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TOP

125

GLOBAL LICENSORS

This exclusive report ranks the world's largest licensors and spotlights hundreds of the hottest properties that are driving sales of licensed merchandise at all the major retailers around the globe.

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RAINBOW

via Brece 60025 Loreto (AN) Italy Tel. +39 071 75067500 www.rbw.it licensingdept@rbw.it

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TOP 125 GLOBAL LICENSORS

The Top 125 Global Licensors, the exclusive annual compilation and retail sales ranking of the world's largest licensed brands from *License! Global*, reveals continued growth and consumer demand for the hottest merchandise from entertainment properties to fashion brands to corporate icons to sports leagues and franchises.

By Tony Lisanti

Disney Consumer Products once again ranked as the No. 1 global licensor reporting \$28.6 billion in retail sales of licensed merchandise worldwide in 2010, up from \$27.2 billion in 2009. DCP's Toy Story franchise, influenced by box office success and merchandise demand for Toy Story 3, was the most dominant property of the year at retail generating \$2.4 billion in retail sales. DCP believes that Cars 2 could have a similar impact in the marketplace this year.

DCP's retail sales do not include Marvel Entertainment, a wholly owned subsidiary of Walt Disney Company, reported separately. Marvel generated worldwide retail sales of licensed merchandise for 2010 of \$5.6 billion, up from \$4.9 billion in 2009, earning the licensor the No. 6 spot in the annual ranking. Marvel has two major theatrical releases and merchandising programs this summer blockbuster season for Thor and Captain America with two more scheduled for 2012—The Avengers and The Amazing Spider-Man.

Iconix Brand Group ranked No. 2 with \$12 billion in retail sales in 2010, up from \$9 billion in 2009, reflecting in part the acquisition of the Peanuts property as well as the continued success of its DTR programs, international expansion including Iconix China, and joint venture with Madonna, MG Icon and development of the Material Girl brand.

Rounding out the top five global licensors are: No. 3 Phillips-Van Heusen, which reported \$8.7 billion in retail sales based on its international expansion programs for Calvin Klein, Izod and Van Heusen brands as well as Tommy Hilfiger for eyewear, jewelry, fragrance and home products.

No. 4 Mattel reported \$7 billion in retail sales of licensed merchandise for its portfolio of iconic brands that include Barbie, Hot Wheels and new tween/teen property Monster High.

No. 5 Warner Bros. Consumer Products reported \$6 billion in retail sales based on its Harry Potter franchise for which the last feature film will hit theaters in July, Looney Tunes, including a new TV series, plus a major commitment to the DC superheroes with Green Lantern hitting theatres in June and Batman planned for 2012, and new TV series.

The top three global licensors by major sectors are as follows:

- ✦ Entertainment—DCP, WBCP and Marvel;
- ✦ Apparel—Iconix Brand Group, Phillips-Van Heusen and Cherokee;
- ✦ Toy/Character—Mattel, Sanrio and Hasbro;
- ✦ Sports—Major League Baseball, Collegiate Licensing and National Football League;
- ✦ Corporate Brands (non-apparel, non-automotive)—Westinghouse, Electrolux and Sunkist.

The top ranked non-U.S. headquartered licensor is Rainbow, the Italian animation/entertainment company, ranking No. 13 with \$3.5 billion in retail sales. The company is heavily committed to expanding its key franchises—Winx Club, particularly in the U.S. and in partnership with Nickelodeon, PopPixie and Huntik.

The Top 125 Global Licensors accounted for more than \$184 billion in retail sales of licensed products. A total of 47 licensors reported worldwide retail sales of \$1 billion or more.

The continued growth of major global licensors reinforces how brand extensions—whether traditional merchandise, live events or co-branded partnerships—are an increasingly important business at retail and hugely popular among consumers worldwide.

This year, *License! Global* has also once again expanded its listing of the top licensing agencies to 30, adding several prominent international agencies. IMG, which represents various collegiate brands and global sports, entertainment and lifestyle brands, ranked as the No. 1. brand licensing agency reporting retail sales of \$7.1 billion. The summary chart is on page T31.

NOTE: All licensors and licensing agents submitted retail sales figures, which are based worldwide sales of licensed merchandise at retail, unless otherwise noted. Some international sales figures may be affected by currency exchange rates and were based on the most recent rates at press time. All companies are public except as otherwise noted. The Top 125 Global Licensors Report is copyrighted and cannot be used without the permission of Advanstar Communications and *License! Global*.

1 DISNEY CONSUMER PRODUCTS

\$28.6B

ANDY MOONEY, CHAIRMAN, +1.818.544.0001
WWW.DISNEYCONSUMERPRODUCTS.COM

In 2010, DCP reintroduced retail and consumers to the Toy Story franchise and its characters with a comprehensive merchandise assortment inspired by Toy Story 3. The No. 1 film in the U.S. generating \$1 billion in box office sales, Toy Story 3 proved just as powerful at retail generating \$2.4 billion in global retail sales. Disney Princess dominated the toy aisle with the new line of Princess & Me friend dolls. On the fashion front, DCP set an all new standard with designer collaborations that further enhanced Disney as a lifestyle brand starting with Alice In Wonderland, its second \$1 billion box office film of 2010, which featured global collaborations including Stella McCartney, Tom Binns, Alice Temperly, Le Printemps and Uniqlo, as well as OPI and Urban Decay. At retail, experiential experiences resonated with consumers including at Hot Topic where its Hollywood and Highland flagship store was converted into Underland and at Harrod's in London and Bloomingdales in New York City with window fronts and in-store displays. In the Fall, DCP's innovative TRON: Legacy merchandise line captured the attention of pop and lifestyle aficionados—from action figures that featured all new impulse projection technology to a line of upscale electronics from Monster, plus fashion collaborations with shoe designer Jerome Rousseau, design labels Opening Ceremony and Hayden Harnett and performance sportswear lines with adidas, Oakley, Pacific Sunwear, Burton and more. The excitement for the TRON: Legacy line culminated with DCP's debut pop-up shop TRON at Royal-T. Additionally in the tween segment, DCP's D-Signed fashion line based on various Disney Channel characters and programs had a strong launch at Target resonating with tween girls and moms alike. Disney Channel's Phineas & Ferb continued to gain momentum at retail with top selling products including stationery and food. In the juniors' category, the new Minnie Mouse line, exclusively at Forever 21, introduced Minnie Mouse in a fresh new character design. 2011 is an exciting year for DCP with new film licensing programs inspired by Cars 2, Pirates of the Caribbean, Winnie the Pooh and The Muppets. With Cars 2, DCP has developed a program that it expects will propel the Disney-Pixar Cars franchise into the largest licensed merchandise program of the year. In less than five years since the film's release in 2006, the Cars franchise has generated global retail sales of more than \$8 billion—making it among Disney's top franchises and quickly establishing itself as a true classic. The new merchandise assortment features innovative toy lines from the world's leading toy companies as well as a comprehensive line of apparel, home decor, stationery, food, personal care and an extensive publishing program. In the girls' category, Disney Princess and Disney Fairies continue to be favorites. Starting this summer, The Story Begins With You campaign will kick off a series of entertainment content and promotions that will place the Disney Princess franchise center stage and will deliver continual reach and frequency. In the fall, Disney Fairies fans will enjoy an all-new TV special on Disney Channel with Disney Fairies and the Pixie Hollow Games as the franchise continues success at retail globally. From Phineas & Ferb to Shake It Up, Disney Channel inspired properties will introduce new product line assortments leading into 2012 with merchandise licensing in development for all new Disney Junior programming. Minnie Mouse will continue to break out at retail with new merchandise lines at mass and mid-tier.

2 ICONIX BRAND GROUP

\$12B

YEHUDA SHMIDMAN, COO, +1.212.730.0030
WWW.ICONIXBRAND.COM

In 2010, Iconix acquired the Peanuts brand. The transformative deal changed its landscape and moved the company beyond fashion into a true global brand management entity. Iconix China, the joint venture with Iconix and Silas Chou, is flourishing with Candie's, London Fog, Rocawear, Badgley Mischka and Rampage stores opening throughout China. Iconix formed a joint venture with world-renowned icon Madonna—MG Icon. MG Icon develops and explores business initiatives in the U.S. and around the world. In 2010, MG Icon announced a DTR with Macy's for its newly developed, junior brand, Material Girl, which is designed by Madonna and daughter Lola. Iconix believes it will continue to see significant growth with its DTR partners including Walmart, Kohl's, Target and Costco. The company is also focused on continuing its growth internationally. International revenue represents almost 17 percent of the company's business (up from single digits in the recent past.) Iconix will continue with its growth strategy to acquire iconic brands in 2011. The Iconix portfolio of 27 brands covers distribution through retail partners in all channels from Walmart to Saks Fifth Avenue. In 2010, the company had exponential growth with its DTR partnerships including Candies and Mudd at Kohl's; Op, Danskin Now and Starter at Walmart; Mossimo at Target; and Joe Boxer and Cannon at Sears/Kmart. Iconix also signed two new DTR partnerships in 2010—Bongo brand at Sears/Kmart and Material Girl at Macy's.

3 PHILLIPS-VAN HEUSEN

\$8.7B

KENNETH L. WYSE, PRESIDENT OF LICENSING & PUBLIC RELATIONS, HERITAGE BRANDS, +1.212.381.3628; ROBERT VIGNOLA, PRESIDENT OF LICENSING, CALVIN KLEIN COLLECTION, +1.212.292.9292; ANNE MARINO, PRESIDENT U.S. LICENSING/EVP GLOBAL LICENSING, TOMMY HILFGER, +1.212.548.1341
WWW.PVH.COM

Phillips-Van Heusen continues its global expansion, bringing its Arrow, Izod and Van Heusen brands to new markets and expanding in China, India, the Middle East, Australia, Chile, Peru and Mexico. Arrow became the top-selling shirt brand in Indian department stores this past year and had the highest growth in the men's premium category, supported by 36 new store openings bringing the total to 283 and plans for a total of 321 stores by the end of 2011. For Izod, PVH expanded its partnership with Arvind in India and the Middle East. Izod just launched three flagship stores in China with Weihai Dishang Fashion Brands Co. Ltd. with plans to increase the number to 27 stores by the end of September. Domestically, beginning in 2011, Izod expanded into watches and memory foam mattresses. Van Heusen expanded to 40 stores in Sears Mexico and is enjoying success in Australia with a shop-in-a-shop concept generating strong results in Myers Department Stores. In Peru, Van Heusen opened a new store in Lima, bringing the total to four stores. G.H. Bass has signed a number of new international agreements and domestically is enjoying success on its online site and additionally partnering with Rachel Antonoff launching Rachel Antonoff for G.H. Bass women's footwear line. Calvin Klein enlarged its footprint distribution and increased profitable market share worldwide with 40 licensees (regional and global). Licensing covers nearly 400 individual product classifications including apparel, accessories, footwear and home products. Over \$3 billion in retail sales in 2010 (50 percent of total worldwide Calvin Klein business). Key partners include Warnaco, Coty,



Swatch, G-III, Marchon, Peerless and Jimlar. CKI provides all design, marketing, advertising and public relations for licensees. Tommy Hilfiger launched eyewear globally with Safilo in 2010, the second largest eyewear company in the world. The brand also expanded its home business into Europe, launched jewelry globally and introduced the LOUD fragrance with Estee Lauder worldwide. In Latin America, Tommy Hilfiger opened 14 freestanding stores and renovated several large footprints, including the 4,500 sq. ft. flagship store in Punta del Este, Uruguay.

4 MATTEL

\$7B

ROSA ZEEGERS, SVP, GLOBAL CONSUMER PRODUCTS LICENSING, +1.310.252.2000
WWW.MATTEL.COM

As a perfect reflection of fashion, cultural relevance and aspiration, the Barbie brand has continued to evolve with girls with representation in 45 different consumer products categories including sporting goods, home decor, beauty, fashion, accessories and electronics. As the No. 1 die-cast vehicle manufactured in the world, Hot Wheels continued to deliver thrilling vehicle experiences for boys of all ages. With a presence spanning multiple consumer product categories, Hot Wheels reached boys of all ages through programs and lifestyle products including apparel, sporting goods, publishing and innovative toys. A new franchise for Mattel in 2010, Monster High appeals to teen and tween girls and the property is centered around the fashionable teenage descendants of the world's most famous monsters. Monster High infuses rich storytelling reaching girls everywhere they are today through strategic programs and partnerships.

Fisher Price, the world's leading brand of infant and preschool toys, continued to demonstrate licensing success in categories such as baby gear, apparel, publishing and outdoor toys. With a powerful portfolio of iconic brands and



popular properties, Mattel will continue to unveil new best-in-class partnerships and product offerings for infants, kids, tweens and adults. Key initiatives for 2011 include expanding the success of the Monster High consumer products portfolio to the global audience with a strategic global expansion. Additionally, Mattel will continue successful programs with key properties Barbie, Hot Wheels, Fisher Price and Max Steel delivering content and related products to the international market. In 2011, Mattel will continue to optimize existing partnerships with Disney, Warner Bros., WWE, Nickelodeon, HIT Entertainment and DreamWorks. Specifically this year, Mattel will launch toy lines for several new theatrical blockbuster properties including Cars 2, Green Lantern, Penguins of Madagascar and Kung Fu Panda 2. In 2010, Mattel introduced a new intellectual property, Monster High, and launched the franchise across a number of diverse consumer product categories simultaneously. The franchise reached girls via multiple touch points and through strategic partnerships including Little Brown Books for Young Readers and best-selling author Lisi Harrison. Key retail partners included Justice and Party City. Barbie continued to deliver consumer products for girls of all ages including a portfolio of interactive role-play toys connecting to the Barbie I Can Be line of dolls allowing girls to further expand the play experience. Hot Wheels also connected with its core consumer in 2010 with a best-selling bike from Dynacraft allowing boys to race around town on their Hot Wheels Rev Grip Bike.

5 WARNER BROS. CONSUMER PRODUCTS

\$6B

KAREN MCTIER, EVP, DOMESTIC LICENSING AND WORLDWIDE MARKETING; +1.818.954.3008; JORDAN SOLLITTO, EVP, INTERNATIONAL LICENSING, +1.818.954.7807
WWW.WARNERBROS.COM

With more than 3,700 active licensees, WBCP continues to offer a rich portfolio of entertainment properties. Leading the line-up is the highly anticipated feature film The Dark Knight Rises, slated for a summer 2012 release. Building on DC's robust roster rolling out with a myriad of licensing programs supporting the properties, Batman fans will be thrilled with Batman Live—a unique action-packed live stage show that will be touring arenas around the world as WBCP, DC Entertainment and Nick Grace of Water Lane Productions have teamed up to bring the world of Batman to life in this live stage show for audiences of all ages. The roster is also highlighted by Green Lantern, the blockbuster film lighting up theaters on June 17, and supported by master toy licensee Mattel and other licensees worldwide along with the all-new CG series, Green Lantern: The Animated Series, which will be part of Cartoon Network's new multiplatform programming block, "DC Nation," featuring DC Comics characters and launching in the 2011-2012 season. WBCP's all-star DC line-up also includes Superman in the upcoming feature film and Batman in a new animated series, along with Wonder Woman, The Flash and many other DC Super Heroes.

WBCP also represents DC Entertainment's licensed publishing business. Looney Tunes continues as a cornerstone of the WBCP portfolio, with multiplatform worldwide support and numerous initiatives including the all-new animated series The Looney Tunes

Show on Cartoon Network. Also set to air on Cartoon Network in 2011 is the all-new animated television series ThunderCats, a

21st century re-imagining of the iconic 1980s action classic, with global master licensee, Bandai America Incorporated, along with licensees worldwide. Scooby-Doo and Hanna-Barbera continue to remain core properties and Harry Potter continues to be a perennial franchise with the highly anticipated finale, Harry Potter and the Deathly Hallows—Part 2, in theaters on July 15, along with the highly acclaimed The Wizarding World of Harry Potter

at Universal Orlando Resort, and WBCP's partnership with Global Experience Specialists, which brings fans the experiential internationally touring Harry Potter: The Exhibition.



6 MARVEL ENTERTAINMENT

\$5.6B (WHOLLY OWNED SUBSIDIARY OF THE WALT DISNEY COMPANY) SIMON PHILIPS, PRESIDENT, WORLDWIDE CONSUMER PRODUCTS; PAUL GITTER, PRESIDENT OF CONSUMER PRODUCTS, NORTH AMERICA, +1.212.576.4000
WWW.MARVEL.COM

Key franchises include the Iron Man 2 feature film, Spider-Man classic licensing program, Marvel heroes merchandise program and co-branded programs including Reebok, Monster Jam and Tokidoki. Key retail partners include Carrefour, George, Old Navy, Gap, Walgreens and Pottery Barn Kids and strong support from major mass retailers including Walmart, Target,

Kmart, Toys 'R' Us, Tesco, Auchan and C&A. New licensing and merchandising initiatives for 2011 and beyond include Thor and Captain America: the first Avenger feature film; The Avenger 2012 theatrical events marking the culmination of Marvel's multi-year Avengers assemble licensing; the Spider-Man feature film event in 2012; Spider-Man classic merchandising program; new co-branded merchandise programs with NBA and NYC & Co. and new retail programs and partnerships including Williams-Sonoma and Children's Place.

7 NICKELODEON CONSUMER PRODUCTS

\$5.5B

LEIGH ANNE BRODSKY, PRESIDENT, +1.212.846.7066

Nickelodeon Consumer Products continues to lead entertainment licensing in 2011. The world's largest TV-based licensing business, Nickelodeon Consumer Products represents iconic properties such as SpongeBob SquarePants and Dora the Explorer, and manages licensing for Nickelodeon, Nick Jr., Comedy Central, MTVN International and Spike TV. Nickelodeon, now in its 32nd year, is the number-one entertainment brand for kids. It has built a diverse, global business by putting kids first in everything it does. The company includes television programming and production in the U.S. and around the world, plus consumer products, online, recreation, books and feature films. Nickelodeon's U.S. television network is seen in more than 100 million households and has been the No. 1 rated basic cable network for 16 consecutive years. Nickelodeon will be unveiling products for their new and established properties, including Teenage Mutant Ninja Turtles, Winx Club, Team Umizoomi and Victorious. Coming off of the global success of Dora the Explorer's 10th anniversary in 2010, Nickelodeon Consumer Products will introduce a broad new lineup of Dora-inspired toys from Fisher-Price Inc. and MEGA Brands. The new products will include Dora the Explorer themed fashion dolls with corresponding books and fashions, an exciting new role play kitchen, construction sets and more. SpongeBob SquarePants, who has entertained fans of all ages for more than a decade, is the inspiration for new toys from The LEGO Group, Hasbro, THQ and Cardinal. SpongeBob-themed building sets, construction toys and video games will be featured in the new product lineup. Additionally, master toy licensee Spin Master and Sakar International have announced toy lines that will feature innovative Victorious products, such as fashion dolls, playsets and consumer electronics for fans looking for additional ways they can connect with the music and the characters from the show. Nickelodeon's Victorious has been the number-one live action comedy series in its time slot on all TV with kids 6-11, tweens 9-14, and teens 12-17, reaching 14.4 million kids, 13.7 million tweens and 11.4 million teens each quarter since it launched in April 2010.

8 SANRIO

\$5B (WHOLLY OWNED SUBSIDIARY OF SANRIO CO., LTD.)

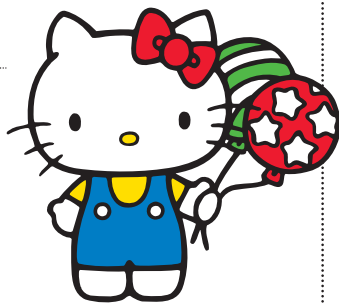
JANET HSU, PRESIDENT OF

GLOBAL CONSUMER PRODUCTS;

JENNIFER CAMPBELL, VICE

PRESIDENT OF LICENSING, +1.310.896.3262

WWW.SANRIO.COM



In 2010, Sanrio kicked off its 50th anniversary celebration and continued to focus on expanding programs and categories for Hello Kitty as well as other

classic characters such as My Melody, Keroppi, Badtz-Maru, Tuxedosam and Chococat. For the first time ever, in honor of Sanrio's 50th anniversary, Hello Kitty and other Sanrio characters were featured together on special limited edition products. August 2010 kicked off the golden anniversary for the worldwide lifestyle brand that was founded on the small gift, big smile philosophy, and the company continues the 50th anniversary celebration in 2011. Key licensing initiatives will include the launch of several new partnerships and collaborations that cater to Sanrio fans of all ages. Earlier this year, Sanrio teamed up with leading specialty beauty retailer Sephora to launch Hello Kitty Beauty, a new cosmetics and accessories line. Collaborations with iconic brands such as Vans and Swarovski will be released in 2011. Other co-brand partnerships launching this year will include Misha Lulu and BabyLegs that target consumers who grew up with Hello Kitty and are now having daughters of their own. Sanrio partnered with select retailers from mass to specialty to department stores as part of the 50th anniversary celebration. This included the launch of new retail programs and co-brand partnerships. In 2010, Sanrio collaborated with Dr. Martens, smart USA and Build-A-Bear Workshop to support expansion of categories and the ever-growing selection of lifestyle products. To honor fans for their tremendous support through the years, Sanrio hosted Small Gift—a nationwide celebration for Sanrio's 50th Anniversary that included a cross-country mobile pop-up shop tour and special anchor events in Los Angeles and Miami.

