



NHL Team Brand Values – February 2013 Update

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About Brand Finance

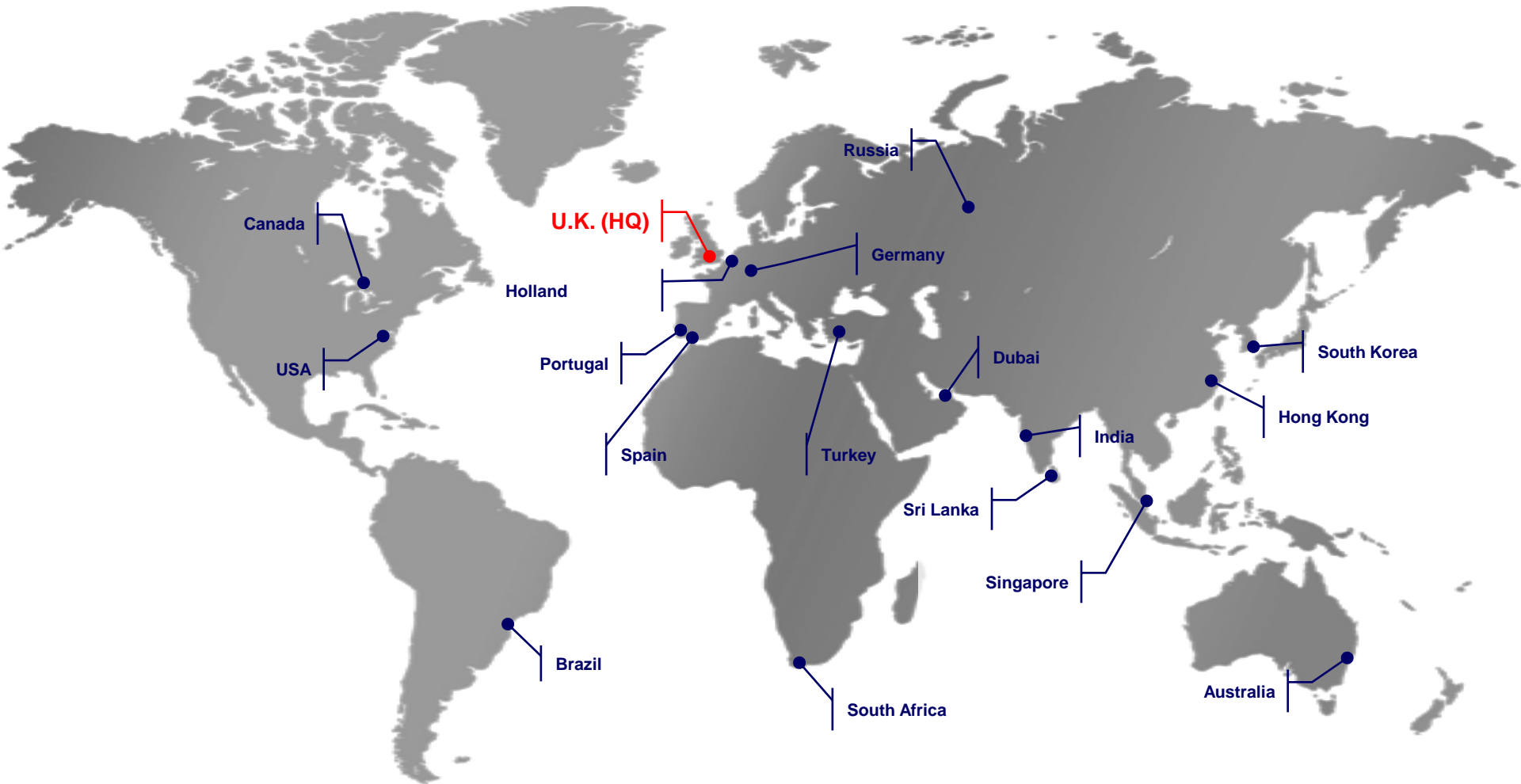
What makes us different?

