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THE LICENSING INDUSTRY'S THOUGHT LEADER

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JULY 2022

THE TOP GLOBAL LICENSORS

License Global's annual report returns, showcasing the most powerful brand licensing programs at retail from 2021.

The Biggest
**Brand
Owners**

Brandscape
**Directional Market
Indicators**

Strategy
and Category
Insights

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FALL 2022



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Recovery: A Theme for **Top Global Licensors**

This year's report on the retail sales of licensed consumer products across all industries for fiscal year 2021 notes a positive shift in tone as recovery remains at the fore for all businesses as we turn the page on another pandemic year.

License Global has been documenting the biggest licensors at retail for more than 15 years, and in this time, the report has grown – and shrunk – as a result of all sorts of market influences, but none so much as the pandemic that marred 2020.

The Top Global Licensors Report examines prior year fiscal returns for licensed consumer products at retail, so in the case of 2022, License Global is examining growth and change during FY2021. While last year still proved a recovery year for many brands and the industries they serve, it does indicate that market growth is shifting back to the positive.

In 2021, License Global reduced its report from the Top 150 Global Licensors down to just 75 in response to a very volatile market. This year, we grow the list a bit to reflect how 2021 was, by all indications, year two of the pandemic. We will continue to grow the list year-on-year as recovery stabilizes.

The Top Global Licensors Report 2022 shows a total revenue reported of \$260.8 billion for the 88 licensors indicated, with 40 of those brand licensors bringing in at least \$1 billion at retail individually.

The top 10 are also showing signs of recovery.

This year, as in all years past, The Walt Disney Company holds firm to its designation as the No. 1 biggest licensor in the world, reporting an estimated \$56.2 billion in retail sales of licensed consumer products worldwide for FY2021. This is \$2.2 billion in growth year-on-year.

Dotdash Meredith (formerly Meredith Corporation) remains firmly in the No. 2 spot, reporting \$35.9 billion in retail sales of licensed consumer products, a gain of \$5.8 billion from FY2020. It is followed by Authentic Brands Group at No. 3, which reported \$21.7 billion for this year's report, making it the biggest growth leader on this year's report, reporting up from \$13.8 billion in FY2020.

WarnerMedia/Warner Bros. Consumer Products come in at No. 4, reporting \$15 billion for FY2021, which is notable as it is reflective of its pre-merger figures – the combination with Discovery to form Warner Bros. Discovery completed in just April of this year.

The Pokémon Company International climbed to No. 5 this year after submitting \$8.5 billion in licensed goods sold at retail, rising \$3.4 billion on FY2020's numbers thanks to new content, fans, collaborations and consumer goods.

Hasbro made the No. 6 spot, reporting \$8.4 billion for FY2021, up \$900 million year-on-year; while NBCUniversal/Universal Brand Development comes in at No. 7 with \$8.3 billion, a rise from the reported \$7.5 billion in FY2020.

Mattel also saw a significant increase year-on-year, noting \$7.4 billion in retail sales of licensed consumer products. This rise secured it the No. 8 spot and allows it to enter the Top 10. Last year, Mattel came in at No. 22 with \$2 billion on the Top Global Licensors Report.

Bluestar Alliance is notably at the No. 9 spot, reporting \$6.5 billion, a gain of \$2 billion year-on-year; and Paramount Global/Paramount Consumer Products and Experiences is coming in at No. 10 with \$6 billion, a slight gain over its FY2020 numbers, which totaled \$5.8 billion. Paramount also debuted its new name, which replaces ViacomCBS.

Noticeably absent this year is Activision Blizzard, who did not share financial figures with License Global. The company was acquired by Microsoft in January 2022. Last year, they held the No. 49 spot, reporting \$317 million in licensed consumer products at retail for FY2020.

This year's report finds seven new companies, including Bandai Namco Group, Serta Simmons Bedding, Nissan Motor Corporation, BMW Group, Turnowsky, Bromelia Produções and DeAPlaneta Entertainment.

License Global has also leveraged its positioning as the licensing industry's thought leader and tapped its audience to trendcast the brand outlook for the remainder of 2022 and 2023. Inside this report, find Brand-scape, which offers directional information on the outlook for brands and the factors that will impact them and consumers moving forward.

So, while this year's report may look different to years past yet again, the insights within offer a broad view of what the biggest brands in the world are achieving.

All global licensors and/or licensing agents on behalf of the brands submitted financial figures, which are based on worldwide retail sales of licensed merchandise in 2021. License Global consults various industry sources, financial documents, annual reports, et. al. and relies on the fiduciary responsibility of each company for accuracy. License Global converted EUR/GBP to USD with the assistance of Exchange-rates.org/converter as of June 27, 2022. All companies are public except as otherwise noted as PRIVATE or NON-PROFIT. This report is not intended to be a brand perception or popularity report, but a sales and trend report based on information submitted directly to License Global by each licensor. The Top Global Licensors Report is copyrighted and cannot be used without the written permission of License Global and Informa.







CHANGING THE WORLD TAKES HEART

AVAILABLE ON ALL MODERN PLATFORMS

10/21/2022

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| RANK | BRAND | RETAIL SALES 2021 |
|------|--|-------------------------|
| 1 | The Walt Disney Company | \$56.2B (E) |
| 2 | Dotdash Meredith | \$35.9B |
| 3 | Authentic Brands Group | \$21.7B |
| 4 | WarnerMedia/Warner Bros. Consumer Products | \$15B |
| 5 | The Pokémon Company International | \$8.5B |
| 6 | Hasbro | \$8.4B |
| 7 | NBCUniversal/Universal Brand Development | \$8.3B |
| 8 | Mattel | \$7.4B (E) |
| 9 | Bluestar Alliance | \$6.5B |
| 10 | Paramount Global/Paramount Consumer Products and Experiences | \$6B |
| 11 | WHP Global | \$4.2B |
| 12 | Toei Animation | \$4.1B |
| 13 | Stanley Black & Decker | \$4B (E) |
| 14 | The Electrolux Group | \$3.84B (E) |
| 15 | Sanrio | \$3.6B |
| 16 | Procter & Gamble | \$3.5B (E) |
| 17 | BBC Studios | \$3.43B (E) |
| 18 | Bandai Namco Group  | \$3.2B |
| 19 | Kathy Ireland Worldwide | \$3.2B (E) |
| 20 | Serta Simmons Bedding  | \$3.2B (E) |
| 21 | Playboy Enterprises | \$3B (E) |
| 22 | Caterpillar | \$2.89B |
| 23 | Whirlpool Corporation | \$2.81B (E) |
| 24 | WildBrain | \$2.56B (E) |
| 25 | NFL Players Association | \$2.2B |
| 26 | Rainbow | \$2B (E) |
| 27 | The Hershey Company | \$1.8B |
| 28 | U.S. Polo Assn./USPA Global Licensing | \$1.8B |
| 29 | Dr. Seuss Enterprises | \$1.5B (E) |
| 30 | Fruit of the Loom | \$1.5B (E) |
| 31 | Nissan Motor Corporation  | \$1.4B (E) |
| 32 | Sunkist Growers | \$1.38B (E) |
| 33 | Spin Master | \$1.3B (E) |
| 34 | PGA Tour | \$1.29B (E) |
| 35 | Focus Brands | \$1.2B (E) |
| 36 | Sesame Workshop | \$1.2B (E) |
| 37 | Toho | \$1.06B (E) |
| 38 | Technicolor | \$1.03B (E) |
| 39 | BMW Group  | \$1B (E) |
| 40 | WWE | \$1B (E) |
| 41 | Church & Dwight Co. | \$800M (E) |
| 42 | Keurig Dr. Pepper | \$800M (E) |
| 43 | Moomin Characters | \$705M (E) |
| 44 | Crunchyroll | \$665M (E) |

| RANK | BRAND | RETAIL SALES 2021 |
|------|--|-------------------------|
| 45 | Hearst | \$600M (E) |
| 46 | Michelin Lifestyle | \$587M |
| 47 | Viz Media | \$570M (E) |
| 48 | Moonbug Entertainment | \$559M (E) |
| 49 | Eastman Kodak Company | \$527M (E) |
| 50 | Sony Pictures Entertainment | \$525M (E) |
| 51 | Bromelia Produções  | \$520M (E) |
| 52 | Sharper Image | \$500M (E) |
| 53 | The Goodyear Tire & Rubber Company | \$490M (E) |
| 54 | Lagardère Group | \$490M (E) |
| 55 | SmileyWorld | \$486M |
| 56 | Alpha Group | \$480M (E) |
| 57 | Shanghai Skynet Brand Management Corp. | \$480M |
| 58 | Emoji Company | \$446M (E) |
| 59 | Pinkfong | \$437M (E) |
| 60 | Tommy Bahama | \$400M (E) |
| 61 | Diageo | \$340M (E) |
| 62 | TGI Friday's | \$334M (E) |
| 63 | SEGA | \$325M |
| 64 | Skechers USA | \$325M (E) |
| 65 | Animaccord | \$323.6M |
| 66 | The World of Eric Carle | \$310M (E) |
| 67 | Studio 100 Group | \$308M |
| 68 | Sports Afield | \$245M (E) |
| 69 | The Ohio State University | \$242M (E) |
| 70 | Anheuser-Busch InBev | \$235M (E) |
| 71 | Crayola | \$235M (E) |
| 72 | Art Brand Studios | \$200M (E) |
| 73 | Carte Blanche Greetings | \$200M (E) |
| 74 | Roto-Rooter | \$200M |
| 75 | United States Postal Service | \$200M |
| 76 | ITV Studios | \$196M |
| 77 | Perfetti Van Melle | \$176M (E) |
| 78 | Melitta | \$170M (E) |
| 79 | Games Workshop | \$169M (E) |
| 80 | The Scotts Miracle-Gro Company | \$140.7M (E) |
| 81 | Formula 1 | \$136M (E) |
| 82 | AGFAPhoto | \$125M (E) |
| 83 | Acamar Films | \$115.7M (E) |
| 84 | U.S. Army | \$103M (E) |
| 85 | Jelly Belly Candy Company | \$94.4M |
| 86 | DeAPlaneta Entertainment  | \$72M |
| 87 | Rust-Oleum Corporation | \$65M (E) |
| 88 | Turnowsky  | \$45M (E) |



The Walt Disney Company

Thank you to the licensees and retailers who help bring the magic of our iconic brands into the hearts and homes of fans around the world!



PIXAR



THE BRAND OWNER'S SURVEY

Brandscape 2022/23

LICENSE GLOBAL SURVEYED its readership across the months of April and May to directionally inform our annual editorial forecast and gain a better understanding of the licensed consumer product market. The information you will read in this report is a result of that survey and the data collected, unless otherwise noted by source.

While most respondents were from privately held companies (nearly 70%) located in the U.S. (80%) – the No. 1 market for licensed consumer products year-on-year – the indicators within the results can provide widespread insight into what trends global brand-owners can plan against in H2 2022 and into 2023.

Combined with a year of editorial insight of License Global's print, digital and event content as well as peripheral research, the Top Global Licensors Report (TGLR) provides an informative look at the most active categories, properties of choice for consumers and areas of growth for brand licensing businesses worldwide.

\$260.8B

TOTAL
REVENUE
REPORTED

NUMBER OF
BRANDS OVER \$1B:

40

BIGGEST REVENUE
GROWTH:

\$7.9B

AUTHENTIC
BRANDS GROUP

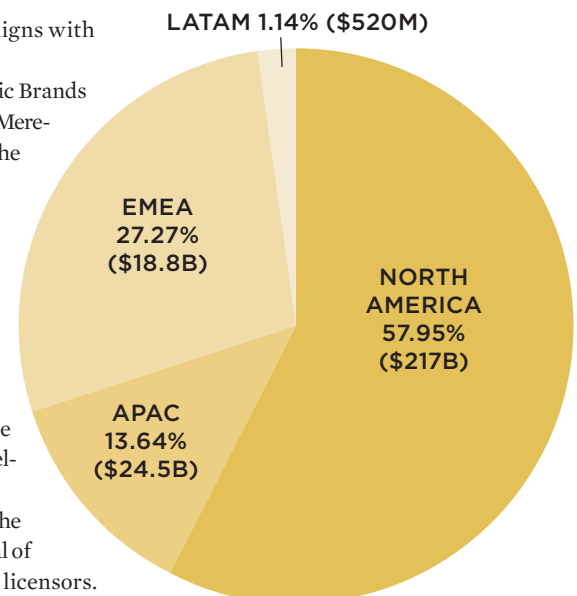
THE TOP GLOBAL LICENSORS 2022

The total revenue of licensed goods sold at retail (FY2021) across participating brand owners totals \$260.8 billion. When compared to the \$203.2 billion total highlighted across 75 participating companies in our 2021 report (FY2020), the inference of increased market activity for consumers and licensed goods within the submitted financial data aligns with a global consumer base returning to normal.

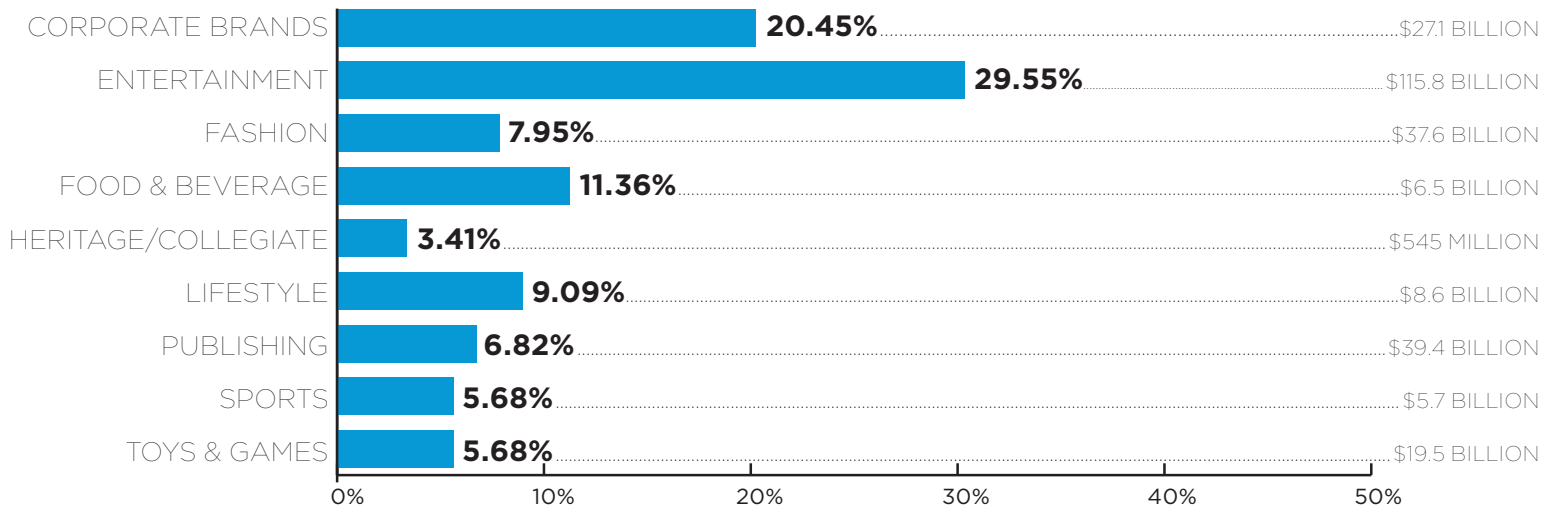
While growth documented across individual brands such as Authentic Brands Group (+\$7.9B), The Pokémon Company International (+\$3.4B) and Dotdash Meredith (+\$5.8B) hints at increased activity for certain players in licensing, the overall picture of growth is even more encouraging. The total upward revenue growth of licensed goods sold at retail across the Top Global Licensors Report is +\$39.6B from FY2020 to FY2021, according to data gathered from 88 brands from varying categories and regions. That's a monumental leap on the COVID-era financial statements of brands, with growth seen across Entertainment (a rise of \$10.7B on 2021 figures), Corporate Brands (\$1.5B), Publishing (\$6.3B), Toys & Games (\$8.8B) and Fashion (\$11.1B).

Concerning region, the 2022 report has risen in submitting brands from North America and thusly reflects an impressive \$31.9B growth for the area. However, EMEA and APAC also reflected promising regional development with \$2.6B and \$3.8B increases, respectively. Still, the overall market is recovering, and consumers are engaging en masse once again as the Top Global Licensors Report 2022 can report a \$57.8B rise to this year's total of licensed goods sold at retail, equaling \$260.8B across the world's top licensors.

