveled to Texas, India and beyond to meet her fans, reinforce her star power and popularity and to promote her fashion collection with Aeropostale.

"The growth of the channel was never my main focus," recalls Mota, who began to express her opinions through videos on YouTube at age 13 as a way to cope with bullying she suffered in the 8th grade. "My focus was always on creating new content. I never expected it to happen this way. I remember when I hit 100 subscribers, I was over the moon."

Today, Mota's YouTube channel has more than 8.5

million subscribers and more than 685 million views.

"It has become an amazing platform to share my opinions and thoughts," says Mota.

In addition, she has 1.6 million Facebook likes, almost 2.5 million followers on Twitter and 4.5 million followers on Instagram.

With her captivating smile and charismatic style, Mota has skyrocketed to stardom while building a licensing business that makes her the very first individual YouTube star to make *License! Global's* Top 150 report with \$80 million in retail sales of licensed merchandise in 2014.

The majority of Mota's retail sales at this point can be attributed to her partnership with fashion retailer Aeropostale, which operates 766 stores in 50 states, 61 stores in Canada and 239 locations in the Middle East, Asia, Europe and Latin America. Aeropostale's revenue hit \$1.83 billion in 2014. The partnership, which began in December 2013 with a Bethany Mota holiday collection, has grown significantly and now includes seasonal collections with 50-60 SKUs each. Recently, bedding and fragrance products were launched, and Mota has big plans to continue to expand into other categories.

"When I'm designing, I don't necessarily look at all the trends," Mota admits, "because what's unique about my collection is that it's authentic. I always get inspiration from my audience and I think that is cool for them, especially because I ask them what would they like, and sometimes I go on Twitter to ask them what they want to see."

“They have a creative input into the line, which is unique because customers don’t usually have that voice in the actual design process,” she adds. “I am constantly being inspired by my audience. When we launched the collection, I showed a series of one-minute behind-the-scenes clips with the design team in New York. My audience feels like they are part of it because I showed them the making of the brand.”

The key factors of her success and the popularity of her brand are based on originality, style and a real-life approach.

“It’s organic and real—it’s me,” Mota says. “I have never read from a script or played a character in my videos. When my audience sees me, that’s who I am and that’s exactly what they are getting. That’s what my audience has always respected and always really loved. No matter where in the world they are, they have this friend online.”

Mota recalls a recent mall visit when a girl ran up to her and gave her a hug.

“At first, I questioned myself: ‘Do I know this girl?’ This fan approached me as if we were best friends, yet we have never met before. But because she watches my videos, she already knows me. That’s what has built my connection with my audience,” says Mota. “Since the first video I uploaded in June 2009, fans have watched a real, authentic teenage girl growing up online.”



In addition to her own videos, Mota has garnered an even greater following as a result of her many fan meet-and-greets and numerous personal appearances that include ABC’s “Dancing With the Stars” and “The Ellen DeGeneres Show” in April. She was also the first YouTube celebrity on the cover of *Seventeen* magazine last October, and *Time* magazine ranked her as one of the Top 25 Most Influential Teenagers in 2014.

“I was shocked and honored,” Mota says of the *Time* article. “It reminded me that people are actually hearing my voice and that I truly have this impact on a younger generation. Even though my channel is about lifestyle, I always try to include personal and inspirational messages about body image, self-confidence, being positive and having a good outlook on life.”

For the future, Mota says she will continue to expand into new product categories including beauty and home décor, broaden her international audience, create new channels incorporating even more about her personal life and more advice videos about confidence, body image and inspirational messages. Mota says she also wants to do more as a singer and music artist following the release of her first single, “Need You Right Now,” last October.

Mota will also work diligently to stay connected with her fans and what they want and also remain focused on her mantra: “Be who you are and say what you feel, because those who mind, don’t matter, and those who matter, don’t mind.” ©

DIGITAL STARS OFFER LICENSING POTENTIAL

YouTube, multi-channel networks and content sharing sites have been revealing new talent for several years and now brand licensing is about to become the next big opportunity. Over the next three to five years, *License! Global* projects that these digital celebrities will drive upwards of \$1 billion in retail sales of licensed merchandise. While these sales numbers may be fragmented and span a wide range of categories and retail channels, they exemplify a vast and largely untapped new market.

In addition to Bethany Mota, here are 10 digital celebrities that have real product potential:

- Michelle Phan (YouTube: MichellePhan)—A digital pioneer, Phan has built her fan base with videos and tutorials on fashion and beauty. She has paired with cosmetic companies such as Em Cosmetics for product collaborations, and, most recently, Phan has joined with Endemol Shine Group to launch Icon and Icon U.K., a premium digital lifestyle network.
- Josh Leyva (YouTube: YoMuscleBoii)—Leyva posts a series of comedic videos through his channel on AwesomenessTV. With more than 1 million subscribers and 100 million views, the consumer product team behind AwesomenessTV is working with Leyva to build a merchandise program.
- Nash Grier (Vine: GrierNash)—Named one of *Time* magazine's 30 Most Influential People on the Internet this year, Grier is building an empire. With a forthcoming movie from AwesomenessTV in the works, endorsement deals and product extensions will follow.
- Joy Cho (Blog: OhJoy)—Cho got her start as a lifestyle blogger and has quickly evolved to host a successful YouTube channel, Pinterest account and built a following on other social media platforms under her brand OhJoy. Cho has paired with numerous retailers and brands including The Land of Nod, Feed, Microsoft and Target (her 2014 line sold out) to develop product lines that subscribe to the tastemaker's specific whimsical aesthetic for various items such as housewares, furniture, bedding, home décor, party décor, personal electronics, fashion accessories and more. She's also got three books at market from publishers Harper Collins and Chronicle Books.
- Rachel Cooper (YouTube: RachhLoves)—Canadian weblebrity and beauty and lifestyle guru Rachel Cooper has evolved her YouTube channel (which has more than 39 million views) to now include a deal with Corus Entertainment's W Network for an eight episode digital series, "Get Ready with Rachel."
- Ingrid Nilsen (YouTube: Miss Glamorazzi)—Nilsen started on YouTube in 2009 making lifestyle videos centered on beauty, fashion and healthy food how-to's. Most recently, Nilsen has partnered with all-natural health and beauty company Yes To for a limited edition range of facial wipes.
- Amanda Steele (YouTube: MakeUpByMandy24)—Steele is a beauty guru who offers her fans how-to tutorials and fashion advice. At retail, find a MakeUpByMandy24 signature eyeshadow palette, among other products, from BH Cosmetics; while her scripted series on AwesomenessTV, "Life's S.o. R.a.d.," received a limited edition junior's fashion line capsule at Kohl's last year.
- Sawyer Hartman (YouTube: SawyerHartman)—Hartman is a director, actor and YouTuber whose "Thru My Eyes" and collaboration videos have garnered millions of views from his 1.8 million subscribers.
- Teala Dunn (YouTube: Tealaxx2)—Dunn has grown her fan base to more than 700,000 subscribers who look to her for beauty and fashion advice. She has also had leading roles in series such as "Are We There Yet?" and Nickelodeon's "The Wonder Pets" and "The Naked Brothers Band."
- Meg DeAngelis (YouTube: MayBaby)—With 2.4 million subscribers, DeAngelis offers tips on make-up and fashion. She is also the host of "Makeup Mythbusters."

1

THE WALT DISNEY COMPANY

\$45.2B (NYSE: DIS)

JOSH SILVERMAN, EVP, LICENSING, DISNEY CONSUMER PRODUCTS, +1.818.544.0001; KIM ALBANO, VP, CUSTOMER CARE AND CONSUMER PRODUCTS, ESPN, +1.646.547.5117; VICTORIA CHEW, VP, MARKETING PARTNERSHIPS, FRANCHISE AND SYNERGY, ABC, +1.818.460.5484
WWW.DISNEYCONSUMERPRODUCTS.COM; WWW.ESPN.COM; WWW.ABC.COM

As the world's largest licensor, The Walt Disney Company extends its stories through innovative products and experiences. In fiscal 2014, global retail sales of licensed product reached a new high of \$45.2 billion. Growth in licensing was driven by films and television programs, as well as the continued popularity of the company's classic stories and characters. The Walt Disney Company has an extensive portfolio for fans of all ages, with 11 franchises that each generate more than \$1 billion in global retail sales annually. In 2014, The Walt Disney Company's iconic brands introduced new characters, stories and inspired retellings of classic tales. Film releases like Marvel's Guardians of the Galaxy, Marvel's Captain America: The Winter Soldier, Maleficent, Planes: Fire and Rescue and Big Hero 6, alongside hit Disney Junior properties and the new Star Wars Rebels animated series on Disney XD, all helped to make 2014 the best year yet for licensed product. Disney Princess continues to be one of the world's most popular girls' brands, with new Palace Pets, dolls, role-play and Disney Princess-branded and inspired apparel for juniors and adults meeting with high demand. The franchise's broad appeal was illustrated by successful new special occasion collections, including Ashdon for prom and Quinceañera and the 2014 Disney Fairy Tale Weddings bridal collection by Alfred Angelo. The Frozen phenomenon continued to grow in 2014. More than 3 million Disney Frozen Anna and Elsa role-play dresses have been sold in North America, alone, and Frozen products landed on every major holiday toy list released by national retailers, toy industry organizations and media outlets. Fans of Disney animation had plenty to celebrate, with the release of the high-flying comedy-adventure, Disney's



© Disney

Planes: Fire and Rescue, and the Academy Award winner for Best Animated Feature, Big Hero 6 (also the biggest animated film of the year), each of which inspired a hit line of merchandise. Mickey and Minnie continue to be major cultural icons, with Minnie becoming a fashion star in her own right. She's inspired a number of new collections, including an exclusive adult Minnie Mouse line featuring apparel in extended sizes. Anticipation for Star Wars: The Force Awakens continued to grow, bolstered by fresh content including the new Disney XD animated series Star Wars Rebels, which helped introduce a new generation of fans to a galaxy far, far away.



The accompanying product line celebrated all-new characters, starships, lightsabers and more. Highlights from the evergreen classic saga included Star Wars-inspired couture dresses by Rodarte. Star Wars also expanded its apparel and accessories lines through collaborations with Vans and SMS Audio, and celebrated 15 years of category-defining success with LEGO. Marvel's Avengers franchise also had an impressive year, buoyed by the release of Marvel's Thor: The Dark World and Marvel's Captain America: The Winter Soldier, plus new animated TV episodes, publishing and digital launches. The expansive cross-category merchandise assortment featured products from world-class licensees, and saw massive success at retail. Licensed product sales from the ever-popular Spider-Man franchise were also a significant part of DCP's record year, supported by The Amazing Spider-Man 2 from Sony Pictures, Marvel's Ultimate Spider-Man animated series on Disney XD and the launch of a Spider-Man franchise site on MarvelKids.com. Marvel's Guardians of the Galaxy was a blockbuster success, and its memorable story led to out-of-this-world demand for licensed merchandise. With a look unlike anything Marvel had previously brought to the big screen, the film's unique style was instantly recognizable at retail. The 80s retro vibe inspired an array of nostalgia apparel and accessories, while the film's standout characters were immediate hits with fans. Television also drove major success, with programs aimed at both children and adults. Disney Junior's Doc McStuffins was named one of the most influential toy lines of all time by Time magazine and continues to captivate, inspire and empower kids of all ages. The Doc McStuffins Get Better Talking Mobile by Just Play launched in August 2014 to major success, selling hundreds of thousands of units and pushing past retailer forecasts. Sofia the First once again joined Doc McStuffins as a top performer in the preschool space. Key ABC licensed properties included Castle, Dancing with the Stars, Grey's Anatomy, Once Upon A Time, Scandal, Shark Tank and The Chew. ABC-licensed products expanded into new categories and continued their strength in existing ones, including publishing. ESPN Consumer Products collaborated with best-in-class licensees to integrate marketing campaigns into brand extensions to fulfill ESPN's mission: To Serve Sports Fans. Anytime. Anywhere. ESPN's collegiate co-branded collection continues to grow, with planned program extensions surrounding the upcoming football season. While FY2014 was an incredible year for fans of The Walt Disney Company's franchises, 2015 promises even more exciting content. The all-new live action Cinderella captivated audiences around the world, while Miles from Tomorrowland premiered on Disney Junior, introducing children to science in a fun and engaging way. The second half of the year will bring an array of new content—including Marvel's Avengers: Age of Ultron and Star Wars: The Force Awakens, two highly-anticipated motion pictures, and two animated releases from Disney-Pixar, Inside Out and The Good Dinosaur.

2

PVH CORP.

\$18B (NYSE: PVH)

KENNETH L. WYSE, PRESIDENT, LICENSING AND PUBLIC RELATIONS, HERITAGE BRANDS, +1.212.381.3628;

JOHN VAN GLAHN, PRESIDENT, GLOBAL LICENSING AND CALVIN KLEIN COLLECTION, +1.212.292.9167; KARINA SPAR, EVP, LICENSING, TOMMY HILFIGER, +1.212.548.1397; DANA PERLMAN, SVP, BUSINESS DEVELOPMENT AND INVESTOR RELATIONS, +1.212.381.3502
WWW.PVH.COM

PVH's portfolio of brands, which includes Calvin Klein, Tommy Hilfiger and its Heritage brands business, generated over \$18 billion in global retail sales in 2014. During 2014, Calvin Klein revenues grew to more than \$8 billion in global retail sales, with over 50 percent of the global retail sales coming from licensing partners. Calvin Klein North America had strong performance both at retail and wholesale in the owned businesses operated by PVH and through its licensing partners. Calvin Klein also continued to post gains in Asia and Brazil, where the brand's position is strong. Over the next few years, the Calvin Klein brand looks to achieve continued healthy annual growth in global retail sales, with emerging markets such as China and Brazil driving significant growth along with the turnaround of its European operations. Tommy Hilfiger's power as a global designer lifestyle brand was demonstrated by its \$6.7 billion in global retail sales in 2014. Sales were generally strong across all regions, as the brand's preppy with a twist designs continued to resonate with consumers worldwide. Additionally, Tommy Hilfiger continued its global expansion with an announcement of a joint venture in Australia/New Zealand, established in January 2015. In Asia, the brand continues to focus on expanding through its joint ventures in China and India, as well as through licensed businesses in Southeast Asia. In Latin and Central/South America, Tommy Hilfiger continues to expand through its licensing partners and its joint venture in Brazil. Tommy Hilfiger's global retail sales are expected to grow over the next several years. PVH's Heritage brands had a defining year in 2014 with close to \$4 billion in global retail sales, as it continued to execute on its turnaround plan and also integrated Warnaco's Core Intimates and Speedo businesses. PVH signed a licensing arrangement with Intradeco Apparel for Arrow men's (including big and tall) and boys' pajamas, robes and loungewear/sleepwear, and kicked off its licensing program for Warner's and Olga by entering into a licensing arrangement with Vandale Industries for women's shapewear, sleepwear, loungewear, robes, sports bras and other specified athletic wear, for the U.S. and Canada. Van Heusen continues to have significant market share in India, Australia and South America with expansions planned in Central America and Asia for 2015. In the domestic market, Van Heusen launched men's sleepwear and loungewear with Intradeco Apparel and men's footwear with Eastman Group. The Izod brand continues its international growth with key licensing partners in China, India, Mexico and Panama. Izod's domestic licensing programs for denim, footwear, hosiery, children's and bedding continue to exceed retail plans. A license with Intradeco Apparel for men's loungewear and sleepwear was launched in 2014.

3

MEREDITH

\$17.7B (NYSE: NDP)

ELISE CONTARISY, VP, BRAND LICENSING, +1.212.455.1201

WWW.MEREDITH.COM

Meredith's licensing programs continue to be dominated by its Better

Homes and Gardens brand. The reach of the Better Homes and Gardens magazine, bhg.com website and social media presence on Facebook, Pinterest and blogs continues to translate to successful licensing programs including those at Walmart, Realogy and FTD. The goal in 2014 was to simultaneously manage those profitable existing relationships and broaden the licensing footprint by creating new programs with other valuable trademarks in its portfolio, including Eating Well, Allrecipes, Traditional Home, Parents, Successful Farming and Family Circle. Meredith delivered on that goal by executing an agreement with Clipper Corporation to create a new line of cookware, bakeware and kitchen gadgets under the Allrecipes brand in fall of 2014. The BHG brand at Walmart continued to grow as Meredith expanded its style assortment and positioned the products as better. While maintaining Meredith print, digital and social media marketing, the company saw an opportunity to introduce BHG products through a blogger network. It hosted the first-ever BHG Live Better Style Showcase for a select group of lifestyle bloggers. They enjoyed behind the scenes access to the Meredith photo studios and famous test kitchen, all while hearing entertaining and design tips from top editors against several room vignettes staged entirely with new BHG products available at Walmart. The 100-year partnership with Realogy saw 10 percent growth in the number of Better Homes and Gardens Real Estate franchisees, bringing the number of Better Homes and Gardens Real Estate professionals to more than 9,000 in 270 offices. Meredith also successfully renewed the BHG floral program with FTD, which continues to experience year-over-year sales growth in delivered arrangements, fresh cut flowers and plants. All of Meredith's current licensing programs are on track to grow in 2015. Through the unique value proposition of a media company, which provides brand reinforcement 365-days-a-year and several native promotional channels for its licensed products, Meredith is helping licensing partners create comprehensive marketing campaigns that consistently reach millions of consumers every day. The company is also excited to see the newest licensing partnership with Clipper Corporation evolve from 2014's concepts to a robust collection of kitchenware products that formally debuted at the International Home and Housewares Show in March 2015. Those products will be arriving in stores just in time for fall and holiday 2015 promotion.

4

ICONIX BRAND GROUP

\$13B (NASDAQ: ICON)

NEIL COLE, CEO, +1.212.730.0030

WWW.ICONIXBRAND.COM

Iconix owns, markets and licenses a diversified portfolio of 37 consumer brands across fashion, sports, entertainment and the home sector. In 2014, the company continued to grow its global footprint through its existing joint ventures; its global brands Peanuts, Umbro and Lee Cooper; and the expansion of its relationship with Global Brands Group into new territories including Korea, the Middle East and Umbro and Lee Cooper in China. The company acquired two new brands, character brand Strawberry Shortcake and the heritage athletic brand PONY. Strawberry Shortcake is a complement to the company's existing entertainment business, and through this acquisition, Iconix has gained new partnerships with top entertainment companies around the world including Netflix, Discovery Family, Budge Studios and the Bridge. The sports division of Iconix continues to be an area of growth, and Iconix will leverage its existing sports platform including Danskin, Starter and Umbro to help grow the PONY brand throughout North

America. Today, Iconix has more than 50 direct-to-retail partnerships, over 1,100 licenses and more than 1,300 international stores for its iconic brands worldwide. In the U.S., Iconix has DTR partnerships across most major retailers including Candie's at Kohl's, Mossimo at Target and Danskin Now at Walmart, to name a few. In 2015, the company expects growth to be driven by continued international expansion, the launch of the new Peanuts movie with Blue Sky Studios scheduled to launch in over 70 countries and 40 languages on Nov. 6, as well as its recent acquisitions of the Strawberry Shortcake and PONY brands. Iconix will celebrate its 10th anniversary in July.

5

MATTEL

\$9B (NASDAQ: MAT)
JESSI DUNNE, GM AND SVP, CONSUMER PRODUCTS,
+1.310.252.2000

[HTTP://CORPORATE.MATTEL.COM/](http://CORPORATE.MATTEL.COM/)

Always a reflection of the times, Barbie brings her signature style to more than 45 different consumer products categories including apparel, accessories, home décor, beauty, publishing, sporting goods and electronics. Barbie heads into 2015 with softlines partnerships, a new updated look and customizable products. In 2014, the brand launched new apparel lines with both Forever 21 and Wildfox. In fact, Barbie was named Forever 21's Shining Star of the Year as a result of a robust marketing plan that spanned multiple consumer touch points to launch the collection at an event at Forever 21's flagship store in Santa Monica, Calif. The Barbie Forever 21 launch party celebration in September 2014 included a pink Corvette and Ken model photo opportunity, as well as several additional brand activations. The launch party resulted in a 65 percent lift in foot traffic, as well as a lift in sales for Forever 21 over the prior week. In addition, the launch generated more than 600,000 media impressions and 171 media placements with coverage across top tier print and online outlets including Women's Wear Daily and InStyle.com. Additionally, the program included a robust social media campaign which resulted in 840,000 likes on just six Forever 21 Barbie pictures and 784 user generated posts on #BARBIELOVESF21 Instagram channels. The Barbie brand also launched an apparel line for Wildfox (Barbie Loves Wildfox) that included t-shirts, sweatshirts, swimwear and sunglasses. Teaming up with Wildfox, Barbie planned a private launch party complete with a pink corvette, photo opportunities and special celebrity guest appearances. The campaign was further supported by an Instagram photo contest and has 11,442 user-generated posts to-date. The brand also launched an exclusive Barbie Loves Wildfox collection video with Nylon Magazine. The social media campaign across Instagram and Twitter generated 39 billion total impressions and Wildfox had more reorders from this collection than any other collection. Thomas & Friends is celebrating its 70th anniversary this year and is the No. 1 preschool toy license in the U.S., according to The NPD Group, with a presence in more than 185 territories and in 30 languages. Thomas the Tank Engine and his friends invite children to enter a world of imagination through the tracks of a train and the words of a story, while at the same time introducing timeless life lessons of discovery, friendship and teamwork. The Thomas & Friends brand delivers a 360-degree brand experience through toys, licensed products and experiential partnerships and reaches more than 100 million-plus households a month in the U.S. alone, with its animated content through its distribution with PBS Kids. Thomas & Friends licensees worldwide include books, games, engines, playsets, apparel, bedding, accessories and more. As a part of the Mattel portfolio

of brands, HIT Entertainment properties continue to be a priority offering new opportunities. In more than 50 countries, Monster High centers around the fashionable teenage descendants of the world's most famous monsters. In its sixth year, the Monster High brand has become an emblem for today's generation of tween girls who celebrate and own their unique individuality at every consumer touch point through strategic partnerships in fashion, publishing and programming. Celebrating all that is perfectly-imperfect, Monster High encourages girls to Be Yourself. Be Unique. Be a Monster. Ever After High, the newest Mattel franchise, continues to grow in popularity. It features the next generation of fairytale legends and invites girls to discover the Ever After Royals and Ever After Rebels, who learn that destiny isn't written in permanent ink, but can be rewritten. Targeted toward the trendista girl, the Ever After High brand is a trans-media storyline brought to life through new entertainment on Netflix, digital, fashion dolls/toys and an array of consumer products. Ever After High inspires girls to be courageous, confident and make their own choices through rich storytelling and a modern day fairytale twist on the characters made famous by the Brothers Grimm. Fisher-Price is a leading global infant and preschool brand, as well as go-to brand for both mom and baby, with 99 percent brand awareness and \$2 billion in sales in more than 150 countries and 40 languages. Fisher-Price has anticipated what new babies and new parents need most. With product solutions for morning to night, Fisher-Price offers solutions across a multitude of categories including baby gear and care, infant accessories, publishing, music and party supplies. As the No. 1 vehicle property in the U.S., Hot Wheels continues to deliver thrilling vehicle experiences for boys of all ages. With a presence spanning multiple consumer product categories, Hot Wheels reaches boys of all ages through programs and lifestyle products including vehicles, apparel, sporting goods, publishing and toys. Mattel will continue to unveil the new best-in-class partnerships and product offerings for infants, kids, tweens and adults. It remains committed to re-energizing its core brands and deepening a connection with consumers via innovative products, marketing and retail execution. This year, Barbie will continue to help girls discover that anything is possible. This year's campaign will be supported by extensive product introductions, events and strategic partnerships. In 2015, Thomas & Friends will move full steam ahead into retail as it celebrates its 70th anniversary. Thomas has been known primarily as a content-based brand and Mattel is leveraging the occasion of the anniversary to activate untapped growth opportunities for the brand. The anniversary celebration will be supported by extensive product introductions, retail events and strategic partnerships. In addition, Mattel has begun working in innovative ways with new partners such as Disney, Warner Bros., Universal, WWE and Nickelodeon. Specifically this year, Mattel will launch toy lines for several new theatrical blockbuster and television properties including Disney's new Cinderella live action movie and Star Wars.

6

SANRIO, INC.

\$6.5B (OTC US: SNROF) (SANRIO, INC., IS A WHOLLY-OWNED SUBSIDIARY OF SANRIO CO., LTD.)
JANET HSU, PRESIDENT AND COO, +310.896.3262

WWW.SANRIO.COM

In 2014, Sanrio celebrated Hello Kitty's 40th anniversary with the first Hello Kitty convention, a museum exhibition at the Japanese American National Museum, unique collaborations and limited edition commemorative products. This milestone anniversary and events created an opportunity for Sanrio to expand programs and categories

for its flagship lifestyle brand. Key licensing initiatives in 2014 included a broad and diverse merchandise mix of lifestyle products catering to Sanrio's wide customer base. In 2014, Sanrio launched collaborations with Beats, Jeffrey Campbell, NCLA, Chan Luu, Minnetonka, Dylan's Candy Bar, SPAM and Ju-Ju-Be, among others. 2015 marks the 40th anniversary of Sanrio heritage brands My Melody and Little Twin Stars. Exclusive programs are in development for each of these properties, including events and licensed products. New character programs will focus on two segments for 2015—heritage and emerging characters. My Melody, Little Twin Stars, Keroppi, Badtz-Maru, Chococat and Dear Daniel contribute to Sanrio's rich character family. Sanrio will also introduce new characters that celebrate the brand's uniquely quirky and kawaii appeal. Growing product categories for 2015 include toy, sporting goods, digital and food and beverage. Apparel, accessories, home, consumer electronics, activity and stationery continue to be a focus for Sanrio. A new Hello Kitty Café is slated to open in Southern California before the end of the year, and, in the meantime, the Hello Kitty Café food truck has been making appearances at special events. Hello Kitty's Supercute Friendship Festival kicks off at the end of May and will make stops around North America, spreading friendship, fun and surprises in a multi-stage, live entertainment show and surrounding festival. In addition, Sanrio has announced a partnership with Fox Animation for the film rights to the Mr. Men Little Miss brand.

7

WARNER BROS. CONSUMER PRODUCTS

\$6B (NYSE: TWX)

BRAD GLOBE, PRESIDENT, WARNER BROS. CONSUMER PRODUCTS;
KAREN MCTIER, EVP, DOMESTIC LICENSING AND WORLDWIDE
MARKETING, +1.818.954.7980
WWW.WARNERBROS.COM

Top properties include DC Comics (Batman, Superman, Wonder Woman and Justice League); Harry Potter; The Hobbit Trilogy including the finale, The Hobbit: The Battle of the Five Armies; Godzilla; animated classics Looney Tunes, Scooby-Doo and Tom and Jerry; The Wizard of Oz, which concluded its 75th anniversary celebrations in 2014; and television series including The Big Bang Theory and Supernatural. With more than 3,700 active licensees around the world, Warner Bros. Consumer Products took its vast property portfolio to new heights in 2014 with theatrical releases, milestone anniversaries and partnerships, coupled with all-new themed entertainment experiences. Warner Bros. Pictures' and Legendary Pictures' 2014 film Godzilla roared into retail with master toy partner Bandai, Jakks Pacific and more. The finale to The Hobbit Trilogy, The Hobbit: The Battle of the Five Armies, once again drew support from master co-partners The Bridge Direct and Vivid Group, as well as The LEGO Group and WETA Workshop, among others. The Wizarding World of Harry Potter—Diagon Alley opened at Universal Studios Florida, expanding the Harry Potter world that launched in 2010 at the Universal Orlando Resort. The Wizarding World of Harry Potter at Universal Studios Japan opened, as well. WBCP renewed its partnership with Mattel to produce toys based on the DC Comics universe, including theatrical releases and television series like The CW's Arrow and The Flash. Additionally, WBCP teamed up the Justice League with Hendrick Motorsports, taking the DC Comics Super Heroes to the NASCAR track with consumer promotions and original content. Celebrating his 75th anniversary, Batman was at the forefront of the studio's activities with cross-category collaborations around the world

including the launch of Batman-themed stamps with the United States Postal Service and partnerships at French retailer Colette, DC Comics Super Hero Stores and Batman 75th exhibitions throughout Asia, to name a few. The Wizard of Oz took its 75th anniversary to the catwalk as haute couture designers created inspired-by looks of Dorothy, the Wicked Witch of the West and Glinda the Good Witch for 20-inch Tonner Dolls, which were showcased at The Fashion Institute of Technology and Bloomingdale's flagship New York City store. The dolls were then auctioned off to benefit the There's No Place Like Home campaign, benefitting Habitat for Humanity. WBCP is heading into 2015 with an unprecedented line up of global licensees on board to support its vault of properties and content. The DC Comics universe leads the charge with support for the forthcoming film Batman v Superman: Dawn of Justice, from Warner Bros. Pictures, set for release on March 25, 2016. All-new animated content entitled Batman Unlimited, inspired by Mattel's new Batman toy line, will see support from master toy partner Mattel, as well as Thinkway, Rubie's and more. Preschool partner Fisher-Price will expand its successful Imaginext DC Super Friends toy line as new animated content is announced in support of the brand. WBCP will continue to grow its rich DC Comics TV portfolio, including series The Flash, Arrow and Gotham, with all-new licensee support. Currently in production as part of an expanded creative partnership between Warner Bros. Entertainment and J.K. Rowling, Fantastic Beasts and Where to Find Them is the first in a new film series from Rowling's world of witches and wizards, inspired by Harry Potter's Hogwarts textbook Fantastic Beasts and Where to Find Them. Fantastic Beasts and Where to Find Them will mark J.K. Rowling's screenwriting debut and will be fully supported by WBCP, with global partners offering fans an exciting licensing and merchandising program. Scooby-Doo is building excitement at retail with all-new licensing support from The LEGO Group, featuring five all-new sets and in never-before-seen animated content in LEGO form. Looney Tunes will continue to drive new trends with hot new partnerships such as Hare Jordan for NIKE and haute couture apparel and accessories with Moschino. Also in the spotlight are three shows from Warner Bros. Animation that will bring life to WBCP's classic animation slate: Wabbit—A Looney Tunes Production, Be Cool Scooby-Doo! and The Tom and Jerry Show, all of which will partner with top-tier licensees. WBCP will also continue to highlight its current and classic television properties like The Big Bang Theory, Supernatural, Friends and more with continued cross-category support at retail. Additionally, franchises such as Harry Potter, which continues to expand in the themed entertainment space, will round out the studio's portfolio.

