INSIDE: DATA-LED TRENDS AND MARKET INSIGHTS

LICENSE GLOBAL



THE TOP GLOBAL LICENSORS 2023

THE *IP Owners* EXPANDING BRANDS BY THE *Billions*

The Top Global Licensors report returns for 2023, highlighting the enormous opportunity that licensed brand extension presents for IP, totaling more than $278 billion in retail sales.

Digital Edition Copyright Notice

The content contained in this digital edition ("Digital Material"), as well as its selection and arrangement, is owned by Informa. and its affiliated companies, licensors, and suppliers, and is protected by their respective copyright, trademark and other proprietary rights.

Upon payment of the subscription price, if applicable, you are hereby authorized to view, download, copy, and print Digital Material solely for your own personal, non-commercial use, provided that by doing any of the foregoing, you acknowledge that (i) you do not and will not acquire any ownership rights of any kind in the Digital Material or any portion thereof, (ii) you must preserve all copyright and other proprietary notices included in any downloaded Digital Material, and (iii) you must comply in all respects with the use restrictions set forth below and in the Informa Privacy Policy and the Informa Terms of Use (the "Use Restrictions"), each of which is hereby incorporated by reference. Any use not in accordance with, and any failure to comply fully with, the Use Restrictions is expressly prohibited by law, and may result in severe civil and criminal penalties. Violators will be prosecuted to the maximum possible extent.

You may not modify, publish, license, transmit (including by way of email, facsimile or other electronic means), transfer, sell, reproduce (including by copying or posting on any network computer), create derivative works from, display, store, or in any way exploit, broadcast, disseminate or distribute, in any format or media of any kind, any of the Digital Material, in whole or in part, without the express prior written consent of Informa. To request content for commercial use or Informa's approval of any other restricted activity described above, please contact the Reprints Department at (877) 652-5295. Without in any way limiting the foregoing, you may not use spiders, robots, data mining techniques or other automated techniques to catalog, download or otherwise reproduce, store or distribute any Digital Material.

NEITHER Informa NOR ANY THIRD PARTY CONTENT PROVIDER OR THEIR AGENTS SHALL BE LIABLE FOR ANY ACT, DIRECT OR INDIRECT, INCIDENTAL, SPECIAL OR CONSEQUENTIAL DAMAGES ARISING OUT OF THE USE OF OR ACCESS TO ANY DIGITAL MATERIAL, AND/OR ANY INFORMATION CONTAINED THEREIN.

The Top Global Licensors Report is copyrighted and cannot be used without the written permission of License Global and Informa.



LONDON BRAND LICENSING EUROPE 2023

FIND YOUR NEXT BRAND PARTNERSHIP

Thousands of brands looking for their next collaboration. What will you discover?

4-6 October 2023
ExCeL London

brandlicensing.eu

GLOBAL LICENSING GROUP | LAS VEGAS LICENSING EXPO | LONDON BRAND LICENSING EUROPE | CHINA LICENSING EXPO

OFFICIAL PUBLICATION
LICENSE GLOBAL

LICENSEGLOBAL

The Licensing Industry's Thought Leader

LICENSEGLOBAL.COM

EDITORIAL DEPARTMENT

VICE PRESIDENT, CONTENT AND STRATEGY
Amanda Cioletti amanda.cioletti@informa.com

SENIOR MANAGING EDITOR
Patricia DeLuca patricia.deluca@informa.com

CONTENT DIRECTOR, EMEA
Ben Roberts ben.roberts@informa.com

CONTENT EDITORS
McKenna Morgan mckenna.morgan@informa.com
Jane Neal jane.neal@informa.com

SPONSORED CONTENT EDITOR
Alex Markovich Alex.Markovich@informa.com

SENIOR DIGITAL EDITOR
Ian Hart ian.hart@informa.com

DIGITAL EDITOR
Barbara Smith barbara.smith@informa.com

ART DEPARTMENT

ART DIRECTOR
Carey Sweeten carey.sweeten@informa.com

SENIOR AD OPERATIONS SPECIALIST
Jacqi Fisher jacqi.fisher@informa.com

ADVERTISING DEPARTMENT

VICE PRESIDENT, SALES
Howard Gelb howard.gelb@informa.com

EUROPEAN BUSINESS DEVELOPMENT
AND ACCOUNT DIRECTOR
Matthieu Battini matthieu.battini@informa.com

HEAD OF DIGITAL SALES
Adrian Floyd adrian.floyd@informa.com

ACCOUNT MANAGERS

(U.S.) Kelli Couchee kelli.couchee@informa.com
(U.S.) Allie Mintz allie.mintz@informa.com
(U.S.) Christie Ramsey christie.ramsey@informa.com
(U.S., Asia and Oceania) Sarala Govindan
sarala.govindan@informa.com
(EMEA) Cassius Anderson cassius.anderson@informa.com
(EMEA) Greg McDonald greg.mcdonald@informa.com
(U.S. and LATAM) Raquel Villazon raquel.villazon@informa.com

DIGITAL SALES MANAGERS

Max Carpanini max.carpanini@informa.com
Justin Giuffrida justin.giuffrida@informa.com

MARKETING DEPARTMENT

MARKETING DIRECTOR
Mathilde LeBorgne mathilde.leborgne@informa.com

DIGITAL DIRECTOR
Stephen Wray stephen.wray@informa.com

PROGRAM MANAGER
Kellie Wahlheim, CEM kellie.wahlheim@informa.com

MARKETING ANALYST
Jack Beaman jack.beaman@informa.com

GROWTH MARKETING MANAGER
Chena Ohanele chena.ohanele@informa.com

DIGITAL MARKETING SPECIALISTS
Kendall Adams kendall.adams@informa.com
Harry Ivin harry.ivin@informa.com

DIGITAL CREATIVE DESIGN MANAGER
Joseph Rose joseph.rose@informa.com

SENIOR VICE PRESIDENT
Anna Knight anna.knight@informa.com

LICENSING AND REUSE OF CONTENT

Contact our official partner, Wright's Media, about available usages, license fees and award seal artwork at informa@wrightsmedia.com for more information. Please note that Wright's Media is the only authorized company that we've partnered with for Informa Markets materials.

© 2023 Informa Markets, a trading division of Informa PLC. All rights reserved. No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical including by photocopy, recording, or information storage and retrieval without permission in writing from the publisher. Authorization to photocopy items for internal/educational or personal use, or the internal/educational or personal use of specific clients is granted by UBM for libraries and other users registered with the Copyright Clearance Center, 222 Rosewood Dr. Danvers, MA 01923, 978-750-8400 fax 978-646-8700 or visit http://www.copyright.com online. For uses beyond those listed above, please direct your written request to Permission Dept. fax 732-647-1104.

Informa Markets provides certain customer contact data (such as customers' names, addresses, phone numbers, and e-mail addresses) to third parties who wish to promote relevant products, services, and other opportunities that may be of interest to you. If you do not want Informa Markets to make your contact information available to third parties for marketing purposes, simply call toll-free 888-644-2022 and a customer service representative will assist you in removing your name from Informa Markets lists. Outside the U.S., please phone 218-740-6836.

License Global does not verify any claims or other information appearing in any of the advertisements contained in the publication, and cannot take responsibility for any losses or other damages incurred by readers in reliance of such content.

To subscribe, visit LicenseGlobal.com. For customer service support, call toll-free 888-644-2022 or 218-740-6836 if outside the U.S. You can also email cs@licensingexpo.com.


ONE PIECE
©Eiichiro Oda/Shueisha, Toei Animation



TOEI ANIMATION

Since 1956

www.TOEI-ANIMATION-USA.com
INQUIRY@TOEI-ANIMATION-USA.COM

Note from the Editor

SCRATCHING THE SURFACE OF UNFATHOMABLE GROWTH.

by BEN ROBERTS

THE MODERN BRAND licensing model has evolved, innovated and thrived, despite global economic issues impacting consumer confidence and disrupting industries across all verticals.

To chart the growing global influence of brand licensing, this year's Top Global Licensors report once again invited brand owners worldwide to submit their total retail sales of licensed goods from the previous year.

How it Works

License Global calls for intellectual property (IP) owners across the global brand licensing business to participate by providing global retail sales of licensed consumer products and experiences, along with their equations, formulas and product classification methodology from the previous calendar year, which in this case is 2022.

The License Global team then validates each brand, works with the submitting company to ensure fiduciary trust and then cross-checks and curates submissions to build each annual report.

Despite working with brands on our list directly to ensure accuracy for the most part, many businesses are often unable to participate due to time pressures, private company structures and confidentiality clauses. Missing brands approached but not included range from Coca-Cola, Netflix, Activision Blizzard and Playboy to name a few, alongside a raft of brands absent from across food and beverage, sports and fashion. Therefore, the Top Global Licensors report can only claim to have part of the picture, yet working with the brands we do, can provide a validated and authoritative barometer of industry health, growth and trajectory.

The Results

For 2022, the intellectual property owners included in the Top Global Licensors report totaled $278 billion in licensed consumer products sold at retail. The top 20 companies of the 84 brands in this year's report generated a combined $230 billion with $189 billion of that in the top 10 alone — that top 10 grew at a combined average of 20% year-over-year (YoY) with individual businesses seeing YoY growth as high as 61%.

WHP Global, brand management and owners of Toys"R"Us, Anne Klein and Bonobos, among many others, reported a leap of $2.55 billion, just one of the submitting brands reporting a significant uptick in licensing activity. The Pokémon International Company grew $3.1 billion in 2022, rising from 11th position in 2020 to fifth in 2023 and boasting an average annual growth rate from 2020 to 2023 of 43%.

Mattel is another significant player on the Top Global Licensors list. With global celebrations in support of its powerhouse property Barbie taking place, among other properties, such as Hot Wheels and American Girl, and the toy company has secured an incredible 93% annual average growth rate – moving from $2 billion sold in 2019 to $8 billion in licensed goods sales for the year of 2022.

The Pokémon International Company and Hasbro each reported a $3.1 billion increase in sales, demonstrating their ability to resonate with fans. NBCUniversal experienced a $2.3 billion surge, while The Walt Disney Company saw a substantial $5.5 billion increase in licensed goods sold at retail.

Even amongst widespread entertainment industry disruption, intellectual property ownership and consumer engagement through product and experiences drove growth in times of uncertainty.

It's worth noting that licensing's growth isn't limited to the entertainment industry alone. The Top Global Licensors report for 2023 highlights the significant contributions of various sectors.

Home, appliance and corporate brands substantially influenced this year's licensing activity. Companies – such as Stanley Black & Decker, The Electrolux Group, Church & Dwight, Whirlpool Corporation, Caterpillar, Ford Motor Company, BMW Group and Nissan – collectively added $27.2 billion in 2023.

New brands to the ranking include B. Duck, Duke Kahanamoku, AC Milan, Just Born Quality Confections, ZAG, Scholl's Wellness Company, Fleischer Studios, Toikido and Jazwares to name a few. The global toy company, Jazwares, saw success with the acquisition of Kelly Toy Holdings – the creators of Squishmallows – in 2018 and has since grown the brand to global recognition.

Fashion and lifestyle brands also delivered in 2022. kathy ireland Worldwide grew $1.1 billion to a total estimated $4.2 billion in licensed product retail sales last year; Authentic Brands Group grew $2.4 billion, while Bluestar Alliance grew by $1 billion to a giant $7.5 billion. It also witnessed substantial increases in licensed goods sold, with the top five fashion brands in the report reaching a total of $42 billion in revenue.

Food and beverage brands also brought an impressive $3.8 billion to the final figures from businesses such as Keurig Dr Pepper, Just Born Quality Confections, Jelly Belly Candy Company, The Hershey Company, TGI Friday's and Diageo.

For now, on behalf of the License Global and Global Licensing Group team, we want to express gratitude to the global brands that contributed their figures to the report. Their participation is vital in understanding and assessing industry activity.

While we could not include every brand owner conceivable in this report, the increasing numbers of those participating and their unique insight offer a glimpse into the tremendous potential of one of the most dynamic industries on the planet, proving the rule that our annual total is a barometer for success, and only scratches the surface of what is out there. ©

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 2022. 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 30, 2023. 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.



©2023 PARAMOUNT PICTURES. ALL RIGHTS RESERVED. NICKELODEON, TEENAGE MUTANT NINJA TURTLES AND ALL RELATED TITLES, LOGOS AND CHARACTERS ARE TRADEMARKS OF VIACOM INTERNATIONAL INC.

TOP 20 GLOBAL LICENSORS

Rank	Licensor	Retail Sales
1	**The Walt Disney Company**	**$61.7B**
2	**Dotdash Meredith**	**$31.5B** E
3	**Authentic Brands Group**	**$24.1B** E
4	**Warner Bros. Discovery**	**$15.8B**
5	**The Pokémon Company International**	**$11.6B**
6	**Hasbro**	**$11.5B** E
7	**NBCUniversal/Universal Products & Experiences**	**$10.5B**
8	**Mattel**	**$8.0B** E
9	**Bluestar Alliance**	**$7.5B**
10	**WHP Global**	**$6.7B** E

Rank	Licensor	Retail Sales
11	**Paramount Consumer Products & Experiences**	**$6.0B** E
12	**Toei Animation**	**$5.2B**
13	**The Electrolux Group**	**$4.7B** E
14	**kathy ireland Worldwide**	**$4.2B** E
15	**Stanley Black & Decker**	**$4.0B** E
16	**Sanrio**	**$3.8B**
17	**Procter & Gamble**	**$3.5B** E
18	**BBC Studios**	**$3.4B** LGE
19	**Serta Simmons Bedding**	**$3.2B** E
20	**Caterpillar**	**$3.0B** E

License Global Estimates (LGE) are based on independent research by License Global through financial reporting. Company submitted estimates (E) are provided by the submitting brand and are not approximate financial figures. Biographies are written and submitted by the participating companies, although edited by License Global to suit house style. License Global reserves the right to carry data from the previous year to the current with a limit of three years from most recent submission. Following publish, no changes will be made to the ranking. If you wish to refute your submission, please contact License Global in rectifying for future editions.

TOP GLOBAL LICENSORS

Rank	Licensor	Retail Sales
21	**WildBrain**	**$2.9B** E
22	**Bandai Namco Group**	**$2.8B**
23	**Whirlpool Corporation**	**$2.8B** E
24	**NFL Players Association**	**$2.7B**
25	**U.S. Polo Assn./USPA Global Licensing**	**$2.3B**
26	**Rainbow**	**$2.0B** E
27	**The Hershey Company**	**$1.9B** E
28	**Ford Motor Company**	**$1.8B** LGE
29	**Dr. Seuss Enterprises**	**$1.7B** E
30	**Jazwares** NEW!	**$1.5B** E
31	**Nissan Motor Corporation**	**$1.5B** E
32	**PGA Tour**	**$1.4B** E
33	**Focus Brands**	**$1.4B** E
34	**Spin Master**	**$1.3B** LGE
35	**Sesame Workshop**	**$1.2B** E
36	**BMW Group**	**$1.1B**
37	**Crunchyroll**	**$1.0B** E

Rank	Licensor	Retail Sales
38	**WWE**	**$1.0B** E
39	**Church & Dwight**	**$860M**
40	**Keurig Dr Pepper**	**$841M**
41	**Established.**	**$833M**
42	**Moomin Characters**	**$820M** E
43	**Tommy Bahama**	**$747M**
44	**SEGA**	**$724M**
45	**Sony Pictures Entertainment**	**$710M** E
46	**VIZ Media**	**$710M** E
47	**Michelin Lifestyle**	**$644M**
48	**Shanghai Skynet Brand Management Corp.**	**$600M** E
49	**The Goodyear Tire & Rubber Company**	**$560M**
50	**Lagardére Group**	**$500M**
51	**Bromelia Produções**	**$499M** E
52	**The Smiley Company**	**$436M** LGE
53	**ZAG** NEW!	**$372M** E
54	**Studio 100 Group**	**$351M**

TOP GLOBAL LICENSORS

Rank	Licensor	Retail Sales
55	Diageo	$350M E
56	TGI Fridays	$338M E
57	Emoji Company	$336M E
58	Skechers U.S.A.	$320M E
59	Animaccord	$286M E
60	Formula 1	$284M
61	Games Workshop	$271M
62	Sports Afield	$265M
63	Scholl's Wellness Company NEW!	$257M E
64	ITV Studios	$252M
65	Crayola	$250M E
66	The Ohio State University	$220M E
67	Art Brand Studios	$200M E
68	Carte Blanche Greetings	$200M E
69	Roto-Rooter	$200M LGE

Rank	Licensor	Retail Sales
70	United States Postal Service	$200M
71	Perfetti Van Melle Group	$195M
72	Jelly Belly Candy Company	$132M
73	The Scotts Miracle-Gro Company	$130M E
74	Just Born Quality Confections NEW!	$120M E
75	Toikido NEW!	$110M E
76	Fleischer Studios NEW!	$100M E
77	U.S. Army	$100M E
78	AC Milan NEW!	$88M E
79	Acamar Films	$67M E
80	House of Turnowsky	$50M E
81	B. Duck NEW!	$30M E
82	Cardio Bunny NEW!	$30M
83	Duke Kahanamoku NEW!	$25M E
84	Rust-Oleum Corporation	$25M E


SONIC
MOVIE
GLOBAL CATEGORY LEADER
VIDEO GAMES
GLOBAL MOBILE ANIMATION
EMERALD
SONIC
TV
GOTTA GO FAST
#1 HIT
ANIMATION
ENTERTAINMENT
BLUE BLUR
SPEED
SONIC™
THE HEDGEHOG
LET'S GO FAST TOGETHER!
TOP GLOBAL ENTERTAINMENT BRAND
TOP SEARCHED VIDEO GAME CHARACTER
AUDIENCE DEMO SPANS KIDS TO ADULTS
HIT MOVIE FRANCHISE
1B+ GAMES SOLD / DOWNLOADED
NEW GAMES, MOVIES, TV & MORE
For partnership opportunities, email alex.gomez@segaamerica.com
sonicthehedgehog.com

2023

Brandscape

WHILE THE TOP Global Licensors rankings looks back, License Global's Brandscape is engineered to tell a more complete picture. License Global surveyed brand owners to generate insight into the brand licensing, collaboration and extension strategies underway. Here, License Global provides exclusive analysis of categories of choice for brand-on-brand collaborations and best-in-class licensee partnerships defining the future, as well as a breakdown of categorical themes arising and the challenges that may lie ahead.