BRAND OWNERS (BY COUNTRY OF ORIGIN)



TOP GLOBAL LICENSORS (BY CATEGORY)

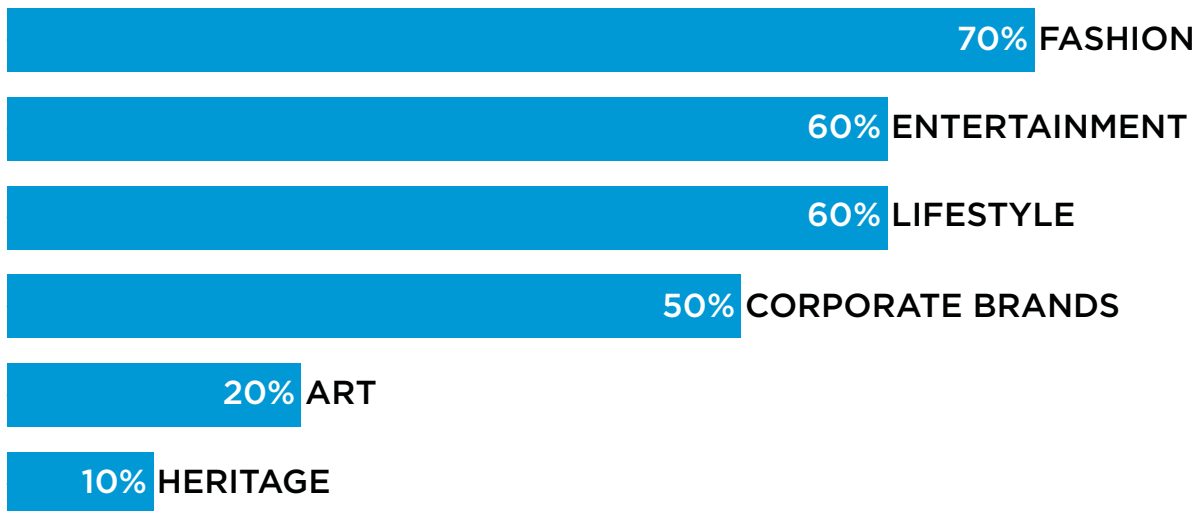


*Each submitting brand to the Top Global Licensors is placed in a category of primary business operation.

Category Insight

TOP CATEGORIES FOR LICENSEES

When asked about existing licensee partnerships and current consumer product categories of operation, Fashion (including apparel and footwear) was indicated as the leading brand category currently held by licensees, followed by Entertainment (i.e. streaming and gaming) and Lifestyle categories, (i.e. home and beauty).



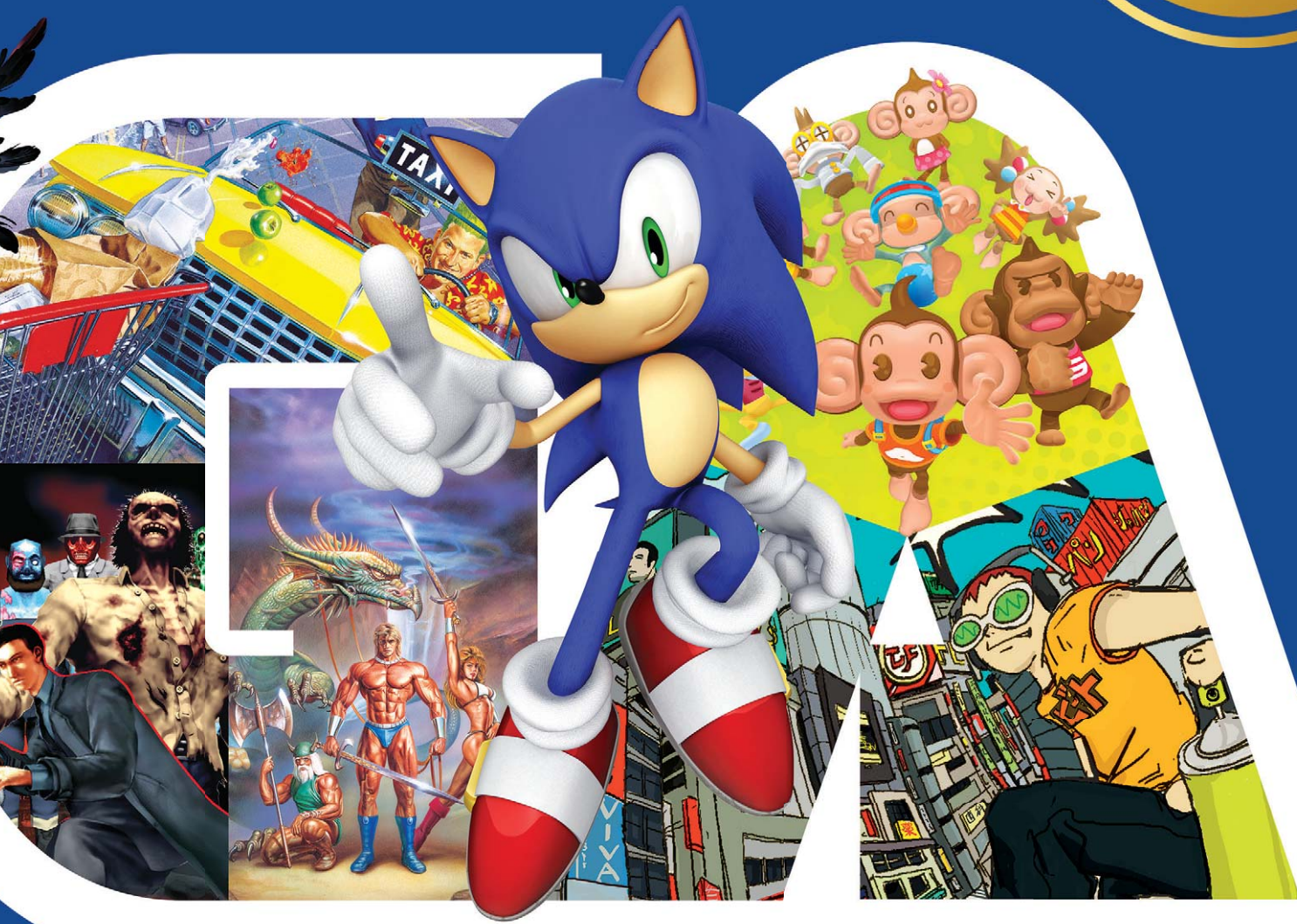
“According to The NPD Group’s latest global toys report, *global toy market sales reached \$104.2 billion in 2021*, an increase of 8.5% versus 2020, and 12.7% versus 2019, making it the best performance in the last 10 years.”



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GLOBAL
LICENSORS



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THE CATEGORIES LICENSORS WILL BANK ON

The brand categories most likely to be considered key to licensing strategies in 2022 and 2023 are:



As the highest-ranking trending categories, Apparel, Food & Beverage, Footwear and Home indicate directionally the future products you'll find on shelf, joined by mainstay categories such as Toys & Board Games, Streaming and TV, Movies and Publishing, which remain consistent in brand owner activity, as well as an increased interest in Health, Wellness and Beauty for brand growth.

The Age of Streaming

TOP 5 STREAMING PROPERTIES

Streaming has one of the most influential holds on the modern brand licensing landscape. With Disney's "Obi-Wan Kenobi" launching alongside the return of Netflix's "Stranger Things," not to mention myriad originals, adaptations and fan-favorite content flooding the market, 2020-22 is the period that cemented streaming in the hearts and minds of consumers.

While the best-performing media properties of 2021 stem from a wide variety of sources, categories and entertainment formats – along with streaming platforms, console releases and short-form content – the latest insights from Nielsen highlight the properties making an impact on viewers in real time*.

| PLATFORM | | TITLE | MINUTES VIEWED (IN MILLIONS) |
|----------|---------|---------------------------------------|------------------------------|
| 1. | NETFLIX | "THE LINCOLN LAWYER" | 1,850 |
| 2. | NETFLIX | "OZARK" | 1,081 |
| 3. | NETFLIX | "SENIOR YEAR" | 767 |
| 4. | NETFLIX | "COCOMELON" | 682 |
| 5. | NETFLIX | "CHIP 'N DALE: RESCUE RANGERS" (2022) | 594 |

Source: Nielsen

"Stranger Things," a fan favorite and cornerstone of Netflix's original roster, ranked 375 million minutes in June 2022 thanks to the arrival of Season 4, while "Workin' Moms" (410 million minutes) and "The Circle" (470 million minutes) gathered huge momentum in viewer time. For the highest-rated arrivals on Netflix (gauged by hours viewed in the first 28 days) "Squid Game" reigns supreme with 1.65 billion hours watched, with "Stranger Things 4" (883.3 million), "Money Heist: Part 5" (792.2 million), "Bridgerton" (656 million) and "The Witcher" (541 million) among some of the platform's most-successful first few weeks. Source: Netflix

*Ranked by millions of minutes watched worldwide for the month of June 2022 across all major streaming platforms.

Property Share

BEST PERFORMING MEDIA PROPERTIES OF 2021**

Breaking down franchise and property success by billions in revenue, Statista highlighted the most impactful brands, characters and IPs as of August 2021, with Pokémon dominating the rankings with \$105 billion to date.

- | | |
|------------------------------|--|
| 1. POKÉMON | 10. WIZARDING WORLD OF HARRY POTTER |
| 2. HELLO KITTY | 11. TRANSFORMERS |
| 3. WINNIE THE POOH | 12. SPIDER-MAN |
| 4. MICKEY MOUSE & FRIENDS | 13. BATMAN |
| 5. STAR WARS | 14. DRAGON BALL |
| 6. DISNEY PRINCESS | 15. CALL OF DUTY |
| 7. ANPANMAN | 16. BARBIE |
| 8. MARVEL CINEMATIC UNIVERSE | 17. GUNDAM |
| 9. MARIO | 18. TOY STORY |
| | 19. CARS |
| | 20. MIDDLE-EARTH (THE LORD OF THE RINGS) |

**As of August 2021.
Source: Statista

TOP 10 VIDEO GAME PROPERTIES

With gaming an always-growing category for licensed consumer products, Nielsen has ranked its top video game properties for console and PC that gamers are looking to get next.**

- | | |
|------------------------------------|--|
| 1. CALL OF DUTY: MODERN WARFARE II | 7. SONIC ORIGINS |
| 2. FORTNITE | 8. POKÉMON SCARLET |
| 3. MADDEN NFL 23 | 9. THE LEGEND OF ZELDA: BREATH OF THE WILD 2 |
| 4. ELDEN RING | 10. MARIO STRIKERS: BATTLE LEAGUE |
| 5. FIFA 22 | |
| 6. MINECRAFT | |

***Rankings as of the week ended June 18, 2022.

TOP 10 LICENSES (KIDS 0-14)

According to BrandTrends, the most popular licenses for children aged 0-14 years-old worldwide are:

- | | |
|-----------------|----------------|
| 1. LEGO | 6. MARVEL |
| 2. MINIONS | 7. FROZEN |
| 3. MICKEY MOUSE | 8. TOM & JERRY |
| 4. SPIDER-MAN | 9. PEPPA PIG |
| 5. PAW PATROL | 10. BARBIE |

Source: BrandTrends (Jan. 2022)

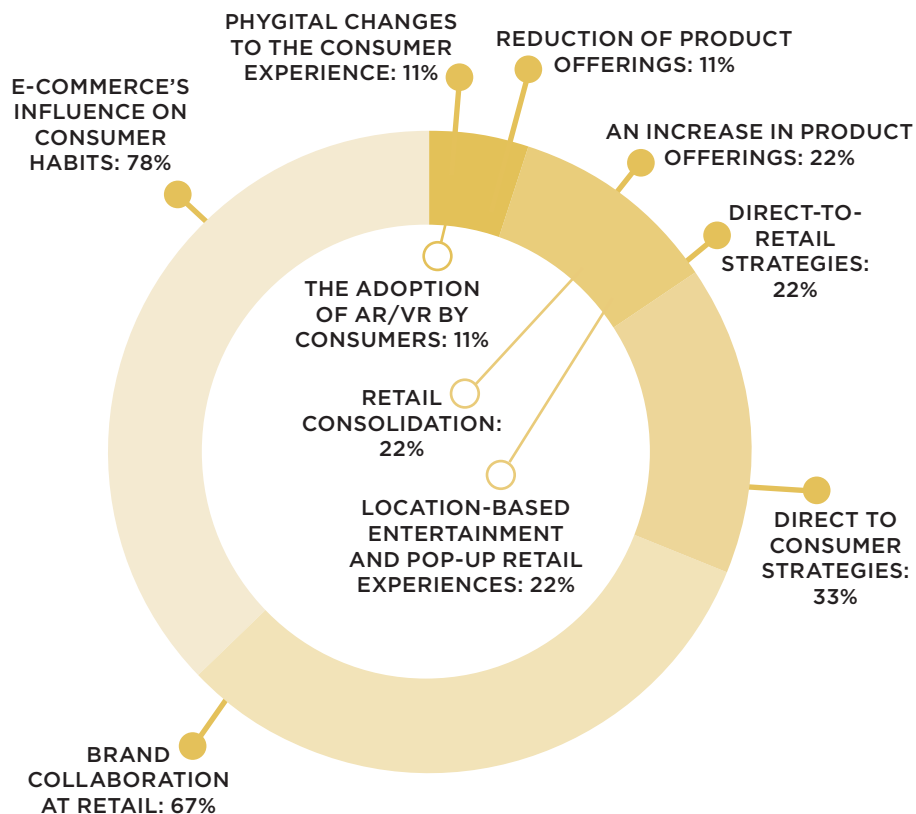
Strategy

GROWTH MARKETS IN 2022/2023



GROWTH STRATEGIES IN 2023

Brand owners must pay attention to the following in order to create growth in 2023:



MARKET CHANGE FORECASTS 2022/23

After pivoting amidst a world of change across 2020/2021, the industry is now conditioning itself to prepare for market shifts and consumer behavior trends to change rapidly. Respondents confirmed License Global's forecast on how the brand licensing, consumer product and retail market will change by highlighting the below as the most likely strategy variables for the coming year.

1. BRAND COLLABORATIONS AND PARTNERSHIPS WILL INCREASE
2. CATEGORY GROWTH AND CROSS CATEGORY EXTENSION WILL BE CRUCIAL
3. SUPPLY CHAIN CONSOLIDATION OR RESOLUTION WILL BE EXPLORED
4. BRANDS WILL PIVOT TO DIGITAL AS E-COMMERCE CONTINUES TO GROW
5. SUSTAINABILITY WILL IMPACT ALL VERTICALS
6. ACQUISITIONS ACROSS RETAIL, COMPANY, BRAND AND INTELLECTUAL PROPERTY WILL CONTINUE
7. NEW TALENT AND EMPLOYEE SUPPORT WILL BE MORE IMPORTANT THAN EVER
8. LOCATION-BASED EXPERIENCES AND POP-UPS WILL FORM A NEW RETAIL EXPERIENCE

TOP 10 GLOBAL RETAILERS

1. WALMART.....\$538.2 BILLION
2. AMAZON.COM.....\$330.2 BILLION
3. SCHWARZ GROUP.....\$158.6 BILLION
4. ALDI.....\$134.7 BILLION
5. COSTCO.....\$187.2 BILLION
6. AHOLD DELHAIZE.....\$93.2 BILLION
7. CARREFOUR.....\$105.4 BILLION
8. IKEA.....\$52.2 BILLION
9. SEVEN & I.....\$97 BILLION
10. THE HOME DEPOT.....\$142.3 BILLION

*Total Retail Revenues
Source: NRF via Kantar

The Walt Disney Company

1 THE WALT DISNEY COMPANY

\$56.2B (E) (NYSE: DIS)

WWW.THEWALTDISNEYCOMPANY.COM

As part of The Walt Disney Company, Disney Consumer Products, Games and Publishing brings beloved brands into the daily lives of families and fans of all ages through innovative products and immersive experiences around the world. Its products and retail experiences span across the company's iconic brands – Disney, Pixar, Marvel, Star Wars, ESPN, Twentieth Century and National Geographic – and are delivered through a variety of channels including the shopDisney e-commerce platform as well as at Disney Parks, local and mass-market retailers and Disney stores globally.

As the world's largest licensing business, Disney Consumer Products, Games and Publishing works with top brands – including Hasbro, Mattel, Mad Engine, the LEGO Group, Jay Franco, Kimberly Clark, Funko and Procter & Gamble – on world-class products across multiple categories that appeal to our global consumers. The business is also one of the world's largest licensors of games across platforms; and the home of Disney Publishing Worldwide, one of the world's largest publishing brands.

Together with our global licensees, we connect fans to their favorite characters and stories through product launches tied to new content, movies and Disney+ series; in-demand retail campaigns, including Bring Home the Bounty and Ultimate Princess Celebration; fashion collaborations with brands such as Adidas, Balenciaga x “The Simpsons” and Levi's; halo collaborations such as Marvel x Maisonette: Spidey & His Amazing Friends, Pop-In @ Nordstrom – Mickey & Friends and The Sean Wotherspoon x Adidas Originals SUPERTURF ADVENTURE SW featuring Disney's Jiminy Cricket; mobile, console and PC games like “Kingdom Hearts,” “Marvel's Spider-Man” and “LEGO Star Wars: The Skywalker Saga;” award-winning books, including “Star Wars: The High Republic” series; and authentic, inclusive and representative product lines such as Disney Pride Collection and adaptive roleplay costumes and wheelchair covers.

In Fiscal 2021, total global retail sales of both licensed and owned-and-operated products reached \$56.2 billion. This number is inclusive of licensed and direct-to-consumer products across Disney Consumer Products, Games and Publishing, Disney Parks, Studio Entertainment, ABC and ESPN, as well as National Geographic and Twentieth Century.



2 DOTDASH MEREDITH

\$35.9B (NYSE: MDP)

WWW.DOTDASHMEREDITH.COM

Dotdash Meredith's continued partnerships with Walmart and Realogy

continue to thrive and expand immensely. Better Homes and Gardens (BHG) drove growth in the product assortment at Walmart, with more than 3,000 active SKUs online and in Walmart stores nationwide. In addition to core home and outdoor living collections, the BHG collection expanded during 2020 into lighting, bath hardware, heaters, ceiling fans, drinkware and wallpaper, which tapped into consumers' heightened interest in DIY and home improvement. Consumers interest continued to grow in 2021 and sought out BHG sheets, towels, candles, lawn, garden and patio furnishings in 2021. The growing BHG Real Estate network includes more than 12,000 independent sales associates and about 400 offices serving home buyers and sellers across the U.S., Canada, Jamaica, The Bahamas, Australia and New Zealand.

