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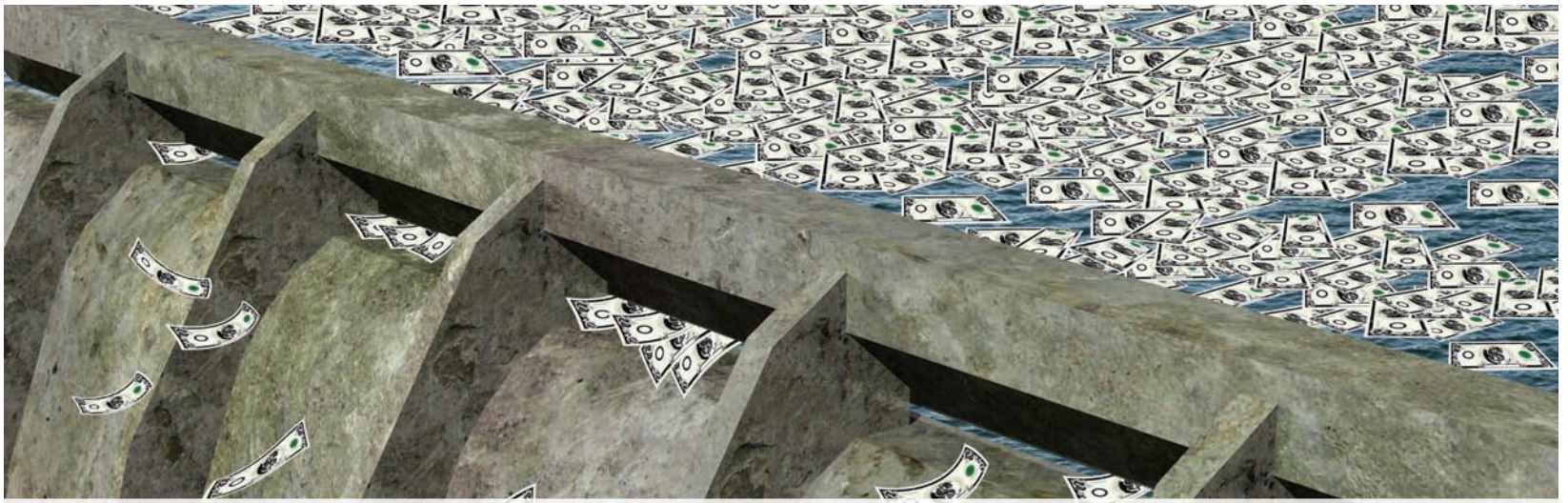
# TOP 125

## GLOBAL LICENSORS

This exclusive report ranks the world's largest licensors. The 2012 report boasts the addition of 20 new licensors, reinforcing the widespread growth of brand extensions, and represents more than \$192 billion in retail sales.

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# TOP 125 GLOBAL LICENSORS

This exclusive report ranks the world's largest licensors. The 2012 report boasts the addition of 20 new licensors, reinforcing the widespread growth of brand extensions, and represents more than \$192 billion in global retail sales.

By Tony Lisanti

The Top 125 Global Licensors, the exclusive annual retail sales ranking of the world's largest owners of intellectual property from *License! Global*, boasts the addition of 20 new licensors and reinforces the widespread popularity and growth of brand extensions across a multitude of sectors and retail channels.

Included on the list for the first time are billion-dollar licensors Procter & Gamble, Weight Watchers, the National Hockey League and U.S. Polo Assn.; entertainment licensors Disney ABC Television Group, Toei Animation, Shine 360°, Studio 100, C3 Entertainment, ESPN, Mind Candy, HGTV and DHX Wildbrain; CPG companies PepsiCo, Reynolds, Anheuser-Busch and Jelly Belly; plus Art Impressions, MHS Licensing and RAC, the U.K.'s auto organization.

These licensors represent dozens of properties, whether classic TV shows or new apps, that have grown significantly over the past few years. They also represent an additional \$10.5 billion in retail sales of licensed products worldwide to the Top 125 report, which is well on its way to becoming the prestigious Top 150 Global Licensors list, a milestone that *License! Global* expects to reach in 2013 as new properties continue to grow and expand licensing initiatives worldwide.

The Top 125 Global Licensors accounted for more than \$192 billion in retail sales of licensed products worldwide in 2011. An impressive 50 global licensors reported retail sales of \$1 billion or more.

Conversely, several notable licensors are no longer on the list for various reasons this year, but their respective properties are still viable in the marketplace and represent more than \$4 billion in additional retail sales. They include:

- HIT Entertainment, which was acquired by Mattel last October;
- Ford Motor Company, which reported \$1.4 billion in retail sales in 2010;
- Chorion, which sold its properties Olivia, Mr. Men, Noddy, Beatrix Potter and The World of Eric Carle;
- The Sharper Image, which was acquired by Iconix Brand Group; and
- Summit Entertainment, holders of the Twilight franchise, which was acquired by Lionsgate Entertainment and is now home to The Hunger Games franchise.

One significant change to the Top 125 is with Disney Consumer Products, which now has a combined listing for its traditional DCP franchises and Marvel Entertainment. As the No. 1 global licensor has continued the integration of its superhero franchises, it decided to reflect one united position rather than list Marvel as a separate entity. DCP reported a total of \$37.5 billion in retail sales of licensed merchandise worldwide in 2011—

\$31.5 billion for the traditional Disney franchises and \$6 billion for Marvel.

DCP added \$2.9 billion in retail sales of licensed merchandise in 2011, driven by its core franchises. It is still in the throes of a major restructuring of its business.

Marvel reported an increase in retail sales from \$5.6 billion in 2010 to \$6 billion in 2011. It has two major theatrical releases this summer blockbuster season, *The Avengers* and *The Amazing Spider-Man*, and *Thor 2* and *Iron Man 3* are scheduled for 2013.

Rounding out the top five Global Licensors are:

- No. 2: Iconix Brand Group reported \$12 billion in retail sales in 2011, which was driven by its core direct-to-retail programs and international expansion, most notably in China, where Iconix has already opened 200 stores with hundreds more planned in the near term.
- No. 3: Phillips-Van Heusen reported \$10 billion in retail sales, up from \$8.7 billion in 2010, driven by international growth of its Arrow, Izod and Van Heusen brands in China, India, the Middle East, Australia, Chile, Peru and Mexico.
- No. 4: Mattel reported \$7 billion in retail sales of licensed merchandise driven by new product offerings across its portfolio of iconic brands that include Barbie, Hot Wheels, Monster High and Fisher-Price.
- No. 5: Warner Bros. Consumer Products reported \$6 billion in retail sales based on its continued expansion of the DC Comics superheroes, new content for theatrical and television, as well as live events.

Other licensors that have grown significantly in a short time include:

- Saban Brands, which was formed just two years ago and hit the Top 125 last year at No. 100 with \$145 million in retail sales, jumped to No. 70 with \$375 million in retail sales.
- Food Network debuted on the Top 125 for the first time last year with \$140 million in retail sales and quickly jumped to No. 86, reporting \$212 million in retail sales of licensed products in 2011.
- Mind Candy hit the scene in 2008 with the phenomenon of Moshi Monsters and has grown its licensing business significantly in a short time, reporting \$125 million in retail sales.

Several major trends have emerged among many licensors including the development of apps and social gaming, the creation of live entertainment events and the expansion of fashion apparel and accessories across all age groups.

Furthermore, the Top 125 exemplifies the increasing interest in and dependence on bona fide brands that resonate among consumers and can drive traffic, sales and enhance a retailer's reputation as a destination for hot, trendy and oftentimes exclusive merchandise.

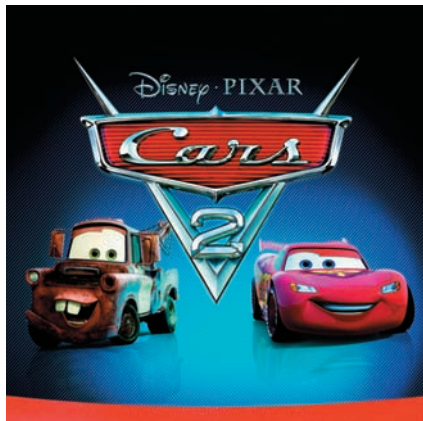
\*All global licensors and licensing agents submitted retail sales figures, which are based on worldwide sales of licensed merchandise at retail, unless otherwise noted. Some international sales figures may have been slightly affected by currency exchange rates and were based on the most recent rates 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 written permission of Advanstar Communications and *License! Global*.