The Year in Review

Last year's report welcomed 88 brands totaling $260.5 billion, while this year's 84 brands generated a total of $278 billion – meaning more growth in a more concentrated space.

$278B

Total sales of licensed goods submitted by 84 brands. Over 40 brands featured in the report saw substantial growth in 2022.

$16.9B

The top 10 brands in the Top Global Licensors shared a collective growth of $16.9B in 2022, which translates to an average annual growth rate (AAGR) of 20%.

Top Categories

These figures reveal the total revenue of licensed consumer products sold at retail for the top five brands by category.

CATEGORY	TOP COMPANIES
ENTERTAINMENT **$111.1B**	1. THE WALT DISNEY COMPANY 2. WARNER BROS. DISCOVERY 3. THE POKÉMON INTERNATIONAL COMPANY 4. HASBRO 5. NBCUNIVERSAL/UNIVERSAL PRODUCTS & EXPERIENCES
TOYS & GAMES **$35.4B**	1. THE POKÉMON INTERNATIONAL COMPANY 2. HASBRO 3. MATTEL 4. BANDAI NAMCO GROUP 5. JAZWARES
FASHION **$45B**	1. AUTHENTIC BRANDS GROUP (AUTHENTIC) 2. BLUESTAR ALLIANCE 3. WHP GLOBAL 4. KATHY IRELAND WORLDWIDE 5. U.S. POLO ASSN./USPA GLOBAL LICENSING
FOOD & BEVERAGE **$3.6B**	1. THE HERSHEY COMPANY 2. KEURIG DR PEPPER 3. DIAGEO 4. TGI FRIDAY'S 5. PERFETTI VAN MELLE
CORPORATE BRANDS **$18.4B**	1. THE ELECTROLUX GROUP 2. STANLEY BLACK & DECKER 3. PROCTER & GAMBLE 4. SERTA SIMMONS BEDDING 5. CATERPILLAR



$156.5B

Total of licensed goods sold at retail across the entertainment category (including animation, movies and gaming).

$33.7B

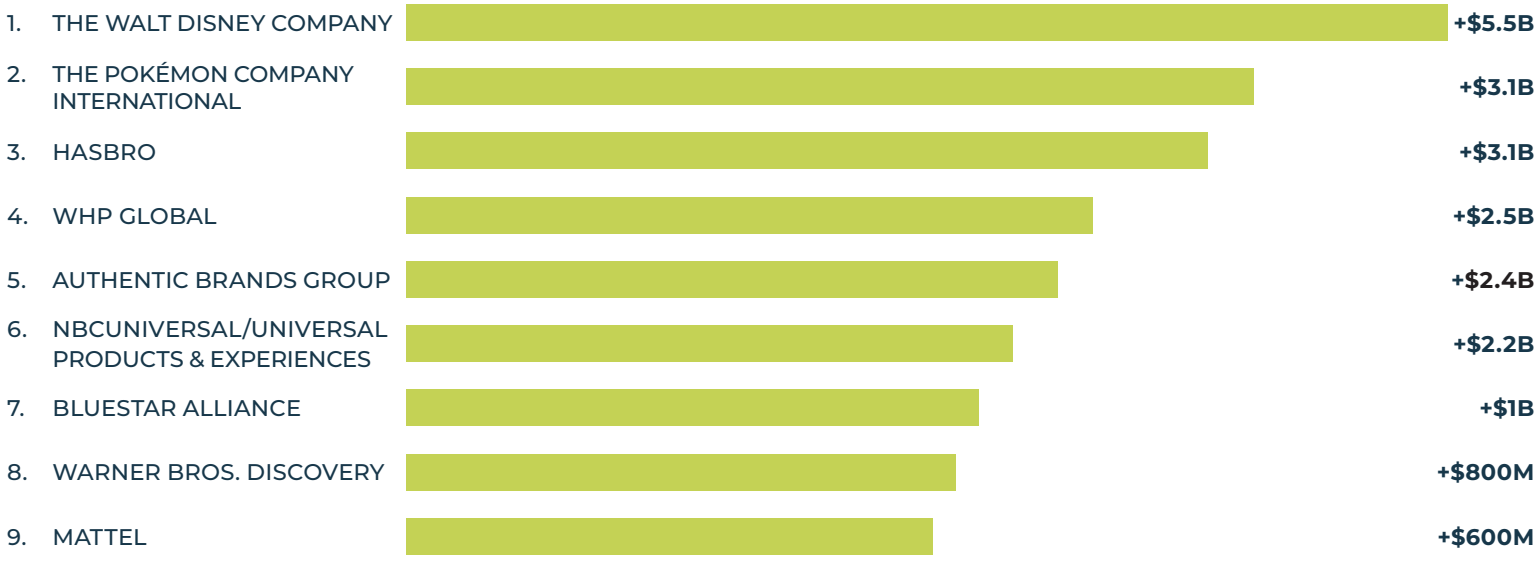
Publishing, magazine and media brands reported a total of $33.7 billion, led by Dotdash Meredith.

$5.5B

The biggest brand growth in the top 10 was The Walt Disney Company.

Brand Growth in 2022

Across the Top Global Licensors report, 44 brands reported substantial growth totaling $28.9 billion. Brands within the top 10 were no exception.



Growth Over Time

When measuring licensed goods sold at retail from 2019 to 2022, the top 10 brands within the Top Global Licensors report have collectively grown by $59.3 billion. License Global looks at just five of the leading growth businesses featured in the Top Global Licensors report from 2019-2022.

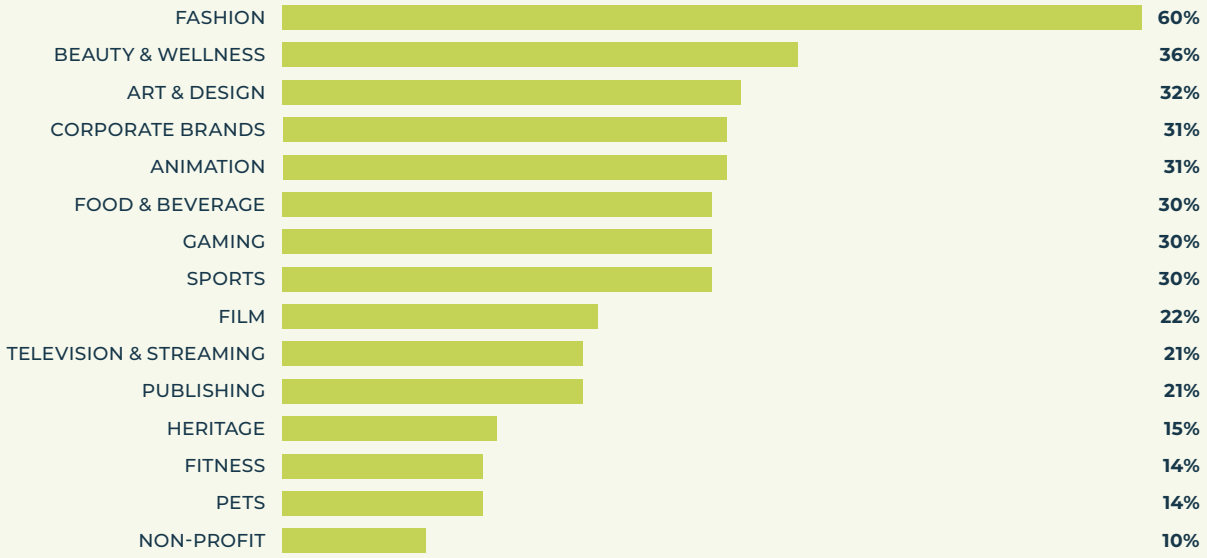
Mattel	WHP Global	The Pokémon International Company	Bluestar Alliance	Authentic Brands Group
$2B (2019) – $8B (2022)	$1.4B (2019) – $6.75B (2022)	$4.2B (2019) – $11.6B (2022)	$3.5B (2019) – $7.5B (2022)	$12.3B (2019) – $24.1B (2022)
+8% YOY (2022)	+61% YOY (2022)	+36% YOY (2022)	+15% YOY (2022)	+11% YOY (2022)
Mattel grew from $2B retail sales of licensed consumer products in 2019 and 2020 to $7.4B in 2021 and $8B in sales in 2022. This marks an average YoY growth of 93% from 2020 to 2022.	WHP Global's acquisitions and brand management have led to a portfolio of growing licensing activity, measuring from $1.4B of licensed retail sales in 2019 to $6.75B in this year's report.	The Pokémon International Company has grown from $4.2B to $11.6B in retail sales of licensed product (2019-2022), jumping $3.1B (+36% YoY) from 2021's sales figures of $8.5B.	Bluestar Alliance grew sales of licensed goods at retail from 2019 to 2022 by $4B, with a 29% average annual growth rate.	Authentic grew $2.4B from 2021 to 2022, rising $11.8B from 2019 to 2022 – marking the biggest leap in the top 10 brands featured.

The 2024 Forecast

While the Top Global Licensors report captures financial data to provide an insight into brand health, industry growth and market trajectory, Brandscape also captures data to provide a forecast into the strategies and categories defining the licensing model of the future.

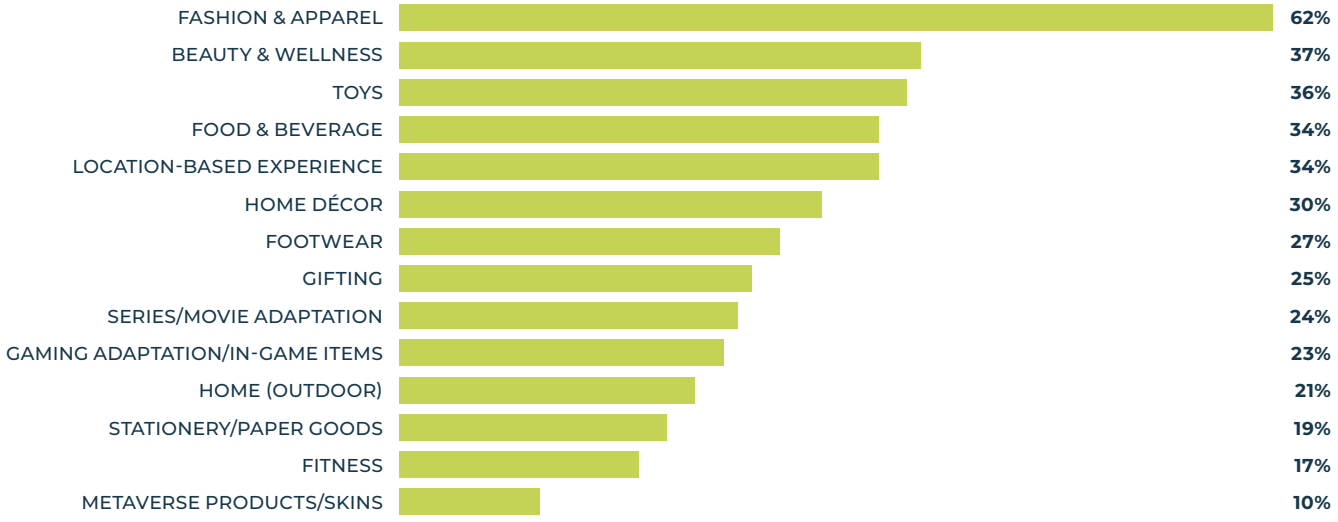
Brand Collaborations

Brand extension, collaboration and partnerships have continued to evolve as part of the traditional licensing model. License Global asked brands what they predict are the most important areas in which to grow engagement, create impact and build awareness through brand-on-brand collaborations.



Product Categories of the Future

License Global asked brands for their core categories of focus when working with licensees in 2024.



Challenges and Opportunities

There is no strategy without understanding the challenges and opportunities that lie ahead. Our Top Global Licensor respondents gave us their view on the pitfalls and potentials of the next 18 months.

CHALLENGES



1. SUPPLY CHAIN DISRUPTION **55%**



2. ECONOMIC IMPACT ON CONSUMER CONFIDENCE OR CHANGING CONSUMER PRIORITIES. **50%**



3. REDUCED BRICK-AND-MORTAR RETAIL ACTIVITY **44%**



4. RETAILERS FOCUSING ON PRIVATE/IN-HOUSE BRANDS **39%**



5. INCREASED RISKS FOR BRAND OWNERS, LICENSEES AND RETAILERS. **31%**



6. INCREASED SPEED-TO-MARKET PRESSURES BASED ON CONSUMER TRENDS **30%**



7. E-COMMERCE MARKET SATURATION **16%**



8. SUSTAINABILITY EXPECTATIONS FROM CONSUMERS **14%**



9. DROPPING CONSUMER INTEREST IN LICENSED GOODS **13%**



10. BRAND CONSOLIDATION/ MERGERS **10%**

OPPORTUNITIES

1. MORE COLLABORATION BETWEEN BRAND OWNERS, LICENSEES AND RETAILERS **51%**
2. INCREASING BRAND ENGAGEMENT ACROSS CATEGORIES FOR CONSUMERS. **50%**
3. INNOVATIONS IN DIRECT-TO-CONSUMER STRATEGIES. **45%**
4. THE MERGER OF PHYSICAL AND DIGITAL CREATES NEW OPPORTUNITIES TO ENGAGE CONSUMERS. **40%**
5. MORE ACCESSIBLE AND PROGRESSIVE DIRECT-TO-RETAIL STRATEGIES. **36%**
6. E-COMMERCE ACTIVITY FORECAST TO INCREASE **28%**
7. SUSTAINABLE PRODUCT INNOVATION IS BECOMING MORE ACCESSIBLE **28%**
8. CREATIVE CAMPAIGNS GATHERING TRACTION WITH AN INCREASINGLY DIGITAL CONSUMER BASE **25%**
9. CHANGING CONSUMER PRIORITIES AND INCREASING IMPULSE SPEND **23%**
10. THE LICENSED PRODUCT DESIGN LEVEL IS AT ITS MOST INTERESTING IN DECADES. **14%**

BIOWORLD

ORIGINAL SQUISHMALLOWS™

INSPIRING POP CULTURE GLOBALLY.



©2023 Kelly Toys Holdings, LLC. Original Squishmallows and Squishmallows are trademarks of Kelly Toys Holdings, LLC

BIOWORLDMERCH.COM

1 THE WALT DISNEY COMPANY

$61.7B (NYSE: DIS)

WWW.THEWALTDISNEYCOMPANY.COM

As part of The Walt Disney Company, Disney Consumer Products, Games and Publishing brings brands into the daily lives of families and fans of all ages by creating innovative products and immersive experiences worldwide. Its products and retail experiences span across the company's brands – Disney, Pixar, Marvel, Lucasfilm, ESPN, 20th Century Studios and National Geographic – and are delivered through a variety of channels, including mass market, specialist, value, grocery and digital retailers globally, the recently rebranded Disney store digital and physical retail portfolio, and Disney Parks. 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, adidas, H&M, Pandora, Kimberly Clark, Funko and Procter & Gamble, to create world-class products across multiple categories that appeal to 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.

2 DOTDASH MEREDITH

$31.5B (E) (NYSE: MDP)

WWW.DOTDASHMEREDITH.COM

Dotdash Meredith is the largest digital and print publisher in America. From mobile to magazines, nearly 200 million people trust Dotdash Meredith to help them make decisions, take action and find inspiration. Dotdash Meredith's over 40 iconic brands include PEOPLE, Better Homes & Gardens, Verywell, Food & Wine, The Spruce, Allrecipes, Brides, Byrdie, REAL SIMPLE, Investopedia, Southern Living, Coastal Living, EatingWell, Cooking Light, LIFE and InStyle. In 2022, Better Homes & Gardens celebrated 100 years as a leading home, garden and lifestyle authority. This media brand reaches a monthly audience of over 43 million with a robust, multiplatform presence across print, digital and social, as well as highly successful and long-standing licensing partnerships with Walmart and Anywhere Real Estate that continue to thrive and grow. The Better Homes and Gardens collection at Walmart has over 3,000 active SKUs online and in Walmart stores nationwide. In 2022, BHG expanded its home décor and outdoor living collection to include new indoor furniture and lighting fixtures.