Southern Living: Anchored by the home collection at Dillard's, Southern Living's top licensing programs include inspired residential communities with several developers, Southern growing zone-friendly plants and shrubs by PDSI and partnered with 1-800 Flowers to conveniently deliver floral arrangements.

The Spruce: The Spruce by iDesign storage and organization line was designed to make organizing simple. The collection launched at Lowe's in 2020 and expanded in 2021 to additional solution sets of stackable, modular containers made from 100% post-consumer recycled plastic.

Coastal Living: Consumer interest in Coastal Living's design point of view prompted expansion with Universal Furniture to include a third furniture collection and work on a new outdoor line. Coastal Living also launched a lighting collection with Regina Andrew featuring coastal-inspired lamps, sconces and statement chandeliers.

Brides: Minted + Brides Collection is a curated assortment of wedding stationery and website templates thoughtfully designed to celebrate all couples and all wedding aesthetics.

Other domestic licensed programs include Allrecipes cookware, pantry ware and spice collection, Cooking Light cookware and cutlery and REAL SIMPLE natural cleaning products and floral arrangements. International partnerships include LIFE products and pop-up stores in Korea.



3 AUTHENTIC BRANDS GROUP

\$21.7B (PRIVATE)

WWW.AUTHENTICBRANDSGROUP.COM

Authentic Brands Group is a leading brand development, marketing, media and entertainment company. Generating more than \$21 billion in licensed retail sales in 2021, ABG's portfolio includes more than 50 global brands and properties and is diversified across the entertainment and lifestyle sectors.

The company's entertainment properties include icons Marilyn Monroe, Elvis Presley and Muhammad Ali; living legends Shaquille O'Neal, David Beckham, Greg Norman, Julius “Dr. J” Erving, Thalia Sodi and Neil Lane; media properties Sports Illustrated, Sports Illustrated Swim, Sports Illustrated Studios, Studio 99; and characters Mini Marilyn, Agent King and

Little Shaq. ABG's experiences portfolio includes Shaq's Fun House, SI Sportsbook, SI TIX, Prospects by Sports Illustrated, Sports Illustrated Circuit Series, The Sports Illustrated Awards, Sports Illustrated's The Party, Sports Illustrated Swim Search, Elvis Week, Graceland. Food and beverage brands include Big Chicken, Freds, Vernon's Smokehouse, Gladys' Diner.

ABG has a number of fashion and lifestyle brands, including Nautica, Aéropostale, Forever 21, Lucky Brand, Juicy Couture, Nine West, Vince Camuto, Frederick's of Hollywood, Tretorn, Geoffrey Beene, Barneys New York, Judith Leiber, Brooks Brothers, Herve Leger, Hart Schaffner Marx, Hickey Freeman, Frye, IZOD, Jones New York, Van Heusen, Arrow, Reebok, Spyder, Volcom, Eddie Bauer, Prince, Airwalk, Vision Street Wear, Tapout, Thomasville, Drexel and Henredon.

ABG continues to drive organic growth for its brands by partnering with best-in-class manufacturers, operators, retailers, producers and studios to expand their presence around the world. Drivers of new growth include brand acquisitions, global expansion, digital and e-commerce development, Web3 and new entertainment projects.

In 2021, ABG ushered in its largest acquisition to date with Reebok. The company entered a strategic partnership with David Beckham to co-own and manage Beckham's global brand. In connection with the partnership, Beckham became a shareholder in ABG. The addition of Eddie Bauer, further diversified ABG's portfolio and put the company at the forefront of this thriving industry vertical. ABG also acquired the Heritage Brands portfolio from PVH Corp., which included trusted style authorities Izod, Van Heusen, Arrow, Geoffrey Beene and other brands. The company acquired Iconic Images, a U.K.-based enterprise that is home to an extensive archive of images spanning the history and pop culture. Additionally, ABG acquired Neil Leifer's collection of photography and fine art business.

In February, ABG opened its European headquarters in London.

"Elvis," the biopic directed by Baz Luhrmann, premiered in June.

ABG and 888, an online betting and gaming company, announced an exclusive U.S. online sports betting and iGaming partnership for Sports Illustrated. Sports Illustrated has also diversified via SI Tix, a new ticketing platform.

ABG has created various Web3 partnerships to enhance the storytelling and offerings for its brands through technology. Several NFT collections have launched across its brands, including Marilyn Monroe, Elvis Presley, Muhammad Ali, Neil Leifer, Sports Illustrated and Shaquille O'Neal.

Forever 21 dabbled in the metaverse through Forever 21 Shop City, a fashion retail experience in the "Roblox" metaverse. Additionally, Forever 21 launched an immersive storefront in Decentraland's Fashion District during Metaverse Fashion Week.

JCPenney collections launched since 2021 include Juicy by Juicy Couture, Sports Illustrated for JCPenney, Marilyn Monroe for JCPenney, Airwalk for JCPenney, Shaquille O'Neal XLG and Forever 21.

Other key collaborations include Forever 21 x "Roblox," Juicy Couture x GANNI, Juicy Couture x Staff Only, Aéropostale x Cheetos, Judith Leiber x Star Wars, Eddie Bauer x Christopher Bevans, Reebok x Prince, Reebok x Eames, Nautica x BSTN, Tretorn x Draper James, Marilyn Monroe x tokidoki, Elvis x Build-a-Bear, Elvis Presley x Gibson and Muhammad Ali x Hugo Boss.

ABG has a growing slate of VIP and ticketed events and experiences that engage top celebrities, industry leaders, content creators and fans alike. Sports Illustrated marked the launch of its 2022 Swimsuit issue with a

slate of events in New York City and Hollywood, Fla., sponsored by partners Forever 21, JCPenney, Nine West and Vince Camuto.

ABG Entertainment ushered in Super Bowl Weekend with a VIP event in Beverly Hills and Sports Illustrated The Party. Shaq's Fun House transformed the Shrine Auditorium in Los Angeles into a larger-than-life carnival experience.

At the Seminole Hard Rock Hotel & Casino in Hollywood, Fla., athletes and teams celebrated the biggest night in sports at the 2021 Sports Illustrated Awards. The live show attracted more than five million viewers worldwide.

ABG Entertainment launched the all-new Club SI in partnership with Circuit of the Americas to celebrate F1 in Austin, Texas and hosted a slate of exclusive events leading up to Big Race Weekend in Miami.

Broadcasting live from Tampa, Fla., the Big Game weekend's event drew 10 million viewers and featured professional athletes, celebrities and A-list stars across two teams competing in a series of fun, viral challenges to win the first-ever SHAQ Bowl Trophy and featured a SHAQ Bowl Halftime Show Presented by Pepsi Stronger Together.



4 WARNERMEDIA/WARNER BROS. CONSUMER PRODUCTS

\$15B (NYSE: T)

Warner Bros. Global Brands and Experiences encompasses Warner Bros. Consumer Products, DC, Warner Bros. Themed Entertainment and the company's Franchise Development business units. Leveraging the creative power of Warner Bros., HBO, Cartoon Network, Adult Swim, DC and more, Warner Bros. Global Brands and Experiences grows consumer relationships across the breadth of the company's biggest franchises like Harry Potter, Friends, Game of Thrones, Wonder Woman, Batman, Superman, Rick and Morty and more by delivering curated products, compelling experiences, and content that creates lasting connection to the company's iconic characters and storytelling.



5 THE POKÉMON COMPANY INTERNATIONAL

\$8.5B (PRIVATE)

WWW.POKEMON.COM

In 2021, TPCi celebrated 25 years of Pokémon across the franchise's entertainment portfolio of video games, apps, the Pokémon Trading Card

Game (TCG), animation and merchandise. Anchoring the celebrations was the yearlong P25 Music campaign created in partnership with Universal Music Group. The program featured some of the biggest names in music – from rising artists to award-winning superstars like Katy Perry, Post Malone and J Balvin – and culminated in a digital album, “Pokémon 25: The Album,” comprised of 14 songs by 11 different artists. Pokémon also hosted a virtual music concert headlined by Post Malone – which included “Only Wanna Be with You – Pokémon 25 Version,” a surprise original cover of the ’90s hit. The activation won the coveted award of Gold at the prestigious Cannes Entertainment for Music Lions in the Brand Partnership/Endorsement Category, recognizing the brand for being best-in-class and cutting-edge in marketing and original content.

Stemming from the brand’s massive 25th anniversary celebration and global campaign, TPCi’s licensing and retail programs experienced significant growth across gaming, toys, apparel and accessories, designer collaborations, tech gear, home décor and more.

In the toys and collectibles category, TPCi released a special 25th anniversary-themed expansion titled, “Celebrations,” for the best-selling Pokémon TCG and collaborated with licensees like Jazwares, Mattel, Funko, Build-A-Bear Workshop and The Wand Company on specially themed products. Pokémon Center – the company’s official e-commerce arm and the premier destination for high-quality Pokémon merchandise in the U.S., Canada and the U.K. – launched an anniversary-inspired merchandise collection throughout the year. The company also continued to foster strong partnerships with retailers like Target, Walmart, Amazon, GameStop, EB Games, Kmart Australia, Carrefour, Smyths Toys, Tesco, Toys “R” Us – plus many international independent retailers. These programs contributed to Pokémon’s position as the top-selling toy property in the U.S. throughout its anniversary year.

In the fashion and lifestyle category, Pokémon collaborated with top designers and brands such as Levi’s, Converse, Baccarat, Irregular Choice and MARKET on unique capsule collections celebrating Pokémon’s 25th anniversary, with the Baccarat × Pokémon collaboration being selected as a finalist for Best Licensing Collaboration at the 2022 Licensing International Excellence Awards.

Furthermore, TPCi delivered fan-focused promotional activations with food partners such as McDonald’s, General Mills and OREO that highlighted 25 years of Pokémon and garnered widespread buzz.

As a result of these activations, Pokémon gained global industry recognition and was awarded License of the Year at the 2022 Toy of the Year Awards, Overall Licensed Property of the Year at the 2022 Australian Toy Association Awards, Best Gaming Licensed Property at the 2021 U.K. Licensing Awards and Licensors of the Year at the 2021 Licensing Awards France. In addition, its “Poste Italiane for Pokémon” initiative won Best Kids Licensing Project at the 2022 Bologna Licensing Awards.

Many of these programs were based on a license of the globally popular TV animation, which boasts more than 1,000 episodes spanning 24 seasons. The latest season, “Pokémon Master Journeys: The Series,” premiered exclusively on Netflix in the U.S. and aired via broadcast partners around the world. TPCi and Netflix also partnered to debut the 23rd animated Pokémon film, “Pokémon the Movie: Secrets of the Jungle.”

Driven by the brand’s strong momentum during its 25th anniversary, TPCi is continuing to expand its award-winning licensing programs with partnerships and products that appeal to fans across generations. Looking

ahead, TPCi will launch new video games for Nintendo Switch in late 2022, namely the highly anticipated “Pokémon Scarlet” and “Pokémon Violet,” which will introduce a new region to explore, new Pokémon to discover and new ways for fans to play. These titles are expected to continue to drive the brand forward. “Pokémon Scarlet” and “Pokémon Violet” come on the heels of other recent Pokémon video game launches, including “Pokémon Brilliant Diamond,” “Pokémon Shining Pearl” and “Pokémon Legends: Arceus.” Lastly, TPCi will continue to build broad awareness for the brand with “Pokémon GO,” developed by Niantic and receiving more than one billion downloads, by launching the highly anticipated “Pokémon TCG: Pokémon GO” expansion, a special collaboration inspired by the popular mobile game.



6 HASBRO
\$8.4B (NASDAQ: HAS)
WWW.HASBRO.COM

Hasbro is a global play and entertainment company committed to making the world a better place for all children, fans and families. Hasbro delivers immersive brand experiences for global audiences through consumer products, including toys and games; entertainment through eOne, its independent studio; and gaming, led by the team at Wizards of the Coast, an award-winning developer of tabletop and digital games best known for fantasy franchises Magic: The Gathering and Dungeons & Dragons.

The company’s portfolio of approximately 1,500 brands includes Magic: The Gathering, Nerf, My Little Pony, Transformers, Play-Doh, Monopoly, Baby Alive, Dungeons & Dragons, Power Rangers, Peppa Pig and PJ Masks, and premier partner brands. For the past decade, Hasbro has been consistently recognized for its corporate citizenship, including being named one of the 100 Best Corporate Citizens by 3BL Media and one of the World’s Most Ethical Companies by Ethisphere Institute.



7 NBCUNIVERSAL/UNIVERSAL BRAND DEVELOPMENT
\$8.3B (NASDAQ: CMCSA)
WWW.UNIVERSALBRANDDEVELOPMENT.COM

In 2021, Universal Brand Development (UBD) continued its alignment and collaboration within the Universal Parks & Resorts (UPR) division – creating significant bench strength as UBD is one of only two media companies that have global theme parks – enabling the division to deepen

WHERE FRANCHISES ARE PARAMOUNT



Paramount

direct-to-consumer connections with innovative physical and digital products and experiences 365-days-a-year. With fandom driving the momentum, UBD's global brands such as Illumination's Minions, Universal Pictures' Jurassic World and Fast & Furious, DreamWorks Animation's Trolls and vault properties from the studio's 100-year-plus history continue to develop into bigger, broader franchises with expanding eco-systems.

Illumination's Minions holds the title of the world's most successful animated franchise of all-time. With more than \$6 billion in retail sales and counting, Minions is a global powerhouse brand. Since their break-out success in "Despicable Me," the Minions have become global icons and their influence on pop culture and fashion is undeniable.

Universal Pictures and Amblin Entertainment's Jurassic World continues to maintain its status as the "definitive dinosaur brand" – delivering on wonder, thrills, discovery and epic adventure. Reporting significant growth within non-theatrical years, thanks in part to the globally popular Netflix animated series, "Jurassic World: Camp Cretaceous," created in partnership with DreamWorks Animation, the success has driven the franchise's expanded global footprint at retail, becoming a true evergreen brand for every consumer segment, available across toy, apparel, home, food, care, publishing, video games, seasonal offerings and much more.

Universal Pictures' record-smashing, homegrown Fast & Furious franchise continues to be the studio's most-profitable and longest-running one. With "F9" being a Top 5 box office grossing film for 2021, the franchise continues to reach fans through a multitude of touchpoints – from toys, apparel and video games to a popular animated series and blockbuster films – with 2021 being a breakout year for the franchise with a second year of YOY consumer products growth.

UBD also entered the preschool space with the hit original series, "Gabby's Dollhouse," from DreamWorks Animation. As the series continues to resonate with families, the toy line has taken off. "Gabby's Dollhouse" is the first original preschool property, developed for a streaming platform, to show significant success at retail.

On the vault front, UBD continues to tap into the studio's more than 100-year-old rich history seeing significant success on everything from TV streaming properties like "The Office" to classic animated series like "Casper" and iconic movies like Universal Monsters ("Frankenstein," "Dracula," etc.) to nostalgic films from Amblin Entertainment like "Back to the Future" and "E.T. the Extra-Terrestrial."

UBD continues to expand its IP portfolio with even more exciting, new properties, products and fan experiences – showcasing that the greatest stories are truly Universal.



8 **MATTEL**

\$7.4B (E) (NASDAQ: MAT)

WWW.CORPORATE.MATTEL.COM

Mattel's top licensed properties include Barbie, Thomas & Friends,

Fisher-Price and Hot Wheels. Mattel is a leading global toy company and owner of one of the strongest catalogs of children's and family entertainment franchises in the world. Mattel creates innovative products and experiences that inspire, entertain and develop children through play. The company engages consumers through its portfolio of iconic brands, including Barbie, Hot Wheels, Fisher-Price, American Girl, Thomas & Friends, UNO, Masters of the Universe, Monster High and MEGA, as well as other popular intellectual properties that it owns or licenses in partnership with global entertainment companies. Offerings include film and television content, gaming and digital experiences, music and live events. Mattel operates in 35 locations and its products are available in more than 150 countries in collaboration with the world's leading retail and ecommerce companies. Since its founding in 1945, Mattel is proud to be a trusted partner in empowering children to explore the wonder of childhood and reach their full potential.



9 **BLUESTAR ALLIANCE**

\$6.5B (PRIVATE)

WWW.BLUESTARALLIANCE.COM

The Bluestar Alliance portfolio includes some of the world's most recognizable brands, including Hurley, Justice, Elie Tahari, Tahari, Tahari ASL, Bebe, Brookstone, Nanette Lepore, Catherine Malandrino, Kensie, Kensie Girl, English Laundry, Joan Vass and Limited Too. Distribution is both international and domestic with revenue being derived from an extensive and comprehensive lifestyle licensing strategy that includes all classifications of product.