8

MAJOR LEAGUE BASEBALL

\$5.5B (E) (PRIVATE)

NOAH GARDEN, EVP, SPONSORSHIP/COMMERCE, +1.212.485.3177
WWW.MLB.COM

9

NICKELODEON

\$5.5B (NASDAQ: VIAB, VIA)

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

2014 was a year marked by record high points for two of Nickelodeon's properties—SpongeBob SquarePants and Teenage Mutant Ninja Turtles. SpongeBob went into the fashion world with deals ranging from

partnerships with streetwear brands and tastemakers (most notably Pharrell Williams), to reaching the runways of Milan haute couture through Jeremy Scott for Moschino. Marking 15 years on TV, *SpongeBob* remains the No. 1 animated show with kids, and the property's second theatrical movie, which debuted in 2015, accrued more than \$300 million at the global box office. The attending roster of licensees for the film included Just Play, MEGA Bloks, Rubie's Costumes and Fisher-Price Imaginext. As for *Teenage Mutant Ninja Turtles*, the property marked its 30th anniversary last year with not only a global theatrical release, but by having its action figures rank as the year's overall top selling toy. The theatrical release took in nearly \$500 million in global box office sales, and *Turtles* continues to grow in virtually every market and across consumer products categories with partners including Playmates, MEGA Bloks, Rubie's Costumes and Pacific Cycle. This year also marked the launch by Playmates of three new key *Turtles* toy segments: Mutations, T-Machine and Half Shell Heroes. Additionally, Nickelodeon's preschool portfolio of characters and shows backed with deep educational curriculum is stronger and more popular than ever, with consumer products programs for preschool show *PAW Patrol* with partners Spin Master, Cardinal Industries, Pacific Cycle, Bravo Sports, Playhut and Alex Toys; *Dora and Friends: Into the City!* with products by Fisher-Price; and the newest addition, *Blaze and the Monster Machines*, which features extensive consumer products rolling out this summer. Nick's most successful retail programs in this past year included *Turtles in Training* at Toys 'R' Us, *Turtles Destination* brand at Target for holiday 2014 and *The SpongeBob Movie* program at Walmart.

10

HASBRO

\$5.06B (NASDAQ: HAS)

SIMON WATERS, SVP, GLOBAL BRAND LICENSING AND PUBLISHING, +1.401.431.8697

WWW.HASBRO.COM

In 2014, Hasbro further established its global franchises in key markets worldwide, with the *My Little Pony*, *Transformers* and *Monopoly* brands leading the way. Hasbro also continued to strengthen its franchise brands by reaching consumers across multiple touch points from movies and TV to digital gaming, theme parks and promotions. Its branded storytelling across entertainment platforms yielded 8 billion impressions worldwide through its television programming and digital downloads alone. The company's entertainment and licensing segment revenues increased 15 percent, the highest to-date. Its 2014, performance also underscored the strength of Hasbro's licensing efforts across multiple brands, with both the *My Little Pony* and *Transformers* brands igniting growth. Key highlights from 2014 include the *Transformers* 30th anniversary, and the feature film *Transformers: Age of Extinction* (Paramount Pictures), hit theaters worldwide in 2014 with brand support from more than 300 licensing agreements and promotional relationships worldwide. The film brought in \$1.1 billion in ticket sales in 2014 and was the highest grossing movie of all time in China. On the small screen in 130 countries, *Transformers Rescue Bots'* third season on the Discovery Family Channel (U.S.) also had an accompanying app. The brand received another boost from of its park attraction, *Transformers: The Ride-3D*, at Universal Studios Hollywood, Universal Orlando Resort and Universal Studios Singapore. For apparel, Hasbro teamed up with fashion brands to unveil *Transformers*-branded goods from licensees 686, Andrea Crews, Under Armour, Osiris Shoes, Shredders and New Era. On the publishing front, the *Transformers v. GI Joe* comic series from IDW was ranked on

virtually every Best of 2014 list, and IDW also published a mini-series based on the new female fan-built bot character, Windblade. Digital gaming was another robust category for the *Transformers* brand, with product releases spanning all key gaming platforms from game publishers such as Activision and DeNA. The *My Little Pony* brand, with a global presence in 71 countries, has witnessed its best year since its re-launch in 2010. The brand has grown to more than \$1 billion at retail and continued momentum with the *My Little Pony Equestria Girls* doll line. Last fall, the fourth season of *My Little Pony Friendship is Magic*, created by Hasbro Studios, kicked off in the U.S. and airs in over 180 territories. *My Little Pony* has more than 200 publications, and IDW published its first comic book collection based on the *My Little Pony: Friendship is Magic* animated series. On the digital front, PlayDate Digital has created a successful series of eight *My Little Pony* interactive storybook apps, and Gameloft's *My Little Pony-Friendship is Magic* app is available in 13 languages and 169 territories. The brand also captured attention across multiple continents with live *My Little Pony* shows that engaged fans attention in Canada, Singapore and Indonesia. *My Little Pony* key retail relationships expanded in areas of home, beauty, fashion and outdoor items, along with apparel events and window displays at retailers such as Selfridges (U.K.), Top Shop with designer Alice Vandy (U.K.), Colette Boutique with designer Andrea Crews (Paris, France), H&M, and Cotton On (Australia). Dynacraft also launched *My Little Pony*-branded wheeled goods. The *Monopoly* game garnered more than 1 billion players in 114 countries and translations in 47 languages. It continued to engage its fans around the world through social channels and global social campaigns. In 2014, Hasbro also continued to reimagine its brand through fashion. Working with Alex & Ani, Hasbro's *Monopoly* tokens were reimaged into a bracelet collection. In addition, the *Monopoly* game returned to McDonald's for its 20th year, with the promotion appearing in more than 12 countries. Albertsons, Tops and Marsh grocery stores also ran *Monopoly*-branded collect and win promotions. Digital versions of *Monopoly* are available for all major platforms with licensees such as Ubisoft and EA. In addition to printing *Monopoly* lottery instant games in both the U.S. and internationally, in October 2014, Scientific Games/MDI introduced a multi-state lottery game called *Monopoly Millionaires' Club* that will be accompanied by a weekly TV game show with a live studio audience; and WMS Gaming released a new slot game, while Storm8 created a social mobile *Monopoly* Bingo game. In Latin America, Hasbro also teamed up with PepsiCo for a promotional program. Nerf celebrated its 45th anniversary in 2014. The company continued expanding the brand into new categories, with the introduction of Nerf Rebelle for girls in 2013, the global launch of Nerf Zombie Strike in 2014 and continual expansion of its Nerf Pet products with key licensee Gramercy Products. The Littlest Pet Shop franchise continued to build a following in 2014 with its animated TV series, created by Hasbro Studios and distributed in over 117 countries. The animated series inspired more than 140 new pets, customizable style sets and figurines. The Play-Doh brand went digital with PlayDate Digital's *Play-Doh ABCs* storybook app. Hasbro also expanded its footprint into the arts and craft category. Licensees include Sambro, D'Arpeje and PPG for Europe and have merchandise in Middle East, Benelux, Italy, France, the U.K., Spain and Turkey. For 2015, Hasbro will leverage these brands already mentioned and *Magic: The Gathering*, as well as its premier partner brands. Hasbro Studios expanded its film strategy in 2014 with the launch Allspark Pictures. *Jem and The Holograms*, in theaters later this year, will be one of the first movies that will be under the new Allspark Pictures platform. It will have a licensing program to accompany, as well as the publication of

IDW comics. In 2017, a My Little Pony feature film, which is currently in production, will also launch. Hasbro Studios has been steadily building their omniscreeen storytelling capabilities. In 2015, Transformers: Robots in Disguise, the latest installment in the iconic franchise, features an all-new animation style and is currently airing on Cartoon Network. Currently in its third season and created specifically for the younger generation of fans, Transformers Rescue Bots is produced by Hasbro Studios and airs on the Discovery Family Channel. Its 2015 product line includes characters and vehicles based on the animated series, as well as new rescue tools and vehicle modes. Season five of the My Little Pony: Friendship is Magic TV series launched in April on The Discovery Family Channel in the U.S. and in over 180 territories around the world. Season 5 will also include the milestone 100th episode. The third movie, My Little Pony Equestria Girls Friendship Games, will launch in the U.S. this fall. Focused execution will center on bringing Hasbro properties to life in unique, innovative ways as well as through multiple platforms, new channels and consumer experiences. Location-based entertainment continues to bring its brands to life in imaginative ways. Themed events at the Universal Studios around the world, playing larger than life versions of Hasbro's games on a Carnival cruise, or competing in the Monopoly World Championships in Macau, Hasbro's brands continue to create new experiences. The music category will also continue to expand in 2015. Hasbro also generates toy and game sales based on its strategic relationships with companies such as The Walt Disney Company for Descendants; Star Wars; Marvel's Spider-Man, The Avengers: Age of Ultron, Guardians of the Galaxy and Ant-Man. Additionally, Star Wars in-licensing will be at full tilt in 2015 based on the animated series Star Wars Rebels and release of Star Wars: The Force Awakens in December 2015. Additional partners include Sesame Workshop for Sesame Street and Universal for the Jurassic World and Minions properties.

11

COLLEGIATE LICENSING COMPANY

\$4.55B (PRIVATE) (AN IMG COMPANY)

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

Top selling college brands in 2014 included Alabama, Texas, Notre Dame, Michigan, Texas A&M and Florida, as well as the NCAA, the Tournament of Roses, the College Football Playoff and the Southeastern Conference (SEC). CLC's collegiate brand partners represent 75 percent of the \$4.55 billion retail market for college merchandise. Walmart remained the largest retailer of collegiate licensed product in the U.S., with other top retailers including Dick's Sporting Goods, Fanatics, Kohl's, Follett and Barnes & Noble. Collegiate institutions are becoming more strategic in managing their brands. CLC universities are using fan data and retail intelligence reports to better analyze their programs to identify opportunities for growth and create consumer-focused, customized strategies that include partnerships with best-in-class licensees in each product category and retail channel. Key categories of focus for growth include women's, infant/youth, men's fashion and several non-apparel categories. In addition to the categories just mentioned, Panini became the exclusive trading card company for most collegiate institutions in 2015. This new program should generate increased sales and brand exposure for many institutions over the next few years. To support sales for college licensing programs, CLC provides strong national retail marketing platforms such as College

Colors Day, Holiday Cheer Section and Rock Your Colors to promote college product during critical selling periods (back-to-school, holiday, college basketball). In addition to in-store promotions, CLC increasingly works with its university partners on digital strategies to connect with the consumer using a more targeted approach.

12

RAINBOW

\$4.3B (PRIVATE)

IGINIO STRAFFI, FOUNDER AND CEO; JOANNE LEE, COO, +39.071.75067500

WWW.RBW.IT

Winx Club was one of the company's top licensed properties throughout 2014. The show brings in over 15 million viewers each day on 115 broadcasters worldwide, now including China. The brand's third CGI movie, Winx Club–The Mystery of the Abyss, launched in 2014. In addition, Rainbow signed a deal in 2014 that will see a spin-off series, Winx Club WOW: World of Winx, become exclusively available in all Netflix territories. The first season will be available by early 2016 with the second following in the fall. Fans across the U.S., Canada, Latin America, the U.K., the Nordics, Benelux, France, G/A/S, Australia/New Zealand and Japan will be able to watch the new spin-off show. In the U.S., U.K., Australia/New Zealand and France, the third Winx theatrical movie will also be exclusive to Netflix. Another of Rainbow's major licensed properties in 2014 was Mia and me. This award-winning show is a co-production with Gerard Hahn–m4e. The series has been picked up by more than 70 broadcasters in over 80 territories. A full range of licensed merchandise will launch next year, including a toy line from global toy partner Mattel. Other partners include Ravensburger, Egmont, Unilever, Nestle and Panini. A second season is due for release later this year. Rainbow's policy of releasing new Winx Club content each year means a constant flow of new style guides that inspire licensees to produce fresh new product lines. Over 500 licensees are on board globally across a multitude of categories with more than 6,000 products developed—numbers that grew throughout 2014. Rainbow is expanding the property into more unusual and innovative sectors, such as Winx Club-themed holidays and experiences. In each territory, Rainbow has a major trade marketing program in place to support licensed products and increase the brand visibility on a retail level, through initiatives such as dedicated in-store areas and free entertainment.



13

IBML (INTERNATIONAL BRAND MANAGEMENT & LICENSING)

\$4B (PRIVATE)

PETER WOOD, MANAGING DIRECTOR, U.K., EMEA AND ASIA

PACIFIC, +44.0.845.1299.288; NEIL MORTON, MANAGING DIRECTOR, AMERICAS, +1.212.239.0990
WWW.IBML.CO.UK

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

14

WESTINGHOUSE

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

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

15

GENERAL MOTORS

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

From electric and mini-cars to heavy-duty full-size trucks, monocabs and convertibles, General Motors' brands offer a comprehensive range of vehicles in more than 120 countries around the world. GM's roster of brands include both current and heritage properties with assets spanning over 100 years such as Chevrolet, Buick, GMC, Cadillac, Pontiac, Saturn, Oldsmobile and Hummer. Key news for the GM licensing program in 2014 included continued success surrounding the seventh generation Corvette Stingray and Z06 coupe and convertible, the 2015 Camaro, the all-new Chevrolet Silverado and Colorado, the Chevrolet Trax and the new GMC Sierra and Canyon.

16

NATIONAL FOOTBALL LEAGUE

\$3.5B (E) (PRIVATE)
LEO KANE, VP, CONSUMER PRODUCTS, +1.212.450.2758

WWW.NFL.COM

17

DREAMWORKS ANIMATION

\$3.3B (NASDAQ: DWA)

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

In 2014, *How to Train Your Dragon* and *Penguins of Madagascar* led the charge, along with DreamWorks Classics brands including *Lassie*, *Noddy*, *Felix*, *Where's Waldo* and *Postman Pat*. DreamWorks Animation's highlight at retail in 2014 was *How To Train Your Dragon 2*, which

could be found at all major retailers in conjunction with the summer release of the film worldwide. DreamWorks Animation arrives into 2015 with a deep portfolio of new and classic properties for film, television and online across multiple categories. Highlighted

properties include the upcoming *Trolls* and *DinoTrux*, as well as *DreamWorks Dragons*, *Kung Fu Panda* and *Voltron*. *DreamWorks Classics* will continue to engage fans with initiatives around *Felix*, *Noddy*, *Lassie* and *Waldo*. Franchises *Shrek* and *Madagascar*, along with the recent *Home*, round out the studio's portfolio. *AwesomenessTV* is also poised for a landmark 2015 as the multi-platform media company continues to captivate audiences with short- and long-form content, led by an ever-expanding roster of talent.



18

AUTHENTIC BRANDS GROUP

\$3.2B (PRIVATE)

JAMES SALTER, CHAIRMAN AND CEO; NICK WOODHOUSE, PRESIDENT AND CMO; KEVIN CLARKE, CFO; TERRI DIPAOLO, COO AND GENERAL COUNSEL, +1.212.760.2410
WWW.ABG-NYC.COM

Top licensed properties in 2014 include celebrity brands Marilyn Monroe, Muhammad Ali, Elvis Presley, Michael Jackson (2015); women's fashion and accessories brands Juicy Couture, Judith Leiber, Adrienne Vittadini, Taryn Rose and Misook; men's fashion brands Hickey Freeman, Hart Schaffner Marx, Palm Beach and Bobby Jones; and sports brands Airwalk, Prince, Spyder, Vision Street Wear, TapouT, Hind, Above The Rim and Sportcraft. Top retail partners and licensing programs in 2014 were at retailers Bergdorf Goodman, Neiman Marcus, Dillard's, Nordstrom, Harrod's, Lane Crawford, Selfridges, Liverpool, Lord & Taylor, Macy's, Kohl's, TJ Maxx, Sears, Winners, Walmart, Kmart, Payless, Sports Authority, Dick's Sporting Goods, Under Armour, Decathlon Sports, Sports Direct, Big W and El Palacio. ABG will continue to focus on global licensing and marketing initiatives to drive domestic and international awareness of its portfolio and expand its customer base. Additionally, ABG will pursue mergers and acquisitions and acquire premium global properties.

19

NATIONAL BASKETBALL ASSOCIATION

\$3.2B (E) (PRIVATE)

VICKY PICCA, SVP, LICENSING AND BUSINESS AFFAIRS; ROBERT W. MILLMAN, SVP, INTERNATIONAL LICENSING AND BUSINESS DEVELOPMENT, +1.212.407.8000
WWW.NBA.COM

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

20

PENTLAND BRANDS

\$3B (PRIVATE)
 EAN BROWN, EXECUTIVE DIRECTOR, +44.020.8346.2600
 WWW.PENTLAND.COM

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

21

PROCTER & GAMBLE

\$3B (E) (NYSE: PG)
 GAYLE JONES, MANAGER, TRADEMARK LICENSING
 AND COMMERCIAL INNOVATION, GLOBAL BUSINESS

DEVELOPMENT, +1.513.626.7666
 WWW.PG.COM

**Electrolux**

22

ELECTROLUX

\$2.7B (NASDAQ: ELUXY)
 CIARAN COYLE, VP AND HEAD, GLOBAL BRAND
 LICENSING; PAUL SAMMONS, GLOBAL DIRECTOR,
 LICENSING OPERATIONS, +46.8.738.70.91
 WWW.ELECTROLUX.COM/LICENSING

Electrolux's top licensed brand continues to be the German brand AEG. This brand is licensed for products ranging from commercial energy to consumer electronics. Other top licensed brands worldwide include Electrolux, Frigidaire, Zanussi, Eureka and White-Westinghouse. In North America, Frigidaire extended into food storage containers and Eureka extended into home portable heaters. In Europe, Electrolux concluded licensing deals in France for the Arthur Martin brand for cookware and Zanussi extended into photovoltaic solar panels in the U.K. and cookware for Europe. Also, the Electrolux brand was licensed for water softeners and purifiers for Europe. In Asia, the Electrolux brand was licensed for refrigeration products in Bangladesh. Electrolux is one of the world's leading appliance makers, producing over 50 million products per year and selling into 150 countries globally. The brand licensing business works adjacent to the core business, offering brand extensions in almost every category. These licensing programs provide the consumer with an opportunity to enjoy their favorite brands across more product ranges and geographies. In 2015, Electrolux global brand licensing will continue to focus on working with excellent partners who understand how to translate strong brand equity into desirable consumer products.

23

FERRARI

\$2.6B (PRIVATE)
 STEFANO SAPORETTI, HEAD OF LICENSING,
 +39.053.694.9200

WWW.FERRARISTORE.COM

The company continues to reinforce its lifestyle approach with various luxury partners such as Tod's, Hublot, Vertu and Damiani. There are currently more than 50 Ferrari stores worldwide. Last year, Ferrari opened the doors to a new company-owned flagship store in Milan's historic Palazzo Ricordi near the Duomo. The store encompasses 750-square-meters over three floors and was created by architect Massimo Iosa Ghini.

24

RALPH LAUREN

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

25

WEIGHT WATCHERS INTERNATIONAL

\$2.5B (NYSE: WTW) (INCLUDES WEIGHT WATCHERS
 SMART ONES BY HEINZ)

WWW.WEIGHTWATCHERS.COM

26

CATERPILLAR

\$2.1B (NYSE: CAT)
 KENNY BEAUPRE, RETAIL BUSINESS DEVELOPMENT,
 +1.309.675.8665

WWW.CAT.COM

Growth in the footwear, phones, apparel, bags, toys and industrial products like battery chargers and jump starters were key drivers for retail sales in 2014. Twenty-nine freestanding Cat lifestyle retail stores opened worldwide in 2014, bringing the total of these stores to 107. The lifestyle collection continues to attract new consumers. In 2015, Caterpillar will launch additional Cat retail lifestyle stores in Central America, South America and China, and expand distribution of Cat phones and mobile accessories including the Cat S50 rugged smartphone. Additionally, look for the Cat brand in mobile apps, videos, games, tool storage and safety work wear and in special projects like the Ducks Unlimited/Cat duck calls. The company will continue working with current licensees to develop exciting new styles and products that reflect Cat brand attributes.

27

TWENTIETH CENTURY FOX CONSUMER PRODUCTS

\$2.1B (NASDAQ: FOXA)
 ROZ NOWICKI, EVP, GLOBAL SALES AND RETAIL, +1.310.369.2207
 WWW.FOXCONSUMERPRODUCTS.COM

The Simpsons 25th anniversary program was a key driving force for Fox Consumer Products' properties in 2014, including partnerships with LEGO and MAC, as well as fashion collaborations with global brands like Drop Dead, Uniqlo and Eleven Paris that introduced clothing for The Simpsons. The brand also saw significant growth in Asia and Europe thanks to partnerships with such global brands as Etam, A Bathing Ape, Joyrich, MC2 Saint Barth and Just Hype. Capitalizing on its franchises and to commemorate the 35th anniversary of Alien, FCP released the Alien Isolation video game, which sold through 1.2 million units in the first three months of release, won over 50 press Game of the Year accolades and has had multiple nominations for major industry awards. FCP also celebrated the 35th anniversary of Alien with partnerships with SEGA and NECA and the Alien vs. Predator Maze at Halloween Horror Nights at Universal Studios. Internationally, Ice Age remained strong due to the global live show tour, Ice Age Live! A Mammoth Adventure; mobile game apps such as Ice Age Adventure; and fashion apparel partnerships such as Monnalisa, a high-end Italian children's brand; and X5 Russia's DTR program. Emmy Award-winning series Modern Family contributed to the company's record-breaking year thanks to several promotions in Australia such as the Australian

Toyota promotional campaign starring Ty Burrell in a series of seven commercials as well as an integration promotion with Qantas Australia. 2014 also marked the end of Sons of Anarchy, which evolved into a true lifestyle brand thanks to 60-plus final season licensees across all categories including newly released SOA slot machines; Metal Mulisha, a collection of a men's, women's and juniors apparel; an SOA-themed comic series by BOOM Comics; and the Sons of Anarchy Men of Mayhem–Gale Force Nine board game. The FX series The Strain had a strong premiere and spun off to create Fifth Sun apparel programs, while the popular series Family Guy continued to bring in business via new apparel programs with Rook and Famous Stars & Straps. Fan-driven brands such as Planet of the Apes, Predator, Home Alone, Rocky Horror Picture Show, Firefly, The X-Files and Buffy the Vampire Slayer also saw increased success in 2014 thanks to new collectibles, publishing, apparel, accessories and seasonal products. The Simpsons 25th anniversary partnerships with top accounts such as Toys 'R' Us, Primark and Hastings, along with fashion collaborations, were popular thanks to global brand partners including MAC, Uniqlo, Converse and Joyrich. The box office boom from The Fault in our Stars translated to sales for the film's apparel program with partners Hot Topic and Target, among others. FCP saw slot machine business growth with Avatar, Titanic, Sons of Anarchy and more. The Planet of the Apes' classic and current program targeted fans and collectors alike with apparel, publishing and collectibles. The Alien 35th program was anchored by Alien: Isolation and other partners including SEGA, NECA, Funko and Diamond Select. FCP held seasonal and holiday programs for Home Alone, Alvin, Ice Age, and others. FCP has several licensing initiatives that will drive growth for the company in 2015 and beyond. Empire broke numerous records, including the becoming the only show in the history of the Nielsen ratings to grow every episode of its season. On the film side, Ice Age will see its ongoing programs continue to grow in 2015 with its next film slated for release in 2016. The Asia Pacific region is a huge growth priority for the division for several properties including The Simpsons. The Simpsons ongoing programs, such as the Simpsons World app and streaming in China via Sohu, will further drive growth, as will the brand's new global partnerships to be announced throughout the year. Additional core FCP properties include Alvin and the Chipmunks 4, The Strain, American Horror Story and long-running animated sitcom Family Guy. Location-based entertainment remains a priority for FCP. The first-ever Twentieth Century Fox World theme park is set to open in Malaysia in 2016, with other global parks to be announced soon. Additional highlights include Springfield USA at Universal Orlando resort and the spring 2015 expansion of Springfield at Universal Studios Hollywood in the U.S., as well as new live shows, 4D shows, touring exhibitions, family dining experiences and more.

28

CARTOON NETWORK ENTERPRISES/TURNER CN ENTERPRISES

\$2B (NYSE: TWX)

PETE YODER, VP, CONSUMER PRODUCTS, NORTH AMERICA; LISA WEGER, VP; MELISSA TINKER, VP; JOHANNE BROADFIELD, VP, EMEA; +1.212.275.6535

WWW.CARTOONNETWORK.COM

In 2014, Cartoon Network's portfolio of animated brands led the way with its signature comedy series, Adventure Time and Regular Show, along with the emergence of new series Clarence, Steven Universe and

The Amazing World of Gumball. Rounding out the portfolio are Cartoon Network's classic original series including The Powerpuff Girls, Dexter's Laboratory, Johnny Bravo and others, as well as boy's action franchise Ben 10. CNE has been and will continue to be widely distributed at retail across all key retailers and all tiers of distribution throughout the world. Numerous feature shops, direct-to-retail programs, end caps, circular support and dedicated email blasts and sweepstakes throughout holiday 2014 and other key buying seasons helped to generate sales and awareness among the group's portfolio of brands and product lines. Cartoon Network enters 2015 and beyond with a lineup of brands in its portfolio. Adventure Time will continue build on its global footprint with the enlisting of new licensing partners and collaborations to expand the brand and its products into new categories and retailers across the globe, while Regular Show and upcoming, soon-to-be-announced original Cartoon Network series will continue to carve out new licensing opportunities and product extensions. The Powerpuff Girls will celebrate a global launch of a new series, complete with full consumer products program, when it hits the network in 2016, led by its new global toy partner Spin Master. Additionally, on the young adult/millennial audience front, Rick and Morty leads the way for Adult Swim franchises to expand beyond home entertainment and into various product categories ranging from toys and apparel to publishing and more, all debuting at retail starting this summer. Additionally, a portfolio of Adult Swim original series will continue to drive sales across home entertainment, electronic sell-through, music and live events from top franchises.

29

CHEROKEE GLOBAL BRANDS

\$2B (NASDAQ: CHKE)

HENRY STUPP, CEO; HOWARD SIEGEL, PRESIDENT AND COO; MARK NAWROCKI, EVP, GLOBAL LICENSING, +1.818.908.9868. WWW.CHEROKEEGROUP.COM

Key properties available for license include the namesake Cherokee brand, Tony Hawk and Hawk Signature brands, Liz Lange, Sideout, Carole Little, ale by Alessandra and Point Cove. The Cherokee brand is an American family lifestyle brand offering classic casual comfort at affordable prices. Founded in 1973, the Cherokee brand offers an assortment of men's, women's and children's apparel, accessories, footwear and home products. The brand is licensed in more than 50 countries and sold in over 5,000 locations. The Tony Hawk and Hawk Signature brands, born in California and named after its founder Tony Hawk, a pioneer and one of the original innovators of board culture, is globally recognized as a premier board culture lifestyle brand, combining style and performance. Product categories include apparel, accessories, footwear, underwear, backpacks, luggage, school supplies and home décor. The Liz Lange brand is a maternity brand that brings women versatile, fashionable, comfortable, affordable and flattering style for every stage. With its beach volleyball heritage, founded in 1983, the Sideout brand represents an easy California beach lifestyle. Founded in 1975 by designer Carole Little, the Carole Little brand is known for its colorful signature prints for women. The ale by Alessandra brand is inspired by international fashion icon Alessandra Ambrosio. The Point Cove brand, newly developed, is inspired by the youthful spirit of California and features apparel, accessories and footwear. Retail partners for the Cherokee brand include Target stores in the U.S.; Comercial Mexicana in Mexico; Tottus, a division of Falabella in Chile, Peru and Colombia; Argos in the U.K. and Ireland; Nishimatsuya throughout Japan; RT Mart throughout China; Big C in Thailand; Megamart in India; Pick 'N Pay in South Africa and certain North African countries; Max Stores,

a division of The Landmark Group, throughout the Middle East; Magnit in the Soviet Republic; and Shufersal in Israel. Kohl's department stores is Cherokee's key retail partner in the U.S. for the Tony Hawk brand. Target stores in the U.S. and Mom & Me in India are the key retail partners for Liz Lange, and the Marmax Group is its key partner for Carole Little. In 2015, Cherokee will intensify its e-commerce in conjunction with its retail partners, grow free-standing retail locations for all its brands, continue to grow and expand through the development of new international territories and the further development of its proprietary 360-degree approach.