The Better Homes & Gardens Real Estate network includes over 13,000 independent sales associates and over 400 offices serving home buyers and sellers across the U.S., Canada, Jamaica, The Bahamas, Australia and Turkey. The Southern Living brand celebrates the essence of life in the South, covering the best in Southern food, homes, gardens and travel. The Southern Living Collection at Dillard's remains a top-performing home brand and a cornerstone of the retailer's home décor assortment. In 2022, Dotdash Meredith introduced new collections in kitchen textiles, bath, tabletop and room décor. Additional programs include the Southern Living Plant Collection with PDSI and the Southern Living lighting range from Regina Andrew. The Coastal Living brand is the source of inspiration and information for people who celebrate life along the coast. Universal Furniture's Coastal Living collection includes indoor and outdoor furniture popular with retailers and consumers. The Coastal Living lighting collection from Regina Andrew features coastal-inspired lamps, sconces and statement chandeliers. The Brides brand guides millions of monthly users as they make decisions from pre-engagement through the honeymoon. The VRAI x BRIDES collection, launched in 2022, features an assortment of lab-grown diamond jewelry, including wedding bands and engagement rings, earrings, bracelets and necklaces, inspired by the brand's classic aesthetic. The Minted x Brides collection expanded its assortment of wedding stationery and website templates thoughtfully designed to celebrate all couples. The iconic LIFE brand, with an archive of millions of images spanning decades of historical moments, has assorted branded merchandise collections, including men's and women's apparel, backpacks, puzzles and stationery in the U.S., South Korea, Italy, Taiwan, Japan, European Union and U.K. Other Dotdash Meredith licensed programs include EatingWell cookware, utensils and gadgets; Allrecipes cookware, pantry ware and spice collection; Cooking Light cookware and cutlery and international magazine editions of Better Homes & Gardens, Food & Wine, InStyle, SHAPE and Travel+Leisure.

3 AUTHENTIC BRANDS GROUP

$24.1B (E) (PRIVATE)

WWW.AUTHENTIC.COM

Authentic Brands Group (Authentic) is a global brand development, marketing and entertainment platform with a portfolio of over 40 iconic and world-renowned lifestyle, entertainment and media brands. With global headquarters in New York City, Authentic has regional headquarters in major markets worldwide. Authentic's proven playbook connects strong brands with best-in-class partners and a global network of operators, distributors and retailers to build long-term value in the marketplace. In 2022, Authentic continued to evolve its platform via a series of acquisitions and strategic moves. The company signed a partnership with David Beckham to co-own and manage his global brand. Its Europe-based satellite office evolved

into a fully operational regional headquarters focused on driving brand and business growth in EMEA and India. In addition, Authentic completed its largest acquisition to date with the Reebok deal and finalized the acquisition of Ted Baker. This year several of Authentic's lifestyle brands will celebrate significant milestones. Barneys New York is celebrating its centennial with continued expansion across the luxury space, including introducing beauty and hospitality. The Frye Company commemorates its 160th anniversary with collaborations rolling out across digital, social and retail channels. Judith Leiber is celebrating its 60th with a "Crown to Couture" exhibition at Kensington Palace and Nautica celebrates its 40th through a dedicated campaign featuring a limited-edition commemorative sportswear collection. Authentic's entertainment and media brands continue diversifying, entering new markets and verticals. Sports Illustrated launched Sports Illustrated Resorts, a premium lifestyle resort and entertainment destination. It also took its legendary Sports Illustrated "The Party" to Germany for the first National Football League game at the P1 Club in Munich. The brand also launched its first-ever, star-studded Golf Invitational during Big Game weekend at the Talking Stick Golf Club in Phoenix, Ariz.

The company unveiled its new West Coast headquarters in LA, home to Authentic Studios. This full-service production studio comprises four labels: Studio 99, Jersey Legends, Sports Illustrated Studios and Authentic Productions. Authentic continues to drive relevance and growth for its brands via collaborations. Notable launches over the last year include Judith Leiber x The Kardashian-Jenner family, Juicy Couture x Kraft Mayo, Reebok x Eames, Muhammad Ali x Siegelman Stable, Zara x Shaq, Anine Bing x Iconic Images, Lucky Brand x Yellowstone and Elvis Presley x Kosta Boda. Authentic has reinforced its commitment to driving positive impact at scale. This year, the company announced a multiyear corporate alliance with Global Citizen, the world's largest advocacy organization, to activate consumers' purchasing power and drive change toward the most urgent issues facing humanity and the planet. In support of making a global impact, Authentic and Global Citizen's exclusive "Take Action" initiative will encompass co-branded product collections, marketing activations and donation roundup programs across Authentic's brands. Reebok will be the first to launch a "Take Action" collaboration this fall, followed by activations with Aéropostale, Nautica, Eddie Bauer, Forever 21 and more in the coming years.

WARNER BROS. DISCOVERY

4 WARNER BROS. DISCOVERY

$15.8B (NYSE: T)

WWW.WBD.COM

Warner Bros. Discovery is a leading global media and entertainment company that creates and distributes a differentiated portfolio of content and brands across television, film and streaming. Available in more than 220 countries and territories and 50 languages, Warner Bros. Discovery inspires, informs and entertains audiences worldwide through its brands and products, including Discovery Channel, discovery+, CNN, DC, Eurosport, HBO, HBO Max, HGTV, Food Network, OWN, Investigation Discovery, TLC, Magnolia Network, TNT, TBS, truTV, Travel Channel, MotorTrend, Animal Planet, Science Channel, Warner Bros. Pictures, Warner Bros. Television, Warner Bros. Games, New Line Cinema, Cartoon Network, Adult Swim, Turner Classic Movies, Discovery en Español, Hogar de HGTV and others.

The Pokémon Company INTERNATIONAL

5 THE POKÉMON COMPANY INTERNATIONAL

$11.6B (PRIVATE)

WWW.POKEMON.COM

For over 27 years, Pokémon has remained one of the world's most popular entertainment properties through its vast portfolio of video games, apps, the Pokémon Trading Card Game, consumer products, animation, movies and Play! Pokémon competitive events.

Pokémon ushered in a new era with the launch of the "Pokémon Scarlet" and "Pokémon Violet" video games, which introduced newly discovered Pokémon in the Paldea region, and the reveal of "Pokémon Horizons: The Series," an upcoming animated series featuring a new storyline and characters. Both are primed to drive the brand forward by invigorating mainstream interest in the property and cementing Pokémon as a sought-after collaborator.

This strong momentum fuels The Pokémon Company International's (TPCi) robust licensing program spanning gaming, toys, apparel and accessories, designer collaborations, home décor, publishing and more, partnering with licensees to introduce new and unique ways for fans to engage with the brand and earning the 2022 License of the Year accolade by The Toy Association.

TPCi has collaborated with Jazwares, Mattel, Funko, PowerA, The Wand Company and more to release toys and collectibles appealing to both kids and kidults, including the ever-popular Pokémon Squishmallows – plus fashion and lifestyle brands like PUMA, MARKET, The Hundreds, Balmain, Clarks and ASOS, among others in bringing Pokémon to life through apparel and accessories. TPCi also maintains licensed promotional partnerships with McDonald's, Ferrero, Mini (BMW Group) and General Mills for fan-focused promotions worldwide and partnerships with Scholastic, DK, Viz Media and more to publish award-winning Pokémon titles.



6 HASBRO

$11.5B (E) (NASDAQ: HAS)

WWW.HASBRO.COM

Hasbro is a global leader in play whose mission is to entertain and connect generations of fans through the wonder of storytelling and exhilaration of play. Hasbro delivers engaging brand experiences for global audiences through gaming, consumer products, entertainment and licensing programs, with a portfolio of brands that includes Magic: The Gathering, Dungeons & Dragons, Hasbro Gaming, NERF, Transformers, My Little Pony, Play-Doh and Peppa Pig as well as premier partner brands. The company also out-licenses its classic brands, like Tonka, Spirograph, Lite-Brite and Lincoln Logs to unlock their full potential. In addition to leading in toy and entertainment, Hasbro enables consumers to showcase their fandom through a plethora of location-based entertainment, fashion, games, publishing and more. Guided by its Blueprint 2.0 strategy, Hasbro offers innovative branded entertainment experiences and products for everyone. Hasbro is guided by a purpose to create joy and community for all people worldwide, one game, one toy and one story at a time. For more than a decade, Hasbro has been consistently recognized for its corporate citizenship, including being named one of the 100 Best Corporate Citizens by 3BL Media, one of the World's Most Ethical Companies by Ethisphere Institute and one of the 50 Most Community-Minded Companies in the U.S. by the Civic 50.



7 NBCUNIVERSAL/UNIVERSAL PRODUCTS & EXPERIENCES

$10.5B (NASDAQ: CMCSA)

WWW.UNIVERSALBRANDDEVELOPMENT.COM

The year 2022 was a record one for Universal Products & Experiences (UP&E). Universal's culture-driving film and TV slate continues to fuel its core franchises and introduce new IP to audiences and future fans. The Universal Destinations & Experiences (UDX) business also has incredible momentum, delivering new lands, attractions and retail experiences. With UP&E's recent integration within this division, the combined strength of UDX with a blockbuster film slate and expansive TV portfolio has catapulted UP&E to the No. 3 entertainment licensor spot globally per Circana/Retail Tracking (YTD 2022).

In 2022, UP&E reported its largest brand growth ever for Jurassic World, tied to the billion-dollar release of "Jurassic World Dominion." The franchise was the year's NO. 1 action figure property and the No. 2 entertainment property of the year. UP&E also launched the largest global licensing program ever, with Jurassic World spanning across all Universal theme parks and every aisle at retail around the world with more than 900 licensees. This included mainstays like Mattel and LEGO, as well as innovative products, digital content and new categories that appeal to casual and super fans alike. The video game category continued to expand with "Jurassic World Evolution 2," while the popular VR title, "Jurassic World Aftermath," launched onto new platforms. And the Jurassic World live experiences are selling out around the world with "Jurassic World Live Tour," "Jurassic World: The Exhibition" and "Jurassic World by Brickman."

Since the onset of the pandemic, Universal has dominated animation with the top-four highest-grossing animated features: DreamWorks Animation's "Puss in Boots: The Last Wish," Illumination's "Sing 2," "Minions: The Rise of Gru" and "The Super Mario Bros. Movie." In 2022, the Gentleminions trend went viral, further demonstrating the powerful connection Illumination's Minions have with fans all over the globe.

UP&E also succeeded in the preschool space with DreamWorks Animation's "Gabby's Dollhouse." In just two years, the brand has become the No. 3 preschool toy property in the U.S., with the award-winning Gabby's Purrfect Dollhouse named the top-selling preschool toy in NAM. UP&E has grown the brand at a record pace, with Gabby ranking among the top preschool licenses in Australia, France, Germany, Italy and the U.K.

Universal is killing it with horror – last year's box office hits, "Nope," "The Black Phone," "Violent Night" and "M3GAN," are driving global culture and creative trends. The annual Halloween Horror Nights celebration takes place inside Universal theme parks worldwide and has become a tentpole cultural event. From innovative mazes and themed merchandise in the parks to licensing opportunities for partners and retailers worldwide, this moment is only getting bigger.

NBCUniversal's library of properties and film anniversaries also continue to be popular with fans year-round – leveraging new IP, like "M3GAN" as well as classics, like Universal Monsters and Chucky tied to seasonal horror opportunities, as well as celebrating milestones, including the 40th anniversary of "E.T. the Extra-Terrestrial," "Pretzel Day" from "The Office" and more. Fans' emotional connection to these characters and stories allows UP&E to reimagine and reinvent them across various physical and digital products and experiences, at retail and in theme parks.

Relatedly, UP&E launched UNIVRS last fall – a new, first-of-its-kind retail destination at Universal CityWalk in Hollywood. The brick-and-mortar store takes a fresh approach to character-inspired merchandise by offering highly curated, fashion-forward seasonal collections. A new store at Universal Orlando Resort is opening this summer, and e-commerce is coming soon.

8 MATTEL

$8B (E) (NASDAQ: MAT)

WWW.CORPORATE.MATTEL.COM

Mattel is a leading global toy company and owner of one of the world's strongest catalogs of children's and family entertainment franchises. Mattel creates innovative products and experiences that inspire, entertain and develop children through play. Mattel 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 the company owns or licenses in partnership with global entertainment companies. Mattel's offerings include film and television content, gaming and digital experiences, music and live events. The company operates in 35 locations, and its products are available in more than 150 countries in collaboration with the world's leading retail and e-commerce companies. Since its founding in 1945, Mattel has been a trusted partner in empowering children to explore the wonder of childhood and reach their full potential.

9 BLUESTAR ALLIANCE

$7.5B (PRIVATE)

WWW.BLUESTARALLIANCE.COM

The Bluestar Alliance portfolio boasts some of the most prestigious and recognized brands in the world, including Scotch & Soda, Hurley, Justice, Bebe, Elie Tahari, Tahari, Brookstone, Nanette Lepore, Catherine Malandrino, Kensie, Kensie Girl, English Laundry, Joan Vass and Limited Too.

Bluestar Alliance's omnichannel worldwide distribution strategy achieves success with an extensive and comprehensive lifestyle branding strategy. It includes all product classifications and a significant wholesale, retail brick-and-mortar and e-commerce business. Key drivers in the womenswear, menswear and childrenswear markets are sportswear, dresses, active, swim, denim, footwear, handbags, accessories, fragrance, eyewear, electronics, massage, wellness and home as well as outdoor gear, to name a few.

Ongoing marketing collaborations, social and digital media initiatives, out-of-home and experiential marketing in key markets help increase brand awareness and market-share penetration across the Bluestar portfolio. 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'. World-class surf athletes, such as Carissa Moore, Olympic Gold Medalist and five-time World Champion, Kai Lenny, the Big Wave World Champion and Filipe Toledo, the 2022 World Champion surfer, support Hurley across global channels. Hurley is the Title Sponsor of the WSL Hurley Pro Sunset Beach in North Shore, Hawaii, which continues in 2023 and 2024. The brand also supports today's youth and communities by partnering with schools like Huntington Beach High School and is a steward of the environment, hosting local beach clean-ups. The launch of outdoor gear, including Stand Up Paddleboards and Electric Bikes, has also opened new markets for the brand.

Multiple collaborations continue to launch seasonally with unexpected and recognizable partners, like NASCAR, World Surf League, MLB and LoveShackFancy, to help grow the consumer base and open additional retail opportunities across multiple categories. Hurley is also making significant strides in the snow and skate markets, launching high-end technical apparel geared toward active consumers, as well as building out Team Hurley with talent, including X Games Gold Medalist skater, Elliot Sloan, and Team U.S.A. snowboarder, Sean Fitzsimons, and Real Snow Silver Medalist, Zak Hale. Hurley's social media platforms rank top 3 in the industry, with over 9 million consumers engaging with its content, product launches and athlete stories.

Born from water, this authentic heritage brand aims to reign as No. 1 in Core Surf as it aggressively expands its retail footprint and celebrates its 25th anniversary.

Justice, the No. 1 tween fashion brand, continues to expand its mission to empower all girls and those who love them through fashion and fun. With the recent partnership with Walmart, Justice is now more accessible and affordable, making it easier for every girl to express herself through fashion. Justice has also expanded into other brand-right categories, such as home, fragrance, beauty, pet, dance/gym gear and equipment and more, transforming into a complete tween lifestyle brand. One of the key segment differentiators for the brand is its exclusive collaborations with popular franchises like Netflix's "Stranger Things," Jelly Belly, "Powerpuff Girls" and The Grinch. Justice also utilizes social media platforms such as Meta, TikTok and Pinterest and traditional marketing channels like in-store marketing, paid digital media, satellite radio and emerging channels like e-gaming and Lemon8 to reach its audience. With an extensive tween and parent influencer program, including Jazmyn Bieber and Jaiya Patillo, a 12-time Junior Olympian and hopeful for the 2024 U.S. Olympic track team, Justice remains dedicated to meeting customers where they are and driving brand awareness. Justice is more than just a fashion brand – it's a lifestyle, a movement and a community that empowers girls to be their best selves.

Bebe is a globally recognized heritage brand that offers chic contemporary fashion. The brand offers fashion-forward designs in various categories ranging from apparel to footwear, handbags,

eyewear and home décor. Celebrating today's woman's fashion lifestyle, Bebe continues to expand its footprint across all social media platforms and is featured regularly in fashion and lifestyle publications. The brand also incorporates social media influencers and celebrities into national campaigns, including out-of-home, digital and activations. In addition, Bebe is experiencing expansion at retail and online, both domestically and internationally.

Kensie's designs are modern with a twist, feminine and flirty, stylish and comfortable, inspiring women to express their personal style confidently. The brand's signature florals, bold patterns and prints are found in collections including dresses, sportswear, outerwear, athleisure, eyewear, accessories, home décor, textiles and more. With over 25 categories of products, the collections are constantly evolving, as is the Kensie customer. This highly recognized brand is currently distributed in North America through a multi-channel platform of wholesale and e-commerce. Kenzie's national campaigns include social media influencers and celebrities and can be seen on billboards, in stores and online. Kensie continues the fashion conversation and messaging across social media platforms as well.