# 1 DISNEY CONSUMER PRODUCTS

\$37.5B (DISNEY: \$31.5B; MARVEL: \$6B).

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WWW.DISNEYCONSUMERPRODUCTS.COM

Disney and Marvel delivered top merchandising programs in 2011, supporting evergreen franchises which for Disney included Mickey Mouse, Disney Princess, Disney Fairies, Toy Story and Cars; and for Marvel: Thor and Captain America. Standout retail programs included major statements for Cars 2 and Captain America across all tiers of retail. On the digital front, Marvel extended its evergreen portfolio into storybook apps including one for Spider-Man narrated by Stan Lee. Disney rounded out the



year at retail with emerging properties such as Phineas and Ferb, plus Disney Channel tween and preschool entertainment and Disney Baby. In addition to a laser focus on evergreen franchises including Disney Princess, Cars and Mickey Mouse, Disney will mine new film opportunities with The Lone Ranger, Oz, Frozen and Disney-Pixar's Monsters University. On the home entertainment front, fresh new content including Planes and the next installment in the Disney Fairies DVD series will drive incremental opportunities. Merchandise inspired by Disney Channel and Disney Junior will continue to fill shelves at retail as new programming and new product lines are introduced for the tween and preschool segment. Disney Baby will roll out a new marketing and branding initiative supporting its expansion of merchandise categories across retailers. Marvel continues to expand licensing and co-branded programs around its robust portfolio of characters, with a major focus on two evergreen franchises: Marvel's The Avengers and The Amazing Spider-Man. Support continues in 2013 with sequels for Iron Man and Thor and the debut of two new animated series: Marvel's Ultimate Spider-Man and Marvel's Avengers Assemble. Spider-Man is positioned as a year-round product focus, with multi-platform support from movies, TV, digital media, publishing and live events.

# 2 ICONIX BRAND GROUP

\$12B

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2011 was another record year for Iconix as the company continued to demonstrate strength with its direct-to-retail business model. Ongoing key partnerships include Candie's and Mudd at Kohls; OP, Starter and Danskin Now at Walmart; Mossimo and Fieldcrest at Target; and Material Girl at Macy's. Iconix' portfolio of brands continues to grow at key retailers. For example, Candie's continues to show positive growth in its seventh year at Kohls, and Mudd continues to gain share at Kohls. At Target, Mossimo remains a strong business and Fieldcrest was up significantly in 2011 at Target. In 2011, the company's international business grew significantly. Iconix China, the joint venture between Iconix and Silas Chou, continued to perform well with new store roll-outs for Candie's, London Fog, Rocawear, Badgley Mischka, Rampage and most recently Royal Velvet. There are more than 200 stores open in China with hundreds more opening in the near term. International

growth remains a key priority for Iconix. Last year, 22 percent of the company's business was outside the U.S. and the company projects this number extending to one-third or more of its business. Iconix recently formed a new joint venture in India with Reliance; its first DTR in Japan for Mudd; and it anticipates Mossimo and Fieldcrest to benefit as Target begins expansion into Canada. Domestically, several new retail launches are rolling out in 2012, including Royal Velvet DTR at JCPenney; Sandra Lee DTR at Kmart/Sears and worldwide launch of Madonna's Truth or Dare. Peanuts had another strong year worldwide exceeding expectations. Key factors included a strategic digital expansion of interactive apps, e-books, freemiums and more. Loud Crow's Charlie Brown Christmas interactive app topped the iTunes charts during the holiday season, Beeline's Snoopy Street Fair experienced a successful global launch and Barnes & Noble published the first ever Peanuts e-books to great reviews. On the apparel side, a new line of Peanuts t-shirts and sweatshirts at Uniqlo are rolling out worldwide. Iconix's acquisition of Sharper Image in 2011 further diversifies the company's portfolio into the consumer electronic arena and new marketing strategy is being developed in 2012.

# 3 PHILLIPS-VAN HEUSEN (PVH)

\$10B

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PVH 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 continued its international growth with its first store opening in Peru as well as additional store openings in Chile, Uruguay, Guatemala, France, the Philippines and India. PVH expanded its arrangement with its licensing partner, Arvind/India, to include territories in Africa further developing Arrow's global footprint. In India, Arvind launched a new Arrow product line, targeting younger consumers. Arrow women's became the No. 2 women's brand at Shoppers Stop in India in 2011. The global expansion of the IZOD brand quickened in 2011 with double digit store and shop openings in Asia. Momentum came from expansion in China, India and Singapore and steady growth in Latin America. International growth will continue to fuel the brand in 2012. By the end of the year, there will be over 75 IZOD stores and shops in Asia. Domestically, the brand enlarged its footprint with the expansion of its relationship with JCP in the third quarter of 2012 as well as the addition of a women's optical line. Van Heusen continues to grow its presence in Central and South America with plans for a fall 2012 launch in Brazil and new store openings in Peru, Chile and Costa Rica. The brand maintains a strong market share in India and Australia. Domestically, Van Heusen signed new licenses for headwear, bags and slippers. G.H. Bass has signed a number of new international agreements and domestically is enjoying success on its online site. Tommy Hilfiger highlights include launching Tommy Girl, a juniors' line, which is licensed to RVC. The line is sold at Macy's and is expanding into Mexico this spring, exclusively at Palacio. Tommy also launched men's and women's Footwear in North America with Marc Fisher Footwear, and Golf with Fletcher Leisure Group which is sold primarily to high end resorts and pro shops in North America and Europe, sponsoring Keegan Bradley, PGA Championship winner. Tommy also launched Eau de Prep fragrance globally with Estee Lauder. Calvin Klein continues to be recognized as one of the most powerful fashion brands in the world. In 2011, after a year of exceptional growth and strategic product development, the Calvin Klein brands achieved over \$7.6 billion in global retail sales—an increase of over \$800 million dollars over the prior year. The Calvin Klein footprint was expanded by over 400,000-square-foot of retail space, of which the majority was in emerging or underdeveloped markets. The strength of Calvin Klein's global three-tiered brand strategy—Calvin Klein Collection, ck Calvin Klein and Calvin Klein brand—allowed the brand to

successfully manage through a year of unprecedented rising costs, achieving solid average unit retail increases, improved productivity and further market share gains. By strategically supplementing over 40 domestic and international licensing arrangements with directly operated businesses in the corporation's core businesses (men's dress furnishings and sportswear and North American retail), the brand continues to demonstrate the power of its historic licensing model. In 2011, Calvin Klein continued to leverage existing brand equity and drive growth in new regions, channels and markets. In keeping with brand strategy, successfully launched brand extensions of ck one lifestyle brand in jeans, underwear and swimwear; eyewear and Power Stretch denim were added under the Calvin Klein Jeans label and the global roll-out of Calvin Klein Jeans footwear continued; key fragrance launches were made with ck one Shock and Calvin Klein BEAUTY; and home and related categories expanded their offerings.