Bridging the gap between marketing and finance™



- **Independent** brand valuation consultancy with offices in over 15 countries worldwide
- **Certified specialists** providing ISO, IVSC and IASB compliant Valuation and Analytics services
- A **combination of expertise** in marketing, research, legal and financial fields to support Strategy, Transactions and Tax advice
- **Global experience** of valuing branded businesses and intangible assets to help clients **maximise shareholder and stakeholder value**
- **Training office** for Chartered Accountants, Marketers, Financial Analysts, Surveyors and Valuers. Committed to the **professional development** of open source, non-proprietary, best practice brand valuation techniques
- Sharing **thought leadership** information freely via the BrandFinance® Institute, BrandFinance® Forums, Brandirectory.com, BrandFinance® Journal
- **Specialists in Nation Branding** and GDP development strategies

Our global footprint



About our Sports League tables

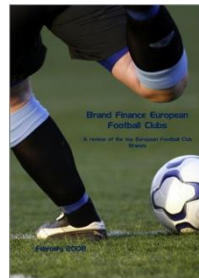
The most comprehensive and financially-robust studies of the World's top sports brands

Since 2006, Brand Finance has published its annual league table valuation of the most valuable sports clubs beginning with European Football.

Brand Finance has teamed up with many media organizations to participate in the publications of these results:

Our studies illustrate the value of brands and the financial impact of a brand on its respective business.

Our Global 500 study is the biggest report of it's kind, covering every sector and every market in the world. The methodology used is recognized by leading companies and trade associations around the world.



Sports League Table Valuations are an excellent first glance at brand value segmentation for sports franchises across the European Premier Leagues, the NFL, MLB, NBA, NHL, and Cricket.

Canadian press coverage:



About our global league tables

The most comprehensive and financially-robust studies of the world's largest brands

Every year Brand Finance produces a number of Global and National brand studies, which provide an opinion on the point-in-time value of the strongest and most valuable brands in the world.

Over the years Brand Finance has teamed up with all the major publications to publish the results. Studies include:

- *BrandFinance® Global 500*
- *BrandFinance® Global Intangible Finance Tracker (GIFT™)*
- *BrandFinance® Nation Brands*
- *Sector specific studies (e.g. Banking, Telecoms and Insurance)*

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Global press coverage:



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Valuation Findings

Brand Values 2013

Rank 2013	Club	Brand Value	Brand Rating	Enterprise Value	BV/EV
		MILLION USD		MILLION USD	
1	Toronto Maple Leafs	140.93	BBB+	498	28%
2	Montreal Canadiens	126.36	A	461	27%
3	New York Rangers	120.38	A+	557	22%
4	Vancouver Canucks	89.64	BBB	340	26%
5	Detroit Red Wings	76.05	A	350	22%
6	Pittsburgh Penguins	71.44	A	321	22%
7	Chicago Blackhawks	66.20	BBB+	324	20%
8	Boston Bruins	65.86	BBB+	328	20%
9	Ottawa Senators	58.77	BB+	225	26%
10	New Jersey Devils	54.33	BBB	278	20%
11	Philadelphia Flyers	52.49	BBB	285	18%
12	Calgary Flames	52.15	BB+	225	23%
13	Los Angeles Kings	46.84	BBB-	254	18%
14	Winnipeg Jets	40.48	BB-	181	22%
15	Dallas Stars	38.37	BB+	205	19%
16	Edmonton Oilers	36.94	BB-	169	22%
17	Buffalo Sabres	35.92	BB+	192	19%
18	Washington Capitals	35.67	BBB-	228	16%
19	St. Louis Blues	34.65	BBB-	190	18%
20	Nashville Predators	33.57	BB+	179	19%
21	Tampa Bay Lightning	33.24	BB+	173	19%
22	Phoenix Coyotes	32.81	BB+	169	19%
23	San Jose Sharks	31.99	BB+	202	16%
24	Colorado Avalanche	31.39	BB	172	18%
25	Carolina Hurricanes	30.73	BB+	171	18%
26	Minnesota Wild	28.83	BB	171	17%
27	Anaheim Ducks	27.62	BB	170	16%
28	Florida Panthers	26.80	BB-	142	19%
29	Columbus Blue Jackets	23.02	B+	124	19%
30	New York Islanders	16.93	B+	91	19%

Quote from Edgar Baum, Managing Director, Canada

“The NHL now has a 20 year history of creating periods of lost revenue during its lockouts, and in each case the NHL brand value has been slow to return before rising again,” said Edgar Baum, Managing Director of Brand Finance Canada. However, the league had made significant gains in value since the last lockout, with substantial increases in revenues and a return to prominence of a number of historic teams. “The current valuation shows any value gains made in the 2011-2012 season – including the signing of a 10-year U.S. television contract – have been offset by the recent lockout.”