Key drivers are sportswear, dresses, active, swimwear, denim, footwear, handbags, accessories, fragrance, eyewear, electronics and home, among others. Each brand is supported by ongoing marketing, social and digital media initiatives to increase brand awareness and market share penetration. Bebe and Kensie have been particularly successful incorporating social media influencers and celebrities into national campaigns that include billboards, videos and social postings across multiple platforms. Hurley boasts an impressive roster of professional athletes and lifestyle ambassadors in surf, skate and snow, with collections spanning men's, women's and kids. The acquisition of Justice has opened new product and marketing opportunities and Justice's engaged fanbase and social media impact will play key roles in the brand's evolution. Brookstone's products are consistently driven by innovation and design in electronics, soft home, massage, wellness, personal care, home environment and more. And American designer Elie Tahari continues to be recognized for the consistency of his timeless fashions.

Retail partners span across many tiers of distribution, depending on the brand focus. Products can be found in retailers such as (but not

limited to) Neiman Marcus, Bloomingdale's, Nordstrom, Macy's, Hudson Bay, Dillard's, Belk, The Buckle, Dick's Sporting Goods, Von Mauer, T.J. Maxx, Burlington, Ross, Kohl's, Bed Bath and Beyond and Costco. In addition, online retailers like Amazon and direct-to-consumer e-commerce platforms have been very successful. The portfolio of brands also distributes product to North America, Europe, South America, Asia, Australia, the Middle East and India.

In 2021 and 2022, Bluestar Alliance will continue to expand its existing licensing program by extending licensees and distributors into new markets and channels of distribution, as well as identifying and executing strategic opportunities for expansion in both the domestic and international markets.



10 PARAMOUNT GLOBAL/ PARAMOUNT CONSUMER PRODUCTS AND EXPERIENCES

\$6B (NASDAQ: PARA)

WWW.PARAMOUNT.COM

Paramount Consumer Products and Experiences oversees all licensing and merchandising for Paramount Global, a leading media and entertainment company that creates premium content and experiences for audiences worldwide. Driven by iconic consumer brands, the portfolio includes a diverse slate of IPs and content from BET, CBS (including CBS Television Studios and CBS Television Distribution), Comedy Central, MTV, Nickelodeon, Paramount Pictures and Showtime. With properties spanning animation, live-action, preschool, youth and adult, the company is committed to creating the highest quality product for some of the world's most beloved, iconic franchises. Additionally, Paramount Consumer Products and Experiences oversees the online direct-to-consumer business for CBS and Showtime programming merchandise, as well as standalone branded ecommerce websites for "Star Trek," "SpongeBob SquarePants," "South Park" and MTV.

Paramount Consumer Products and Experiences includes all licensed products across apparel, toys, books, digital and location-based experiences for its properties, such as beloved preschool brands Baby Shark, PAW Patrol and Blue's Clues & You, classic Nickelodeon brands, SpongeBob SquarePants, Rugrats, Teenage Mutant Ninja Turtles, the Star Trek franchise as well as pop culture hits including "Yellowstone" and "Emily in Paris," among many others. Paramount Consumer Products and Experiences worked with several retail partners worldwide in 2021, including Walmart, Target, Amazon, Primark, Asda and many more.



11 WHP GLOBAL

\$4.2B (PRIVATE)

WWW.WHP-GLOBAL.COM

Brand management company WHP Global specializes in acquiring global consumer brands and strategically investing in high-growth distribution channels and global digital commerce platforms, in addition to introducing new product categories that are relevant to today's consumer. WHP Global owns and manages eight core brands generating more than \$4.2 billion in retail sales across three verticals: fashion, hardgoods and athletic. The athletic vertical is anchored by LOTTO; the hardgoods vertical is anchored by Toys "R" Us and Babies "R" Us; the fashion vertical is anchored by Anne Klein, Joseph Abboud, William Rast, Joe's Jeans and Isaac Mizrahi. WHP Global was founded in the summer of 2019 by industry veteran Yehuda Shmidman, with original backing from big-time capital players Oaktree Capital and BlackRock. WHP began with fashion brands Anne Klein and Joseph Abboud prior to COVID-19. With the onset of COVID, WHP Global made aggressive moves to propel its growth, including deploying significant capital to acquire brands, build a team across four offices, launch an in-house e-commerce business called WHP+ and an in-house sourcing agency called WHP Solutions. WHP Global has been equally aggressive in expanding its brands, as highlighted by several landmark partnerships recently announced, including Toys "R" Us – Macy's, Toys "R" Us – Flipkart and Toys "R" Us – American Dream. WHP opened an all new 20,000 square foot flagship through a new licensing partnership: LOTTO – Coupang. WHP partnered with e-commerce giant Coupang to launch in South Korea. Even with all this growth, the WHP Global platform is still in its early years and its future looks very bright, especially given its robust pipeline of acquisitions, strong capital structure, experienced team and a vibrant network of more than 125 licensees across its owned brands.



TOEI ANIMATION

Since 1956

12 TOEI ANIMATION

\$4.1B (NASDAQ: 4816)

WWW.TOEI-ANIMATION-USA.COM

Legendary studio Toei Animation continues to lead the anime industry globally. Since its founding in 1956, Toei Animation has been the industry's pioneer and is now the world's most prolific anime studio with a catalog that totals 242 feature-length films and more than 12,683 TV episodes (encompassing more than 222 shows) including the global hit franchises

Dragon Ball, One Piece, Sailor Moon, Saint Seiya and Digimon. To address the ever-increasing international demand for its properties, Toei Animation's regional offices in the U.S., Europe, Hong Kong and Shanghai direct all TV, satellite and OTT distribution sales as well as consumer merchandise licensing outside Japan. In 2021, Toei Animation garnered significant year-over-year growth in retail sales that was driven by not only record licensing gains and expanded distribution but also new production development and major marketing efforts encompassing all its top franchises. These included the new "Digimon Adventures" TV series, the continuing international release of "Digimon Adventures: Last Evolution Kizuna," the reveal of new movies "Dragon Ball Super: SUPER HERO" and "One Piece Film Red," the global celebration of the 1000th episode of the "One Piece" TV series and the expanded distribution of "Sailor Moon," "One Piece" and "Saint Seiya" franchise titles on major streaming platforms. Toei Animation has extended this momentum into 2022 and is growing it through new strategic initiatives. One such initiative is Toei Animation's launch of its new direct-to-consumer marketing strategy, which is being spearheaded by company's office in Los Angeles, Calif., Toei Animation and implemented across its region which includes North America, Latin America, South Africa, Australia and New Zealand. In March, Toei Animation launched Spanish-language social channels for fans in Latin America – becoming the first major anime studio to do so. This news was coupled with the release of the "Pretty Guardian Sailor Moon Crystal" TV series in both Spanish and Portuguese on Netflix LATAM. With retail sales totaling more than \$4.1B in 2021, it's clear that Toei Animation's properties continue to be the most in-demand IPs for consumer anime merchandise. To illustrate the depth and breadth of the licensing deals driving 2021 retail sales, Toei Animation released its annual Dragon Ball franchise report and the first One Piece franchise report, in April and May 2022 respectively, which provides an extensive list of new agreements detailing the licensee, product categories and specific IP. Leveraging its long track record in fashion collaborations, in 2021 Toei Animation successfully targeted the fast-growing streetwear segment and released or announced collections with major streetwear brands like Steve Aoki's Dim Mak, The Hundreds, Primitive Skateboarding, Hyland and BAIT. Numerous collaborations in a variety of categories are already in the pipeline for 2022 with many to be announced later this year.

StanleyBlack&Decker

13 STANLEY BLACK & DECKER
\$4B (E) (NYSE: SWK)
WWW.STANLEYBLACKANDDECKER.COM

Stanley Black & Decker is a global provider of home and outdoor products, including hand tools, storage solutions, power tools and more. The company's recognizable tool brands include Stanley, Black+Decker, DeWalt and Craftsman. Stanley Black & Decker licenses its brands into small and mid-size appliances, automotive and outdoor power equipment, among others. The company's top retail partners include Lowe's, The Home Depot, Ace Hardware and Amazon. The Stanley Black &

Decker licensing team expects to continue its growth trajectory through accelerated new product introductions, including category expansions and entry into new global markets. Also, with the acquisition of MTD, Stanley Black & Decker will look to expand the Cub Cadet, TroyBilt and Wolf-Garten brands into adjacent categories. In addition, continued strong retailer and customer relationships will drive growth for the Stanley Black & Decker licensing program.



Electrolux

14 THE ELECTROLUX GROUP
\$3.84B (E) (ELUX-B.ST)
WWW.ELECTROLUXGROUP.COM/EN

The Electrolux Group is a global leader in home appliances, offering solutions for households and businesses, including refrigerators, dishwashers, washing machines, cookers, vacuum cleaners, air conditioners and small domestic appliances. The group has 53 factories on all continents and sells more than 60 million products to customers in more than 150 countries every year under brands including Electrolux, AEG, Zanussi and Frigidaire. In 2021, the company's licensees partnered with major retailers throughout the world resulting in successful programs in Europe with cookware and kitchen accessories. Retail success in North America was driven by licensees that secured both online and in-store placement at major mass retailers, electronics stores and home improvement stores including Walmart, Costco, Amazon and DIY channels. The Electrolux Group's licensing program is strongly aligned with the core business and focuses on creating quality brand extensions in taste, care, wellbeing and sustainability. Products licensed globally include major and small appliances, laundry, kitchen accessories, lighting, solar panels, heating and cooling products, water and air purification systems and solar energy.



15 SANRIO
\$3.6B (NYSE: SNROF)
WWW.SANRIO.COM

Sanrio is a global lifestyle and entertainment brand best known for pop icon Hello Kitty, and other character favorites, including My Melody, Kuromi, Gudetama and Aggretsuko. The brand's 62-year legacy has led to expansion of its licensing portfolio. The brand continues to reach its core fans by incorporating Sanrio characters into all facets of their lives through products, engaging digital content and messaging of friendship and kindness. Sanrio is evolving its offerings through content and digital

play via online and social channels. This includes new video content and gaming platforms. Sanrio recently launched the My Hello Kitty Cafe experience on “Roblox.” The company also partnered with Toca Boca to offer Sanrio designer tools in “Toca Life World” and launched a line of gaming accessories with Razer. Sanrio expanded the Hello Kitty and Friends YouTube channel with a combination of animation, live action and DIY. The highlight is the “Hello Kitty and Friends Supercute Adventures” short-form, animated series that showcases Hello Kitty along with other core Sanrio characters. Additionally, “Aggretsuko” has an ongoing series on Netflix and debuted season four in 2021. Audiences recognize the brand’s history of lifestyle products and growing list of co-branded partnerships spanning across food, fashion, play and beauty. Sanrio will continue launching high-profile collaborations in 2022 with brands including, Nike, Pixi and Pyrex. It is expanding its lifestyle programs with specialty retailers such as Hot Topic, Forever 21 and Pottery Barn Teen. Mass offerings including sporting goods and the My Life As doll and accessory program with Walmart. As Sanrio looks toward the future and beyond, the brand re-energizes its focus toward lifestyle products and services that help elevate the everyday. And alongside its traditional licensing opportunities, Sanrio continues to foster new, cutting-edge innovations across digital and gaming platforms.



16 PROCTER & GAMBLE

\$3.5B (E) (NYSE: PG)

WWW.PG.COM

Procter & Gamble brands support consumers’ needs of health, hygiene and cleaning. The company’s licensed product sales span all global business units including home care, fabric care, oral care, personal health care, grooming and beauty. The company’s top licensed products in 2021 included Febreze, Braun, Pampers, VICKS, Tide, Gain, Dawn, Mr. Clean and Vidal Sassoon.

Future plans include innovation and growth of trademark licensing outside of North America.

BBC STUDIOS

17 BBC STUDIOS

\$3.43B (E) (PRIVATE)

WWW.BBCSTUDIOS.COM

BBC Studios is a commercial subsidiary of the BBC. Its licensing division is responsible for maximizing the value of the company’s IP and the retail sales figures are based on revenue from toys and games categories, digital games and publishing, soft lines and live events. The company’s top

licensed properties in 2021 included “Bluey,” “BBC Earth,” “Hey Duggee,” “Doctor Who” and “Top Gear.”

BBC Studios’ retail partners include Amazon, Argos, Asda, Big W, Sainsbury’s, Smyths, Target, Tesco and Walmart.

BBC Studios is establishing a long-term global licensing program for “Bluey” and has already appointed agencies and licensees in markets around the world. Key existing agreements include master toy partner Moose Toys and master publisher Penguin Random House as well as global and multi-territory deals including VTech, Crayola, Colgate and a recently announced deal with Hasbro.

With more than 58 years of history as the world’s longest running action-adventure television show and the Doctor’s next regeneration due to air later this year, Doctor Who is a hit global franchise with hundreds of thousands of fans worldwide and more than 50 long-standing licensees including Character Options, Moonpig.com, Winning Moves, Eaglemoss, Build-A-Bear and Brand Alliance.

The licensing program for “Hey Duggee” continues to grow with new U.K. licensees recently announced for health and beauty products, H&A and an expanded range of wheeled toys from MV Sports. Master toy partners are Golden Bear (U.K.), Bizak (Spain) and Lansay (France), with wooden toys from 8th Wonder in the U.K. and roleplay and bubbles from HTI Toys (U.K.). Master publishing agreements are with Penguin Random House (U.K.) and Hachette (France). Earlier this year a new attraction, Hey Duggee’s Big Adventure Badge, opened at CBeebies Land at Alton Towers Resort in the U.K.

“Top Gear” still sits in pole position with its 31st series and BBC Studios are looking to expand the licensing portfolio for the hit global brand. As BBC Studios’ natural history content pipeline grows bigger than ever, the BBC Earth brand continue their partnerships with Teemill who have added a fun children’s collection to their sustainable clothing range and Danilo for cards and calendars.

BANDAI NAMCO

18 BANDAI NAMCO GROUP **NEW!**

\$3.2B (OTCMKTS: NCBDF)

WWW.BANDAINAMCO.CO.JP/EN

Bandai Namco Group exists to share dreams, fun and inspiration with people around the world. The company’s purpose, “Fun for All into the Future” is to create a brighter future for everyone by connecting people and societies in the enjoyment of uniquely entertaining products and services. Offering a diverse range of entertainment on a global scale, the Bandai Namco Group is comprised of Bandai Namco Holdings, which is a pure holdings company that includes three business units: entertainment (video games for consoles, PC, online and mobile platforms; toys and hobby), IP production (visual and music content, animation, copyright, artists and live entertainment) and amusement (machines and facilities), along with affiliated business companies that support the work of these units. The strength of the Bandai Namco Group lies in its extensive roster

of IPs produced for a worldwide audience of all ages. The group is known for creating many of the industry's beloved classic franchises such as Pac-Man, Galaga Tekken, Soulcalibur, Ace Combat and publishing the critically acclaimed Dark Souls series and the blockbuster title, "Elden Ring." Other popular franchises include Gundam, Tamagotchi, The Idolmaster, IDOLiSH7, Little Nightmares, The Bear's School and Kapibaras. Leveraging these powerful intellectual properties, the Bandai Namco Group strives to provide optimal products and services to foster deep, broad and multifaceted connections with current and new fans as well as communities around the globe.

kathy ireland® WORLDWIDE

19 KATHY IRELAND WORLDWIDE

\$3.2B (E) (PRIVATE)

WWW.KATHYIRELAND.COM

kathy ireland Worldwide continued to enjoy substantial growth in 2021, signing partnerships with Ikeddi sportswear, Siskind slippers, bagatelle outerwear, social occasion dresses and denim, Guild Consulting Fashion jewelry women's and men's, Amerex Group swimwear.

kathy ireland Home key partners include Pacific Coast Lighting, Michael Amini Furniture, Bush Furniture, Mohawk Flooring, Trident and more.

kiWW offered designs across multiple product categories including homewares, fashion apparel, CBD, fashion accessories, publishing, kathy ireland recovery center, ireland Pay and more. In 2019, Ireland joined the WNBPA's Board of Advocates and joined NFL Players, Inc.'s Board of Directors. Ireland also serves as International Youth Chair of the National Pediatric Cancer Foundation. She is brand ambassador for American Family Insurance and Stellus, and she was named global chief brand strategist for Brainbase.

In 2021, kiWW saw remarkable expansion at retail including BHFO, Marcus Lemonis Camping World and Global Kitchen Concepts kathy ireland (16 design centers), kathy ireland Small Business Network; UBS, Smartlife Chocolat, Aeras, Symglass, HeroBed, Inviza, Scout Gloves, kathy ireland Greetings; as well as online presence on Amazon, Martha Stewart, Joss and Martin, Bed Bath & Beyond, Neiman Marcus, Horchow's, Overstock, Wayfair, Target, QVC, Home Goods, Home Depot, Lowes, Home-works Asia and more.

kathy ireland Homes & Gardens partners in 2021 included Twinstar. Medical advocacy partners included Vertical Wellness, NatureZWay, among many others. kiWW partners include Let's Talk Interactive, LTI Telehealth and cyber security and Porter Capital Factoring and business financing.

kiWW Real Estate expansion partners included Baratelli Properties for 138 properties throughout the U.S., Padlist for real estate rental services, Your Home 1 Source and more.

kiWW entertainment partnerships include Michael Feinstein and Liza Minnelli; "City of Angels" (U.K.) with Vanessa Williams; "Up Up and Away" with Marilyn McCoo and Billy Davis Jr.; "Once Upon a Christmas" (distributed in 90 countries); "Twice Upon a Christmas" (distributed in 90

countries); and Sharlee Jeter, among others. Media partnerships include Fox Broadcasting in association with MMP and Bloomberg Broadcasting in association with MMP. Magnolia Hills Production through Warner Brothers Television, Paramount + Discovery, Sony, BMG and UBS.

kiWW key publishing offerings in 2021 included kathy ireland Kids by Bendon Publishing, kathy ireland Toddler by Bendon Publishing, kathy ireland Baby by Bendon Publishing and kathy ireland Learn & Grow by Bendon Publishing and Real Solutions for Busy Moms by Kathy Ireland, among many others.