9 MAJOR LEAGUE BASEBALL

\$5B (E) (PRIVATE)

HOWARD SMITH, SVP OF LICENSING, +1.212.931.7900

10 THE COLLEGIATE LICENSING COMPANY

\$4.3B (PRIVATE/TOTAL COLLEGE MARKET—CLC INSTITUTIONS AND NON-CLC) CORY MOSS, SENIOR VP, OPERATIONS, +1.770.956.0520
WWW.CLC.COM

Top collegiate properties included Texas, Florida, Georgia, LSU and Alabama, as well as the NCAA, the Tournament of Roses, the BCS and the South Eastern Conference (SEC). Women's, children's and domestics will continue to be growth categories in the college market in 2011. Video games with EA's NCAA football title are still the top non-apparel collegiate licensed product. Collegiate Snuggies were big in 2010, and the next big item may be collegiate Pillow Pets. A major marketing initiative that will continue to drive growth is the College Vault program, which includes vintage-inspired apparel and non-apparel products capitalizing on the history and tradition of college sports using historical logos and content from college and universities. College Colors Day, a fan holiday created by CLC, will continue to provide a marketing platform for retailers during the critical back to school selling period. In addition, programs like College Chic, which is geared to the women's market, and I Love College Hoops, a marketing platform during basketball season, will continue to allow for niche marketing programs within the college segment of the licensed product market. Walmart continued to be the largest retailer of collegiate licensed product, however, there was a focused effort to develop new retail partners for collegiate programs. The Victoria's Secret PINK College Collection continued to sell well at retail. Old Navy and Justice launched college programs, and Internet retailers like Dreams, Football Fanatics and GSI invested heavily in college.

11 THE CHEROKEE GROUP

\$4B (E)

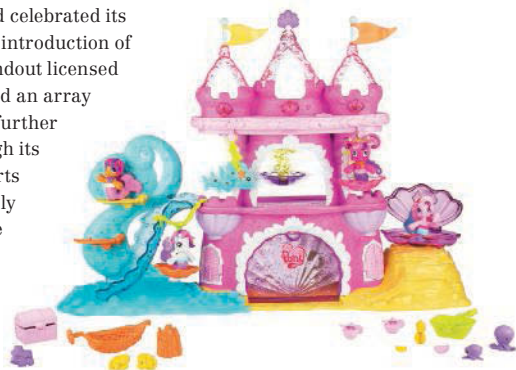
HOWARD SIEGEL, PRESIDENT, +1.818.908.9868

12 HASBRO

\$3.7B

SIMON WATERS, SVP OF GLOBAL BRAND LICENSING & PUBLISHING; PAULA WALSH, ASSOCIATE MANAGER, PUBLIC RELATIONS, +1.401.727.5669
WWW.HASBRO.COM

During 2010, Hasbro continued to make major global strides across all key licensing categories, further expanding the reach of its core brands from Transformers and Nerf to My Little Pony, Littlest Pet Shop, Playskool, Scrabble and Monopoly as part of the company's mantra to re-imagine, re-invent and re-ignite the Hasbro branded play and lifestyle experience. In 2010 Hasbro also launched its joint venture with Discovery Communications, including The HUB TV network and HubWorld.com. The Transformers brand has delivered more than meets the eye fun to legions of kids around the world for more than 25 years with action figures that convert from robot to vehicle and back again. As one of Hasbro's anchor entertainment properties, the Transformers licensing program includes an array of high quality lifestyle products for fans worldwide, ranging from apparel to comic books to digital games. With 2010 came the release of Transformers War for Cybertron video game, developed by Activision and Transformers Prime animated series debuted on The HUB. Licensed in more than 130 countries and across 20 categories the Transformers franchise remains one of the most popular brands globally. Nerf continued to provide fans with the ultimate in exciting, high-action gear for competitive play in 2010 and the licensing program gained traction, introducing Nerf consumer electronics and footwear. Based on the success of footwear, a launch of an innovative Nerf-inspired action sports lifestyle apparel and expanded footwear line is expected in 2011 and beyond. My Little Pony: Friendship is Magic was the top-rated show for kids aged 2-11 in the U.S. on The Hub and the My Little Pony franchise continued to be a worldwide favorite with licensees creating branded products in categories such as apparel, publishing and party goods that delighted little girls around the globe. Ranked as one of the top brands for girls in the toy industry as well as one of the hottest lifestyle properties, the demand for the Littlest Pet Shop brand remained significant in 2010 with products such as accessories, publishing and domestics and key licensees globally in over 20 categories. The brand remains popular in markets around the world, including the U.S. and France and it continued to be a top performing Nintendo handheld franchise within Electronic Arts, with the release of three new games on the Nintendo DS. In 2010, Scrabble game brands created notable programs with items such as Scrabble Cheez-It Baked Snack Crackers and high-end desk accessories at Pottery Barn. Hasbro's strategic licensing alliance with Electronic Arts also delivered Scrabble on 10 gaming platforms for distribution in the U.S. and Canada and was consistently ranked as a top 10 paid app on iPad. The iconic Monopoly brand celebrated its 75th anniversary with the introduction of Monopoly: Revolution, standout licensed products, digital games and an array of affinity games. Hasbro further extended the brand through its alliance with Electronic Arts with the launch of Monopoly Streets on multiple console platforms. It was also launched on the iPad and immediately became a top-seller and was the No. 2 best-performing



brand in slot machines globally, as well as one of the top performing brands in lottery tickets, online bingo and online slots. Hasbro also generated toy and game sales based on its strategic relationships with powerhouse companies including Lucasfilm for Star Wars, Marvel for Thor and Captain America, d-rights and Nelvana for Beyblade and American Greetings for Strawberry Shortcake, bringing to market toys and games based on these properties. Lastly, Mr. Potato Head had a busy year as one of the stars of Toy Story 3 as well as hosting Electronic Arts' Hasbro Family Game Night 3 video game and suiting up as Elvis Presley for the King's 75th birthday celebration. From toys and games, to motion pictures, video games, television programming and a comprehensive and strategic licensing program, Hasbro's goal is to build a sustainable lifestyle business by harnessing the momentum of our branded play strategy and aggressively grow the mega categories of apparel, home, food and publishing in every corner of the world. In 2011, Hasbro will focus on leveraging its powerful portfolio of brands and several innovative new products featuring advanced technologies. This strategy will further demonstrate Hasbro's continued transformation into a branded play company, and provide children and families with a wide range of entertainment options. It is expected that Nerf fans, known as Nerf Nation, will be able to step up their game in 2011 as the property continues to break out at mass retail and become a global mega lifestyle licensing brand with cutting edge products ranging from footwear to graphic tees, electronics, digital gaming and wheeled goods—bikes, scooters, skateboards and accessories. The Transformers licensing program is expected to continue to grow worldwide and across all major categories, especially with the release this summer of Transformers: Dark of the Moon. In addition to the movie, Transformers Prime, the half-hour animated series on The Hub, will extend the brand's consumer reach as well as create licensing opportunities to reach new consumers and distribution channels. This year, there will be a major expansion of Transformers in digital gaming with a new offering from Activision for the movie and two new MMOG offerings (one in China and one for the western market) are planned for 2012. The My Little Pony and Chuck and Friends animated series, airing on The Hub (and other major networks around the world, including Y TV in Canada), will provide platforms for expanded licensing programs. In 2011, Hasbro will seek to further expand its presence in the digital publishing area with a plan to develop applications for interactive storytelling and on digital platforms such as the iPad. Digital games based on many of Hasbro's best brands will launch on a wide variety of current and emerging platforms. Licensing is also well underway in creating highly innovative programs to support the next wave of TV and Hasbro-branded film releases in 2011, 2012 and 2013, including Ouija, Risk and Stretch Armstrong; the support of Marvel's films: Thor, Captain America: The First Avenger, The Avengers and Spider-Man; and Lucasfilm's release of Star Wars Episode 1 in 3D in 2012. Hasbro will also focus on leveraging its deep vault of intellectual property for its rapidly expanding fashion business, building retro and vintage lifestyle programs based on classic toys and games and tapping into the nostalgic appeal for products we knew as children. The Battleship property will also hit the big screen in 2012 and Hasbro's licensing program will reflect the film's iconic style with licensing programs across major categories. Battleship licensing will be about extending the brand to reach the key demographics of adult, older boys and potentially juniors through categories like games, toys, apparel and accessories. Hasbro works very closely with its top retailers worldwide to execute a cross-store strategy that presents a unique and powerful presence of licensed products ranging from innovative promotions and events to eye catching in-aisle branding, store-in-store displays and exclusive end caps. Hasbro continues to build global partnerships with key retailers such as Auchan, Big W, Carrefour, Kmart, Metro, Parkson, Target, TESCO, Toys 'R' Us and Walmart.

13 RAINBOW

\$3.5B (PRIVATE)

JOANNE LEE, PRESIDENT, +39.071.7506.7500

WWW.RBW.IT

Winx Club is Rainbow's No. 1 licensing property and one of the most important and well-known properties in Europe across all media. The TV series is broadcast in over 150 countries and it's the top rated show in most markets. In November

2010, Nickelodeon announced a global partnership with Rainbow to have the TV and merchandising rights of Winx Club (series one-four) in the U.S. and all the other English Speaking countries and to coproduce the fifth and the sixth Winx TV series. After the strong performance of Winx Club–The Secret of the Lost Kingdom, Rainbow launched in fall 2010 a second film, Winx Club Magical Adventure, the first Italian 3D movie. PopPixie is Rainbow's hottest new property and is ideally suited for licensing. The first 26 episodes were launched in August 2010 in France and in October 2010 in Spain and Portugal, while the remaining European launch is planned for 2011. Bandai, the master toy licensee, has already launched a first range of toys and play sets in France, Spain and Portugal. PopPixie's strength is not only related to mini dolls but also to fashion. Major companies in the fashion industry have developed PopPixie collections–apparel with Mirtillo (Italy), Carel (France) and Leomil; back to school with Auguri Preziosi (Italy), Tennesse (France), Josman (Spain) and Artimbal (Portugal); and fashion accessories. The PopPixie collection is distributed in over 300 boutiques in Italy and will extend to 400 in 2011. Other strategic licensing products include a monthly magazine distributed in Italy, Russia and Spain. The rollout plan will be fully developed through 2011 with BTS, DVD, food promotions and interactive contents. Launched in 2009, Huntik is one of the most ambitious TV boy's series and is already broadcast in more than 30 European networks. The second season is planned for Fall 2011 and was pre-sold to almost 40 TV channels in Europe. The licensing strength of this property is based on 3D figurines (more than 1.5 million pieces so far in Italy by Tridimensional and a new exciting European launch planned for 2011 by Giochi Preziosi); a monthly magazine distributed in Italy by Tridimensional, in Russia by Izdateko Komiks and planned in other European countries during 2011; and a toy line launch during 2011 by Giochi Preziosi as master toy partner. Rainbow expects 2011 to be one of the strongest growth years in its history for several key reasons led by the Rainbow and Nickelodeon partnership for Winx Club. Nickelodeon's commitment to making Winx Club the next super-hit on its networks (especially in the U.S. and U.K.), is also a key element to licensing success. A U.S. toy deal with Jakks Pacific will offer another key opportunity for growth. Rainbow Magicland, the €300 million theme park, is scheduled to open in this month in Rome. With rides and entire worlds dedicated to all Rainbow's properties and more than 2 million visitors expected, it offers a new source of revenue as well as increased brand awareness. The European launch of Winx Club–Magical Adventure, along with a licensing and marketing plan, will also drive growth. Rainbow is also planning another feature film in 2012 with the working title, Rome. Bandai, PopPixie's master toy licensee, is rolling out an extensive line of product throughout Europe including collectible figurines, ragdolls, mini-dolls and friends and play sets. A new partnership with Giochi Preziosi as master toy licensee will help drive growth of the Huntik brand. The toy deal covers Europe (including Russia and the U. K. via Flair) for action figures, role-play, play sets and accessories. Additionally, Giochi Preziosi will distribute several merchandise ranges in Italy, such as back to school and gifts. The roll out of the toys will coincide with the launch of Huntik's 26 new episodes, bringing the series' total to 52 episodes. Rainbow has also become the exclusive licensing agent for Nickelodeon in Italy. The deal includes Nickelodeon's iconic brands such as SpongeBob, Dora the Explorer, The Penguins of Madagascar, iCarly and Ni Hao, Kai-Lan, as well as their newer brands such

as Victorious and Big Time Rush. The first property that will be developed is Victorious, based on the well known teen singer Victoria Justice. Initial roll out of licensed products will focus on clothes, mobile device accessories, BTS, sweets and vitamin supplements. Among several new projects that Rainbow is developing for 2012-13 with other partners is Mia and Me (26 x 24), which represents an innovative and modern property, targeted to 6-10 year olds. Key retailers include Auchan, Carrefour, Autogrill, Toy Center, McDonalds, Quick Restaurant, Toys 'R' Us, La Grande Recre, Detskiy Mir, El Corte Ingles, Benetton and Sonae; key licensing partners include Bandai, Smoby, Simba, Giochi Preziosi, Bandai Namco, Panini, Upper Deck, Ferrero, RCS Group, Mondadori, Ravensburger, Clementoni, Nestlè and Unilever.



14 GENERAL MOTORS

\$3.5B (E)
GENE REAMER, MANAGER OF TRADEMARK LICENSING,
+1.313.667.8545

15 NATIONAL FOOTBALL LEAGUE

\$3.25B (E) (PRIVATE)
LEO KANE, VP OF CONSUMER PRODUCTS, +1.212.450.2758

16 DREAMWORKS ANIMATION

\$3B (E)
KERRY PHELAN, HEAD OF WORLDWIDE CONSUMER PRODUCTS;
BRAD WOODS, HEAD OF DOMESTIC LICENSING; SHEILA
CLARKE, HEAD OF INTERNATIONAL CONSUMER PRODUCTS AND
PROMOTIONS, +1.818.695.5000

17 LUCASFILM

\$3B (E) (PRIVATE)
HOWARD ROFFMAN, PRESIDENT, LUCAS LICENSING,
+1.415.623.1018
WWW.LUCASFILM.COM

In 2010, Star Wars maintained its position as the bestselling boys toy license in the U.S. for the third year in a row. It was the saga's biggest toy sales year since the blockbuster release of Star Wars: Episode III Revenge of the Sith and its most successful year ever without the support of a global theatrical event. 2011 has more in store, with such highly anticipated releases as Star Wars: The Complete Saga on high-definition Blu-ray, an all-new Star Tours theme park adventure, a new addition to Star Wars role-play with Hasbro's newest iteration of the classic light saber toy and a full slate of video games including LEGO Star Wars III: The Clone Wars and Star Wars:

The Old Republic. All of this provides ongoing engagement for fans as Lucasfilm prepares for the return of Star Wars to theaters in 2012 with the 3D release of Star Wars: Episode I The Phantom Menace. Among 2010's most notable successes was the LEGO Star Wars Visual Dictionary from DK Publishing, which has spent an unprecedented 56 weeks atop the New York Times bestseller list, fueled by the success of the LEGO Star Wars toy collaboration that has now been extended across multiple categories.



18 NATIONAL BASKETBALL ASSOCIATION

\$3B (E) (PRIVATE)
VICTORIA PICA, SVP, LICENSING AND BUSINESS AFFAIRS,
+1.212.407.8000

19 PENTLAND BRANDS

\$3B (E) (PRIVATE)
EAN BROWN, EXECUTIVE DIRECTOR, +44.0.20.8346.2600

20 WESTINGHOUSE

\$2.8B (PUBLIC)
ALLAN FELDMAN, CEO, LMCA, +1.212.265.7474
WWW.WESTINGHOUSE.COM

Managed by LMCA since 2001, the program is focused on key consumer, commercial and B2B categories which include LCD TVs, monitors, digital photo frames, laptop computers, light bulbs, consumer and B2B lighting, electric power generation, renewable energy, landscape lighting, small kitchen appliances, personal care appliances, air purification, central heating and air-conditioning, intercoms and electrical and computer accessories. Program growth in 2010 came largely from geographic and new category expansions and market share gains.

21 FERRARI

\$2.7B (PART OF FIAT GROUP)
MASSIMILIANO FERRARI, GLOBAL RETAIL AND LICENSE
DIRECTOR, +39.053.694.9109
WWW.FERRARI.COM

Key licensees include Ferrari World Theme Park, Puma, Acer, Mattel, Santander, Burago, Tod's, Vertu, Damiani, CG Mobile, Sony and Microsoft. Key initiatives include Ferrari store development in franchising, reinforce strategic partnerships, development of kids universe and addition of new lifestyle licensing programs. Key partners include Puma Retail and product driven expansion, Sony new games, and new licensees, Damiani and CG mobile.

22 ELECTROLUX

\$2.5B (PRIVATE)
MATTHEW YOUNG, HEAD OF GLOBAL LICENSING,
+46.708.215759
WWW.ELECTROLUX.COM/LICENSING

Electrolux Global Brand Licensing has grown its licensee base for the third year in a row showing a 15 percent increase in new trademark license agreements. Key properties during 2010 were AEG, Zanussi, Tappan, Frigidaire, Philco and Corberó. In addition to these six brands, the Electrolux Licensing program was also successful in expanding the brands Arthur Martin, The Boss and Parkinson Cowan

into the home interior sector. The focus going forward is to expand and promote all of the company's brands with a special focus on Electrolux, AEG, Zanussi, Eureka and Frigidaire. The key segments for expansion are in consumer and commercial product categories including solar, lighting, outdoor products, kitchen accessories, heating, smart homes and B2B. Market focus will primarily be North America, Latin America, Europe and specific regions in Asia. Current brand partners will grow through brand extensions and by networking with the over 100 partners that make up the Electrolux licensing family. The brands under licensing are through a number of retail channels worldwide such as the Tricity brand with Tesco in Europe; the Gibson brand with the Alessa Group in Saudi Arabia; Frigidaire with Alghanim, the largest retailer in Kuwait; and Kelvinator with DSC 23 chain of stores in Hong Kong, to name a few. Additionally, the Atlas brand was launched with Skousen, one of the biggest appliance retailers in Denmark. Markets like South Africa, the Philippines and Egypt are also markets where the Electrolux licensed brands are well positioned in major retailers. The program with most of the retail partners is localized to fit the market demands while maximizing the strong brand recognition from the Electrolux stable of brands.

23 THE POKÉMON COMPANY INTERNATIONAL

\$2.5B (PRIVATE)
NATALYA GROSS, DIRECTOR OF LICENSING, +1.425.274.4800
WWW.POKEMON.COM

The successful launch and strong sales of Pokémon HeartGold & SoulSilver Version video games for the Nintendo DS family of systems kicked off a big year for The Pokémon Company International in 2010. The video games, which for the first time included a pedometer-like accessory called the Pokwalker, were top-selling Nintendo DS video games for the year. The popular and highly successful Pokémon Trading Card Game introduced a new series, Pokémon TCG: HeartGold & SoulSilver, adding to the 15 billion Pokémon TCG cards already sold worldwide. The video games supported a full line up of licensed products highlighted by toys and plush from JAKKS Pacific and Bandai for the U.S. and Europe respectively. Pokémon publishing also had a strong year in 2010, led by the official Pokémon HeartGold version and Pokémon SoulSilver version strategy guide and Johto Pokdex. A new season of Pokémon TV animation on Cartoon Network, Pokémon: DP Sinnoh League Victors, rounded out a solid year of exciting new Pokémon offerings. The retail success Pokémon experienced in 2010 coincided with anticipation for the blockbuster 2011 release of Pokémon Black Version and Pokémon White Version video games for the Nintendo DS systems, which feature more than 150 never-before-seen Pokémon, in a brand-new adventure located in a new region called Unova. Starting with two new legendary Pokémon, Reshiram and Zekrom joining the Pikachu balloon in the 2010 Macy's Thanksgiving Day Parade and the launch of PokemonBlackWhite.com, The Pokémon Company International set the tone last year for what would become a record-breaking launch in March 2011 when Pokémon Black Version and Pokémon White Version video games sold 3 million copies in the first two weeks of sales combined in the U.S. and Europe. The Pokémon Company International supported Nintendo's Pokémon Black Version and Pokémon White Version video game marketing campaign with its own multi-million dollar marketing program, highlighted by a seven-week, 14 city mall tour in winter 2011 that included video game demos, a Pokémon character distribution at GameStop stores, Pokémon costume character meet and greets, a stamp rally scavenger hunt, prizes, free screenings of the new Pokémon feature length film, Pokémon: Zoroark Master of Illusions in the malls and theaters, a Pokémon Center retail area and more. Additionally, this summer, Pokémon video game players will have a chance to test themselves in the Pokémon Video Game Championships, an annual video game competition that culminates in the Pokémon World Championships in August. The new Pokémon found in the Unova region are also featured in a brand-new Pokémon Trading Card Game expansion,

Pokémon TCG: Black & White, which debuted in the U.S. and U.K. in April and other international markets this month. The brand-new Pokémon region and adventure are also featured in the 14th season of Pokémon animation that debuted on Cartoon Network in February, Pokémon: Black & White. Cartoon Network also debuted the 13th Pokémon feature length film, Pokémon Zoroark: Master of Illusions, prior to the video game's launch. A full line up of toys and plush from JAKKS Pacific and Bandai for the U.S. and Europe respectively launch later this year. The global popularity and excitement for the Pokémon Black Version and Pokémon White Version video games, new Pokémon TCG: Black & White expansion, new animation and supporting licensed product are certain to drive growth in 2011 and beyond. Throughout the year, The Pokémon Company International partners with national retailers to distribute Pokémon characters to fans who own the video games. In 2010, Pokémon character distributions were held at different times at Toys 'R' Us and GameStop. The Pokémon Company International also supported several key retailers with exclusive items and various other cross-promotions that helped drive retail traffic throughout the year.