When examining the roles of individual team brand values comprising the NHL portfolio, Brand Finance Canada found a significant imbalance. The bottom third of the league represents less than 20% of the overall value, with the lowest team representing only 1.08% creating a severe disparity and putting undue onus and risk on the top value teams.

Post NHL Lockout Brand Valuation – Key Findings

The NHL has a 20 year history of having periods of lost revenue at each collective bargaining period, that was slow to return before rising again

The league had made significant gains in value since the last lockout, with substantial increases in revenues and a return to prominence of a number of historic teams.

The current valuation shows any value gains made in the 2011-2012 season – including the signing of a 10-year television contract – have been offset by the recent lockout

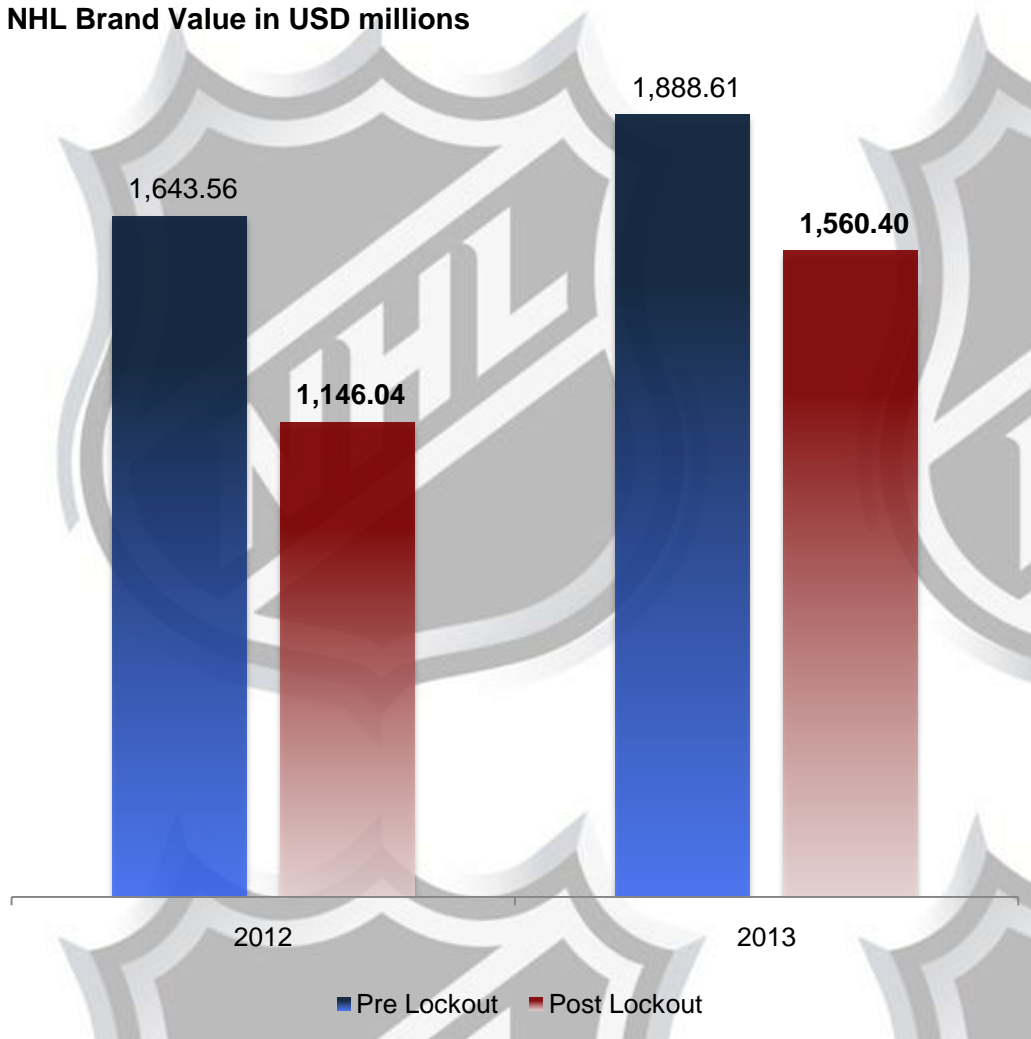
When examining the roles of individual team brand values comprising the NHL portfolio, Brand Finance Canada found a significant imbalance. The bottom third of the league represents less than 20% of the overall value, with the lowest team representing only 1.08%.