30

FORD MOTOR COMPANY

\$2B (NYSE: F)
GLOBAL ICONS, LICENSING AGENT, +1.310.820.5300
WWW.FORD.COM; WWW.GLOBALICONS.COM

Ford Motor Company has many leading brands including the Ford Oval, Mustang, Built Ford Tough and Vintage marks, in addition to many nameplates. These marks are attached to merchandise



spanning across many categories including apparel, toys and games, auto accessories, home décor and power tools, among others. Ford's widespread presence in licensed products is visible across all retail channels—mass, department, club, specialty, home improvement and automotive stores, including Walmart, Target, Kohl's, Nordstrom, Gilt.com, Toys 'R' Us, Home Depot and Pep Boys. Paying tribute to Mustang and its 50 years in production, a limited edition licensed merchandise collection was developed and launched into the market. A select group of licensees helped mark the milestone with branded products ranging from apparel, headwear, home goods, books, toys and collectibles, a special edition golf cart, as well as a special edition pinball machine. Lucky Brand expanded its capsule collection and features archival Ford, Mustang and Cobra logos with pieces available at Nordstrom, Macy's and on LuckyBrand.com. A recent collaboration with Dynasty Apparel, featuring a Mustang burnout augmented reality experience, rolled out at all Walmart stores in October 2014. Meanwhile, a Ford women's tee by Junk Food retailed in fashion boutiques and select Nordstrom stores and was featured in the lifestyle magazine, Serendipity. Ford teamed up with OPI to create a limited edition nail lacquer collection that featured six Mustang-inspired shades and hit stores in July 2014. As of late August, the Mustang line for OPI had sold over 4 million bottles. In partnership with Ford Motor Company, pop artist Burton Morris hand-painted a series of 10 original 2015 Ford Mustang ponies. The #MustangUnites campaign kicked off in September 2014 at the Sunset Marquis in Los Angeles, Calif. Limited edition paper prints and other items were offered for sale online at www.MustangUnites.com. Stern Pinball, the sole producer of pinball machines, unveiled a Ford Mustang 50th anniversary pro pinball machine. The game comes with artwork by veteran Ford GT designer Camilo Pardo and a soundtrack from Sony Music spanning five decades. For the pool playing crowd, Ford has licensed a collector's edition 1965 Mustang pool table complete with working lights, real chrome tires and trim—and it even comes with its own VIN and title. Step 2 launched the 2-in-1 Ford F-150 SVT Raptor Ride-on in late summer 2014. The Fisher-Price Ford F-150 Power Wheels truck takes its cues from the parent version 2015 F-150 and made its debut in fall of 2014 at Walmart, Toys 'R' Us, Target, Kmart and more. The F-150 SVT Raptor golf cart by Caddyshack was unveiled at the Texas State Fair in September 2014. NINE HK, showcased the full Ford

line up at the 2014 Cologne Hardware Show and is now expanding to other global territories. The all-new Ford pressure washer by Pulsar is available online at major home improvement retailers, such as HomeDepot.com. Ford has long been a leading brand on the shelves at Pep Boys, and recently Pep Boys has expanded the Ford line-up with more branded products such as garage stools and headwear. Ford's Garage Restaurant is the first-ever restaurant to be officially licensed by Ford Motor Company. Presently there are four locations open in Florida. The chain has long-term plans for expansion in Ford's home state as well. 2015 is expected to be another solid year as Ford begins exporting the Mustang to China, bringing the car to approximately 120 foreign markets, as well as bringing the Focus RS stateside for the first time and launching the new GT worldwide. The program—taking its cues from Ford's Go Further message—will continue to expand into more unique licensed products and categories and build upon the global brand favorability and deliver on the Ford brand promise.

31

KATHY IRELAND WORDLWIDE

\$2B (PRIVATE)

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

kathy ireland Worldwide continues to experience growth, offering designs in better sportswear, fine jewelry, luxury cashmere sweaters/accessories, infant and toddler apparel, socks, footwear, NuGene International, anti-aging skincare for men and women, furniture, flooring, area rugs and hard surfaces, indoor and outdoor lighting, ceiling fans, accessories, window treatments, home office, upholstery, leather and microfiber, top of bed, mattresses, sheets, mattress covers and pillows, candles, hand-painted fine porcelain and decorative shelving. kiWW launched strategic relationships with American Family Insurance, Raymond & Flanigan, Nebraska Furniture Mart, National Business Furniture, Bayes Cleaning solutions, and A&B Home Fashions. kiWW is expanding into several new categories such as fine china and flatware, crystal, organic florals, storage solutions, stationery, towels, sheets, pet products, home remodeling, quick-to-assemble furniture, futons and klik klaks, garden, food, kitchen, bath cabinetry, publishing and children's educational toys. kathy ireland Designs, ACafé by Chef Andre and Jardin by Nicholas Walker offer casual dining, mattresses, leather and upholstery with Primo International. Design It Yourself Crafting Supplies offers decorative trims, fabrics, stickers, decals and appliques. Other categories include Design it Yourself jewelry, real estate, vacation events, wedding events and planning, wedding program licenses, music and film licenses, publishing and greeting cards. kiWW entered into a multi-year licensing renewal with Pacific Coast Lighting for all indoor/outdoor lighting needs and accessories. A wholly owned kathy ireland Worldwide subsidiary manages licensing and entertainment for Janet Jackson, including her New York Times No. 1 best-selling book True You, which includes 30 recipes for healthy living developed by Chef Andre of ACafé. kiWW also represents global beauty icon José Eber. Key retail partners of kiWW continue to be more than 65,000 independent retail doors, which are located in 50 countries. Fine retailers include Macy's, and Bed Bath & Beyond. kathy ireland Office can be found at retailers across the country including National Business furniture and Staples. Kathy Ireland philanthropic work supports many non-profits including the Elizabeth Taylor HIV/AIDS Foundation, Feed The Children, Providence Educational Foundation, The American Israel Public Affairs Committee, The Anti-Defamation League, Jewish Defense League and 9-1-1 for Kids.

32

MGA ENTERTAINMENT

\$2B (PRIVATE)

BRUCE MORRISON, EVP, GLOBAL SALES AND LICENSING +1.818.894.2525; JULIE BOYLAN, VP,

LICENSING +1.818.894.2525
WWW.MGAE.COM

Key franchises include Little Tikes, Lalaloopsy, Moxie Girls, Project MC2 and Bratz. Lalaloopsy continues to be an evergreen preschool property backed by a toy range and has new content on Nickelodeon. MGA has expanded the product categories for Little Tikes to include a newborn range and a preschool fashion program for 2016. Project MC2 entertainment content launches summer 2015 followed by toys and fashion for back-to-school.

NBCUniversal

33

NBCUNIVERSAL

\$2B (NASDAQ: CMCSA)

AMY TAYLOR, EVP AND GM, STRATEGY, BUSINESS DEVELOPMENT AND OPERATIONS, UNIVERSAL

PARTNERSHIPS & LICENSING, +1.818.777.0276
WWW.NBCUNI.COM

Universal Partnerships & Licensing oversees NBCUniversal's consumer product and digital licensing for Universal Pictures, NBC Television, Focus Features and Sprout Channel. In 2014, Universal Pictures and Illumination Entertainment's blockbuster franchise *Despicable Me* saw exponential growth. On the TV side, UP&L saw significant success with *The Biggest Loser* and *Sprout*. With \$1.5B in box office globally, *Despicable Me* is bigger than every other animated franchise over its first two films, and even without in-year entertainment, the franchise's consumer products and promotional programs continued to pick up steam in 2014. Now more than 740 licensees worldwide are developing thousands of SKUs across all categories. Major global retailers across all channels including Walmart, Target, Toys 'R' Us, Asda, Liverpool and Big W continue to embrace the brand. To date, retail sales have topped \$1 billion. The cornerstone of the *Despicable Me* franchise licensing program is global master toy partner Thinkway Toys, who won the 2014 Toy Industry Association Boy Toy of the Year with its talking Minion action figure. Hasbro continues to release Minion-themed classic board games and recently unveiled the first-ever *Despicable Me* Play-Doh products, while Mega Bloks launched construction sets in 2014. In the digital space, Gameloft's *Despicable Me: Minion Rush* has over 500 million downloads and won the 2014 Nickelodeon Kids' Choice award for Favorite App, along with the BAFTA Kids' Vote award for Best Video Game. In 2014, NBC's *The Biggest Loser* capped off 10 years and 16 seasons with new partners, including a wearable fitness device, *The Biggest Loser* vivofit from Garmin; branded publications from Time, Inc.; and two new resort locations. From kids' network Sprout, the Sprout Channel Cubby kids' tablet launched at Walmart last August and finished the year as the No. 1 selling children's tablet, laying the foundation for a strong Sprout merchandising program in the coming years. *Furious 7* launched in theaters in April 2015. UP&L developed several noteworthy partnerships, including deals with Xbox which created an original stand-alone experience, *Forza Horizon 2 Presents Fast & Furious*; and Kabam who released *Fast & Furious: Legacy*, the official mobile game of the film series. June 2015 sees the release of the long-awaited next installment in the Jurassic Park film series, *Jurassic World*. UP&L has signed more

than 165 licensees worldwide, including global master toy partner Hasbro and The LEGO Group. In addition, UP&L has developed games across all platforms and age demographics. And in July 2015, Universal Pictures and Illumination Entertainment will release the prequel, *Minions*, centering on the iconic Minion characters. Licensees include Thinkway Toys (master toy), Hasbro (games) and Mega Bloks (construction). The property will be supported by significant retail partnerships around the globe. NBC and Esquire Network's *American Ninja Warrior* will make its consumer products debut as the show returns for a seventh season in May 2015. Additionally on NBC, *Heroes* will continue with the miniseries *Heroes Reborn*. The *Biggest Loser* franchise will continue expanding with new products from lifestyle partners and retail launches of food and household products. Other TV focuses include *The Tonight Show Starring Jimmy Fallon*, *Brooklyn Nine-Nine*, *Battlestar Galactica* and *The Office*. Looking beyond 2015, UP&L is focusing on Universal Pictures and Illumination Entertainment's *The Secret Life of Pets*, which will release in February 2016. Also in 2016 is an original animated comedy event about courage, competition and carrying a tune, written and directed by Garth Jennings. And in 2017, *Despicable Me 3* will release in theaters worldwide and will continue the adventures of Gru, Lucy, their adorable girls and the Minions.

34

THE POKÉMON COMPANY INTERNATIONAL

\$2B (PRIVATE)

MONIKA SALAZAR, DIRECTOR, LICENSING, AMERICAS, +1.425.229.6000; MATHIEU GALANTE, SR. MANAGER, MARKET DEVELOPMENT, E.U., +44.20.7381.7000
WWW.POKEMON.COM

Pokémon features a wide array of offerings from video games, the Pokémon trading card game, animation and wide variety of licensed lifestyle products, making it one of the most diverse and beloved entertainment franchises in the world. Highly anticipated Pokémon Omega Ruby and Pokémon Alpha Sapphire launched in November and, with only six weeks of sales, became the best-selling set of video games in 2014, adding to the more than 270 million Pokémon video games sold to-date. Excitement for the new titles penetrated the entire brand, leading to Pokémon being top-of-mind among its fan base and beyond. With more than 21.5 billion Pokémon TCG cards shipped globally and nearly 800 episodes currently in its animation library, Pokémon is a long-standing market leader and enjoyed an incredibly strong year at retail in 2014. The popular Pokémon TCG continues to be a leader in the trading card game category at major retail and hobby shop locations around the world. In 2014, four new Pokémon TCG expansions were launched, achieving record sales, and four more sets will launch in 2015, along with various incremental Pokémon TCG products, including collectible tins and box sets. Additionally, an app that enables people to play the Pokémon TCG on Apple devices launched successfully in 2014. The newest Pokémon full-length feature film, *Pokémon the Movie: Diancie and the Cocoon of Destruction*, aired on Cartoon Network in the U.S. and other broadcast partners across the globe starting in November 2014, with the launch of Pokémon Omega Ruby and Pokémon Alpha Sapphire. For fans of the Pokémon animation series, The Pokémon Company International continued to make available the free Pokémon TV application for Apple and Android devices as well



as Roku and Amazon Fire TV. In addition, deals were signed to distribute Pokémon animation on Netflix, Hulu, iTunes, and Amazon, expanding the ways Pokémon fans can access their favorite episodes on demand. Throughout the year, The Pokémon Company International partners with national retailers to distribute Pokémon characters to fans who own the video games. In 2014, Pokémon character distributions were held at different times at GameStop locations in the U.S., EB Games in Canada and other retail partners across Europe. A Pokémon MegaStop debuted at GameStop in-step with the launch of Pokémon Omega Ruby and Pokémon Alpha Sapphire, offering a one-stop shop for Pokémon product. The Pokémon Company International also supported several key retailers with exclusive items and various other cross-promotions that helped drive retail traffic throughout the year. Building on the breakaway success of numerous Pokémon products like Pokémon Omega Ruby and Alpha Sapphire and strong Pokémon TCG sales, the Pokémon brand will enjoy a strong year in 2015. With a newly expanded licensing team at the helm, the department has been restructured for growth. Lifestyle licensing experts have been hired to support three main categories: fashion and home, toy and game and consumer packaged goods. Expanded demographics outside of boys and males now include females 14-plus and adults. By rounding out specialty, expanding mid-tier and introducing new product lines into mass in 2015, the foundation for explosive growth of Pokémon licensed products has been established. The 18th season of Pokémon animation, Pokémon the Series: XY, debuted in February on Cartoon Network in the U.S. and Teletoon in Canada, and launched in April in the U.K. on CITV. The new season will air in other markets around the world throughout 2015. Pokémon's VOD offerings continue to thrive in 2015, with Pokémon animation available on Netflix, Hulu, iTunes and Amazon. These offerings join Pokémon's own Pokémon TV app in providing fans hundreds of Pokémon episodes and movies on demand. Pikachu Press, The Pokémon Company International's publishing arm, features a collection of Pokémon-themed books that include new Pokémon adventures, fun puzzles, sticker collections and more. The Pokémon Company International invests millions of dollars in marketing, advertising and retail promotions in support of Pokémon video games, the Pokémon TCG and the Pokémon brand overall.

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SEQUENTIAL BRANDS GROUP

\$2B (NASDAQ: SQBG)

YEHUDA SHMIDMAN, CEO, +1.646.564.2577

WWW.SEQUENTIALBRANDSGROUP.COM

Sequential Brands Group owns, promotes, markets and licenses a portfolio of consumer brands in the fashion, active and lifestyle categories. In 2014, the company closed an acquisition, adding global athletic brands AND1 and Avia to its portfolio, and doubled its annual global retail sales from \$1 billion to \$2 billion. The acquisition also added new retail partners including Walmart, the Sports Authority and Dick's Sporting Goods to its distribution platform. With a strong fashion and celebrity portfolio, the company expanded relationships with key retail partners including Nordstrom's, Lord & Taylor and Macy's and added movie star Paula Patton as brand ambassador for its fashion brand



Ellen Tracy to celebrate its 65th anniversary. 2015 is promising to be Sequential's best year yet with projected global annual retail sales reaching approximately \$3 billion. A significant factor that will drive growth for the company in 2015 includes the recent acquisition of a majority interest in the Jessica Simpson brand. The global fashion brand offers over 31 categories and generates approximately \$1 billion in annual retail sales. The company plans to leverage its global activation platform across all brands to further expand into international markets as well as organically grow its brands through e-commerce and new category extensions.

36

BBC WORLDWIDE

\$1.8B (PRIVATE)

CARLA PEYTON, SVP, LICENSED CONSUMER PRODUCTS, +1.212.705.9300

WWW.BBCAMERICA.COM

BBC Home Entertainment titles continue to perform solidly at retail, with strong placement at major retailers including Walmart and Target. BBC Earth programming has returned to BBC America and will be showcased on the channel as a premier brand. BBC Worldwide continued its theatrical release schedule in the U.S. with Private Peaceful, Wings 3D and finally the Doctor Who eighth season premiere and theatrical event. BBC Worldwide is also growing its live events business. 2013-14 was a busy year for live events, with shows in the U.K., U.S., Australia, Russia, South Africa, Finland, Hong Kong and China. Walking with Dinosaurs, rated one of the most successful world tours of 2010 (Pollstar), returned from hiatus, roaring into continental Europe in 2012 and returned stateside in June 2014. In the U.K., BBC Worldwide's live events business continued the Doctor Who Experience in 2013, now a permanent attraction, as well as a Deadly 60-branded area at Longleat Safari Park. This year, CBeebies Land will open at Alton Towers. It has also staged theater and arena tours, concerts, large-scale exhibitions and even themed cruises on Holland America Line in the U.S., titled Dancing with the Stars: At Sea. Doctor Who was once again the No. 1 licensed television brand in specialty retailers including Hot Topic, hitting over \$100 million in sales. The brand will be a focal point for growth, adding new product categories and growing consumer products at new and existing retail stores such as Hot Topic, Hastings, Transworld/FYE and more. Sherlock made its North American licensing debut in 2014 with a plethora of licensees ranging from textiles to electronics. Top Gear continues to be a strong broadcast performer with the original U.K. show and local formats. Revenue and growth for BBC Worldwide consumer products is driven by the company's key core brands: the longest running sci-fi series Doctor Who, Top Gear, natural history division BBC Earth and Dancing with the Stars, with over 40 unique versions currently airing in over 80 countries. Growth over the next year will be driven by the extension of existing licensing properties both in the U.K. and internationally. BBC Worldwide expects to grow revenue with licensing programs around Doctor Who, Top Gear, BBC Earth's Planet Earth and Frozen Planet, the Walking with Dinosaurs franchise and preschool series such as Sarah and Duck and Dino Paws.



37

PGA TOUR

\$1.63B (PRIVATE)

LANCE STOVER, VP, LICENSING AND NEW VENTURES; MATT IOFREDO, SENIOR DIRECTOR, LICENSING AND

NEW VENTURES; +1.904.273.3269

WWW.PGATOUR.COM

In 2014, the PGA Tour continued to expand its global position as the top-of-mind golf and affinity lifestyle brand through its diverse range of products and services. The PGA Tour portfolio of licensed indicia most notably includes the PGA Tour, Champions Tour, Web.com Tour, PGA Tour Latinoamérica, PGA Tour China, PGA Tour Canada and TPC's in addition to more than 30 unique tournament brands. These brands have been licensed in more than 120 product and service categories across the globe. PGA Tour licensing endeavors in 2014 included expanding the footprint of branded brick-and-mortar retail spaces, the opening of the inaugural airport-based PGA Tour Grill, venturing into new international markets, adding two licensees in private label categories and revitalizing the PGA Tour brand package in the marketplace. The PGA Tour capitalized on its relationship with its flagship branded retailer, PGA Tour Superstore, as three brand new state-of-the-art stores opened their doors in 2014, bringing the total store count to 22. On the heels of the success of the PGA Tour's licensed airport-based retail outlets, the inaugural PGA Tour Grill, an airport-based restaurant chain developed by partner HMSHost, welcomed its first patrons in May in San Diego International Airport. Subsequent airport restaurant locations included Las Vegas and Honolulu. Designed to reach golfers and non-golfers alike, PGA Tour Grill leverages existing Tour assets in local tournament markets and actively integrates all entities to embody the complete PGA Tour experience. Complementing the already well-established PGA Tour Apparel program, in 2014 the PGA Tour signed licensees, ACI International and Tru Fragrance, to create footwear and fragrance products, respectively, in order to round out the brand's private label licensing portfolio. One new international highlight was the PGA Tour entering the Philippines via The Brand Kartel to establish PGA Tour branded brick-and-mortar retailers in conjunction with a private label line of apparel, golf and fashion accessories, stationery and home products, with projections to open doors in early 2015. In 2015, the PGA Tour will prioritize its development efforts based on potential value coupled with brand relevance across four primary segments: participation, merchandising, lifestyle and entertainment. In addition to traditional licensing, further emphasis will be placed on exploring vertical business models that could potentially deliver greater financial and strategic value. From a retail brand perspective, the PGA Tour has developed a rejuvenated brand package to unify licensees at retail by way of a consistent and recognizable brand experience throughout stores, spaces, services and products. Expected to roll out in mid-2015, this re-branding initiative will enhance the authenticity of the PGA Tour brand in retail environments and emphasize a shared commitment among all licensees and the Tour to giving back through the PGA Tour's charitable initiative, Together, Anything's Possible.



38

SESAME WORKSHOP

\$1.6B (NON-PROFIT)
MAURA REGAN, SVP AND GM, GLOBAL CONSUMER PRODUCTS, +1.212.875.6416

WWW.SESAMEWORKSHOP.ORG

In 2014, MakerBot announced Sesame Street as its first global licensed brand and brought 3D printable, Sesame Street licensed content to the MakerBot digital store and to MakerBot retail stores. Mr. Snuffleupagus was the first Sesame Street character to be available for download and 3D printing. Additional characters Elmo, Bert, Ernie, Big Bird and Oscar

the Grouch soon followed. Funko and Sesame Workshop introduced a series of Sesame Street Pop! Vinyl Figures. The partnership launched at New York Comic Con with a first-to-market release of Super Grover Pop! vinyl figure. A complete Sesame Street Pop! series including Bert, Ernie, Big Bird, Oscar, The Count, Elmo, Cookie Monster and Grover will follow in 2015. Sesame Workshop partnered with Beijing Kowloon Blueocean Technology Company, provider of the early childhood application service platform 3ikids, on a brand-new, interactive learning system featuring the Sesame Street characters for families in China. The Sesame Street parent/child series, a subscription-based series available to parents and teachers, introduces learning products and kicks off with two interactive offerings. The collaboration continues the tradition of research and testing to ensure that children are engaged in a way that maximizes learning. Phoebe Furchester-Fuzz, Funella and Furgus from the TV series The Furchester Hotel, made their debut at Brand Licensing Europe 2014. The series launched on CBeebies in September 2014 and will be featured in a spring/summer 2015 line-up of products for the U.K. including plush and figurines from Hasbro; story, activity, character and novelty publishing titles from Penguin; a dedicated magazine from Immediate Media; and DVDs from Abbey Home Media. Additional key categories will roll out in autumn 2015. The fresh produce industry's efforts to inspire children to eat more fresh fruits and vegetables through "Eat Brighter!," a movement forged by Sesame Workshop, Produce Marketing Association (PMA) and the Partnership for a Healthier America (PHA), continues to gain national attention through a video starring First Lady Michelle Obama, Big Bird and actor and comedian Billy Eichner. The star-studded video highlights the importance of fruits and vegetables in kids' health, leveraging Sesame Street character images in fresh produce marketing. The comedic video is making its way to consumers' social feeds, televisions and smartphones across the U.S. and features the trio participating in a game show in the produce department at a Safeway grocery store. Hasbro's Play All Day Elmo, targeted for kids 18-months to 4-years-old, will make its debut. Play All Day Elmo is light, soft and huggable, but full of technology that gives him 150 different responses. Also new this year will be Universal Studios Japan and Hotel Kintetsu Universal City themed hotel floor featuring Sesame Street characters. From the moment hotel guests step out from the elevator, they will be immersed in the look and feel of the iconic brand—playful patterns and colorful characters that will delight any family.

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BLUESTAR ALLIANCE

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

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

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GIOCHI PREZIOSI GROUP

\$1.5B (E) (PRIVATE)
GRAZIANO DELMAESTRO, LICENSING DIRECTOR,
+39.01.96.47.51

WWW.GIOCHIPREZIOSI.COM

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

41

THE HERSHEY COMPANY

\$1.5B (NYSE: HSY)
ERNIE SAVO, DIRECTOR, GLOBAL LICENSING,
+1.717.508.3112

WWW.THEHERSHEYCOMPANY.COM

The Hershey Company is the leading North American manufacturer of quality chocolate and non-chocolate confectionery. With a portfolio of 200+ iconic brands, including Reese's, Hershey's Kisses and Twizzlers, and a 120-year history, The Hershey Company achieves a \$10 billion turnover annually, with products in over 70+ countries worldwide. 2014 saw continued strength in baking with fully branded Betty Crocker mixes and frostings and Reese's Puffs Cereal. Hershey's licensed food products across Asia are proving to be a huge growth driver for the company with successful partnerships in Korea, Japan and Southeast Asia with flavored milks, ice cream and desserts. In the non-food category, World Trade Jewelers continues to lead with their iconic Kisses jewelry line as well as Lotta Luv, which produces lip balms, nail polish, and other HBA products across all of the Hershey brands. The Hershey licensing program focuses on the food and beverage and lifestyle categories, with a primary focus on the Hershey's and Kisses brands. With licensed product available in 600,000-plus retail doors worldwide, and a rapid extension program underway in Asia, key programs in 2014 included selling the No. 1 multipack ice cream, first ever chocolate/almond milk and sell-out chocolate pudding in Japan, No. 1 flavored milk and first ever chocolate cone ice cream in Korea, as well as the world's first ever cobranded soy milk in Southeast Asia. Domestically, the non-food program continues to grow at all levels of distribution including all doors of Walmart, with increasing product category presence as well as penetration of Target. With such a diverse and pioneering licensed product offering, supported by updated and inspiring style-guides, the Hershey licensing program is on track to continue to grow in 2015 and beyond. Hershey will expand its partnership with a delicious new flavor variety of a co-branded Breyers Blasts! They plan to introduce Hershey's Mini Kisses filled with caramel and will also be launching a line of premium Jolly Rancher frozen beverages nationally and in Mexico and Canada. The Asia licensing business will continue to be a key growth driver, generating significant business. New products include single-serve ice cream, baked goods and ready-to-drink chocolate milks. Partnerships with Focus, in small kitchen electrics and bakeware and Fitz & Floyd in tabletop will drive the non-food business through strategic collaborative programs with key retailers which will complement the food business perfectly.

42

PLAYBOY ENTERPRISES INTERNATIONAL

\$1.5B (PRIVATE)

MATT NORDBY, PRESIDENT, GLOBAL LICENSING, AND CHIEF REVENUE OFFICER, +1.310.424.1800
WWW.PLAYBOYENTERPRISES.COM

Top properties in 2014 were Playboy and Rabbit Head design. Playboy celebrated its 60th anniversary in



PLAYBOY

2014. The brand partnered with top tier retailers across the globe, such as Collette (Paris), Lane Crawford (Hong Kong, Beijing and Shanghai), Isetan (Tokyo), Marc Jacobs (global) and included fashion icon Kate Moss in the celebration. In 2014, Playboy continued its strong growth in Asia with new licensing agreements in categories ranging from women's designer shoes to VIP-branded men's suits, establishing the Playboy brand as one of the largest licensed brands in Mainland China with presence in more than 3,500 stores. Additionally in 2014, Playboy signed a strategic partnership with global music superstar, Pitbull, which was comprised of a series of content and experience-related initiatives that embodied the Playboy lifestyle and spirit. In 2014, Playboy also created new lifestyle content

across its media properties, including Playboy Magazine, its 22 international editions and the newly redesigned non-nude Playboy.com, which attracts 20 million unique visitors per month. A series of retail partnerships in 2014 spearheaded by top-designers sold out around the globe. This included limited edition pieces from Olympia Le Tan, Lucien Pellat Finet, Marc Jacobs and Hillier. Playboy also partnered with Marc Jacobs to design a limited edition t-shirt featuring an exclusive photo of Kate Moss that sold at select Marc Jacob stores and online at marcjacobs.com. Multiple Playboy-emblazoned women's sweaters were also produced as part of Marc Jacobs' fall/winter 2014/2015 collection. Playboy has also partnered with streetwear brands through partnerships with SUPREME, I.T. Group's Bathing Ape and Hysteric Glamour, amongst others. SUPREME x Playboy launched a spring/summer 2014 capsule collection, focusing on stylish staples, such as a hooded leather jacket, a denim jacket, a series of colorful football jerseys and Vans sneakers, all featuring the Playboy Rabbit Head. Playboy's most recent activation with Hysteric Glamour marked the fourth consecutive collaboration in a row for the brands. In addition, Playboy had a successful launch with international streetwear label, JOYRICH, creating a series of shirts, scarves and dresses garnished with the Rabbit Head. Among other areas of retail, Playboy further grew its presence in the intimates scene with a BIOFIT x Playboy collection, featuring bras and panties in the U.S., a Playboy collection with Bras N Things in Australia, as well as a lingerie line with partner D.R. Lingerie in Brazil. Playboy Fragrances powered by COTY entered Brazil, in a 2014 partnership with beauty giant Avon. Today, Playboy Fragrances are the number two selling male and female fragrance brand in Europe. Other noteworthy licensing partnerships and collaborations in 2014 included Hello Kitty (Sanrio) for its 40th anniversary, Tommy by Tommy Hilfiger, Izzue, Selima Optique, Freemans Sporting Club, Del Toro, Lexdray, Fingercroxx, Alexis N, Parvez Taj, JART Skateboards and Sugar Factory. Moreover, Playboy in 2014 worked with retail partners such as Bloomingdales, Urban Outfitters, Frederick's of Hollywood and online platforms such as HauteLook, GILT and Urban Daddy in the U.S. market. Playboy expanded its international brick and mortar establishments, adding two new retail stores in Mexico for lingerie and men's and women's shoes. Playboy Club Hyderabad's opening marked the brand's first of many fashion nightlife venues in India. In 2014, Playboy focused on both expanding its existing audience base and attracting a new generation of consumers, appealing to both men and women. As Playboy has revamped its licensing portfolio in recent years, the enterprise remains focused on establishing long-term, brand-enhancing partners and activations. Playboy's licensing program in 2015 will include the introduction of the popular Brazil Kirin premium beer Devassa by Playboy in the U.S. Playboy has also partnered with Weber Haus to introduce the U.S. consumer to Brazilian cachaca. Projects signed with Heaven Hill Distillery will be unveiled in the second half of the year, and a premium Champagne product will arrive mid-year from an expert manufacturer. Two exciting experiential venues will also be announced in the U.S. territory displaying a modern heritage look and feel. Playboy's relationship with Pitbull will continue to develop based on secured deals from 2014, including a Pitbull- and Playboy-themed gaming franchise with Scientific Games, as well as a multi-channel loungewear apparel partnership in Mexico. They have teamed to also launch the After Dark brand, which will debut in Latin America in 2015 followed by a global roll out. Playboy will build on its loyal consumer base in Mainland China by introducing more apparel and accessories licensed goods for female consumers. Retail and fashion collaborations will continue to be at the forefront of Playboy's 2015 initiatives, including Dolce & Gabbana, SUPREME, Freemans Sporting Club, Hysteric Glamour, Philipp Plein, Goodlife, Schott,

Number 9, Rogues, Good Worth & Co. and a new collaboration in the lingerie category. Playboy will continue to aggressively increase its presence globally, focus on emerging markets and expand its offerings for North American consumers.