24 CARTOON NETWORK ENTERPRISES

\$2.4B

CHRISTINA MILLER, SVP; PETE YODER, VP, U.S. CONSUMER PRODUCTS, +1.212.275.6535
WWW.CARTOONNETWORK.COM

2010 was another strong year for CNE across the globe, led by strong sales of its home-grown brands as well as great strategic partnership opportunities. Ben 10 continues to deliver strong sales, excitement and opportunities in the boys' action category. In addition to a wide-reaching toy line from Bandai, the brand has enjoyed great success in the video game space, with D3Publisher selling millions of combined units worldwide to date. Ben 10 continues to experience growth internationally, by strengthening its base in existing markets as well as expanding the brand into emerging markets throughout the globe. A key strategic partnership with Spin Master has continued to help drive CNE's growth opportunities, with secondary consumer products for Bakugan generating a widespread, worldwide licensing program for one of the hottest toy brands to hit the market in recent years. With more than 300 licenses to its credit, Bakugan delivered strong and widespread category sales in 2010. On the Adult Swim side of CNE's business, strong home entertainment and electronic sell-through sales continue to drive a significant portion of the business. DVD sales of key Adult Swim series like Robot Chicken, Metalocalypse and The Venture Bros. among others bolstered the business, as did the expansion of the group's online shop, Adult Swim Shop, which generated strong sales and created a shopping destination for a wide range of Adult Swim exclusive goods and licensed products. 2011 looks to be a strong year for CNE with a combination of long-standing brands as well as some new product introductions that will both build upon and add to CNE's roster of leading brands. Ben 10 will once again lead the pack around the globe, as the next iteration of the action-adventure series is introduced, along with new toys, video games and other product launches, not to mention co-branding opportunities with strategic partners like the NBA, as well as various live event programs in select international regions. Generator Rex launches at retail this year with marquee partners for a wide range of categories



including toy, interactive, publishing, apparel and more. Continuing to build and nurture its strategic partnership with Spin Master, CNE will introduce licensing programs around the toy maker's newest boys' action brand, Redakai, its girl's collectible toy brand, Zoobles, and its successful Tech Deck brand. In 2011, CNE will also celebrate the product launch of Adventure Time, one of Cartoon Network's newest comedy series with tremendous potential for retail success thanks to its unique and original brand identity and its wide demographic appeal. Finally, CNE's Adult Swim business will continue to drive sales in the home entertainment, electronic sell-through, music and live events arenas with product releases from top franchises. The group will also continue to grow and expand sales from its online retail shop featuring exclusive products from popular Adult Swim brands. CNE has been and will continue to be widely distributed at retail across all key retailers and all tiers of distribution. With outstanding retail support and placement through 2010, key brands were able to enjoy success led by strong retailer and marketing programs, especially throughout the pivotal fourth quarter. Numerous end caps, circular support and dedicated email blasts and mailers throughout the holiday buying season helped to generate strong sales and awareness among the group's brands and product lines.

25 MGA ENTERTAINMENT

\$2B (E) (PRIVATE)

LEAH MARKS, VP, LICENSING AND ENTERTAINMENT,
+1.818.894.2525

26 TWENTIETH CENTURY FOX CONSUMER PRODUCTS

\$2B

ROBERT MARICK, EVP OF LICENSING AND MERCHANDISING,
+1.310.369.2207
WWW.FOX.COM

Key properties include Glee, Diary of a Wimpy Kid, Alvin and the Chipmunks, The Simpsons and Family Guy. FCP heads into 2011 with a full slate of programs for some of the hottest entertainment properties and franchises. This April, FCP launched an exclusive merchandising program for one of the most anticipated family films of the year, RIO, from the makers of the Ice Age franchise. The program includes an exclusive toy line from ToyQuest at Toys 'R' Us, plus a multi-platform, party-style video game from THQ, a multi-format publishing program, apparel and greeting cards. FCP also introduced Diary of a Wimpy Kid at retail, delivering a fresh take on the brand, while staying true to the vision of the best-selling novels and hit films that have captivated kids and adults alike. This spring, the merchandise program received broad placement across retail channels, and continues with a wide range of product including plush, figures, puzzles, original games, novelty items and apparel. In the fall, the pop culture phenomenon Glee will continue to hit all the right notes with Gleeks everywhere as FCP introduces an exciting line-up of new products including a DVD game, board games, a costume line, and more. The line-up builds on a series of retail programs including an exclusive apparel line at Macy's, a limited edition nail collection at Sephora, and jewelry and accessories collection at Claire's. Animated fan favorites The Simpsons and Family Guy continue with celebratory licensing programs anchored by a 500th episode milestone and 10th anniversary, respectively. To kick off the holiday season, the smash-hit Alvin and the Chipmunks will introduce an all-new

merchandise line-up for Chipwrecked as it sails into theaters December 2011. In summer 2012, the family fun will heat up with the next mammoth installment of the Ice Age franchise, Continental Drift in 3D.

27 HIT ENTERTAINMENT

\$1.9B (PRIVATE)

PAM WESTMAN, EVP, THE AMERICAS; RICK GLANKLER, SVP, GLOBAL BRAND MANAGEMENT AND CONSUMER PRODUCTS, THOMAS DIV., EMEA; ANTONIO HUAB, SVP CONSUMER PRODUCTS, ASIA; JON OWEN, SVP, CONSUMER PRODUCTS, HIT GLOBAL BRANDS DIV., +44.207.554.2500; +1.212.463.9623
WWW.HITENTERTAINMENT.COM

2010 marked the 65th Anniversary of Thomas & Friends, which ranked as the No. 1 preschool toy property in the U.K., a position it has held for the past 11 years. It remained the No. 1 preschool toy license in the U.S. for 10 straight years and has been the No. 1 preschool entertainment brand in the U.S. since 2009. Thomas is also the Number One preschool toy license in Germany and Australia, as well as the Number One foreign preschool brand in China, Japan and Korea. In 2010, the new CG-animated Thomas & Friends launched on broadcast around the world including PBS KIDS in the U.S. and Five Milkshake! in the U.K. Thomas & Friends also launched new digital entertainment formats in 2010 with e-books from Random House and 12 apps for iPhone, iPod touch and iPad, with other platforms to follow. The Fall 2010 feature DVD event, Misty Island Rescue, had over 70 tie-in products across all categories and unveiled lines from new global master toy partner Fisher Price, Learning Curve and Mega Bloks. Themed live events took place on four continents and top tier partners across retail and marketing. The new Angelina Ballerina CG-animated series, Angelina Ballerina The Next Steps, rolled out to more than 35 territories in 2010, along with a new brand website and mobile app. Angelina welcomed new partners in toy and apparel and other categories. In the U.S., Angelina has a successful specialty program at FAO Schwarz and a new line of toys from global master toy partner Fisher-Price that launched in Fall 2010 at Target. Fireman Sam rose to the No. 2 boys' preschool property in the U.K. in 2010 and has signed with a number of new toy partners around the world. U.K. master toy licensee Character Options enjoyed success with the deluxe fire station play set chosen as a 2010 Dream Toy as well as Preschool Toy of the Year. Barney continues to be strong, selling over 132 million books and over 80 million DVDs around the world. Barney began a new live stage show tour in North America in fall 2010. The first Barney mobile app also launched in 2010. Bob the Builder ranks as a top home entertainment property, with strong retail programs around the world. Popular publishing series Rainbow Magic has now exceeded sales of more than 28 million units in 31 languages worldwide and appears regularly on Best Selling lists in the US. In partnership with Rosetta Books, HIT launched the entire bestselling Rainbow Magic collection in e-book format available in from Kindle. To support the feature DVD movie event Day of the Diesels in fall 2011, Thomas & Friends licensees worldwide, including Fisher-Price, Random House, Egmont, Mega Bloks and Learning Curve, will create more than 75 tie-in products including books, games, engines, play sets, apparel, bedding and accessories. In addition, Day of the Diesels related mobile and tablet applications are scheduled for 2011. With the launch of Thomas & Friends fruit snacks in the U.S., new partner General Mills leads an increased Thomas & Friends footprint in the HBA and food and beverage categories. In digital entertainment, apps continue to perform well for HIT properties across all platforms and devices. New and updated apps for Thomas & Friends, Angelina Ballerina and other



HiT entertainment

properties in HIT's portfolio will launch in 2011. Over 25 licensees have signed up with Mike the Knight, HIT's newest property set for international broadcast debut in fall 2011. Licensees include Character Options as master toy licensee in the U.K. and Simon & Schuster as global publishing partner. Co-produced with Corus Entertainment's Nelvana Studio, Mike the Knight is a 52 x 12' CGI series set to air on CBeebies in the U.K., Treehouse in Canada, The ABC in Australia, SVT in Sweden, NRK in Norway and DR in Denmark, with additional territories to be added. Angelina Ballerina is set for an international toy launch with Fisher-Price. In home entertainment, Angelina Ballerina: The Shining Star Trophy is set for release in fall 2011 worldwide. In the U.K., HIT Entertainment and Mattel have teamed up with retailer John Lewis for the launch of the new Angelina Ballerina toy line and luxury jewelry designer Molly Brown will launch the first Angelina Ballerina range. Fireman Sam will roll out toys internationally with new partners. A new eighth series of the popular CG animated program has also just been green lit for production. Barney launches a new nostalgic line of apparel and accessories geared for tweens, teens and adults. Bob the Builder opens its first permanent attraction in North America, Bob the Builder: SplashWorks at Splash Down Beach in Fishkill, NY, and the 60 minute DVD special, Bob the Builder: Dino Dig is releasing worldwide later this year. In the U.K., the much-anticipated new toy range from U.K. master toy licensee Character Options will launch this summer as well as the new Bob the Builder Live Show. Thomas & Friends Playdates at Toys 'R' Us took place across the U.S. over three Saturdays in 2010, and drove an increase in Thomas & Friends sales. Thomas & Friends is the lead property for TRU Train Month each September and Thomas also launched an online micro site at ToysRUS.ca in Canada with quarterly toy and DVD promotions. A U.S. micro site will be launched in 2011. Thomas & Friends launched a Walmart Brand Shop in 2010 along with in-store trend pods and pallet programs with cross promotions. At Target, Thomas & Friends increased its brand statements in the kids catalog, toy catalog and circulars. In the U.K., Hamleys hosted a Thomas & Friends themed month to celebrate the 65th Anniversary. Angelina Ballerina launched a new toy line from Fisher-Price exclusively at Target in the U.S. Toys 'R' Us was the exclusive retailer of Barney plush in the U.S.

28 KATHY IRELAND WORLDWIDE

\$1.9B (PRIVATE)

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

kathy ireland Worldwide continues to experience growth, offering designs in furniture, flooring, concrete stain, lighting and accessories, window treatments, home office and entertainment, upholstery, leather and microfiber, top of bed, bedding, candles, permanent florals, hand-painted fine porcelain, decorative shelving, jewelry, apparel, fresh-cut flowers and skincare for men and women. kiWW launched strategic relationships with Window World, Brand Source and Raymour & Flanigan. kiWW is expanding into several new categories: baby furniture, home remodeling replacement windows, ready-to-assemble furniture, futons and klik klaks, fine crystal, fashion products, bridal/special occasion gowns, wigs and hair extensions, handbags and luggage, garden and food, outdoor furniture and cabinetry. Design It Yourself Crafting Supplies offers decorative trims, fabrics, stickers, decals and appliques; other categories include Design It Yourself jewelry, real estate, vacation events, wedding program licenses, music and film licenses, publishing and greeting cards. A wholly owned kiWW subsidiary manages licensing and entertainment for Janet Jackson and others and represents with Jackson's own company Number Ones/Up Close Personal Global Tour. Key retail partners of kiWW continue to be the more than 65,000 independent retail doors, which are located in 50 countries. Kathy Ireland philanthropic work supports many non-profits including the Elizabeth Taylor HIV/AIDS Foundation, Feed The Children and the Alliance for Christian

Education. UCLA named Ireland as one of the top 10 Women's Health Advocates in America.

29 GIOCHI PREZIOSI GROUP

\$1.5B (PRIVATE)

GRAZIANO DELMAESTRO, LICENSING DIRECTOR,
+39.01.96.47.51

WWW.GIOCHIPREZIOSI.COM

Gormiti, the popular boy's property and TV series, is now in its third season in some territories. Co-produced with Marathon Media, the TV series depicts the battle of good versus evil on the Island of Gorm. The property offers rich content to work with for partners and hundreds of licensees are in place across the globe with more opportunities being developed. Puppy in My Pocket Adventures in Pocketville, a girl's property and TV series, is co-produced by Giochi Preziosi Group, MEG and Mondo TV. With the heritage of the successful In My Pocket brand behind it, this new property has global appeal. The master toy line will follow this fall together with a host of other licensed merchandise. The Gormiti licensing program will continue expanding its third TV series in many territories, while the roll out of the Puppy in My Pocket Adventures in Pocketville TV series will begin in summer. A new boys' property will also be unveiled at Licensing International Expo-Dinofroz.

30 SESAME WORKSHOP

\$1.5B

MAURA REGAN, SVP AND GM, GLOBAL CONSUMER PRODUCTS,
+1.212.875.6416

WWW.SESAMEWORKSHOP.ORG

The big news is that in January 2011, Hasbro became global master toy licensee. With Hasbro, Sesame is taking a different approach to developing the toy brand by expanding its offering of characters to showcase the ensemble cast. Consumers will see a year-round business with products that are even more interactive and educational. Hasbro has recognized Sesame Street as an everyday brand for everyday business and the feedback about the new line has been strong. Internationally, Sesame's business is thriving in Australia and China, and the company has had renewed success in Canada and the U.K. Consumers have responded positively to its apparel line and Sesame Beginnings. Promotions around the brand's 40th anniversary in Germany and 35th anniversary in the Netherlands are being developed.

31 BBC WORLDWIDE

\$1.4B (PRIVATE-BBC WORLDWIDE IS THE COMMERCIAL
ARM AND A WHOLLY OWNED SUBSIDIARY OF THE BRITISH
BROADCASTING CORPORATION)

RICHARD HOLLIS, HEAD OF U.K. LICENSING, +44.0.208.433.2000;
CARLA PEYTON, SVP LICENSED CONSUMER PRODUCTS,
+1.212.705.9300

WWW.BBCWORLDWIDE.COM

Major television brands in the U.K. and North America have driven a strong performance from the BBC's commercial arm in 2010. Key brands include Doctor Who, Top Gear, In the Night Garden and ZingZillas. Top Gear continues to perform on TV; series 16 has broadcast both in the U.K. and on BBC AMERICA in the U.S. where a local format of the show has launched on the History Channel and was

seen by 37 million viewers. In the U.K. licensing, master gift licensee Wow! Stuff launched the new Stig-Copter using a built-in gyro and a remote-controlled replica of the KTM X-Bow. In other activity, half a million Top Gear branded DVDs and Blu-rays were sold and the Top Gear Live tour was attended by over 330,000 people. 2010 saw the regeneration of Doctor Who with Matt Smith as the Eleventh Doctor and a multitude of opportunities for the brand at retail. In the U.K. licensing, sales of Doctor Who action figures, developed by Character Options, have now reached 8 million and there are over 300 character figures in the range. In the U.S. market, the Doctor continues to provide opportunities for retail as well as licensing for collectible figures, toys and puzzles, replica products and apparel. New children's brand ZingZillas performed well in 2010 led by the launch of master toy licensee Vivid. In the Night Garden remains the favorite program for 0-4 year olds in the U.K., this follows the success of the first ever live tour in 2010 supported by extensive marketing, publicity and retail initiatives and marking the first time that consumers got to meet the characters from the show. A second tour began last month, touring seven new venues. Following the successful live tour, Doctor Who started 2011 with a major new attraction, The Doctor Who Experience, which opened at London Olympia in February. Character Options will be launching new action figures featuring characters from series six as well as its major new construction range of character building figures. In the U.S., Underground Toys will bring a full range of toys and play sets from series five and six, the first edition of Doctor Who Insider magazine will be published by Panini and IDW Comics will launch their new Eleventh Doctor comic book series. In the Night Garden launched in the U.S. for the first time in 2010. Show creator Andrew Davenport presented the series to licensees at the New York Toy Fair in February and BBC Worldwide expects to see major growth for the brand in the U.S. in 2011. This year will also see growth for ZingZillas with 13 licensees launching new products in the U.K. including H&A toiletries and a furniture range by Worlds Apart. Top Gear has signed a new master toy license deal with Mondo adding to the gift range produced by Wow! Stuff. The first range from Mondo Motors includes a full assortment of die cast toys including the Stig and Top Gear games. Also new in 2011 will be the international launch of the Top Gear construction toys from K'nex. In 2011, the Top Gear Live tour will visit London and Birmingham in the U.K., Ireland, Australia, South Africa and Norway. Currently serving the U.S. market with toys and accessories from Underground Toys, Top Gear is looking to branch out into new categories and retail channels in the coming year. In the U.S., the licensing team will focus on growing its BBC Earth consumer products business, namely around the upcoming landmark series, Frozen Planet, seeking partners in key categories such as apparel, cold weather accessories, activity and more. For the first time BBC Worldwide will develop—in conjunction with Established Brands—a licensing range for travel brand Lonely Planet. 2010 saw BBC Worldwide's first DTR deal for Strictly Come Dancing for an exclusive make-up range with Boots. In the U.S. BBC Worldwide formed a retail partnership with Hastings Entertainment around the Doctor Who brand, which saw product distributed across 150 retail outlets.

32 FORD MOTOR COMPANY

\$1.4B (E)

JOHN NENS, DIRECTOR OF GLOBAL BRAND LICENSING,
+1.313.248.6994

33 HILCO CONSUMER CAPITAL

\$1.4B (E) (PRIVATE)

M. JEFFREY BRANMAN, MANAGING DIRECTOR; BEN NORTMAN,
MANAGING DIRECTOR; MARY LANDAVERDE, DIRECTOR OF
LICENSING, +1.416.361.6336

34

PERRY ELLIS

\$1.4B

ANN BUKAWYN, PRESIDENT OF LICENSING, +1.212.536.5665

During 2010, Perry Ellis International increased penetration in licensed categories for brands such as Perry Ellis, Original Penguin, Gotcha, Pro-player, Jantzen and Laundry by Shelli Segal, while also introducing additional classifications. This year the company will emphasize continued expansion of its international distribution for its portfolio of brands Perry Ellis, Original Penguin, Jantzen, C&C California, Laundry by Shelli Segal, Manhattan, John Henry, Gotcha, Pro-Player, Cubavera and many others. Key retail partners this year and last are Macy's, Dillard's, Belk's, Kohl's, JCPenney, Sears and Kmart.