**4** **MATTEL**  
\$7B

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As a reflection of fashion, cultural relevance and aspiration, the Barbie brand remains relevant to girls of all ages with representation in more than 45 different consumer products categories including apparel, accessories, home decor, beauty, publishing, sporting goods and electronics. As the No. 1 die-cast vehicle brand in the world, Hot Wheels continues to reach boys of all ages through programs and lifestyle products including apparel, sporting goods, publishing and innovative toys. Already a global phenomenon in more than 35 countries, Monster

High centers around the fashionable teenage descendants of the world's most famous monsters. Monster High infuses rich and relatable storytelling at every consumer touch point, reaching tween girls through strategic partnerships in fashion, publishing and programming. The leading global infant and preschool brand, and Mattel's largest brand, Fisher-Price delivers innovative products and enriching play experiences for children and parents through its "Joy of Learning" platform. A true lifestyle brand, Fisher-Price has product offerings in a multitude of categories that span the range from birth to preschool including baby gear, layette, infant accessories, publishing, music and party. With a powerful portfolio of trusted brands and iconic properties, Mattel will continue to unveil new best-in-class partnerships and product offerings for infants, kids, tweens and adults. The Barbie brand invites girls to "See What Happens" when they play with Barbie launching a robust line of apparel and accessory collections. Hot Wheels kicks things into high-gear with more thrilling vehicle experiences from Team Hot Wheels. In 2010, Hot Wheels connected with its core consumer through a best-selling bike from Dynacraft, and this spring, the brand will take the popular bike to the next level by introducing the Hot Wheels Turbo Revvin' Rev Grip Bike with lights and sounds. Monster High remains focused on continuing to expand its scary-cool signature style and storyline globally and into additional product categories including sporting goods and celebration. Fisher-Price continues to introduce new developmental products such as a complete line of metal trikes and bikes designed to help young children learn to ride with new licensee, Kent International. Also, a new line of infant and preschool puzzles featuring over 50 SKUs based on Fisher-Price's iconic Little People and Laugh & Learn brands will roll out in partnership with The Canadian Group. In 2012, Mattel further optimizes existing partnerships



with Disney, Warner Bros., World Wrestling Entertainment, Nickelodeon, and DreamWorks while it officially welcomes HIT Entertainment into the Mattel portfolio of brands. Specifically, Mattel will launch toy lines for several new theatrical blockbuster properties including Batman and Disney-Pixar's Brave and introduce new toy offerings for kids' television properties Jack and the Neverland Pirates and Team Umizoomi.

**5** **WARNER BROS.**  
**CONSUMER PRODUCTS**  
\$6B

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With more than 3,700 active licensees, WBCP continues to offer a rich portfolio of entertainment properties including DC Comics (Batman, Superman, Green Lantern, The Flash, Wonder Woman and Supergirl); and Harry Potter, the most successful film franchise of all time. WBCP will feature two tent pole films in 2012, The Hobbit: An Unexpected Journey (December 2012) and Man of Steel (June 2013), both of which provide large and unique opportunities for licensees and retailers around the world. Also on the Warner Bros. slate are The Dark Knight Rises (July 2012), which will be supported by master toy licensee Mattel and many other partners, and The Hobbit: There and Back Again (December 2013). In support of Academy Award-winning filmmaker Peter Jackson's two films based on The Hobbit, WBCP is working with a range of top-tier licensees, including master toy partners The Bridge Direct and Vivid Group, which bring together many of the same creative minds behind The Lord of the Rings products. WBCP continues to foster its business with unprecedented content support, growing its DC Nation block on Cartoon Network, a multi-platform franchise featuring programming produced by Warner Bros. Animation, with the new series Beware the Batman and additional animated fare. Perennial favorites The Looney Tunes Show and Scooby-Doo are garnering new generations of loyal fans, and partnering with esteemed licensees to support each program. The DC Comics franchise continues to be an eminent powerhouse and this year WBCP and DC Entertainment have extended their partnership with Mattel, which continues to build on the strength and value of the DC Comics pantheon of super heroes. Other licensing categories continue to get support from WBCP's numerous iconic properties. Batman Live, a unique



action-packed live stage show, will debut in North America this fall following its critically acclaimed runs in Europe and South America. Additionally, Harry Potter: The Exhibition, in partnership with Global Experience Specialists, continues to bring an interactive state-of-the-art exhibition highlighting costumes, props and other artifacts from the Warner Bros. films to Harry Potter fans all over the world, as well as The Wizarding World of Harry Potter, the popular themed entertainment environment at Universal Orlando Resort and coming soon to Universal Studios Hollywood. Last year also saw the debut of Batman Live, produced by WBCP, DC Entertainment and Nick Grace of Water Lane Productions. The world of Batman, which was brought to life across Europe, will debut in North America in fall, after its run in South America.

## 6

## NICKELODEON CONSUMER PRODUCTS

\$5.5B

CYMA ZARGHAMI, PRESIDENT, NICKELODEON/MTVN KIDS AND FAMILY  
WWW.NICK.COM

## 7

## HASBRO

\$5.2B

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WWW.HASBRO.COM

In 2011, Hasbro continued to develop global franchises for some of its powerhouse brands, including Transformers, Nerf, My Little Pony, Littlest Pet Shop and Monopoly. Hasbro is building strong, sustainable franchises through a host of immersive brand experiences including new major motion pictures, video games, theme-park rides, television programming and more entertainment and lifestyle products. The company is aggressively driving efforts to grow the mega categories of toy, game, digital gaming, home video, publishing, apparel, consumer electronics, home, and food in every corner of the world. Following the blockbuster success of last year's live action Transformers: Dark of Moon, the fourth highest grossing movie of all time at the global box office, the Autobots and Decepticons continue to do battle on the small screen with Transformers Prime. The animated series from Hasbro Studios airs on The Hub and has consistently been rated one of the network's top five shows. It is currently airing in over 140 countries and has quickly become a rating success with international broadcasters. In the first quarter of 2012, Hasbro Studios launched Transformers: Rescue Bots on The Hub, for younger fans. The first theme-park experience, Transformers: The Ride-3D, launched at Universal Studios Singapore last year and a new motion-based thrill ride will open in May at Universal Studios Hollywood. Transformers is breaking new ground with out-of-the-box licensing alliances such as the music inspired 2011 t-shirt collection by Rocawear. Hasbro also collaborated with Fila to develop a range of Transformers footwear and accessories sold in Fila stores in Korea. Fashionable retailers like Uniqlo, Shanghai Metersbonwe Fashion & Accessories, New Era and Old Navy also drove sales for Transformers hoodies, t-shirts, cuffs and hats in 2011. Hasbro continues to expand its Nerf franchise through targeted social media campaigns, cutting-edge technology and captivating competitive events. The Nerf brand provides fans with exciting, high-action gear for competitive play with key collaborations such as the 2011 Nike and NBA All-Star Kevin Durant program, as well as the 2012 edgy and irreverent fashion statements from No Fear in Europe. The My Little Pony franchise continued to be popular with consumers of all ages fueled by Friendship is Magic animated series created by Hasbro Studios and airing on The Hub in the U.S. and in more than 140 countries. The extensive merchandising program reaches across all major categories including apparel, publishing and toys and accessories. 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 strong in 2011 with products such as apparel, accessories, publishing and domestics from key licensees globally in over 20 categories. The momentum will continue in 2012 as fans of the Littlest Let Shop brand await the launch of the new Hasbro



Studios animated comedy series that will premiere later this year in the U.S. on the hub. Monopoly is also establishing itself as a fashion property. In December 2011, through collaboration with famed artist Aaron Rose, the brand was the centerpiece at the Soho House New Year's Eve party. The brand was also featured at Kitson's Southern California stores and was at the center of Junk Food's runway show during New York Fashion Week. In 2012, the Monopoly brand will continue to connect with fans off the board with engaging and immersive digital experiences. Hasbro brands continued to be among the best selling on the mobile platform, with eight games in Apple's list of top 100 paid apps on iPhone and iPad. Hasbro expects to create significant global growth in the publishing sector in 2012 with more than 600 new title releases in 60 countries and 35 languages. The company is working with publishers such as, Egmont, Hachette/Little Brown Book Group, IDW, Random House, Bendon Publishing and The Panini Group. The company is creating innovative merchandising programs to support the next wave of Hasbro-branded film releases, beginning with this summer's Battleship and G.I. Joe movies, as well as supporting Marvel's upcoming Spider-Man and The Avengers films. Hasbro also has projects in development for potential future motion picture releases based on other Hasbro properties including Ouija, Risk, Candy Land and Stretch Armstrong. In addition to the line of BATTLESHIP toys both in the gaming realm, where the brand originated, and in a brand new line of KRE-O building sets. Hasbro's licensing program will extend the brand's reach to adult, older boys and potentially juniors through programs like the Battleship Crew Series, apparel and accessories collection inspired by the gear worn by the filmmakers and crew, and features exclusive fashions from licensees such as New Era and Red Monkey Designs. WMS also launched the first ever Battleship slot machine in 2011. Activision will release a Battleship video game, developed by Double Helix Games and Peter Berg. Electronic Arts will be releasing an updated version of its popular Battleship mobile app. The G.I. Joe brand will offer an extensive line of action figures, role-play items and licensed items including costume/apparel at mass retailers and a new collaboration with Aeropostale. Hasbro also established a new strategic alliance with Zynga, which grants Hasbro the rights to develop a wide range of gaming experiences across Zynga's popular social games.