43

STANLEY BLACK & DECKER

\$1.5B (NYSE: SWK)

JOHN CUNNINGHAM, VP, GTS BUSINESS DEVELOPMENT AND LICENSING, +1.410.716.7467

WWW.STANLEYBLACKANDDECKER.COM

With over \$1.5B in retail sales and over 70 licensees worldwide, the Stanley Black & Decker licensing program is one of the most comprehensive and successful



in the construction/DIY and home improvement industry. Licensed products are seamless with SBD's core offering and provide the same high quality standards, effectively and creatively meeting consumer needs, and feature highly-functional and appealing designs. In fact, industrial design and product innovation form the backbones of the program. Licensees are encouraged to sit with SBD engineers and brainstorm ideas for new product development and work closely with designers to ensure the values of each brand are embodied and translated in each licensed product. SBD has also integrated licensees into its web presence. Licensed products can be seen on each brand's respective website, and licensees are encouraged to participate in SBD's social media efforts. Finally, the program offers a wealth of creativity through its unique merchandising and promotional resources. Licensees are also able to tie into SBD's corporate partnerships with MLB, NASCAR and English Premier League, to strengthen their retail promotions and give retailers a point of differentiation. Brands represented in the program include Black+Decker, Stanley, Dewalt, Porter-Cable and Bostitch. Black+Decker has been a preeminent brand in the home and consumer DIY sector for over 100 years. The brand has 98 percent brand awareness and market share leadership in most categories. Black+Decker is a trusted, innovative brand that strives to make consumers' lives easier and transform their house into a home. Black+Decker has strategically entered into licensing as an extension of their core products and some of the licensed categories include upright vacuums, small domestic appliances, gardening tools, 12 volt automotive and electronic products, safety gear, ladders, toys, how-to books, industrial cleaning and air purifiers and humidifiers. Stanley is a brand that's been around for over 170 years and is preferred with professionals and serious DIYers. It is the leading global manufacturer of tools, hardware and security solutions for consumer, professional and industrial use, and enjoys 98 percent of brand awareness. Stanley's licensing program is the most comprehensive in the tool and hardware industry. Through licensing, Stanley has extended its brand prominence in the hardware category and has reinforced its pro-quality image with core consumers. Some of the current licensed categories include welding equipment, storage solutions, generators, wet/dry vacs, 12 volt automotive and electronic products and work lights, cable management, work gloves, work wear, industrial fans and heaters, garden sprayers and ladders. Dewalt is a 90-year-old brand known for quality, innovation and jobsite durability, and is the market leader for professional power tools and equipment. With its premium market position, Dewalt designs and continually optimizes professional workhorse solutions—tools, accessories

and service—to ensure absolute confidence for the toughest jobsite conditions. Licensed products include wireless alarm systems, professional trade reference books, worksite storage, pressure washers, ladders, jobsite safety equipment, footwear, generators and air compressors. With presence in over 40 different categories and retail placement growing to 90,000-plus doors in 2014, the SBD licensing program has seen acceptance at retail far greater than ever before. The program extends into six continents North America, Europe, South America, Australia, Africa and Asia, and licensed products are placed in a variety of channels—from industrial and home improvement channels, to mass markets and even DRTV. Retailers rely on SBD licensed product to complement the core offering and even fulfill the needs where SBD core products do not reach. Licensees have unsuccessfully opened up not only new aisles and categories within stores, but have also penetrated new channels for the brand (e.g. workwear specialty stores). In 2015, Stanley Black & Decker's licensing program will continue to expand into new strategic product categories for home and jobsite and extend its reach across the globe by broadening the scope of existing partnerships. Capitalizing on the strength of our battery systems will provide a new platform from which to develop products. Additionally, new brand opportunities also exist in MAC Tools, Facom, USAG and Sidchrome. New licensees added in 2014 across a host of categories, including DIY, upright vacuums, workboots, publishing and workwear, have all already started gaining traction at retail and provide opportunities for increased brand impressions and new retail channel growth. Current licensees will drive growth by working and collaborating closely with Stanley Black & Decker and focusing on expanding their placement across a broad range of retail accounts. New products will continue to be introduced through effective marketing strategies and product innovation practices.

44

TECHNICOLOR

\$1.5B (NASDAQ: TCLRY)

MANUELE WAHL; MARIE-JOSEE CANTIN; CLAIRE VILLENEUVE, +1.323.817.6600

WWW.TECHNICOLOR.COM

Top licensed properties in 2014 include RCA, Thomson, Proscan, Victor and HMV (limited), Nipper & Chipper, NordMende, Saba and Ferguson. Key retail partners include Walmart, Amazon, Kmart, Best Buy, Sears, Sam's Club, Carrefour, Darty, Jumbo, Staples and OfficeDepot. The brand licensing programs continue their solid growth. The RCA, Thomson and Proscan properties, among others, have seen continued expansion internationally with license agreements in North America, Latin America, BRIC and EMEA countries. The RCA brand launched a new Made for Moments brand campaign at CES 2015 capitalizing on its strong American brand legacy and affordable innovation. The licensed categories under the RCA brand include televisions, tablets, smartphones, appliances, laptop computers and home telephones and VOIP, for both the retail and B2B markets. Thomson, a 120-year-old brand, has partnered with selected licensees in a large spectrum of CE categories that include televisions, audio/video products and accessories, phones (GSM, DECT and smartphones), tablets, IT products, home automation, set-top-boxes, home appliances, green energies and lighting. In 2015, growth initiatives will include expanded product categories such as LED lighting, more tablet and smartphone models in more geographies, 4K televisions, Chromebook computers and innovative appliances, through expansion of product placement across retail accounts and introduction



of new products through effective marketing strategies and product innovation. The brands are also expanding efforts to penetrate the Indian and Chinese market. Technicolor, as brand licensor, contributes to its licensees' businesses by bringing value and market differentiators through technology offerings, design services, corporate partnerships and brand alliances.

45

SUNKIST GROWERS

\$1.4B (PRIVATE) (AGRICULTURAL COOPERATIVE)
MARK MADDEN, MANAGING DIRECTOR, GLOBAL
LICENSING, +1.818.379.7262

WWW.SUNKIST.COM

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

46

NFL PLAYERS INC.

\$1.34B (PRIVATE)
STEVE SCEBELO, VP, LICENSING AND BUSINESS
DEVELOPMENT, +1.202.572.7472

WWW.NFLPLAYERS.COM

Top 10 NFL players by product sales are Peyton Manning, Russell Wilson, Colin Kaepernick, Dez Bryant, Tom Brady, Aaron Rodgers, JJ Watt, Richard Sherman, LeSean McCoy and Marshawn Lynch. Top retail partners featuring NFL Players Inc. product include Academy Sports, Best Buy, Champs, Dick's Sporting Goods, GameStop, Fanatics, Kohl's, Lids, Modell's, Target and The Sports Authority. NFLPI's strong foundation of retail sales is driven by anchor licensees in core categories such as multimedia (Madden NFL 15 by EA Sports), hardlines (trading cards from Panini America and Topps—NFLPI announced an exclusive agreement with Panini to begin in 2016 that will chart new courses for the trading card business) and apparel (jerseys from Nike). NFLPI will continue to generate new dimensions and opportunities in its licensing program, identifying categories and industries that get fans thinking differently about engaging with their favorite NFL players on consumer products. NFLPI has identified specific growth areas for NFL players including made-to-order apparel, 3-D printing and Toys-to-Life collectible figure gaming, as well as more traditional partnerships including footwear and sporting goods. This dual-track in non-traditional and traditional licensing categories will balance calculated long-term development with immediate impact opportunities and ensure sustained growth. NFLPI will continue to build co-brand partnerships that provide an opportunity for fans to engage with their favorite players beyond the traditional boundaries of a sports property. NFLPI plans to use co-brand partnerships to identify strategic new licensees, access different or segmented audiences, and innovate the way NFL player intellectual property is utilized. The NFLPI brand ambassador program enters into its second year by integrating active players further into partners' business functions, sales engagement efforts, social media marketing and B2B advertising and promotions. NFLPI also continues its ongoing efforts to participate in industry thought leadership, trade shows and conference sponsorships and retail partner promotions.



NFL PLAYERS
INCORPORATED

47

THE COCA-COLA COMPANY

\$1.3B (NYSE: KO)

KATE DWYER, GROUP DIRECTOR WORLDWIDE LICENSING,
+1.404.676.2121
WWW.COCA-COLA.COM

The Coca-Cola Company is the world's largest beverage company, with more than 500 sparkling and still brands. Led by Coca-Cola, The Coca-Cola Company's portfolio features 20 billion dollar brands including Diet Coke, Fanta, Sprite, Coca-Cola Zero, vitaminwater, Powerade, Minute Maid, Simply, Georgia, Dasani, Fuze Tea and Del Valle. Consumers in more than 200 countries enjoy the beverages at a rate of more than 1.9 billion servings a day. In 2014, Coca-Cola further solidified its position as a global fashion and lifestyle license by partnering with fashion designers to launch collections by Marc Jacobs, Ashish, Kit Neale and Arzu Kaprol. Collaborations with leading brands such as Joyrich, A Bathing Ape and Uniqlo debuted at retail outlets around the world. Beauty brand OPI partnered with Coca-Cola to release new limited edition nail lacquers; and Riedel designed a glass to optimize the sensorial experience and unique flavors of Coca-Cola. In 2015, Coca-Cola celebrates 100 years of the Coca-Cola bottle. With its unmistakable curves and a distinctive contour, the bottle has become a global icon, inspiring a century's worth of signature moments in film, social history, design and the arts. To commemorate this occasion, The Coca-Cola Company invited contemporary designers and artists from around the world to reimagine vintage artwork celebrating the bottle throughout its 100 years. The program is a stunning array of artwork that has been translated onto unique and everyday items from Moleskin notebooks to Herschel bags. In February, Ashley Williams and Sophia Webster debuted capsule collections of apparel and accessories at London Fashion Week. In early April, Coca-Cola and leading retailer Colette launched a limited edition collection of products including a new book with Assouline, Kiss the Past Hello—100 years of the Coca-Cola Bottle in Art and Design, handbags and backpacks from Herschel Supply Co., Friends headphones, scarves and bags by Becksondergaard, journals by Moleskine, phone cases by Skinny Dip and tote bags by RooTote. Throughout the year, pop-up shops will travel around the world to showcase the evolving product mix in a brand immersive and experiential environment. Sustainability remains front-and-center as Coca-Cola continues to leverage its partnership with will.i.am to collaborate with iconic brands under the Ekocycle label. In 2014, the brand partnered with 3D Systems to launch a revolutionary printer that uses post-consumer waste materials for 3D printing. In 2015, Ekocycle announced a partnership with luxury retailer Harrods and expanded the recycled product offering to 150+ SKUs with more than 14 brand partners. Starwood hotels also joined the movement and will offer W hotel bedding made from rPET across all W hotels in North America.

48

NHL

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

WWW.NHL.COM

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

49

BEVERLY HILLS POLO CLUB

\$1.2B (E) (PRIVATE)
S. HADDAD, PARTNER, +1.646.266.3024

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

50

WWE

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

WWW.WWE.COM

WWE is an extremely diverse multi-platform sports entertainment brand. WWE currently has three weekly TV shows including Monday Night Raw, Thursday Night SmackDown and Total Divas on E. These TV programs combine for over 15 million weekly viewers. WWE is committed to family friendly entertainment on its television programming, pay-per-view, digital media and publishing platforms. WWE programming reaches more than 650 million homes worldwide in 35 languages. WWE Network, the first-ever 24/7, over-the-top premium network that includes all 12 live pay-per-views, scheduled programming and a massive video-on-demand library, is currently available in more than 170 countries. WWE has a wide range of consumer products that are manufactured by more than 150 licensees worldwide. WWE Books has placed 24 titles on the New York Times best-sellers list since 1999, including DK's WWE 50 and WWE Encyclopedia. WWE video games have sold more than 62 million units since 1999, generating more than \$2 billion in revenues. WWE has global distribution and is in all doors at the biggest retailers in North America including Wal-Mart, Target, Kmart and Toys 'R' Us. Its home video collection is carried in all doors at Best buy, FYE and all other major Home Entertainment retailers. WWE's TV programming, live events and wide-ranging home video collection has helped propel the brand to over 1 billion dollars in consumer product sales. WWE is a brand that relates and delivers product to the most diverse audience all over the world. In 2014, WWE and Kmart saw big success with the John Cena Never Give Up DTR program. The "Never Give Up" DTR program has continued to grow and see increased sales since its inception in late 2013. WWE also had a Toys 'R' Us feature shop around one of our major pay per view events, SummerSlam. In Walmart last year, WWE had numerous key out of aisle activations around key pay per view events which proved to be a big success by driving incremental sales. WWE has numerous plans in both the interactive and toy categories that will contribute to significant growth in 2015. Our master toy partner, Mattel, will be expanding on our very successful core action figure line. In 2015, Mattel will be expanding the range with the Create a Superstar series. Create a Superstar is Mattel's new product range that puts the power of customizing and creating their very own Superstar in the hands of fans and consumers everywhere. With endless



combinations featuring themes and accessories from the hallowed history of WWE, kids will be able to mix and match accessories to create their favorite WWE Superstar. In 2015, WWE will be significantly expanding on interactive and mobile content. This year, WWE partnered with WB Games to release a new mobile game called Immortals. Immortals launched as the No. 1 free game in the iTunes app store in 96 countries.

51

ROVIO ENTERTAINMENT

\$1.1B (PRIVATE)
NAZ CUEVAS, EVP, GLOBAL CONSUMER PRODUCTS,
+1.818.970.1030; +358.0.641.8177

WWW.ROVIO.COM

In 2014, Rovio's licensing business included more than 500 licensees worldwide and products were available in 150 countries. Rovio put together a slew of Angry Birds spin-offs such as Angry Birds Space, Angry Birds Star Wars, Angry Birds Go!, Angry Birds Transformers and Angry Birds Stella. The brand brought and continues to bring fans original content such as games, books and animation, all of which have garnered billions of downloads, impressions, views and purchases. Angry Birds participated in cross-category programs around the world across all retail channels, including mass, mid-tier, club and specialty, supporting the continued evolution of the brand. Some of the retailers include Walmart, Target, Tesco, Toys 'R' Us, Kohls, H&M, C&A, Renner, Ripley, Liverpool, Justice and Argos. In September 2014, Rovio launched a new spin-off brand, Angry Birds Stella, which offered a wide range of new entertainment content including an animated series, books and a game launch. Rovio partnered with retailer Justice to offer original content and exclusive products such as Catazines, in-store posters, door hanger bag-stuffers, music videos and on the Justice Hot Cool Stuff website. Rovio's second major release in 2014 was the brand mash-up Angry Birds Transformers in collaboration with Hasbro. A line of Transformers Telepods accompanied the mobile game, allowing players to teleport figural characters into the game experience. Rovio and Hasbro partnered with Toys 'R' Us to become the exclusive carrier of the Angry Birds Transformers Telepods. In fall 2014, additional news of the Angry Birds Movie was revealed, showcasing the look of the Angry Birds CGI-animated characters and announcing the all-star cast. Angry Birds is a brand that can be experienced in multiple touch points like books, animation, activity parks and family entertainment centers. Licensed promotions, as well as live events, will continue to play a strong part in 2015. Rovio will continue to grow and invest in the development of the Angry Birds brand with the help of its category leading partners as the company gets ready to bring Angry Birds to the big screen in May 2016.

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FCA US

\$1.07B (NASDAQ: FCAU) (FORMERLY CHRYSLER GROUP)
ROHENA DUA, GLOBAL LICENSING OPERATIONS, FCA
US; KIM RAY, SVP, GLOBAL PROGRAM MANAGEMENT
AND LEGAL COUNSEL, THE LICENSING COMPANY +1.248.712.6430
WWW.FCANORTHAMERICA.COM; WWW.TLC.INTERNATIONAL

Top licensed properties in 2014 include Jeep, Chrysler, Dodge/SRT, Ram, Fiat and Mopar. Jeep brand retail stores saw strong annual growth in store numbers for 2014. The Jeep brand currently has 140 stand-alone stores and 4,200 shop-in-shops across China, Southeast Asia, Korea, Australia, South Africa, Panama, Europe and Venezuela. In China, the Jeep Xtreme Performance brand currently has 126 retail locations, including a flagship store in Beijing. In 2014, the Jeep Spirit brand launched its first retail spaces in China, and by yearend there was a total of 56 retail

locations. For infant and toddlers, there are currently 11 shop-in-shop locations under the J is for Jeep brand. The European expansion of the Jeep brand continues with plans to grow into Italy and U.K. A Jeep Xtreme Performance capsule collection will launch in autumn/winter 2015 in the European Jeep brand stores, and an expansion of the J is for Jeep brand is expected in North America. During 2014, the Dodge brand celebrated its 100th anniversary. The celebration was fueled by several licensed product categories, including apparel, accessories, replicas and publishing. In addition, SRT continues to be one of the most sought-after vehicle lines to license in the gaming and replica categories, with the Dodge Viper SRT and Charger and Challenger SRT Hellcats leading the way. Ram has reinvigorated its brand extension program with a segmentation strategy targeted at brand-specific categories such as hunt, camp, fish, equestrian and more. By following this strategy, many new products were launched during 2014 in the replica, apparel and accessories categories. The focus for 2015 is the expansion of the hard goods category with products like hand tools, garage storage systems and coolers. Chrysler continues to expand its current model vehicle presence in gaming and die-cast with the launch of the all-new Chrysler 200. The brand will also be focusing on vintage vehicle use in apparel and accessories. The Fiat brand fully launched its North America licensing program in 2014. Categories included apparel, die-cast replicas and ride-ons. The focus for 2015 is to expand the apparel and accessories categories. The Mopar licensing program continued its streak of retail sales growth in every quarter of 2014 vs. 2013, and has done so for 11 of the last 12 quarters. Universal and Custom Fit Accessories continue to expand as the automotive segment strengthens overall. Apparel, toys and collectibles continue growth that reinforces the impact of Mopar car culture affinity. 2015 will focus on the expansion of available Mopar apparel and lifestyle products at retail as well as the growth of customization and restoration products to meet the growing consumer goal to Make It My Own.

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DISCOVERY CONSUMER PRODUCTS

\$1B (NASDAQ: DISCA)

NICOLAS BONARD, SVP, +1.240.662.2000

WWW.THESTUDIOSGROUP.COM/CONSUMER-PRODUCTS

Top properties for the Discovery Consumer Products program span the various brands created from Discovery networks worldwide. Discovery Expedition, the only lifestyle brand with the core DNA of Discovery Channel, had continued growth throughout Asia in 2014 featuring apparel and equipment for the outdoor adventurer. With 180 Discovery Expedition retail locations currently across Asia alone, the brand is also expanding worldwide and already resonates strongly with consumers across Europe. Discovery Kids continued to thrive around the world and remains a key property featuring toys, games and apps for children of all ages. In Latin America, Doki-themed product creates a complete licensing program around the TV series airing on the region's top preschool network. Animal Planet drives an expansive toy program globally, a robust pet offering in the U.S. and growing throughout Europe, and a bedding and apparel line outside the U.S. In 2014, Discovery Consumer Products partnered with Chinese leading outdoor product provider, Fei Fan, to expand the Discovery Expedition line and introduced Bear Grylls as DX ambassador in China. Additionally, Joel Lambert of Discovery Networks International's Manhunt became an ambassador for the brand around the world. Animal Planet renewed its partnership with Toys 'R' Us, approaching 15 years in the U.S.,

growing the toy line, and featuring new packaging and a nearly 20 foot space across stores. The Toys 'R partnership also expanded to Australia in 2014 and continues to grow worldwide this year. In fall 2014, Discovery Consumer Products teamed up with Princess Cruises to create Discovery at Sea. The success of Discovery Expedition in Asia continues to drive awareness and demand for the brand. Expanding DX worldwide provides the exclusive opportunity to take the Discovery Channel from TV to retail as a leading outdoor brand. Discovery at Sea with Princess Cruises debuts across ships and global ports in 2015 offering cruisers an immersive experience with both onboard activities such as Star Gazing at Sea and unique Discovery Channel and Animal Planet recommended shore excursions. Discovery Kids remains a leading property going forward and Discovery Consumer Products is continuously looking for new licensees worldwide to provide kids and parents alike with innovative and unique products. Discovery's annual TV event, Shark Week, is being translated into a robust product offering across many categories including apparel, toys and more. The growing property represents one of Discovery Channel's longest running programming events and a pop-culture phenomenon each summer.

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JARDEN CORPORATION

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

CARLOS COROALLES, VP, LICENSING, JARDEN CONSUMER SOLUTIONS, +1.561.912.4511; ROBERT MARCOVITCH, JARDEN OUTDOOR SOLUTIONS; JEFF LOTMAN, PRESIDENT, GLOBAL ICONS, +1.310.873.3560; ROSS MISHER, CEO, BRAND CENTRAL GROUP, +1.310.268.1231
WWW.JARDEN.COM

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MARTHA STEWART LIVING OMNIMEDIA

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

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

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

56

NASCAR

\$1B (E) (PRIVATE)

BLAKE DAVIDSON, VP, LICENSING AND CONSUMER PRODUCTS, +1.704.348.9613
WWW.NASCAR.COM

57

PERRY ELLIS INTERNATIONAL

\$1B (NASDAQ: PERY)

STANLEY SILVERSTEIN, PRESIDENT, INTERNATIONAL DEVELOPMENT AND GLOBAL LICENSING, +1.212.536.5424
WWW.PERRYELLIS.COM

Key licensed properties are Perry Ellis, Original Penguin and Laundry by Shelli Segal. Licensing partners include top market leaders in their respective product categories. Servicing department stores and better specialty stores. A top licensing initiatives that will drive growth in 2015 and beyond is international growth.

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PIERRE CARDIN

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

59

U.S. POLO ASSN.

\$1B (PRIVATE)
 JIM SCULLY, VP, LICENSING, +1.859.219.2113
 WWW.USPOLOASSN.COM

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

60

GENERAL MILLS

\$950M (NYSE: GIS)
 DANIELLE ANDREWS, GENERAL MILLS OUTBOUND
 LICENSING LEAD, +1.763.293.4157; CINDY BIRDSONG,
 BRAND LICENSING TEAM, +1.678.324.3270
 WWW.GENERALMILLS.COM

For nearly 150 years, General Mills has been nourishing lives. Its brands are known around the world for quality, starting with Gold Medal flour, which was launched in 1880 and, to this day, remains a top-selling branded flour in the U.S. The company is one of the largest food companies in the world, marketing in more than 100 countries on six continents. The General Mills brands are with you at the family dinner table, on a nature trail, or at a special celebration, and licensing plays a big role in connecting with consumers and supporting the brand message. Key licensed brands include Betty Crocker, Green Giant, Fiber One, Cheerios, Yoplait, Pillsbury, Old El Paso, Progresso, Nature Valley, Trix, Lucky Charms, Cocoa Puffs and Wheaties. Other valuable properties in the portfolio include Cinnamon Toast Crunch, Cookie Crisp, Golden Grahams, Kix, Totino's, Hamburger Helper, Fruit Roll-Ups, Gold Medal, Cascadian Farm, Muir Glen, Larabar, Bugles, Wanchai Ferry, Bisquick, Toaster Strudel and Chex Mix. Significant growth to date has come from Betty Crocker decorating products, Green Giant Fresh produce and Fiber One fresh bread. General Mills is looking to expand in both food and non-food categories in North America. Food licensing opportunities exist in fresh, frozen and refrigerated categories. Non-food opportunities exist across a number of categories with a focus on apparel and accessories, home and kitchen, seasonal celebrations and gifting, beauty, collectibles, toys and crafting.

61

ENTERTAINMENT ONE

\$934M (OTC: ENTMF)
 ANDREW CARLEY, HEAD OF GLOBAL LICENSING;
 HANNAH MUNGO, HEAD OF U.K. LICENSING; AMI
 DIECKMAN, HEAD OF INTERNATIONAL LICENSING; REBECCA
 HARVEY, HEAD OF MARKETING; JAYNE BEVITT, HEAD OF
 PRODUCT DEVELOPMENT; JOAN GRASSO, VP, LICENSING, NORTH
 AMERICA; CANDY HO, SENIOR TERRITORY MANAGER, ASIA; CON
 GOUTZOULUS, COMMERCIAL DIRECTOR, AUSTRALIA; TRISH
 PADOUIN, COMMERCIAL DIRECTOR, AUSTRALIA; TARA BLITZ,
 SENIOR DIRECTOR, LICENSING, NORTH AMERICA, POP CULTURE,
 +02.03.691.8600
 WWW.ENTERTAINMENTONE.COM

Peppa Pig is the cornerstone of Entertainment One's licensed portfolio and in 2014, the licensor made huge strides forward in the global expansion of

the brand. There were over 200 new international broadcast and licensing deals signed in this period and significant growth for Peppa in Australia, Spain, Italy, Latin America and CEE. Merchandise launched in new European markets—France and Germany, in addition to Russia and Southeast Asia, where the TV show attracted strong ratings. Retail sales for Peppa Pig in the U.K. grew a further 10 percent in 2014, driven by the brand's 10th anniversary celebrations. Peppa Pig's first theatrical release of special extended episode, The Golden Boots, and four other Peppasodes was a success when it launched in 400 cinemas across the U.K. during february 2015, grossing £2.3 million in two weeks. In the U.S., the licensing program gathered pace with new toy, publishing and softline partners. Significant increases in toy sales were recognized in 2014 with forecasts 150 percent above plan. National rollout of DVD's began in March 2014 with placement at all key retailers. All new DVDs released in 2014 achieved week one sales figures of 12-13,000, and the Christmas DVD sold over 100,000 units in eight weeks. A nationwide restaurant promotion with Chick-Fil-A was one of their most successful 3 and under programs to date, selling out of the mini book premiums in eight weeks. Peppa Pig merchandise is stocked by all major retailers in all key territories. With over 65 licensees globally, Ben and Holly's Little Kingdom is also gaining momentum in a number of international territories. Successful consumer products programs are established in the U.K. and Spain. There are also early signs of commercial success in Australia where retail exclusive merchandise launches generated strong sales last year. Having significantly expanded its licensing team and recently opened offices in Australia, Hong Kong and Los Angeles, eOne is poised to accelerate the growth of Peppa Pig in international territories. The licensor is preparing the mass market roll out of Peppa merchandise in the U.S. which will see product debut in retailers like Walmart for the first time, beyond home entertainment. The stage show will also roll out in the U.S. In the U.K., licensee Tumuv is pioneering an interactive, story-based movement program called Move with Peppa to encourage physical activity among preschoolers that is rolling out across leisure centers nationwide. Brand exposure will be bolstered in Italy this year with the opening of the country's first Peppa Pig-themed attraction House of Peppa that launched at Leolandia March 28. A second arena, festival Un Dia Con Peppa, will tour Spain. Expansion in China and Japan is in progress and continuing to build upon the roll out in Southeast Asia. Peppa Pig is now on track to exceed \$1 billion in retail sales worldwide in 2015. In addition to their preschool properties, eOne continues to drive the growth of its lifestyle properties in the U.S. Following the licensor's acquisition of Art Impressions, eOne has been building a long term multi-platform strategy for SO SO Happy and SKELANIMALS that will see the brands embark on new licensing categories, develop trend driven style guides and create fresh digital content that will be supported by comprehensive marketing campaigns in the U.S. and internationally.



62

FOCUS BRANDS

\$900M (PRIVATE)
 PATRICK MCGUIRE, DIRECTOR, LICENSING,
 +1.404.705.2062
 WWW.FOCUSBRANDS.COM

Atlanta-based Focus Brands is the franchisor and operator of over 4,000 ice cream shops, bakeries, restaurants and cafes in the U.S., the District of Columbia, Puerto Rico and 60 foreign countries under the brand names Carvel, Cinnabon, Schlotzsky'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. Focus Brands engages in a variety of licensing initiatives within



CPG, foodservice and manufacturing, working with dozens of partners on more than 100 SKUs. Partners include B&G Foods, Beam Suntory, Flowers Foods, General Mills, Kellogg's, Keurig Green Mountain, Ovation Brands, Pegasus Foods, Pinnacle Foods, Reckitt Benckiser, Rich Products, Sun-Maid, Taco Bell and WhiteWave Foods. Focus Brands is committed to its vision of being the world's best developer of unique limited-service food brands through franchising, licensing and foodservice operations.

63

FRIGIDAIRE

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

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

64

HARLEY-DAVIDSON MOTOR COMPANY

\$900M (E) (NYSE: HOG)

STUART RUDOLPH, DIRECTOR OF GENERAL MERCHANDISE, +1.414.343.8621; ERIN NAPIER, MANAGER, STRATEGY AND BUSINESS DEVELOPMENT, GENERAL MERCHANDISE, +1.414.343.8496

WWW.HARLEY-DAVIDSON.COM

65

DR. SEUSS ENTERPRISES

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

Key properties are book-based properties and characters including The Cat in The Hat, Green Eggs & Ham, Horton Hears a Who, Horton Hatches an Egg, Horton and the Kwuggerbug, The Lorax, The King's Stilts and How The Grinch Stole Christmas. Top retail partners and licensing programs during 2014 include Target for Dr. Seuss's birthday; Barnes & Noble for Dr. Seuss's Birthday, Horton: A Person's a Person No Matter How Small and Grinchmas: Grow Your Heart 3 Sizes campaign; and Pottery Barn Kids/Pottery Barn Teen for Dr. Seuss's Birthday and Grinch. Top licensing initiatives that will drive growth in 2015 and beyond include the 25th anniversary of Oh, The Places You'll Go, Dr. Seuss's 111th birthday, the annual NEA Read Across America celebration, the release of Dr. Seuss's 45th book What Pet Should I Get? and the celebration of the holiday spirit through the Grinchmas: Grow Your Heart 3 Sizes campaign.

66

SABAN BRANDS

\$850M (PRIVATE)
ELIE DEKEL, PRESIDENT; DANIEL CASTLE, MANAGING DIRECTOR, SABAN BRANDS LIFESTYLE GROUP;

KIRK BLOOMGARDEN, SVP, GLOBAL CONSUMER PRODUCTS, +1.310.557.5230

WWW.SABANBRANDS.COM

Saban Brands experienced significant growth throughout 2014 with the continued success of its core properties, plus the development of new brands and acquired properties being added into its portfolio.