Serta Simmons Bedding

20 SERTA SIMMONS BEDDING **NEW!**

\$3.2B (E) (PRIVATE)

WWW.SERTASIMMONS.COM

Serta Simmons Bedding (SSB) is a leading manufacturer and marketer of mattresses, bedding and sleep accessories. SSB has developed a stable of globally recognized and beloved brands including Serta, Beautyrest, Simmons and Tuft & Needle, and has retail and hospitality partnerships with the likes of Mattress Firm, Walmart, Hilton and more. Brand licensing is a key pillar of the company's growth strategy. SSB has successfully licensed its brands for many years, primarily in the categories of utility and fashion bedding, furniture and home goods. The company also licenses its brands internationally for mattresses, establishing a strong global footprint. SSB plans to grow its licensing business by expanding into new categories and maximizing its brands' possibilities. Current initiatives include growing its Simmons licensing program and introducing Tuft & Needle licensed products soon.



21 PLAYBOY ENTERPRISES

\$3B (E) (PRIVATE)

WWW.PLAYBOY.COM

While originally in print and now only available online, men's lifestyle and entertainment magazine, Playboy, continues to reach a broad audience through its diverse portfolio of licensed consumer products and experiences, including apparel, accessories, lingerie, footwear, furniture, jewelry, fragrance and beauty, personal care, international media, gaming and location-based entertainment. The company's top licensed properties include Playboy and the Rabbit Head design.

CAT[®]

22 CATERPILLAR

\$2.89B (NYSE: CAT)
WWW.CAT.COM

With 2021 sales and revenue of \$51 billion, Caterpillar is the world's leading manufacturer of construction and mining equipment, off-highway diesel and natural gas engines, industrial gas turbines and diesel-electric locomotives. For nearly 100 years, Caterpillar has helped customers build a better, more sustainable world and the company is committed to a reduced-carbon future. The company's innovative products and services, backed by its global dealer network, provides exceptional value that helps customers succeed. Caterpillar does business on every continent, principally operating through three primary segments – Construction Industries, Resource Industries and Energy & Transportation – and providing financing and related services through its financial products segment. In 2021, the company's lifestyle and toy categories were heavy hitters, driving retail sales of licensed merchandise. Industrial products also contributed to the sales growth. In 2022, Caterpillar will focus on continued development across these same core categories.

Whirlpool

23 WHIRLPOOL CORPORATION

\$2.81B (E) (NYSE: WHR)
WWW.WHIRLPOOLCORP.COM/LICENSING

Whirlpool Corporation is committed to being the best global kitchen and laundry company, in constant pursuit of improving life at home. In an increasingly digital world, the company is driving purposeful innovation to meet the evolving needs of consumers through its iconic brand portfolio, including Whirlpool, KitchenAid, Maytag and Amana. In 2021, the company reported approximately \$22 billion in annual sales, 69,000 employees and 54 manufacturing and technology research centers. The company has many brands, each addressing different lifestyles around the globe, providing consumers the products and services for what they need to improve their life at home. Licensed categories include water products, air treatment, cleaning & food preservation products and kitchenware.

WildBrain[™]

24 WILDBRAIN

\$2.56B (E) (TSX: WILD)
WWW.WILDBRAIN.COM

A global content and brands company, WildBrain is home to numerous

internationally recognized properties that are supported by integrated content and licensing programs. With approximately 13,000 half-hours of filmed entertainment in its library – one of the world's most extensive – WildBrain is home to such brands as Peanuts, Teletubbies, Strawberry Shortcake, Yo Gabba Gabba!, Caillou, Inspector Gadget, Johnny Test and Degraasi. At its 75,000-square-foot state-of-the-art animation studio in Vancouver, BC, the company produces such fan-favorite series as “The Snoopy Show,” “Snoopy in Space,” “Chip and Potato,” “Carmen Sandiego,” “Go, Dog. Go!” and more. WildBrain shows are enjoyed worldwide in more than 150 countries on more than 500 streaming platforms and telecasters and its AVOD business – WildBrain Spark – offers one of the largest networks of kids' channels on YouTube, garnering billions of views per month from more than 245 million subscribers. Through its leading agency, WildBrain CPLG, the company also licenses consumer products and location-based entertainment in every major territory for its properties as well as for its clients and content partners. WildBrain's television group owns and operates four family entertainment channels that are among the most viewed in Canada. WildBrain is headquartered in Canada with offices worldwide.



25 NFL PLAYERS ASSOCIATION

\$2.2B (PRIVATE)
WWW.NFLPA.COM/PLAYERS

The NFLPA, via its group licensing business NFL Players Inc., is one of the largest and most influential licensors in the world, representing the exclusive group licensing rights of more than 2,000 active NFL players for licensing, marketing and promotional opportunities.

Despite the impact of the pandemic, the NFLPA's overall business via NFL Players Inc. generated an all-time high in revenue exceeding \$252 million, the eighth consecutive year of growth. The program includes more than 80 licensees, which reported a record \$2.2 billion in retail sales of NFL player product last year across e-commerce, mobile and brick-and-mortar outlets. NFLPA licensees acquire exclusive group player rights – names, images, likenesses, numbers, signatures, original art, voices and other intellectual property – to create products using six or more active NFL players.

Product examples across hardline, apparel, digital and unconventional categories include, among many others, video games, trading cards, game jerseys, T-shirts, bobbleheads, plush toys, socks, figurines, backpacks, photos, drinkware, pet products and more. In addition to traditional products, the NFLPA expansion into mobile commerce and direct-to-consumer sales of made-to-order licensed products contributed to the record increase in sales.

All three NFLPA anchor licensees – EA, Panini America and Fanatics – experienced strong seasons fueled by NFL players.

In collaboration with OneTeam Partners, the NFLPA orchestrated a massive new future trading card license deal with Fanatics Trading Cards and transformed the industry with three trailblazing NFT group license

commercial partnerships with Dapper Labs, DraftKings and Upland to bring NFL players into the NFT metaverse.

The NFLPA launched a business accelerator program in 2021 dedicated to helping diversify licensing, specifically in consumer product. DRIVEN is designed to provide diverse entrepreneurs with access, mentorship, resources and opportunity to obtain group licensing through the NFLPA. The program will help guide companies from product development through go-to-market stages.



26 RAINBOW

\$2B (E) (PRIVATE)
WWW.RBW.IT/EN

Rainbow, the Italy-based production house, is united to inspire and entertain its audience with quality content and products. For more than 25 years, Rainbow Group has established its leading reputation in the entertainment industry, becoming one of the major international players in the creation and production of both animated and live-action TV and film products, licensing program development, editorial projects, talent scouting and merchandising and toy production. The group is also active in animated production for third parties.

HERSHEY

27 THE HERSHEY COMPANY

\$1.8B (NYSE: HSY)
WWW.THEHERSHEYCOMPANY.COM

The Hershey Company has a strong portfolio of globally recognized iconic brands. In 2021, the leading licensed properties, ranked largest to smallest, were Reese's, Hershey's, Hershey's Kisses, Hershey's Cookies 'N' Creme, Hershey's S'mores, Jolly Rancher, Heath, York, Reese's Pieces and Twizzlers.

Hershey's retail sales number is based on IRI data for measured channels and categories. For those licensees where IRI data is not applicable or available; the royalty number has been divided by the royalty rate to give a sales number that has then been uplifted from a wholesale to a retail sales number based upon average margins.

The licensed food categories include flavored dairy, soy milk, and other beverages, cookies and biscuits, ice cream and frozen novelty, fresh and ambient bakery, refrigerated and frozen desserts and cereal.

The licensed general merchandise categories include apparel and accessories

including hosiery, sleepwear and underwear, bath, body and cosmetic products, jewelry, gifts and collectibles, ornaments, games and puzzles, home furnishings and décor, bakeware, grilling tools and accessories, costumes and more.



U.S. POLO ASSN.
SINCE 1890

28 U.S. POLO ASSN./USPA GLOBAL LICENSING

\$1.8B (PRIVATE)
WWW.USPOLOASSNGLOBAL.COM

U.S. Polo Assn. is the official brand of the United States Polo Association (USPA). The non-profit governing body for the sport of polo in the U.S. was founded in 1890, making it one of the oldest sports governing bodies. USPA has a global footprint of \$1.8 billion, which includes all countries and categories that the company licenses out globally as well as all its various channels of distribution. Categories in the retail sales figures include apparel and related accessories for men, women and children, as well as footwear, bags/luggage, eyewear, travel, timepieces, home textile and miscellaneous other categories.



29 DR. SEUSS ENTERPRISES

\$1.5B (E) (PRIVATE)
WWW.SEUSSVILLE.COM

Dr. Seuss Enterprises manages the intellectual property of Theodor Seuss Geisel, aka Dr. Seuss. The company's retail sales figures include all licensed products including books, digital, education, entertainment, travel and ancillary products.

Top licensed properties in 2021 included "How the Grinch Stole Christmas!," "The Cat in the Hat," "Oh, the Places You'll Go!," "Green Eggs and Ham," "One Fish Two Fish Red Fish Blue Fish," "Horton Hears a Who!" and "Fox in Socks."

Key domestic and international partners and collaborations for 2021 included limited-edition "Grinch"-themed Hershey's Kisses, "Grinch" air-blown inflatables, life-size animated décor and animated plush from Gemmy Industries, a Dr. Seuss makeup line with Revolution Beauty and a "Grinch" apparel collection from lifestyle brand Life is Good. Apparel partners Hybrid Promotions, Komar Kids and MJC International Group drove sales throughout the year and had strong placement in leading



U.S. POLO ASSN.
SINCE 1890

USPOLOASSNGLOBAL.COM | @USPOLOASSN

retailers like Walmart and Target. Dr. Seuss Enterprises also significantly grew sales in the toy category in 2021 through new and existing licensees like Aurora World, Funko and CreateOn.

On the publishing and experiential front, Dr. Seuss Enterprises also experienced significant growth in 2021 with an order for a second season of “Green Eggs and Ham” from Netflix, and a partnership with The Jim Henson Company to bring “Come Over to My House,” a new television puppet-led docuseries, to fans. New books included the release of Dr. Seuss’s curriculum-inspired workbooks, the continuation of board book lines for “The Lorax” “The Things” and “Dr. Seuss Discovers,” all with Random House Children’s Books. Dr. Seuss Enterprises has been working with Kilburn Live since 2019 on The Dr. Seuss Experience, an immersive and interactive attraction that brings the author’s famed books to life. The attraction first debuted in Toronto prior to COVID and re-opened in 2021 in Houston and Chicago.

On the digital front, Dr. Seuss Enterprises also partnered with Dapper Labs to create Seussibles, NFTs that taps into the joy of a digital collective experience while building community amongst fans.



FRUIT OF THE LOOM®

30 FRUIT OF THE LOOM

\$1.5B (E) (PRIVATE)

WWW.FOTLINC.COM

Fruit of the Loom’s top brands include Fruit of the Loom, Russell Athletic, Spalding and Vanity Fair lingerie. Its global licensed programs span across continents and can be found in virtually every tier of retail distribution, with Walmart as its largest retail partner.



31 NISSAN MOTOR CORPORATION NEW!

\$1.4B (E) (PUBLIC)

WWW.NISSAN-GLOBAL.COM/EN

Since the company’s founding in 1933, Nissan Motor Corporation has built its reputation as a leading, global vehicle manufacturer committed to innovation and driver excitement on-road, off-road and on the track. With a nearly 90-year legacy of vehicle excellence, Nissan’s intellectual property drives one of world’s largest automotive licensing programs across the Nissan, Infiniti and Datsun brands. From innovative electric vehicles

(Leaf, Ariya) to adventure-ready pick-up trucks and SUVs (Frontier, Pathfinder, Titan) to track-inspired Nissan Motorsport (NISMO) vehicles and iconic sports cars (Z, GT-R, Skyline, Silvia), Nissan’s extensive range of modern and heritage vehicles and legendary nameplates continues to create compelling licensed merchandise opportunities for automotive enthusiasts across generations. Key licensing categories include interactive gaming, replicas, toys, collectibles, publishing, apparel and accessories, footwear and vehicle accessories. Nissan vehicles are also prominently featured in some of the world’s largest movie franchises including Fast & Furious and Transformers. After a record year for the licensing program in 2021, the excitement continues to build as the all-new 2023 Nissan Z hits showroom floors with a huge amount of anticipation and demand.

Sunkist®

32 SUNKIST GROWERS

\$1.38B (E) (PRIVATE)

WWW.SUNKIST.COM

Sunkist Global Licensing has more than 50 licensees operating and marketing the Sunkist brand in more than 75 countries. More than 800 different licensed products in more than 20 food and beverage categories carry the Sunkist brand globally.



33 SPIN MASTER

\$1.3B (E) (TSX:TOY)

WWW.SPINMASTER.COM

Spin Master is a leading global children’s entertainment company, creating exceptional play experiences through its three creative centers: Toys, Entertainment and Digital Games. With distribution in more than 100 countries, Spin Master is best known for award-winning brands PAW Patrol, Bakugan, Hatchimals, Kinetic Sand, Air Hogs, Rubik’s Cube and GUND, and is the global toy licensee for other popular properties. Spin Master Entertainment creates and produces compelling multiplatform content, through its in-house studio and partnerships with outside creators, including the animated preschool franchise, PAW Patrol, and numerous other original shows, short-form series and feature films. The company has an established presence in digital games, anchored by the Toca Boca and Sago Mini brands, offering open-ended and creative game and educational play in digital environments. Through Spin Master Ventures, the company makes minority investments globally in emerging companies and start-ups. With more than 30 offices in close to 20 countries, Spin Master employs more than 2,000 team members globally.



34 PGA TOUR

\$1.29B (E) (PRIVATE)

WWW.PGATOUR.COM

The PGA Tour strives to grow its portfolio by utilizing a long-term, sustainable strategy to position itself as the top-of-mind golf and affinity lifestyle brand.

One of the best performing partners in the PGA Tour licensing program during 2021 is the specialty retailer PGA Tour Superstores.

PGA Tour Superstores produced a record-setting year in 2021 and saw 80% growth in its business since 2019 because of the increased interest among long-standing and novice golfers during the pandemic.

Outside of the retailer program, the PGA Tour golf video game, "PGA Tour 2K21," is identified as the fastest-selling golf Xbox and PlayStation game in history. In 2021, 2K launched the "2K21 Baller Edition," which contributed to the game's significant growth and popularity. In addition to our video game program, the PGA Tour branded apparel and accessory licensing initiatives continued to thrive. Tour licensee Perry Ellis International (PEI), has steadily grown PGA Tour branded apparel since 2004. In 2021, PEI continued to navigate through challenging supply chain issues and has been effective in launching additional categories and merchandise. Besides the success in branded apparel, another channel that has thrived in 2021 is the PGA Tour Gold Coin Collection, produced by Rosland Capital. Gold coin sales have increased substantially because of the demand for gold. Lastly, one of the PGA Tour's newest partners to launch products in 2021 was Golfgen – PGA Tour branded junior club sets for kids ready to hit the course. These products launched online as well as brick and mortar locations.

While recovering from one of the most significant international economic downturns of a lifetime, the PGA Tour's licensing program encompassed multiple channels of significant growth while striving to introduce golf and the PGA Tour to a wider audience.



35 FOCUS BRANDS

\$1.2B (E) (PRIVATE)

WWW.FOCUSBRANDS.COM

Focus Brands is a leading developer of global multi-channel food service brands. Food service, retail grocery and e-commerce sales are included in

the overall figure for FY2021. Retail grocery licensed products span various categories including frozen retail (breakfast, desserts, ice cream, ice cream cakes, smoothies, fruit, appetizers, pretzels, burrito bowls) refrigerated (refrigerated dough, coffee creamer and cheese), center of store (K-cup coffee, queso, bread, holiday gifting, cereal snacks, hot cereal), and in-store bakery. In food service, Focus Brand products are available in QSR, casual dining, convenience and fuel and theater.



36 SESAME WORKSHOP

\$1.2B (E) (NON-PROFIT)

WWW.SESAMEWORKSHOP.ORG

Sesame Workshop is the non-profit media and educational organization behind "Sesame Street," the pioneering television show that has been reaching and teaching children since 1969. Today, Sesame Workshop is an innovative force for change, with a mission to help kids everywhere grow smarter, stronger and kinder. The organization is present in more than 150 countries, serving vulnerable children through a wide range of media, formal education and philanthropically funded social impact programs, each grounded in rigorous research and tailored to the needs and cultures of the communities it serves.