Brookstone products are driven by quality, innovation and design in various categories, including electronics, soft home, massage and wellness, personal care, home environment and more. In 2021-2022, William Shatner was engaged as the Brookstone brand ambassador for the "Out Of This World" advertising campaign and was featured on select packaging, with products available at retailers nationwide. Brookstone products may also be found in over 34 Brookstone-branded airport shops, over 500 Hudson News airport concession shops and at Brookstone.com.

Elie Tahari, the American designer, continues to be recognized for the consistency of his fashions. He is also looking to the future by evolving his offerings with fluid and unstructured pieces that can be worn outside the office while still representing his modern aesthetic and classic fit. SAKS and SAKS.com have continued success with their Elie Tahari partnership since 2021; collection expansion is underway. Tahari's brands are also thriving in additional markets, as the Tahari brand continues to dominate women's sportswear.

English Laundry, a men's brand inspired by British rock'n'roll, features a mix of colors and patterns with unique detailing to add visual interest. It remains classic to its customers, who frequently shop at department and club stores.

The company's retail partners span all distribution tiers, depending on the brand's focus. Presently, products can be found in retailers, such as (but not limited to) Neiman Marcus, SAKS, Bloomingdale's, Nordstrom, ShopBop, Macy's, Hudson Bay, Dillard's, Belk, The Buckle, Dick's Sporting Goods, Von Mauer, T.J. Maxx, Burlington, Ross, Kohl's, Walmart and Costco. In addition, individual brand shops on Amazon and brand-owned DTC e-commerce platforms have been successful. The portfolio of brands also distributes products to North America, Europe, Latin America, Asia, Australia, Middle East, Africa and India.

In 2023, Bluestar Alliance will continue to expand its acquisition of Amsterdam-based global Dutch fashion brand Scotch & Soda. The Scotch & Soda customer celebrates self-expression in the brand's collections that offer timeless fashion with a modern twist, fine craftsmanship and attention to detail. Customers can find the collections in over 270 free-standing retail stores across Europe, North America, Asia, Africa, Australia and the Middle East and over 7,000 doors in cities including New York, London and Paris. The goal is to continue Scotch & Soda's luxury retail distribution strategy while also introducing the brand to more trendsetters, especially those looking to express their personality through their clothing. The company also continues to grow 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 WHP GLOBAL

$6.7B (E) (PRIVATE)

WWW.WHP-GLOBAL.COM

WHP Global is one of the world's fastest-growing, large-scale brand management firms. Today, WHP Global owns and manages more than 10 powerful consumer brands generating close to $7 billion in retail sales across three verticals: fashion, hard goods and athletic. LOTTO anchors the athletic vertical; Toys"R"Us and Babies"R"Us anchor the hard goods vertical; and Express, Bonobos, Anne Klein, Joseph Abboud, Joe's Jeans and Isaac Mizrahi anchor the fashion vertical. Industry veteran, Yehuda Shmidman, founded the company just four years ago with original backing from big-time players Oaktree Capital and BlackRock. The power of WHP Global's platform and strong future potential was recently recognized by Ares Management Corporation, which completed a $375 million investment in WHP Global at a $1.6 billion valuation in early 2023. In 2022, WHP Global continued its history of being very active on the M&A front. Most notably, WHP Global entered a transformative partnership with Express Inc. (EXPR) that included a 60% ownership of the Express brand for WHP Global. The partnership also established an exclusive relationship with EXPR's omnichannel retail platform for future brand acquisitions. WHP Global swiftly followed this announcement with a joint deal to buy the innovative DTC men's fashion brand, Bonobos. That acquisition closed in May 2023. In addition to M&A, WHP Global was equally busy last year in successfully expanding its brands, as highlighted by several landmark partnerships, including Toys"R"Us. WHP Global grew the global licensed retail footprint by more than 50% in 2022. Toys"R"Us stores opened inside every Macy's in the U.S., and new stores opened throughout the world, including in the UAE and China; Toys"R"Us is returning to the U.K. High Street with a WHSmith partnership; Toys"R"Us will

debut in Mexico for the first time through a new partnership with Liverpool, and the first Toys"R"Us airport store will open through a new license with Duty Free Americas at DFW Airport in Texas, the world's second busiest airport.

The first U.S. flagship, Babies"R"Us, is opening at the American Dream Mall through a new licensing partnership. This sets the stage for a national rollout of Babies"R"Us in the future. LOTTO, a soccer/tennis/pickleball brand, is rolling out nationally in the U.S. with a soon-to-be-announced retail partner. On the heels of an incredible year with U.S. anchor partner, Tailored Brands, WHP signed a deal with leading Chinese luxury fashion group, YouXiang, to bring Joseph Abboud to China with standalone stores and e-commerce launching in late 2023. The WHP Global platform is still in its early years, and its future looks bright, especially given its robust pipeline of new brand acquisitions, strong capital structure, experienced team and a vibrant network of over 130 licensees.

11 PARAMOUNT GLOBAL/PARAMOUNT CONSUMER PRODUCTS AND EXPERIENCES

$6B (E) (NASDAQ: PARA)

WWW.PARAMOUNT.COM

Paramount Consumer Products and Experiences oversees all global licensing, merchandising and location-based entertainment for Paramount, a leading media and entertainment company that creates premium content and experiences for audiences worldwide. Driven by consumer brands, the portfolio includes a diverse slate of franchises, brands and content from across studios and platforms, including Paramount+, Paramount Pictures, Nickelodeon, MTV Entertainment, CBS and more. With properties spanning animation, live-action, preschool, youth and adult, the company is committed to creating the highest quality products and experiences for several franchises, including "PAW Patrol," "SpongeBob SquarePants," "Teenage Mutant Ninja Turtles," "Star Trek," "South Park," "Yellowstone" and Top Gun. The Consumer Products and Experiences organization includes all aspects of product merchandising and licensing as well as business development, marketing, franchise planning, creative strategy, retail sales and consumer insights. Also included is gaming and themed entertainment spanning hotels, resorts, live tours and Broadway. Paramount Consumer Products and Experiences also oversees the direct-to-consumer business for its full portfolio through its recently launched e-commerce platform, ParamountShop.com.

12 TOEI ANIMATION

$5.2B (JASDAQ: 4816)

WWW.TOEI-ANIMATION-USA.COM

Legendary studio, Toei Animation, continues to lead the anime industry globally. Ever since its founding in 1956, Toei Animation has been an industry pioneer and is now one of the world's most prolific anime studios, with a catalog that totals 258 films and 231 TV shows encompassing over 13,300 episodes (as of March 2022), including such global hit franchises as Dragon Ball, One Piece, Sailor Moon, Saint Seiya, Digimon and Slam Dunk. 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 and consumer merchandise licensing outside Japan. For 2022, Toei Animation achieved significant year-over-year revenue growth with more than $5.2 billion in total revenues – representing a $1.1 billion gain or 26.7% growth rate over fiscal year 2021. New productions for several of Toei Animation's top properties were the major driver behind last year's growth, specifically, the company's record-breaking release of three feature films, "Dragon Ball Super: Super Hero," "One Piece Film Red" and "The First Slam Dunk." All three were successes for their respective franchises. Toei Animation's strategic pre-promotional efforts for all three movies during 2021 drove new licensing business and created pent-up consumer demand. Buoyed by yearlong theatrical marketing campaigns, each film achieved record openings worldwide and generated big box office receipts and retail merchandise sales in 2022.

13 THE ELECTROLUX GROUP

$4.7B (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, cookers, vacuum cleaners, air conditioners and small domestic appliances. The group has 53 factories globally and sells more than 60 million products to customers in more than 120 countries every year under brands including Electrolux, AEG, Zanussi and Frigidaire. In 2022, the company's licensees partnered with major retailers worldwide, resulting in successful programs in Europe with cookware and kitchen accessories. Retail success in North America was driven by licensees that secured 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 strongly aligns with the core business and focuses on creating quality brand extensions in taste, care, well-being and sustainability. Products licensed globally include major and small appliances, laundry, kitchen accessories, lighting, solar panels, heating and cooling products and water and air purification systems.

14 KATHY IRELAND WORLDWIDE

$4.2B (E) (PRIVATE)

WWW.KATHYIRELAND.COM

kathy ireland Worldwide (kiWW) continued to enjoy substantial growth in 2022 through partnerships with Forever Fashion cold weather accessories, Ikeddi sportswear, Siskind slippers, Bagatelle International with kathy ireland fashion 360, outerwear, social occasion dresses and denim, Guild Consulting Fashion men's and women's jewelry, Amerex Group swimwear and coverups, PPI Apparel intimate apparel, shapewear and sleepwear. kathy ireland Home's key partners include Pacific Coast Lighting, Michael Amini Furniture, Mohawk Flooring, Trident, KozyKids and more. kiWW offered designs across multiple product categories, including homewares, fashion apparel, fashion accessories, publishing, kathy ireland recovery center, ireland Pay and more.

In 2019, Ireland joined the WNBPA's board of advocates and NFL Players' board of directors. Ireland also serves as the International Youth Chair of the National Pediatric Cancer Foundation. She is brand ambassador for American Family Insurance and Stellus and was named global chief brand strategist for Brainbase. In 2022, kiWW saw remarkable expansion at retail, including Macy's, Macys.com, Macy's Backstage, HSN, HSN.com, QVC.com, Camping World and MIVI for Stout Gloves, kathy ireland Greetings, as well as an online presence on Amazon, Martha Stewart, Joss and Martin, Neiman Marcus, Horchows, Overstock, Wayfair, Target, QVC, Home Goods, Home Depot, Lowe's, Home-works Asia and more. kathy ireland Homes & Gardens partners in 2022 included Twinstar. Medical advocacy partners included Let's Talk Interactive, LTI Telehealth cyber security, Porter Capital Factoring and business financing. kiWW Real Estate expansion partners included Zoom Casa Powered by kathy ireland, representing over $1.2 billion in sales rental services.

kiWW entertainment partnerships include Michael Feinstein and Liza Minnelli, 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 YH TV and related broadcast channels, Fox Broadcasting, Magnolia Hills Production through Warner Brothers Television, Paramount+, Discovery, Sony and BMG. kiWW key publishing offerings in 2022 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. Growth sectors for kiWW include home, real estate, fashion, production and HSN for 2023.

15 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 small and midsize appliances, automotive and outdoor power equipment. 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. In addition, continued strong retailer and customer relationships will drive growth for the Stanley Black & Decker licensing program.

16 SANRIO

$3.8B (NYSE: SNROF)

WWW.SANRIO.COM

Sanrio is the global lifestyle brand best known for pop icon Hello Kitty and home to many other beloved character brands such as My Melody, Kuromi, Cinnamoroll and Keroppi. Sanrio was founded on the philosophy that a small gift can bring happiness and friendship to people of all ages. Since 1960, this philosophy has served as the inspiration to offer quality products, services and activities that promote communication and inspire unique consumer experiences across the world. Today, Sanrio's business extends into the entertainment industry with several content series, gaming offerings and theme parks. Sanrio boasts an extensive product lineup that is available in over 130 countries. Sanrio hopes to bring smiles to everyone's faces with their vision of "One World, Connecting Smiles."

The brand's 60-plus-year legacy has led to Sanrio's vast expansion of its licensing portfolio. It continues to reach its core demos by incorporating Sanrio characters into all facets of their lives through products, engaging digital content and messaging of friendship, kindness, and inclusivity. And in 2024, the brand will celebrate a monumental milestone with Hello Kitty's 50th anniversary.

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 announced their new multi-player game "Hello Kitty Island Adventure," launching exclusively on Apple Arcade in the summer of 2023. This global launch marks the first game of its kind for Sanrio, and it will continuously evolve, keeping players engaged for years to come. This follows their 2022 launch of a successful experience on "Roblox" called "My Hello Kitty Cafe." With ongoing weekly and monthly promotions and introductions, it keeps players coming back and has become a fan favorite across age demographics.

Sanrio expanded the "Hello Kitty and Friends" YouTube channel with animation, live-action and DIY. In the fall of 2023, they will launch season eight of the highly successful short-form animated series "Hello Kitty and Friends Supercute Adventures." Additionally, they launched the new Kuromi's "Pretty Journey" series in June, with more animated series coming to the channel over the next few years. With Netflix, Sanrio launched a new series, "Gudetama: An Eggcellent Adventure," in 2022 and "Aggretsuko" debuted season five in early 2023.

What most audiences recognize about Sanrio is the brand's history of lifestyle products and growing list of co-branded partnerships spanning across food, fashion and beauty. They will continue launching high-profile collaborations and new licensing partnerships throughout 2023. And with the newest locations of the Hello Kitty Cafe in Las Vegas and Mexico City, Sanrio will continue expanding with more locations opening over the next few years.

As Sanrio looks toward the future and beyond, the brand reenergizes its focus toward lifestyle products and services that help elevate the everyday. Alongside its traditional licensing opportunities, Sanrio continues to foster new innovations across digital and gaming platforms and experiences. And Sanrio will continue fostering community and infusing friendship and kindness into everything they do.

17 PROCTER & GAMBLE

$3.5B (E) (NYSE: PG)

WWW.PG.COM

Procter & Gamble brands support consumers' health, hygiene and cleaning needs. 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 2022 included Febreze, Braun, Tide, Pampers, Vicks, Gain, Dawn, Mr. Clean and Vidal Sassoon. Plans include innovation and growth of trademark licensing outside of North America.

18 BBC STUDIOS

$3.4B (LGE) (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.

19 SERTA SIMMONS BEDDING

$3.2B (E) (PRIVATE)

WWW.SERTASIMMONS.COM

Serta Simmons Bedding (SSB) is a leading global sleep company that sells mattresses, bedding and sleep accessories. Based in Doraville, GA, SSB manages a house of best-selling bedding brands, including Serta, Beautyrest, Simmons and Tuft & Needle.

The brands are distributed globally through various retail channels, as well as hospitality and direct-to-consumer platforms. The estimated sales of $3.2 billion exclude Serta Simmons Bedding's owned and operated products. SSB continues to grow its licensing program through strategic collaborations and targeted executions with licensees worldwide. With the company's flagship brands well-established within the global bedding industry, the team is focused on accelerated growth via new brands, product categories and territories.

20 CATERPILLAR

$3B (E) (NYSE: CAT)

WWW.CAT.COM

With 2022 sales and revenues of $59.4 billion, Caterpillar is one of the world's leading manufacturers 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 been helping customers build a better, more sustainable world and is com-

mitted and contributing to a reduced carbon future. Its innovative products and services, backed by a global dealer network, provide exceptional value that helps customers succeed. Caterpillar does business on every continent, principally operating through three primary segments – construction industries, resource industries and energy and transportation – and providing financing and related services through its financial products segment.



21 WILDBRAIN

$2.9B (E) (TSX: WILD)

WWW.WILDBRAIN.COM

WildBrain inspires imaginations to run wild, engaging kids and families with popular content and brands. With approximately 13,000 half-hours of filmed entertainment in its library – one of the world's most extensive – WildBrain is home to such treasured franchises as Peanuts, "Teletubbies," "Strawberry Shortcake," "Yo Gabba Gabba!," "Caillou," "Inspector Gadget" and "Degrassi." The company's integrated, in-house capabilities spanning production, distribution and licensing set it apart as a unique independent player in the industry, managing IP across its entire lifecycle, from concept to content to consumer products. At WildBrain's state-of-the-art animation studio in Vancouver, the company produces award-winning, fan-favorite series, such as "The Snoopy Show," "Snoopy in Space," "Sonic Prime," "Chip and Potato," "Strawberry Shortcake: Berry in the Big City," "Carmen Sandiego," "Go, Dog. Go!" and many more. Enjoyed in more than 150 countries and on over 500 streaming platforms and telecasters, WildBrain's content is everywhere kids and families view entertainment. WildBrain Spark, the company's AVOD network, has garnered over 1 trillion minutes of watch time on YouTube, offering one of the largest selections of kids' content on that platform. WildBrain's leading consumer products and location-based entertainment agency, WildBrain CPLG, represents the company's owned and partner properties in every major territory worldwide. The company's television group owns and operates some of Canada's most-viewed family entertainment channels. WildBrain's headquarters are in Canada, with offices worldwide and the company trades on the Toronto Stock Exchange



22 BANDAI NAMCO GROUP

$2.8B (OTCMKTS: NCBDF)

WWW.BANDAINAMCO.CO.JP

Bandai Namco Group exists to share dreams, fun and inspiration with people worldwide. The company's purpose, "Fun for All into the Future," is to create a brighter future for everyone by connecting people and societies to enjoy uniquely entertaining products and services. Offering a diverse range of entertainment on a global scale, the Bandai Namco Group comprises 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), intellectual property production (visual and music content, animation, copyright, artists, 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 intellectual properties produced for a worldwide audience of all ages. The group is known for franchises such as "Pac-Man," "Galaga," "Tekken," "Soulcalibur" and "Ace Combat," and for publishing the critically acclaimed DARK SOULS series, which includes the blockbuster title, "Elden Ring." Other popular franchises include "Gundam," Tamagotchi," "The Idolm@ster," "IDOLiSH7," "Little Nightmares," "The Bear's School," "Kapibarasan" and "Ace Angler: Fishing Spirits." 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.