35

NBCUNIVERSAL

\$1.3B

AMY TAYLOR, EVP, UNIVERSAL PARTNERSHIPS & LICENSING, +1.818.777.0276; KIM NIEMI, SVP, NBC LICENSING, +1.818.777.4559
WWW.NBCUNI.COM

NBCUniversal has two divisions responsible for the company's consumer products licensing and promotional partnerships—Universal Partnerships & Licensing and NBCUniversal Television Consumer Products. NBC Licensing is dedicated to television licensing across the family of networks and its diverse slate of programming. Universal Partnerships & Licensing oversees Universal's consumer product licensing, film and home entertainment promotions, and all corporate alliances for Universal's theatrical, home entertainment, theme parks and stage productions. NBCUniversal Television Consumer Products manages all global ancillary television business endeavors for the NBCUniversal Television Group, including third-party home entertainment, consumer products, music soundtracks, special markets project and the NBCUniversal online store. In 2010 Universal Partnerships & Licensing (UP&L) continued to build on the division's combined ability and strength in delivering integrated media and merchandise programs across Universal Pictures' feature film releases, library titles and classic characters. UP&L strengthened key corporate alliances including the Universal American Express Card from GE Money as well as identified new partners including Puerto Rico's leading rum brand Don Q Rum, "The Official Rum of Universal Pictures." Grossing over \$540 million at the box office worldwide, Despicable Me from Universal Pictures and Illumination Entertainment was supported by one of the largest cross-promotional campaigns. UP&L developed partnerships with several marquee brands and built a global program featuring a total of 20 licensing and marketing partners including historic alliances with Best Buy and IHOP. Curious George continues to be one of UP&L's most successful properties with the brand celebrating its 70th birthday in 2011. New partnerships include Pottery Barn Kids with a line of kids' room and nursery products, the Library of Congress and the Advertising Council featured the George brand in a new campaign promoting reading to children. Key theatrical releases will continue to drive UP&L's business in 2011 and 2012. In theaters July 29 is Cowboys & Aliens, a DreamWorks Studios and Universal Pictures co-production based on the graphic novel, and Oct. 14 debuts The Thing, a prelude to John Carpenter's classic 1982 film of the same name. 2012 kicks off on Jan. 13 with the rescue adventure Everybody Loves Whales, based on the inspiring true story that captured the hearts of people across the world; Universal Pictures' and Illumination Entertainment's Dr. Seuss' The Lorax on March 2 is a 3D CGI animated adventure that follows the journey of a boy as he searches for the one thing that will enable him to win the affection of the girl of his dreams; Snow White And The Huntsman, a re-invention of the classic fairy tale, opens Dec. 21; and on May 17, 2013, Universal will release the first of three films and a television series based on Stephen King's The Dark Tower, seven epic novels, short stories and comic books. In 2010, NBCUniversal Television Consumer Products built upon several key franchises for Universal Media Studios and Universal Cable Productions respectively, successfully partnering with key licensing agencies including Joy Tashjian Marketing Group, Big Tent Entertainment, Brand Sense Partners, Consumer Strategies, and Ladder Up Entertainment. The Biggest Loser

remains one the most successful reality television licensing programs to date. The brand continues to grow with key partnerships and product releases in the health and wellness category across various platforms. Current products include destination fitness resorts, top selling fitness DVD releases from Lionsgate Entertainment, a New York Times best-selling publishing program and premier online subscription website with Rodale, at home delivery meal plans from eDiets and fresh prepared meals in grocery stores with Harris Foods. NBC also recently announced the inaugural Biggest Loser cruise taking place in November 2011 aboard the Celebrity Eclipse line. NBC Comedies connected with audiences via licensing partners in a major way. The Office and 30 Rock are top performing TV titles for licensing partner Hallmark, along with top selling properties in apparel, soft goods and games. Competition show Minute To Win It found excitement not only with viewers, but with several key licensing partners in its first year on air including interactive games with Zoo, board games with Mattel, MDI Lottery Tickets, Sportcraft outdoor and indoor kit games and kids meal program with Wendy's, coming this spring. Top-performing cable properties continued to grow in the licensing space. Bravo's Top Chef and Real Housewives top the list for publishing and lifestyle licensing, with Chronicle Books and Terlato Wines among others. Battlestar Galactica remains a fan favorite among collectors from authentic costume, ship and medal replicas and publishing programs with Quantum Mechanix, Anovos, Rittenhouse & Dynamic Forces to newer partners such as Hallmark for collectible ornaments. USA programs excel in the publishing arena with top selling original novels for Monk and new releases for Psych and Royal Pains with publishing partner Penguin. Telemundo entered the foray of consumer products in 2010, launching licensed products with IDT for calling cards, Richline for Telemundo Jewelry lines and Incomm for reloadable gift cards. NBCU Television Consumer Products also manages e-commerce stores on behalf of the broadcast networks, providing direct to consumer sales platform for its programs.

36

SUNKIST GROWERS

\$1.3B (PRIVATE-AGRICULTURAL COOPERATIVE)

MARK MADDEN, MANAGING DIRECTOR OF GLOBAL LICENSING, +1.818.379.7262
WWW.SUNKIST.COM

Sunkist Global Licensing has 45 licensees operating and marketing the Sunkist brand in over 55 countries. 80 percent of Sunkist's business is in beverages, primarily juice, juice drinks and soda. The majority of sales are in North America and Asia, but the company operates in Europe, Africa, the Middle East and Australia. Numerous new licensees signed in 2009 and 2010 will start entering local markets this year with the Sunkist brand. Current licensees are pushing innovation of new flavors, new products and new product categories. In addition, Sunkist will continue to expand into new countries with both new and existing licensees. Over 700 different licensed products carry the Sunkist brand globally. The most important partners are licensees who promote their passion behind the brand along with expertise in distribution and local retailer relationships are key to success.

37

WWE

\$1.2B

FLORENCE DIGIORGIO, VP GLOBAL LICENSING, +1.203.359.5136
WWW.WWE.COM

The launch of a new toy line with Mattel, including the highly promoted FlexForce action figure series, has been well received worldwide. WWE's collectible licensee, Topps, released the third iteration of Slam Attax, which has been a phenomenon in Europe. WWE has also seen exponential growth in France and Mexico in 2010. In 2011, WWE will continue to expand its toy program through innovations such as the WWE Rumlbers line, consisting of mini-figures that will appeal to a younger consumer, and also launch a new video game franchise in March with THQ called WWE All Stars, an arcade style video game. WWE has also partnered with CPLG,

a licensing agent in Canada, to further develop its licensing program. WWE is concentrating on Latin America, particularly Brazil, where the company is looking for an agent. In addition, WWE is also expanding in India. WWE's PG content across all of its platforms along with the successful new Mattel toy line has allowed for more kid oriented products and promotions. One example of this is a global partnership with Burger King in which more than five million WWE Superstar plush toys were given away with kids' meals, which also included a \$2 off coupon at Target stores for the WWE FlexForce action figures. Domestically, a strong cross-category promotion at Kmart, under the Royal Riches umbrella, delivered a 262 percent increase in retail sales year-over-year. WWE's first collector event with Kmart (WWE Special Delivery-August) realized an increase of 168 percent in retail POS vs. prior year for the toy category. WWE did its first ever toy end cap at Target during September-October that resulted in Target giving WWE four feet of dedicated space as of Spring 2011 as well as taking in a new line of exclusive figures (Champions of WWE). Internationally, WWE created two, four-week cross-category promotions with Coppel (April and October) and a six-week BTS promotion with Walmart (both in Mexico). This was the first licensed BTS promotion Walmart had done in six years. In Australia, WWE had a four-week Champion of WrestleMania promotion in April as well as an eight-week cross-category promotion with Big W over the summer. Finally, there was a four-week cross category promotion at Tesco to celebrate the anniversary of Champion of WrestleMania promotion in April.



brands in the world, offering a one-stop-shop for all licensing, distribution and home entertainment around the world. The company is part of FremantleMedia, one of the largest creators and producers of entertainment brands in the world. Globally, FME represents major entertainment properties such as Idols, The X Factor and Got Talent; a full slate of popular

game show brands that have been adapted for international audiences, including The Price Is Right, Family Feud, Let's Make a Deal and Hole in the Wall as well as new content within the children's and family entertainment division. FME is also well-established in representing third-party brands with partnerships worldwide: Representation for fashion brand Rebecca Bonbon, created by the original Hello Kitty designer Yuko Shimizu for Crown Creative (excluding Japan, Korea and China); The Adventures of Merlin (FME has invested in the Merlin series alongside U.K. broadcaster BBC One—it's broadcast in over 183 countries); master licensing agent for the Monsuno brand worldwide, with the exception of Asia where Dentsu serves as the master licensing agent. In North America: Representation for brands such as Golden Boy for Oscar De La Hoya. In EMEA: Representation for brands including The Elephant Princess and H2O; Just Add Water and Dance Academy for ZDF; LA Ink, Miami Ink, American Chopper and Deadliest Catch for Discovery Communications; Mashimaro and Bang On The Door. In Asia-Pacific: Representation of the award-winning MasterChef on behalf of producers Shine TV in Australia as well as The Biggest Loser (a Shine Production) in Asia Pacific, and CBS Consumer Products in Australia and New Zealand (brands include Star Trek franchise, Australia's Next Top Model, NCIS, CSI, Dexter, Californication and classics such as Happy Days, Beverly Hills 90210 and Cheers). 2011 will bring continued growth of licensing programs for FME's cornerstone brands, as well as substantial growth of third party brand initiatives in its children's and family entertainment division. A robust slate includes all new series such as the tween horror/comedy My Babysitter is a Vampire, preschool series Tree Fu Tom, boys action/adventure animated series Monsuno (a joint venture between FME, Dentsu and JAKKS Pacific, launching in late 2011 with a major toy line) and animated series Strange Hill High, as well as a new, re-imagined DangerMouse. Additional titles will soon be announced.

FremantleMedia was appointed as the international multi-platform entertainment partner for Australia Zoo and Terri, Bindi and Robert Irwin to explore global opportunities in television production, distribution, home entertainment, consumer products, live events and digital platforms. For Rebecca Bonbon, the U.S. and Canada will continue with spring and summer lines with a specific re-focus on kids in 2011, sold exclusively at more than Sears/Kmart stores. A new spokesperson for the brand will also be unveiled in 2011. The U.K. will launch in August 2011. In Europe, 300-plus skus are launching. Products will soon be available in most major Western European countries including: Italy—exclusively in 300 Oviessse retailers across Italy; Germany—a range of products are on sale by the multi channel retailer OTTO; EMEA—jewelry and accessories are available in MOA stores; China—Crown Creative recently granted FME exclusive rights to brand. FME has appointed PPW as the official representative for the brand in this region. FME has the licensing rights for international teen drama H2O. FME manages the licensing program in Eastern, Central and Southern Europe across key categories for fantasy property The Elephant Princess. FME is growing the Bang on the Door brand in various categories where it holds the licensing and interactive rights in Eastern Europe, Germany, Austria and Switzerland. FME manages the licensing program for Dance Academy in several countries throughout Europe. FME acquired the rights to Korean graphic character Mashimaro and represents the brand in the U.K., Germany, France and Benelux. American Idol has returned with new judges in 2011 for its 10th anniversary season. An official 10th Anniversary Tribute Yearbook was launched in March 2011. America's Got Talent heads into its sixth season as the No. 1 summer series on broadcast television in total viewers for each of the last five years. 2011 sees a new production, Arab's Got Talent, which is proving a huge hit across the Middle East and North Africa. Partners include Ford and personal care brand, Head & Shoulders. The X Factor, following its global success, launches in the U.S. in fall

38 CHRYSLER GROUP

\$1.1B

ROHENA DUA, MANAGER LICENSING OPERATIONS, CHRYSLER GROUP LLC; RAMEZ TOUBASSY, PRESIDENT BRAND SENSE PARTNERS (DODGE AND RAM), +1.310.867.7222; ANGELA FARRUGIA, CO-MANAGING DIRECTOR, THE LICENSING COMPANY (CHRYSLER AND JEEP), +1.212.413.0880; MIKE RACHUY, EVP, TRADEMARKETING RESOURCES, (MOPAR), +1.248.922.9678
WWW.CHRYSLERGROUPLLC.COM

In 2010, retail sales of Chrysler Group licensed products (Chrysler, Dodge, Jeep, MOPAR and Ram) were achieved by over 250 licensees and driven by several key factors: the international expansion of the Jeep lifestyle program, now with a total of 112 stand-alone outlets around the world; the continued success of the toys, collectibles and interactive categories by Dodge, Ram and Chrysler; the Dodge Charger Police was the top selling 12V ride-on at Walmart; and the MOPAR restoration parts and vehicle accessory businesses, which introduced a 350 page catalog through Classic Industries, the most comprehensive selection of MOPAR Licensed Products in the industry. The Chrysler Group's focus for 2011 is to further grow the international footprint of the Jeep brand into Russia, the Middle East, Western Europe and India; for Dodge to capitalize on the all-new 2011 Dodge Charger and the upcoming all-new Dodge Viper in 2012; to broaden the brand-specific opportunities for the new Ram brand and its key partnerships; expand the Chrysler brand to encompass critical lifestyle categories; and to continue to grow the MOPAR brand's industry-leading line of restoration sheet metal and body parts and expand the brand into complimentary product lines.

39 FREMANTLEMEDIA ENTERPRISES (FME)

\$1.1B (PART OF RTL GROUP)

DAVID ELLENDER, GLOBAL CEO, +44.0.207.6916911
WWW.FREMANTLEMEDIA.COM

FremantleMedia Enterprises (FME) is the brand extension arm of FremantleMedia, one of the largest creators and producers of entertainment

2011. To date, the popular talent competition has been produced or licensed by FremantleMedia in more than 20 territories. The X Factor brand has already featured on a large variety of products in all categories around the world, and FME's U.S. licensing team will look at new and exciting brand extension opportunities for the U.S. market in conjunction with its American debut. Grand Designs Live Sydney, announced by FME and Diversified Exhibitions Australia last year, will launch as a major lifestyle event for 2011 featuring over 300 of exhibitors from the interiors, kitchens, bathrooms, build and gardens sectors. As a business initiative across multiple brands, live events will continue to be a key driver into 2011, with new areas of expansion in countries such as South Africa. In the arena of social gaming, The Price is Right and Family Feud continue to perform across multiple platforms and will remain core properties for the business. FME continues to expand its footprint across the gaming space with both licensed and original game development and build on successes in digital content and mobile brand extensions. In the FME EMEA gambling division, a number of gambling projects are in the pipeline for 2011. Growth areas include extending distribution into emerging European markets as they become regulated; developing content for multiple channels that includes online, mobile and land-based opportunities; and extending the range of game titles to include other IP and third party titles. In North America, Rebecca Bonbon launched in more than 2,000 Kmart and Sears retail stores including over 350 items across multiple key categories; Kids Headquarters serves as master licensee. In the EMEA, Rebecca Bonbon rolled out across Europe with product selling in 10 countries (including major markets France, Benelux, Scandinavia and Germany); 28 licensees created a variety of branded product and approximately 120 skus were launched. FME delivered a comprehensive licensing program to make MasterChef one of Australia's leading brands in the food and lifestyle market. Licensing deals were executed in numerous categories including cookware, kids' products, publishing and live events. The launch of MasterChef magazine was one of the most successful in Australian history with a readership of almost 900,000 in its first three months. The first ever MasterChef Live event was held in Sydney in December 2010 attracting 25,000 people. As for game shows, FME had ground breaking success with Family Feud on multiple platforms in North America. Since its launch in April 2010, the Family Feud game on Facebook has been a top 25 game, with over 6 million monthly active users. In partnership with Ludia, Family Feud continues to connect with fans via Sony PlayStation 3 computer entertainment system; various Apps across iPhone, iPod touch and iPad; and an interactive video game for Wii. In the U.K, Family Fortunes (Family Feud), in partnership with Ludia, launched a new game for iPhone, iPod touch and iPad. The Price is Right Live Show in Las Vegas continued to shine, bringing to life the No. 1 game show in America, now running more than 35 years. The Price Is Right Live Show in the Viage Casino, Brussels, Belgium also performed strongly. In partnership with Ludia, FME saw continued success across multiple platforms. The American Idol Experience at Disney World continued to perform above all expectations and the on-site official American Idol shop enjoyed success. Gaming and social media offerings continued to grow with the American Idol Star Experience downloadable video game on Facebook in partnership with Ludia.

40 CARTE BLANCHE GREETINGS

\$1B (PRIVATE)
RICHARD EDMONDSON, COMMERCIAL DIRECTOR,
+44.0.1243.792600

2010 was another successful year for Me to You as a lifestyle brand with its licensing portfolio expanding further as Tatty Teddy entered new categories and into new partnerships with Grace Cole, Alligator Books, Inspiration Works, The Ninja Co-corporation, Aykroyds, TDP, Cohen & Wilks International, Sharkius Games, EMI Music Limited, Lazerbuilt, OBaby, Pet Brands and Worlds Apart. The highly successful introduction of sub-brand Sketchbook delivered the perfect solution for the fashion conscious teenager on nightwear and accessories, fuelling sales at Marks and Spencer and New Look. The global brand presence

of Me to You is set to increase through new partnerships with licensing agents covering the key territories of North America, Canada, Australia, New Zealand, South Africa, India and France with more expansion planned in 2011 and beyond. Sub-brand Tiny Tatty Teddy has launched into the nursery market on strollers, cot bedding and apparel. Bespoke images of Tiny Tatty Teddy continue to feature across the Simple Baby skincare range, consolidating Carte Blanche's highly-successful brand partnership with Simple. My Blue Nose Friends, the cute collectable brand launched by Carte Blanche in 2008, has gained massive appeal with the younger consumer. My Blue Nose Friends makes its debut on gift cakes, confectionery and nightwear in 2011, with a bedding range planned for early 2012. In an exciting and ground breaking move, Carte Blanche is set to launch Tatty Teddy and My Blue Nose Friends as a linked concept into the toy sector. A unique offering is due to hit the market Autumn 2012. Me to You has broken into new territory with the launch of Me to You My Place, the first-ever social branded game of its type. The start of 2011 saw another first for Me to You with the launch into the music industry. Top record label EMI produced Me to You With Love, a compilation CD of bestselling love songs. The CD was the U.K.'s bestselling compilation album on Valentine's Day 2011. Me to You remains one of the top selling character brands at Marks and Spencer. Tatty Teddy maintained his position as one of the best selling characters in ladies' nightwear, all girls' categories and on newborn clothing. At New Look, Me to You is one of the top selling lines in the footwear department and in the gift department a top performer was the Blanket-with-Arms. Me to You has an ever-growing presence at Argos. The Argos catalog now features Me to You products across multiple categories including jewelry, gifting, toiletries, duvet sets and craft materials and the new Pet Brands products.

41 THE COCA-COLA COMPANY

\$1B
KATE DWYER, GROUP DIRECTOR WORLDWIDE LICENSING,
+1.404.676.2121
WWW.COCA-COLA.COM

The Coca-Cola Company, the world's largest beverage company with more than 500 sparkling and still brands, is led by Coca-Cola. The company's portfolio features 14 billion dollar brands including Diet Coke, Fanta, Sprite, Coca-Cola Zero, vitaminwater, Powerade, Minute Maid, Simply and Georgia. In 2011, Coca-Cola will celebrate its 125th anniversary. This occasion will be marked by celebrations around the globe including designer collaborations, retail activations and museum installations. The year started out with the debut of licensed apparel collections at fashion weeks in Milan, Paris and Rio de Janeiro. Retail activations will launch in May at boutiques in London, Paris, Tokyo, Hong Kong, Los Angeles and New York City. Additional markets and retailers will be added throughout the year. To commemorate the anniversary, Assouline is publishing a coffee table book that celebrates the history of Coca-Cola through photographs, advertisements and designs as well as memories from film, social history and pop culture. Images from the book will be leveraged for licensed merchandise in multiple categories. Coca-Cola will continue to utilize recycled and re-purposed materials for a broad range of licensed merchandise including apparel, accessories, tabletop and home furnishings. The use-recycled materials inspires consumers to recycle, reduces environmental footprint and, ultimately, assists The Coca-Cola Company in reaching its commitment to achieve zero waste by 2020. All of these initiatives will contribute to the company's double-digit growth of licensing business in 2011 and position the business for continued growth in 2012 and beyond. Some key accomplishments from 2010 included expansion into new recycled product categories. The 111 Navy Chair by Emeco was launched at the Milan Furniture Fair and is made from 111 recycled plastic bottles. The chair is sold at DWR in the U.S. in addition to Conran and other furniture retailers internationally. The licensee base grew by 25 percent, resulting in new listings at all retail tiers. The licensing program entered more territories including additional countries in Latin America, Asia and Eastern Europe.

42 JARDEN CONSUMER SOLUTIONS (DIVISION OF JARDEN CORP.)

\$1B (E)
CARLOS COROALLES, VP LICENSING, +1.561.912.4511
WWW.JARDENCS.COM

During 2010, Consumer Solutions introduced several new product categories including Sunbeam floor care and garment care products; Oster cookware and gadgets in Mexico; Oster microwave ovens in Latin America; and Crock-Pot refrigerated meals. Significant growth was realized in microwave ovens under the Sunbeam, Oster and Rival brands; Sunbeam non-corded, fashion bedding; Sunbeam appliances in South Africa; GrillMaster grills; Bionaire floor care; and Crock-Pot cookbooks. 2011 initiatives include international expansion with Oster white goods in Latin America, Rival small kitchen appliances and Crock-Pot cookbooks in Canada and the U.K. The focus for Crock-Pot will be in the frozen and fresh food categories as well as digital cookbook publishing/apps. For Mr. Coffee, accessories will be greatly expanded and confectionery and drink mixes will be introduced. With the success of GrillMaster grills, expansion into grilling tools, accessories and spices/condiments are on the road map for GrillMaster. For Sunbeam, new introductions will include ceiling fans and tabletop fountains in the home environment space. For the kitchen, a new line of Sunbeam microwave cookware and food storage and organization products are being launched.