Sponsors of the NHL or the individual teams have had a significant disruption to their sponsorship programs. Any sponsorship agreements that anticipated a continued growth in the strength and value of the NHL experienced in the past five years may be in for a frustrating experience in the coming few years as many of the gains have been lost and recent growth rates need to be restored.

The unfortunate impact of the Lockout is that the NHL and individual team management will now have to focus on restoring the brand reputations and values instead of directing efforts at expanding the brand to international markets as their North American Major League counterparts have had success doing in the past decade during a period of relative labour stability.

Brand Value Trends: Pre Lockout & Post Lockout

NHL Brand Value in USD millions



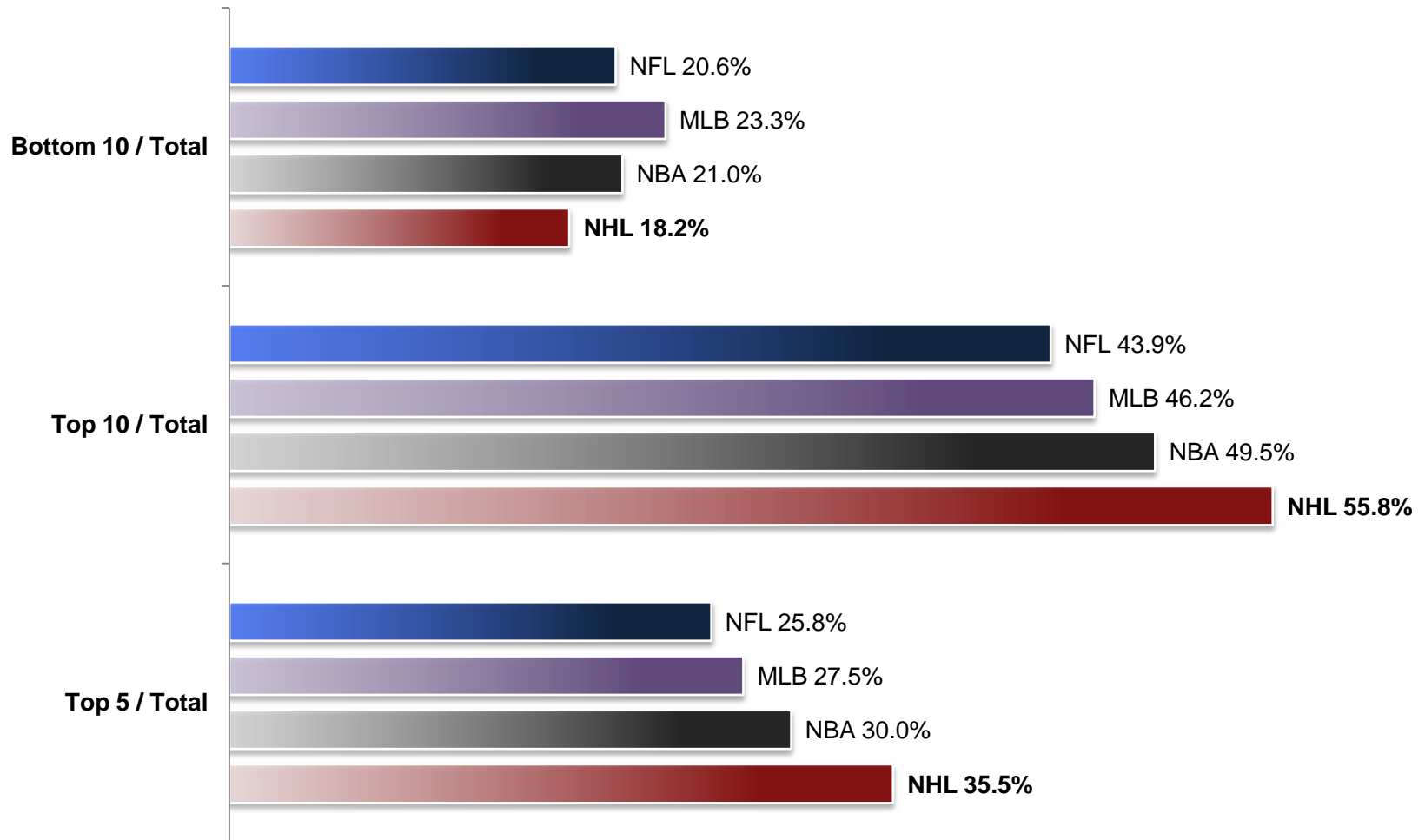
- The estimated loss in brand value due to the *lockout* is USD 328.2 million
- Loss of future revenue generated by each NHL Team Brand Value.
- **2012**
 - Used financial performance from 2010/2011 season
- **2013**
 - Used financial performance from 2011/2012 season (record year in revenue) provided by the NHL in October 2012
- In the past 20 years, the NHL has lost over 8% of regular season games due to lockouts