Saban Brands' top licensed properties in 2014

were Power Rangers, Paul Frank and Julius Jr. Saban Brands debuted the 21st season of Power Rangers Super Megaforce, which premiered on Nickelodeon in the U.S. in February 2014, followed by a global roll out in more than 150 markets. Bandai continued to serve as global master toy licensee for the Power Rangers franchise, debuting an epic toy line, which tapped into the Legendary Rangers from the past 20 seasons. The Power Rangers brand has over 200 licensees globally, with distribution at all major retailers, and



has remained a top 10 boys action brand for two decades. Paul Frank, Saban Brands' globally recognized lifestyle brand, has more than 200 licensees around the globe, with merchandise across many categories including apparel and accessories, books, stationery, eyewear, home décor and more. In November, Saban Brands launched the second season of Julius Jr., the animated preschool series inspired by the world-renowned Paul Frank brand, on Nick Jr. in the U.S. The series also launched internationally in France (TF1), Germany and Italy (Disney Jr.), Latin America (Discovery Kids) and many other key markets worldwide. Fisher-Price serves as the global master toy licensee for Julius Jr., and the brand's full range of products including play sets, plush, role play toys and more launched at Toys 'R' Us in summer 2014, followed by larger distribution in the fall. Other licensees, including Random House Children's Books, rolled out additional Julius Jr. product throughout the remainder of the year. Saban Brands developed new entertainment properties as well as solidified major lifestyle acquisitions in 2014, which will help drive additional growth for the company this year. The newly developed brands include Popples, Luna Petunia and Emojiville. The recently acquired brands include Macbeth, Mambo and Piping Hot. These new brands, along with Power Rangers and Paul Frank will all drive growth for the business in 2015 and beyond. With the company's rapid growth in 2014, Saban Brands announced the formation of two new units within the company, Saban Brands Lifestyle Group and Saban Brands Entertainment Group. SBLG was established to drive major expansion within the company's fashion and lifestyle properties. SBLG currently includes Macbeth, Mambo and Paul Frank. SBEG was formed to oversee the company's growing entertainment portfolio of brands including Power Rangers, Julius Jr., Popples, Cirque du Soleil's Luna Petunia, Emojiville and others in development. Saban Brands is also looking to further grow their portfolio with additional new properties and acquisitions for both SBEG and SBLG throughout 2015.

67

FREMANTLEMEDIA

\$800M (FREMANTLEMEDIA IS PART OF RTL GROUP, WHICH IS IN TURN 75.1 PERCENT OWNED BY BERTELSMANN)

RICK GLANKLER, EVP AND GM, FREMANTLEMEDIA KIDS & FAMILY ENTERTAINMENT; ANDREA BRENT, VP, LICENSING AND LIVE EVENTS, FREMANTLEMEDIA NORTH AMERICA; TRACY GRIFFITHS, VP, LICENSING AND CONSUMER PRODUCTS, EMEA AND AUSTRALIA, FREMANTLE KIDS & FAMILY ENTERTAINMENT; HENRY OR, VP, ASIA, FREMANTLE KIDS & FAMILY ENTERTAINMENT, +44.207.691.6000

WWW.FREMANTLEMEDIA.COM

FremantleMedia North America launched a slate of new licensed products in the gaming and gambling space surrounding

FREMANTLEMEDIA



their game show properties. This last year, the company launched the new The Price Is Right Showcase Showgirls slot machines with WMS. The partnership brought some of the most popular The Price Is Right games to casino floors around the country. In addition, the Family Feud and Friends 2 game premiered on Facebook and mobile devices. To-date, the game has been downloaded more than 3.6 million times and reached No. 2 for iPad and No. 3 on iPhone. In the lottery world, FremantleMedia North America expanded their relationship with MDI Entertainment to activate several state lottery scratch-off ticket programs featuring various game shows including The Price Is Right, Family Feud and Let's Make A Deal. FremantleMedia also had success with the lottery program (as above) featuring authentic, iconic images from the Latin American traditional game, Loteria. Other products launched for Loteria include graphic tees from Mad Engine and stationery and paper goods from Chronicle Books. Over in food and beverage, FMNA launched the new SELF Healthy Kitchen frozen food line with Conde Nast and the new Epicurious line of cookware from Tabletops Unlimited is now available exclusively at JCPenney. This past year, FMNA also became the licensing agent for the original production Deadliest Catch. In a first for the company, they partnered with EVINE Live to create a line of Deadliest Catch-inspired seafood, food preparation and serve ware products that were sold via a live television broadcast with special host, Captain Sig Hansen. Kids' series Tree Fu Tom saw continued growth for FremantleMedia Kids & Family Entertainment Tree in 2014. The series now airs in 123 territories, 12 of which have rolled out DVD and additional consumer products. In total there are now 43 international licensees signed to the property. In the U.K., the consumer products roll out for comedy series Strange Hill High saw the launch of books, DVDs, toys, a magazine, puzzles and pajamas. With the forthcoming launch of the brand new series of Danger Mouse on CBBC in 2015, FMKFE has been running a twin-barreled licensing campaign and has signed a number of new licensees for the classic 1980s series that is targeted at adults. The new deals include Wow! Stuff, which is the master gift licensee; TVMFashion Lab for apparel, underwear and nightwear; Misirli UK for socks; and Paul Lamond for a collection of puzzle and card games. Additionally, a deal has also been agreed with Casa Chicos for a retro babywear range. In the U.K., licensing for the non-kids' properties has continued to fare well. Baywatch has a number of successful licensees and the dress up range is in Smiffy's top three best-selling brands. Cerebral game show QI signed Wow! Stuff for a gifting range, and Paul Lamond hit the high notes to sign leading music panel show Never Mind the Buzzcocks for a new board game. The 30th anniversary of leading soap Neighbours has also provided an opportunity for tie-in products including a commemorative stamp set and a compilation album in Australia. In 2014, FMKFE division saw the international growth of a number of its properties. In the U.K., the Tree Fu Tom Ultimate Tom figure from Flair sold out at U.K. retailers over Christmas, and the brand saw the launch of the Tree Fu Tom Training Camp attraction at Alton Towers Resort, along with a specially themed room at the resort's hotel. It has also been a hit in home entertainment, with over 160,000 DVDs sold in the U.K. to date. In the digital space, two best-selling preschool apps were launched—the Tree Fu Tom 3D Adventures and Squizzle Quest from Cupcake Digital. Tree Fu Tom took to the road for a U.K. shopping center tour with SGA at Westfield that included a corresponding retail promotion with retailer The Entertainer, while a separate gift-with-

purchase DVD promotion also ran with toy retailer Smyths. In France, Tom made appearances at Gulli's summer beach roadshows, and a DVD gift with purchase offer supported the toy launch. A similar initiative also ran in South Africa; and in Australia, the first DVD enjoyed good sell-through following an exclusive launch at ABC stores. 2014 also saw the launch of Strange Hill High toys, which were supported by window displays across The Entertainer and FSDU's in all U.K. Toys 'R' Us stores. In Australia, the toy launch was supported by a high profile PR campaign. For the year ahead, FMNA will look to continue growing the company's business within the gaming space. It will be looking to expand its slots programs by bringing Family Feud, Baywatch and Loteria to casino floors. In addition, it will be looking to extend many of its properties to unique events and consumer experiences. There are multiple opportunities for growth in the Kids & Family Entertainment division. With Jazwares now on board as the new Tree Fu Tom master toy licensee, the first products will launch at retail in Australia in summer, followed by other key territories, and there will be two new home entertainment releases. Tree Fu Tom is set to take off in the live entertainment space this year. The live theater tour will be visiting over 80 separate venues across the U.K., and FMKFE is also partnering with family attraction Whipsnade Zoo for their butterfly house. Following the successful series launch last year of the new girls' preschool series Kate & Mim-Mim, the consumer products roll will begin in the U.K. in spring 2015 with a few select lines. The first DVD, app and magazine special were also supported by character appearances. The DVD will also roll out internationally, with launches in Germany and the Nordics in 2015. In addition, the international reach of the brand will spread as the show airs in France, the Nordics and CEE, and FMKFE is set to expand Kate & Mim-Mim's consumer products presence across Europe by appointing a number of agents across the continent. With the forthcoming launch of the new series of Danger Mouse on CBBC later this year, the licensing team is busy securing a wide range of best-in-class partners and will be announcing their first raft of partners in the near future. The recent announcement that the series will air in multiple territories on Netflix, including the U.S., Canada and Latin America in 2016 provides multiple global opportunities for the brand.

68

TELEvisa CONSUMER PRODUCTS

\$780M (NYSE: TV)

MARY CARMEN ROTTER, MANAGING DIRECTOR,

CONSUMER PRODUCTS, +1.786.265.2500

WWW.TELEvisa.COM

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

69

LEGO GROUP

\$650M (E) (PRIVATE)

WWW.LEGO.COM

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

70

ENDEMOL SHINE GROUP

\$610M (E) (PRIVATE)

WWW.ENDEMOL.COM

Endemol and Shine 360°, together with Core Media Group, merged together in 2014 to form Endemol Shine Group. Key properties

include MasterChef, MasterChef Junior, Big Brother, The Biggest Loser, Hell on Wheels, Kingdom, Wipeout and Steve Harvey, among others.

71

DR PEPPER SNAPPLE GROUP

\$569M (NASDAQ: DPS)

MEGAN MAY, BRAND LICENSING MANAGER, +1.972.673.7000
WWW.DRPEPPERSNAPPLEGROUP.COM

Properties in the DPS Group include Mott's, Snapple, Dr Pepper, 7UP, CRUSH, A&W Root Beer, Yoo-hoo, Schweppes, Mr & Mrs T, Clamato and Hawaiian Punch. Through joint planning and partnering closely with licensees, DPS continued to grow in 2014 with multiple product extensions with current licensees including Snapple K-Cup flavor extensions, Cherry Dr Pepper and Crush bubble gum; Dr Pepper, Hawaiian Punch and Crush licorice and Hawaiian Punch frozen novelties. DPS is looking to create long-term relationships with a few key partners. The focus in 2015 will be continuing to expand these diverse, flavor-based trademarks into complementary food categories with both current and new partners. With flavor consumers already know and love, licensees can provide their retailers with a strong pipeline of innovation opportunities.

72

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) and winners of the FIFA World Cup trophy 2014. As the sports-themed entertainment depends on events, the association and the DFB-Wirtschaftsdienste, a 100 percent subsidiary that is responsible for DFB's licensing business, knew to benefit from the FIFA World Cup and arranged a wide licensee and product portfolio prior to the Cup. Altogether more than 40 licensees produced and sold about 450 official products at the national and international marketplaces with a retail turnover of about \$560 million. These include the jersey sales with about 3 million pieces worldwide in 2014 and more than 30 percent outside of the German market. One of its success stories is the loyalty campaign that saw the REWE Group as the official nutrition partner and licensee of the German Football Association. Through May and June 2014, REWE distributed 163 million collectible cards and 1.3 million collector's albums. It also sold additional products in about 3,300 REWE stores. The REWE Group spent a budget of about \$11 million and proudly announced that 2014 was the most successful of the last three event years. DFB's top licensed property, the German National Football team, will benefit from three upcoming events—The World Cup Championship in 2016 (UEFA European Championship in France), the 2017 FIFA Confederations Cup in Russia and in 2018 and the FIFA World Cup, also in Russia. These are predicted to be as successful as the World Cup 2014 in Brazil. DFB will work on a continual national and international optimization of its licensee portfolio (designs, product lines and partners).

73

POLAROID

\$550M (E) (PRIVATE)

SCOTT W. HARDY, PRESIDENT, PLR IP HOLDINGS,
+1.952.641.1020

WWW.POLAROID.COM

Polaroid continues to expand its licensed products announcing a deal with L'Image Home Products for new line of Polaroid-branded home lighting products in Canada, Spain and Russia. The company also recently entered the smartphone market in Europe. Polaroid also continues to expand its Fotobar retail store format and now has 11 locations in Florida, Las Vegas and California.

74

A+E NETWORKS

\$515M (PRIVATE)

KATE WINN, SVP, A+E NETWORKS CONSUMER PRODUCTS, +1.212.210.1400

WWW.AENETWORKS.COM

A+E Networks includes the flagship brands of HISTORY, Lifetime, A+E and its lifestyle network FYI. The broad-reaching portfolio provides a unique opportunity to target both men and women who have a passion for great storytelling on and beyond the screen. Key properties include Duck Dynasty, Wahlburgers, Swamp People, Ancient Aliens and Bring It! Through packaged media, digital offerings, apparel, novelty items, gaming and publishing, viewers can have a 360-degree brand experience, allowing them to extend their relationship with the shows and characters. Look for more scripted series extensions at retail in 2015.

75

IRONMAN

\$500M (PRIVATE)

BILL POTTS, VP, GLOBAL LICENSING AND PARTNER SERVICES, +1.813.868.5906; BILL MCCLINTON, SVP, LICENSING, GLOBAL ICONS, +1.310.820.5300
WWW.IRONMAN.COM; WWW.IRONKIDS.COM; WWW.IRONGIRL.COM; WWW.GLOBALICONS.COM

The iconic IRONMAN triathlon, the largest and most iconic participation sports platform in the world, has five unique brands—IRONMAN, IRONMAN 70.3, 5150 Triathlon Series, Iron Girl and IronKids. Since its debut in 1986, the Timex IRONMAN watch line remains one of the best selling sports watches in the world. In 2014, Timex unveiled its IRONMAN One GPS+, a watch that comes with all of the same features as a smart-watch, but doesn't need a phone to operate. Timex IRONMAN watches retail in stores such as Macy's, Walmart, and Target. In addition, Foster Grant continued its success with IRONMAN sunglasses at tens of thousands of retail doors, enhanced with its launch of IRONMAN optical frames. Additionally, IronKids Gummies, a popular line of gummy vitamins for children, are sold throughout Canada. IronKids Gummies are produced by Life Science Nutritionals and are available in six different selections for kids: Fibre, Omega 3, Multivitamins, Vitamin D, Calcium and Omega 3—Bursts. IRONMAN also spans a broad range of merchandise such as athletic equipment, fragrances, electronics and accessories available at retailers worldwide. We expect another solid year of IRONMAN and IRONKIDS licensed product sales as IRONMAN and IRONKIDS continue to grow and add events throughout the world. 2015 will also see the release of many new products in the health and wellness area, including an IRONMAN protein powder created by IVC. Other health and wellness initiatives that we look forward to unveiling this year include a line of consumer electronics products from Zeikos; a specialized detergent by Hex Performance, the leaders in the maintenance of high-performance gear and athletic apparel; and homeopathic muscle cramp relief by Muscle Cramp 911. IRONMAN will also continue its expansion into Latin America with compressionwear and athletic accessories such as elastic therapeutic tape and cooling towels.



76

STUDIO 100 GROUP

\$500M (PRIVATE)
CHRISTOPHE DREVET, DIRECTOR, INTERNATIONAL
CONSUMER PRODUCTS, +32.38.77.60.35

WWW.STUDIO100.COM

As the longest running CGI series from Studio 100, Maya the Bee tops the list of global licensed properties for the company. Broadcast in 160 countries, the success of the series has been replicated in its licensing portfolio with more than 300 licensees in all major categories. Also, with Maya making her movie debut in September 2014 (which already reached 4.2 million admissions), the property looks to be going from strength to strength. Brands that have been successful in 2014 in their local markets have been K3 and Bumba in the Benelux region and the Plopsa theme parks have also been a strong revenue-driver for Studio 100. Maya the Bee: Movie has been the main focus for the licensing team in 2014 with retail partnerships and licensing programs initiated across Europe. For example in Germany, H&M offered 29 items for Maya fans to purchase. The licensing team also secured a number of significant licensing programs with Unilever (Holland), McDonald's (Poland), Eurest (France) or Pizza Hut (Benelux). As well as Maya the Bee remaining a focus, with the release of the movie in the U.S., Latin America and the U.K., new CGI brands will roll-out their own licensing programs. Heidi, the updated CGI version of the classic series, has been sold to over 100 countries and has been a huge TV ratings success in France, the first country to broadcast the program. Major licensing sectors include publishing, home and living, accessories, apparel and food, as well as Famosa releasing product in autumn as the master toy partner for the brand. Blinky Bill is another classic character who has been re-vamped in CGI and the movie is being released in September, initially in Australia and New Zealand. Vic the Viking also remains a popular program in 80 countries and an exciting live show is launching this year to further engage budding Vikings.

77

THE THOMAS KINKADE COMPANY

\$425M (PRIVATE)
KRISTEN BARTHELMAN, DIRECTOR, LICENSING, +1.408.201.5273
WWW.THOMASKINKADE.COM

The Thomas Kinkade Company's partnerships with premier licensed properties such as Disney Consumer Products, Warner Bros. Consumer Products, Major League Baseball, NASCAR, Rockefeller Center, Indianapolis Motor Speedway, the Biltmore Estate, Radio City Music Hall and Lionel extend the reach of Thomas Kinkade Studios' art into new markets and new audiences. The alignment with these valued partners further enhances and strengthens the Thomas Kinkade brand. Thomas Kinkade licensed products can be found in a variety of more than 16,000 retail locations such as mass, grocery, drug, book, toy, specialty, craft, gift and stationery stores in the U.S. alone. The network of Thomas Kinkade galleries offer limited edition and open edition art and collectibles. Through our partnerships with longstanding licensees, we will continue to develop a wide assortment of products embellished with the art of Thomas Kinkade and Thomas Kinkade Studios. The Thomas Kinkade Company plans to expand their portfolio of licensed products in the home décor categories of bedding, dishware, furniture and garden. The brand has excellent recognition in the U.S. and further opportunities internationally will drive growth. Kinkade's well-known images depict gardens, cottages, estates, cityscapes, plein airs, holiday scenery and commemorative American landmarks. Thomas Kinkade Studio continues in the path that Thomas

Kinkade himself started and developed. Thomas Kinkade Studio Artists paint in the true Thomas Kinkade style with great attention to detail and an overwhelming appreciation of the way a picture can tell a great story.

78

MAJOR LEAGUE SOCCER

\$420M (PRIVATE)
MARIBETH TOWERS, SVP, CONSUMER PRODUCTS,
+1.212.450.1200

WWW.MLSSOCCER.COM

Key properties include Major League Soccer Clubs and its players, United States Soccer Federation (men's and women's U.S. National Teams) and Federation of Mexican Futbol. Key licensing initiatives in 2014 included expanded lifestyle and performance product assortments targeting Gen-Y consumers; expanded offering for women's and kid's accessory categories; and name, number and new authentic on-field kits.

79

MICHELIN LIFESTYLE

\$417M (PRIVATE)
CHRISTIAN DELHAYE, MANAGING DIRECTOR,
+44.1.782.402000

WWW.MICHELIN.COM

The top selling Michelin licensed products in 2014 were wiper blades, car care products (traditional and



eco), co-branded footwear and car mats. Michelin licensed products are distributed via a network of 51 licensees to more than 56,000 points of sale worldwide. Future growth will come from two main areas: geographical expansion, particularly in emerging markets such as South America and Asia; and product evolution, including wider distribution of existing products such as wiper blades and tire sealant plus new products such as technical soles for footwear.

80

ITV STUDIOS GLOBAL ENTERTAINMENT

\$400M (LSS: UK:ITV)
STEVE GREEN, EVP, KIDS' CONTENT AND DISTRIBUTION;

TRUDI HAYWARD, SVP AND HEAD OF GLOBAL MERCHANDISING,
+44.20.7491.1441
WWW.ITVSTUDIOS.COM

ITV Studios Global Entertainment own Thunderbirds Classic, The Gerry Anderston Supermarionation portfolio and the brand-new children's action adventure property Thunderbirds Are Go. In addition, ITVS GE represents third-party brands including Playmobil, Super 4, The Matt Hatter Chronicles, Cut the Rope, Digimon Fusion and Village People. In 2014, ITVS GE made significant investment across their whole brand portfolio, building licensing programs and raising the property profile of its properties both on TV and at retail in the U.K. and internationally. Launching at Licensing Expo 2014, ITVS GE made huge strides in growing the international profile of Thunderbirds Are Go ahead of its 2015 international TV debut. ITVS GE has successfully balanced the expectations of the brand's loyal fanbase while also appealing to a new generation of fans. This approach has seen ITVS GE sign partners such as original master toy licensee Vivid and BeyondtheStory, who can harness the brand's potential in the digital and technology sector. ITVS GE has assembled a strong line up of licensing deals across key categories and is in



the process of appointing international agents once TV broadcasters are signed in international territories. ITVS GE initiated an extensive consumer products campaign for Playmobil's 40th anniversary in 2014, aimed at the adult retro/nostalgic market whilst also introducing its new animated TV show Super 4 inspired by the world of Playmobil. Cut the Rope attracted major FMCG and retail promotional partners including a highly successful 37 territory promotion with popular family restaurant chain McDonalds. Ahead of its 50th anniversary later this year, The Classic Thunderbirds extensive licensing program aimed at the adult market now has 38 partners in the U.K. and a further 37 in international territories across all major categories. 2015 will see the program continue to expand. Premiering in spring 2015, Thunderbirds Are Go will debut on the U.K.'s leading kids' commercial TV channel, CITV and ITV. Vivid Imaginations has been signed as the master toy licensee, and the new line will be supported by one of ITV's most extensive digitally integrated consumer marketing and retail campaigns. Following its broadcast debut in 2014, momentum is also rapidly building for the CITV show Super 4. Launched at this year's London Toy Fair and Nuremberg shows master toy licensee Playmobil launched its first Super 4 line of heroes, play scenes and vehicles (set to debut at retail in September 2015), which will drive the licensing program for the show.

81

TGI FRIDAYS

\$400M (PRIVATE) (A DIVISION OF CARLSON RESTAURANTS)
CARL ROBIE, VP, GLOBAL STRATEGIC SOURCING AND
BRAND LICENSING, +1.305.447.6594

WWW.TGIFRIDAYS.COM

For over a decade, TGI Fridays, America's most iconic bar and grill, has successfully leveraged its positioning and strong brand awareness among casual dining restaurants into a wide array



of licensed food and beverage products sold in the grocery, mass market, convenience, drug and club channels. Key licensees in 2014 included HJ Heinz for frozen snacks, Inventure Foods for salty snacks and Marc Anthony Group for malted and distilled alcoholic beverages. In addition, the Fridays licensing program continued to experience growth with the launch of fresh soups, sides and sauces by the Campbell Soup Company. In 2015, licensing agency Beanstalk will focus on strategically expanding the Fridays brand into complementary refrigerated and frozen foods with current and new licensing partners both, domestically and internationally.

82

WELCH FOODS

\$400M (PRIVATE)
GLENN HENDRICKS, GROUP MANAGER, BUSINESS
DEVELOPMENT, LICENSING, +1.978.371.3708

WWW.WELCHS.COM

Welch's, a trusted American icon and worldwide leader in grape and fruit-based products, has extended their equity through a variety of products including fruit snacks, fresh fruit, frozen fruit, frozen fruit Greek yogurt smoothie kits, juice freezer bars, licorice, sparkling juice cocktails, dried fruits, freeze dried fruit, trail mixes, in-home beverage concentrates and foodservice spreads. Top licensees in 2014 were promotion in Motion and Nature's Touch. Promotion in Motion continues to have the No. 1 fruit snack in the U.S. with Welch's, and its PB&J snacks are now sold nationally. Nature's Touch recently introduced frozen fruit and veggie smoothie kits, the first time that Welch's has

used licensing to associate itself within the vegetable segment.

In 2014, distribution of Welch's licensing program continued to grow leaps and bounds with top retailers in the U.S. and Canada including Walmart, Costco, Stop & Shop, A&P, Albertsons, Shop Rite, Meijer, Associated Grocers, Kroger, Walgreens, Winn Dixie, Costco, BJ's, Loblaws and Sobey's. Top licensing initiatives that will drive growth for Welch's licensing program in 2015 include Welch's dried fruit and freeze dried fruit, continued category expansion of Promotion in Motion's PB&J snacks, continued retail doors growth of Nature's Touch frozen fruit, release of in-home beverage concentrates from SodaStream and release of sparkling juice beverages from Arizona beverages. In addition, Welch's will be announcing several new exciting partnerships and launches in 2015 that will continue to drive the No. 1 fruit-based brand in licensing forward to at least \$450M in retail sales in 2015.



83

AMERICAN GREETINGS PROPERTIES

\$384M (PRIVATE)

JANICE ROSS, HEAD OF GLOBAL LICENSING; ANGELINA CASTRO,
HEAD OF MARKETING, +1.818.426.8608

WWW.AGPBRANDS.COM

Top licensed property in 2014 was Care Bears. Top retail partners were Target, Toys 'R' Us and Walmart. Domestically, Just Play is the master toy partner and includes medium plush with entertainment, jumbo plush, plush beans and figurines. Lionsgate is the home entertainment partner. There are costumes for teens/tweens from Leg Avenue and kids' costumes from Disguise. For pets, Fetch for Pets has created Care Bears dog toys and accessories at Petsmart. On the international side, Care Bears enjoyed a successful co-branded partnership with Sanrio in Japan named Kiki & Lala x Care Bears, as well as a collaboration pop-up shop at Parco, also in Japan. In 2015, Care Bears was named one of the Top 5 Toys at the 2015 New York International Toy Fair, and Care Bears Sing-a-Longs will be available fall. Just Play will also release additional characters and seasonal plush that will be rolling into the core plush line, as well as play sets, bath squirters and figures with accessory sets. There will also be new product launches in 2015 that will include bikes by Dynacraft, girl's costumes by Disguise and puzzles by Karmin. In apparel, a collaboration between Care Bears and the junior's apparel label, Iron Fist, will bring style to tweens, teens and young adults as Iron Fist puts their fashion-forward spin on the Care Bears line. Finally, Fetch for Pets will expand on its successful 2014 program with new dog toys and apparel through Petsmart. Internationally, famed Spanish fashion designer and trend spotter, Krizia Robustella, created a new Care Bears fashion collection that was presented at 080 Barcelona Fashion on Feb. 4. It will be available at specialty stores in September. Ichiban Clothing has created a trendy teen/adult apparel line that is currently available at Asos, which is the U.K.'s largest independent online fashion and beauty retailer. Additionally, Care Bears are planning an international toy roll out in over 25 countries.

84

TOEI ANIMATION ENTERPRISES

\$380M (E) (PRIVATE)

HIROYUKI KINOSHITA, CEO, +81.3.5261.7619
WWW.TOEI-ANIMATION.COM

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

85

HEARST BRAND DEVELOPMENT

\$375M (PRIVATE)

GLEN ELLEN BROWN, VP AND DIRECTOR, BRAND DEVELOPMENT,
+1.212.492.1301
WWW.HEARST.COM

HEARST *brand development*

2014 marked the launch and expansion of a number of legacy brand extensions. Leading the way was the Metropolitan Home Collection in case goods, extension into outdoor furniture and the launch of soft home bedding and wall art; followed by the Seventeen fashion collection at Sears that leveraged the teen/millennial 70-year equity and authority in fashion and beauty, and Esquire's editorially curated ties and perfect fit shirts at Men's Wearhouse. Car and Driver also continues to lead the enthusiast's wants and needs with a must-have collection of automotive car care accessories with strong retail expansion growth and consumer acceptance. Hearst Brand Development's range of legacy brands and audience reach allows for national distribution. In 2014, its brands benefited from both multiple distributions as well as exclusive partnerships, including the Metropolitan home collection at national and regional furniture retailers and soft home at BBB.com, Car and Driver at mid-tier and specialty doors, the Esquire shirt and tie collection at Men's Wearhouse and Seventeen apparel at Sears. In 2015, Hearst Brand Development will continue to expand on substantial partnerships with Seventeen in fragrance and beauty, Metropolitan Home in all hard home categories, re-launch the Country Living Home and Artisans collection, further the fashion category expansion for Esquire and a branded spirit, as well as launch professional services and travel tours.

86

TOMMY BAHAMA

\$355M (NYSE: OXM)

TERRY PILLOW, CEO; DOUG WOOD, PRESIDENT AND COO; CHRISANN FURCIATO, SVP, LICENSING; ROB GOLDBERG, EVP, MARKETING, +1.206.622.8688
WWW.TOMMYBAHAMA.COM

Tommy Bahama, which celebrated its 20th anniversary in 2013, is a global lifestyle brand that encourages the world to Make Life One Long Weekend. The brand produces men's and women's apparel, footwear and accessories, and over the years has evolved to include an assortment of personal and home product categories to further complement its relaxed island-inspired style. Licensed categories include watches, hats, loungewear/sleepwear and luggage that seamlessly integrate into the collection. In 2014, Tommy Bahama launched a new men's personal fragrance with Parlux, named Compass, which was followed with the launch of Island Life, a fragrance for both men and women. Tommy Bahama also launched a co-branded collaboration with luxury sun care company COOLA Suncare for an exclusive line of sunscreen products. The success of Lexington Home Brands indoor and outdoor furniture collections lead to other licensors for rugs, bedding, table linens, home fragrance

and the recently launched mattress collection with Therapedic. Tommy Bahama products are available at U.S. retailers as well as more than 150 Tommy Bahama retail locations worldwide including Asia, Australia, Canada, Dubai and Japan and at tommybahama.com. Beyond the retail stores, the company also has 15 restaurant and bar locations and will be opening its latest Tommy Bahama restaurant, bar and store—a three level flagship—in Waikiki, Hawaii, in fall 2015.