TOHO

37 TOHO

\$1.06B (E) (TYO: 9602)

WWW.TOHO.CO.JP/EN

Toho is the Japanese studio behind the iconic character Godzilla – along with more than 35 other monsters in the universe. For nearly 70 years Godzilla has been part of the global film market with more than 25 live action films, numerous animated films and series. The Godzilla franchise is gearing up for an exciting next generation of storytelling and fandom. With a highly successful partnership with Legendary Entertainment, Godzilla has continued to see massive global success with Hollywood

blockbuster films as part of the Monsterverse series starting in 2014 with “Godzilla” and continuing to the most recent film release in 2021 “Godzilla vs. Kong.” With a storied history of iconic monster characters, the franchise brings exciting celebrations with an annual Godzilla Day on Nov. 3. Monster anniversaries celebrated each year let fans have unique touch points. Through a comprehensive licensing program spanning toys and collectibles, gaming, apparel, accessories, publishing, seasonal, housewares, food and beverage and other key categories, Godzilla fans have endless ways to engage with the franchise and express their passion for the monsters and their stories.

Along with the Godzilla franchise, Toho also produces and distributes animated feature films and TV programs such as “Jujutsu Kaisen” and “My Hero Academia.” The merchandise business of these animated franchises increased the retail sales significantly in FY2021.



Technicolor licensed products cover an array of categories including TV, audio, video, home appliances, phones and more. Global retail sales of licensed goods in 2021 is based on reports from licensees across B2C brands like RCA, Thomson, Saba, Normende, Ferguson, Victrola, Victor and Proscan. Product categories in B2C consumer electronics: TV, computing, audio, video, appliances, phone, security, home automation, etc.



39 BMW GROUP **NEW!**
\$1B (E) (OTCMKTS: BMWYY) (E)
WWW.BMWGROUP.COM/EN

For more than 100 years, BMW has been one of the world’s foremost luxury car brands, a pioneer of innovation which is now reflected in its licensing program.

BMW delights its consumers with high-quality, well-crafted products from category-leading partners across lifestyle, interactive, mobility and toy categories. With more than 90 licensees and 2,500 SKUs, BMW licensed products are sold in more than 75,000 retail doors in more than

100 countries and promoted through targeted marketing programs across social media, important influencers, in-store activations and online. The BMW brand represents most of the program but there are several meaningful toy and interactive brand extensions for the BMW Motorrad and MINI brands that are part of the licensing program.

The BMW licensing program is anchored by leading lifestyle licensees PUMA (streetwear), Ports (DTR in China), Fossil (watches) and Marcolin (eyewear). Additionally, BMW has a leading interactive and toy program lead by stalwarts Microsoft, EA, Sony, Mattel, LEGO and Playmobil, among others.



WWE is an integrated media organization and recognized leader in global entertainment. The company consists of a portfolio of businesses that create and deliver original content 52-weeks-a-year to a global audience. WWE is committed to family-friendly entertainment on its television programming, premium live events, digital media and publishing platforms. WWE’s TV-PG programming can be seen in more than 1 billion homes worldwide in 30 languages through world-class distribution partners including NBCUniversal, FOX Sports, BT Sport, Sony India and Rogers. The award-winning WWE Network includes all premium live events, scheduled programming and a massive video-on-demand library and is currently available in more than 180 countries. In the U.S., NBCUniversal’s streaming service, Peacock, is the exclusive home to WWE Network. WWE’s worldwide licensing program builds partnerships with companies around the globe to create products featuring its marks and logos, copyrighted works and characters in diverse categories, including toys, video games, apparel, housewares, collectibles, sporting goods, books and more. WWE licensed products, created by more than 100 licensees in more than 100 countries worldwide, are available at all major retailers, including Walmart, Target, Amazon, GameStop, Walgreens, Barnes & Noble, Hot Topic, Asda and Smyths. WWE is a \$1 billion global brand at retail annually. Mattel has been WWE’s global master toy partner since 2010. WWE is currently the No. 1 item in the Action Figure class in the U.S. with its non-battling Elite Collection according to NPD. WWE is the No.1 best-selling fighting video game franchise in console history with more than 95 million units sold and is a top performing mobile gaming brand with 150 million downloads across its gaming portfolio. WWE Books has placed 25 titles on The New York Times Best Sellers list since 1999, including DK’s “WWE 50” and “WWE Encyclopedia.” With DK as its core publisher and key partners BOOM! Studios, St. Martin’s Press, ECW Press and Quarto, WWE’s publishing slate includes superstar bios, historical guides, children’s books, sticker books, coloring and activity books, comic books, graphic novels and more.

A close-up, 3D-rendered image of Sonic the Hedgehog's face. He has his signature blue fur, large green eyes, and a confident smile. His hands are resting on the surface of the title text below.

SONICTM PRIME

COMING IN 2022

EXCLUSIVELY ON NETFLIX

NETFLIX

SEGA[®]

 **WildBrain[™]**

To learn more about licensing opportunities for Sonic Prime, email us:

For US, Canada, Latin America and Japan: SOAlicensing@segaamerica.com For Europe, China and Rest of World: hello@cplg.com

©SEGA



41 CHURCH & DWIGHT CO.

\$800M (E) (NYSE: CHD)

WWW.CHURCHDWIGHT.COM

Church & Dwight was founded in 1846 and manufactures and markets a wide range of personal care, household and specialty products under the Arm & Hammer brand name and other well-known trademarks. The company licenses out the following brands in the Church & Dwight portfolio: Arm & Hammer, Oxi-Clean, Vitafusion, XTRA, Scrub Free, Lady's Choice and Trojan. The company has extended these trusted brands into a wide array of categories including pet accessories, auto accessories, home cleaning products, food and beverages, apparel, cleaning tools, fabric care and storage, baby care, laundry care and more. Church & Dwight's licensing program includes more than 30 licensees, marketing more than 700 branded SKUs across a wide range of retail channels and doors. As a result, the Arm & Hammer brand can be found in more aisles of the grocery store than any other brands. The company's licensed products are sold in both brick-and-mortar stores as well as online. Church & Dwight's broad portfolio of brands includes Arm & Hammer, Trojan, First Response, Nair, Spinbrush, Oxi-Clean, Orajel, vitafusion, Batiste, XTRA, WaterPik, Flawless and ZICAM and TheraBreath. Its licensing business continues to grow as it expands its roster of partnerships across multiple brands and categories.



42 KEURIG DR PEPPER

\$800M (E) (NYSE: KDP)

WWW.KEURIGDRPEPPER.COM

Properties in the Keurig Dr Pepper portfolio include Keurig, Green Mountain Coffee Roasters, The Original Donut Shop Coffee, Mott's, Snapple, Dr Pepper, 7UP, CRUSH, Canada Dry, A&W Root Beer, Yoo-hoo, Schweppes, Mr & Mrs T, Clamato and Hawaiian Punch. Keurig Dr Pepper licensed products are focused primarily in the food and beverage categories with distribution only in North America.



43 MOOMIN CHARACTERS

\$705M (E) (PRIVATE)

WWW.MOOMIN.COM

The first book about the Moomins by Tove Jansson was published in

1945. Eight novels and four picture books followed, and Moomin has since established itself as a heritage brand with a wide art and publishing base.



44 CRUNCHYROLL

\$665M (E) (NYSE: SONY)

WWW.CRUNCHYROLL.COM

Crunchyroll is a global anime brand and a leader in creating anime fan experiences, offering more than 40,000 episodes and 16,000 hours of content to millions of fans in more than 200 countries and territories. Crunchyroll is more than just a streaming service, offering fans theatrical, consumer products, gaming, home entertainment, manga and more.

In 2021, Crunchyroll became a part of Sony Pictures Entertainment and earlier this year, it was announced that the full Funimation library and all Funimation brands would be integrated into Crunchyroll, creating the world's best home for anime. The properties driving growth at Crunchyroll include the series, "My Hero Academia," the supernatural adventure anime "JUJUTSU KAISEN," the dark fantasy epic "Attack on Titan," "Bananya," and the chilling Junji Ito Collection. New properties that Crunchyroll anticipates will drive growth into next year include the dark fantasy series "Chainsaw Man," based on the best-selling manga of the same name, and "SPY x FAMILY," the found family tale also based on the hit manga series. To calculate the retail sales estimate for FY2021, Crunchyroll included global sales information for all Crunchyroll and legacy Funimation consumer products, e-commerce, licensed virtual goods and games, and retail (which includes x2 wholesale where applicable).

Crunchyroll is a public company (a joint venture of Sony Pictures Entertainment and Sony Music Japan).



45 HEARST

\$600M (E) (PRIVATE)

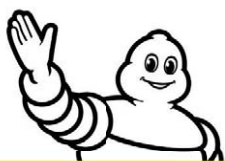
WWW.HEARST.COM

Hearst is one of the world's largest media companies across all key platforms with TV stations, newspaper operations in the U.S., and more than 200 print editions and 150 websites for its magazine brands around the world. These brands include Cosmopolitan, Esquire, Good Housekeeping, House Beautiful, Country Living, Delish, Men's Health, Women's Health, Prevention, Harper's Bazaar and Popular Mechanics. Each thrives in its own categories such as home décor, technology, beauty, fashion, food, health & fitness and more. Carefully curated new launches were supported by Hearst's data-driven marketing intelligence and executed through

print, digital and social, among others. In turn, these products attracted readers and new consumers in the U.S. and globally in Asia/Pacific, the European Union and the U.K.

In 2021, the company launched Cosmopolitan's Furbabies, the brand's first line of pet accessory varieties exclusively at Chewy.com. Continuing the growth trajectory, CosmoLiving, the line of home and outdoor furniture, expanded into top of bed products in the U.K. as well adding further retailers to its stock list globally. House Beautiful, Country Living and Prevention all gained momentum with multiple new programs launched in 2021. House Beautiful partnered with Frontgate to co-design and curate three indoor and outdoor home furnishing collections. Country Living added cookware, bakeware and cutlery to its roster and Prevention launched its circul+ health ring, which is the most accurate model on the market that tracks blood pressure, spO2, sleep stages, ECG and temperature.

Looking ahead, Hearst plans for continued successes for these programs, with more on-brand launches in the pipeline across categories such as cooking, entertainment, experiential and more publishing base.



MICHELIN
46 MICHELIN LIFESTYLE
\$587M (OTCMKTS:MGDDY)
WWW.MICHELIN-LIFESTYLE.COM

Since 1889, Michelin, now one of the world's most valuable tire brands, has been dedicated to enhancing its mobility sustainably by innovating and designing the best tires, services and solutions to meet its consumer's needs. With a history of innovation firsts, and an equally impressive track record in motorsport, Michelin expanded into the maps and travel guides business to help motorists plan and develop their trips into unique experiences including fine dining, and in 1926 the first coveted Michelin Star was awarded.

Digitalization of services, as well as developing high-technology materials that serve a variety of industries, and several business acquisitions, have fueled Michelin's growth beyond tires, something which features highly in its plans.

Headquartered in Clermont-Ferrand, France, Michelin is present in 177 countries, has 124,760 employees and operates 68 tire production facilities which together produced around 173 million tires in 2021.

Created in 2000, Michelin Lifestyle Limited brings the power of the Michelin brand to rigorously selected everyday products, either directly or under license. Product categories include vehicle accessories, safety footwear and footwear soles, gifts and collectibles and new technologies, resulting in a diverse yet comprehensive range of products providing enhanced consumer experiences, safer and more enjoyable journeys and improved mobility. They also showcase Michelin's dedication to innovation, performance, safety and the environment, which Michelin has in its DNA and future aspirations. In 2021, Michelin Lifestyle operations were

represented by 52 licensing partnerships worldwide, selling more than 31 million products in more than 129 countries.

VIZ MEDIA

47 VIZ MEDIA
\$570M (E) (PRIVATE)

WWW.VIZ.COM

VIZ Media's portfolio includes some of anime's hottest properties like Naruto, Hunter Hunter, Bleach, JoJo's Bizarre Adventure, DeathNote, One-Punch Man, Inuyasha and Uzumaki. VIZ has expanded its reach into Canada, LATAM and Europe, bringing the best in Japanese anime and pop culture to new audiences. VIZ Consumer Products activities include co-branded partnerships and a robust roster of best-in-class licensees across a range of lifestyle categories such as fashion toys/collectibles, food/snacks, tech, auto accessories, pet, promotions and experiences.

moonbug

48 MOONBUG ENTERTAINMENT
\$559M (E) (PRIVATE)
WWW.MOONBUG.COM

Moonbug Entertainment is the award-winning digital-first entertainment company behind some of the most popular kids' titles in the world. Moonbug's line-up includes "CoComelon," "Blippi," "Little Baby Bum," "My Magic Pet Morphle," "Supa Strikas," "Go Buster," "Playtime with Twinkle," "Gecko's Garage," "ARPO," along with "Little Angel" and "OddBods" as recent acquisitions.

Moonbug's shows are on more than 150 platforms globally, including YouTube, Netflix, Amazon Prime Video, Sky, Super RTL, BBC iPlayer, HBO Max, Tencent, Youku and Roku.

The company's portfolio currently stands at 29 IPs and 100-plus brand partners. Moonbug content is currently available in 32 languages. Moonbug is part of Candle Media, an independent, creator-friendly home for cutting-edge, high-quality, category-defining brands and franchises. By bringing together elite talent operating at the intersection of content, community and commerce, it helps to position leading entertainment businesses for accelerated, sustainable growth in the current market and beyond.

Moonbug has a robust consumer products program with offerings in all major licensed categories including toys and games, apparel, party goods, arts and crafts and home. The company has a very strong portfolio of licensees and continues to build upon these relationships with new categories and brands.

Some of the key global partners include Jazwares, Just Play, Hasbro, Spin Master, V-Tech, Character Options, WowWee, Crocs, Zuru and Rascal & Friends. The company continues to build its live and experiential presences with the “CoComelon” and “Blippi” Live shows with many sold out performances, as well as the recently announced partnership with Falcon’s Beyond and its Curiosity Playground.

“CoComelon” has been acknowledged with a variety of industry awards including Best Licensed Brand: Animated Entertainment, Character Toy Brand at the Licensing International Excellence Awards at Licensing Expo 2022, Best Licensed Preschool Toy at the 2021 U.K. Licensing Awards and the Best Licensed Preschool Toy of the Year at the U.K. Toy Industry Awards 2022 for the Bedtime JJ Doll.

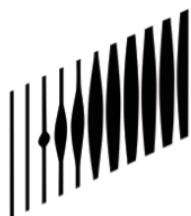


49 EASTMAN KODAK COMPANY

\$527M (E) (NYSE: KODK)

WWW.KODAK.COM

Consumer electronics consisting of image capture and related accessories, printers and related supplies, audio visual and communication with TVs, projectors and smartphones and energy products such as batteries and solar panels. Lifestyle composed of soft (apparel) and hard (eyewear, bags, arts and craft) lines. Services with digitalization. Licensee sales to retailers/e-tailers are grossed up by 35% for consumer electronics and services categories and 50% for lifestyle categories to get to retail sales value.



**SONY
PICTURES**

50 SONY PICTURES ENTERTAINMENT

\$525M (E) (NYSE: SNE)

WWW.SONYPICTURES.COM

Sony Pictures Consumer Products (SPCP) is the global licensing and merchandising division of Sony Pictures’ Motion Picture Group and Sony Pictures Television. SPCP is responsible for extending Sony’s powerful and diverse portfolio of entertainment brands into the lives of fans around the world by partnering with best-in class licensees to develop merchandise and interactive experiences inspired by “Ghostbusters,” “Jumanji,” “Cobra Kai,” “The Boys,” “Outlander” and more.

In advance of the “Ghostbusters: Afterlife” theatrical release in November 2021, SPCP bolstered its global Ghostbusters program through all-new licensing collaborations. With merchandise and interactive experiences from Epic Games, Funko, Hallmark, Hasbro, LEGO, Disguise and many more, the current Ghostbusters licensing lineup is the brand’s biggest merchandise program of all time. All new collaborations launched in conjunction with the film release including fashion collections from Reebok and Bathing Ape, a new film-based book from Titan, in-game integrations with Psyonix and Halfbrick studios and a new AR game from Imprezario Entertainment. In addition to expanding on its successful line of toys and collectibles, master toy partner Hasbro introduced its first-ever Ghostbusters HasLab project, which gives fans the opportunity to own a Ghostbusters Plasma Series Proton Pack.

SPCP executed a significant expansion to the Cobra Kai global merchandise program ahead of the season 4 release in December 2021. In addition to licensees Playmates, Funko, Diamond Select Toys, Bioworld, Ripple Junction, Disguise and GameMill Entertainment, it has also partnered with Fortnite on an in-game integration. SPCP joined forces with athletic apparel brands Champion and Ellesse to develop unique dojo inspired fashion collaborations. In addition, SPCP partnered with series star Peyton List’s new brand Pley Beauty on a limited-edition “Cobra Kai”- themed makeup collection.

And SPCP continued to drive growth globally by developing innovative merchandise and retail programs for “Boyz n the Hood,” “Hotel Transylvania,” “Jumanji,” “The Boys,” “Outlander” “Breaking Bad” and other film and television brands.

SPCP also manages global master toy deals for the PlayStation brand and its PlayStation Studios games in addition to working closely with Sony Interactive Entertainment to execute licensing programs in North America that tie into global PlayStation strategies.



51 BROMELIA PRODUÇÕES **NEW!**

\$520M (E) (PRIVATE)

WWW.BROMELIAFILMES.COM.BR

Bromelia Produções licenses its content for products spanning toys, plush, apparel, personal hygiene, books, magazines, school supplies, trousseau and more.

SHARPER IMAGE®

52 SHARPER IMAGE

\$500M (E) (PRIVATE)

WWW.SHARPERIMAGE.COM

Founded in 1977, Sharper Image is an iconic American brand known for bringing futuristic and innovative experiences to consumers. Today, every Sharper Image product transcends simple innovation. Sharper Image

promises to deliver experiences that wow and will be remembered today and tomorrow. Guided by the principle of Tomorrow's Tomorrow, the Sharper Image brand licensing program is built around products that are as timely as they are timeless.