23 WHIRLPOOL CORPORATION

$2.8B (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 innovation to meet the evolving needs of consumers through its brand portfolio, which includes Whirlpool, KitchenAid, Maytag, Consul, Brastemp, Amana, Bauknecht, JennAir, Indesit, Yummly and InSinkErator. In 2022, the company reported approximately $20 billion in annual sales, 61,000 employees and 56 manufacturing and technology research centers. Whirlpool Corporation has many brands, each addressing different lifestyles around the globe, providing consumers with products and services they need to improve their life at home. Whirlpool's values guide how it leads and runs its business to keep the brand grounded as it works to serve and achieve its vision. Whirlpool Corporation is a global collection of small communities, leveraging its broad scale while tailoring multiple consumer needs in the countries it serves. As a global and local company, Whirlpool is steadfast in its commitments to its communities and the planet. A strong purpose behind everything Whirlpool does keeps its people, products and services focused on improving life at home. With 110 years of industry firsts and game-changing products, Whirlpool has never scaled back on investments in innovation and product development. The ability to see beyond its consumers' current needs and behaviors to create solutions that address how to improve their lives at home permeates the company's culture. In

2022, Whirlpool, KitchenAid, Maytag and Amana brands were the company's top licensed properties.

24 NFL PLAYERS ASSOCIATION

$2.7B (PRIVATE)

WWW.NFLPA.COM/PLAYERS

The NFL Players Association, through its marketing and licensing business NFL Players, holds a prominent position as one of the world's largest and most influential licensors. With over 2,000 active NFL players under its exclusive licensing rights and over 90 licensees, the NFLPA has facilitated $2.75 billion in retail sales across various channels, including e-commerce, mobile and brick-and-mortar outlets. Through these licensing agreements, NFLPA licensees gain access to the collective power of NFL player names, images, likenesses, numbers, signatures, original art, voices and other intellectual property. This enables them to create licensed products that resonate with consumers in apparel, hardlines and digital realms. The product range spans diverse categories, such as video games, trading cards, jerseys, T-shirts, bobbleheads, plush toys, socks, figurines, backpacks, photos, drinkware, pet products and more. The NFLPA has expanded its reach beyond traditional channels, venturing into mobile commerce and direct-to-consumer sales of personalized licensed products, further contributing to the significant growth in sales. The NFLPA has seen impressive growth in all aspects of its business. With revenue growth recorded yearly for the past nine years, the union reached a record-breaking milestone of $300 million in revenue in 2022. This financial performance can be credited to a wide range of services, such as consumer products, sponsorships, advertising, endorsements and promotions. The NFLPA has been honored with four prestigious Licensing International Best Sports Licensing Program of the Year awards.

U.S. POLO ASSN.
SINCE 1890

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

$2.3B (PRIVATE)

WWW.USPOLOASSNGLOBAL.COM

U.S. Polo Assn., the official brand of the United States Polo Association (USPA), shattered the $2 billion milestone in 2022, delivering a record $2.3 billion in global retail sales for the year. The global sport brand's footprint is a fast-growing presence across 190 countries, with over 1,100 USPA retail stores and thousands of wholesale locations spanning department stores, sporting goods channels and independent retailers as well as e-commerce. Continuing to climb the retail ranks as one of the largest global licensed sports brands in the world, USPA maintains a balanced growth strategy with significantly increased market share in mature markets such as North America and Western Europe while delivering exponential growth in emerging markets such as Asia, Latin America, the Middle East and India. In India, USPA is moving into position to become an international power brand and the top-selling casual menswear brand in the country. USPA's strong execution has relied on a global focus on worldwide store expansion. The brand has grown its global fleet to well over 1,100 stores and targeting over 1,500 in the next several years. In 2022, the brand activated new stores in first-time markets such as the U.K. and Brazil. For 2023, new stores and existing strategic stores worldwide will be enhanced with a more elevated brand and sports concept providing consumers with even more of an immersive experience when engaging with the brand. The brand has also fast-tracked digital, resulting in tripling that business over the last several years, building on its successful digital strategies to generate record growth in e-commerce with some 50 brand sites in 20 languages. USPA continues to grow its digital presence and global momentum on social media, with some 7 million followers worldwide. True to its heritage, USPA maintains a strong foothold in the sport of polo. By signing a landmark, multiyear, global deal with ESPN, the sport has exposure to a massive global audience, extending to many parts of the world with reach to millions of households and multi-digital channels. The U.S. Open Polo Championship, which ESPN broadcasts, now sits alongside the elite company of The Masters and Kentucky Derby as one of the country's most prestigious spring sporting events. With USPA as the Official Apparel Sponsor, ESPN also broadcast the XII Federation of International Polo (FIP) World Polo Championship, a global event that has only been played twice in the U.S. USPA continues to seek avenues and partnerships to expand into new global markets as well as new and innovative areas of business, as the brand targets $3 billion in global sales and 1,500 stores. The combination of these factors, alongside the brand's authentic connection to the sport of polo and outstanding global brand marketing, is its key to success.

RAINBOW

26 RAINBOW

$2B (E) (PRIVATE)

WWW.RBW.IT

Rainbow is an ever-evolving entertainment specialist created by Italy's Iginio Straffi, president, chief executive officer, Rainbow Group. Established in 1995, the company has emerged among the


U.S. POLO ASSN.
SINCE 1890
@USPOLOASSN | USPOLOASSNGLOBAL.COM
WEST PALM BEACH | NEW YORK | MIAMI | LAS VEGAS | LOS ANGELES



SAO PAULO | MEXICO CITY | FLORENCE | MUMBAI | ISTANBUL | SHANGHAI

largest animation studios in the world following the extraordinary success of the "Winx Club" fairies, a saga loved and followed by millions of fans since its debut in 2004.

Growing steadily for 28 years, Rainbow Group has achieved increasingly important milestones in the industry, creating, producing and distributing animated and live-action TV and film products.

The company's creative core has expanded year after year to cover more categories, also through the acquisition of major players such as Bardel – an Emmy Award-winning Canadian studio offering CGI and VFX animation services, and Colorado Film, an Italian company in live-action productions for TV and cinema.

Thanks to a solid expansion strategy in third-party licensing and a rich portfolio of original content for the whole family licensed worldwide, Rainbow has acquired a strong reputation in licensing, covering more than 130 countries with consumer products and ranking among the top global licensors with more than 500 licensees. Among the most popular IPs are: "Winx Club," "Monster Allergy," "Huntik," "Mia and Me," "Pinocchio and Friends," "44 Cats," "Summer & Todd Happy Farmers," "Regal Academy" and "Maggie & Bianca Fashion Friends."

27 THE HERSHEY COMPANY

$1.9B (E) (NYSE: HSY)

WWW.THEHERSHEYCOMPANY.COM

The Hershey Company has a strong portfolio of globally recognized brands. In 2022, the leading licensed properties, ranked largest to smallest, were Reese's, Hershey's, Jolly Rancher, Kit Kat, Heath, Hershey's Kisses, Hershey's Cookies 'N' Cream, Hershey's S'mores, York, Reese's Pieces and Twizzlers.

28 FORD MOTOR COMPANY

$1.8B (LGE) (NYSE: F)

WWW.FORD.COM

Since 1903, Ford Motor Company has put the world on wheels, transforming not only the automobile but working life and the role of transportation. The Blue Oval is one of the most recognized corporate symbols in history, with a roster of nameplates, including the Mustang, Thunderbird, F-Series and Bronco. Ford vehicles have been a staple of pop culture for decades. Whether it be a favorite seen in a movie or reminiscing about family road trips, virtually everyone has a Ford story to tell. Building on its rich history as a leader of innovation, the Ford Motor Company is now leading the charge in electric vehicle development by investing more than $50 billion in electric vehicles globally through 2026 and committing to achieving carbon neutrality globally by 2050.

29 DR. SEUSS ENTERPRISES

$1.7B (E) (PRIVATE)

WWW.SEUSSVILLE.COM

Dr. Seuss Enterprises celebrates its 30th anniversary this year as a leading global children's entertainment company, focusing on promoting literacy, education, self-confidence and the wonderful possibilities of a child's imagination through the works of Dr. Seuss. Dr. Seuss Enterprises' profits benefit charitable organizations that focus on causes such as education, health, animal conservation and the arts. The creative, whimsical world of Dr. Seuss and its characters have inspired generations of readers and continue to be a pop-culture and entertainment phenomenon, with major successes both on the page, in theaters, on stage, on screen and in many other outlets. The retail sales figures include all licensed products, including books, digital, education, entertainment, travel and ancillary products. Key domestic and international partners and collaborations for 2022 included a Grinch-themed Forum Lo with adidas, a Dr. Seuss-themed makeup line with Revolution Beauty, a range of "Oh, The Places You'll Go"-themed baby products with Hello Bello, Dr. Seuss-themed Eyeglass with Eye Q Eyewear and Grinch-themed International Delight coffee creamers.

30 JAZWARES NEW!

$1.5B (E) (PRIVATE)

WWW.JAZWARES.COM

Jazwares, a Berkshire Hathaway company, is the toy manufacturer behind Squishmallows. This global plush toy sensation has captured

the imaginations of millions of fans with more than 2,000 characters available, each with its own name and relatable bio, and over 200 million sold worldwide since its 2017 launch. Massively popular on social media, driven by Gen Z fans who love celebrating the brand, Squishmallows has also captured celebrity fans, including Lady Gaga, DJ Khaled, the Kardashians and Jessica Simpson, to name a few. The Squishmallows brand has more than 11 billion organic impressions on TikTok and has been tagged over a million times on Instagram. Squishmallows is currently the No. 2 overall best-selling toy property, according to Circana's April 2023 report and the No. 1 plush brand in the U.S. The Squishmallow line also attracts some of the biggest pop-culture characters for mashups, from Hello Kitty to Spider-Man to Pokémon.

As it continues to grow as a lifestyle brand, Squishmallows' monumental growth has fueled new cross-category collaborations across beauty, games, apparel, home décor and more – adding to its illustrious portfolio of over 60 best-in-class licensing partners.

In 2022, Squishmallows took the play industry's top honor – the Toy Association's coveted overall Toy of the Year award – alongside the Toy Association's Plush Toy of the Year, License of the Year, Overall Toy of the Year and People's Choice.

31 NISSAN MOTOR CORPORATION

$1.5B (E) (OTCMKTS: NSANY)

WWW.NISSAN-GLOBAL.COM

This year marks the 90th anniversary of the Nissan Motor Corporation as a leading global vehicle manufacturer of on- and off-road driving excitement. The company's brands embody its pioneering spirit of empowering mobility through innovative technologies, advanced design and uncompromising performance. Together, the rich heritage of the Nissan, Infiniti and Datsun brands power one of the world's largest automotive licensing programs. From adventure-ready pickup trucks and SUVs (Frontier, Pathfinder, Titan) to innovative electric vehicles (Ariya, Leaf), iconic sports cars (Z, GT-R, Skyline, Silvia), track-ready Nissan Motorsport (NISMO) vehicles and timeless Datsuns (Fairlady Roadster, 240Z, 510, 720), Nissan's extensive range of vehicles and legendary nameplates continue to create compelling licensed merchandise opportunities for automotive enthusiasts across generations. Key licensing categories include interactive gaming, virtual goods, replicas, toys, collectibles, publishing, apparel and accessories, footwear and vehicle accessories. Following another record-breaking year for the licensing program in 2022, Nissan looks to continue to delight fans of all ages across digital offerings, next-gen gaming platforms, collectibles and lifestyle items via high-profile collaborations for apparel and accessories. As an important part of car and pop culture, Nissan vehicles are featured in the world's largest franchises across movies ("Fast & Furious," "Transformers"), gaming ("Forza," "Need for Speed") and toys/collectibles (LEGO, Mattel). The brand's prominence among fans and the automotive aftermarket continues to fuel the passion of enthusiasts worldwide for Nissan-licensed products.

32 PGA TOUR

$1.4B (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 PGA TOUR licensing program's best-performing partners during 2022 was the specialty retailer, PGA TOUR Superstores. In continuation of its successes in 2019, the PGA TOUR Superstores increased its footprint to eight new locations in 2022, with the goal of further expansion in upcoming years. Aside from the store program, the PGA TOUR golf video game, "2K21," released its newest iteration, "2K23," in October 2022. Tiger Woods, one of the most accomplished professional golfers of all time, was featured on numerous variations of the cover art for "2K23," making his first appearance on a cover in almost a decade. One notable feature in "2K23" is the ability to play as a professional golfer across multiple desired courses, which added to the excitement around the game's release. In addition to the video game program, the PGA TOUR-branded apparel and accessory licensing initiatives continued to grow. The nearly two-decade-old PGA TOUR licensee, Perry Ellis International (PEI), continues to expand the PGA TOUR's retail footprint internationally, expanding into 332 new doors in Canada. The brand also launched two new categories, sleepwear and hosiery, into its product mix. The mobile game channel also flourished in 2022 with the addition of the Presidents Cup tournament within the immensely popular "Golf Clash."

The in-game tournament included the first fully licensed course, Quail Hollow. Throughout the tournament, the game showcased unique Presidents Cup team-themed ball bundles, which resulted in the highest-performing ball bundles in the last six months of 2022. The TOUR experienced other noteworthy channel accomplishments in 2022 around the Presidents Cup. Paradies Lagardère launched its first PGA TOUR-based kiosk inside Charlotte Douglas International Airport, highlighting Presidents Cup licensed merchandise. Another off-site shop to thrive during the Presidents Cup was the PGA TOUR's branded online store, PGA TOUR FanShop, powered by Fanatics. The online branded store highlighted exclusive off-site graphics and

replica team uniforms. While the world is still recovering from one of the most significant international economic downturns in 2020, the PGA TOUR's licensing program encompassed multiple channels of significant growth, which has assisted in bringing golf and the PGA TOUR brand into the hands and minds of a more diverse audience.

33 FOCUS BRANDS

$1.4B (E) (PRIVATE)

WWW.FOCUSBRANDS.COM

Focus Brands is a leading developer of global, multi-channel food service brands. Focus Brands' curated collection of brands is united under one company. Focus Brands' dedicated licensing division focuses on driving multi-channel growth for its brands across consumer-relevant occasions, whether on the go, in grocery stores, in schools, at home or in the office. Focus Brands gives fans access to its portfolio of brands, including Cinnabon, Auntie Anne's, Jamba and Carvel, through innovative new products with category-leading partnerships in traditional and new distribution channels. The Focus Brands Licensing Division has developed and maintained long-standing partnerships with 30+ blue-chip partners in each category or channel, including Pizza Hut, Taco Bell, Applebee's, General Mills, Kellogg's, Conagra, Nestle, Keurig, Rich's and many more. With over 160 SKUs in over 50,000 distribution points, the Focus Brands licensing business had an outstanding 2022 and continues to grow its footprint through a robust multi-channel platform. Focus Brands' licensing partnerships in food service, retail grocery and e-commerce categories drive the company's bottom-line sales and incremental brand awareness for its brands. These partnerships are strategically managed by a dedicated team of licensing experts who keep the brands in consumers' purchase consideration no matter where they shop for food and beverage. Focus Brands' retail grocery licensed products span various categories, including a presence in the frozen aisle via various formats, the refrigerated aisle, the center of the store and the in-store bakery. In food service, Focus Brand products are available in QSR, casual dining and convenience and fuel. At the same time, Focus Brands has developed e-commerce partnerships to bring direct-to-consumer opportunities to its brand fans. In addition to supporting the brands under the Focus Brands umbrella, the Focus Brands Licensing Division has also taken over management and development for multi-channel opportunities for its sister company, Inspire Brands (both under the Roark Capital Group). The team has managed and grown the business for 15+ SKUs across brands like Jimmy John's, Arby's and Buffalo Wild Wings in major retailers nationwide, including five new product launches in 2022.

34 SPIN MASTER

$1.3B (LGE) (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.

35 SESAME WORKSHOP

$1.2B (E) (NON-PROFIT)

WWW.SESAMEWORKSHOP.ORG

Sesame Workshop is the non-profit 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. Sesame Workshop presents 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 organization's communities. Learn more at Sesameworkshop.org and follow Sesame Workshop on Instagram, Twitter, Facebook and TikTok.

"Sesame Street" continues to deliver unexpected surprises, introducing new collaborations that bring the iconic brand closer to fans. Just Play, master toy partner for North America, EMEA, and LatAm and a major supporter of Sesame Workshop's Emotional Well-Being initiative, began rolling out their new "Sesame Street" line in core toy categories. New global partnerships include DK Publishing, launching a must-have first encyclopedia for little learners who are curious about the world and love "Sesame Street," and fashion brand Vans, debuting a 40 SKU multigenerational line available this month, and a continued global partnership with Medicom Toy, adding new collectible Bearbrick designer figurines. Super7 is leading the charge for Sesame Street's entry into adult collectibles with the launch of their 16" SuperSize Count von Count figure. Sesame Workshop enjoys a new master publishing partnership with PRH for China. Copper Pearl's first licensed collaboration consists of 75+ items in their buttery soft fabrics, from bandana bibs to swaddles, all adorned with "Sesame Street" characters. Inspired by modern streetwear, Cakeworthy drops a 12-piece "Sesame Street "line with matching sets, accessories, and dresses. Sesame Workshop and Rockefeller Productions debuted the Off-Broadway production, "'Sesame Street' the Musical," featuring live puppetry, iconic songs fans know and love, and new compositions by Broadway's brightest songwriters. Oscar the Grouch was named United Airlines' first Chief Trash Officer. United's campaign is designed to promote the expected benefit of sustainable aviation fuel. Oscar's journey from job listing to c-suite office is featured in original video, digital, social and out-of-home content.