43 MARTHA STEWART OMNIMEDIA

\$1B (E)
ROBIN MARINO, PRESIDENT AND CEO OF MERCHANDISING,
MSLO, +1.212.827.8000

44 NASCAR

\$1B (PRIVATE)
BLAKE DAVIDSON, VP LICENSING AND CONSUMER PRODUCTS,
+1.704.348.9613
WWW.NASCAR.COM

In 2010, NASCAR witnessed historic events that brought about some signature licensing programs. Jimmie Johnson won his fifth consecutive NASCAR Sprint Cup Series title, the opening of the NASCAR Hall of Fame and the induction of the first class of the NASCAR Hall of Fame which included icons Richard Petty and Dale Earnhardt. Additionally in 2010, NASCAR RV Resorts were opened as well as a collection of 12 branded campgrounds providing events and activities around race weekends in Florida, Indiana, Maine, New Jersey, New York, North Carolina, Virginia and Wisconsin. All saw increases in bookings. For the gamer, NASCAR launched its first official online racing series, the NASCAR iRacing.com Series World Championship. With over 18 races in the inaugural season, NASCAR crowned its first European champion Richard Towler from Hull England. For the lovers of console games, several titles were released including Gran Turismo 5 which for the first time included NASCAR race cars and Paramount released Days of Thunder: NASCAR Edition for the Sony Playstation network. The game features the Chase for the NASCAR Sprint Cup contenders as well as characters from the movie Cole Trickle and Rowdy Burns. For the young group of NASCAR fans, K'NEX produced a

variety of building products for kids. The NASCAR Automotive business continued to lend the mark to high performance automotive products from a number of partner companies. This NASCAR Performance brand includes a wide range of garage and auto parts and accessories. NASCAR made a landmark move in 2010 when it formed NASCAR Team Properties.

The sanctioning body and the sports' independently owned teams merged their intellectual property rights to form NASCAR Team Properties, a NASCAR industry managed organization created to promote efficiency and operational structure for the sports licensed merchandise business for four core categories including apparel, die-cast collectables, toys and trackside retail. NTP is operated under a board of directors. In less than 12 months, NTP has consolidated rights and signed on companies to handle these categories: Lionel (die-cast), Motorsports Authentics (trackside retail), SpinMaster (toys) and signed a major retail partnership with Walmart. NTP has created a new opportunity for licensees, retailers and sponsors to immediately benefit, and keep the emphasis on, what makes the sport run—loyal and passionate fans. NTP manages the intellectual property rights for the participating teams and NASCAR in key categories. At the same time, the sport remains flexible in that its teams will continue to hold individual rights for other licensing categories. In a relatively short time, NTP brought together its collective intellectual property rights and signed on best in class licensees to manage businesses that represent the majority of licensed product sales each year. NTP provides a better model for the licensing business and streamlined process promoting efficiency and structure where it previously did not exist. Included in the NTP alongside NASCAR's licensing marks are some of the sport's most popular teams and drivers. The initial participating teams including Dale Earnhardt, Inc.; Earnhardt Ganassi Racing with Felix Sabates; Hendrick Motorsports; Joe Gibbs Racing; JR Motorsports; Penske Racing; Richard Childress Racing; Richard Petty Motorsports; Roush Fenway Racing, Stewart-Haas Racing and more. In 2011, NASCAR will continue its video game strategy by running its second season of the NASCAR iRacing series, launching a new game for the console called NASCAR 2011: The Game from Eutechnyx and Activision and also launch new games in social media arenas. NASCAR will continue its branded venture business with the launch of NASCAR Car Wash, a network of branded car washes that will start with limited locations and expand throughout the year. NASCAR continued its strong presence in key retailers such as Walmart, Sears, Kmart and Bass Pro Shops. These retailers join the traditional at-track partnerships and NASCAR.com superstore as the primary retail outlets.



45 PLAYBOY ENTERPRISES

\$1B
ADRIANNA CHINNICI, SVP GLOBAL LICENSING; SARAH HANEY,
VP GLOBAL LICENSING, +1.312.373.2360
WWW.PLAYBOY.COM

Key properties include Playboy apparel, home, fragrance, energy drink and land-based entertainment. The company will continue to build on growth markets and categories and focus on experiential licensing, (i.e. land-based entertainment and marketing initiatives) to broaden consumer base and drive buzz.

46 SONY PICTURES CONSUMER PRODUCTS

\$1B (E) (PUBLIC)

GREG ECONOMOS, SENIOR VICE PRESIDENT, +1.310.244.4188

47 STANLEY BLACK & DECKER

\$1B

SCOTT BANNELL, VICE PRESIDENT, BRAND MANAGEMENT AND LICENSING, +1.860.827.5075; NICHOLAS BLOOM, ASSOCIATE VICE PRESIDENT BRAND MANAGEMENT, BEANSTALK, +1.212.303.1186

WWW.STANLEYBLACKANDDECKER.COM

The licensing program in 2010 covered four Stanley Black & Decker brands. Black & Decker has been a preeminent brand in the home and consumer DIY sector for over 100 years. The brand has 100 percent brand awareness and 80 percent household penetration and No. 1 share in most categories. Black & Decker has strategically entered into licensing as an extension of their core products with best-in-class licensees. Licensed categories include small appliances, gardening tools, safety gear, paper shredders, automotive accessories, garage storage, compact appliances, lighting, painting accessories, toys, water coolers, publishing, industrial cleaning, pressure washers, hand tools, energy monitoring and compressors. Stanley is a 167 year old brand that is dominant with serious DIYers and professionals. With 98 percent brand awareness, Stanley is one of the top 50 brands in the U.S. It is the leading global manufacturer of tools, hardware and security solutions for consumer, professional and industrial use. Through licensing, Stanley has extended its brand dominance in the hardware category and has reinforced its pro-quality image with core consumers. Stanley currently has 30 licensees in categories that include wet/dry vacs, work lights, outdoor power equipment, cable management, work gloves, industrial fans and heaters, work apparel, garden sprayers, ladders and automotive mats. Dewalt is a 90 year old brand known for quality, innovation and job site durability and is the market leader for professional power tools and equipment. With its premium market position, Dewalt designs and continually optimizes professional workhorse solutions—tools, accessories and service—to ensure absolute confidence for the toughest job site conditions. Porter Cable is a 100 year old brand that is one of the most trusted names in power tools today. Licensed products from Stanley Black & Decker's portfolio of brands can be found in almost every channel of trade including major DIY retailers, hardware retailers, industrial and commercial channels, mass, mid-tier and home specialty. Existing retail partners are expected to continue to be strong, strategic partners of licensed product across all brands in 2011. In 2011, Stanley Black & Decker's licensing program will continue to expand into new, strategic product categories for the home and job site. New licensees added in 2010 will provide opportunities for increased brand impressions and new retail channel growth. Current licensees will drive growth by focusing on expanding their placement across a broad range of retail accounts and introducing new products through effective marketing strategies and product innovation practices.



48 BEVERLY HILLS POLO CLUB

\$950M (PRIVATE)

S. HADDAD, PARTNER, +1.646.266.3024

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

49 NELVANA ENTERPRISES

\$950M

ANTOINE ERLIGMANN, VP, LICENSING, +1.416.479.7000

WWW.NELVANA.COM

Key Properties include Beyblade, Metal Fusion and Bakugan. 2010 was a hugely successful year for Nelvana Enterprises and its boy's action brands. The company teamed up with Hasbro to relaunch the powerhouse Beyblade brand in the U.S. and Europe. Key partners for this property include Hudson Entertainment for interactive and Vivendi for home entertainment. Strong momentum also continued for the Bakugan brand with partners Spin Master and Activision.

50 CHORION

\$900M (PRIVATE)

STEVE CIPOLLA, EVP, GLOBAL LICENSING AND SALES, +44.0.20.7406.7406

WWW.CHORION.CO.UK

Chorion, a leading provider of quality family entertainment, continued to drive global licensing and merchandising activity through key properties Olivia, Mr. Men and Little Miss, Noddy, Beatrix Potter and The World of Eric Carle. 2010 also saw the TV launch of latest production, Octonauts. Fall 2010 marked the launch of Olivia consumer products in the U.S. Led by global master toy partner Spin Master's toy line, DVDs (Nickelodeon Home Video for U.S. and Sony Home Entertainment for international) and TV tie-in books from Simon & Schuster, which have sold over 2 million copies since fall 2009. Other categories introduced in 2010 include apparel, accessories, games, puzzles and novelty items. The Mr. Men and Little Miss franchise headlined major promotions in 2010. In Australia and New Zealand, Mr. Mo was the spokes-character for the national men's health charity initiative, Movember. Exclusive to all 283 Target stores, four unique Mr. Mo t-shirts were sold with 25 percent of the proceeds donated to Movember's nominated charities. In the U.K., Mr. Men and Little Miss partnered with eyewear retailer, Specsavers, for a nationwide cross-media promotional campaign from October 2010 through January 2011. In the U.S., Arby's launched a Mr. Men and Little Miss promotion which ran from October 2010 through January 2011. All 3,500 participating stores featured six collectible character figurines. Over 2.5 million premiums and branded meal bags were distributed and promoted through a comprehensive social media campaign. The World of Beatrix Potter, led by Peter Rabbit, further expanded its consumer products program in 2010 with a new infant apparel line and bedding in the

Sponsored by



U.K. Also in the U.K., PR Organics juice was available in all kids' meals on Virgin Atlantic flights and became the No. 1 selling children's juice in Waitrose. While in the U.S., PR Organics juice was available at 6,000 Starbucks stores nationwide. The U.K.



continues to expand its range in 2011 to include partyware, giftables, wood toys, toiletries and tea gift sets. The brand also remains strong in Japan in stationery, homewares and promotions. The World of Eric Carle continued the expansion of its consumer products program with a co-branded footwear range at Stride Rite, a PictureMe Portrait Studio promotion at Walmart and the launch of the first Eric Carle iPhone app. In addition, two end caps supported the board game line at Target and the infant developmental line was promoted in two chainwide baby promotions. In fall 2011, Olivia Princess for a Day, a 22-minute special, will air on Nick Jr. with a range of consumer products including toys, apparel, bags and DVDs. Other new product introductions for 2011 include stationery, underwear, audio books and cake décor. Dedicated sections are planned at leading retailers such as Toys 'R' Us, Target and Barnes & Noble. Olivia airs in over 130 countries with international consumer products planned for 2012. With over 100 million books sold globally, Mr. Men and Little Miss continues to build from its strong base in publishing and apparel. The latest collection from Junkfood features a collaboration with the National Basketball Association, which debuted in the U.S. in 2011. The 40th anniversary of the brand is underway in 2011 with the premiere of a new character, Little Miss Princess, introduced in the U.K., U.S., France and Australia in advance of the royal wedding. The 40th anniversary celebration in the U.K. will continue throughout the year with the introduction of an assortment of anniversary themed consumer products as well as a robust consumer media campaign. In 2011, The World of Eric Carle will see notable launches in coloring and activity, sound books and scrapbooking. For the fourth time Kohl's chose Eric Carle books and plush to headline its signature Kohl's Cares program. This spring 2011 installment found The Very Hungry Caterpillar, The Grouchy Lady Bug, The Mixed-Up Chameleon and The Foolish Tortoise on shelf chainwide in book and plush form at \$5 each. The first new book by Eric Carle in four years, The Artist Who Painted a Blue Horse, will hit stores fall 2011. Preschool hit Noddy in Toyland made its TV debut in 2009 and is set to launch fall 2011 in the U.K. with a complete brand re-fresh and new product lines. The re-launch will be supported by an integrated marketing campaign around the theme, Noddy Takes to the Air. Bandai offers a new My Friend Noddy Pilot plush and airport play set and will also launch other products. Other new products include a Nintendo DS game from Avanquest, DVD releases from Universal Video, books from Harper Collins and an outerwear range from Smith & Brooks. Octonauts launched in the U.K. on CBeebies October 2010 and is rolling out on major broadcasters worldwide including Disney Junior in the U.S. in early 2012. In 2011, global master toy partner Fisher Price will launch its new toy range in the U.K. starting in August. The line includes figures, vehicles and play sets and interactive GUP vehicles. Publishers are already on board for complementary books, Simon and Schuster will launch in spring for the U.K. and Hachette Jeunesse for France.

51 FRIGIDAIRE

\$900M
PHILIP RAI, SVP, LMCA, +1.212.265.7474
WWW.FRIGIDAIRE.COM

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

52 GENERAL MILLS

\$900 MILLION
LINC DAVIS LICENSING DIRECTOR; GREGG DORAZIO,
LICENSING MANAGER, +1.763.764.7600
WWW.GENERALMILLS.COM

Key licensed brands for General Mills include Betty Crocker, Green Giant, Fiber One, Cheerios, Pillsbury, Old El Paso, Progresso, Nature Valley, Trix, Lucky Charms, Cocoa Puffs and Wheaties. Other valuable properties in the portfolio include Cinnamon Toast Crunch, Cookie Crisp, Golden Grahams, Kix, Yoplait, Totino's, Hamburger Helper, Fruit Roll-Ups, Gold Medal, Cascadian Farm, Muir Glen, Larabar, Bugles, Wanchai Ferry, Bisquick, Toaster Strudel and Chex. Licensing growth will continue to come from both food and non-food products. Food licensing growth will be primarily in categories on the store perimeter—fresh, frozen and refrigerated. Non-food growth will be from new international markets as well as expansion in key U.S. categories including apparel, housewares, toys and collectibles. Green Giant fresh produce and Betty Crocker decorating products are category leaders that continue to expand via distribution gains and promotions such as Box Tops for Education. Significant growth is also coming from Fiber One fresh breads and baked goods. Apparel and housewares had significant wins across every major channel, most notably at Target, Walmart, JCPenney, Old Navy and Bed Bath & Beyond.

53 HARLEY-DAVIDSON MOTOR COMPANY

\$900M (E)
JOANNE BISCHMANN, VP, LICENSING AND SPECIAL EVENTS,
+1.414.343.7713

54 CATERPILLAR

\$856M
LINDA STOKES, RETAIL BUSINESS DEVELOPMENT,
+1.309.675.4563
WWW.CAT.COM

Growth in the footwear, apparel, accessory collections (eyewear, bags, watches and gloves) and toys were key drivers for retail sales in 2010. Eight free standing Cat lifestyle retail stores opened worldwide in 2010, bringing the total of these stores to 10. In 2011, Caterpillar will launch additional Cat retail lifestyle stores in Central and South America. These locations represent the third wave of planned stores in test markets globally over the next two years. The company will continue working with current licensees to develop exciting new styles and products, which reflect Cat brand attributes. Caterpillar has agreements with key licensees who work with their distributor partners throughout the world.

55 MARATHON MEDIA

\$710M (PRIVATE—PART OF ZODIAK MEDIA GROUP)
PATRICIA DE WILDE, SVP, CONSUMER PRODUCTS, ZODIAK KIDS,
+33.1443.46600
WWW.ZODIAKKIDS.COM

One of its key properties is Gormiti, a co-production with Giochi Preziosi. Several promotions are lined up for QSR and food licensees. Launch of season three,

together with new toy line, will drive growth. Key retail partners include all the major European retailers from Carrefour to Auchan, Leclerc and TRU.

56 PGA TOUR

\$665M (PRIVATE-TRADE ASSOCIATION)
TIM HAWES, SENIOR VICE PRESIDENT, RETAIL
LICENSING, +1.904.285.3700
WWW.PGATOUR.COM

The PGA Tour products range from apparel items to hard good and services. Apparel items are available for men, women, children and infants and include a wide range of polo and casual shirts, t-shirts, outerwear (jackets, sweaters and vests), hats and visors. Hard goods include anything related to golf accessories such as divot tools, golf bags, golf balls, ball markers, gloves, golf towels and golf tees to novelty and gift items such as golf ball monogrammers, electronic score keepers and pin flags. The range of products also includes office accessories such as padfolios, pens and paper weights, fashion accessories to include belts, wallets, scarves for women and titanium necklaces and bracelets. Other licensed categories include household and lifestyle items such as golf simulators, credit cards, electronic gaming, travel mugs and glassware and wine and party accessories. Other items include publications, cookie tins, umbrellas and golf scenic prints. Services under the PGA TOUR umbrella include golf lessons, golf academies and golf vacation destinations. Other categories comprise retail partnerships that include 38 PGA Tour Airport Shops, eight PGA Tour stores and 10 PGA Tour Superstores in the U.S., Canada and China. The PGA Tour brand is an affinity lifestyle brand that resonates strongly with golf consumers throughout the world. Through its licensing program, the PGA Tour has been able to develop licensing positions in all traditional sports licensing categories (golf accessories, apparel, etc.), as well as to establish a premium position with branded services not previously penetrated by any other sports program (PGA Tour Experiences and The Tour Club are examples). Going forward, the PGA Tour will continue to explore brand appropriate and innovative service concepts that are strategically aligned with the PGA TOUR's lifestyle market position. Significant focus will be placed on international growth in 2011, which will include product expansion into Europe, South America and Asia. In particular, the PGA TOUR's store presence in China is expected to expand from eight stores to 30-40 stores during 2011. In 2010 The PGA Tour opened its first PGA Tour stores in China, and partnered with Sporte Leisure in Australia for the operations of the Presidents Cup brand. There are a significant number of new international licensees in markets such as Singapore, Indonesia, Malaysia, China, Japan and South Korea. The PGA Tour implemented a new collegiate co-branded program in apparel with Perry Ellis, expanding our relationship with the licensee. The PGA Tour Superstore chain expanded by adding its 10th store in Naples, Fla. in 2010, and will add its 11th store in early 2011.

57 AMERICAN GREETINGS PROPERTIES

\$600M
CARLA SILVA, VP GLOBAL LICENSING, +1.212.386.7355
WWW.AGPBRANDS.COM

2010 was a milestone year for Strawberry Shortcake as she celebrated her 30th anniversary. With a hit show debuting on The Hub network, Strawberry Shortcake saw increased placement from global master toy partner, Hasbro, and increased presence in other key categories such as apparel, accessories and publishing.

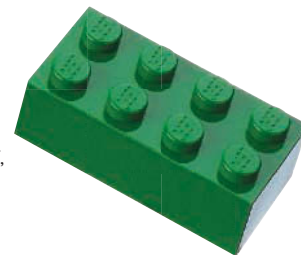
Care Bears saw continued success in Japan, growing the merchandising program through an expanded category assortment. Both brands continued to enjoy success in strong international entertainment distribution. Other successful AGP brand stories include the Holly Hobbie Classic program in Italy, which built on its success with products spanning from back to school to specialty furniture and newer brands, Twisted Whiskers and Maryoku Yummy, with a successful launch in the U.S. on The Hub network. The Care Bears will continue to spread their message of caring and sharing in the marketplace with plans for expansion slated for 2011 featuring apparel, publishing and DVD launches. Strawberry Shortcake's merchandising program will continue with the addition of a new character in the entertainment series, debuting in fall 2012. Key retail partners continue to be Walmart, Target, Toys 'R' Us, specialty stores, food and drug stores, international retail chains and key online retailers.

58 HEWLETT-PACKARD

\$600M (E)
TIM CARTER, MANAGING DIRECTOR OF PATENT AND BRAND
LICENSING, +1.208.396.6426

59 THE LEGO GROUP

\$585M (PRIVATE)
ANDREA RYDER, HEAD OF
LICENSING, +45.79.506070
WWW.LEGO.COM



Key properties include LEGO Classic, LEGO CITY, LEGO DUPLO, LEGO Atlantis, LEGO Star Wars and LEGO Batman.

60 POLAROID

\$550M (E) (PRIVATE)
SCOTT W. HARDY, PRESIDENT OF PLR IP HOLDINGS,
+1.952.641.1020

61 AT&T

\$500M
AARON SPIEGELAND, DIRECTOR, BRAND MANAGEMENT,
BEANSTALK, +1.212.303.1177
WWW.ATT.COM; WWW.BEANSTALK.COM

With a powerful array of network resources that includes the nation's fastest mobile broadband, AT&T is a leading provider of wireless, Wi-Fi, high speed Internet and voice services. Leveraging AT&T's premier positioning and marketing presence, AT&T licensed products strategically complement existing telecommunications services, with more than 200 skus including corded and cordless telephones, business telephone systems, answering machines, headsets and telephone accessories. AT&T licensed corded and cordless phones can be found in almost every major retailer carrying the product category including Staples, Best Buy, Office Depot, OfficeMax, The Home Depot, Walmart, Target, Kmart, Sears, BJ's, Costco, and Sam's Club. Key licensing initiatives that will drive growth in 2011 and beyond include further expansion of licensed products

into the business market, licensed product gaining additional market share in domestic and international markets and new product categories such as children's toys.

