



*making
copyright work
for everyone*



Back to basics. Let's get back to basics. While technology changes, content creation explodes and global boundaries diminish, the value of licensing continues to rise. I'm pleased to report that Copyright Clearance Center's achievements in the past year have resulted in \$188.7 million in royalty payments to rightsholders—a 5% increase over the previous year. Back to basics, focused on licensing, creating products that have a positive and meaningful impact for users and rightsholders, that is what CCC does every day.

Making copyright work is at the heart of what we do.

In Fiscal Year 2013, we expanded our Open Access solutions to help publishers and authors manage article processing charges, permissions services, reporting and more. We introduced a series of papers and webinars to give copyright holders and content users the latest information on Open Access, featuring insights from key industry leaders. These achievements have been noticed. In fact, research firm Outsell named CCC in its "10 to Watch" list for the Open Access space.

To bring greater efficiency to the corporate workflow, CCC delivered an integrated suite of solutions that put rights at the point of content and content at the point of rights. These solutions help workers get and share content quickly and responsibly no matter where they are located. We also introduced usage analytics tools to help information managers optimize content purchases. In 2013, more companies worldwide chose CCC's licensing solutions to simplify compliance and give their employees the freedom to share copyrighted material with colleagues across the room and around the world. In the past 12 months the license has been strengthened with substantial new rights from rightsholders throughout the global marketplace who have selected CCC as their agent.

We also made it easier for academic institutions to streamline library operations, to get reading materials in students' hands faster, to secure licensing for all the ways they use published information from the classroom to MOOCs, and to track content usage to help librarians get the most from their budgets. Mindful of fiscal limitations at many academic libraries, CCC also introduced a new scholarship program to fund travel costs for a number of librarians to attend important conferences throughout the year.



Tracey Armstrong
President and CEO

copyright clearance center *president's letter*



CCC launched a new and improved OnCopyright Education hub on copyright.com.

At CCC, we know that copyright can be complicated. To help rightsholders and content users better understand their rights and responsibilities, we launched a new and improved OnCopyright Education hub on copyright.com. The site features an extensive library of informative videos, information about copyright and licensing around the world and a full calendar of educational events including certificate courses now offered in more countries.

CCC's success is based on our belief that voluntary collective licensing is an effective solution to the copyright challenges of those who create content and those who use it. In Fiscal Year 2013, we intensified our efforts to further voluntary collective licensing worldwide. We introduced the International Advancement Program (IAP) to complement the development activities of the International Federation of Reproduction Rights Organisations, to which CCC also contributes as a member. We created the IAP to assist other

reproduction rights organizations (RROs) as they start or develop their operations. The program's first two participants included RROs from the Philippines and Argentina.

Looking ahead, we remain focused on licensing. We will continue to listen to users and observe changes in content usage which will require new rights and types of uses. We will work with rightsholders to create solutions for evolving content usage. Building on this, we will prepare next-generation solutions that provide a more efficient workflow for content users, broader opportunities for rightsholders to extend the value of their intellectual property and promote greater general awareness of the importance of copyright.

Tracey L. Armstrong
President and CEO



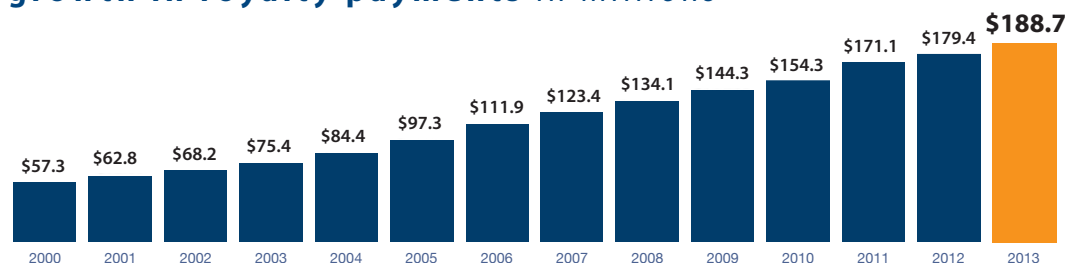
Get and share content responsibly, no matter where you are located.



growth in revenue *in millions*



growth in royalty payments *in millions*



management summary financial data

years ended June 30, 2012 and 2013

	2012	2013
Revenue <i>in millions</i>	\$255.6	\$272.9
Royalty Payments to Rightsholders <i>in millions</i> ¹	\$179.4	\$188.7
Royalty Months Outstanding ²	5	5
Revenues per Average FTE <i>in thousands</i> ³	\$952	\$939

¹Royalty Payments to Rightsholders represent total royalty distributions disbursed during the fiscal year from revenues collected in that and prior fiscal years. ²Royalty Months Outstanding is the average number of months from collection to payment. ³Revenue per Average FTE is Revenue divided by the average Full-time Equivalents during the fiscal year.



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