36 BMW GROUP

$1.1B (OTCMKTS: BMWYY)

WWW.BMWGROUP.COM

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 more than $1 billion licensing program. BMW delights its consumers with high-quality, well-crafted products from category-leading partners across lifestyle, interactive, mobility and toy categories. With over 90 licensees and 2,500 SKUs, BMW licensed products are sold in over 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 the vast majority 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 overall licensing program. The BMW licensing program is anchored by leading lifestyle licensees: PUMA (streetwear), Ports (DTR in China), Marcolin (eyewear); interactive partners (EA, Microsoft, Sony, Tencent, Netease); and toycompanies (Mattel, LEGO, Playmobil). With its four brands BMW, MINI, Rolls-Royce and BMW Motorrad, the BMW Group is the world's leading premium manufacturer of automobiles and motorcycles and also provides premium financial and mobility services. The success of the BMW Group has always been based on long-term thinking and responsible action. The company set the course for the future at an early stage and consistently makes sustainability and efficient resource management central to its strategic direction, from the supply chain through production to the end of the use phase of all products.

37 CRUNCHYROLL

$1B (E) (NYSE: SONY)

WWW.CRUNCHYROLL.COM

Crunchyroll is a global brand offering fans anime experiences. In addition to serving the anime community with the world's largest anime library (19,000 hours and 44,000 episodes of series and films), Crunchyroll also connects fans and the content they love through theatrical, experiential, consumer products, gaming and more. Anime is a dynamic storytelling medium offering something for every kind of fan, from action to romance, historical dramas to sci-fi, fantasy to slice of life and more. Crunchyroll's global consumer products team represents hit anime series across these gen-res, including the series, "My Hero Academia," the supernatural adventure anime, "Jujutsu Kaisen," "Cowboy Bebop," "Bananya," alongside up-and-comers, "Toilet-Bound Hanako-Kun," "Spy x Family" and more. Crunchyroll is an independently operated joint venture between U.S.-based Sony Pictures Entertainment and Japan's Aniplex, a subsidiary of Sony Music Entertainment (Japan), both subsidiaries of Tokyo-based Sony Group.

38 WWE

$1B (E) (NYSE: WWE)

WWW.WWE.COM

WWE, a publicly traded company, 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 over 1 billion homes worldwide in 25 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 United States, NBCUniversal's streaming service, Peacock, is the exclusive home of WWE Network.

WWE's worldwide licensing program builds partnerships with companies 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 over 100 licensees in more than 85 countries worldwide, are available at major retailers, including Walmart, Target, Amazon, GameStop, Walgreens, Barnes & Noble, Hot Topic, Asda and Smyths. WWE is a nearly $1 billion global brand at retail annually.

Mattel has been WWE's global master toy partner since 2010. WWE is currently the No. 2 item in the action figure class in the U.S. with its non-battling Elite Collection, according to Circana (formerly The NPD Group). WWE is the No. 1 best-selling fighting video game franchise in console history, with over 98 million units sold. It is a top-performing mobile gaming brand with 153 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 and graphic novels.

39 CHURCH & DWIGHT

$860M (E) (NYSE: CHD)

WWW.CHURCHDWIGHT.COM

Church & Dwight has been making products that generations of consumers have enjoyed and relied on since 1846. Today a $4.9 billion company located in Ewing, New Jersey, Church & Dwight is a fast-growing consumer packaged goods company offering high-quality, trustworthy products across multiple household and personal care categories that consumers rely on to make everyday life more manageable. Church & Dwight's broad portfolio of beloved and instantly recognizable brands includes Arm & Hammer, Trojan, First Response, Nair, Spinbrush, OxiClean, Orajel, vitafusion, Batiste, XTRA, WaterPik, Flawless, ZICAM, Therabreath and Hero Mighty Patch to name a few. Church & Dwight's licensing business continues to grow as the company expands its roster of partnerships across multiple brands and categories. The brand is consumer-obsessed, passionate trend seekers and relentless brand stewards committed to providing products consumers can rely on today, tomorrow and for many years to come.

40 KEURIG DR PEPPER

$841M (E) (NYSE: KDP)

WWW.KEURIGDRPEPPER.COM

The Keurig Dr Pepper (KDP) portfolio of properties includes Mott's, Snapple, Dr Pepper, Clamato, Crush, Hawaiian Punch and Original Donut Shop Coffee. Through strategic partnerships and planning closely with its licensees, KDP grew its licensed portfolio for the sixth year in a row. The focus in years to come will be to continue to allow consumers to enjoy the flavors within the portfolio in new and unique ways.

41 ESTABLISHED. NEW!

$833M (TYO: 9602)

WWW.ESTABLISHED.INC

Established. is a creative licensing company that discovers, stewards and empowers the world's top brands in consumer electronics and home appliances. The company manages a global portfolio of trademarks, each known for its innovation, longevity and creativity, including RCA, Thomson, Saba, NordMende, Ferguson, Victrola, Victor and Proscan. The brand's global team of award-winning experts combines years of experience building consumer trust, helping licensees conform their offerings to brand guidelines, ensuring quality control and promoting product sales. Established. was founded in 2022 from the acquisition of the brand licensing division of Technicolor, headquartered in Houston, Texas, with offices in California, Paris, Dubai and Shenzhen, China.

42 MOOMIN CHARACTERS

$820M (E) (PRIVATE)

WWW.MOOMIN.COM

Moomin Characters is a Finnish art and licensing business founded in the 1950s by artist, Tove Jansson (1914-2002), and her brother, Lars Jansson. The company is still run by family members

and manages the Moomin brand and the Tove Jansson estate. With master agent, Rights & Brands, Moomin Characters works with organizations that want to make Moomin products and services or put on Moomin events and exhibitions to ensure their creations are fresh and exciting while staying true to Tove Jansson's original vision. Today the Moomin licensing program includes over 800 licensees worldwide, with sales of Moomin products exceeding $820 million annually and growing. Some licensees include adidas, ARKET, Barnes & Noble, Deagostini, Finnair, Fiskars Group, McDonald's, Uniqlo and Rovio Entertainment. Books are published in over 55 languages, and television adaptations have aired in 120 countries. There are dozens of exhibitions, stage adaptations and musical performances featuring the Moomins or Tove Jansson's other work yearly. Moomin now has over 3.5 million followers across social platforms and theme parks in Japan and Finland. There are also over 30 official Moomin shops and cafés worldwide – from London and Helsinki to Tokyo and Hawaii. Together with partners, such as UNICEF, Oxfam, PEN International and the Red Cross, Moomin Characters continue to work with the initiative "Reading, Writing and the Moomins" to encourage reading among children. Moomin has now raised close to $6 million for Oxfam. In 2025 there will be a celebration of 80 years of the Moomins. During the anniversary year, Moomin Characters aims to highlight qualities that make the Moomin stories and brand unique. The main theme for the year will be a sense of belonging. Partners and licensees will be offered new anniversary marks, artwork and other communication assets.

Tommy Bahama®

43 TOMMY BAHAMA

$747M (NASDAQ: OXM)

WWW.TOMMYBAHAMA.COM

Tommy Bahama, an island lifestyle brand, has an extensive portfolio of men's and women's collections ranging from apparel, swimwear and accessories to home furnishings, home décor and more. A wholly owned subsidiary of Oxford Industries, the brand owns and operates over 160 Tommy Bahama retail locations worldwide, 22 of which include a Tommy Bahama Restaurant & Bar or a Tommy Bahama Marlin Bar, a new, casual hybrid dining and retail experience. Leading licensees include Lexington Home Brands for indoor and outdoor furniture; Revman for bedding, bath and beach towels; Shelter Logic for beach chairs, beach umbrellas, coolers, sunshades and canopies; Airstream for touring coaches; Parlux for personal fragrance and Tommy Bahama Spirits for crafted spirits. Other licensed categories include socks, men's and women's loungewear, small leather goods, kids' apparel, belts, indoor and outdoor rugs, mattresses, table linens, utility bedding, indoor and outdoor tile, fabric by-the-yard, peel & stick wallpaper, outdoor lighting and pet beds.

SEGA®

44 SEGA

$724M (OTCMKTS: SGAMY)

WWW.SEGA.COM

SEGA is a worldwide leader in interactive entertainment. Established in 1986, SEGA publishes innovative interactive entertainment experiences for console, PC, mobile and emerging platforms. In 2021, SEGA was No. 1 among Metacritic's Annual Game Publisher Rankings. Its globally beloved franchises include Sonic the Hedgehog, Like a Dragon, Virtua Fighter, Super Monkey Ball, Phantasy Star Online and Atlus' Persona and Shin Megami Tensei series. Since its debut over three decades ago, Sonic the Hedgehog has become a pop-culture icon featured in dozens of games, TV series and movies.

SONY PICTURES

45 SONY PICTURES ENTERTAINMENT

$710M (E) (NYSE: SNE)

WWW.SONYPICTURES.COM

In 2022, Sony Pictures Entertainment maintained a strong slate of classic IPs such as Ghostbusters and new IPs with growing fanbases like "The Boys" and "Cobra Kai." To honor these properties in 2022 and beyond, Sony Pictures Consumer Products tapped various strategic partners that brought them to life through consumer product portfolios and robust, interactive and engaging experiences for fans of all ages.

Heading into the sixth and final season later this year, "Cobra Kai" boasted an expansive global merchandising program across all major consumer products categories, with offerings from licensees, including Vans, Hasbro, Harper Collins, GameMill Entertainment, Century Martial Arts and more. A worldwide sensation, fans can find "Cobra Kai" products in hundreds of formats across the globe. These include key markets in the U.S., Japan and a significant expansion across the U.K./Europe, where more than 60 licensing partners have been actively engaging the "Cobra Kai" fanbase through retail programs and a dedicated e-commerce site.

The multimedia franchise, Ghostbusters, approaches its milestone 40th anniversary in 2024. The lead-up will include all new content,

including a sequel to "Ghostbusters: Afterlife" and two new offerings from Sony Pictures Animation – the first Ghostbusters animated movie and a Ghostbusters animated series – currently in development. The Ghostbusters franchise is supported by a broad, year-round program that includes over 100 licensees and expands fan experiences for the classic property and its newer adaptations, including apparel, sleepwear, bags, accessories, homewares, gifts and more.

SPCP continued to drive growth globally by developing innovative merchandise and retail programs for "The Boys" with an extensive consumer products lineup, including apparel via Ripple Junction, collectibles from Funko, action figures from NECA and costumes from Rubie's. Sony Pictures Consumer Products partners additionally supported the launch of "The Boys Presents: Diabolical," an animated series that debuted on Amazon Prime Video in March 2022, with apparel and accessories from Ripple Junction.

Fans of the epic fantasy, "The Wheel of Time," can find apparel from Ripple Junction, luxury watches from Tockr and jewelry from Badali. Time-traveling historical drama, "Outlander," collaborated with licensees across clothing, jewelry, accessories, collectibles, home décor and much more.

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

46 VIZ MEDIA

$710M (E) (PRIVATE)

WWW.VIZ.COM

VIZ Media is a premier manga publisher, anime distributor and entertainment company in the U.S. VIZ is at the forefront of America's Japanese pop-culture phenomenon, which dominates multiple industries from publishing and animation to film and gaming. VIZ Media Consumer Products is a leading licensing anime company with an impressive portfolio of anime titles that includes "Naruto," "Hunter x Hunter," "Bleach," "Doraemon," "Death Note," "JoJo's Bizarre Adventure," "Inuyasha" and more. VIZ Media extends its entertainment properties into lifestyle brands that reflect the passion of its devoted fan base across a range of merchandise, promotions and experiences.

47 MICHELIN LIFESTYLE

$644M (OTCMKTS: MGDDY)

WWW.MICHELIN-LIFESTYLE.COM

Since 1889, Michelin, now the world's most valuable tire brand, has been dedicated to enhancing its mobility sustainably by innovating and designing tires, services and solutions to best meet its consumers' 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 the development of high-technology materials that serve a variety of industries and several business acquisitions, have fueled Michelin's growth beyond tires, 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 that 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, all of which Michelin has in its DNA and future aspirations. In 2020, Michelin Lifestyle operations were represented by 52 licensing partnerships worldwide, selling more than 36.8 million products in more than 129 countries.

48 SHANGHAI SKYNET BRAND MANAGEMENT CORP.

$600M (E) (PRIVATE)

WWW.SKYNETASIA.COM

Shanghai Skynet Brand Management Corp. is a leading IP licensor in China. Founded in 2006, Skynet has become an IP licensor that can create original property and do character positioning, product guid-

ance, category licensing, content marketing, retail management and operation. Skynet has created many successful licensing cases in China's licensing industry, with the main original IP including Teddy Bear Collection, Lucky Monkey, EGGY and more. In 2021, Skynet started the Dunhuang Museum licensing business. For the past two years, Dunhuang Museum won the Licensing International Asia Awards for Art/Design/Museum Property of the Year based on successful licensing cases developed by Skynet.

49 THE GOODYEAR TIRE & RUBBER COMPANY

$560M (NASDAQ: GT)

WWW.GOODYEAR.COM

Since 1898, The Goodyear Tire & Rubber Company has been one of the world's largest tire companies. Goodyear is a global brand celebrating its 125th anniversary in 2023. The brand's strength comes not only from its core business values but also from its rich history. Since 1898, Goodyear has been involved in many endeavors, such as aviation, automobile racing and the Goodyear Blimp. This has helped build Goodyear's brand extension into carefully selected categories, including a fashion and lifestyle division. The brand's heritage provides rich stories and opportunities to explore new product categories. Goodyear's brand extends into multiple categories, like auto parts, car accessories, hand and power tools, hoses and reels, gardening tools, electronics, pet accessories, safety wear, fashion clothing and accessories, footwear, memorabilia, luggage, bags and e-scooters. Its 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.

Overall, over $560 million in licensed products were sold worldwide in 2022. 2022 showed online sales continue to increase compared to physical store sales, demonstrating the importance of online visibility. Increasing the brand's touchpoints via a digital network has successfully enhanced Goodyear's market share. The growth of Goodyearstores.eu, Goodyearfootwear.com and Goodyearlifestyle.com, as well as Goodyear's Amazon, JD, Tmall, Dafiti, Mercado Libre, and other e-commerce platforms' presence, and Goodyear Lifestyle's Instagram, are significant in promoting the licensed products. Goodyear has continued to secure strong distribution channels for licensed products within the last year. Technical licensed products are found at the largest retailers around the world, such as Walmart, Costco, Home Depot and AutoZone in North America; Carrefour, Tesco, Auchan and Decathlon in Europe and Walmart, Ace Hardware, Taobao, JD.com and Tmall in Asia. The brand also obtained distribution channels with fashion retailers, such as GAP, Urban Outfitters, Lucky Brand and American Eagle in North America. It also sells apparel in Asos and Next across Europe, Sears in Mexico, Dafiti in Brazil and Falabella in Colombia. Goodyear's licensed products program has expanded significantly to reach new customers worldwide.

The continued presence and growth in 2022 confirmed Goodyear is just as relevant today, 125 years after its creation, as it's ever been. The brand's DNA is evident in each licensed category, where the same values are shared to promote Goodyear's history and technology.

50 LAGARDÈRE GROUP

$500M (PRIVATE)

WWW.ELLEBOUTIQUE.COM

Lagardère Active Enterprises (L.A.E.) is the dedicated business unit of the Lagardère Group, which runs the non-media ELLE brand extension worldwide in over 80 countries. The products associated with the ELLE brand and spin-offs are developed through 170 licensing contracts and commercialized by 160 licensees at a local, regional or international level. L.A.E.'s retail sales figures include all non-media activities related to the ELLE brand and spin-off brands worldwide. The categories include fashion for women, men and kids – including ready-to-wear, lingerie, footwear – accessories such as handbags, eyewear, watches and luggage; sportswear; beauty, fragrances, makeup, skincare for women and kids and hair and beauty accessories; lifestyle products including cars, home decoration; hospitality extensions through hotel, spa, cafés and hair salons. Its top licensed properties are ELLE, ELLE Homme, ELLE Golf, ELLE Sport, ELLE Active, ELLE Kids, ELLE Décor, ELLE Décoration and in hospitality, Maison ELLE, ELLE Café, ELLE Spa and ELLE Salon.

51 BROMELIA PRODUÇÕES

$499M (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.

52 THE SMILEY COMPANY

$436M (LGE) (PRIVATE)

WWW.SMILEY.COM

Born in 1972, to spread feel-good news, The Smiley Company 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.

53 ZAG NEW!

$372M (E) (PRIVATE)

WWW.ZAG-INC.COM

ZAG is a global independent entertainment studio specializing in world-class storytelling across TV, film and digital platforms. ZAG's foundation is rooted in compelling characters, imagination and masterful storytelling infused with original musical scores.