62 HEARST BRAND DEVELOPMENT

\$500M (PRIVATE)
GLEN ELLEN BROWN, VP, +1.212.492.1301
WWW.HEARST.COM

A division of one of the nation's largest diversified media companies, Hearst Brand Development continues to serve consumers with a range of products developed through the powerful lens of its lifestyle brands. Over the past year, investments in Hearst's licensed properties from Country Living to Seventeen have generated innovative, brand-enhancing products and powerful consumer engagement at retail. In 2010, Hearst Brand Development launched the Esquire Home collection featuring a comprehensive assortment of furniture, home décor and accessories inspired by Esquire's legacy of sophistication and style. The group has also expanded upon its already successful Seventeen franchise with the launch of luggage and travel accessories for teen girls. The Country Living Home program has been enhanced with expanded dinnerware, bedding and furniture offerings that provide the same warm and comfortable lifestyle approach as the magazine itself. Key growth drivers in 2011 will include fashion-focused apparel and accessories from the Cosmopolitan brand, new ventures from House Beautiful in the home category, a comprehensive crafts program from Country Living, and kid-focused programs from the Popular Mechanics brand. As Hearst Corporation continues its campaign for growth and innovation, new corporate acquisitions are expected to broaden our portfolio of brands and generate new licensing opportunities for brand development.

63 JOHN DEERE

\$460M (E)
JEFFREY T. GREDVIG, DIRECTOR OF BRAND LICENSING AND JDM, +1.919.804.2725
WWW.DEERE.COM

64 MAJOR LEAGUE SOCCER/SOCCER UNITED MARKETING

\$420M (PRIVATE)
STU CRYSTAL, VP, CONSUMER PRODUCTS, +1.212.450.1200
WWW.MLSSOCCER.COM

Key properties include MLS teams and players, United States Soccer Federation, Federation of Mexican Futbol and CONCACAF. Key initiatives include a new adidas recreational MLS soccer kits program and focus on new expansion clubs—Portland Timbers and Vancouver Whitecaps. Retail partners and programs include MLS sections with POS and dedicated fixtures at Dick's Sporting Goods and The Sports Authority, gift with purchase program at Fred Meyer, shop at Toys 'R' Us Times Square and hard goods program at all Target stores.

65 THE THOMAS KINKADE COMPANY

\$400M (E-PRIVATE)
KRISTEN BARTHELMAN, DIRECTOR OF LICENSING,
+1.408.201.5273
WWW.THOMASKINKADE.COM

66 ITV STUDIOS GLOBAL ENTERTAINMENT

\$370M
JEAN-PHILLIPPE RANDISI, EVP, CONSUMER PRODUCTS,
+1.207.157.6621
WWW.ITVSTUDIOS.COM

67 MICHELIN

\$350M (PRIVATE)
DANIELA GOULD, HEAD OF MARKETING AND COMMUNICATIONS,
+44.1782.402127
WWW.MICHELIN.COM

Key property is the Michelin Man. Key Initiatives include Michelin automotive accessories, Michelin footwear and Michelin tire-related technology in sports footwear outsoles. Key partners for automotive accessories include all major auto specialty retailers—AutoZone, Pep Boys, Advance Auto, Norauto, Feu Vert, Halfords; major warehouse clubs—Sam's Club, Costco; all major hypermarkets—Walmart, Carrefour and Tesco; and tire dealers. For footwear, partners include major retailers of sports footwear; and chains and independents—Decathlon, Intersport and Dicks Sporting Goods.

68 THE SHARPER IMAGE

\$350M (PRIVATE)
FREDERICO DE BELLEGARDE, VP, LICENSING, +1.212.967.6000
WWW.SHARPERIMAGE.COM

69 CLASSIC MEDIA

\$343M (PRIVATE)
NICOLE BLAKE, EVP, GLOBAL MARKETING AND CONSUMER PRODUCTS, +1.212.659.3030
WWW.CLASSICMEDIA.TV

Key licensing properties in 2010 included Where's Waldo?, Where's Wally?, Postman Pat SDS, Tinga Tinga Tales and Casper the Friendly Ghost. Where's Waldo?/Where's Wally? publishing continued to build, with 50 million books total sold around the world and ranking as a top 10 bestselling brand in the U.K. children's book market. 2010 saw the franchise's continued success on mobile platforms with the launch of the second iPhone app, which ranked as a top 10 bestselling app in 15 countries. In 2010, high-profile promotional partnerships with Tropicana, BPAY and Lipton and multiple



QSR programs rolled out globally. 2010 was a big year for Postman Pat. Master toy partner Character Options continued to build on its successful toy range of vehicles and play sets for this evergreen property, which has maintained top 10 NPD position for toys for 20 months. In addition, other leading U.K. consumer products partners renewed their licenses, including VMC (accessories and dress up),

TV Mania UK (apparel), Smiffy's (dress up), Amscan (partywear), Gemma (greetings cards) and the U.K.'s largest theme park, Flamingo Land. Postman Pat debuted as a No. 3 rated app in the iTunes store in the U.K. VeggieTales celebrated its 18th year by launching new products in several key categories including Enesco's Gund and Gregg Gift divisions (plush and gift products lines), Frankford Candy & Chocolate (confections) and Hedstrom (ball, bounce and sport products). VeggieTales continued to hold the No. 1 position for children's ringtones through iTunes and other providers. Looking ahead for Where's Waldo?/Where's Wally?, gaming will continue to roll out on mobile and other platforms worldwide. Following a successful launch in autumn in the U.K., consumer products will debut in Australia, Japan, France and more as the franchise gears up for the 25th anniversary in 2012. For Postman Pat, two key partners committed to the brand for the long term, including Character Options as master toy partner and the BBC as broadcast partner. Multiple licensees are signed on as new partners in the U.K. Postman Pat will celebrate its 30th anniversary this year. The VeggieTales Live! Sing Yourself Silly tour hit the road in fall 2010 with more than 35 dates across the U.S. and future tours are planned for fall 2011 and spring 2012. New preschool series Tinga Tinga Tales launched in the U.K. on CBeebies and is rolling out to key territories worldwide, including the U.S., where it launched on Disney Junior in February. Consumer products, led by master toy partner Bandai, will debut in key European territories this year. The line will reach stores in the U.S. in fall 2012. Voltron, one of the biggest action heroes of the 1980s, is poised to make a return. The 1980s TV series inspired a bestselling toy line and made Voltron a pop-culture icon. The franchise will be relaunched with the new series, Voltron Force from the original producers that will debut in the U.S. on Nicktoons, and with other broadcasters worldwide, in 2011. Mattel (master toy) and THQ (video games) are signed on as global partners and are joined by The Bentex Group (apparel), Rubie's (costumes), VIZ media (kid's graphic novels) and Dynamic Forces (comics and graphic novels) in the U.S., with more partners to be announced. Postman Pat posted another strong year at retail remaining in top 10 NPD position for toys for the year, with programs at key retailers. VeggieTales continued its leadership position in 2010 as the No. 1 children's products brand in the faith-based retail marketplace. Frankford Candy & Chocolate experienced stellar sell through of exclusive Easter candy skus at mass. Enesco boosted brand presence at both gift and specialty market retailers with a strong showing of plush toys from Gund and gift products from Gregg Gift Company.

70 DR PEPPER SNAPPLE GROUP

\$325M

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

Key properties in the DPS Group include Dr Pepper, 7UP, Crush, A&W Root Beer, Mott's, Snapple, Yoo-Hoo, Schweppes, Mr & Mrs T and Hawaiian Punch. DPS is looking to create long-term relationships with a few key partners. The focus will be continuing to expand the diverse, flavor-based portfolio of strong trademarks in complementary food categories. For channel partnerships, DPS is continuing to build its trademarks in key channels where the core product is sold, including mass, grocery, drug and convenience. DPS is also looking to expand to other non-traditional channels that will allow their consumers to experience its brands in every part of their life. DPS has successful long-term partnerships in the categories of fresh fruit, ready-to-drink alcohol, premium candy, powdered beverages, shelf-stable freezer bars, fruit snacks, apparel, BBQ sauces and dessert toppings.

71 MARS RETAIL GROUP

\$320M (PRIVATE)

JOHN CAPIZZI, GENERAL MANAGER, MARS WHOLESALE & LICENSING, +1.973.691.3500

Key brands include M&M'S, Skittles, Starburst and Snickers. Key initiatives include implementing a "One Voice" strategy that creates themed displays with candy and merchandise that can be customized at various price points; continuing to expand with international opportunities; and strategically adding categories to grow the current product assortment. Retailers that displayed tailored M&M'S programs included Earth Day Display with Terracycle at Walmart, candy novelty and seasonal-licensed displays throughout the year at Kroger, Walgreens and Walmart and other customized promotions that combined candy and merchandise for various U.S. retailers.

72 CBS CONSUMER PRODUCTS

\$300M

LIZ KALODNER, EVP AND
GENERAL MANAGER,
+1.212.975.7795
WWW.

CBSCONSUMERPRODUCTS.COM



Key properties include Star Trek, CSI, 90210, Dexter and I Love Lucy. CBS Consumer Products continues to translate its popular film and television properties into new, interactive platforms and integrated product programs. The innovative bebe for 90210 apparel collection, worn on-air by the actresses, will feature new programs throughout 2011. Expanded live event programs in 2010 brought Britain's Next Top Model Live to U.K. fans and Star Trek Live to 50 venues along with its home at NASA's Kennedy Space Center. In 2011, Survivor: Live will open at Six Flags theme parks offering fans the ultimate show experience. The new Showtime portfolio—featuring Dexter, The Borgias, Weeds, Californication and Nurse Jackie—expands categories and retail channels targeting the network's affluent consumers. CBS Consumer Products will join classic TV fans in celebrating the 60th anniversary of I Love Lucy under its Television City banner in 2011, plus milestone anniversaries for Cheers and Mighty Mouse in 2012. Finally, Star Trek expands its interactive gaming platforms with last year's launch of the Star Trek Online MMO, IGT's new online casino slots and an upcoming free-to-play browser game from Gameforge all leading up to the much-anticipated JJ Abrams Star Trek sequel that will hit theaters in summer 2012. Key partners include bebe, which launched an exclusive 90210 apparel line, and ThinkGeek was key online retailer for the Star Trek pizza cutter, a hit product of the holiday season.

73 THE GOODYEAR TIRE & RUBBER COMPANY

\$275M

GLEN KONKLE, CEO, EQUITY MANAGEMENT, +1.858.558.2500
WWW.GOODYEAR.COM

During 2010, there was a transition period for the Adidas-Goodyear driving shoe business as the old designs were phased out of the market and new designs were being developed for a 2011 introduction. To offset this, new opportunities were pursued in 2010 in the automotive accessories, home/garage and lifestyle product segments resulting in the execution of several new Goodyear licenses on a global basis. In 2011, the Goodyear licensing program will continue to be focused on a

variety of equity-driven licenses across a broad range of both brand advancement and brand extension product categories. Also, Adidas is confident that the new styles introduced in 2011 will reach or even surpass the sales levels from previous years.

74 WELCH'S

\$274.4M (PRIVATE)
LINO MARRERO, BUSINESS
DEVELOPMENT MANAGER,
+1.978.371.1000; ANGELA FARRUGIA,
GROUP MANAGING DIRECTOR, THE
LICENSING COMPANY, +1.212.413.0880



With a presence in more than 35 countries and territories around the world, Welch's products combine great taste with nutritional benefits that families have enjoyed for over 140 years. Known for the quality of their fruit products, Welch's has extended their juice credentials by signing major licensing partnerships including fruit snacks, fruit-flavored sodas, fresh produce and portion control jellies and jams. Important initiatives for Welch's in 2010 included the launch of 100 percent juice ice bars and transforming its core dried fruit business into a licensing model. In 2011, Welch's will further expand its licensing program into frozen fruit, smoothie kits and confections. Welch's licensed products are sold throughout the U.S. at key retailers and multiple channels including club, convenience, dollar, food service, grocery, mass, specialty and vending.

75 NATIONAL GEOGRAPHIC

\$250M (E-NON-PROFIT)
JOHN DUMBACHER, SVP OF LICENSING, +1.202.857.7572
WWW.NATIONALGEOGRAPHIC.COM

76 SUMMIT ENTERTAINMENT

\$250M (E-PRIVATE)
NANCY KIRKPATRICK, PRESIDENT, WORLDWIDE MARKETING,
+1.310.309.8467
WWW.SUMMIT-ENT.COM

77 ENDEMOL WORLDWIDE BRANDS

\$245M (PRIVATE)
OLIVIER GERS, CEO, ENDEMOL WORLDWIDE BRANDS,
+08.7033.31700
WWW.ENDEMOL.COM

Key properties include Deal or No Deal, The Money Drop, Big Brother, Ready Steady Cook and Nini. Endemol will focus on third party acquisitions such as Matt Hatter Chronicles and Bananas in Pyjamas; investment in licensed gaming and gambling business; and music publishing with a new global deal with EMI. Retail partners include Toys 'R' Us, Walmart, Target, Argos, Tesco, Sainsbury and Amazon.

78 AGFAPHOTO

\$225M (PRIVATE)
ALAN KRAVETZ, EVP, LMCA, +1.212.265.7474

This venerable, German-based photography brand began licensing just three years ago and has achieved strong results in cameras, optics and related accessories. Distribution is expanding from Europe into both Central and South America and into Asia. New categories are in development.

79 THE TRUMP ORGANIZATION

\$215M (E-PRIVATE)
CATHY GLOSSER, EVP; EVELYN CHOI, DIRECTOR OF GLOBAL
LICENSING, +1.212.836.3242
WWW.TRUMPCOM

80 SOURCE INTERLINK MEDIA

\$210M (PRIVATE)
JULIE SMARTZ, VP AND GENERAL MANAGER, BRAND
DEVELOPMENT, +1.310.531.5994
WWW.SOURCEINTERLINKMEDIA.COM

Source Interlink Media is the owner of over 70 enthusiast brands. The automotive category once again drove sales for 2010 with products including jumper cables, jumpstarts, inverters, air compressors and power centers. Motor Trend cellular accessories and Bluetooth items continued their success as the assortment grew in 2010. Advance Auto Parts continues to be an excellent retail partner with Motor Trend product in all 3,500 locations. SIM also saw explosive growth in 2010 with mobile applications across all of its brand categories and video content for online initiatives. SIM added eight new branded radio shows and developed four different branded TV shows. In 2011, SIM will be expanding its apparel and accessories offerings in both automotive brands and action sports group, as well as developing more apps for mobile and tablet devices.

81 NATIONAL TRUST FOR HISTORIC PRESERVATION

\$209M (PRIVATE, NON-PROFIT)
MICHELLE ALFANDARI, PRESIDENT, CEO, MODA LICENSING,
+1.212.687.7640
WWW.PRESERVATIONNATION.ORG

Two key areas remain the focus. For DIY, there is a licensed historic paint collection with Valspar paint and a decorative moulding collection with the Empire. In home furnishings, there is Design in America, The National Trust furniture collection including bedroom, living room, dining room and accent pieces. Hammary Furniture is the licensee. The National Trust for Historic Preservation decorative moulding program continues to rollout at Lowe's with about 400 existing stores

and the program should be national in 2011. The National Trust Historic Paint collection will benefit from an enhanced on-line marketing initiative plus continued expansion of the color pallet. The Design in America, National Trust furniture collection launched styles inspired by the La Valencia Hotel in 2010. The furniture collection continues to be distributed in specialty furniture stores, department stores and at La-Z-Boy showrooms.

82 ENTERTAINMENT ONE (EONE)

\$200M

ANDREW CARLEY, HEAD OF LICENSING, +44.207.907.3797
WWW.EONETV.COM

Key preschool animation properties are Peppa Pig and Ben and Holly's Little Kingdom. For Peppa, marketing and promotional activity in the U.K. continues to reinforce Peppa's position in the marketplace—theme



park, stage show and fmcg promotions. Significant international growth is planned most notably in the U.S. and Europe. Little Kingdom continues to grow its U.K. licensing program following the launch in fall 2010. Peppa has ongoing coordinated retail activity in all key retailers, notably TRU, Argos and Tesco. Peppa stage show was a sell out success and a second stage show is now in production. Peppa Pig World theme park agreement opened recently.

83 THE FOOTBALL ASSOCIATION

\$200M

SEAN MCAULIFFE, HEAD OF BUSINESS DEVELOPMENT; NICKY STANTON, BUSINESS DEVELOPMENT EXEC, +44.0.844.980.8200
WWW.THEFA.COM

The England national football team will see the launch of a revised style guide and new design direction in 2011, to bring greater inspiration and relevance to the brand. The EFA is working closely with major partners and retailers, such as Umbro, Marks & Spencer and Tesco to better understand consumers and provide products better targeted for different segments of England fans everywhere. The EFA will also be working to expand the brand further into key international territories. Tesco (official England supermarket) worked to deliver a significant in-store promotion around the World Cup. As part of this, Tesco also worked closely with Topps and a promotion around the Match Attax brand. Marks & Spencer served as Official Tailor to the England team and was a key retail partner. Elsewhere, official England products had distribution across most retail outlets.

84 KRAFT FOODS

\$200M (E)

LORI GOULD, ASSOCIATE DIRECTOR, LICENSING,
+1.973.503.4557
WWW.KRAFT.COM

85 SEAWORLD PARKS & ENTERTAINMENT

\$200M (PRIVATE)

DEANA DUFFEK, DIRECTOR OF GLOBAL LICENSING,
+1.407.721.3375
WWW.SEAWORLD.COM

Toys, apparel, gaming and educational products are among key categories. Inspired by nature, SeaWorld has the reputation for creating the highest quality of entertainment and educational tools. The company believes that creating awareness and inspiring action through innovative education, encourages human behaviors and decisions that positively affect wildlife and the natural world. Being leaders in the areas of conservation, education and environmental stewardship remains the primary goal. In 2011, Sea World will further extend its brand messaging and education programming through multi-platform entertainment areas including publishing, television, film and music, as well as a multitude of product categories ranging from sustainable toys, gaming, organic apparel and a focus on the next generation of environmental ambassadors. Through partners like Activision, Mattel, Ideal Publications, Andrews McMeel Universal, Fathead and more, Sea World has been able to cross merchandise at multiple retailers including mass, mid-tier and high end retailers.

86 VIZ MEDIA

\$200M (PRIVATE)

TRACY HANCHETT, DIRECTOR OF CONSUMER PRODUCTS,
+1.415.546.7073
WWW.VIZ.COM

Naruto Shippuden performed well in the video game category with games on all platforms: PS3, PSP, Xbox 360 from Namco Bandai, and DS and Wii from TOMY. The last game from Namco Bandai released in fourth quarter 2010 and sold more than 1 million copies worldwide. Vampire Knight is taking off at retail with products in home decor, apparel and stationery categories. Bleach is getting much stronger, with high ratings on Cartoon Network Adult Swim and strong sales in apparel and collectibles. Several new properties are planned in 2011 including video games on PSP, PS3, Xbox 360 and 3DS for Naruto Shippuden; a new video game partner on PS3 for Bleach; and new licensees for Naruto Shippuden, Bleach and Vampire Knight. Latin America and South America continue to be growth areas as Naruto has new licensees in Brazil, Argentina and Mexico and new properties like Bleach are being launched in the region. Top retail partners and licensees include Namco Bandai (video games): Walmart, Target, FYE, Best Buy, Game Stop and Toy 'R' Us; TOMY (video games): Walmart, Target, Best Buy, Game Stop Toy 'R' Us and FYE; Bandai America (CCG): Target and Hastings; Toynami (collectibles): Toy 'R' Us; Great Eastern (accessories): Hot Topic, FYE and Hastings.

87 CHURCH & DWIGHT

\$183M

TAMMY TALERICO-PAYNE, DIRECTOR OF LICENSING,
+1.609.279.7334; ANDREW TOPKINS, BRAND GENUITY,
+1.212.925.0730
WWW.ARMHAMMER.COM

The Arm & Hammer licensing program enjoyed another strong year in 2010 demonstrating the power of the 164 year old brand. This brand is now available in more aisles than many other brands and continues to delight consumers with its natural ability to deodorize, whiten and clean. Arm & Hammer boasts

innovative and market-leading licensees including Electrolux for vacuum bags and filters, Dutch Boy for re-fresh paint, Munchkin for diaper pails and nursery accessories, among many others. For 2011, the focus is on products that reinforce Arm & Hammer's equity in air care, floor care and pet care. The Arm & Hammer licensing program includes broad support at retail with key retail partners—Walmart, Target, Bed, Bath & Beyond and Petsmart—driving sales in 2010 and 2011.