53 THE GOODYEAR TIRE & RUBBER COMPANY

\$490M (E) (NASDAQ: GT)

WWW.GOODYEAR.COM

This total includes all Goodyear Licensed Products, which have been licensed globally by The Goodyear Tire and Rubber Company. The success is due to the key licensing properties. For retail sales these consist of Goodyear (and the winged foot design), Goodyear (the vintage design), Goodyear Racing, the Blimp, and the Winged Foot logo. Goodyear has also successfully extended into multiple technical categories such as car accessories, hand and power tools, hoses and reels, gardening tools, electronics, safety wear, memorabilia, luggage, bags and electric scooters. The year 2021 showed online sales continuing to increase in comparison to sales from physical stores, demonstrating the importance of online visibility.

Lagardère
ACTIVE

ENTERPRISES

54 LAGARDÈRE GROUP

\$490M (E) (PRIVATE)

WWW.ELLEBOUTIQUE.COM

Lagardère Active Enterprises (LAE) is the dedicated business unit of the Lagardère Group, which runs the non-media ELLE brand extension worldwide, in more than 80 countries. The products associated to the ELLE brand and spin-offs are developed through 150 Licensing contracts and commercialized by 147 licensees at a local, regional or international level. LAE's retail sales figures include all non-media activities worldwide related to the ELLE brand and spin-offs brands. The categories include fashion for women, men and kids (ready-to-wear, footwear, accessories such as handbags, eyewear and watches, luggage), sportswear, beauty (fragrances, make up, skincare for women and kids, hair and beauty accessories), lifestyle (cars, home decoration) and services (spa, cafés, haircut salons). Our top licensed properties are ELLE, ELLE Homme, ELLE Golf, ELLE Sport, ELLE Active, ELLE Kids, ELLE Décor, ELLE Décoration, and in services: ELLE Café, ELLE Spa, ELLE Salon. In 2021, despite the global economic situation, LAE managed to enter new markets and to extend its portfolio of products and services online and offline, along with events. LAE announced the opening

of two ELLE Cafés, in Taiwan and in Pattaya, with two different concepts, and of a new ELLE Salon in Guangzhou with the haircut expert Kraemer. An ELLE "Made in France" eyewear collection has been successfully launched in Europe, the ELLE "LOVE" capsule collection (all products categories) was a great success among all Southeast Asia and the ELLE apparel collection has been relaunched in India at Iconic stores and online. On the offline side, revamped stores have been opened in China, dedicated to the ELLE accessories and the ELLE Homme collections; ELLE corners have been settled at Relay stores in France. In the same offline vein, ELLE events could see the day in NYC, focusing on beauty products, and in Shanghai during the fashion week with an ELLE kids fashion show. For 2022, this trend will be even more exacerbated with partners increasing the digital presence of the ELLE brand by opening dedicated e-commerce websites. Furthermore in 2022, new and exciting projects will be seen to put the ELLE brand at the forefront: with a focus on hospitality worldwide, on the decoration category in Europe, with the 40th anniversary of the brand in Japan and the launch of a new ELLE car.



55 SMILEYWORLD

\$486M (PRIVATE)

WWW.SMILEY.COM

Born in 1972, to spread feel-good news, SmileyWorld would go on to become one of the most important icons in graphic design, bringing people together through a creative message that spreads positivity and putting social and emotional learning at the top of the agenda.

A global licensing enterprise that extends across fashion, homewares and food and beverage, the company continues to embrace collaboration as an opportunity to spread this important message.

In 2021, SmileyWorld saw double-digit growth within its brands, with more than 70% coming from fashion and accessories categories.

Today, SmileyWorld celebrates its 50th anniversary with 98 pop-ups in 18 countries, showcasing 66 limited-edition brand collaborations. To mark the milestone, the company enlisted renowned graffiti artist Andre Saraiva to reimagine the iconic Smiley logo which was seen in a global outdoor campaign in major cities across the globe.

Participating brands celebrating the anniversary have designed an iteration of its most iconic products using a style guide created from Saraiva's artwork. The branded products are displayed and sold as part of Smiley takeovers at some of the world's most influential department stores and retail chains, including Galeries Lafayette stores globally, Nordstrom Special Project stores in the U.S. and Urban Outfitters in Europe.

With more than 420 licensee and retail partners globally across 14 categories. The Smiley Company holds trademarks registered in more than 100 countries, presenting the iconic Smiley, SmileyWorld, The Smileys and Newmoji brands across children's and adult fashion, health & beauty, toys, publishing, home, FMCG and entertainment.



56 ALPHA GROUP

\$480M (E) (SHE: 002292)
WWW.ALPHAGROUPANIMATION.COM

Alpha Group's top properties included Super Wings, Legends of Spark, Petronix Defenders, Katuri, Infinity Nado and Screechers Wild. The company has partnerships with Amazon, Walmart, Tesco, Target, Kmart, Alibaba, Asda, Sainsbury, The Entertainer, Smyths, Argos, Rewe, Otto, Muller, Vedes, Auchan, Carrefour and Leclerc. "Super Wings" is the main international success driver, with more than 250 licensees covering categories from toys to publishing, apparel, outdoor, wheeled toys, puzzles and games, food and healthcare. The show has been in key markets for more than six years and it is now entering its sixth season. Season seven is in production with Funny Flux.



57 SHANGHAI SKYNET BRAND MANAGEMENT CORP.

\$480M (PRIVATE)
WWW.SKYNETASIA.COM

The retail market sales and royalty revenues for Shanghai Skynet Brand Management Corp increased by more than 20%. The total retail sales of Teddy Bear Collection licensed products were more than \$480 million, in which the retail sales of FHBP licensed products were more than \$160 million; the retail sales of AAF licensed products was \$65 million; the retail sales of home décor licensed products was \$80 million; the retail sales of LBE was 16.5 million CNY; the retail sales of stationery and toy licensed products was \$23.5 million; the retail sales of licensed golden accessories was \$135 million.

By 2021, more than 50 new licensees have cooperated with Teddy Bear Collection. The total number of fans on social media has surpassed 1.5 million and more than 1,800 passages or notes about licensed products were posted on Xiaohongshu. Teddy Bear Collection offered valuable service to licensees. More than 2,500 product SKU designs and more than 50 LBE projects were supported by Teddy Bear Collection in-house designers, and license team also provide much support in integrating various distribution channels to help licensee promote and sale products.



58 EMOJI COMPANY

\$446M (E) (PRIVATE)
WWW.EMOJI.COM

emoji company, a German-based corporation, is the owner of the globally awarded emoji brand that is registered in 162 countries across the globe in up to 45 categories for goods and services. The emoji company owns a vast portfolio of more than 1,000 trademarks around the world and offers an impressive library of copyright-protected emoji brand icons and designs available for licensing, promotions, location-based attractions and for the integration into advertisement and marketing campaigns.

The emoji brand is well established in the entertainment industry covering all segments such as movies, mobile and video games, gambling, arcade machines, collectible figurines and NFTs. Based on its original emoji brand characters, the firm created its first animated series, "emojitown" as a digital-first IP that launched on YouTube in June 2021 and has reached more than 860,000 subscribers and more than 370 million views (as of May 2022) in its first 11 months since its launch. emoji company operates its own emoji apparel monobrand stores under license in Mainland China and works with re-known partners such as Burger King, Ferrero, Lancôme, Puma, Unilever, Zara, Elizabeth Arden, Bershka, Laboratoires Pierre Fabre, Aldi, Ravensburger, Lorenz Bahlsten, Meica, among many others, and maintains established DTR programs with leading international retail chains such as Lidl, Walmart, Shein, Reliance and others.

Revenues are generated from a well-established global licensing business that is managed partially directly by emoji company with key clients and for the territory of Mexico as well as by best-in-class licensing agents such as CPLG (EMEIA), Retail Monster (North America), Medialink (China & SEA), Merchantwise (Australia and NZ), Lotus (Brazil), IMC (Argentina), Representaciones Doce (Chile), (Colombia/ Peru). Additional revenues come from licensing digital content to ad agencies for campaigns of clients such as Uber, Lufthansa, Ernst Klett Verlag and COOP and from generating ad revenues in connection with "emojitown."



pinkfong
BABY SHARK™

59 PINKFONG

\$437M (E) (PRIVATE)
WWW.PINKFONG.COM

Pinkfong's "Baby Shark Dance," now the No. 1 most-watched video in YouTube history, says the company, has remained a powerful cultural

force in the pop culture zeitgeist. Baby Shark continues to be one of the best-selling preschool brands in multiple categories, including toys, apparel, home and bath.

Tommy Bahama®

60 TOMMY BAHAMA

\$400M (E) (NASDAQ: OXM)

WWW.TOMMYBAHAMA.COM

Tommy Bahama, the iconic island lifestyle brand, has an extensive portfolio of men's and women's collections ranging from apparel, swimwear and accessories to home furnishing, home décor and more.

DIAGEO

61 DIAGEO

\$340M (E) (NYSE: DEO)

WWW.DIAGEO.COM

Diageo is a global leader in beverage alcohol with an outstanding collection of brands across spirits and beer. Represented by Beanstalk, properties for licensing include Guinness, Baileys, Captain Morgan, Smirnoff, Pimm's and Crown Royal. Licensed categories include merchandise, fashion and accessories, home and glassware, food varying across desserts and snacks.



62 TGI FRIDAY'S

\$334M (E) (PRIVATE)

WWW.TGIFRIDAYS.COM

The retail sales include sales of licensed products in categories including frozen appetizers, entrees, desserts, chilled slow-cooked meats, celebration cakes, salty snacks, spirits and malt beverages, ready-to-drink cocktails, sauces, marinades and salad dressings and gifting.

SEGA®

63 SEGA

\$325M (OTCMKTS: SGAMY)

WWW.SEGA.COM

In 2021, SEGA's line of consumer products expanded once again, marking

the fifth consecutive year of growth, driven primarily by the expansion of the Sonic the Hedgehog franchise and fanbase.

SEGA's retail footprint expanded significantly in 2021, with touchpoints increasing throughout the store at key accounts like Target and Walmart. Separately, specialty and e-commerce businesses grew as well and contributed to the increase in licensed goods sales by more than 50% year-on-year. Sonic merchandise continues to live year-round at key accounts, seeing a replenishment of licensed goods on a regular basis.

Most of the licensed merchandise revenue in 2021 was driven by the Sonic brand as the "Sonic the Hedgehog" fanbase continues to expand its demographic, creating growth opportunities within focus categories, including girls, toddlers, Gen Z/Gen Alpha along with the core fanbase who have been fans since the early days.

The leading product categories for 2021 include apparel and accessories, toys, home goods, bedding and new categories like consumables, digital goods ("Minecraft"), infant/toddler, QSR, fashion and health and beauty. SEGA's publishing partners also delivered content that allowed SEGA to expand into new formats. Sonic also thrived in spaces such as fashion via a jewelry program with King Ice, a streetwear fashion collab with Stray Rats and Ryan Porter's Candier candle brand.

Globally, the business mirrored the success generated in the United States, with LATAM retail sales increasing by 215%, while the European business stretched into new parts of Europe and the Middle East. Key retailers like ASDA, Sainsbury, Primark, H&M and Zara leaned in, which proved to be beneficial to all.

The animated series, "Sonic Prime," in partnership with Netflix and Wildbrain, launches this holiday season. "Sonic Frontiers," a new adventure game, is also coming to fans during the 2022 holiday season. In partnership with Paramount, a third movie has been announced, along with a TV series on Paramount+, featuring the ever-popular character Knuckles the Echidna.

There will also be brand activations and experiences that will continue to delight fans – both those new to the franchise and those who have been with Sonic since the beginning. The Sonic brand will have an annual brand theme with a full calendar of brand activations and experiences to create a halo of buzz to drive consumer products. "Sonic the Hedgehog" consumer products will also continue to expand into new areas, including categories such as location-based experiences, footwear, further into digital licensed goods, girl's programs, toddlers and infants and food and consumables.



64 SKECHERS USA

\$325M (E) (NYSE: SKX)

WWW.SKECHERS.COM

Top licensed brands in 2021 consisted of Skechers, Skechers Sport, Skechers Kids, Skechers Performance Division, Skechers Work, Twinkle Toes by Skechers and BOBS from SKECHERS/BOBS for DOGS. Licensed products based upon the above-referenced brands were sold through a variety of retailers including Skechers stores worldwide; mid-tier/department stores; regional store chains; specialty stores such as toy retailers, sporting

goods stores, Petco stores, footwear retailers and kids' stores; off-price retailers; internet retailers; and military exchange stores. Skechers' key licensed product categories remain socks, bags, eyewear, watches, apparel, medical scrubs, intimates, accessories, shoe care and pet products.

ANIMACCORD

65 ANIMACCORD

\$323.6M (PRIVATE)

WWW.ANIMACCORD.COM

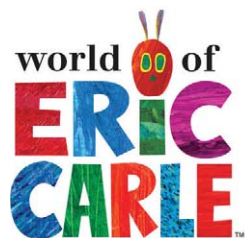
Animaccord, the entertainment company behind the popular animated show, "Masha and the Bear," continues its international licensing, media and promotional activities for the property in the various regions across the world, including in such key territories as Latin America, MENA, China and India.

Over the last year, Animaccord supported its prosperous partnerships with the world's key market leaders among which are Ferrero, Danone, Tonies, Spin Master, Havaianas and more, with distribution in the various countries around the world. Moreover, the content, including the recently released Season 5 and spinoff "Masha and the Bear: Nursery Rhymes," is broadcast in almost every part of the world by Warner Media, Rai, SBT, Televisa and more.

Driven to spread the family animation of exceptional quality globally, Animaccord provides and manages in-house one of the largest children's content networks on YouTube worldwide, with more than 175 million subscribers and more than 52 YouTube Creator Awards.

In fall 2021, Animaccord reached another milestone on YouTube: "Masha and the Bear" hit 100 billion views worldwide. To celebrate this global achievement, the team of creators produced a brand-new special episode titled "We love you to 100 billion and back" to express their appreciation to the fans from all over the world. The Masha and the Bear Arabic channel, which is the fastest growing among Animaccord's YouTube channels, brought the company their 6th Diamond Play Button (Creator Award) on the platform, in addition to previously honoured YouTube channels in Spanish, Portuguese, English and more. The series has also exceeded the breakthrough of 1 million years of watch time on the platform and everyday welcomes more than 100,000 new YouTube subscribers from all the cartoon's channels.

Proving its worldwide recognition, according to recent Parrot Analytics global data, Animaccord's "Masha and the Bear" is the No. 1 preschool show and has ranked within the Top 5 of all children's content since 2020.



66 THE WORLD OF ERIC CARLE

\$310M (E) (PRIVATE)

WWW.ERIC-CARLE.COM

The World of Eric Carle is based on the award-winning author's publishing franchise consisting of 75 titles, which have sold more than 169 million copies

worldwide. The centerpiece of the program, "The Very Hungry Caterpillar," and the iconic art and characters from other popular titles including "Brown Bear," "The Very Busy Spider," "10 Rubber Ducks," "Papa Get Me the Moon" and "The Grouchy Ladybug" are brought off the pages with products and promotions. "The Very Hungry Caterpillar" is one of the top-selling children's books of all time, with more than 565 million sold worldwide. The global consumer products program has experienced exceptional year-over-year growth, with 280-plus licensees in apparel, toys, games, home, apps and publishing that are in more than 45,000 doors in better retail channels in 15-plus countries.



67 STUDIO 100 GROUP

\$308M (PRIVATE)

WWW.STUDIO100GROUP.COM

Since its inception 25 years ago, Studio 100 has always strived to deliver not only entertaining, but also educational content for children and families, from feature films or TV series, online games and books to live shows and theme parks. By doing so, the company has grown into one of the largest independent family entertainment companies globally, with offices in Belgium, the Netherlands, France, Germany, Poland, Australia and the U.S.

As a group, Studio 100 has created a truly 360-degree approach to family entertainment combining a mix of global and local brands, like Maya the Bee, Heidi, Vic the Viking, Mia and me, 100% Wolf and K3 – all part of an extensive program portfolio of its own and third-party brands – with its various business divisions.

The own brands are developed and produced as animated series and feature films in Studio 100's animation studios Flying Bark Production, Little Airplane Production, Studio Isar Animation and Studio 100 Animation, studio facilities in Belgium are used to produce live action content. The feature films and series are distributed worldwide by Studio 100 Film respectively Studio 100 Media, which is also handling the international licensing of brand rights and home entertainment. To additionally support its brands, Studio 100 also creates short-form content for popular social media platforms like YouTube, TikTok and Instagram.

The group operates TV channels like Studio 100 TV or Junior to broadcast its series and films together with selected third-party content. Studio 100's brands also have a home in nine theme parks, located across Europe. Studio 100 Benelux produces live shows and musicals that attract more than 500,000 visitors per year.

With ongoing global success, Studio 100 works with international partners who share the same mission: making children's dreams come true.



68 SPORTS AFIELD

\$245M (E) (PRIVATE)

WWW.SPORTSAFIELD.COM

Since 2002, Sports Afield – America's oldest outdoor magazine – has

been owned by Field Sports Publishing in Huntington Beach, California. The magazine's owners have run a successful outdoor book-publishing business, Safari Press, for more than 20 years.