The company is home to entertainment properties under the ZAG HEROEZ label, including "Miraculous – Tales of Ladybug & Cat Noir" and "Ghostforce." ZAG is also currently in production on "Melody," an animated feature directed by Jeremy Zag, starring singer, songwriter and actress, Katy Perry. It has a 10-movie co-production deal with Cross Creek Pictures. As of the end of 2021, the company's flagship brand, "Miraculous," achieved over $1 billion in retail sales. Licensing International has also shortlisted "Miraculous" for "Best Brand – Animated" for a second year.

Director and composer, Jeremy Zag, founded the ZAG Kids and Family Entertainment Group in France in 2009, further expanding the company to the U.S. in 2012 with the Global Brand Franchise office in Santa Monica, Calif. ZAG now has offices in Paris, London, Montreal, Santa Monica, Miami, Mexico, Frankfurt, Tel Aviv, Frankfurt, Dubai and Shenzhen.

"Miraculous – Tales of Ladybug & Cat Noir" continues to be a favorite superhero story. Season 5 started to roll out in fall of 2022 on broadcast and streaming platforms in over 120 countries scoring top ratings. The highly anticipated $100 million+ animated superhero blockbuster, "Miraculous: Ladybug & Cat Noir The Movie," directed by Jeremy Zag, and co-produced by ZAG and Mediawan Kids and Family, will launch on Netflix July 28, 2023, and in select countries theatrically starting July 5. With a core audience of 52% girls and 48% boys ages 6-12 and a massive fan base of young adult, "Miraculers" (ages 15-25), "Miraculous" has become a digital planetary craze with over 35 billion views on YouTube (authorized and user-generated content), over 200 million downloads of the official app and over 550 million plays on "Roblox." Over 280 million products have been sold, and retail sales have now surpassed $1 billion worldwide. "Miraculous" won 31 awards, including Best Animated Series in the Kids Programming category at the 2023 Kidscreen Awards. "Miraculous" was a finalist for Best Licensed Brand among perennial classics in the Licensing International Excellence Awards 2023. "Ghostforce" has exceptional visibility on Disney Channel across EMEA and TF1 in France, and Discovery Kids in LatAm.

"Ghostforce" launched on Disney Channel in Germany on Sept. 20, 2021. It immediately became a market leader on all commercial kids' channels on its premiere run in the 15:00 time slot, maintaining its position when moved to the 19:45 slot. And in France, where the series debuted on TF1 in August 2021, "Ghostforce" achieved an audience share of over 53%. The series premiered in Latin America on Discovery Kids in 2021, except for Brazil, where it premiered the following May, ranking among the channel's top programming for the kids 4-8 demographic.

54 STUDIO 100 GROUP

$351M (PRIVATE)

WWW.STUDIO100GROUP.COM

Studio 100 Group is a global entertainment company that has captivated audiences of all ages since its inception. With a diverse portfolio of brands and intellectual properties, Studio 100 has established itself as a leader in the entertainment industry, creating content that transcends borders and cultures.

The company was founded in 1996 by Gert Verhulst and Hans Bourlon, two entrepreneurs passionate about creating high-quality, family-friendly entertainment. What started as a small television production company in Belgium quickly grew into an international powerhouse, with offices and operations spanning Europe, North America and Australia.

Its brands and intellectual properties are at the heart of Studio 100's success. The company has a knack for creating memorable characters that capture the imagination of audiences worldwide. From "Maya the Bee," an adorable and adventurous young bee, to "Vic the Viking," a brave and resourceful young hero, Studio 100 has created a universe of lovable characters that have become household names.

Its brands have expanded beyond television and film into live shows, theater productions, theme parks and merchandise. The company's expertise in creating immersive and engaging experiences allows fans to step into the world of their favorite characters through live stage performances or thrilling rides at Studio 100's own Plopsa theme parks.

Studio 100's commitment to quality and innovation has earned the company numerous accolades and a loyal fan base. Its productions have received critical acclaim, and its commitment to upholding the highest standards of storytelling and production value has garnered the trust of audiences and partners alike. Studio 100 continues expanding its presence globally with a strong focus on international growth. The company's dedication to creating wholesome entertainment that entertains, educates and inspires remains at the core of its mission.

55 DIAGEO

$350M (E) (NYSE: DEO)

WWW.DIAGEO.COM

Diageo licensed properties include Guinness, Baileys, Black & White, Bundaberg, Captain Morgan, Single Malt, Tanqueray, Johnnie Walker, Gordon's, Smirnoff, Pimm's, Smithwick's and Roe & Co. Categories include confectionery, coffee/beverages, desserts, fashion, gifting, snacks, meats, condiments, home and experiential. The Baileys food program expanded with new, indulgent at-home treats, including coffee, cakes, cookies, chocolate and ice cream. With successful launches of Baileys chocolates in Colombia, coffee in Brazil and ice cream in Costa Rica and Spain, Baileys continues to drive saliency across the treating category globally. The brand has also partnered with fashion accessory designer, Anya Hindmarch, to launch a successful limited-edition sequin Baileys bag for holiday 2022.

Baileys was recently B-Corp certified, making it the largest global spirits company to be awarded the coveted certification. Guinness continued to grow with product refreshes, new retail channels and territories. GuinnessWebstore.com continues to drive revenue and brand love through engaging content, making it a popular destination for Guinness lovers. The Guinness x Notre Dame program launch proved highly successful; the brand extended its licensed product categories to include home furniture, tailgating gear and fashion-forward men's and women's apparel. In the U.K., Guinness exclusively launched the Guinness Microdraught, which gives the perfect pour right from a home bar. Guinness apparel further expanded into in-store and online fashion retail, including a successful apparel and accessory program at Abercrombie & Fitch and a trend-forward collaboration with award-winning illustrator, Fatti Burke. With a new focus on expanding Guinness in food, the brand launched its Guinness Macaroni & Cheese with Cabot Creamery, already winning a "Best New Product" award from the Specialty Food Association.

As domestic and international travel continues to return, there is opportunity to capitalize on the travel market through duty-free shops, as well as branded tourist destinations, such as The Guinness Storehouse in Dublin, Open Gate Brewery in Baltimore, a soon-to-open Chicago location and the Guinness Store in Las Vegas. The company's new business focus includes expansion into new territories, including Italy, Spain, Latin America, China and India. Specific brands will focus on the following new categories: Baileys lifestyle, Guinness food partnerships, Captain Morgan fashion and food collaborations and Black & White expansion into fashion and accessories in Asia. Diageo will also continue to focus on social responsibility initiatives of sustainability, diversity and inclusion to drive growth by putting best business practices in place with licensees.

56 TGI FRIDAY'S

$338M (E) (PRIVATE)

WWW.TGIFRIDAYS.COM

TGI Fridays is the original American bar and grill, with 680 restaurants in 52 countries worldwide. The brand's award-winning licensing program spans the globe with licensed categories, including frozen foods, chilled slow-cook meats, salty snacks, indulgent cakes, spirits and malt beverages, sauces and marinades, toys and gifting.

57 EMOJI COMPANY

$336M (E) (PRIVATE)

WWW.EMOJI.COM

The emoji company GmbH, a Germany-based corporation, is the creator and owner of the globally established and registered emoji lifestyle brand. Via its network of direct clients and renowned agents (CPLG, Retail Monster, Medialink, Merchantwise, Lotus and more), the emoji company operates an international brand licensing business, selling products in more than 100 countries worldwide. The emoji company's IP portfolio includes a vast content catalog of emoji brand icons and designs suitable for licensing purposes.

58 SKECHERS U.S.A.

$320M (E) (NYSE: SKX)

WWW.SKECHERS.COM

Skechers U.S.A., "the comfort technology company," based in Southern California, designs, develops and markets a diverse range of life-

style and performance footwear, apparel and accessories for men, women and children. The company's collections are available in over 180 countries and territories through department and specialty stores and direct to consumers through digital stores and over 4,500 company- and third-party-owned physical retail stores. The company manages its international business through a network of wholly-owned subsidiaries, joint venture partners and distributors.

59 ANIMACCORD

$286M (E) (PRIVATE)

WWW.ANIMACCORD.COM

Animaccord, an entertainment licensing company and studio behind the popular animated show, "Masha and the Bear," continues its international licensing, media and promotional program for the property worldwide, including developing the brand in new business fields, such as DTC and others.

Over the last year, Animaccord supported its flourishing partnerships with the world's key market leaders, among which are Danone, Tonies, Spin Master, Famosa, Panini, Hachette and more, with distribution in various countries across the world. Moreover, in 2022 new episodes of Season 5 were picked up by such media giants as Rai, France TV, Sony Music Entertainment and Warner Media, among others. Today, Animaccord manages in-house one of the largest children's content networks on YouTube, which combined boasts over 200 million subscribers, almost 140 billion total views, and more than 56 YouTube Creator Awards. In 2022, the Masha and the Bear YouTube channel in Hindi brought the company their 7th Diamond Play Button (Creator Award), in addition to previously honored YouTube channels in Spanish, Portuguese, English, Arabic and more.

Proving its global recognition, according to recent Parrot Analytics global data, today Animaccord's "Masha and the Bear" is named the No. 1 preschool show and ranked within the top three of all children's content worldwide.

In 2023-2024, Animaccord will launch a new "Masha and the Bear" toy collection across Europe with Giochi Preziosi, its new master toy partner within the EU region. Moreover, this year the company will extend the media presence of "Masha and the Bear" content in China by signing major deals with giants such as Youku, Tencent and more. Driven to provide exceptional Live Brand Experience for its audience, Animaccord is expanding its branded restaurants across the GCC and is touring live shows across Latin America, the EU and APAC. In addition, Animaccord prolonged its partnerships with Leolandia and Rixos Group for the existing branded "Masha and the Bear" entertainment areas in the Leolandia amusement park in Italy and The Land of Legends theme park in Turkey.

One of the major plans for 2023-2024 for Animaccord is a theatrical release of "Masha and the Bear" across Latin America and EMEA. As for studio production, this year, Animaccord plans on doubling its output, releasing "Masha and the Bear" Season 6 in Q1, with Season 7 set to premiere by the end of 2023.

THE TOP GLOBAL LICENSORS

60 FORMULA 1 (FORMULA ONE WORLD CHAMPIONSHIP LIMITED)

$284M (NASDAQ: FWONK)

WWW.FORMULA1.COM

Since the first race in 1950, Formula 1 has evolved constantly, innovated and grown continually while holding on to its heritage. It aims to deliver the greatest sports and entertainment spectacle, with innovation, inclusivity and sustainability at the heart of its future growth and value.

In 2022, Formula 1 entered a new era with technical regulations inciting exciting and competitive racing, cementing its position as the pinnacle of motorsport. It has seen a huge growth in popularity over the past few years as a global brand, and its combination of frequency, footprint and fanbase is unique in sports, with 23 races a year in nearly every continent in the world and over 500 million fans. With record race attendance in 2022, up 36% vs. 2019 (pre-pandemic) and the season debut of Drive to Survive this year seeing a 40% increase vs. 2022, Formula 1 is at its peak.

Formula 1 is more than just a race – it brings brand exposure to billions through TV broadcast deals, sponsorship, partnerships and licensees. Recently F1 has seen brand expansion through commercial licensing deals in new ways, capitalizing on the sport's growing popularity. Formula 1 splits its licensing program into five verticals – consumer products, retail, experiential and gaming and esports.

WARHAMMER™ OFFICIALLY LICENSED

61 GAMES WORKSHOP

$271M (LON:GAW)

WWW.GAMES-WORKSHOP.COM

Warhammer is the largest and most successful hobby miniatures brand in the world. Games Workshop makes fantasy miniatures to engage and inspire its customers. Games Workshop intends to do this forever and focuses its decisions on long-term success, not short-term gains. The universes built through its miniatures and publishing businesses have become world-renowned, and the brand's flexible

approach allows licensing partners to create fantastic products that help build out the universes even further. Games Workshop's licensing program includes a packed slate of video gaming releases, apparel, accessories, fine art, comics, homewares, card and board games, cosplay, collectibles and other consumer products.

62 SPORTS AFIELD

$265M (PRIVATE)

WWW.SPORTSAFIELD.COM

Sports Afield is the oldest outdoor magazine in North America, dating back to 1887. Its founder, Claude King, established the magazine to be "Devoted to hunting, fishing, rifle and trap shooting, the breeding of thoroughbred dogs, cycling and kindred sports."

From its small beginnings, the magazine grew quickly, paralleling the emergence of America as an industrialized giant. In the years following World War II, well over a million readers awaited each new monthly edition of the magazine. Today, Sports Afield is a go-to source for hunters of all levels, from beginners to pros, covering everything from gear and equipment to hunting tips and techniques. The magazine's editorial focus has always been providing exciting adventure stories by the best writers of the day. Names such as Annie Oakley, Russell Annabel, Jimmy Robinson, Jack O'Connor, Zane Grey, Nash Buckingham, Gordon MacQuarrie, Archibald Rutledge, Elmer Keith, Erle Stanley Gardner, Col. Townsend Whelen, Gene Hill and Craig Boddington have regularly graced the pages of the magazine.

Sports Afield was an early advocate of conservation – as far back as the 1920s, its credo was, "We believe in sane conservation, we oppose pollution and we stand for the enforcement of our game laws." Its August 1945 edition entitled, "Conservation Program for War Veterans," was one of the first of its kind to have an entire issue devoted to ideals of conservation and the protection of natural resources.

Over the years, Sports Afield has evolved into a multimedia brand, expanding beyond its print magazine. The brand has diversified its offerings by fully licensing its name to other companies and products. Sports Afield-branded products now include safes, electric bikes, clothing, outdoor equipment, fishing gear, a TV show and real estate. The continued expansion has allowed Sports Afield to reach a wider audience while maintaining its core mission of inspiring and informing outdoor enthusiasts. By offering branded products and services that align with its editorial focus, Sports Afield has become one of the most respected and trusted brands in the outdoor industry, offering a printed and digital magazine, website, TV show and social media platforms that all support the brand by promoting its continuing image, product introductions and sales.

63 SCHOLL'S WELLNESS COMPANY NEW!

$257M (E) (PRIVATE)

WWW.DRSCHOLLS.COM

Dr. Scholl's brand has been synonymous with foot care for more than 115 years and remains one of the most trusted brands in foot care. Since its inception, Dr. Scholl's has led with vision and innovation by creating health and wellness products that deliver support, comfort, relief, care and prevention for consumers from the ground up. Dr. Scholl's was founded by William Mathias Scholl, M.D., whose passion for scientifically supporting the feet to improve mobility helped the brand become a household name. Today, the company continues to advance its founder's mission. Dr. Scholl's products are designed with expertise to provide easy, effective and long-lasting solutions to help eliminate fatigue, discomfort and pain at the source. Dr. Scholl's is committed to helping people get the most out of every day so that they can enjoy a more active, healthier life.

64 ITV STUDIOS

$252M (LSS: UK:IT)

WWW.ITVSTUDIOS.COM

ITV Studios is a creator, producer and distributor of world-leading programs and formats, connecting millions of people daily and shaping and reflecting the world they live in – ITV Studios is "More Than TV." ITV's 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 many more.

65 CRAYOLA

$250M (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 brand with year-round relevance.

Crayola licensing has expanded the brand's footprint into multiple product categories. From a dominant kids' bath program to children's publishing and fashion collaborations, Crayola delivers innovation across multiple categories reaching a wide demographic of consumers.

Throughout 2023 and 2024, 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's Colors of Kindness licensing program launched spring of 2023 with halo collaboration and runs through 2024 with core and licensed products in the market celebrating kindness.

A key component of the program is the launch of Crayola Flowers. This branded direct-to-consumer platform raises money for schools and non-profit organizations by selling bright bouquets in rich Crayola colors.

Crayola continues to grow its portfolio of licensed location-based entertainment platforms, including branded museum tours, after-school enrichment programming and its dedicated Crayola Experiences. Each location boasts unique proprietary attractions and a branded retail store. With new licensees in place, Crayola will open new Crayola Experience venues each year beginning summer of 2024.

66 THE OHIO STATE UNIVERSITY

$220M (E) (PRIVATE)

WWW.OSU.EDU

The Ohio State University continues to be one of the leaders in collegiate licensing, with retail sales totaling $220 million in 2022. The size of the licensing program, along with the popularity of the university's world-renowned athletic programs, continue to drive the Buckeye brand at major retailers, including Barnes & Noble, Kohl's, Dick's Sporting Goods, Fanatics, Amazon, J.C. Penney and Sam's Club.

In 2022, Ohio State celebrated the 100th birthday of the Ohio State Stadium. This milestone launched an incremental branded merchandise collection across several key categories.

The name, image and likeness of student athletes continued to be a driving factor in licensed product sales while driving awareness and revenue opportunities back to the student athletes. Other top categories include apparel, headwear and accessories, home products, sporting goods, gifts and collectibles.

Areas for growth include women's, baby and youth apparel and expansion into international markets. Strategic collaboration partners will round out an already robust apparel program offering, such as Lululemon's launch this fall.

Key retail partnerships will build on a substantial product offering while engaging the customer in a more personalized experience. Increased digital offerings and e-commerce initiatives will also be a focus.