88 THE WIGGLES

\$178M (PRIVATE)

MIKE CONWAY, MANAGING DIRECTOR, +61.02.9839.3300
WWW.THEWIGGLES.COM.AU

Key licensing properties include children's DVDs, CDs and merchandise. Key initiative is expanding global reach within broadcast and moving into Internet-based TV. Key retail partners are a mix of large department stores focusing on a grouped selection of Wiggles products and also supporting licensees via e-commerce site.

89 JIM SHORE DESIGNS

\$176M (PRIVATE)

JOANNE OLDS, AGENT; GERALD MASSIE, VP OF MARKETING,
+1.952.475.3013
WWW.JIMSHORE.COM

Key licensing initiatives that will drive growth in 2011 and beyond are rooted in existing successful partnerships along with strong new brand extensions launching this year. The successful partnership between Jim Shore and Enesco continues to grow, along with QVC and Disney co-branded product line. On deck for 2011 and into the future is a continuation of an extensive garden shop-within-a-shop at Lowe's. Additionally, lifestyle brand extensions into home decor, fashion (handbags and jewelry) and publishing will continue to drive growth. Key retail partnerships include Macy's, Lowe's, Hallmark, QVC, Dillard's, independent specialty retailers, Carlton, Disney theme parks and many international retailers.

90 THE SMILEY COMPANY

\$167M (PRIVATE)

NICOLAS LOUFRANI, CEO,
+44.0.20.7378.8231
WWW.SMILEYCOMPANY.COM



The Smiley Company

The brand continues to grow based on its unique strategy of creating collections and marketing campaigns for its partners in order to better control its image. The company is preparing for its 40th anniversary in 2012 with several new partnerships and DTR deals. Shop-in-shops in major department stores are being developed. Key retail partners include Etam, Hot Topic, splash, Cool Cat, Watsons, Gemo, River Island, Schiesser, Amazon, Bank, Yox and Pulp.

91 INVISTA TECHNOLOGIES

\$156M (PRIVATE)

MICHELLE ALFANDARI, PRESIDENT/CEO, MODA LICENSING,
+1.212.687.7640
WWW.INVISTA.COM

Coty, as the exclusive licensee for Lycra cosmetics, has co-branded Lycra collections with the Rimmel and Astor businesses globally. Despite difficult conditions at retail in 2010, the businesses have refreshed and re-launched collections to keep consumers and retailers engaged. Lycra make-up continues to be a significant and relevant product offering. Key initiatives include re-launch and expansion of the Rimmel business in China and Japan, development of new concepts and advancements for new products leveraging Lycra technology, adding new products/shade extensions, expanding retail distribution for nail, lip and mascara categories and new marketing campaigns and promotions to support in-store efforts. For Astor: New Volume Diva Mascara products, Pro Manicure collection for nail enamel and new Lycra Lacque Deluxe nail enamel shades. For Rimmel: introduction of new Pro Matte Top Coat, the first velvet matte finish top coat in the mass market and new collections of shades throughout the year for long-wearing Lycra Pro.

92 EASTMAN KODAK

\$155M

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

Kodak is the world's foremost imaging innovator and the most recognized imaging brand in the world. The company is committed to extending the reach of its brand through licensing opportunities in appropriate adjacent categories. Key Kodak licensing properties in 2010 included SD, MicroSD memory cards and USB jump drives, prescription ophthalmic eyeglass lenses, computer peripherals ranging from webcams, card readers to DVD's, personal photo scanners and photo holder products. Key retail partners include leading retailers in consumer electronics, office superstores, mass, food, drug and warehouse clubs. Kodak will continue to expand global territories of existing licensees and will pursue new licensee opportunities worldwide.

93 BIG TENT ENTERTAINMENT

\$152M (PRIVATE)

RICH COLLINS, CEO; RICH MARYYANEK, CMO, +1.212.604.0064
WWW.BIGTENT.TV

Domo continues its global onslaught with a new fashion initiative and new partners and programs worldwide. Discovery Kids continues to see double-digit growth year-on-year and new partners in toy, electronics and home are being introduced in 2011. With PixFusion, a global leader in personalized entertainment 2011 will see the continued expansion of technologies, consumer products and licensed partnerships. Big Tent's diverse portfolio was well represented across all classes of trade.



94

KAWASAKI

\$151M

GLEN KONKLE, CEO, EQUITY MANAGEMENT, +1.858.558.2500
WWW.KAWASAKI.COM

Kawasaki licensing continued to draw interest from manufacturers around the world in 2010 across the toy, sporting goods, die-cast and gaming software categories. Kawasaki toy and die-cast products enjoyed good momentum with the introduction of new products such as the Kawasaki KFX Ride-On that highlight the excitement, performance and innovation of the Kawasaki brand. Licensees have been focusing primarily on Kawasaki and Ninja Racing to meet the expectations of motorcycle enthusiasts of all ages. In 2011, sports bikes will remain a key focus but many new sales opportunities have been identified in additional vehicle segments and across traditional brand advancement product categories such as apparel and accessories, travel goods and outdoor recreational products. In addition, exciting new brand extension programs are in development across a variety of new categories. The new products developed through these opportunities will complement the existing programs and showcase the exciting Kawasaki equities of balanced performance, quality engineering, innovation and unrestrained fun.

95

MELITTA

\$150M

NATASHA MURAZEW, LMCA, +1.212.265.7474
WWW.MELITTA.COM

The focus on this licensing program has been oriented to the coffee experience and related products. The Melitta line of licensed coffee makers, consumer and commercial, have received industry recognition for innovation (including the first in-pod technology) and style. Licensed products have experienced strong distribution and market share gains in home/housewares and mass retail channels.

96

SUZY'S ZOO

\$150M (PRIVATE)

CATHY MALATESTA; BRYAN TAW; SONDR A CONTINO, LICENSING AGENTS, +1.323.201.2678
WWW.SUZY'SZOO.COM

Suzy's Zoo was created by award-winning artist Suzy Spafford in 1968 and consists of three character sets. Little Suzy's Zoo is the infant/toddler brand featuring the whimsical ducky Witzzy and his friends Boof, Lulla, Patches and other characters that were created in 1999, introduced into Plaza Style stores in Japan in 2005 and in 2010, had retail sales in Japan of \$110 million. Duckport is the original Suzy's Zoo character set and features Suzy Ducken and her friends Jack Quacker, Penelope O'Quinn, Corky Turtle and others. This brand is targeted for children ages 2-5 and includes books, coloring books and greeting cards which were sold in a variety of boutique locations as well as at Target, Dollar Tree and online in 2010. Wags and Whiskers was a greeting card and stationery line featuring dogs and cats that was created in 1998 and quickly became one of the best selling collections in Suzy's Zoo history. In 2010, Wags and Whiskers merchandise was available at boutique outlets as well online. An animation series is currently in negotiation in order to introduce a platform for visibility for the three character sets created by Spafford in all the major territories of the world. Further plans include securing retail partners in all the major markets worldwide—France, U.K., Germany, Italy, Spain, Australia and Canada. Multiple deals have recently been concluded and will drive growth in 2011. Dalmatian Press will develop a variety of books and coloring books for the Little Suzy's Zoo and Duckport character sets which are offered at Target, Dollar

Tree and other retail locations throughout the U.S. Fun Rugs will create rugs for the Little Suzy's Zoo and Wags and Whiskers character sets. University Games will develop board games, card games, travel games, electronic board games, colorforms and jigsaw puzzles for worldwide distribution. Brecrest will create babywear and children's wear to be distributed throughout the U.K. and Europe. Suncrest will create nursery bedding and accessories, preschool toys, car and travel items. Blue Sky Publishing will develop books for distribution in the U.K.

97

WEIL LIFESTYLE

\$150M (PRIVATE)

DAVID STOUP, CEO; ROSS MISHER, BRAND CENTRAL,
+1.602.432.3252
WWW.DRWEIL.COM

Dr. Weil is a world-renowned leader and pioneer in the field of integrative medicine. The mission of Weil Lifestyle is to provide consumers with a range of best-in-class products and services to enhance their health and well-being and help them live a lifestyle guided by the philosophy of integrative medicine. Dr. Weil donates all after-tax profits from royalties from sales of Weil Lifestyle products directly to the Weil Foundation. In addition to strong current licensees, Weil Lifestyle continues to drive growth in 2011 and beyond with new licensing initiatives. The successful launch of Weil Integrative Footwear, with its groundbreaking design and Aided Motion System (AMS), combines innovative and clinically proven technologies to help consumers walk in comfort. In addition, Weil by Vita Foods is a premier line of herring and smoked salmon. Weil Lifestyle programs during 2010 includes Weil Nutritional Supplements, a premium line of vitamins, minerals, herbs and condition specific formulas; Dr. Andrew Weil for Origins, a line of both topical and ingestible personal and skin care products; Ito En Shot, ready-to-drink, unsweetened green tea shot products licensed by the Japan's largest green tea purveyor; Lucini Italia Organics, a 100 percent organic premium line certified to both Europe and U.S. standards grown on Italian estates dedicated to sustainable farming; Weil for Vital Choice offers sustainably harvested wild Alaskan salmon and other natural and organic foods; Weil Baby features safe, sustainable baby feeding systems; Weil by Vita Foods, a premier line of herring and smoked salmon; and Orthaheel technology is incorporated into footwear.

98

WINCHESTER

\$150M

VICKI BEDNAR, MANAGER, LICENSED PRODUCTS,
+1.618.258.2365

The program consists of more than 28 licensees operating in five umbrella areas: shooting products, security products, outdoor recreation, Western apparel and miscellaneous. Business growth is being driven by new category additions, including lifestyle, international expansion and improved licensee coordination.

99

NISSAN

\$145M

GLEN KONKLE, CEO, EQUITY MANAGEMENT, +1.858.558.2500
WWW.NISSANUSA.COM

There were several vehicles released in 2010 that furthered Nissan's growing influence in the auto industry and created a significant amount of interest from a licensing perspective. The first zero-emission, 100 percent electric Nissan Leaf was released to the mass market in December 2010 and was

awarded the European Car of the year trophy in 2011 and Popular Mechanics' Top Products of 2010. The powerful and popular Nissan GT-R was upgraded adding significant horsepower and design modifications. The 2010 Nissan Juke, a crossover SUV, has garnered much attention not only for its turbo charged engine and unique design but also for its successful marketing efforts with Sports Illustrated and viral videos. The positive interest and consumer awareness that has been generated by these vehicles will continue to be leveraged in multiple categories including die-cast, radio control, video games and lifestyle. Also, automotive accessories has been targeted as a category of significant growth potential in 2011.

100 SABAN BRANDS

\$145M (PRIVATE—AN AFFILIATE OF SABAN CAPITAL GROUP)
ELIE DEKEL, PRESIDENT; KIRK BLOOMGARDEN, SVP
OF INTERNATIONAL LICENSING; NINA LEONG, SVP OF
LICENSING; MARY RAFFERTY, VP OF LICENSING, TOYS AND
HARD LINES, +1.310.557.5230
WWW.SABANBRANDS.COM

Saban Brands was formed in May 2010. Within its first year in business, the company assembled a world-class management team and acquired two global brands—Power Rangers and Paul Frank. The company developed and produced more than 20 all-new episodes of Power Rangers Samurai, which launched on Nickelodeon in February 2011. Today, Power Rangers Samurai is the highest rated kids-action series in the U.S. and is poised for launch throughout the world in 2011-12. Power Rangers toys have been in high demand since launch, while other licensed products will enter the market throughout 2011-12. Power Rangers Samurai will grow throughout 2011, fueled by high-impact promotion, live appearances, interactive applications and the continued support of Nickelodeon and NickToons. The Paul Frank brand continues to grow both in leading retailers like Target, as well as specialty stores and online, while maintaining a unique dual-gender and multi-generational popularity. Future plans for Paul Frank include television content, digital and interactive media, broader line extensions and co-branded promotions.



101 FOOD NETWORK

\$140M
SERGEI KUHARSKY, GENERAL MANAGER, SCRIPPS
ENTERPRISES, +1.646.336.3784

Food Network programming is aired in 100 million homes in the U.S., viewed online by 15-20 million unique visitors each month and downloaded on more than 1 million mobile devices. Through licensing, Food Network is bringing the power and joy of food to its fans on other platforms via numerous brand extensions. Sold exclusively at Kohl's are more than 1,000 Food Network-branded housewares products, which are developed with the expertise of the culinary staff in Food Network kitchens. Food Network Magazine (a partnership with Hearst) is the No. 1 magazine on newsstands in the epicurean category. Food Network publishing was behind three New York Times best-selling books in 2010, including Bobby Flay's Throwdown!, Alton Brown's Good

Eats 2: The Middle Years and Giada at Home. Food Network has partnered with Delaware North Companies to create food offerings at sporting arenas and stadiums across the country. In 2010,



premium in-suite dining menus and stand-alone concessions were introduced in 20 basketball, baseball, football and hockey venues. Food Network Travel was also created and took off in 2010, when it sailed the Caribbean with Cat Cora and Aaron Sanchez. Food Network introduced two 2011 calendars: a weekly wall calendar and a box calendar. Additionally, Food Network developed recipe management software filled with over 1,000 recipes and tools to make meal-planning an enjoyable experience. Food Network partnered with Wente Vineyards to create a collection of wines called Entwine, which will hit shelves in late summer. Food Network Travel continues in 2011 and chef Anne Burrell will cruise the Mediterranean. Food Network Travel hosted fans at the Food Network South Beach Wine and Food Festival at insider events and parties in February 2011. In 2012, Food Network will introduce land-based tours in Italy and France. Food Network will continue to leverage its book program, with new publications from Alton Brown, Anne Burrell, Guy Fieri, The Neelys and Marcela Valladolid. Food Network Magazine introduced its first book in March 2011 with Great Easy Meals. Food Network's foodservice initiatives will continue in 2011 with expansion to additional sports arenas and parks and it will extend to general admission areas in several sports arenas. A 2012 box calendar is in development with Chronicle Books, to be sold exclusively at Kohl's. Food Network will continue to sponsor wine and food festivals such as the South Beach, New York and Atlantic City festivals. Food Network is also developing a potential line of branded food items at grocery.

102 LAMBORGHINI

\$135M
MARIA LUCIA LAZZARINI, MANAGER OF LICENSING,
+39.051.681.7655
WWW.LAMBORGHINI.COM

Key growth areas include fashion, video games, models and accessories. Several new markets in Far East and South America are being developed. Retail partners include flagship stores worldwide.

103 V&A ENTERPRISES

\$117M (PRIVATE)
LAUREN SIZELAND, DIRECTOR OF LICENSING AND BUSINESS
DEVELOPMENT, +44.0.20.7942.2981
WWW.VANDALICENSING.COM



The V&A textiles and wallpaper archives have proved to provide the most extensive design inspiration. Range extensions and exclusives on tableware and interior products, particularly bed linen and expansion into new territories, are in its infancy and will provide growth over the coming months. Key retail partners include John Lewis, M&S, Waitrose and Sainsbury particularly in home products.

104

ASPCA

\$115M (PRIVATE)
 ELYSIA HOWARD, VP MARKETING AND LICENSING,
 +1.917.589.9876
 WWW.ASPCA.ORG

Key properties are ASPCA Collection and ASPCA Pet Health Insurance. Key initiatives include expansion of the licensing program at Walmart and other retail channels and the launch of ASPCA Kids. Walmart-ASPCA Collection, comprehensive pet program, including containment items and marketing initiatives such as participation in mailers, Supplier Fair and The Pet Care Fair. Lowe's-ASPCA Collection, containment items and marketing initiatives such as in-store Build and Grow Clinics. Ross Stores-ASPCA Collection, pet bedding, bowls, toys and grooming. Total retail doors exceed 15,000.

105

ARMORED AUTOGROUP

\$112M (PRIVATE)
 RAMEZ TOUBASSY, PRESIDENT/CEO, BRAND SENSE
 PARTNERS, +1.310.867.7222
 WWW.ARMORED AUTOGROUP.COM

Driven by increased sales and marketing efforts across the STP and Armor All brands, the number of licensed product categories available to consumers grew in 2010 to include auto cleaning tools and accessories, wiper blades, auto vacuums, antifreeze/coolant, fuel additives, oil, oil filters, air filters and commercial car wash solutions, as well as complete line of automotive paint, body and restoration equipment. As more licensed products become available to consumers at a retail level, the brands continue to leverage national advertising campaigns (including NASCAR, NHRA and WoO racing sponsorships) to promote the licensed products and drive consumer awareness. Additionally, STP-licensed apparel, which capitalizes on STP's racing heritage, continued its strong retail presence in 2010 at retailers such as Walmart, Target, Kmart, AutoZone, Canadian Tire, specialty retailers and many other regional stores throughout the U.S.

106

BEAM BRANDS

\$102M
 ANGELA FARRUGIA, GROUP MANAGING DIRECTOR, THE
 LICENSING COMPANY, +1.212.413.0880
 WWW.THELICENSINGCOMPANY.COM

Key brands include Jim Beam, Sauza, Red Stag, Maker's Mark and Courvoisier trading in the U.S., Australia and Europe. Various food and beverage, lifestyle and tailgating partners have signed and launched in the U.S. and worldwide. In 2010, the Beam Brands licensing program expanded its apparel partnerships, and new licenses include a line of men's and women's Jim Beam tees, fleece and thermals sold exclusively at Old Navy stores and a line of Beam nostalgic brand t-shirts. Jim Beam also introduced a co-branded line of beef jerky and steak strips, gained online placement at Target and Sam's Club with a line of new outdoor/tailgating items and increased placement at Costco and Wegman's with Jim Beam hams and turkey. Sauza sauces and marinades launched in 2010 including a line of gift sets found at Gordman's and Christmas Tree Shops. Maker's Mark Lounges in Kentucky, Missouri and Indiana provide the ultimate dining experience. Serving a selection of more than 50 world-famous whiskies, the beautifully designed lounges create a memorable dining experience. Beam brands key retail partners include Walmart, Target, Kroger, Menard's, TJ Maxx and Costco.

107

LAZYTOWN ENTERTAINMENT

\$100M (PRIVATE)
 GUDMUNDAR MAGNASON, MANAGING DIRECTOR,
 INTERNATIONAL, +1.354.590.1700
 WWW.LAZYTOWN.COM

The LazyTown brand continued to grow strongly in 2011 and extended its reach in TV and merchandising. On air in over 128 countries, the LazyTown television show is in over 500 million homes worldwide. To take advantage of the huge TV success, LazyTown Entertainment recruited a number of new agents to develop licensing programs for LazyTown and build the brand in their territories. This has resulted in new licensees being signed up and excellent retail support. LazyTown is the only brand dedicated to children's health and 2011 sees a strengthening of health-based initiatives. The launch of the LazyTown Sports Club in late 2009 gained instant interest and this is set to grow strongly in 2011 on an international level. Its recent signing with PBS Sprout in the U.S. will see LazyTown broadcast on Sprout, NBC and Telemundo. This, combined with Sports Candy program in conjunction with the USDA, will mean LazyTown is reaching more American school children than ever before. In the U.K., the LazyTown alliance with the Department of Health will see the LazyTown brand reach most children aged 3-6 years. In addition, an alliance with Michelle Obama's Let's Move campaign reinforces LazyTown's efforts with governments throughout the world to reduce childhood obesity.

108

MAGIC BOX AND PPI WORLDWIDE

\$93M (PRIVATE)
 ROB CORNEY, MANAGING DIRECTOR, BULLDOG LICENSING,
 +44.0.20.8325.5455
 WWW.GOGOSCRAZYBONES.COM

Gogo's Crazy Bones benefits from extremely high levels of marketing support and this will continue throughout 2011 with increased investment in new territories such as the U.S., Asia and France. Having been part of some of the most successful retail promotions in Europe, the brand will once again benefit from very high profile in-store activity with some of the biggest retailers in the world. New product lines will be launching in all major territories ranging from new publishing lines, which build on the market-leading success of the Eaglemoss partwork through to new territory launches for the top-selling Top Trumps product. Several new initiatives will be announced throughout the year including new loyalty programs and product launches. In the U.K., Tesco was the biggest retail partner for Gogo's and the brand was one of its top sellers throughout the year. Major promotions with C1000 stores in Holland and with Carrefour in Belgium saw collectable product used in a loyalty program. Other promotions have run with retailers including the Casino Group subsidiary Exito in Columbia, Shufersal in Israel and Real, part of the Metro Group, in Poland. Other major retailers include Opencor in Spain, Pick and Pay in South Africa and Kmart in Australia and New Zealand.

109

AARDMAN ANIMATIONS

\$90M (PRIVATE)
 SEAN CLARKE, HEAD OF AARDMAN RIGHTS, +44.0.117.984.8485
 WWW.AARDMAN.COM

Key franchises include Timmy Time, Shaun the Sheep, Wallace & Gromit, Animals and Bloodhound. Aardman will continue to focus on creation of

Sponsored by



impactful promotions to support all its brands in each territory and continue to invest in new design and product development. In 2010, the company announced that it would manage licensing for the Bloodhound SSC Project, which is aiming to break the current land speed record in 2012, and has gained U.K. merchandise rights for Canimals, a co-production with the Korean studio Voozclub. The exhibitions and live events portfolio continues to grow, with many new events in development and production over the next two years. Key retail partners for Wallace & Gromit include Marks & Spencer, which developed a Father's Day campaign, and Sainsbury's gift promotion. For Timmy Time, a free satchel campaign was created with Toys 'R' Us as well as price promotions with Tesco and Argos.