## 8

## SANRIO

\$5B (WHOLLY-OWNED SUBSIDIARY OF SANRIO CO., LTD.)  
JANET HSU, COO AND PRESIDENT; JENNIFER CAMPBELL, VP OF LICENSING, +310.896.3262  
WWW.SANRIO.COM

In 2011, Sanrio continued to focus on expanding programs and categories for Hello Kitty, its flagship lifestyle brand for over 37 years. Key licensing initiatives included the launch of several new partnerships and collaborations that cater to Hello Kitty fans of all ages that included a broad and diverse merchandise mix of lifestyle products. Earlier this year, Sanrio launched a new golf collection, an extended line of kitchen appliances and co-branded bath and body products with Dial. New partnerships debuting in 2012 include Hanky Panky for Hello Kitty intimate apparel, Moxi for Hello Kitty roller skates, Capcom for the Hello Kitty x Street Fighter collaboration and Barefoot Dreams for of high-end infant and toddler apparel. Sanrio will also anniversary successful programs with Sephora, Vans and Girl Skateboards. New collections will be launching later this year. In addition to Hello Kitty, Sanrio will work closely with its partners to build programs for emerging characters as well as the newly acquired Mr. Men and Little Miss brands.

## 9

## MAJOR LEAGUE BASEBALL

\$5B (E)  
HOWARD SMITH, SVP OF LICENSING, +212.931.7900  
WWW.MLB.COM

## 10 THE COLLEGIATE LICENSING COMPANY

\$4.6B (PRIVATE) (TOTAL COLLEGE MARKET)

CORY MOSS, SVP AND MANAGING DIRECTOR, +1.770.956.0520  
WWW.CLC.COM

Top collegiate properties include Texas, Florida, Georgia, Alabama and Michigan, as well as the NCAA, the Tournament of Roses, the BCS, and the South Eastern Conference (SEC). Women's, youth and housewares will continue to be growth categories in the college market in 2012. Vintage-inspired products and the use of vintage college logos through the College Vault program will also continue to be a source of growth. Electronic Arts' NCAA Football title, which launches its 20th anniversary game in 2012, remains the top revenue-producing college product, with exciting new developments such as FTDs College Rose program, Nocona Boots and projects in the electronic and digital space. Walmart continued to be the largest retailer of collegiate licensed product. College-branded merchandise at Old Navy and Justice proved successful, and new programs with other non-traditional college retailers are in development. Online retailers such as Fanatics and Dreams continue to be key partners in reaching displaced college fans. College Colors Day, a fan holiday created by The Collegiate Licensing, will continue to provide a strong marketing platform for retailers during the critical back-to-school selling period, with other retail marketing programs such as Saturdays Since, I Love College Hoops, and others providing retailers solid platforms for raising consumer awareness and driving sales of college merchandise.

## 11 RAINBOW

\$3.8B (PRIVATE)

BETTINA KOECKLER, SVP AND GENERAL MANAGER  
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WWW.RBW.IT

Winx Club continues to be one of top girl's properties in Europe for 4- to 7-year-olds and continued to increase its retail sales in 2011 thanks to several strategic factors including launch of new content (TV movies, the second theatrical movie) that has a positive effect on consumer product revenues. In 2012, the focus is on season five (a mix of 2D and 3D animation co-produced with Nickelodeon), with a worldwide release planned for fall 2012. The master toy licensee has been finalized with Jakks Pacific and products will launch in fall 2012 (dolls and playsets, role play, dress-up and Halloween costumes), covering U.S., Canada, the U.K., Australia, New Zealand, Chile, Colombia, Ecuador, Mexico, Panama, Peru and Venezuela. Other focuses include PopPixie (52 x 13), a spin-off of Winx Club and now broadcast in over 25 countries in Europe; Rainbow Magicland, the theme park located outside of Rome with many attractions dedicated to Rainbow's main properties (Winx/Huntik/PopPixie/Monster Allergy), which opened in April 2011, and continues to be one of the most popular theme parks in Italy; and SpongeBob SquarePants. Since 2011, Rainbow is the exclusive agent for the Nickelodeon licensing portfolio in Italy. Rainbow's strategy is to expand licensing in 2012, focusing on two main assets—managing locally all the other countries not covered by Nickelodeon and reinforcing the structure of its branch offices in Russia, Spain, Singapore, as well as finalizing strong partnerships with major agents. The targeted regions are Nordic, Benelux, Eastern Europe, the Middle East, Greece, Israel, Latin America, Singapore, Malaysia, Australia and New Zealand. In addition, Rainbow will support its main properties with a strong marketing plan country by country, focusing on retail initiatives and consumer events. The main initiatives to drive 2012 business will be the worldwide launch of the brand new season five; a new Winx website; new media tools; and various new live shows around Europe (ice show, musical, concert, acrobatic shows and others). Also a priority, the release of Gladiator of Rome (3D CGI movie) in Italy, which represents a new step forward in the Italian and European

animation market. The new movie, produced by Rainbow, will be distributed in Italy by Medusa (October 2012) in over 300 cinemas, and will be released internationally in spring 2013. Many strategic partnerships have already been finalized with international brands including Big Babol chewing gum, Vodafone with a dedicated web contest, Mondadori with a special book dedicated to a famous Italian soccer player, Francesco Totti (the movie's Italian testimonial), Trenitalia and S. Benedetto water bottles. Mia and Me launched internationally and is co-produced by Rainbow, Lucky Punch and March Entertainment. It was the winner of the Licensing Challenge 2011 at MipJunior, and represents a unique mix of live action and CGI animation. The appeal of the series was already shown by the strong TV placement in over 50 territories that will broadcast the first season in 2012. Partners are already on board (Panini, Unilever Deutschland, Belltex and Egmont) for consumer licensing products available in 2013. For Huntik, following the Italian launch of the toy line and other categories, the next step is the European launch of consumer products starting in Spain, Portugal and the U.K. The TV series launches this spring followed by the toy line. The series—already present in over 30 countries in Europe—will be on air in 2012 in Germany, Benelux and the U.S.

## 12 GENERAL MOTORS

\$3.5B (E)

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WWW.GM.COM

## 13 NATIONAL FOOTBALL LEAGUE

\$3.25B (E) (PRIVATE)

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## 14 DREAMWORKS ANIMATION

\$3B (E)

KERRY PHELAN, HEAD OF WORLDWIDE CONSUMER PRODUCTS;  
BRAD WOODS, HEAD OF DOMESTIC LICENSING; SHEILA CLARKE,  
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## 15 LUCASFILM

\$3B (E) (PRIVATE)

PAUL SOUTHERN, VICE PRESIDENT, LICENSING AND  
CONSUMER PRODUCTS MARKETING, +1.415.623.1018  
WWW.LUCASFILM.COM

Driven by innovative product lines and the popularity of Star Wars: The Clone Wars, the power of the Force continues to grow. In 2011, Star Wars maintained its position as the bestselling boys toy property and No. 2 licensed toy overall in the U.S. In addition, the complete Star Wars Saga debuted in high-definition Blu-ray

and included more than 40 hours of bonus materials culled from the Star Wars Archives. With one million units sold worldwide in week one, Star Wars: The Complete Saga became the best selling catalog Blu-ray Disc of all time. Both LEGO and Hasbro Star Wars programs are thriving in the toy aisles while the brand's publishing program excels, with 15 books becoming New York Times bestsellers—twice as many as in 2010—holding positions for 47 weeks on the list. In 2012, Star Wars returns to theaters in 3D.