THE OHIO STATE UNIVERSITY

69 THE OHIO STATE UNIVERSITY

\$242M (E) (PRIVATE)

WWW.OSU.EDU

The Ohio State University and its portfolio of trademarks are licensed into various categories including their large Nike product program as well as a robust offering of apparel and headwear. Additional hard good items across homewares, gift and novelty and tailgating and others round out the licensing program.

AB InBev

70 ANHEUSER-BUSCH INBEV

\$235M (E) (NYSE: BUD)

WWW.AB-INBEV.COM

Anheuser-Busch InBev's diverse portfolio of well over 500 beer brands includes global brands Budweiser, Corona and Stella Artois; multi-country brands Beck's, Hoegaarden, Leffe and Michelob ULTRA; and local champions such as Aguila, Antarctica, Bud Light, Brahma, Cass, Castle, Castle Lite, Cristal, Harbin, Jupiler, Modelo Especial, Quilmes, Victoria, Sedrin and Skol. Its brewing heritage dates back more than 600 years, spanning continents and generations.



71 CRAYOLA

\$235M (E) (PRIVATE)

WWW.CRAYOLA.COM

Crayola is a mission-based brand focused on helping parents and teachers raise creatively alive children. A teacher requested brand at back to school and a top item in holiday stockings and Easter baskets, Crayola is a powerhouse with relevance year-round.

Crayola licensing has expanded the brand's footprint into multiple product categories. From a dominant kid's bath program to children's publishing and fashion collaborations, Crayola delivers innovation across mul-

iple categories reaching a wide demographic of consumers.

Crayola's newest initiative is in the location-based entertainment category. Traveling exhibit, Crayola Ideaworks, opened in 2021 at the Franklin Institute in Philadelphia and is now available to experience in Charlotte, N.C. Crayola plans to expand its popular family entertainment venue, The Crayola Experience, through licensing while bringing creativity and innovation to consumers in a variety of new location-based experiences as well.

In 2023, Crayola is focused on helping children spread love through creativity. Crayola introduced a box of 24 crayons in 2021 each shade themed to inspire kindness and encourage kids to lead with positive intention. Crayola Colors of Kindness will launch in spring 2023 with halo collaborations and culminate during back to school with core and licensed product in market celebrating kindness.

Also in 2023, Crayola will introduce leverage licensing to extend its Scribble Scrubbies toy franchise. Scribble Scrubbies is a line of collectible pets that can be colored, washed and recolored providing endless transformation powered by children's imaginations. The brand will be extended into a wide range of categories including publishing, health and beauty and soft lines.



ART BRAND
STUDIOS

72 ART BRAND STUDIOS

\$200M (E) (PRIVATE)

WWW.ARTBRANDSTUDIOS.COM

Art Brand Studios' licensing partnerships allow millions of people around the world to enjoy the images of their favorite artists on a variety of gifts, home accents, seasonal decor, apparel, books, calendars, stationery and collectibles. Over the past 30 years, the company has built strong relationships with the world's leading manufacturers and has developed a wide assortment of popular products embellished with the art of some of the world's most beloved artists.

A leader in art licensing with decades of experience in product development, Art Brand Studios licensed merchandise can be found in more than 16,000 retail locations and direct-to-consumer channels. Licensed brands include Wild Wings, Marjolein Bastin, Eric Dowdle, Terry Redlin, Ron Schmidt, Zac Kinkade and Thomas Kinkade Studios. The Wild Wings portfolio of wildlife and nature art includes more than 15,000 images from fifty well known artists including Rosemary Millette, Persis Clayton Weirs, Susan Bourdet, Sam Timm, Chris Cummings, Michael Sieve, Lee Stroncek, Janene Grende and Daniel Pollera.

Art Brand Studios' partnerships with Disney Consumer Products, Lucasfilm, Marvel, Warner Brothers Consumer Products, NASCAR, Rockefeller Center, Indianapolis Motor Speedway and Lionel extend the reach of the art and licensed products into new markets and new audiences. The Disney Dreams Collection by Thomas Kinkade Studios is now in its 16th successful year, offering a selection of fine art and products such as calen-

dars, puzzles, gifts and collectibles. The alignment with these valued partners further enhances and strengthens the company's brands.



73 CARTE BLANCHE GREETINGS

\$200M (E) (PRIVATE)

WWW.CARTEBLANCHEGREETINGS.COM

Carte Blanche Greetings are brand owners of the Me to You family of brands, which include the much-loved evergreen Tatty Teddy as well as award-winning pre-school brand Tiny Tatty Teddy. Alongside these properties, Carte Blanche also licenses its hugely successful lifestyle and design-lead brand Hotchpotch, the ever-popular Violent Veg and 2021 saw the successful launch of humor brand Cards For Horrible People into the licensing space. These brands are all represented cross-category, from gifting to apparel and print on demand. Often credited as having the best-selling product design in these major categories, the brands continue to go from strength to strength within the licensing arena. The brands are present in not only all tiers of retail, from High Street to grocery, but on a worldwide basis in key and emerging markets.



74 ROTO-ROOTER

\$200M (NYSE: CHE)

WWW.ROTOROOTER.COM

Roto-Rooter's licensing program has focused on extending and building upon its reputation and its nationwide plumbing service organization. The primary licenses include those for retail lines of chemical drain cleaners, plungers and related products, each of which are positioned as precursors to a service call from Roto-Rooter. Distribution currently encompasses supermarket, mass merchant, hardware and e-commerce channels. These include Amazon, Home Depot, Walmart and others. The licensed products have seen consistent growth in distribution and market share in North America.



75 UNITED STATES POSTAL SERVICE

\$200M (PUBLIC/PRIVATE*)

WWW.USPS.COM

The top licensed properties in 2021 included United States Postal Service, U.S. Mail, Priority Mail, USPS Long Life Vehicle (LLV), USPS Mail Collection Box, USPS Letter Carrier Uniform, United States Post Office, Mr. Zip and Stamp Images.

2021 global sales were generated from multiple categories such as mailing and shipping products; apparel and accessories including the highly successful Holiday 2021 USPS x Vans collaboration featuring four footwear SKUs for a beanie, T-shirt, and sweatshirt; toys – including the award-winning USPS mail delivery truck ride-on and USPS Post Office play tent for ages 3-5 years old by Kid Trax; games, puzzles, role play; stationery and publishing; home décor, gift and novelty and exclusive digital collectible stamp art NFTs debuted with licensee Orbis via the VeVe app in fall 2021.

The recognizable logos, slogans, stamp art and icons of the United States Postal Service continue to deliver for not only classic categories, but the fun, quirky and out of the "mail" box lines. The Postal Service relies on the sale of postage, products and services to fund its operations. Every purchase of officially licensed USPS product directly supports the United States Postal Service.

*The Postal Service is an independent agency of the executive branch of the United States federal government. The USPS operates like a public company, although not publicly traded, and receives no tax dollars for operating expenses and is not a non-profit. The Postal Service relies on the sale of postage, products and services to fund its operations. Every purchase of officially licensed USPS product directly supports the United States Postal Service



76 ITV STUDIOS

\$196M (LSS:UK:IT)

WWW.ITVSTUDIOS.COM

ITV Studios is a creator, producer and distributor of world-leading programs and formats. Its brand and licensing department is responsible for all global commercial activities including sponsorship, brand licensing, consumer products, gaming and live events. It represents a diverse portfolio including scripted and non-scripted content, game shows and kids' titles, which offers a wide range of commercial opportunities. Brands include The Voice, Hell's Kitchen, Love Island, I'm A Celebrity ... Get Me Out of Here!, The Chase, Coronation Street, Schitt's Creek, The Last Unicorn, Thunderbirds, Space: 1999, The Prisoner and more.



77 PERFETTI VAN MELLE

\$176M (E) (PRIVATE)

WWW.PVMLICENSING.COM

In 2021, Perfetti Van Melle was managing close to 200 licenses globally with its brands Mentos, Chupa Chups and Airheads at the forefront. Other growing brands include Frisk, Alpenliebe, Big Babol, Fruit-tella, Brooklyn, Morositas and Goleador.

A highlight for Mentos in 2021 was the launch of a pastel range of nail polish with Sally Hansen of Coty in the U.S. and the U.K. An important part of the Perfetti program is developed in Asia, where the Chupa Chups brand collaborated with Casio in China on a Baby G watch designed by Maya Hansen and with Honda in Thailand on their Scoopy 1 scooter set. The brand had multiple drops in fast fashion retailers such as the Asian collection of H&M, which sold out immediately. With Zuru, the power trio Mentos, Airheads and Chupa Chups saw a massive success of the 5 Surprise Mini Brands collection, which will be extended with more Perfetti brand drops in 2022. Many other exciting toy launches are under way this year with Moose Toys' Shopkins, MGA Entertainment's L.O.L. Surprise! dolls, Super Impulse miniatures and Ypernova mini puzzles.

Perfetti Van Melle is also witnessing a huge appetite in the food and beverages aisles for innovative collaborations with the signature flavors of its brands. Chupa Chups' sparkling drinks by Korean licensee Namyang are now sold all over the world and were awarded the Superior Taste Award by the International Taste Institute in Brussels. In Europe, the brand teamed up with Unilever and La Menorquina which launched ice cream ranges that will be further rolled out in 2022. This year, the first protein products are under negotiation for Airheads and Chupa Chups. In Europe, Fruitella ice cream and Mentos jelly drinks will be next on the menu.

Location-based licensing is taking a leap for Perfetti Van Melle. The program is very active in Southeast Asia, where stunning installations and fun activity centers are created with Chupa Chups and Mentos that attract visitors to malls and airports to create indulgent moments with their family.



78 MELITTA
\$170M (E) (PRIVATE)
WWW.MELITTA.COM

Melitta is known for its products related to the coffee experience. Melitta's licensed line of consumer coffee makers have received industry recognition for being innovative (including the first in-pod technology) and stylish.



79 GAMES WORKSHOP
\$169M (E) (LON:GAW)
WWW.GAMES-WORKSHOP.COM

Games Workshop is one of the largest hobby miniatures companies in

the world. Its major brands are Warhammer, Warhammer 40,000 and Warhammer Age of Sigmar. Licensed categories include video games, apparel, comic books, accessories, LBE, fine art, homewares, card games, board games and collectibles.

Scotts Miracle-Gro
LICENSING

80 THE SCOTTS MIRACLE-GRO COMPANY

\$140.7M (E) (NYSE:SMG)
WWW.SCOTTS.COM

The Scotts Miracle-Gro Company is one of the world's largest sellers of fertilizer and plant food. The company began selling lawn seed in 1868 and saw the first Scotts Miracle-Gro-branded garden hoses hit shelves in 2014 (146 years later). Key licensed categories span 12 partners with more than 100 different products and 400 SKUs, including garden hoses, garden gloves, cutting tools, planters, raised garden beds, lawn mowers, leaf blowers, children's growing kits, wheelbarrows, live bulbs, lawn fabric, sprayers and others. (Reported wholesale and retail sales from licensees for the Scotts-MiracleGro licensing division.)



81 FORMULA 1 (FORMULA ONE WORLD CHAMPIONSHIP LIMITED)

\$136M (E) (NASDAQ: FWONK)
WWW.FORMULA1.COM



82 AGFAPHOTO
\$125M (E) (AGFB.BR)
WWW.AGFA.COM

The Germany-based photography brand has carefully extended into cameras, camera accessories, memory, optics, batteries and others.



83 ACAMAR FILMS

\$115.7M (E) (PRIVATE)

WWW.ACAMARFILMS.COM

Acamar Films is an independent creative studio which solely distributes, markets and licenses its international award-winning preschool animated series, “Bing.”

“Bing” is a celebration of the joyful, messy reality of preschool life. Set in a delightful community “round the corner, not far away,” its authentic, relatable and timeless stories follow the everyday ups and downs of Bing, Flop (Bing’s own “carer”) and their friends. “Bing” provides an honest depiction of the highs and lows of preschool life from a preschooler’s perspective – a unique viewpoint for a children’s property.

Acamar Films has established a successful licensing program for “Bing” in European markets with more than 100 licensees on board across key categories, from toys, books, apparel, audio storytelling, games and promotions to experiential activities including live shows and theme parks.

The show is currently distributed to more than 130 territories and engages digital audiences daily via 20 language-specific YouTube channels, social media channels, DTC e-commerce offerings and a suite of digital apps. The series recently launched in the U.S. with a bespoke American version making its debut on Cartoonito on Cartoon Network in September 2021 and HBO Max in February 2022. With plans to roll out in new markets in Asia and the Americas, “Bing” is firmly on-track to become a global evergreen property, cherished by families and young children worldwide.



84 U.S. ARMY

\$103M (E) (PRIVATE)

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

The U.S. Army licensing program and its trademarks include a robust offering of apparel, accessories, housewares, jewelry, footwear, outdoor and camping gear and tailgate items.



85 JELLY BELLY CANDY COMPANY

\$94.4M (PRIVATE)

WWW.JELLYBELLY.COM

Jelly Belly manufactures gourmet jellybeans. Jelly Belly outbound products span numerous categories including food & beverage, apparel and accessories, toy, health & beauty, automotive air care and home. Jelly Belly licensed products were sold in more than 50 countries worldwide during FY 2021. Top licensed products in 2021 include a line of limited-edition Reebok x Jelly Belly sneakers, Jelly Belly Powder Water Enhancers with Dyla Brands, Jelly Belly Gingerbread House kits with Bee International, Jelly Belly Sparkling Water by Joffer Beverage and Jelly Belly Automobile Air Fresheners with longtime partner Custom Accessories Europe/Energizer. On the inbound side, Jelly Belly maintains longtime flavor partnerships with companies like Keurig Dr Pepper (30+ years), Sunkist, Cold Stone Creamery and Krispy Kreme. This year features an exciting launch of several new products for Harry Potter, including Butterbeer Chewy Candy and milk chocolate with smooth and creamy Butterbeer-flavored meltaway centers.



86 DEAPLANETA ENTERTAINMENT

NEW!

\$72M (PRIVATE)

WWW.DEAPLANETAENTERTAINMENT.COM

DeAPlaneta Entertainment is a leading global company. It is part of the Grupo Planeta and De Agostini. It provides all audiences with an extensive selection of quality entertainment that combines creativity with innovation. For more than 20 years, DeAPlaneta Entertainment has acquired, produced and distributed content and experiences. It works on everything from films, fictional series, animation and licensed products to live shows, sports competitions and, more recently, NFT development and a metaverse presence. It has achieved numerous global successes along the way. Highlights include releasing titles like “The Physician” and “Saw,” Oscar winners “The King’s Speech” and “The Pianist” in Spanish cinemas and creating the series “Ana: All In.” DeAPlaneta Entertainment also manages and produces recognized children’s and family brands, including Miraculous Ladybug, Milo, Gormiti, Heidi and Maya the Bee. The company continues to expand and explore new areas in the interactive field and has organized high-profile events such as the eCopa RFEF, and the national FIFA 21 benchmark tournament, with the support of the Royal Spanish Football Federation.



87 RUST-OLEUM CORPORATION

\$65M (E) (PRIVATE)

WWW.RUSTOLEUM.COM/PAGES/LICENSING

The Rust-Oleum brand spans six different categories, including automotive protection, security padlocks and hardware, tapes and adhesives, finishing products (sanding) and pet products/accessories.

Top brands in the market include Rust-Oleum and Certified Protection by Rust-Oleum. Brands in development include Varathane, Zinsser and Mean Green.



88 TURNOWSKY **NEW!**

\$45M (E) (PRIVATE)

WWW.TURNOWSKY.COM

House of Turnowsky is a leading-edge multi-cultural design house, well-known for its creativity, innovation and high-end designs. Elegant, classic and original, Turnowsky's collections are known for their timeless style. Founded in 1940 in Vienna, Turnowsky has consolidated its position as a worldwide leader in design, especially in high-end stationery, in more than 40 countries.

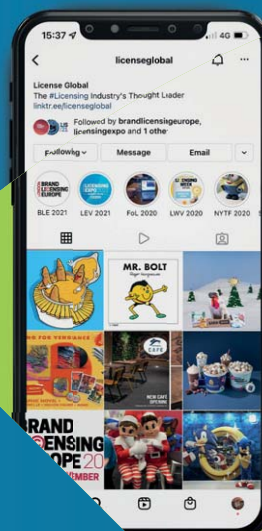
Turnowsky is a design house with 15 international experienced designers that are among the best of their kind. Coming from different professional and personal backgrounds at the House of Turnowsky, its designers find a place to share, nourish, grow and inspire each other and every design. Since entering the licensing arena, the company is celebrating licensing partnerships across various product groups including textile, home décor, fashion accessories, lifestyle products and gifts. Turnowsky is a proud partner to brands such as American Greetings, Hallmark, QT Fabrics, Art Cushions, Mikasa, Design Design, PPD, Browntrout, L'Or de Seraphine, AS Creation, Xanadoo, BSB, Franco Cosimo Panini and others.

Currently, Turnowsky has more than 35 partnerships. Products designed by Turnowsky are sold at a number of global retailers, such as KDW Berlin, Harrods and Mitsukoshi, as well as by leading U.S. retailers, such as Walmart, Macy's and Target. The Turnowsky name on every product is the sign of the brand's commitment to transform the ordinary, bringing style and beauty to the everyday, delighting hearts all over the world.

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