87

MARS RETAIL GROUP

\$340M (PRIVATE)

JOHN CAPIZZI, GENERAL MANAGER, RETAIL BRAND ACTIVATION, +1.973.691.3500

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 Bar, Starburst brand and Skittles brand. Top retail partners and licensing programs during 2014 include ERE (apparel, housewares and plush), CandyRific (novelty and candy dispensers), Maxell (electronic accessories), Trends International (calendars), EB Brands (travel accessories) and Mad Engine (apparel). Mars Retail Group specializes in bringing colorful chocolate fun to life in new and different ways, allowing customers and consumers to experience the thrill and excitement of its trademark M&M's World locations, now available in everyday retail stores. MRG can create themed displays that align with seasons, holidays or special events, such as family game night, family movie night and sports. Key initiatives include implementing a Mars One Voice strategy that creates themed displays with candy and merchandise that can be customized and executed in many forms at various price points. The company's continued interest in exploring international opportunities and strategically adding categories to grow the current assortment bring the One Voice strategy alive at retail locations throughout the U.S. including independent retailers, Kroger, Sam's Club, Target, Walgreens and Walmart.



88

GOODYEAR TIRE & RUBBER COMPANY

\$324M (NASDAQ: GT)

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

During 2014, the Goodyear licensing program focused on the growth of existing licenses as well as identifying and executing new licensing opportunities throughout the world in categories such as automotive accessories, garage, footwear and fashion apparel. New licenses were secured in numerous countries. Moving forward, the Goodyear licensing program will continue to develop a variety of equity-driven licensees across a broad range of categories.

89

BROMELIA PRODUÇÕES

\$300M (PRIVATE)

JULIANO PRADO; MARCOS LUPORINI, +55.19.3241.5135
WWW.GALINHAPINTADINHA.COM.BR

The creators of the blue chicken named Galinha Pintadinha that has become a Latin American phenomenon have many reasons to smile lately. Not only it is currently the No. 1 Brazilian preschool brand, but it also has 60-plus licensees, 1.8 million DVDs sold and 8 million app downloads in



Brazil alone. It was created after a video loaded on YouTube for pitching purposes that was never removed. After 6 months, the video had silently and surprisingly reached 500,000 views. And while it was not intended to be viral, Galinha Pintadinha became a member of the family in virtually every Brazilian household. Today, with 1.4 billion views on the Brazilian YouTube channel, a milestone achieved by few, the Gallina Pintadita has recently reached over 830,000,000 on its

Spanish YouTube equivalent. To expand its tremendous success, Gallina Pintadita, as it is commonly known in Spanish, has joined forces with 4 major licensing agencies—Televisa (Mexico), CPLG (Spain), Character Mix (Argentina/Colombia) and P&L Global (Peru/Chile), covering all countries in South America, Caribbean Islands, Mexico and Europe. The international program had its debut in Las Vegas at the 2014 Licensing Expo. Redibra (licensing agency) and Bromelia (producer) promoted an event that gathered the agencies that are currently working the brand in Hispanic territories under Redibra's guidance, prospects and some Brazilian licensees. The main goal was to connect these groups so they could discuss partnership opportunities and future engagements. This resulted in over 25 international licensees, which are now developing products for their local markets. Summits are now taking place in each region with a strategic presentation so that prospects understand the licensing, marketing and overall brand strategies. Mexico was the first country to organize this gathering. Prospects, licensees and retailers were very enthusiastic after listening to the morning speech delivered by Redibra, Bromelia, YouTube and Televisa's team. The property is in all major retailers in Brazil. Its goal in 2015 and beyond is to explore other countries, launch a new series and create new style guides.

90

C3 ENTERTAINMENT

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

WWW.C3ENTERTAINMENT.COM

Key brands are The Three Stooges brand, The Three Stooges Movie, The Grizzly Adams brand, Celebrity Chef Jason Santos, The Magic of Michael Grandinetti, Motor Marc Lacourciere, The Big Bopper and Barbi Benton. Top retail partners and licensing programs during 2014 include high-end collectibles that expand the brand presence in the collectible and memorabilia category globally with such products as Three Stooges 8-inch collectible figures of Larry, Moe, Curly and Shemp dressed in colorful outfits from some of the most memorable scenes from The Three Stooges shorts. New Three Stooges apps and themed email programs launched in 2014, with additional apps to come in 2015. The Chronicles of The Three Stooges trading card set came to market in 2014 with the first two of four releases. This is the most complete Three Stooges trading card set featuring all 190 Columbia shorts plus their feature films and other work. The complete set also includes several add-on packs of various recognizable artist sets and several special sets, including supporting players sets. Three Stooges online gaming and digital licenses hit in 2014, with more games coming online in 2015. The Connecticut Lottery ran its third Three Stooges Scratch game in 2014 and used the brand in a statewide media campaign. Connecticut is scheduling a fourth Three Stooges game for 2015. The Three Stooges Lottery program also expanded with the addition

of eInstants online lottery games, now available to states along with the traditional scratcher games. Major advertising licenses for The Three Stooges brand include Fox Sports 1, which used the brand to promote its 2014 Major League Baseball coverage, and a national multimedia campaign in Argentina with Quilmes Beer that enjoys a 75 percent market share. The new The Three Stooges movie global video release at retail with Twentieth Century Fox Studios also continued. The company additionally leveraged co-branded merchandise opportunities from the 2012 The Three Stooges movie with selected promotional partners (NASCAR, Six Flags and others) to penetrate additional retail distribution networks, and coordinated with key licensees to expand current direct to retail programs for Three Stooges merchandise and other brands represented to include in-store, online and the development of future HSN and QVC offerings. Key Retailers include thousands at all retail levels including mass, mid-tier and specialty throughout North America and globally. Specific product and category licenses and licensing opportunities for The Three Stooges brand and other C3 represented brands for 2015 and beyond include expanded home goods licenses for The Three Stooges brand and the Grizzly Adams brand for woven throw blankets and tapestries, fleece blankets, beach towels, pillow cases, throw pillows and bandanas; Zynga added The Three Stooges brand to its popular Facebook-based Hit It Rich Game in April 2015; The Three Stooges coin operated arcade game is at market with worldwide placements continuing in 2015 and 2016; high-end art from Photorealism hit market in January 2015 and recently showcased in New York City's Times Square; The Three Stooges video game currently is in development for digital download as well as a retail version; a new nine-part miniseries, Hey Moe! Hey Dad!, which details the history of The Three Stooges will hit retail as a boxed DVD set, memorabilia packet and booklet with an initial retail presence at Target in late spring 2015, with other major retailers following in fall 2015 and in 2016. Specific licenses for other C3 represented brands to market in 2015 are a VISA-branded debit card for Chef Jason Santos; a high-end interactive magic kit for The Magic of Michael Grandinetti; a license for Motor Marc Lacourciere for regular and embossed tin signs, MDF signs, canvas wall art and framed art; and an online slots game for The Big Bopper. These all add additional retail presence for C3 represented brands that is expandable. The new The Three Stooges Movie distributed by Twentieth Century Fox Studios worldwide in 2012 created a new movie-themed licensed product line that remains at market, expanding the brand's retail presence, including for the existing licensed classic Three Stooges product line through acquisition of additional domestic and international licensees and a larger global retail presence. The program will continue and create a placement base at retail and for additional licensees with the next new Three Stooges movie currently in development. Additional Three Stooges entertainment productions will enhance licensing opportunities in 2015 and beyond. Current entertainment projects include the next all new The Three Stooges movie from C3 Entertainment featuring the continuing adventures in mirth, merriment and mayhem; and the all-new, animated Three Stooges will be coming to television. There's also a TV special, One Hundred Years Of Stooges, which follows all The Three Stooges from boyhood through their long distinguished career in vaudeville, films and television. Entertainment initiatives for other C3 represented brands will create additional licensing opportunities for current licensees and future licenses. These initiatives include several projects currently in development such as a cooking series for chef Jason Santos, a TV series for Grizzly Adams, TV specials for The Magic of Michael Grandinetti, a reality show for Motor Marc Lacourciere and a feature film biopic for The Big Bopper.

91

CBS CONSUMER PRODUCTS

\$300M (NYSE: CBS)

LIZ KALODNER, EVP AND GENERAL MANAGER,

+1.212.974.7795

WWW.CBSCONSUMERPRODUCTS.COM

A diverse slate of TV and film brands drove 2014 activity for CBS Consumer Products. Star Trek continues to expand as it prepares for its 50th anniversary in 2016. New Star Trek pop-up shops at major fan conventions, Star Trek films enhanced with live orchestra, and the chance to contribute their ship designs to a calendar gave fans new ways to engage with the brand. The introduction of the award-winning Phaser Universal Remote Control prop replica brought cosplay to a new level, amplifying fans' experiences while watching their favorite series. CBS Consumer Products also added MacGyver and The Honeymooners to its classic portfolio with licensing programs set to launch in 2015. E-commerce initiatives extended with the launch of a dedicated I Love Lucy shop and a shop with fan-inspired gear for CBS Films' The Duff. Specialty and e-commerce retailers led programs in 2014. Official Star Trek online shops in the U.S., U.K., Germany, Japan and Brazil delivered popular products locally to fans across the world. ThinkGeek.com expanded their Star Trek collection with new categories. Penny Dreadful leads licensing plans for current series in 2015 with a number of licensees launching new collections for the second season premiere in May 2015 on Showtime. Publishing for primetime shows, such as Elementary and Showtime Series Penny Dreadful, are also an initiative for 2015. The upcoming year will focus on finalizing strategic marketing, merchandising and promotional plans for Star Trek's 50th anniversary.

92

BRIGGS & STRATTON

\$285M (NYSE: BGG)

JOHN MERRICK, LEMUR LICENSING, +1.770.794.1111

WWW.BRIGGSANDSTRATTON.COM

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

93

VOLKSWAGEN

\$280M (NASDAQ: VLKAY) (VOW3.DE)

MARKUS MÄHR, GENERAL LICENSING MANAGER, VOLKSWAGEN ACCESSORIES;

SIMON GRESSWELL, VICE PRESIDENT, EUROPE AND INTERNATIONAL, IMG WORLDWIDE LICENSING; GIUSEPPE FARANNA, DIRECTOR LICENSING, IMG WORLDWIDE LICENSING
Top licensed properties in 2014 include Classic Beetle, The Beetle, Camper Van/T1 Bus, Golf, Golf GTI, as well as Touareg, Jetta, Amarok and Polo R WRC. Key retail partners and licensing programs in 2014 include Pull&Bear, Thomas Sabo, Target, Kaufhof/Karstadt, Next and Urban Outfitters. Volkswagen has generated an outstanding growth rate over the last three years and the company is exploring further lifestyle areas like apparel, accessories, luggage, watches, eyewear, furniture, camping and outdoor, consumer electronics and location-based themes. The company is interested in all territories, but foremost in Asia, the U.S., Canada, Europe, Australia/New Zealand and LatAm.

94

NISSAN MOTOR COMPANY

\$265M (TYO: JP7201)

GLEN KONKLE, CEO, EQUITY MANAGEMENT INC.,

+1.858.558.2500

The Nissan licensing program remained strong in 2014 founded on its rich history of producing innovative, inspiring and exciting vehicles. Under EMI's management, the Nissan program experienced growth in key categories such as software, for which several new licenses were developed, and the continued popularity of the partwork replica program. The growth in software was supported by the release of new game titles, such as Ubisoft's The Crew, and the latest edition of Natural Motion's popular racing game, CSR Classic. The partwork replica program continued to thrive in 2014 fueled by the introduction of a new 1969 Fairlady Z, as well as continued expansion in markets throughout Europe and Asia. Moving forward, EMI will continue to leverage the powerful brand equity of both new and classic Nissan and Infiniti vehicles globally in categories such as automotive accessories, replicas, consumer electronics and apparel.

95

TEN: THE ENTHUSIAST NETWORK

\$260M (PRIVATE) (FORMERLY SOURCE INTERLINK

MEDIA)

TYLER SHULZE, SVP, ENTERPRISES, +1.310.531.9900

WWW.ENTHUSIASTNETWORK.COM

Today's automotive, sports and outdoor enthusiast consumer market is enormous and no other company appeals and speaks to this audience like The Enthusiast Network. TEN began in publishing and has expanded to a multi-media leader with the top brands in each enthusiast segment. TEN's portfolio includes leading automotive brands Motor Trend, Hot Rod, Lowrider, Super Street, Four Wheeler, Automobile and Roadkill, to sports brands like Surfer, Surfing, Snowboarder, Powder, Bike, SUP, Transworld, Slam, Baseball America as well as fast growing outdoor brands Recoil and OffGrid. TEN has over 50 publications, 60 websites, 50 events, the world's largest automotive VOD channel and the world's largest action/outdoor sports media platform. TEN partners with select manufacturers to develop high quality licensed products, leveraging the consumer awareness and trust of our leading brands. The licensing program has hundreds of branded products in various categories including apparel, footwear, automotive accessories, tools, consumer electronics, home décor, publishing, gift and novelties, toys, video games and more. TEN licensed products are currently sold in thousands of retail stores across multiple channels with major big box retailers, specialty stores, catalog and e-commerce. As we continue to strategically grow licensing, we are looking for established manufacturers to develop quality licensed products for our family of brands. Beyond available license opportunities within TEN's long-standing automotive and sports brands, we are excited to introduce three new titles for licensing that target strong up and coming, on-trend enthusiast markets, SUP (stand up paddleboard), Recoil (a holistic lifestyle experience for modern firearms enthusiasts) and OffGrid (a fresh look at emergency-related scenarios in the urban environment). Categories such as apparel, accessories, go bags/bug out kits, survival gear, security, nonperishable food, camping equipment, backpacks, portable power and others are available for licensing.

96

M4E

\$254M (MU4: XETRA)
HANS ULRICH STOEFL, CEO; BERND CONRAD, HEAD OF
LICENSING, +49.8102.99453.0

WWW.M4E.DE

The m4e Group is an international kid's and family entertainment and brand management company. m4e's library of nearly 2,300 episodes includes brands such as Mia and me, Tip the Mouse, Rainbow Fish, Miffy, Lizzie McGuire, Conni and many more. Currently m4e has 130 episodes in production and eight all-new IPs in development. Its subsidiary company Telescreen B.V., with 32 years of experience in media distribution and an established network, provides a strategic media distribution also to third parties. Apart from m4e's own productions/co-productions, Telescreen represents a wide range of international producers and broadcasters, selling and distributing high quality programs to all major TV channels in the world. 2014 has seen continued success of the TV series Mia and me, which is produced by Hahn, m4e Productions and Rainbow, and distributed internationally by m4e and Rainbow. The property is growing constantly on TV, being successfully broadcast in more than 80 markets. The Mia and me licensing program is supported by more than 140 licensees globally, and sees a continuous growth. Mattel is the global toy partner. m4e also co-produced the preschool TV series Tip the Mouse, which was successfully launched on TV in Germany, Italy and France in fall 2014. SUPER RTL is handling all consumer products for the German-speaking markets. Deichmann, Europe's leading footwear retailer, ran a Mia and me promotion in 2014. The launch of the licensed show range was supported by a TV campaign, flyers, special in-store placement and an exclusive Mia and me give away. In addition to ongoing relationships with key retail partners such as Rossmann, Müller and mytoys, further retail programs are currently planned for 2015 and 2016. In 2015, the adventures of Mia and me continue with the brand-new second season, while season 3 is going into production, slated for delivery in fall 2016. A feature film is in development, with an original concept and storyline. For every season of Mia and me, a new style guide is developed. Mattel launches further extensions of the toy line, with even further products in the pipeline. The Mia and me licensing program will be further extended into key markets such as the U.K. and U.S. in 2015. With Wissper, m4e has a new original TV series in the starting blocks. The property is produced by m4e and Absolutely Cuckoo and created by Dan Good. The commissioning broadcaster is U.K.'s Milkshake! and co-producer is German BASTEI Media, a subsidiary of publishing house BASTEI Lübbe, which will handle international publishing, apps and games, as well. Delivery of the series starts in fall 2015. For Tip the Mouse, m4e and its co-production partners plan to develop season two, and the slapstick comedy TV series Atchoo! is about to go into production within 2015. m4e is also about to produce a live action TV series based on the successful children's book series Me, Mum & Mystery, published by Atlantica.



97

CARTE BLANCHE GROUP

\$250M (PRIVATE)
SARAH QUIGLEY, HEAD OF U.K. LICENSING,
+44.0.1243.792600

WWW.CBG.COM.UK

Carte Blanche is best known for Tatty Teddy, the signature character of the Me to You brand. Me to You is now worth over \$250 million

RSV globally, and Tatty Teddy ranks consistently amongst the top traditional plush brands in the U.K. Following the success of Me to You and a growing multi-generational fan base, Carte Blanche has expanded its product offering to include a nursery proposition—Tiny Tatty Teddy, an adorably gentle character with universal appeal to parents and grandparents, as well as new mums of babies and nursery aged children. With evergreen potential, Carte Blanche's Blue Nose brands find the perfect balance between being relevant and fashionable, yet instantly recognizable and classic. Not only does Carte Blanche work with best-in-class licensees, but they are also an international creator, distributor and licensor, having signed a deal with Syco Entertainment in 2014 to create a new brand, Pudsey the Dog, inspired by Britain's Got Talent winners from 2012, Ashleigh and Pudsey. Carte Blanche delivers both international retail success and creative excitement across a variety of product categories including plush, gifts, greetings, apparel, nursery, food and print-on-demand. It's stable of cute, classic brands continue to captivate audiences across traditional and digital media through their incredible heritage and versatility.

98

JOHN DEERE

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

WWW.JOHNDEERE.COM

99

MIND CANDY

\$250M (PRIVATE)
DARRAN GARNHAM, CCO; SAM FERGUSON, HEAD OF
LICENSING AND RETAIL; +44.0.7803.874.927
WWW.MINDCANDY.COM

Mind Candy shifted from a one brand company to a multi-brand company in 2014, with a big focus on Moshi Monsters, PopJam and World of Warriors. Mind Candy launched its first digital touch point for the World of Warriors brand with a mobile game in November 2014. On launch, the game was a global Best New Game with an average 4.5 star rating, and also featured on Apple's 'The App Store's Best of 2014' list. It has also received the Apple's Editor's Choice feature across the globe. A full licensing program, including global master toy and console partner, will be launching in Spring 2015. In 2014, Mind Candy secured master rights for World of Warriors with Giochi Preziosi and Moose Toys, Topps Trading Cards, Penguin Books, Egmont Magazines, as well as a raft of other secondary category licensees. The Moshi Monsters toy line continued to sell well at retail, with multiple brand refreshes and spin off launches. To support the Moshi Monsters Food Factory toy line, Mind Candy has partnered with Jamie Oliver to create an exclusive Food Tube episode that features Furi cooking with the famous celebrity chef. A new Moshi Monsters Food Factory app will also be launching on mobile and tablet this spring. Spring also sees the launch of World of Warriors product at retail in the U.K., with strong retail placement and cross category promotions in place on launch. Mind Candy has also secured agency representation, across North America, Canada, Europe and Australasia with sell in taking place this year. We also hope to announce long, short form and movie partnerships for all our IP.

100

NATIONAL GEOGRAPHIC

\$250M (NON-PROFIT)
KRISTA NEWBERRY, SVP, LICENSING, NORTH AMERICA,
+1.202.857.7374

WWW.NATIONALGEOGRAPHIC.COM

101

ENERGIZER HOUSEHOLD PRODUCTS

\$249M (NYSE: ENR)

LINDA MORGENSTERN, VP, BRAND MANAGEMENT,

+1.305.668.7000

WWW.ENERGIZER.COM

By leveraging the premier positioning and marketing presence of the Energizer and Eveready properties, the licensing program was strategically expanded to include innovative consumer products that complemented the company's core line. Under the power and lighting categories, the licensing program included LED lightbulbs, automotive batteries, generators, power inverters, mobile chargers and accessories, photo accessories, power solutions for gaming, power connectors, solar lighting, battery-operated candles and Energizer Bunny costumes. In addition, the Energizer and Eveready licensing program made impact at retail in the U.K., Europe, Latin America and Australia/New Zealand for a variety of products in the power and lighting segments. Key licensing Initiatives that will drive growth in 2014 and beyond include further global expansion of licensed product through current partners as well as new licensing partners. The launch of new branded product lines will help us grow market share in both domestic and international markets. Energizer and Eveready's lines of licensed products include an extensive array of popular products which are sold through retailers such as Walmart, Target, Sam's Club, Costco, Game Stop, Home Depot, Kroger and Amazon, as well as Carrefour, Tesco and a direct-to-retail program at B&M in the U.K.

102

AT&T

\$240M (NYSE: T)

CAREN CHACKO, AVP, BEANSTALK, +1.212.421.6060

WWW.ATT.COM

Leveraging AT&T's premier positioning and marketing presence, AT&T licensed products strategically complement the brand with more than 200 SKUs including corded and cordless telephones, business telephony products, answering machines, telephone accessories, financial service products, consumer electronic services products and more. AT&T licensed corded and cordless phones are sold in over 16,000 retail doors, and can be found in almost every major retailer. AT&T branded phones' top five retail partners include Walmart, Best Buy, Costco, Staples, and Sam's Club. The top five trade partners include Jenne Distributors, Teledynamics, United Stationers, Ingram Micro and S.P. Richards. Given the state of landline telephony, the AT&T branded phone strategy is to maximize the revenue of its corded and cordless revenue market share in a declining category. The licensed program maintains strong partnerships with a wide array of retailers, and the service levels, inventory planning and product development efforts for the program are focused on maximizing sales in the channels served.



103

DHX MEDIA

\$240M (TSE: DHX.A, DHX.B)

TOM ROWE, COMMERCIAL DIRECTOR, DHX BRANDS,

+44.0.20.8563.6400

WWW.DHXMEDIA.COM

DHX Media formed DHX Brands this year, a dedicated consumer products and brand management division which, less than nine months since its inception, has firmly put itself on the map.



DHX Brands has very quickly established a reputation for being one of the most pragmatic, responsive and creative licensors in the industry. Right out of the gate, DHX Brands has injected momentum into its core properties which include well-loved, globally-recognized brands In the Night Garden and Teletubbies, as well as evergreen international hit properties such as Yo Gabba Gabba!, Caillou and Johnny Test. In addition, with the acquisition of Vancouver's Nerd Corps, boy's action property Slugterra has joined the DHX Brands line up with top ratings, toy sell-outs and new licensing deals for the brand around the globe. The DHX Brands approach is exemplified by the speed in which Teletubbies has developed from a new strategy, through to a greenlit production with numerous best-in-class licensees to bring the property back to the forefront of the licensing stage. In the Night Garden has been boosted through new branding, a new website, a yearlong integrated social media and marketing plan, high profile events and brand-new style guide. This focused attention not only made it the fastest selling preschool toy license of 2014, but it ended the year as the fifth largest preschool brand in the U.K. (source: NPD, full year 2014). It is also the only stage show to run a live tour for five consecutive years and has proven success outside its domestic market with a top 10 international brand position in China. Established hit Yo Gabba Gabba! is demonstrating continued momentum with a successful fall 2014 live stage show, Music is Awesome, across 50 cities in the U.S., building on its consistent popularity and bringing a party to preschoolers, parents, teens and adults. Evergreen animated favorite Caillou kicked off a 25th anniversary year in 2014 with a dedicated campaign including Can do with Caillou, which features weekly episode clips that empower preschoolers to take on life's big adventures, and tie-in product from master toy partner Imports Dragon and publishing partner Chouette. A brand new app has also been ranked No. 1 on the iPad for kids in over 60 countries. In further licensing activity on its enduringly popular brands, Cartoon Network U.S.'s most aired show, Johnny Test, has seen new collectible consumer products rollout across key retailer in the U.S. and Canada this year, following a deal with master toy partner Imports Dragon. Also in the U.S., new brand Ella the Elephant has seen consumer products launch into retail following the series' strong rating on Disney Jr. Last but not least, there has been a significant and widespread resurgence on Teletubbies in active international markets following the revived content announcement and new launch plans. DHX Brands has been readying a comprehensive and heavyweight new strategy for the U.K. and global market. Rapidly becoming a preschool favorite on CBeebies, brand-new property Twirlywoos is innovative, inspiring entertainment with slapstick humor. With the licensing program building momentum, market-leader Golden Bear has come on board as master toy partner for the brand, and will launch toys from July including talking Twirlywoos plush, which won Best New Toy at London Toy Fair. The consumer products program will be supported by online and social media campaigns and strong print and TV advertising campaigns. With a slate of further licensees already on board and more joining the charge, additional product will roll out from summer and DHX Brands will be looking to extend this globally. In addition, DHX Media will be launching the much-anticipated new Teletubbies television series and consumer products in the U.K. and the U.S., as well as new deals across key international territories, with bespoke retail programs. Core licensees already are in place including Character Options as the global master toy

partner and Egmont for global master publishing. Also from DHX's slate of established brands, In the Night Garden continues to go from strength to strength, and the company will be looking to consolidate this success in the U.K. and focus on global expansion taking the property beyond core territories of the U.K., Australia and China. In new launches, Make it Pop is set to premiere on Nickelodeon U.S. in April with an international rollout in August on the same platform, followed by a consumer products program. The series is a live action, high school musical comedy that centers on three charismatic lead characters with a shared love of the K-pop aesthetic. It has high energy flair and humor that is appealing for girls ages 8- to 12-years-old.

104

THE FOOTBALL ASSOCIATION

\$228M (NON-PROFIT)

NICKY STANTON, BUSINESS DEVELOPMENT MANAGER,
+44.0.844.980.8200
WWW.THEFA.COM

105

SONY PICTURES CONSUMER PRODUCTS

\$225M (NYSE: SNE)

GREGORY ECONOMOS, SVP, GLOBAL CONSUMER

PRODUCTS, +1.310.244.4188
WWW.SONYPICTURES.COM

2014 was a great year for properties like Breaking Bad and Ghostbusters as Sony celebrated the film's 30th year of franchise success. Sony created a Ghostbusters program that started with a traveling art show in partnership with Gallery 1988, followed by a limited engagement theatrical re-release of the original 1984 film re-mastered in 4K, a collaboration with Krispy Kreme donuts, the release of Blu-ray anniversary editions of both Ghostbuster films and vinyl LPs with the soundtrack. It also launched a merchandise line to round out the program. The franchise will make a return to the big screen in July 2016. Breaking Bad is not slowing down. Even though the series came to an end in the summer of 2013, as a brand it continues to be one of the strongest licensing titles for all of Sony Pictures Entertainment's properties. In 2014, Sony Pictures Consumer Products continued to increase the brand's scope and reach in both domestic and international markets with over \$100 million in retail sales across all categories and distribution channels. Breaking Bad products encompass a vast range of designs and functionalities—from a Golden Moth methylamine barrel, inspired adult onesies, to hazmat-shaped desk lamps and everything in between. There are few categories from apparel to housewares to publishing, accessories and toys, where Breaking Bad is not fully represented. With over 1,000 skus and more than 50 licensees around the world, what started as specialty items for super fans and collectors has evolved and expanded to include global mass market retailers as well. Domestic and International distribution have Breaking Bad-branded merchandise in more than 20,000 doors across key retailers and each of their respective e-commerce sites including specialty (Best Buy, Hot Topic and Spencer's Gifts), e-tailers (Amazon, Generator and CafePress) and mass market (Target and Walmart). 2014 also marked an innovative partnership with



GHOSTBUSTERS

market (Target and Walmart). 2014 also marked an innovative partnership with

Target for Sony Picture's theatrical release of a modern version of the film Annie. Target and Sony partnered with award-winning costume designer Renée Ehrlich Kalfus to create a 25-piece girl's fashion and accessory collection. Inspired by the fashion in the film and a re-imagined version of the renowned red dress, it was featured across all retail outlets and Target.com. The program was also supported with a comprehensive marketing campaign, including brand integration, print ads, in-store signage, digital media and a social media outreach, all resulting in more than 300 million impressions at launch. For 2015, Sony has news for both film and TV properties. On the film side, Pixels will open the studio's summer line up. Sony is working on select licensing program with softlines from Freeze and Bioworld, enhanced with costumers from Rasta Imposta. Following the slate is Hotel Transylvania 2. The film's spooky plot naturally lends itself to a Halloween product extension, with seasonal items planned to round out the program and activations across retail channels that leverage the movie thematics and characters to celebrate safe scares. Rounding out the slate is Goosebumps, based on the R.L. Stine book series that sold over 400 million copies worldwide. Sony is partnering with Scholastic to release a comprehensive licensing program geared towards young adults and the original fans of the franchise. The program will be broad across all major licensed categories (apparel and accessories, home furnishings, publishing, toys and gifts, stationery and paper goods, costumes and interactive). On the TV side, for Better Call Saul, the Breaking Bad prequel, Sony launched a partnership at Hot Topic that included significant marketing and social media support in addition to an end-cap merchandising statement. The studio was also able to partner with e-tailers like Jack Threads and support a tune-in message and part of the merchandising. As the show continues and the fans are demanding product, Sony is working on an expanded licensing line and increased retail support. Black List is another strong TV title that continues to garner strong ratings. Sony is working with Titan publishing and the show's creators to release a series of comic books. On the classic TV side, Jeopardy and Wheel of Fortune will deliver product extensions, and 2015 is the 50th anniversary of I Dream of Jeannie. The celebration will start with IGT's re-launch of a Dream of Jeannie Video slot machine, a commemorative high-end fashion doll from Tonner Dolls, die-cast cars from Greenlight Collectibles, costumes from Rubie's for kids and adults, t-shirts from Trecvo and home entertainment DVD re-promote of the series across major retailers.