## 16 NATIONAL BASKETBALL ASSOCIATION

\$3B (E) (PRIVATE)

VICKY PICCA, SVP, LICENSING AND BUSINESS AFFAIRS, +1.212.407.8000

## 17 PENTLAND BRANDS

\$3B (PRIVATE)

EAN BROWN, EXECUTIVE DIRECTOR,  
+44.020.8346.2600  
WWW.PENTLAND.COM

Properties include Speedo, Lacoste, Berghaus, Brasher, KangaROOS, ellesse, Boxfresh, Kickers, Ted Baker, Mitre, ProStar, Red or Dead, Gio Goi. Key initiative in 2012 is Asian and South American expansion.

## 18 PROCTER & GAMBLE

\$3B

GAYLE JONES, MANAGER, TRADEMARK LICENSING  
AND COMMERCIAL INNOVATION, GLOBAL BUSINESS  
DEVELOPMENT, +1.513.626.7666

## 19 CARTOON NETWORK ENTERPRISES/TURNER CN ENTERPRISES

\$2.9B

PETE YODER, VP, CONSUMER PRODUCTS OF NORTH AMERICA, CNE,  
1.212.275.6535; ALAN FENWICK, VP, TURNER CN ENTERPRISES  
WWW.CARTOONNETWORK.COM

With a keen focus on creating unique and comprehensive licensing programs for its portfolio of signature brands, strategic partnerships and new brand introductions, Cartoon Network Enterprises/Turner CN Enterprises found growth opportunities in 2011 that continue to position the company as a leader in the licensing industry. The company's signature boys action franchise Ben 10 once again delivered a strong retail performance through strong product development and retail support across the globe, led by a top-selling global toy line from Bandai and expanding video game franchise from D3Publisher. Internationally, the brand had an tremendous presence in the live events space, ranging from stage shows to



theme parks to monster trucks and more. Adding to Cartoon Network's consumer products portfolio in 2011 was the success of its comedy hit, Adventure Time, and its introduction in to the toy category with partner Jazwares in the U.S. Also, CNE's strategic partnership with Spin Master remains one of the division's growth drivers, as it successfully grew the Bakugan brand, while also signing and launching secondary consumer products partners and products for Redakai that will continue into 2012. The home entertainment and electronic sell-through business once again provided a boost for CNE in 2011, with stand-out

releases from top Adult Swim series Robot Chicken and The Venture Bros., as well as Cartoon Network's first Adventure Time DVD release, Adventure Time My Two Favorite People. In 2011, Cartoon Network Enterprises will continue to build its portfolio of brands. Ben 10 will continue to expand its audience as the network welcomes the all-new series, Ben 10 Omniverse, with a global television launch in fall 2012, complete with a corresponding toy line and interactive game. The network will delve deeper into comedy as Adventure Time debuts across new tiers of retail distribution in the U.S., while also making its international debut in 2012, and two of the network's other standout comedy series, The Amazing World of Gumball and Regular Show, debut at retail. Furthering its strategic partnership with Spin Master, CNE will continue to support the toy maker's brands with comprehensive licensing programs for its priority brands in 2012 and beyond, including Redakai and Zoobles. Internationally, the company will look towards its roster of preschool brands including LazyTown, Jelly Jamm and Bananas in Pajamas among others for significant growth, while Cartoon Network's Toonix online community will generate much buzz and revenue through expansion on-air, online and at retail. Finally, CNE's Adult Swim business will continue to drive sales in the home entertainment, electronic sell-through, music and live events from top franchises. With outstanding retail support and placement throughout 2011, key brands were able to enjoy success led by strong retailer and marketing programs, especially throughout the pivotal fourth quarter. Numerous feature shops, direct to retail programs, end caps, circular support and dedicated email blasts and mailers throughout the holiday buying season helped to generate strong sales and awareness.

## 20 ELECTROLUX

\$2.99B (PRIVATE)

MATTHEW YOUNG, HEAD OF GLOBAL BRAND  
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WWW.ELECTROLUX.COM/LICENSING

Electrolux global brand licensing grew for the fourth year in a row showing an 18 percent increase over 2011. Key properties were the brands Frigidaire, AEG and Zanussi. Electrolux continues to expand internationally, with new agreements in North America, Latin America, Europe and India. Growth initiatives for 2012 will be found in categories such as LED lighting, LCD televisions, telecommunications, solar products, kitchen accessories, and water purification as Electrolux's licensing programs reflect the company's dedication to the environment and green living. Key retail partners included Tesco in Europe with the Tricity brand; Rusklimat in Russia with the Electrolux brand; Alessa Group in Saudi Arabia with the Gibson brand; Alghanim in Kuwait with the Frigidaire brand; DSC in Hong Kong with the Kelvinator brand; and Abdul Latif Jameel/Peninsular in Saudi Arabia with the White-Westinghouse and Philco brands. Retail programs are designed by Electrolux's brand partners to fit their individual markets, as they have been doing for decades.



21

## WESTINGHOUSE

\$2.95B

ALLAN FELDMAN, CEO, LMCA, +1.212.265.7474  
WWW.WESTINGHOUSE.COM

Managed by LMCA since 2001, the brand licensing program is focused on key consumer, commercial and B2B categories, which include LCD TVs, laptop computers, light bulbs, consumer and B2B lighting, electric power generation, nuclear, solar and wind renewable energy, landscape lighting, kitchen and personal care appliances, air purification, central heating and air-conditioning, intercoms and electrical and computer accessories. Program growth continues to come from geographic and new category expansions and market share gains.

22

## WEIGHT WATCHERS INTERNATIONAL

\$2.7B (INCLUDING WEIGHT WATCHERS SMART

ONES BY HEINZ) STACY GORDON, SVP, PRODUCTS, LICENSING AND PUBLISHING, +1.212.589.2700  
WWW.WEIGHTWATCHERS.COM

Weight Watchers, which is the leading global weight management brand, licenses the Weight Watchers brand and other intellectual property in certain categories of food and other relevant consumer products to carefully selected partners, as well as endorse carefully selected branded consumer products. WW has a robust licensed consumer products presence around the globe, including the U.S., Canada, U.K., Continental Europe, Australia and New Zealand. In North America, key initiatives that will drive growth in 2012 and beyond is the expansion in both fully branded and endorsed food product categories, development of more natural products within existing categories, development of more expansive family of product retail programs to drive cross-category purchase, continued expansion beyond packaged foods to restaurants, food service and fitness solutions. In the U.K., key initiatives include grocery brand refresh delivering new pack design, developing new sales channels as grocery shopping habits grow in online and convenience. In Australia/New Zealand, key initiatives include coordinated in-store offers with key licensees to promote core categories, and in-meeting incentives to members to promote supermarket products. Executed 2,300 cross-category demos at Walmart, Kroger, Safeway and Stop & Shop; executed family of product Spend & Get's at Wakefern, Price Chopper, Pathmark and A&P, executed Trade up/Trade Over cross category coupon trigger via Catalina to incent cross category purchase with sustained purchase behavior post program. In the U.K., key retail partners and programs include joint trade communication campaign to launch the new ProPoints plan across all major grocery retailers in January, new product formulation across the licensed range, strategic alliances with grocery retailers to deliver promotional program across the year, and extended the brand reach into other services within retailers e.g. in-store cafes. In Australia/New Zealand, the focus for 2011 was the launch of the new packaging design across all licensees to incorporate the launch of ProPoints.

23

## FERRARI

\$2.6B (PRIVATE)

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WWW.FERRARISTORE.COM

Partners include Puma, Acer, Microsoft, Hublot and Perfume Holding. The company's goal is to reinforce lifestyle approach with luxury partners such

as Tod's, Hublot, Vertu and Damiani; and new business development in Brazil and Mexico. There are currently 50 Ferrari Stores worldwide, with openings in Madrid and Rio De Janeiro planned.