Brand Value: Comparative analysis in different sports leagues



	NHL	NBA	Major League Baseball	NFL
Total USD million	1,560.4	2,734.6	4,408.8	9,131.8
Average per Team	52.0	91.1	147.0	285.4
Top BV Team	140.9	204.9	397.9	510.5
Bottom BV Team	16.9	41.3	85.2	172.9
Range	124.0	163.6	312.7	337.6
Number of Teams	30	30	30	32

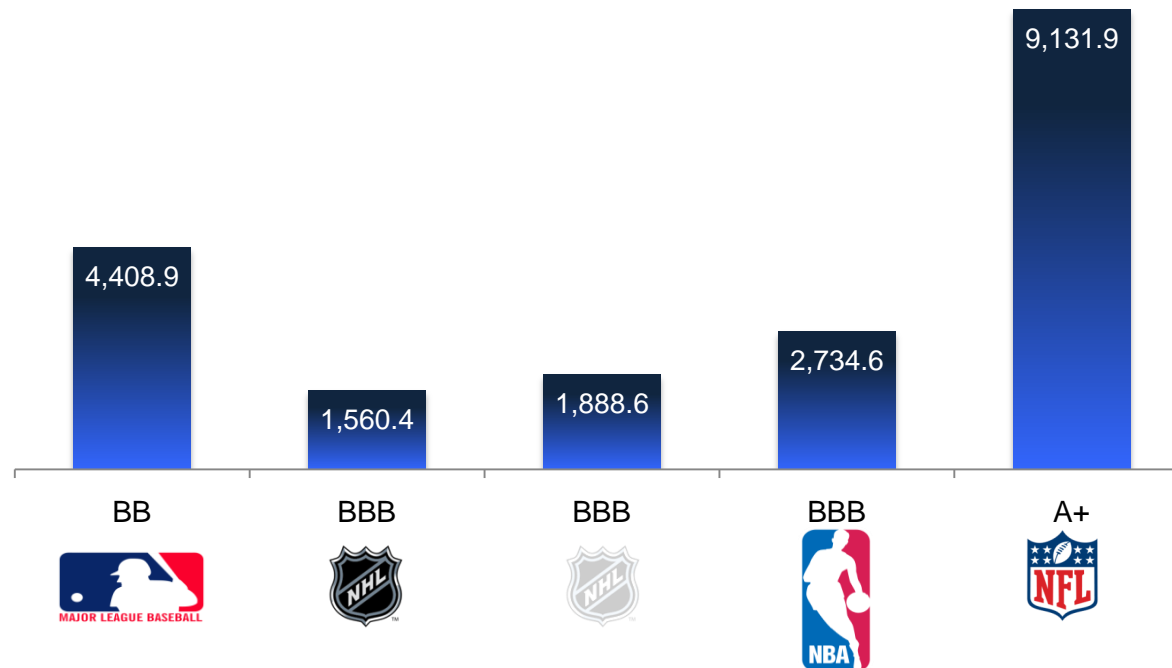
Brand Value Distribution of North American Sports Leagues









Brand Value: Rating different Sports leagues

League	Brand Value USD M	Index	Rating
NFL	9,131.9	66.9	A+
NBA	2,734.6	52.8	BBB
NHL Pre Lockout	1,888.6	53.1	BBB
NHL Post Lockout	1,560.4	51.0	BBB
MLB	4,408.9	54.9	BB

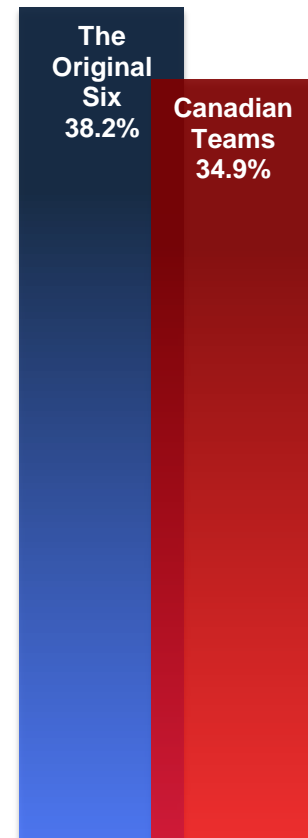
By the Summer of 2012, the activities of the NHL and its teams had raised the overall strength of the NHL to be comparable to that of the NBA. These gains were lost as a result of the lockout