106

THE TRUMP ORGANIZATION

\$225M (E) (PRIVATE)

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

107

ACTIVISION PUBLISHING

\$222M (NASDAQ: ATVI) (WHOLLY OWNED SUBSIDIARY OF ACTIVISION BLIZZARD)

ASHLEY MAIDY, VP, HEAD OF GLOBAL LICENSING AND PARTNERSHIPS, +1.310.255.2058
WWW.SKYLANDERS.COM

The Skylanders licensing program, a first-of-its-kind for Activision, is represented in every major category outside of the core interactive game and action figure product lines, which are produced by Activision. The franchise has generated more than \$3 billion in retail sales worldwide, making Skylanders the No. 1 kids' console videogame franchise for three consecutive years. Skylanders has also outsold all top action figure lines

with more than 240 million toys sold worldwide. The Call of Duty phenomenon continues to drive sales in licensing across categories, including apparel and accessories, headsets, publishing and construction. Last year's Call of Duty: Advanced Warfare was the No. 1 top selling console game of 2014 globally, based on physical game unit sell-through. And the Call of Duty series was the No. 1 gaming franchise in the U.S. for the sixth year in a row, based on revenue. The franchise has generated more than \$11 billion in retail sales and has inspired legions of fans worldwide. Destiny is the most successful new video game franchise launch of all time. The licensing strategy for Destiny has been focused on partnering with industry leaders and category experts that can reflect the rich universe of the game. Efforts to deliver a meaningful merchandising program include partnerships in key categories including apparel and accessories, publishing including art book and poster books, strategy guides, posters and figurines. The Skylanders franchise continues to lead the toys-to-life category with Skylanders Trap Team, the No. 1 videogame for kids globally in 2014. In North America, our focus is on driving game, toy and licensed merchandise sales through Walmart, Target, Toys 'R' Us, Best Buy, GameStop and Amazon. We work closely with our licensees to create account-specific programs. The Meet the Minis program at Walmart featured exclusive Mini toy packs and licensed merchandise with unique Mini artwork. At Toys 'R' Us, we continued to extend the Legendary Series of toys and licensed products, which included partnering with IDW to create three Legendary Mini comic books each with an exclusive Trap. At holiday, Skylanders Trap Team topped gift guides and retail lists including Toys 'R' Us' Fab 15 on the 2014 Holiday Hot Toy List, while the dedicated footprint for the brand increased by more than 25 percent across key retailers in North America during the last two years. Skylanders is currently represented in every major category in addition to the core interactive game and action figure product lines, which are produced by Activision. Building on its partnership with category leader Crayola and its line of color and activity products, Skylanders was the only boys license that was integrated into the launch of the new Color Alive! format. The Skylanders publishing program also saw growth with new partners including Immediate Media with introduction of the first Skylanders Magazine in the U.K. and global partner IDW that brought Skylanders to comic books. Additionally, category leader American Greetings will expand their birthday footprint across all Party City stores nationwide with a 3-foot Skylanders section. Promotional partnerships continue to drive growth with General Mills launching an interactive Go-Gurt campaign in September 2014 and an eight-week national cereal program across six different beloved brands in February 2015. Call of Duty continues to drive sales in licensing across categories including apparel and accessories, headsets, publishing and construction. The Call of Duty Collector construction sets by MEGA Bloks saw unprecedented results, proving to be Activision's No. 1 license across its portfolio. The program will continue in 2015 across publishing, game peripherals and novelties, creating additional touch points for the brand.



108

HGTV HOME

\$217M (NYSE: SNI)

RON FEINBAUM, SVP AND GM, CONSUMER PRODUCTS, HOME CATEGORY, SCRIPPS NETWORKS, +1.865.560.4804

WWW.HGTVHOME.COM

HGTV's award-winning consumer products brand, HGTV HOME, provides consumers with a branded collection of smart and stylish products from the experts at HGTV. HGTV, America's leading home and garden television

network reaching 97 million U.S. homes with 1,200 hours of programming each year, has become the benchmark for success in home licensing programs. HGTV HOME has developed a brand platform and an established point-of-difference in the market that consumers are responding to, built on three pillars: updated, trend-right aesthetics, education and the power of the HGTV network. HGTV HOME brings consumers the ideas, the inspiration and the designer that they are looking for and always has their best design interests at heart. HGTV HOME products leverage the network's fresh style and authoritative voice to bring enthusiasts home products that make it easy for them to create smart, stylish, inspired spaces. With nine partners on board and 11 product lines in market, the full HGTV HOME product assortment reached cumulative brand placement of over 8,000 doors across North America in 2014. HGTV HOME products were sold in key home and garden categories including paint, furniture, flooring, plants, indoor lighting, outdoor living, solar lighting and decorative fabric and trim. Additionally, HGTV Magazine launched in 2012 and continues to be the No. 1 best-selling monthly magazine on newsstands within the home lifestyle set and in the Top 10 of best-selling monthly magazines on newsstands across all categories. 2014 marked a year of impressive organic growth for HGTV HOME. Partners continued to launch new products, introduce spot-on designs and expand distribution at brick-and-mortar retailers and online. Partner highlights include HGTV HOME by Sherwin-Williams introduced a new wallpaper book and launched in Canada in 2014, now offering the product assortment at an additional 85 Sherwin-Williams locations since June. In addition, a new Softer Side paint collection debuted in April; Bassett's HGTV HOME Design Studio provides a makeover experience, offering over 800 fabrics and leathers from around the world in Bassett inventory and an additional 200 offered as made-to-order; HGTV HOME flooring by Shaw introduced new carpet SKUs with a focus on patterns. Updates ladder back to HGTV HOME's sustained passion for fresh, modern design with a focus on updated color, pattern and creative comfort; the HGTV HOME baby collection launched The Grayson collection in 2013 and it continued to perform well at retail in both finishes, dusk and midnight, throughout 2014; HGTV HOME decorative fabric and trim is now at 800 JoAnn Fabric and Craft stores, and in a combined total of 1,080 doors. There are now 200 fabric SKUs available as P/K Lifestyles has focused on building an archive and a legacy for the brand; The HGTV HOME furniture collection now has five collections available and 46 accounts (74 doors) committed to the program. City Center launched with a defined point-of-view, a casual urban look with clean classic lines. The design elements speak to a sophisticated mid-century styling that has a vintage Danish modern feel; The HGTV HOME plant collection now includes perennials and edibles, including patio veggies and herbs in addition to the annual and shrub offerings that existed prior to 2014. Additionally, Agricola added a master nursery coop to their grower network, launched a national ad campaign and a new website, HGTVhomeplants.com, in early 2014 to provide consumers with more visibility to the plant collection, the HGTV HOME brand and smart and stylish gardening solutions from the experts at HGTV; HGTV HOME solar lighting was an extremely successful program. On promotion at Costco, the program experienced over \$2 million in wholesale sales (43,000 sets sold) over just four days; HGTV HOME indoor lighting experienced an increase of over 30 percent in dollar sales vs. 2013; HGTV HOME and HSN partnered to launch the HGTV HOME outdoor living program



in 2013, redefining the outdoor home category at HSN. The program offers both branded and curated products, including outdoor equipment, plants, lighting, water accessories, outdoor entertaining, garden tools and outdoor solutions. Products were featured on Today Specials throughout 2014. HGTV HOME's branded 1600 PSI portable pressure washer was featured in April and all available units were sold out, achieving nearly \$1.5 million in net sales in one day. The HGTV HOME program is undergoing continued expansion in 2015 and beyond with plans to grow product assortments and increase distribution. Cumulatively, the full HGTV HOME line is on target to reach over 9,100 doors by the end of 2015. HGTV HOME™ by Sherwin-Williams will be launching at Lowe's in May, bringing their innovative paint concept to this important retailer with 1,700 doors. There will now be 16 designer-inspired color collections available that will provide room-to-room harmony. HGTV HOME Design Studio only at Bassett is gaining increased visibility as Bassett continues to open additional U.S. locations and store formats. Bassett will continue to support the HGTV HOME Design Studio through a large, national television campaign that airs on HGTV. Bassett is also on target to launch more custom upholstery pieces, fabric and finish options this year. HGTV HOME flooring by Shaw will be debuting 10 new carpet styles and 50 colors in an updated palette. HGTV HOME outdoor living continues to offer more branded and curated products. The HGTV HOME plant collection by partner Agricola has secured a test at over 100 Home Depot stores for the 2015 season and will also launch patio vegetables across the U.S. In partnership with Bassett, HGTV HOME baby collection is launching Kinston, a wire brushed ash louvered collection, at buybuy BABY stores in late May.

Protect Plus—delighting millions of Arm & Hammer consumers with new and innovative odor neutralizing solutions to common household problems. Key highlights included the launch of the licensed Hefty Ultimate with Arm & Hammer premium waste

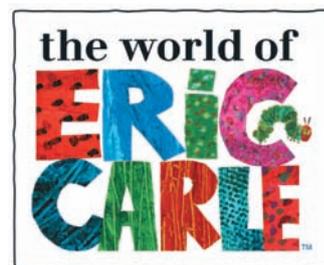


bag, featuring everything consumers need in one bag—ultimate strength, gripping technology and the unmatched odor control of Arm & Hammer. The 8 SKU line was supported with a 360-degree marketing campaign that resulted in over 1 billion brand impressions. The Munchkin with Arm & Hammer diaper pail was named one of Adweek's best brand extensions of 2014. Protect Plus launched scented shelf liners and air filters at numerous retail destinations on special merchandising fixtures. Petmate's cat and dog waste management products found success as the complete in-home pet solution and expanded their line to pet beds and a kitten starter kit, bringing together both licensed and core product. Arm & Hammer boasts several more innovative and market-leading licensees including Electrolux for vacuum bags and filters, Dutch Boy with Arm & Hammer for Refresh Paint, London Luxury for bedding, and more. Stain-fighting leader OxiClean found success with a line of specialty cleaners including stainless steel, granite & stone and cooktop spray cleaners and wipes from Betco, while Kaboom launched its moisture removal products for the bathroom with Metro Design at Home Depot. Church & Dwight's key brands were featured in key retailers across all channels of distribution including Walmart, Target, Bed Bath & Beyond, Home Depot, Lowe's, PetSmart, Delhaize, Menard's, Wakefern, Wegman's and many more. In 2015, Arm & Hammer, OxiClean and Kaboom will continue to grow licensed products into new categories across major retailers. Licensee Reynolds will launch the next generation of waste bags, the Hefty Ultimate Flex with Arm & Hammer, still a premium bag with improved flexible strength.

111 THE ERIC CARLE STUDIO

\$200M (PRIVATE)
DEBRA JOESTER, PRESIDENT, THE JOESTER LORIA GROUP; POLINA REY, VP, THE JOESTER LORIA GROUP; JACKIE DEMAIO, BRAND MANAGER, THE JOESTER LORIA GROUP, +1.212.683.5150
WWW.JOESTERLORIAGROUP.COM

The World of Eric Carle is based on the author's publishing franchise consisting of 175 titles. The centerpiece of the program is The Very Hungry Caterpillar, and art and characters from titles including Brown Bear, The Very Busy Spider, Little Seed, Papa, Get Me the Moon and The Grouchy Ladybug are also featured on product and promotions. The Very Hungry Caterpillar is one of the top-selling children's books of all time. The global consumer products program has experienced exceptional growth, with 135-plus licensees in apparel, toys, games, home, apps and publishing that are in more than 35,000 doors in better retail channels in 15-plus countries. 2014 was the 45th Anniversary of The Very Hungry Caterpillar and the yearlong celebration delivered over 1 billion impressions. Highlights for the



109 HI-TEC SPORTS

\$206M (PRIVATE)
CHRIS MOLE, GROUP LICENSING DIRECTOR, +31.20.711.84.00
WWW.HI-TEC.COM



Hi-Tec is an athletically inspired outdoor and sports brand that sells great value performance footwear and associated products into mid/upper tier retail globally. Magnum is the No. 1 global uniform boot brand that makes lightweight durable footwear and associated products for police, military, EMS, service and industrial workers across the world. The brand portfolio also includes 50 Peaks, which is an entry-level outdoor brand, plus Interceptor and Viper, which are both entry level uniform boot brands; outdoor products in food and petrol retail loyalty programs in Europe and Asia; outdoor/sports apparel and camping equipment in sports retail in Eastern Europe; and entry-level footwear at Walmart under the 50 Peaks and Interceptor brands. In 2015 and growth will be driven by a recently signed Western European license for wearables and smart technology related to sports, travel and walking; increasing the territories that will have licensees for apparel, bags/luggage and camping equipment/accessories; continuing to expand the territories for licensed outdoor loyalty programs; and offering footwear licenses for 50 Peaks and Viper to mass retail.

110 CHURCH & DWIGHT

\$200M (NYSE: CHD)
TAMMY TALERICO-PAYNE, DIRECTOR, LICENSING, +1.609.806.1495
WWW.CHURCHDWIGHT.COM

In 2014, the Arm & Hammer licensing program, featured new launches from licensees including Electrolux, Hefty, Munchkin, Petmate and

year included the launch of two apps that entered iTunes top five in the U.S., U.K., Australia, Japan and Germany; a DTR for children and infant apparel and sleepwear with Gymboree; a yearlong Wendy's promotion that distributed 4 million books; a Langer's juice promotion in 10,000 doors; produce for Kids healthy recipe promotion in Meijer and Publix stores; and the award-winning Giant Wiggle in partnership with Action for Children in the U.K. Dynamic, multi-platform marketing supports the consumer products program worldwide, with social media and blogger campaigns engaging moms, as well as traditional PR and media. 2015 will once again include dedicated retail promotions, promotional partnerships and in-store events. New categories/product include HBA, home, apparel, new apps and much more. Other priorities for the brand include a new Amazon homepage supported by advertising in Q4; the Hello Kitty collaboration that includes Sanrio stores worldwide and events at Puro Land in Japan; a calendar of Zulily-branded flash sales; new product at Kohl's and Babies 'R' Us; Mothercare and Sainsbury's sections in the U.K.; and new partners, Big W and Myers, in Australia. 2015 promotional retail partnerships are off to a strong start with the ongoing Gymboree DTR and Whole Foods promotion across 9 SKU's of their 365 Everyday Value cereal and six flavors of juices through 2017. Preparations are underway for the 50th anniversary of Brown Bear, Brown Bear, What Do You See?, which is kicking off in fall 2016.

112

FOOD NETWORK

\$200M (NYSE: SNI)
MICHAEL SMITH, SVP AND GM, COOKING CHANNEL,
+1.212.401.5358

WWW.FOODNETWORK.COM

Since its 2007 launch, the Food Network licensing program has continued to engage and delight both its fans and business partners. The network's eight year partnership with Kohl's now offers over 1,200 Food Network-branded housewares products sold exclusively at Kohl's 1,164 stores. Food Network partnered with Wente Vineyards in 2011 to create entwine, a line of accessible, food-friendly wines. Via a partnership with the Delaware North Companies, FN opened two restaurants, Food Network Kitchen, at Atlanta and Fort Lauderdale airports. Shortly after its introduction in 2008, Food Network Magazine (a partnership with Hearst) grew to become the third best-selling monthly magazine of any type on newsstands and the No. 1 magazine in the epicurean category. Food Network's book publishing enterprise also continues with best-selling books. Finally, Food Network continues to sponsor its South Beach (February) and New York City (October) Food & Wine Festivals, which annually raise millions of dollars for its charitable partners, Share Our Strength, Florida International University and the New York Food Bank.

NELVANA

113

NELVANA ENTERPRISES

\$200M (TSX: CJR.B)
ANDREW KERR, CO-HEAD; ANTOINE ERLIGMANN, CO-
HEAD, +1.416.479.7000

WWW.NELVANA.COM

Nelvana is one of the world's leading international producers and distributors of children's content. With a robust portfolio spanning preschool to boy's action, Nelvana's library features more than 4,000

half-hour animated episodes which air in over 160 countries around the world. As a key force in developing popular global brands such as Beyblade, Babar and Franklin, Nelvana has expertise in optimizing commercial opportunities by offering animation and live action short- and long-form content development and production, broadcast sales and distribution, merchandise licensing, digital media, art asset development, brand assurance, PR and brand marketing. Nelvana works with the industry's best to provide a strong pipeline of innovative opportunities, ensuring successful placement of programs at retail and optimizing sell-through. Nelvana continues its tradition of bringing brands to life with the induction of Little Charmers in 2015. A co-production between Nelvana and Spin Master, Little Charmers debuted in January 2015 in the U.S. It quickly became the No. 1 series for kids ages 2-5 and girls ages 2-5 on Nick, and is set to launch in territories worldwide starting in May. With global master toy partner Spin Master releasing the toy range in fall 2015, Little Charmers is projected to amplify growth in 2015 with an array of leading licensees including a worldwide English-language publishing deal with Scholastic and best-in-class licensees within the apparel, sleepwear, back-to-school, arts and crafts, bedding and bath, Halloween costumes, novelty and cake décor categories. In February 2015, Nelvana announced a partnership with Cepia to re-launch the multi-billion dollar ZhuZhu Pets brand. Nelvana Studio is set to produce a new animated series based on the property and Nelvana Enterprises will oversee global merchandising of the brand in conjunction with distribution of the new series.

114

SMILEYWORLD

\$200M (PRIVATE)
FRANKLIN LOUFRANI, PRESIDENT; NICOLAS LOUFRANI,
CEO; MATT WINTON, HEAD OF MARKETING,

+44.207.378.8231

WWW.SMILEY.COM

Top retail partners and licensing programs during 2014 include Splash in the Middle East and a continuation of its expansion into FMCG with McCain serving millions of Smiley meals weekly on a global scale. New deals were signed with Giraudi, Hellema and Inter Snack, all producing 3D Smiley meals. SmileyWorld also continued to be a player in the back-to-school market and gained significant retail exposure and market share through its licensing partnerships with Herlitz PBS, Lannoo Publishing NV and NICI; while the brand's publishing division saw existing partner Grund sign a global distribution deal. Smiley, the flagship bearer for the happiness movement and the truly evergreen universal signature collection from SmileyWorld, enjoyed its most successful year, with catwalk collaborations with Moschino and Anya Hindmarch positioning Smiley center stage in high fashion. At the same time, Smiley maintained DTR deals with middle market retailers such as Topman, Li & Fung, Urban Outfitters, H&M, ETAM and Zara, with total unit sales of 3.2 million and turnover in excess of \$14.7 million. Smiley's social media community grew in 2014 to 4.2 million fans, and at the same time, the brand gained a cult celebrity following with Katy Perry, Pharrell Williams, Rita Ora, Chris Martin and Idris Elba all photographed out wearing Smiley.

115

THE WIGGLES

\$180M (E) (PRIVATE)
PAUL FIELD, MANAGING DIRECTOR, +41.8602.654
WWW.THEWIGGLES.COM

After the retirement of three of the original cast members after 21

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

116

WEIL LIFESTYLE

\$175M (PRIVATE)

CALLIE BONINE, DIRECTOR, BRAND LICENSING,
+1.480.703.2643; ROSS MISHER, CEO, BRAND CENTRAL,
+1.310.268.1231

WWW.DRWEIL.COM

Dr. Weil is a world-renowned leader and pioneer in the field of integrative medicine. The mission of Weil Lifestyle is to provide consumers with a range of best-in-class products and services that enhance health and well-being and help them live a lifestyle guided by the philosophy of integrative medicine. Dr. Weil donates all after-tax profits from royalties from sales of Weil Lifestyle licensed products directly to the Weil Foundation, a not-for-profit organization dedicated to advancing integrative medicine through training, research, the education of the public and policy reform.

117

JIM SHORE DESIGNS

\$168M (PRIVATE)

JOANNE OLDS, PRESIDENT, THE BUFFALO WORKS;
GERALD MASSIE, VP, MARKETING, +1.952.475.3013

WWW.JIMSHORE.COM

The Jim Shore brand continued its growth pattern in 2014 to hit its all time high of \$168 million in retail sales. The brand still enjoys a very strong QVC business, continued its seasonal program with Lowe's and had another very successful year with its JS brand of fashion jewelry and accessories. The major program that drove retail sales was the continued strength of Jim Shore's Heartwood Creek brand with licensing partner Enesco. Key licensing initiatives that will drive growth into 2015 and beyond will be the addition of additional co-branded collections from Enesco. These will add to the already strong co-brand portfolio of Disney, Peanuts and Looney Tunes, to name a few. The brand continues on a growth trajectory, along with the addition of several new licensing partners in the fabric, home and gift arenas. Integral to the success of the Jim Shore brand at retail is the mid-tier department and specialty stores. That will remain and continue to grow as the showcase distribution channel. Retail store signings and appearances with independent retailers and department stores like Macy's Herald Square will continue to be a high priority.

118

KAWASAKI

\$165M (TYO: JP7012)

GLEN KONKLE, CEO, EQUITY MANAGEMENT INC.,
+1.858.558.2500

WWW.KAWASAKI.COM

The diverse Kawasaki product line includes their best selling Ninja sportbikes, classic Vulcan cruisers, rugged Brute Force ATV's, Mule/Teryx side-by-side vehicles and the iconic JET SKI watercraft. All of these exciting powersports products, along with the iconic Kawasaki brand, form the foundation for the company's core positioning of "Let the Good Times Roll!" In 2014, the Kawasaki licensing program achieved positive growth in a variety of product categories including power tools, toys, gaming software and replicas. Also, a significant new dealer merchandise license was secured in 2014, and the new product line is currently under development for launch later this year. This license will ensure Kawasaki dealers, riders and enthusiasts have access to apparel,

accessories and general merchandise that positively reflects the brand's equity of power, performance, style, innovation and unrestrained fun. Moving forward in 2015, there will be an increased focus on lifestyle categories such as eyewear, watches, travel goods, apparel and accessories as well as new brand extension opportunities for all of the Kawasaki brands including Ninja, KX, Mule, Teryx, Vulcan, Brute Force and JET SKI. These new opportunities, along with the existing licenses, will continue to successfully reinforce the affinity Kawasaki enthusiasts have for the various brands while also attracting new consumers.

119

CONDÉ NAST

\$150M (PRIVATE)

ELIZABETH MUSMANNO, LICENSING AGENT, THE
MUSMANNO GROUP, +1.212.308.2100

Condé Nast is a premier media company renowned for producing the highest quality content for the world's most influential audiences. Attracting 115 million consumers across its print, digital and video brands, the company's 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. Condé Nast has exclusive licensing partnerships with best-in-class manufacturers and retailers. Over the past 20 years, Condé Nast has increased its profits, tripling its topline growth and exponentially expanding its content distribution. During the same period, the company earned several editorial, design, digital, advertising, video and business awards including being recognized as one of the fastest-growing companies in the digital video business and was one of LinkedIn's Top 25 Most In-Demand Employers. The company has recently relocated to its new global headquarters at 1 World Trade Center in New York City, where it plays a role in the resurgence of Lower Manhattan. The Musmanno Group, the exclusive licensing agent across all Condé Nast properties, is actively looking for world-class partners across a variety of sectors.

120

JANE SEYMOUR DESIGNS

\$150M (PRIVATE)

MARK MATHENY, +1.818.590.8864

Top licensed properties in 2014 include Open Hearts by Jane Seymour, Jane Seymour and Jane Seymour Home. Top retail partners and licensing programs during 2014 include the KAY Jewelers Open Hearts by Jane Seymour collection, collaboration with Michael Amini/AICO for furniture, a partnership with JS Botanicals for permanent botanicals and StyleCraft for lighting. The company will continue to expand business with 2014 partners, and have added the following categories of business to be announced prior to product launches: fashion bedding, window coverings, soft bath, utility bedding, wall decor, home fragrance, handbags and skin care.

121

WOLFGANG PUCK WORLDWIDE

\$148M (PRIVATE)

JOSEPH C. ESSA, PRESIDENT, +1.310.432.1541
WWW.WOLFGANGPUCK.COM

Austrian-born Wolfgang Puck opened his first restaurant, Spago, on Hollywood's Sunset Strip in 1982. Building on Spago's phenomenal success, he has become one of the most influential chefs in North America with an

empire that includes a growing number of fine dining restaurants, catering venues and casual restaurants. Complementing Wolfgang 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. In addition to the licensed restaurants, Wolfgang Puck sells many licensed consumer products



through various distribution channels. These include Wolfgang Puck Organic Soup, in partnership with Campbell's Soup Company; Wolfgang Puck whole and ground coffee bags, pods and K-cups for hotels, offices, and retail distribution, as well as Internet sales, in partnership with WP Coffee Company; Wolfgang Puck Signature Wines, in partnership with California's Delicato Family Vineyards; branded housewares and appliances as seen on Home Shopping Network, in partnership with WP Productions and Appliances, for which Wolfgang Puck commits over 100 hours annually of personal on-air time; and seven cookbooks. Top retail partners and licensing programs include over 100 restaurants, serving 10 million people annually and growing, with new restaurants opened in Atlanta, Las Vegas and Dubai. Wolfgang Puck recently launched The Kitchen Counter by Wolfgang Puck (salads and sandwiches) and WPizza, with plans for 12 locations over the next three years. New licensed counter service concepts for airports, casinos, universities, hospitals and other select retail environments are in the planning stages. The Wolfgang Puck Organic Soup line has experienced phenomenal success; Campbell's and Wolfgang Puck have worked in concert to bring Chef Puck's signature taste, premium ingredients and quality to a soup that taste great and is organic, has no preservatives or added MSG, and offers gluten free varieties. The Wolfgang Puck assortment includes 17 varieties sold in the U.S. and Canada across grocery, mass and natural food stores. The program continues to perform exceedingly well; 2014 marked another great year of success—Wolfgang Puck Soup is the No. 2 selling organic RTS canned soup brand in the nation and Wolfgang Puck Free Range Chicken Noodle Soup is the No. 1 selling organic meat soup in the nation. Moving into 2015, Wolfgang Puck will continue to drive growth of his licensed restaurant properties and consumer products. There are plans to open restaurants in Shanghai Disney, Doha, Istanbul, Singapore and Macau and three new restaurants in Bahrain Bay at the Four Seasons. Other initiatives to grow the business in 2015 and beyond include the roll-out of a complete brand refresh on all packaging and collateral, and the development of an expanded cross-category licensing program with strategic distribution across high-end, specialty food retailers.

122

GOLD'S GYM

\$142M (PRIVATE)
NICK WILCOCKSON,
LICENSING MANAGER,

+1.214.296.5053

WWW.GOLDSGYM.COM

Gold's Gym-branded fitness accessories and equipment have great representation at Mass and is also available at Sporting Goods



stores like Dick's Sporting Goods. 2015 is an exciting year for Gold's Gym as it celebrates its 50th anniversary as the global authority in health and fitness. Gold's Gym has engaged Brand Sense Partners to expand the licensing footprint of the brand at all points of distribution including Gold's Gym's in-gym retail shops. In 2015, Gold's Gym is looking to build on its heritage and existing licensing program by making a big push to roll out a platform of lifestyle-oriented products across a number of categories that address consumer needs. Key categories include casual apparel, activewear, footwear, consumer electronics, publishing and consumables (nutrition, supplements, snacks and beverages). International growth is also helping fuel Gold's Gym expansion with over 700 gyms worldwide across 23 countries and presents the perfect support for licensees who also have international distribution.

123

AARDMAN ANIMATIONS

\$140M (PRIVATE)
ROB GOODCHILD, HEAD OF LICENSING,
+44.011.7984.8485

WWW.AARDMAN.COM

Aardman's top licensed properties are Shaun the Sheep, Wallace & Gromit and Morph. Aardman's Shaun the Sheep The Movie launched in spring with a strong box office performance and achieved four- and five-star reviews across the board. The TV show, now in production on its fifth season, is broadcast on kid's channels in 170 territories; and a brand-new half-hour special in production is set to premiere to a family audience at Christmas. The brand continues to expand its portfolio of live events and attractions with the Shaun in the City charity arts trail set to be a summer highlight in the U.K., and similar art exhibitions are planned for China and Japan later in 2015 and early 2016. As the movie opens across the world and with the U.S. release imminent, Aardman continue to develop an international licensing program for the property across a host of core categories and are planning to present new product opportunities and style themes for 2015-2016 and beyond at Licensing Expo in June. The studio will also be looking forward to celebrating 40 years next year and are planning a host of special events, exhibitions and commemorative merchandise ranges to mark the occasion.

124

LA-Z-BOY

\$140M (NYSE: LZB)
GLEN KONKLE, CEO, EQUITY MANAGEMENT INC.
+1.858.558.2500

WWW.LA-Z-BOY.COM

First introduced in 1928, the iconic La-Z-Boy brand has continued to evolve over the subsequent decades to not only become the leading furniture brand in the U.S., but also a trademark that is recognized globally. Throughout its rich history, La-Z-Boy has shown strong innovation while continuing to maintain its core brand equity of comfort and quality. EMI was successfully able to capitalize on La-Z-Boy's ownership of comfort and quality once again in 2014 as the licensing program continued to grow. The outdoor portion of the licensing program remained strong, with the La-Z-Boy spa program experiencing significant growth year-over-year, as well as the continued success of the outdoor casual furniture business. Within the home, the exciting new line of office chairs was introduced and continues to gain traction at retail, which will further reinforce La-Z-Boy's leadership position in the furniture category. In 2015, EMI will continue to pursue new and exciting opportunities that will leverage the powerful La-Z-Boy brand equity and their compelling marketing platform of "Live Life Comfortably."

125

ROTO-ROOTER

\$140M (NYSE: CHE)
HAL WORSHAM, MANAGING DIRECTOR, LMCA,
+1.212.265.7474

WWW.ROTOROOTER.COM

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

126

SMITHSONIAN ENTERPRISES

\$138M (NON-PROFIT)
BRIGID FERRARO, VP, CONSUMER AND EDUCATION

PRODUCTS, +1.202.633.6080
WWW.SI.EDU

Smithsonian priorities in 2014 included the expansion of the Smithsonian toy program with master toy licensee NSI and new play set partner MerchSource; the launch of a long-term partnership with The Great Courses for consumer-focused courses on DVD; and the launch of a fine jewelry program based on the National Gems and Minerals Collection at select jewelry stores nationwide. Top licensed and retail programs included a brick-and-mortar launch of fine jewelry products at select jewelry stores nationwide, and two QSR promotions with Arby's Restaurants for Kids' Meal offerings centered on Arctic and Amazonian animals. Publishing programs with partners, DK, Silver Dolphin and Capstone continue to offer non-fiction titles loved by adults and children alike. Collectibles were also an exceptionally strong category, led by licensee GovMint and the launch of a series of high-end collectible coins based on the Smithsonian National Zoo's beloved giant pandas. Smithsonian Licensing plans to expand its Home program in 2015 with the launch of several key sub-categories in furniture and décor. Softlines, including kids' apparel and bedding, will be a natural follow-on. In addition, new product launches with master toy Licensee NSI will drive growth in toys, with additional toy categories rounding out the assortment. As always, educational content for both formal and informal settings will provide robust opportunities in publishing, collectibles, apps, instructional content, and digital products.