24

## TWENTIETH CENTURY FOX CONSUMER PRODUCTS

\$2.2B

JEFFREY GODSICK, PRESIDENT  
WWW.FOX.COM

Led by a world-class line-up of television and film brands, 2011 was another strong year for Twentieth Century Fox Consumer Products. The return of Alvin and The Chipmunks to the big screen—Alvin and the Chipmunks: Chipwrecked—ushered in a year round retail strategy for the franchise bolstered by the addition



of The Chipettes to the line. When one of the most successful family film franchises in the world hits theaters this summer with Ice Age: Continental Drift, it will punctuate a year of activity anchored by a major push within FCP's location based entertainment strategy. 2012 marks the debut of Ice Age Dawn of the Dinosaurs—the 4D Experience, the world's first fully immersive Ice Age attraction and the launch of an arena spectacular—Ice Age Live! A Mammoth Adventure. Other film properties include Rio, Planet of the Apes and Steven Spielberg's Robopocalypse. The Simpsons continues its historic run and FCP will follow a headline grabbing campaign around the 500th episode with an all out blitz for the show's 25th anniversary. This year already ushered in Bart Simpson's debut as a fashion icon at New York Fashion week and a limited-edition skateboard line from Santa Cruz. FCP will also turn up the heat on its other animated hit, Family Guy, with new retail and promotional partnerships on tap. Live action hit, Sons of Anarchy, will continue to grow on the shoulders of an impressive program and plans for the New Girl are just getting started. FCP's expansion in the interactive space includes new online and console games for Ice Age, Family Guy, and Aliens with more robust plans in place for 2012 and beyond. Looking forward, FCP will build its core businesses by adding new properties from the Fox News Corp. portfolio, including National Geographic and Fox Sports, and launching its global e-commerce business.

25

## KATHY IRELAND WORLDWIDE

\$2B (PRIVATE)

ROCCO INGEMI, VP, BRAND MANAGEMENT AND RETAIL; CLAUDE ERGAS, INTERNATIONAL MARKETING AND BRANDING CONSULTANT,  
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kathy ireland Worldwide continues to experience growth, offering designs in bridal and special occasion gowns, fine jewelry and furs, apparel, socks and skincare for men and women; home designs in furniture, flooring, area rugs and hard surfaces, indoor and outdoor lighting, ceiling fans, accessories, window treatments, home office and entertainment, upholstery, leather and microfiber, top of bed, mattresses, sheets, mattress covers and pillows, candles, hand-painted fine porcelain and decorative shelving. kiWW launched strategic relationships with Nebraska Furniture Mart and Shaw Industries, owned by Warren Buffet's

Berkshire Hathaway Inc.; Bauhaus, a La Z Boy company; Lloyd's of Chatham; La Jobi, a Kids Brands company; American Legend Cooperative; American Family Insurance; Window World; Brand Source; and Raymour & Flanigan. Its expanding into several new categories such as fine china, flatware and crystal, baby furniture, home remodeling replacement windows, quick-to-assemble furniture, futons and klik klaks, garden, food, kitchen and bath cabinetry. kathy ireland Designs, Acafe and Jardin launched casual dining, mattresses, leather and upholstery with Primo International. 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 events and planning, wedding program licenses, music and film licenses, publishing and greeting cards. A wholly-owned kiWW subsidiary manages licensing and entertainment for Janet Jackson including her New York Times No. 1 best-selling book True You, which includes 30 recipes for healthy living developed by Chef Andre of Acafe. Key retail partners of kiWW continue to be more than 65,000 independent retail doors, which are located in 50 countries. kiWW maintains design studios in Los Angeles, Palm Springs and Santa Barbara, Calif., and Honolulu. Headquarters are in Rancho Mirage, Calif. Kathy Ireland philanthropic work supports many non-profits including the Elizabeth Taylor HIV/AIDS Foundation, Feed The Children, The Alliance for Christian Education, The American Israel Public Affairs Committee, The Anti-Defamation League and 911 for Kid.

events business. Over two million people visited a BBCW live show in 2010-11, bringing total attendance to date to over nine million. Walking with Dinosaurs was rated the most successful world tour of 2010 (Pollstar) and continues to tour globally in 2012. In the U.K., BBC Worldwide's live events produced a Doctor Who live arena show and a Doctor Who Exhibition at The Museum Hall at Earls Court in London. The first official Doctor Who Convention was held in Cardiff, Wales in March 2012. Doctor Who delivered record ratings for BBC AMERICA in 2011, was the No. 1 downloaded TV series on iTunes in the U.S. and has released the first-ever browser-based, free-to-play multiplayer online game, Doctor Who: Worlds in Time. The iconic series will celebrate its 50th anniversary in 2013. The brand will be a focal point for growth adding new product categories and growing consumer products at new and existing retail stores such as Hot Topic, Hastings, Transworld/fye and more. Top Gear continues to be a strong broadcast performer with U.K. and local formats. The original U.K. series premieres in the U.S. on BBC AMERICA and is the channel's highest rated unscripted series. The U.S. format of Top Gear is booming on the HISTORY channel, delivering the channel's youngest audience ever and growing in viewers season-to-season. There will be continued growth in consumer products including continued development on the Microsoft Forza partnership which brings together the most popular car TV brand and a major console racing franchise.

**26 THE CHEROKEE GROUP**  
 \$2B  
 HENRY STUPP, CEO, +1.818.908.9868  
 WWW.CHEROKEEUSA.COM

Key properties include Cherokee, Carole Little, Sideout and Laila Ali. The company's philosophy is to think like a retailer, market like a brand owner and predict consumers' desires. Key retail partners include Target, Tesco, Zellers, TJMax, Comercial Mexicana, MegaMart, Pick N' Pay, Shufersal, Tottus, Falabella, Eroski, Nishimatsuya, RT Mart and Magnit.

**28 SESAME WORKSHOP**  
 \$1.7B (NON-PROFIT)  
 MAURA REGAN, SVP AND GM, GLOBAL CONSUMER PRODUCTS, +1.212.875.6416  
 WWW.SESAMEWORKSHOP.ORG

Coming off the hot toy list with Let's Rock Elmo!, Sesame Workshop is continuing its partnership with Hasbro and will be introducing new items to the Learning Line. Products will feature a full-range of Sesame Street characters and Ernie's Alphabet Notepad, which is designed to help kids explore their ABC's while learning on a colorful LCD screen tablet. Sesame Workshop has partnered with Qualcomm to begin to explore and develop how augmented reality technology that can encourage learning, imaginative play and emotional growth in young children. Using the Vuforia augmented reality platform, children can interact with their favorite Sesame Street characters in a new and innovative way. In partnership with Microsoft through Kinect for Xbox 360, Sesame Workshop is producing "Kinect Sesame Street TV." Kids and families can jump into the action with this next generation of TV entertainment using full-body and voice recognition. In 2011, Sesame Workshop focused on continuing its partnership with Hasbro. Let's Rock Elmo! made the "hot toy" list and new items were introduced to Hasbro's Learning Line. Warner Bros., another key partner, and Once Upon a Monster for Kinect, experienced success. The title received a KAPi award in the video game software category; IGN Best of E3 award, best family game category; and a Gamescom 2011 Best of Family Entertainment award. The Monster at the End of This Book for iPad, created in partnership with Callaway Digital Arts, garnered a Cybil Award in the elementary and middle grade book apps category. Internationally, Sesame Workshop launched its first outreach initiative in Australia and New Zealand titled Here for Each Other: Helping Families After an Emergency—a booklet created to help children and families cope with the realities of emergency situations. Sesamstraat, the Dutch co-production of Sesame Street, celebrated its 35th anniversary. In commemoration, Sesame Workshop partnered with Van Gogh Museum in Amsterdam for a month-long exhibit that featured the recreation of the famous Van Gogh painting The Bedroom with the addition of Sesamstraat characters Elmo, Pino, Bert, Ernie, Tommie, Purk and Ieniemenie. Elmo had a whirlwind tour of the U.K. in July with appearances on Five's preschool block Milkshake, This Morning, Radio One, Live from Studio Five and many more. To complement the Sesame Street apparel at Marks and Spencer, the retailer also extended into other areas such as gifts, stationary and publishing.