110 HAMILTON BEACH BRANDS

\$88M (PRIVATE)
RAMEZ TOUBASSY, PRESIDENT/CEO, BRAND SENSE PARTNERS, +1.310.867.7222
WWW.HAMILTONBEACH.COM

For more than 100 years, Hamilton Beach Brands has continued to introduce new and innovative products that bring Good Thinking into consumer's households under the Hamilton Beach and Proctor Silex brands. Hamilton Beach's thriving licensing program includes numerous categories such as cookware, kitchen tools and gadgets and microwave ovens, as well as the most recent addition of compact refrigerators, wine refrigerators and vacuums. The Hamilton Beach and Proctor Silex line of branded products have a broad retail footprint with outlets ranging from mass retailers (Walmart, Kmart and Target), department stores (Kohl's), specialty retailers (Ace Hardware), drug stores (CVS) and online (amazon.com), as well as regional stores throughout the U.S.

111 BLACK FLAG

\$80M
ALAN KRAVETZ, EVP, LMCA, +1.212.265.7474
WWW.BLACKFLAG.COM

The Black Flag pest control brand extended into high-tech bug zappers and, as a co-brand, extended into landscape lighting and caulks and sealants. Distribution is focused on North American mass and hardware channels where products have experienced market share gains.

112 DISSERO BRANDS

\$75M (PRIVATE)
DAVID TODD, CEO, +1.649.309.6363
WWW.DISSEROBRANDS.COM

Dissero's evergreen brand Rachael Hale—the world's most lovable animals—will continue to grow in 2011 with the addition of new product categories and the continued growth with existing licensees around the world. The Rachael Hale brand is available in a wide range of retailers in over 60 countries.



113 ROTO-ROOTER

\$75M
ALLAN FELDMAN, CEO, LMCA, +1.212.265.7474
WWW.ROTOROOTER.COM

The program has continued to evolve slowly and cautiously. Focused as an extension to Roto-Rooter's nationwide plumbing service, the primary license is for a retail line of chemical drain cleaners, which are positioned as a precursor to a service call. Distribution encompasses supermarket, mass and hardware channels.

114 WPT ENTERPRISES

\$75M (PRIVATE)
HALEY JONES, MARKETING, +1.323.330.9900; ANDREW TOPKINS, BRANDGENUITY, +1.212.925.0730
WWW.WORLDPOKERTOUR.COM

The World Poker Tour licensing program enjoyed another strong year in 2010 thanks to several of its long-term partners including Hands-On Entertainment for mobile and Facebook games, MDI for lottery tickets, USPC for poker cards and accessories, WPT Bootcamp and WPT Amateur Poker League among others. Key initiatives for 2011 include the launch of the newest mobile and Facebook game, WPT Hold'em Showdown; expansion of the lottery program and building out the licensing program in key international markets, especially Europe. Key retail partners in 2010 were those that supported mobile and social media games including Facebook, AT&T, Verizon Wireless and Apple. These media companies will continue to be key retailers in 2011.

115 SHABBY CHIC

\$72M (PRIVATE)
RAMEZ TOUBASSY, CEO, SHABBY CHIC BRANDS, +1.310.867.7222
WWW.SHABBYCHIC.COM

Founded in 1989 by designer Rachel Ashwell, the Shabby Chic brand blends English elegance with California casual to help consumers enjoy beautiful, comfortable and practical living. In order to make the brand more accessible to customers nationwide, the brand established a direct-to-retail relationship with Target in 2004 to launch Simply Shabby Chic for Target. Today, this program continues to thrive, with over 200 sku's of product spanning across multiple product categories in home, making it one of Target's longest designer collaborations. In 2009, the brand launched the Shabby Chic furniture collection through licensed partnerships, which has since been placed in over 150 better furniture retailers in the U.S. In January, Shabby Chic launched a licensed stationery collection at Michaels stores across the U.S. and Canada, using the brand's signature prints and introducing a new category for Shabby Chic under the Treasures by Shabby Chic sub-brand.

116 LA-Z-BOY

\$68.5M
GLEN KONKLE, CEO, EQUITY MANAGEMENT, +1.858.558.2500
WWW.LA-Z-BOY.COM

The La-Z-Boy licensing program continued to develop and grow in 2010 as exciting new initiatives and increased distribution drove licensed retail sales. It

capitalized on La-Z-Boy's ownership of the powerful equity of comfort, quality and great value. Licensed product sales in the outdoor casual furniture category generated strong additional placement and revenues within a variety of big box retailers and specialty stores. The La-Z-Boy outdoor initiatives were further enhanced by the successful launch of the Premier and Signature Spa Collections. Within the home, the Home Office Seating program enjoyed a positive launch and the introduction of La-Z-Boy Big Comfort domestic pillows and bedding further built upon La-Z-Boy's reputation for comfort and quality. In 2011, the existing La-Z-Boy licensed programs will continue to build distribution and placement leveraging its new marketing platform—Live Life Comfortably—to develop new consumer product categories for the home and patio.

117 PERFETTI VAN MELLE (CHUPA CHUPS)

\$65.7M (PRIVATE)
CHRISTINE COOL, SENIOR BRAND MANGER, LICENSING,
+34.93.773.9200
WWW.CHUPACHUPSUNIVERSE.COM

Chupa Chups, the world famous lollipop brand with its logo designed by Salvador Dali, builds a fun and colorful lifestyle program for teens and tweens based on a sweet graphic universe and capitalizing on its 53 year heritage. The brand continues its expansion mainly into Asia and Europe, appointing agents in key markets such as France, the U.K., Hong Kong and Korea. Focus is also on international retailers of young fashion. Chupa Chups now develops an original concept called Choose your Flavour, transferring its characteristic lollipop colors and aroma to fun product ranges. The brand goes trendy in its fashion projects with big retailers such as Sephora, Pull & Bear (Zara Group), Uniqlo and PimKie, launching pop and retro nostalgic designs.

118 LUDORUM

\$63M
MAUREEN TAXTER, SVP U.S. CONSUMER PRODUCTS,
+1.212.972.7210; JULIAN DAY, VP, U.K. CONSUMER PRODUCTS,
+44.208.246.4013
WWW.LUDORUM.COM; WWW.CHUGGINGTON.COM

In its third year, global entertainment company Ludorum is quickly making its mark in the consumer products space with its first property, Chuggington. Already showing the signs of becoming a major hit, the CGI-animated series is the No. 1 preschool show in the U.K., Australia and Germany. It is growing quickly in the 175 markets where it airs, including in the U.S. on the Disney Junior programming block. In 2010, Ludorum continued to add to its already robust international licensing program, while it built a solid portfolio domestically. The company currently has 210 consumer products and home entertainment partners in place worldwide. In the U.K., retail support for Chuggington was widespread and included a colorful window display at Hamley's, London's premier toy store, for two months in summer 2010. RC2's Learning Curve successfully launched the master toy program for Chuggington this spring. The company sold more than 8 million collectible die-cast engines worldwide. In the U.S., the Chuggington consumer product program debuted in fall 2010 with a major exclusive launch at Toys 'R' Us. The die-cast railway, books, puzzles and games were supported in store with feature space, promotions and a national Chuggington Play Date event at all 600 TRU stores. In 2011, U.K. licensing initiatives include in-store promotions

in the fall at Toys 'R' Us stores as well as a full-page feature in the Argos book and catalog. The Learning Curve toy range is also set to launch in Japan. In the U.S., Chuggington momentum continues to grow with the debut of 13 new episodes on Disney Junior as well as a dedicated interactive website and social media presence. New products from Chuggington's 25 top tier licensees—Scholastic, Anchor Bay, I Can Do That! Games, Hallmark and Crayola—as they roll out to a broad range of specialty, mid-tier and mass retailers such as Target and Walmart. Ludorum will also launch its soft goods program in 2011. Most recently, Learning Curve launched its new wooden Chuggington railway at specialty stores nationwide. New apps for iPad are also launching later this year.

119 MACK TRUCKS

\$60M
ALAN KRAVETZ, EVP, LMCA, +1.212.265.7474
WWW.MACKTRUCKS.COM

The company is implementing domestic and global initiatives in consumer, commercial and B2B categories. New initiatives include an expansive work and casual apparel line for adults. Additional lifestyle categories and hard goods, such as power tools and automotive, are being targeted.

120 MOONSCOOP

\$59M (PRIVATE)
CYNTHIA MONEY, PRESIDENT, WORLDWIDE MARKETING AND
CONSUMER PRODUCTS, +1.818.999.0062
WWW.MOONSCOOP.COM

Moonscoop built upon the previous year's success with the launch at retail of new toy lines from Mattel for Wild Grinders, Playmates for Hero: 108 and Simba-Dickie for Code Lyoko in Spain. Code Lyoko was a major driver this year particularly in Spain where it exceeded all expectations with additional product launches from over 30 licensees. Key initiatives for 2011 include: Hero: 108 season 2; expansion of Code Lyoko licensing program; Chloe's Closet with Bandai as worldwide toy partner with product launch slated for 2012; plus Wild Grinders, Tara Duncan and Dive Olly Dive. In addition, Moonscoop will be looking for new licensees for key properties, building on existing partnerships such as master toy deals for Chloe's Closet, Hero: 108 and Code Lyoko, which are already on air and attracting high viewership. The company is also seeking new partners for Tara Duncan and Dive Olly Dive. For 2011, major initiatives include the launch of Hero: 108 season two and expanding the licensing program with key partners; building the preschool series Chloe's Closet licensing program domestically and internationally, which launched in the U.S. on Sprout in summer 2010; building the Wild Grinders program in the U.S.; and expanding on the success of Code Lyoko in Europe.

121 JCB

\$51M (PRIVATE)
JOHN ATKINSON, GLOBAL BUSINESS DEVELOPMENT
DIRECTOR, +44.018.8959.3499
WWW.JCB.COM

JCB is a corporate brand license program which now embraces a number of broad product categories including home improvement/DIY, footwear, work wear, trade and kids. In the home improvement category, a major new deal was struck and

product launched in U.K. DIY retailer B&Q. The range consists of hand and power tools. 2010 also saw major launches of batteries, work wear and footwear. A new range of JCB Toughphones was launched, including the world's first floating phone. In the kids sector, 28 licensees now cover a variety of product categories from toys and apparel to homeware and home entertainment. The kids range covers both preschool and boys demographics. Expect significant expansions in the DIY area, backed by TV advertising and centering on garden power and outdoor tools. The company plans further international distribution of JCB Toughphone range and new international licensees for footwear in the Middle East and India. In the trade category, Camwatch will further roll out a significant program of security CCTV systems in the U.K. and Ireland. In the kids sector, further growth is expected for JCB toys (already a top 20 licensed property in the U.K., according to NPD) and a broadening of other categories including children's apps. 2010 saw the arrival of B&Q as a key DTR partner for JCB in the DIY sector. JCB continued to work closely with other key U.K. retailers including Argos, Asda, Boots and Tesco.

122 SCHOLASTIC MEDIA

\$50M

LESLYE SCHAEFER, SVP, MARKETING AND CONSUMER PRODUCTS, +1.212.389.3900
WWW.SCHOLASTIC.COM

2010 was a successful year for Scholastic Media with the launch of two new I Spy interactive products for Wii and Nintendo DS and with new I Spy games and puzzles from Briarpatch, which was granted rights for worldwide distribution. Clifford saw the integration of corporate sponsor American Family Insurance for its multi year Be Big program as well as a new Valentine's Day release from Lions Gate Home Entertainment. The 39 Clues was on cereal boxes nationwide via two branded promotions from Post Cereal. WordGirl saw the launch of home video with two new releases from Paramount. 2011 marks the 20th anniversary of I Spy and the brand will see new releases across publishing, interactive games and fruit snacks. Later this Fall, the Magic School Bus will celebrate its 25th anniversary with the brands first console game for Nintendo DS, the launch of a live show from Mills Entertainment and new releases from The Young Scientists Club. In 2012, Clifford will celebrate 50 years with Scholastic recently inking some new partners including HP, Russ Berrie, The Canadian Group, Kids Toyz, Zoobies, Twisterz, Ranir, Trends International and Hero Nutritionals, all of whom will have product on at retail this year. In addition to releases from Lions Gate Home Entertainment, Clifford the Big Red Dog: A Big Family Musical from Mills Entertainment will launch in 2012. Scholastic and Little Scholastic branded products from Kids Station Toys, Kidz Toyz, Danara and Green Hill will hit stores this year as will new DVD releases from the Scholastic Storybook Treasures line from New Video. WordGirl will see branded comic books from Kaboom Studios, games and puzzles from Briarpatch and educational toys from Twisterz. Goosebumps will offer new releases from Fox Home Entertainment and apparel from Fortune Fashions and SGI Apparel. The 39 Clues will hit Taco Bell restaurants with a branded promotion this summer.

123 CHAPMAN ENTERTAINMENT

\$45M (PRIVATE)

VAL FRY, DIRECTOR OF LICENSING; NATASHA DYSON, HEAD OF LICENSING, +44.0.87.0403.0556
WWW.CHAPMANENTERTAINMENT.CO.UK

Fifi and the Flowertots and Roary the Racing Car were the two brands at retail for Chapman Entertainment in 2010. The launch of new preschool brand Little

Charley Bear will drive retail sales in 2011. Sales of Fifi and the Flowertots and Roary the Racing Car will continue to flow and there will be a further drive in 2012 with the release of preschool brand Raa Raa the Noisy Lion. Key retailer partners for both Fifi and the Flowertots and Roary the Racing Car were ASDA, Argos, Amazon, Tesco, Sainsbury and Toys 'R' Us.

124 MARK BURNETT PRODUCTIONS

\$35M (PRIVATE)

AMANDA HARRELL, MARK BURNETT, +1.310.903.5661;
ROSS MISHNER, PRESIDENT, BRAND CENTRAL GROUP,
+1.310.268.1231

The top-rated television game show series Are You Smarter Than A 5th Grader?'s popularity continued in 2010 with the syndicated version of the show airing five days a week around the U.S. The show has built a full line of merchandise in several categories including gaming, publishing and digital and is carried at major retailers. In 2010, additions to its existing licenses included a series of invisible ink quiz books by Lee Publications and a board game by Patch Products. THQ also launched new titles for Nintendo Wii and DS. Key retail partners include Walmart, Target, Kmart, Toys 'R' Us, JCPenney, Walgreens, Barnes & Noble, Costco, Sam's Club and Best Buy. The production company has several new shows premiering in 2011, including Expedition Impossible airing on ABC.

125 U.S. ARMY

\$30M

JASEN WRIGHT, DIRECTOR, BRAND MANAGEMENT,
BEANSTALK, +1.212.303.1171
WWW.DEFENSE.GOV/TRADEMARKS; WWW.GOARMY.COM;
WWW.BEANSTALK.COM

The U.S. Army licensing program leverages the brand's values of pride, performance and personal development to build positive brand awareness and create multiple touch points for Americans to show support for the U.S. Army. The program consists of 86 licensees across categories including apparel, footwear, personal accessories, paintball, sporting goods, camping equipment, consumer electronics, cutlery, health and beauty and toys. U.S. Army licensed products are available at major retailers across the U.S. including Walmart, Target, Toys 'R' Us, Dick's Sporting Goods, The Sports Authority and Modell's, among others. Several key programs drove growth this year. For Veteran's Day, Gillette (Procter & Gamble) partnered with the four branches of the U.S. military to create officially licensed versions of its newest razor, the Fusion ProGlide, that were distributed nationwide through Walmart and globally through military exchanges and commissaries. Tippmann Sports' U.S. Army paintball program has become one of the best-selling product ranges in the paintball market and the second most widely carried brand in the industry, available at Walmart and all major sporting goods retailers. Additional U.S. Army program successes in 2010 include Fortune Fashions' vintage t-shirt program at Target, Cobra's new line of two-way radios at Toys 'R' Us and U.S. Army branded knives, axes and pens by Taylor Brands sold in sporting goods and specialty stores. Several new product launches will drive growth in 2011 and beyond, including a line of fashion apparel with Authentic Apparel, sports watches by Caliber Watch, U.S. Army Crocs footwear, a digital Camo fishing reel by Ardent Outdoors, holiday ornaments by Kurt Adler, RC helicopters by EB Excalibur, and scrapbooks and accessories by Wilton Brands.

Top 30 Global Licensing Agents

Rank	Agency	Retail Sales*	Key Clients/Brands
1	IMG	\$7.1B	Collegiate Licensing, Wimbledon, PGA Tour, Ryder Cup, Arnold Palmer
2	Equity Management	\$5.3B	Nissan, Goodyear, La-Z-Boy, Kawasaki
3	LMCA	\$5.1B	Agfa, Black Flag, Frigidaire, Mack Trucks, Melitta, Roto-Rooter
4	The Licensing Company	\$3B	Jeep, Mercedes, Coca-Cola, Jelly Belly, Welch's, Jim Beam, Lysol, WWF
5	The Beanstalk Group	\$2.3B	HGTV, AT&T, Stanley Black & Decker, Jack Daniel's, U.S. Army
6	Global Icons	\$1.8B	Bennigan's, Chuck E. Cheese's, Duraflame, Crock Pot, Ford
7	The Joester Loria Group	\$1.8B	Discovery Channel, Animal Planet, Pepsi, Entenmann's, Baby Genius
8	CPLG	\$1.6B	Strawberry Shortcake, Caillou, Peanuts, Simpsons, Hello Kitty, WWE, Sesame
9	Exim	\$1.6B	Nickelodeon, Thomas, Peanuts, Strawberry Shortcake, Universal Studios
10	Brand Central Group	\$1.3B	Silly Bandz, Kellogg, Dr.Pepper Snapple, Jarden, Dr. Weil, Beef O'Brady's
11	Brand Sense Partners	\$1.3B	Dodge, Hamilton Beach, Armor AutoGroup, Shabby Chic
12	Redibra	\$1.1B	Ben 10, Bakugan, Simpsons, Avatar, Glee, Coca-Cola, Sesame
13	Tycoon	\$915M**	4Kids, Hit, Marvel, Sesame, Fox, WWE
14	Plus Licens	\$900M	Hello Kitty, Star Wars, Peanuts, Sesame Street, My Little Pony
15	IMC Licensing	\$800M	TerraCycle, Glade, Scrubbing Bubbles, Dole, Valvoline, Borghese
16	MODA Licensing	\$575M	Joe DiMaggio, Invista, Bushnell, Unicef, Henry Ford, Audiovox
17	Brand Licensing Team	\$510M	Coca-Cola, Fender, Chick-fil-A, Boys & Girls Clubs, Morris Animal Foundation
18	Bradford Licensing	\$400M (E)	Pepsi, 7-Up, Pez, Denise Richards, Happy House
19	Brandgenuity	\$400M	Food Network, MGM, Pabst, Harlequin, World Poker Tour, Church & Dwight
20	Bravado	\$400M (E)	Michael Jackson, Rolling Stones, Justin Bieber
21	CKX	\$350M (E)	Elvis Presley, Muhammad Ali
22	Creative Artists Agency	\$350M	Sundance, Shuan White, Tony Hawk, Alyssa Milano
23	4Kids Entertainment	\$350M	Yu-Gi-Oh!, American Kennel Club
24	Kidz Entertainment	\$330M	Lego, Ice Age, Simpsons, Avatar, Smurfs, Hit Properties
25	Broad Street Licensing	\$292M	Burger King, O'Charley's, Rich Foods, Culinary Institute
26	European Licensing Company	\$260M	Looney Tunes, Harry Potter, Batman, DC Comics, Scooby Doo, Ben10
27	Nancy Bailey & Associates	\$260M	Mr. Clean, Scope, Febreze, Cover Girl, Tide, Crayola, Coppertone, Pennzoil
28	Lisans	\$200M	Looney Tunes, DC Comics, Ben 10, Bakugan
29	Biplano	\$150M	SpongeBob, Dora, Star Wars, Betty Boop, Shrek, Penguins
30	Live Nation Merchandise	\$100M (E)	Beatles, Kiss, Led Zeppelin, Motley Crew, Ozzy Osbourne, Sting

*Note: Retail sales are based on licensed merchandise worldwide for the brands each respective agency represents. Each licensing agency submitted sales figures unless otherwise noted. Only some major clients/brands/properties are listed.

**Does not include Brazil, Argentina, Bolivia, Uruguay or Paraguay.



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via Brece 60025 Loreto (AN) Italy Tel. +39 071 75067500 www.rbw.it licensingdept@rbw.it