127

KATHY DAVIS STUDIOS

\$135M (PRIVATE)
SARAH VAN AKEN, VP, MARKETING, +1.215.444.9544 EXT. 106

WWW.KATHYDAVIS.COM

Kathy Davis Studios signed 12 new licenses in 2014 and has key licensing partnerships in categories home, fashion, social expression, gift and stationery. Those licensees include American Greetings (social expression), ACCO Brands (dated stationery), Creative Converting

(paper party), NES Jewelry (giftable jewelry), Nostalgia Home Fashions (bedding), Creative Bath Products (bath accessories), Demdaco/Silvestri (gift), Zero2Sixty (wall art), Madison Park Group (stationery), Prestige Arts (wall art) and Fabric Traditions (fabric). Kathy Davis Studios brands reach three core market channels: better/best specialty and department stores, mid-tier key accounts and independent specialty and mid-mass drug and grocery. Some of those retailers include Macy's, Bloomingdale's, Papyrus, Clinton's, Target Stores, JC Penney, Kohl's, Meijer, Sears, American Greetings, Barnes & Noble, Carlton Cards, Costco, Shopko, Petsmart, Kroger, CVS, Wal-Mart, Rite Aid, Safeway, Albertsons, Inc., Shoppers Drug Mart, Kmart, Wegmans Food Market, Fred Meyer, Big Lots, Super Value, Walgreens Drug, Govt/AAFES, Food Lion, Hannaford, Ralphs Grocery Company, Toys 'R' US, Babies 'R' US, Harris Teeter, Price Chopper Supermarkets, Great Atlantic Pacific Tea Co., Shaw's Supermarkets, Jo-Ann Fabric and Craft Stores, Michaels, Calendar Club and CostPlus World Market. Kathy Davis is poised to gain significant brand awareness in 2015 in both core product lines with international expansion in Social Expression and in the lifestyle categories of home and fashion. Having signed 12 new licenses in 2014, the company is releasing key products at markets this year and has significant traction at retail with these new licenses. Key initiatives for the company in 2015 include licensee expansion in lifestyle categories, building on retail traction and collaborative license opportunities in core and new business and dedicated market expansion in wedding and baby.

128

LAMBORGHINI

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

WWW.LAMBORGHINI.COM

129

JCB

\$130M (PRIVATE)
SAM JOHNSON, +44.0.18.89.593499
WWW.JCB.COM

The brand extension program for construction equipment makers JCB delivers products and experiences across kids and adults markets. 2014 saw growth across its core four sectors—kids, DIY, trade equipment and safety footwear/apparel. In the kids sector, JCB achieved over 60 percent year-on-year growth within the U.K. toddlerwear category and gained a significant in store presence within 450 George at Asda (Walmart) stores. 2014 also saw new licensing partnerships and a new family experience partner in the form of Diggerland Theme Park in W. Berlin, New Jersey. The DIY and Trade sectors saw further market share growth with new generation power and hand tool launches in the U.K., Poland, Turkey and India. JCB also became the fourth largest battery brand in the U.K. market during 2014 thanks to deeper and wider retail selections. Footwear and workwear sales have also expanded in the U.K., Europe and India with key partners driving promotions and selections in each of those



territories. 2015 will see further growth inside and outside the home U.K. market led by expansion in the tools and power tool accessories categories. New partners for luggage and eyewear will launch during the year and the kids' category will see new toys, new categories and new U.K. experience partnerships bolster the program.

130 REYNOLDS CONSUMER PRODUCTS (HEFTY)

\$128M (PRIVATE)

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

Foundational to the success of the Hefty licensing program is the brand's powerful equity of strength, durability, quality and convenient solutions. The Hefty program continued its upward trajectory in 2014 through the continued growth of existing licensed businesses and the introduction of new products. Hefty wastebaskets maintained its significant market share in both mass and home improvement channels, while the sales of Hefty home storage solutions grew significantly through expanded distribution and new product offerings. 2014 also saw the continued expansion of the Hefty permanent food storage containers with increased distribution in the grocery, mass and specialty channels. The Hefty licensing program will achieve continued growth in 2015 based on the expansion of existing, successful licenses and the pursuit of new opportunities in equity appropriate household product categories.

131 SKECHERS

\$125M (NYSE: SKX)

STEVEN MANDEL, DIRECTOR, GLOBAL BRAND LICENSING, +1.310.406.0115

WWW.SKECHERS.COM

Top licensed properties in 2014 include Skechers, Skechers Kids, Skechers Performance Division and Twinkle Toes by Skechers. Licensed products based upon the above-referenced brands are sold through a variety of retailers including Skechers stores worldwide; mid-tier/department stores such as Kohl's, JC Penney, Sears, Dillard's, Nordstrom and more; regional store chains such as Stage Stores, Fred Meyer, Meijer, Shopko, Bon Ton, Belk and more; specialty stores including toy stores, sporting goods stores, footwear retailers and kids' stores; off-price retailers such as Marshalls, TJ Maxx and more; and Internet retailers like Amazon, Zappos and more. In light of the enormous success of footwear worldwide—notably those lines sold through our Skechers Performance Division (Skechers GOrun, Skechers GOWalk and more), as well as the continued growth of our world famous Twinkle Toes brand, Skechers is focusing its efforts in 2015 on developing licensed products that support the performance initiative for adults, and the sparkle, color, lights, glitter and bling of Twinkle Toes for girls. The company will also continue to build upon the success of its Skechers Kids licensing program, growing the business in kids' apparel, socks, eyewear, bags and more. Skechers will also pursue growth opportunities worldwide and continue to develop and build upon targeted programs with many of the top retailers around the world.

132 4K MEDIA

\$120M (A WHOLLY-OWNED SUBSIDIARY OF KONAMI DIGITAL ENTERTAINMENT)

JENNIFER COLEMAN, VP, LICENSING AND MARKETING;
KRISTEN GRAY, SVP, OPERATIONS, BUSINESS AND LEGAL AFFAIRS,
+1.212.590.2120

WWW.YUGIOH.COM

4K Media was created to manage the Yu-Gi-Oh! franchise outside of Asia. 4K Media is responsible for brand management, licensing and marketing of the Yu-Gi-Oh! brand, as well as production and distribution of the Yu-Gi-Oh! television series.

133 BEAM SUNTORY

\$120M (NYSE: BEAM)

JEFF CHRISTENSEN, PRESIDENT, THR3E LICENSING,
+1.630.809.1101

WWW.BEAMSUNTORY.COM

Key properties include Jim Beam Bourbon, Sauza Tequila, Canadian Club Whisky, Pinnacle Vodka, Cruzan Rum, Courvoisier Cognac, Knob Creek Bourbon, Hornitos Tequila and Calico Jack Rum. THR3E is building the Beam Suntory portfolio of iconic brands into global retail relationships and licensed products that enhance and



support the consumption occasion for premium distilled spirits. Spirits are a unique ingredient in savory and sweet culinary applications, and the company developed licensed partners in condiments, drink mixers, proteins, salty snacks, desserts, confections and gift sets. Additional partners were secured in wearables, home décor, and home recreation products. THR3E will leverage Beam Suntory's spirits innovation in new categories, flavors and brand experiences as the cornerstone from which to expand the licensing initiative.

134 EASTMAN KODAK

\$120M (NYSE: KODK)

EILEEN MURPHY, VP, BRAND LICENSING, +1.508.359.1091
WWW.KODAK.COM

Key Kodak licensing properties include batteries, chargers and flashlights, binoculars, camera accessories, digital cameras and pocket video cameras, eyeglass lenses, inkjet paper and specialty media, mobile phones, personalized and document Imaging, video monitors, and wide format inkjet media. Kodak will continue to expand global territories of existing licensees and will pursue new licensee opportunities worldwide.

135 HAMILTON BEACH BRANDS

\$105M (NYSE: NC)

JAIME LEWISOHN, VP, BUSINESS DEVELOPMENT, BSP,
+1.310.867.7242
WWW.HAMILTONBEACH.COM

136 KISS

\$100M (E) (PRIVATE)

DELL FURANO, CEO, EPIC RIGHTS, +1.310.289.8220

137 MELITTA

\$100M (PRIVATE)

PHILIP RAI, LMCA, +1.212.265.7474
WWW.MELITTA.COM

LMCA's focus on this program has been oriented to the coffee experience

and related products. Melitta's licensed line of consumer coffee makers has received industry recognition for being innovative (including the first in-pod technology) and stylish. The licensed products have continued to enjoy both distribution and share gains throughout North America. As the brand continues to innovate, we seek licensees in the chocolate confectionery category and those that are committed to quality coffee products that capture the European essence.

138 PEPSICO NORTH AMERICA

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

JOANNE LORIA, EVP AND COO, THE JOESTER LORIA GROUP, +1.212.683.5150

WWW.PEPSI.COM

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

139 RODALE INTERNATIONAL

\$100M (PRIVATE)

KEVIN LABONGE, +1.202.573.0348

WWW.RODALEBRANDS.COM

Top licensed properties in 2014 were Men's Health, Women's Health and Runner's World. Our top retail program for the actual magazine sales are through newsstands and subscriptions. We also have retail partnerships for exclusive products in the U.K. with Tesco, Sainsbury's and Argos, and with DM in Germany. Along with our licensing agency, The Wildflower Group, our top initiatives for 2015 and beyond are to expand our domestic footprint, specifically in the areas of food/beverage, sports nutrition and wellness and fitness gear and equipment. In addition, we will continue to capitalize on niche opportunities within each magazine brand to cater to unique consumer needs across all relevant categories.

140 PERFETTI VAN MELLE (CHUPA CHUPS)

\$97.7M (PRIVATE)

CHRISTINE COOL, LICENSING AREA MANAGER; MARTA

BALLESTEROS, +34.937.739.200

WWW.PVMLICENSING.COM

Key properties include Chupa Chups and Airheads. After the success of Unilever's Air Heads popsicle on the American ice cream shelves, Perfetti Van Melle has also teamed up with Koldwave Foods for a standalone line of Airheads-branded ice cream and novelty products. The launch is already creating a buzz in the category, as the product offers true innovation

and fun products that capture the intrinsic Airheads flavors and textures. The products will be distributed at most grocery retailers in the U.S. In the high street, candy is quite the hype for fast fashion retailers such as



H&M and Uniqlo, who have launched happy Chupa Chups prints in their stores worldwide. The lollipop brand also brings its flavors to the personal care category, with Chupa Chups lip balms distributed in retailers such as Claire's, Boots and Primark. Mentos, the group's most international brand, is following in the tracks. Based on its unique heritage and its strong emotional value, a collection of artwork has been developed for lifestyle categories. The first partnership has been a fashion collection co-branding with the global authority on color, Pantone, which has teamed up with Mentos and Chupa Chups to mix and match their iconic brands to create an amazing international premium outdoor collection. In 2015, the group will look for further licensing opportunities in the ice cream and frozen novelty category through a strategic partnership with The Beanstalk in the U.S. and Europe with its two leading brands, Mentos and Chupa Chups.

141 ANHEUSER-BUSCH INBEV

\$97M (NYSE: BUD)

TRACY NEIER, LICENSING MANAGER, +1.314.577.4259

WWW.ANHEUSER-BUSCH.COM

Key properties include Budweiser, Bud Light, Bud Light Lime-A-Rita, Stella Artois, Natural Light, Rolling Rock, Michelob Ultra and Busch. The Anheuser-Busch InBev brands are supported by 55 licensing partners in more than 10 core markets. The brands have a reach of 160,000-plus retail doors across all channels and enjoy placement year round at Urban Outfitter's, Amazon, Walmart, Kohl's and Target with special programs occurring frequently at Nordstrom's and Bloomingdale's. Over the course of 2014, Anheuser-Busch InBev has worked to increase integration of their digital platforms and licensed products with the inclusion of special Super Bowl promotions with Palmer Cash, Alife New York with their Made in America concert series and support of their music platform with a limited edition Skull Candy Air Raid speaker. It has grown the breadth of distribution and depth of product by pursuing specialty projects for an increased number of the beer brands in its portfolio. Beginning spring 2014, the program launched a licensing program for Labatt trademarks in Canada across all tiers of distribution for Alexander Keith's, Labatt Bleu and Kokanee. During summer 2014, co-merchandising programs at mass resulted in double-digit gains for both licensed and core product for Bud Light Lime-A-Rita, Anheuser-Busch InBev's No. 1 innovation brand. The mass programs are balanced by high-end product collaborations with partners like Alife New York, Skull Candy and Urban Outfitters. In 2015, the program will enjoy increased co-promotional events in all tiers of retail distribution, as well as launching a Budweiser licensing program in China, Brazil and Russia. Additionally, the brand's music and food platforms will be emphasized with high profile collaborations in apparel, electronics and food partnerships. Finally, the Anheuser-Busch InBev family will see the re-launch of a Corona licensing program to a new global audience.

142 U.S. ARMY

\$92.5M (PRIVATE)

PAUL JENSEN, DIRECTOR, ARMY TRADEMARK LICENSING PROGRAM, +1.703.325.5868

WWW.GOARMY.COM; WWW.DEFENSE.GOV/TRADEMARKS

The U.S. Army licensing program leverages the brand values of pride, performance and personal development to build positive brand awareness and create multiple touch points for Americans to show support for the U.S. Army. In 2014, the program consisted of 270-plus licensees across categories including gift and novelty, personal accessories, consumer electronics, headwear, footwear, collectibles, cutlery, health and beauty,

toys, digital and interactive platforms and tailgating. The three biggest categories included apparel, sporting goods and gift and novelty items. U.S. Army licensed products can be found at every channel of trade in the U.S., including mass merchandisers, mid-tier retailers, sporting goods stores, toy, craft and grocery stores, dollar stores and tourist/museum centers. The program has also gained heavy traction online with retailers such as Cafepress.com and Zazzle.com, among others. There were several key programs driving growth for the U.S. Army program in 2014. Army's apparel program, ranging from t-shirts to loungewear/sleepwear to performance gear, proved a huge success in 2014, with one specific licensee receiving placement on the wall at Walmart. Additionally, the U.S. Army partnered with powerhouse brands such as Nike to offer a co-branded line of t-shirts and performance wear. Item customization was also a success driver of 2014, with the addition of more than three licensees focusing on customized product. This allows customers to add their names, ranks and other customization to categories such as drinkware, apparel and gift and novelty items. E-tailers are able to capitalize on novel pieces, which are becoming a trend in consumer goods. Specialty niche shops like mall kiosks have become key to this customization for the Army brand, resulting in over 150 top malls in America taking in product from various licensees. For 2015, the U.S. Army program will focus on growing the existing licensees' businesses organically, by adding new product categories and targeting new distribution channels. In addition, the U.S. Army will continue to focus on combating brand infringement through a number of different initiatives, such as introducing a new hologram program and continuing its retail education initiative. Additionally, The U.S. Army is working with various retailers to implement U.S. Army/ Patriotic themed in-store promotions surrounding various holidays such as Veteran's Day, 4th of July, Memorial Day, Flag Day and Father's Day. Lastly, a new and improved style guide was launched in early 2015, enabling licensees to create fresh and original designs for a modern approach to the U.S. Army brand.

143 V&A ENTERPRISES

\$92M
LAUREN SIZELAND, DIRECTOR, LICENSING AND
BUSINESS DEVELOPMENT, +44.20.7942.2981
WWW.VANDALICENSING.COM

The V&A is the world's leading museum of art and design. The Decorative, the Glamorous, the British and the Exotic are the four key aesthetics in its collections that resonate with consumers offering a unique framework with which to develop and promote the treasures through merchandise ranges. In the U.K., distribution reaches major department stores at the mid to upper level, such as Harrods, Selfridges, Fortnum & Mason, John Lewis, House of Fraser, Debenhams and other multiples such as Waterstones and WH Smith, as well as independent boutiques and gift stores. On a global level, in Thailand, V&A products are sold in The Mall, Loft, and in the exclusively English tabletop boutique Nathanpin in Bangkok. Japanese licensed jewelry is distributed through Chow Sang Sang throughout Hong Kong and China. Bedding and apparel is sold through Japanese department stores such as Mitsukoshi, Isetan and Takashimaya. Creative Tops bespoke tableware ranges are selling in American department store Dillard's and Costco and in Europe with bespoke ranges for Spanish department store El Cortes Ingles. Home textiles and wallpapers by Sparkk and Caprice were launched in Australia and NZ. V&A Licensing marketing campaigns are wide in scope incorporating distribution materials, product launches, TV, magazine and digital advertising.

144 AGFAPHOTO

\$90M (PRIVATE)
RAY UHLIR, MANAGING DIRECTOR, LMCA,
+1.212.265.7474

This venerable, German-based photography brand began licensing just five years ago and has extended into camera accessories, memory, optics, film cameras, batteries, tablet computers, smartphones and others. Distribution extends from Europe to Asia, the Middle East, Africa and North America, with plans for further expansion. Many new areas including imaging and visual products are available.

145 ARMORED AUTOGROUP

\$90M (E)
AUSTIN KATZ, VP, BUSINESS
DEVELOPMENT, BSP,
+1.310.867.7203
WWW.ARMOREDAUTOGROUP.COM



146 BETHANY MOTA

\$80M (PRIVATE)
TONY MOTA, MANAGER
WWW.YOUTUBE.COM/USER/MACBARBIE07
Bethany Mota launched and continued
to build a clothing collaboration with retailer Aeropostale.

147 BLACK FLAG

\$75M (NYSE: SPB)
ALAN KRAVETZ, PRESIDENT AND COO, LMCA,
+1.212.265.7474

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

148 MACK TRUCK

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

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

149 JELLY BELLY CANDY COMPANY

\$65M (PRIVATE)
VU MYERS BABCOCK, LICENSING MANAGER,
+1.707.399.2390
WWW.JELLYBELLY.COM

With over 14 billion Jelly Belly jelly beans enjoyed across the globe every year, Jelly Belly Candy Company manufactures the world's most famous and loved jelly bean. Its strategic, 10-year year, award-winning



licensing program brings to life the unique bean shape, along with the fun, flavor, scents and colors of the brand. Numerous product categories include fashion accessories and apparel, candles and home fragrances, kitchen appliances and accessories, bath and body products, stationery and school supplies and uniquely flavored and scented food/beverage products. Important initiatives in 2014 for the Jelly Belly licensing program included the launch of Jelly Belly popsicles nationwide in the U.S., new dessert jellies in the U.K., lip balm gift-sets, home fragrance offerings, men's and ladies' apparel in Primark and the ongoing development of its car air freshener offering. With nearly 40 best-in-class partners in 49 territories globally, Jelly Belly's licensed products are available in 40,000-plus retail doors across all channels including food, drug, mass, convenience, and specialty. Top retail partners in the U.S include Bed Bath & Beyond, Target, Walmart, Walgreens, Kroger, Safeway and Ahold; internationally at Costco, HBA, Tesco, Sainsbury's, Primark, ASDA, Halfords, Boots and ASOS. The Jelly Belly licensing program continues to expand its food and beverage, automotive accessory, fragrance, apparel and gift presence through quality partnerships and geographic expansion. Top licensing initiatives in 2015 and beyond will include ice cream and frozen novelty innovation programs, alongside further developed tech and car accessories globally, and the introduction of multi-faceted fragrance offerings and health and beauty products in the U.S.

150 MINOR LEAGUE BASEBALL

\$60.3M (PRIVATE)

SANDRA HEBERT, DIRECTOR, LICENSING, MiLB; ELIOT RUNYON, DIRECTOR, LICENSING, THE MINOR LEAGUES, MLB PROPERTIES, +1.727.822.6937
WWW.MiLB.COM

The Minor League Baseball licensing program oversees licensing efforts for 160 Minor League Baseball teams that are affiliated with Major league Baseball teams in the U.S. and Canada. The top-selling properties in 2014 included the Charlotte Knights, Durham Bulls, El Paso Chihuahuas, Lehigh Valley IronPigs and the Toledo Mud Hens. Baseball caps and apparel are Minor League Baseball's top retail properties. The top-selling licensees include 47 Brand, Bimm Ridder Sportswear, Majestic Athletic, New Era Cap Company, Nike and OC Sports Headwear. Major League Baseball Properties serves as the licensing agent of Minor League Baseball. Top retail partners and licensing programs during 2014 include the Stars & Stripes on-field and retail cap program benefiting Welcome Back Veterans, which ran for its fifth consecutive year. During the Independence Day holiday weekend, players wore specially designed Stars & Stripes caps from New Era Cap Company. A total of 113 teams wore the specialty caps as part



of fundraising and awareness initiatives for Welcome Back Veterans, an organization dedicated to addressing the ongoing needs of military personnel and their families. Minor League Baseball, in conjunction with its licensing partner Major League Baseball Properties, donated 100 percent of the royalties from cap sales to the program. The number of participating teams continues to increase annually, growing from 72 teams in the first year. In another program, Minor League Baseball calculated its list of top 25 teams in licensed merchandise sales, with the combined totals of all 160 teams topping more than \$60.3 million in retail sales, an 8.8 percent increase from 2013. The total licensed merchandise sales were calculated for Jan. 1 to Dec. 31, 2014, and are based on the 160 teams in the domestic-based leagues that charge admission to their games. Online sales also played a significant role in the steady growth of merchandise sales. The MiLB online store platform hosted 142 live sites throughout 2014, which included both team and league sites. Fans can shop for apparel, caps, collectibles, novelties, MiLB logo products and publications, the Hometown Collection of historic team merchandise and umpire products in the online store. Minor League Baseball and Major League Baseball Properties offers Little League teams across the country the opportunity to brand their local team with MiLB names and marks. In 2014, 42 team names and logos were available for use. OC Sports produces the headwear, while Majestic Athletic produces jerseys, uniforms and shirts. Approximately, 20,000 to 25,000 youth baseball teams across the country play in a MiLB replica uniform each year. The El Paso Chihuahuas revealed their new team name and logo prior to the 2014 season with rousing success. Within the first week product was available for purchase, the equivalent of a month's worth of sales were processed. The Chihuahuas' online sales also excelled, with orders placed from all 50 states, and orders shipped to six foreign countries (United Arab Emirates, Canada, England, Germany, Japan and Mexico). The team's new cap was also featured on MLB Network at the 2013 Baseball Winter Meetings in Orlando, Florida. In January 2014, the Charlotte Knights unveiled their inaugural season logo. Along with featuring the Uptown Charlotte skyline, the logo featured a Knights shield, two swords and the team's new primary C logo. All of the Knights' new logos showcased gold and silver, colors synonymous with royalty, as well as black with white accents. Top licensing initiatives that will drive growth in 2015 and beyond are Star Wars co-branded retail product. Minor League Baseball, in conjunction with Lucasfilm and Major League Baseball Properties, created a co-branded team/Star Wars retail program with New Era Cap Co., OT Sports and Gear For Sports. New Era Cap launched a collaborative Star Wars/MiLB booking program for the middle of 2015 season. Gear For Sports is producing specific Star Wars themed T-shirt and sweatshirt designs with their Champion Brand. OT Sports is producing Star Wars-themed jerseys for on-field use, and jerseys and socks for retail sales. In an effort to freshen up and create uniformity among Minor League Baseball teams' store displays, a signage package was created by the Minor League Baseball licensing department. MiLB will also continue its Stars & Stripes on-field retail cap program in 2015. In January 2015, the Nashville Sounds unveiled a new logo, as well as all new caps and uniforms to be utilized during the 2015 season. In November 2014, the new team in Biloxi, Mississippi, revealed its identity as the Biloxi Shuckers for the 2015 season. The West Virginia Black Bears are entering their inaugural campaign in 2015, having relocated from Jamestown, New York, where they were known as the Jamestown Jammers. The Morgantown-based franchise announced its name in October; some four months later, they unveiled the logo that brought the identity to life.

AND THE REPORT GOES ON...

151. 41 ENTERTAINMENT

\$50M (PRIVATE)

ALLAN BOHBOT, MANAGING DIRECTOR; ANNA KISLEVITZ, SENIOR LICENSING MANAGER, +1.203.717.1122

WWW.41E.TV

Top licensed properties in 2014 included Pac-Man and the Ghostly Adventures and Classic Pac-Man. Top retailers in the U.S. are Kmart, Walmart, Tesco and Toys 'R' Us, while globally they are Tesco, GAME, Toys 'R' Us, Entertainer, Argos, Asda, Corte Ingles, Mercadona, Woolworths and C&A. The main drivers in 2014 were Bandai as master toy; Namco as videogame licensee; Burger King, Frito Lay and Uniliver as the main consumer promotions partners; Hybrid and Blues for apparel; Hachette, Phidal and Random House for publishing; Play by Play for beanies; and Giromax for stickers and card games. In 2015, 41 Entertainment has a promotion with McDonalds coming up and it ran a commercial with Budweiser during the 2015 Superbowl. It is also in talks with Burger King to run a promotion for its upcoming properties, King Kong and Tarzan and Jane, premiering on Netflix Kids in 2015.

152. SCHOLASTIC MEDIA

\$50M (E) (NASDAQ: SCHL)

LESLYE SCHAEFER, SVP, MARKETING AND CONSUMER PRODUCTS, +1.212.389.3900

WWW.SCHOLASTIC.COM

153. VIZ MEDIA

\$50M (PRIVATE)

DAISUKE AOKI, VP, ANIMATION LICENSING, +1.415.546.7073

WWW.VIZ.COM

Naruto and Naruto Shippuden continue to be the strongest properties in 2014. Bandai Namco Entertainment sold over 535,000 units of their 2014 video game Naruto Shippuden: Ultimate Ninja Storm Revolution in North and South America. In addition, all their Naruto and Naruto Shippuden video games were added to the Steam online game platform. New licensees continue to grow with partners including Everything Legware (hosiery), Pacific Solution Marketing (sword replicas and umbrellas), Scorpions Posters, Tsume (figures) and Lace and Lore (high fashion apparel). 2014 was Doraemon's debut year in North America, and quickly became the No. 2 property in sales. Licensees and partners included JFC (Yummy buns), Bioworld (apparel, bags and accessories), Great Eastern (novelties), Bandai America (toys), House Foods (tofu), Hukilike (Hawaiian-themed t-shirts and bags), Buckledown (buckles and belts). Death Note continues to be evergreen and to do well at market. Top retail partners included Hot Topic, with heavy sales of the Ripple Junction's Naruto and Death Note t-shirts, as well as Diamond Comics, which featured a Doraemon graphic novel sample and poster in their 2015 January issue, exposing the brand promoting to a new market and well received from their customers. New merchandise deals for Doraemon are moving forward, with Bandai America debuting vinyl figures available at Toys 'R' Us, and Funko will release a Doraemon POP! series figure in late 2015. Several projects are in the works for Doraemon, partnering with companies in the food and event industries. Two newly announced titles, Terra Formars and Jojo's Bizarre Adventure, will have 3D posters debuting from YesAnime. Scheduled for release are also some high-end figures from Japan. Great Eastern is signed to produce novelties.

154. ART LICENSING INTERNATIONAL

\$47.5M (PRIVATE)

MATTHEW APPELMAN, VP, LICENSING DIRECTOR, +1.802.549.1214

Key artist properties include Dean Russo, Anderson Design Group, Nicky Boehme and Color Bakery. Art Licensing International remains the leader in independent artist agent representation and boasts over 500 artists currently under their umbrella. Top retail partners in 2014 include Walmart, Target, Home Depot, Kirkland's Home, QVC and HSN. In 2015 Art Licensing International will be focusing on expansion into Asia and Australia, as well as pursuing a new entertainment-based programs.

155. BOY SCOUTS OF AMERICA

\$44.6M (NON-PROFIT)

DAVID HARKINS, ASSOCIATE DIRECTOR, RETAIL BUSINESS DEVELOPMENT; GREG WINTERS, MANAGER, LICENSING PROGRAMS, +1.800.323.0732

WWW.Scouting.org/licensing

Pinewood Derby was one of Boy Scouts of America most popular properties in 2014. Introduced in 1953, Pinewood Derby is one of the most iconic brands in the Boy Scouts of America that promotes and encourages imagination, craftsmanship and sportsmanship among youth ages 6-10. Today, more than 100 million Pinewood Derby cars have been built by youth in this gravity based racing activity. We are also seeing growth with our Be Prepared brand. Key retail partners in 2014 include national craft and hobby stores in addition to national hardware retailers. Regional sporting goods retailers and department stores also carried licensed products. Key licensing initiatives in 2015 and beyond to drive growth include further expansion into the outdoor and toy and educational product category spaces. The Boy Scouts of America continues to grow its Be Prepared brand. Be Prepared has been the motto for the BSA since 1910 and highly recognized among U.S. consumers. The idea behind building the brand was to create new opportunities in the outdoor industry by partnering with those manufacturers who have the capability to associate an element of preparedness to item with the brand. BSA saw this not only as an extension to our active and alumni bases, but also as a value add for the broader outdoor enthusiasts and first time family campers who are in search for those items that better serve this product category gap or who may not have as much knowledge in certain activities. In the toy product category space, the BSA recently introduced the Wilderness Explorers brand targeting preschool aged boys to help introduce outdoors and outdoor concepts in a play-oriented manner. Licensed products are being developed to encourage age appropriate learning and exploration in an outdoor themed setting. In the educational product category space, the BSA re-launched its Kid Skills brand to excite and help develop various skill building in youth ages 6-10 through reading, arts, electronics, handicrafts, science and other educational tools. For youth 10-plus, the BSA recently introduced the RoboUniversity brand in 2014, which was specifically developed to create hands-on opportunities for teaching the basic principles of STEM (science, technology, engineering and mathematics).

156. DISSERO BRANDS

\$28M (PRIVATE)

DAVID TODD, CEO, +64.9.309.6363

WWW.DISSEROBRANDS.COM

Dissero Brands owns and manages the evergreen Rachael Hale brand. As a world leader in animal photography, the Rachael Hale brand captures "the world's most lovable animals" in images that can be seen on a wide range of products across more than 60 countries around the world.

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

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Lewis Stark lewis.stark@eisneramper.com