**27 BBC WORLDWIDE AMERICAS**  
 \$1.7B (PRIVATE) (BBC WORLDWIDE IS THE COMMERCIAL ARM AND A WHOLLY OWNED SUBSIDIARY OF THE BRITISH BROADCASTING CORPORATION)  
 CARLA PEYTON, SVP, LICENSED CONSUMER PRODUCTS, +1.212.705.9300  
 WWW.BBCAMERICA.COM

Revenue and growth for BBC Worldwide consumer products is driven by the company's key core brands: the iconic sci-fi series Doctor Who, the world's biggest car show Top Gear, natural history division BBC Earth/Planet Earth, Lonely Planet, a global travel company, and Dancing with the Stars with over 40 unique versions, which currently airs in over 80 countries. Growth over the next year will be driven by the extension of existing licensing properties both in the U.K. and internationally. BBCW expects to grow revenue with licensing programs around Doctor Who, Top Gear, BBC Earth's Planet Earth and Frozen Planet, Lonely Planet and preschool series such as Sarah and Duck, Baby Jake, In the Night Garden and Charlie and Lola. BBC Worldwide will also focus on furthering the Walking with Dinosaurs franchise, which sees a 2013 3D feature film launch, distributed by Twentieth Century Fox. In DVD, BBC Home Entertainment titles continue to perform solidly at retail, despite a challenging market, with strong placement at major retailers including Walmart and Target. Frozen Planet, which premiered in March 2012 on the Discovery Channel, saw strong ratings and will be a major Blu-ray and DVD release title for BBCW in April 2012. BBC Worldwide is also growing its live

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**MGA ENTERTAINMENT**

\$1.65B (PRIVATE)  
 CASEY COLLINS, EVP, GLOBAL LICENSING AND  
 ENTERTAINMENT, +1.818.894.2525  
 WWW.MGAE.COM

The MGA family includes Bratz, Moxie Girls, Zapf Creation, Little Tikes and Lalaloopsy, the collectible, magical dolls that come to life when the last stitch of their fashion is sewn. Each character comes with her own pet and a compelling background story based on the fabrics used in her fashion. This imaginative line has translated into multiple doll scales and toy categories, as well as a robust global licensing program covering all key categories. The compelling original stories have led to further fan engagement through webisodes, a TV movie and a feature DVD. With over four million YouTube views, Lalaloopsy will have a new animated television series in 2013. In 2011, MGA signed over 50 blue chip domestic licensees covering all key categories including a Nintendo DS video game from Activision, apparel, accessories, domestics, arts and crafts, publishing, health and beauty, housewares, stationery, back-to-school, sporting goods, consumer electronics, games, puzzles and DVD entertainment. MGA also re-launched a consumer products program for the award-winning Bratz brand with licensees for core categories signed. The Bratz brand is poised for growth as MGA introduces the next generation of girls to these audacious, stylish and super cool friends. For over 40 years, Little Tikes has been globally recognized as one of the leaders in infant and preschool children's products. MGA kicked off a new licensing program for Little Tikes by seeking partners who could provide innovative products, which echo the attributes of the Little Tikes brand. For all of MGA's brands going forward, innovative products, online and social media, TV advertising, and entertainment will be key initiatives that will drive growth in 2012 and beyond based on the company's three pillars of success—great toys, strong licensing partners and fan engagement.

30

**THE POKEMON COMPANY INTERNATIONAL**

\$1.5B (PRIVATE)

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 WWW.POKEMON.COM

The successful launch and strong sales of Pokemon Black Version and Pokemon White Version video games for the Nintendo 3DS and Nintendo DS family of systems kicked off a blockbuster year in 2011. The video games have gone on to sell 13.68 million copies globally (Nintendo, through September 2011) and introduced more than 150 new Pokemon to the franchise. The popular Pokemon Trading Card Game introduced a new series, Pokemon TCG: Black & White, adding to the 19 billion Pokemon TCG cards sold worldwide (through September 2011). The video games supported a full lineup of licensed products highlighted by toys and plush from JAKKS Pacific and Bandai for the U.S. and Europe respectively, featuring Pokemon found in the new Unova region, the location of the Pokemon Black Version and Pokemon White Version video games. Pokemon publishing also had a strong year in 2011, led by the official Pokemon Black Version and Pokemon White Version strategy guide and Unova Pokedex. A new season of Pokemon TV animation on Cartoon Network, Pokemon: Black & White, and the debut of three feature length films, Pokemon: Zoroark Master of Illusions, Pokemon The Movie: Black Victini and Reshiram, and Pokemon The Movie: White Victini and Zekrom rounded out the new offerings. The retail success Pokemon experienced in 2011 and continues to enjoy in 2012 coincides with the release of Pokemon Black Version and Pokemon White Version video games for the Nintendo 3DS and Nintendo DS family of systems. Starting with at 14-city U.S. mall tour to promote the titles in winter 2011, the tone was set for what would become a record-breaking

launch in March 2011 when the video games sold three million copies in the first two weeks of sales combined in the United States and Europe. In February 2012, Pokemon Black Version 2 and Pokemon White Version 2 for the Nintendo 3DS and Nintendo DS family of systems were announced and will launch in Japan this summer and will arrive in North America, Europe, and Australia/New Zealand in fall 2012. The new Pokemon found in the Unova region are also featured in the Pokemon Trading Card Game expansion, Pokemon TCG: Black & White, which debuted in the U.S. and U.K. in April 2011, and other international markets in May. The fifth Pokemon TCG: Black & White expansion launches in May 2012 in the U.S. and U.K. and in other markets this summer and two additional expansions will launch later this year. The 15th season of Pokemon animation debuted on Cartoon Network in February 2012, Pokemon: BW Rival Destinies. A full lineup of toys and plush based on last year's Pokemon: Black & White TV animation from JAKKS Pacific and Bandai for the United States and Europe respectively launched in 2011. The 14th full length Pokemon film debuted as two versions in late 2011, Pokemon The Movie: Black Victini and Reshiram and Pokemon The Movie: White Victini and Zekrom. Pokemon The Movie: White debuted in over 350 theaters across the United States in December 2011 with Pokemon The Movie: Black debuting on Cartoon Network later that month. The movies have since debuted in Canada and select markets in Europe with additional markets to follow later in spring 2012. A 2-disc DVD set of the films will be available at retail in the U.S. and UK this April. Pikachu Press, the new publishing arm, was announced in early 2012 and features a collection of Pokemon-themed books that include new Pokemon adventures, fun puzzles, sticker collections, and more. The global popularity and excitement for the Pokemon Black Version and Pokemon White Version, and the forthcoming Pokemon Black Version 2 and Pokemon White Version 2 video games, the Pokemon TCG: Black & White series, new animation, and supporting licensed product are certain to drive growth in 2012 and beyond. Throughout the year The Pokemon Company International partners with national retailers to distribute Pokemon characters to fans who own the video games. In 2011, Pokemon character distributions were held at different times at Toys 'R' Us and GameStop. The Pokemon Company International also supported several key retailers with exclusive items and various other cross-promotions that helped drive retail traffic throughout the year.

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**GIOCHI PREZIOSI GROUP**

\$1.5B

GRAZIANO DELMAESTRO, LICENSING DIRECTOR,  
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Gormiti, Giochi Preziosi's perennially popular boy's property, is about to embark on a whole new series with a new venture that takes the journey into 3D CGI. The new series is co-produced by Mondo TV and Giochi Preziosi, with the collaboration of Man of Action, and returns to the original roots of the property depicting the battle of good and evil on the Island of Gorm with storylines that offer rich content to work with for partners. With hundreds of Gormiti licensees in place across the globe and the creation of this new series, more opportunities will be created for partners. With the heritage of the highly successful In My Pocket brand behind it, Puppy in my Pocket: Adventures in Pocketville is a girl's property and TV series that is co-produced by the Giochi Preziosi, MEG and Mondo TV. The TV series has created many new fans achieving top ratings in many territories. This highlights the lucrative merchandising opportunities to be had for prospective partners who can join the master toys, which have already successfully launched. In 2011, new boys property and TV series emerged, The Dinofroz TV series, co-produced by Giochi Preziosi and Mondo TV, which tells a story of four children who are teleported into a prehistoric world where they are morphed into Dinosaurs.

**32****PERRY ELLIS**

\$1.4B

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WWW.PERRYELLIS.COM

During 2011, 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 and Sears.