67 ART BRAND STUDIOS

$200M (E) (PRIVATE)

WWW.ARTBRANDSTUDIOS.COM

Art Brand Studios is a destination for art publishing and licensing with a portfolio of over 25,000 images. Licensed brands include Wild Wings, Marjolein Bastin, Dowdle, Terry Redlin, Ron Schmidt, Zac Kinkade and Thomas Kinkade Studios.

The Wild Wings portfolio of wildlife and nature art includes well-known artists, such as Rosemary Millette, Persis Clayton Weirs, Susan Bourdet, Sam Timm, Chris Cummings, Lee Stroncek, Janene Grende, Rollie Brandt, Gary Johnson, Mark Susinno, Jim Lamb, Greg Messier, George Lockwood, Lee Kromschroeder and Valeria Yost.

Art Brand Studios' licensing partnerships allow millions of people worldwide to enjoy the images of their favorite artists on various gifts, home accents, seasonal décor and collectibles. The company recently added new artists to its portfolio, including An Ho, Ashley Radar, Ruth Soller, Joyce Wilking, Eddie Tipton, David Joyner and Robert Swedroe. Over the past 30 years, Art Brand Studios has built strong relationships with the world's leading manufacturers and has developed a wide assortment of popular licensed products embellished with the art of some of the world's most beloved artists.

68 CARTE BLANCHE GREETINGS

$200M (E) (PRIVATE)

WWW.CARTEBLANCHEGREETINGS.COM

Carte Blanche Greetings was founded in October 1987 with just a small collection of greeting cards, and more than 35 years on is an award-winning creator, distributor and licensor of character-branded products, including greeting cards, toys, gifts, apparel, confectionery, nursery and homeware. Carte Blanche has built a best-selling family of blue-nosed characters that has stood the test of time, earned its evergreen status and remained a top choice for fans and retailers worldwide.

Through strong product development (both in-house and through best-in-class partners), Carte Blanche has secured the No. 1 selling design in multiple leading consumer product categories. Design and innovation are the core of the business, as well as growing and nurturing the Me to You brand and its signature character, Tatty Teddy. Carte Blanche now boasts award-winning humor brands, Violent Veg, Cards for Horrible People and many more. The Carte Blanche portfolio also includes sentiment brand, Wishing Well Studios, and the fast-paced, trend-led offering from Hotchpotch, which is now also an award-winning brand in its own right.

Creativity and adaptability are at the heart of everything the brand does, showcased in the way it creates its products and designs using creative and innovative new product solutions.

69 ROTO-ROOTER

$200M (LGE) (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.

70 UNITED STATES POSTAL SERVICE

$200M (E) (PUBLIC/PRIVATE*)

WWW.USPS.COM

Global sales for 2022 were generated from multiple categories such as mailing and shipping products, toys, puzzles, role play, stationery, home décor, NFTs, gift and novelty, apparel and accessories, including a sneaker and embroidered work shirt collaboration with Japanese Streetwear licensee, BAPE. USPS also worked closely with Big Potato Games to launch a licensed board game called The Great American Mail Race that tests players' abilities to see if they have what it takes to make the delivery. Players race around a board resembling a map of the U.S. to deliver the most mail to uniquely named cities by vehicle, train, hot air balloon, mule and more. The game appeared at Gen Con 2022 and launched exclusively at Target locations nationwide. USPS supported the launch by featuring the game in its national holiday TV commercial and a print mailer sent to 1.2 million households nationwide. 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 an officially licensed USPS product directly supports the United States Postal Service.

71 PERFETTI VAN MELLE

$195M (PRIVATE)

WWW.PVMLICENSING.COM

The global confectionery group, Perfetti Van Melle, is a privately-owned company producing and distributing candies and chewing gum in more than 150 countries and owns many top-selling brands.

Perfetti Van Melle strives to create innovative treats and a better future for its consumers. Perfetti Van Melle also unlocks the power of several of its most popular brands through a successful licensing program, including Mentos, Chupa Chups, Airheads, Frisk, Brooklyn, Smint, Fruit-tella, Alpenliebe and Big Babol. Each brand has sweet or fresh lifestyle-oriented programs in key global markets. By merging art, fashion, pop culture and candy, the brands' style guides offer original creativity to develop an ever-expanding universe of lifestyle products, brand and retail experiences. Moreover, the Chupa Chups, Airheads, Mentos and Fruit-tella brands offer the opportunity to take their characteristic and unique flavor profiles to selected categories in the food and beverage area.

72 JELLY BELLY CANDY COMPANY

$132M (PRIVATE)

WWW.JELLYBELLY.COM

Jelly Belly manufactures gourmet jellybeans. Known for unique shapes, vibrant colors and distinct flavors, Jelly Belly licensed products are fun and loved by people worldwide. Jelly Belly outbound products span numerous categories, including food and beverage, apparel and accessories, toy, health and beauty, automotive air care and home. Jelly Belly licensed products were sold in over 50 countries during FY 2022. Top licensed products in 2022 include a direct-to-consumer line of sports nutrition products with MyProtein, MGA x Jelly Belly L.O.L Surprise dolls and accessories, 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, Energizer.

On the inbound side, Jelly Belly maintains longstanding flavor partnerships with companies like Keurig Dr Pepper (over 30 years), Sunkist, Cold Stone Creamery and Krispy Kreme. In 2022, Jelly Belly worked with Warner Bros. to launch several new products, including Harry Potter Butterbeer Chewy Candy and Milk Chocolate Bar, the Harry Potter House Points Counter Dispenser and seasonal items like the Harry Potter Advent Calendar.

73 THE SCOTTS MIRACLE-GRO COMPANY

$130M (E) (NYSE:SMG)

WWW.SCOTTS.COM

The Scotts Miracle-Gro Company is the world's largest fertilizer and plant food seller. The company began selling lawn seed in 1868 but saw the first Scotts Miracle-Gro branded licensed products hit shelves in 2014 (146 years later). Key licensed categories span 15 partners with over 100 different products and 600+ SKUs, including garden hoses, garden gloves, cutting tools, plant support, raised garden beds, lawn mowers, leaf blowers, children's growing kits, wheelbarrows, live bulbs, lawn fabric, backpack and tow-behind sprayers, sheds, greenhouses and ant and roach baits under the Ortho brand.

74 JUST BORN QUALITY CONFECTIONS NEW!

$120M (E) (PRIVATE)

WWW.JUSTBORN.COM

Just Born Quality Confections is a third-generation family-owned candy manufacturer, making some of America's most beloved brands – PEEPS, Mike and Ike, Hot Tamales and Goldenberg's Peanut Chews.

The PEEPS brand licensing program alone sells more in its 12-week season than most programs sell all year. PEEPS Marshmallow Candies are the top non-chocolate Easter candy brand and an Easter basket staple. The licensing program focuses on the iconic PEEPS Chick and Bunny characters, with a wide breadth of products driven mostly by fully branded plush, novelty toys, apparel, HBA, pet toys and confections gifting. The brand also attracts major CPG and premium collaborations, including Kellogg's Cereal, Sally Hansen Nail Polish, Build-A-Bear Workshop and ColourPop Cosmetics, to name a few. PEEPS-licensed products are in 110,000 retail doors across various channels with branded statements. Securing these annual retail statements has led to a +35% five-year CAGR. The program is also a media darling, generating over 42 billion impressions every Easter.

75 TOIKIDO NEW!

$110M (E) (PRIVATE)

WWW.TOIKIDO.COM

Toikido is a new entertainment company that operates as an innovative, fun, fast-paced studio that has become renowned for growing global audiences by creating captivating toys for emerging digital brands (e.g., "Among Us" and "Gang Beasts"). With a worldwide reach, Toikido offers an ecosystem across licensing, gaming, music, marketing and entertainment and is dedicated to developing its intellectual properties (IP) across all entertainment genres.

Piñata Smashlings is Toikido's first internally developed IP and set to become one of the most popular children's brands with the launch of a "Roblox" game, a range of toys – including collectibles, action figures, plush and playsets – an official collectors guide and magazine and an animated series to bring the Piñataverse to life.

Toikido was founded by serial entrepreneur, Darran Garnham, in 2020.



76 FLEISCHER STUDIOS NEW!

$100M (E) (PRIVATE)

WWW.FLEISCHERSTUDIOS.COM

Betty Boop's global licensed sales revenue increased 200% year-over-year in 2022. Betty played a starring role in collaborations with apparel and accessories companies, such as Dolls Kills, Unique Vintage, Dr. Martens, Color Bars and Guess. A limited-edition collaboration with RGB designer, Antoine Joyner, launched at Fred Segal to debut Fleischer Studios' Betty of the People initiative, a program created to make Betty Boop more accessible to a wider range of identity communities around the world by showcasing the beloved character with a diverse variety of partners creating designs that celebrate community, equity, unity and inclusion.

In China, Aoyan Shanghai Cosmetics launched a Betty Boop x Little Ondine cosmetics collaboration featuring glamorous Betty Boop-themed cosmetics with distribution into department and specialty retailers throughout Asia. Safira Cosmeticos launched a makeup line with Betty in Brazil. In fall 2022, the Sunshine City Prince Hotel in Japan offered a Betty Boop-themed experiential room with a complimentary Betty Boop swag bag for hotel guests. In Tokyo, a triple collaboration launched with Betty Boop, Girls2 – whose music, acting and dance performances by nine unique members are known throughout the world – and licensee, Poney-comb, to develop a line of hoodies, sweatpants, long-sleeve T-shirts, caps and tote bags reflecting the individual style of each member of Girls2.

This scratches the surface of all the successful licensed products adorned with Betty Boop.



77 U.S. ARMY

$100M (E) (PRIVATE)

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

The U.S. Army licensing program develops and distributes consumer products leveraging the values of pride, performance and personal development.

The licensed products build positive brand awareness and create multiple touch points for unique brand interaction. In 2022, the program consisted of nearly 320 licensees across a robust offering of product categories, including apparel, accessories, home and housewares, gift and novelty, sporting goods and more. U.S. Army-licensed products can be found in more than 50,000 doors in the U.S. Every channel of trade, including mass, mid-tier, grocery, travel centers, sporting goods stores, toy stores, craft stores, dollar stores and e-commerce, distribute U.S. Army Licensed Products. The off-price and e-commerce distribution channels remained top performers for U.S. Army licensees in 2022.

For 2023, the U.S. Army program will focus on its new logo and slogan to excite a new generation of fans. For the first time since 2001 and the program's inception, the U.S. Army licensing program has launched a new logo and slogan, "Be All You Can Be," with a more modern style guide for more fashion-forward products. The U.S. Army will ensure current licensees are maximizing their existing product offerings and distribution grants as well as the added potential of this new branding. The program continues to focus its efforts on combatting counterfeit and infringing products, both at retail and online.



78 AC MILAN NEW!

$88M (E) (PRIVATE)

WWW.ACMILAN.COM

Associazione Calcio Milan, commonly called AC Milan, is a professional football club in Milan, Italy. "We will be a team of devils. Our colors will be red like fire and black to invoke fear in our opponents!" These were the words that Herbert Kilpin used as he founded AC Milan on Dec. 16, 1899. A year and a half later, the Rossoneri ("Red and blacks") became the Italian champions for the first time after beating Genoa 3-0 at Ponte Carrega on May 5, 1901. The Rossoneri have won 49 trophies, including 19 Scudetti, five Coppe Italia, seven Supercoppe Italiane, seven Champions League, five Supercoppe Europee, two Coppe delle Coppe, three Coppe Intercontinentali and one FIFA Club World Cup.

79 ACAMAR FILMS

$67M (E) (PRIVATE)

WWW.ACAMARFILMS.COM

Acamar Films is an independent creative studio that distributes, markets and licenses its international, award-winning preschool animated series, "Bing." "Bing" celebrates the joyful, messy reality of preschool life and finds the big stories in the little moments.

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

The show is distributed to over 130 territories and engages digital audiences daily via 24 YouTube channels, social media channels, DTC offerings and a suite of digital apps. The series recently launched in France, debuting on Okoo in November 2022 and France 5 in January 2023. "Bing" has plans to roll out in new markets in Asia and the Americas.

80 HOUSE OF TURNOWSKY

$50M (E) (PRIVATE)

WWW.TURNOWSKY.COM

House of Turnowsky is a leading-edge multi-cultural design house, known for its creativity, innovation and high-end designs. Elegant, classic and original, Turnowsky's collections are steeped in timeless style. Founded in 1940 in Vienna, Turnowsky has consolidated its position as a worldwide leader in design, especially in high-end stationery. House of Turnowsky is a design house with 15 experienced international designers selling products in more than 40 countries. The House of Turnowsky designers find a place to share, nourish, grow and inspire each other and every design. The company is celebrating licensing partnerships across various product groups, including textile, home décor, fashion accessories, lifestyle products and gifts. House of Turnowsky has over 35 partnerships and seven licensing agents in almost every continent. Products designed by Turnowsky are sold in stores such as KDW Berlin, Harrods and Mitsukoshi and via leading U.S. retailers such as Walmart, Macy's and Target.

81 B.DUCK NEW!

$30M (E) (PRIVATE)

WWW.SEMK.NET

B. Duck was founded by Eddie Hui in 2005, inspired by the true story of 30,000 rubber duckies that fell into the Pacific Ocean in 1992 and bobbed halfway around the world for 20 years. Encouraged by the duckies' resilience, positivity and love of travel, Eddie created B. Duck with the same ideals. The brand includes 25 characters, including B. Duck, Buffy and B. Duck Baby. Since 2005, B. Duck has grown to international stardom, amassing over 36,000 SKUs, 400 licensees and 20 million fans worldwide.

82 CARDIO BUNNY NEW!

$30M (PRIVATE)

WWW.CARDIOBUNNY.COM

Cardio Bunny is a dynamic and innovative women's activewear brand that originated in Poland and has rapidly expanded its presence across 20 European markets. With its passion for empowering women to embrace an active lifestyle, Cardio Bunny has become known for high-quality, stylish and performance-driven athletic apparel. Cardio Bunny quickly gained recognition for its commitment to providing women with functional activewear that effortlessly combines fashion and functionality while aiming to inspire confidence, motivate fitness goals and support all women in their pursuit of an active and balanced life. This philosophy is reflected in the brand's meticulous design process, where every garment is crafted with attention to detail, using quality materials that provide optimal comfort, flexibility and breathability.

In addition to Cardio Bunny's dedication to quality and innovation, the brand takes pride in its strong intellectual property portfolio. It has secured patents and trademarks for its unique logo, name and designs, protecting a global distinctive identity.

As the brand expands its reach into new markets, Cardio Bunny remains committed to empowering women, promoting active lifestyles and delivering exceptional activewear. With its growing international presence, Cardio Bunny aims to inspire women worldwide to embrace their fitness journeys with confidence and style.

83 DUKE KAHANAMOKU NEW!

$25M (E) (PRIVATE)

WWW.DUKESWAIKIKI.COM

Olympic swimmer and celebrity, Duke Kahanamoku, continues to inspire generations worldwide and has extended the brand into licensing.

Revered as the "Father of Surfing," The Duke Kahanamoku brand represents the spirit of surfing and the culture of Hawaii. Duke represents the essence of harmony: a life well-lived, with a deep connection to water, the environment, community and an appreciation for great beauty.

Kahanamoku lives on through fine products, services, and events that bear his name and represents his passion for the ocean, water sports and a way of life that honors the spirit of Aloha.

Since being owned and operated by TS Restaurants, Duke's Restaurants has operated successfully in Hawaii and California since 1995. Toyo Enterprise Company markets the Duke Kahanamoku brand under license, manufacturing a wide range of vintage and special edition Aloha Shirts, targeting the Japanese market – where the Duke brand is as popular as ever.

Duke's OceanFest is Waikiki's premier ocean sports festival, held each summer in honor of Kahanamoku. Held at venue sites throughout Waikiki, OceanFest features a variety of ocean sports, including surfing, paddleboard racing, swimming, volleyball and more.

Apparel is a staple in the Duke Kahanamoku licensing program, with collaborations going as far back as the 1960s, including a long-standing partnership with Vans. More recently, Malama Pono and Malibu Shirts released Duke Kahanamoku apparel collections.

84 RUST-OLEUM CORPORATION

$25M (E) (PRIVATE)

WWW.RUSTOLEUM.COM/PAGES/LICENSING

Rust-Oleum is a global leader in manufacturing innovative protective coatings that empower do-it-yourselfers and professionals alike. The Rust-Oleum brand can be found in multiple applications, including small project paints, cleaners, primers, automotive, industrial, high-performance coatings, wood care and more. The Rust-Oleum brand spanned over five licensed categories in 2022, including Rust-resistant security padlocks and hardware, car covers, tapes and adhesives, rust-resistant pet products and accessories and automotive coatings.

LICENSE GLOBAL
MAGAZINE | PODCAST | WEBINARS | INSIGHTS



WWW.LICENSEGLOBAL.COM

Search '@Licenseglobal'

FOLLOW US TODAY!

LICENSE GLOBAL

THE LICENSING INDUSTRY'S THOUGHT LEADER



YOUR SOURCE FOR BRAND LICENSING **NEWS, TRENDS AND INSIGHTS** FROM THE INDUSTRY'S **THOUGHT LEADER**, STRAIGHT TO YOUR INBOX.

www.licenseglobal.com

SUBSCRIBE TODAY!