Effect of the Lockout on NHL's most valuable teams

	Pre Lockout	Post Lockout	Loss in Value	%
The Original 6	743.36	595.77	-147.59	-20%
 Toronto Maple Leafs	167.0	140.9	-26.04	-16%
 Montreal Canadiens	162.5	126.4	-36.18	-22%
 New York Rangers	149.1	120.4	-28.70	-19%
 Detroit Red Wings	97.6	76.0	-21.52	-22%
 Chicago Blackhawks	83.9	66.2	-17.68	-21%
 Boston Bruins	83.3	65.9	-17.48	-21%

**Impact on Brand Value in
The Original Six & Canadian Teams**



Post Lockout

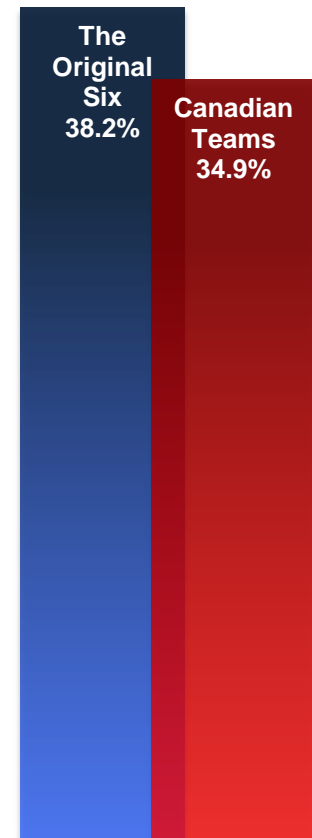
Effect of the Lockout in NHL's most valuable teams

Pre Lockout Post Lockout Loss in Value %







Canadian Teams

669.06 **544.25** -124.81 -19%

Impact on Brand Value in The Original Six & Canadian Teams



Post Lockout

	Toronto Maple Leafs	167.0	140.9	-26.04	-16%
	Montreal Canadiens	162.5	126.4	-36.18	-22%
	Vancouver Canucks	116.2	89.6	-26.60	-23%
	Ottawa Senators	69.9	58.8	-11.13	-16%
	Calgary Flames	61.4	52.1	-9.21	-15%
	Winnipeg Jets	48.5	40.5	-8.01	-17%
	Edmonton Oilers	43.6	35.9	-7.64	-18%

Edgar Baum

Managing Director, Brand Finance Canada

Edgar's focus at Brand Finance is to educate the North American marketplace on marketing ROI and financially quantified brand strategy.

Edgar has an in-depth knowledge of finance and a balanced ability to quantify intangible assets such as brand. He has a rare talent to both understand and speak the languages of finance and marketing.

Edgar specializes in quantitative and financial modelling including brand scorecards, financial forecasts, multi-dimensional modelling, market positioning, strategy and pricing optimization.

Prior to joining Brand Finance, Edgar has had extensive experience in brand analytics, business development and corporate finance in over two dozen sectors.

While at Procter & Gamble, Edgar designed numerous brand management tools integrating both marketing KPIs and financial performance – customized precursors of today's brand scorecards.

Edgar is a regular contributor in the Canadian media on brands and their performance.

A graduate of the University of Toronto, Edgar has been a guest lecturer at both Northwestern University in Chicago and Seneca's Graduate School in Toronto.

He is an active representative of Brand Finance on MASB (the Marketing Accountability Standards Board of the US), an organization of leading academics and Fortune 500 companies intent on providing cross industry standards for marketing measurement.



Edgar Baum, Managing Director

Brand Finance Canada Inc.

e.baum@brandfinance.com

M: 1 647 922 6238

O: 1 888 959 0336 x 101

18 King St. East

Mezzanine Level

Toronto, ON M5C 1C4

Canada

Brand Finance Canada Inc is a subsidiary of Brand Finance plc (London), the world's leading independent brand valuation consultancy. Brand Finance has a global footprint with offices in more than 18 countries.

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