**33****THE COCA-COLA COMPANY**

\$1.3B

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The Coca-Cola Company is the world's largest beverage company, refreshing consumers with more than 500 sparkling and still brands. Led by Coca-Cola, the world's most valuable brand, the portfolio features 15 billion dollar brands including Diet Coke, Fanta, Sprite, Coca-Cola Zero, vitaminwater, Powerade, Minute Maid, Simply, Georgia and Del Valle. Globally, Coca-Cola is No. 1 provider of sparkling beverages, ready-to-drink coffees, juices and juice drinks. Consumers in more than 200 countries enjoy our beverages at a rate of more than 1.7 billion servings a day. The strength of brands continues to translate into new and exciting opportunities to expand its footprint with licensed merchandise. More than 500 million consumers purchase licensed merchandise annually. These products are a lasting embodiment of the brand and continue to drive brand love and provoke consumption of our beverages again and again. In 2012, Coca-Cola will continue to focus on collaborating with leading brands and designers to build out the product range in the fashion, sports and technology. In April, we will announce the winners from the UT Grand Prix design competition by Uniqlo. The t-shirts are scheduled to launch at retail in May. The company has also partnered with Olympics to release a capsule collection of Coca-Cola and Olympics dual-branded merchandise in select countries around the world. Sustainability will remain front and center as the company converts existing products into recycled materials and collaborates with new partners. Finally, we have a renewed focus on innovation and will lead with the drink ware category. Several drinking vessels and beverage accessories are in the pipeline scheduled for launch in the fall. 2011 marked the 125th anniversary of Coca-Cola and was a banner year for sales of licensed merchandise as the company leveraged this momentous occasion to collaborate with leading brands and designers across platforms, retail tiers and regions. Design installations, interactive galleries and retail activations occurred around the world and resulted in products sold at 25,000 doors. 125 products were first released via image building retailers to drive demand and build awareness. The roll-out then cascaded from runway designers to department stores and specialty retailers. Finally, linked program was executed in mass merchants. The program generated \$200 million in incremental retail sales and increased brand love immensely.

**34****NBCUNIVERSAL**

\$1.3B

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NBCUniversal has two divisions responsible for the company's consumer products licensing and promotional partnerships, Universal Partnerships & Licensing and NBCUniversal Television Consumer Products. 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. The NBCUniversal Television consumer products group is dedicated to television licensing across NBCUniversal's family of television networks and their diverse slate of programming. The group manages all global ancillary television business endeavors including third-party home entertainment, consumer products, music soundtracks as well as the NBCUniversal online store. In 2011, Universal Partnerships and Licensing (UP&L) garnered unprecedented retail, promotional and licensing support for some of the year's most popular films including Illumination Entertainment's second feature Hop and Fast Five. Universal and Illumination Entertainment's live action/CG-animated comedy Hop was supported by 92 partners and licensees across the globe including some of the world's most recognizable brands. UP&L established partnerships including Walmart, Burger King, Comcast, Hallmark, Hershey and Kodak, and also secured deals with Bolthouse Farms and Lima Sky's Doodle Jump, marking the first time each have been involved in a film promotion and film licensing program respectively. On Fast Five, UP&L developed an integration with Cie Games' Car Town, the first time that a Facebook game launched a global licensed promotion with a movie studio. Dodge also teamed up with Universal for a multi-tiered partnership to support Fast Five and the 2011 Dodge Charger. In addition to its film slate, UP&L continued to focus on the studio's vast library through licensing and promotions on brands like Curious George (deals with Pottery Barn Kids, Learning Express, Totsy and the Library of Congress/Advertising Council), Universal Monsters (Halloween-themed promotion with Pepsi/Frito Lay), and Woody Woodpecker (licensing deals with key partners in Brazil across the apparel, diapers and wipes, mall-based events and publishing categories). UP&L and licensee TellTale Games celebrated the 25th anniversary of the Back to the Future franchise with an all new adventure game. Along with its licensee, Bigpoint, UP&L launched Battlestar Galactica Online. And throughout 2011, the UP&L team continued to bolster their corporate alliances with key partners including American Express, Hilton Hotels, Coca-Cola, Nestle Waters and Gibson. Key theatrical releases will continue to drive UP&L's business in 2012 and 2013 including Despicable Me 2. The franchise built on speed races to its next installment with Fast & Furious 6 on May 24, 2013. And, on July 19, 2013, Universal will release Steven Spielberg's Jurassic Park in 3D. In 2011, 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, ACI Licensing, Consumer Strategies, Ladder Up Entertainment and Pottinger-Nichols Media Group. 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 award-winning destination fitness resorts, a premier online subscription club, top selling fitness DVD releases from Lionsgate Entertainment, a New York Times best-selling publishing program from Rodale, video games from THQ, meal bars and shakes with Walgreens, at home delivery meal plans from eDiets, fresh prepared meals in grocery stores with Harris Foods and a pro-trainer certification program with AFAA. A Biggest Loser credit card and an accelerometer/body monitoring device were also recently launched. NBC Comedies connected with audiences via licensing partners: Parks and Recreation delighted fans with Pawnee: The Greatest Town In America, a New York Times bestseller written by character Leslie Knope through a collaboration with Hyperion. The Office continues its ongoing popularity through products including a Hallmark exclusive holiday ornament, multiple calendars with Andrews McMeel and Trends International, fun mini-kit collectibles with Running Press and Dunder Mifflin-



branded copy paper, which generated significant buzz across offices everywhere. Late Night With Jimmy Fallon products include Thank You Notes, the book that topped the New York Times Bestseller list at No. 7 (second book to follow in 2012) and Ben

& Jerry's Late Night Snack ice cream. NBC Dramas are gaining momentum with new licensing partners for shows including the mid-season series, Smash, produced by Steven Spielberg and featuring music by Marc Shaiman and Scott Wittman (from Hairspray and Catch Me If You Can Broadway fame). A soundtrack album with show songs and cover tunes from Columbia Records is in the works along with a sheet music songbook deal with Alfred Publishing. New reality competition series, Fashion Star, introduced an unprecedented approach to television licensed products by partnering with key retailers, Saks Fifth Avenue, Macy's and H&M, to bring fashion apparel seen in the show for purchase online by consumers the very same night and the next day at numerous stores across America. Top-performing cable properties continued to grow in the licensing space. USA programs shine in the publishing arena with top selling original novels for Psych and Royal Pains with Penguin. On Syfy, Warehouse 13 has seen continued success with an original novel from Simon & Schuster, as well as collectibles and apparel from Quantum Mechanix. Battlestar Galactica remains a favorite among collectors from authentic wardrobe and prop replicas and publishing programs with QMx, Anovos and Dynamic Forces to new partners such as Microgaming and BigPoint for online gaming and the BSG MMOG. A vast catalog of classic television properties, including The Munsters, The Six Million Dollar Man, Battlestar Galactica (1978), Knight Rider and Leave it to Beaver continue to resonate with fans of all ages. These iconic series have found renewed strength in apparel, collectibles, toys and lifestyle goods with licensing partners EFX Collectibles, Diamond Select Toys, Moebius Models, Hallmark and Bif Bang Pow. The Telemundo consumer products program has continued to build momentum in the financial services categories with successful lines of award winning gift cards with Incomm and reloadable prepaid debit cards from Western Union. The goal for Telemundo consumer products is to provide high quality products that serve a real purpose for the Hispanic community.

35

NHL

\$1.3B

BRIAN JENNINGS, SVP, NHL CONSUMER PRODUCTS  
WWW.NHL.COM

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 more than 45 licensees operating and marketing the Sunkist brand in over 55 countries. Eighty 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. 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.

37

CHRYSLER GROUP BRANDS

\$1.21B

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EVP, TRADEMARKETING RESOURCES, MOPAR,

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2011 saw the Jeep brand undergo a dynamic change in its brand extension business signaling the start of a fresh new approach to its licensing around the world. New store designs, style guide and segmentation strategy have fuelled new energy into the program, which is being felt globally. The Dodge, Ram and SRT brands enjoyed continued success in toy, die-cast collectable and gaming categories. In addition to replica and gaming categories, Chrysler built upon its successful transformation with the new Imported From Detroit program, which is driving the re-focus of this classic American brand. The restoration parts segment continues to support the enthusiast with the expansion of the restoration sheet metal and related parts category. This compliments the continued expansion of restoration parts and accessories that are available through the Classic Industries catalog.

38

STANLEY BLACK &amp; DECKER

\$1.2B

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WWW.STANLEYBLACKANDDECKER.COM

The licensing program in 2011 covered four Stanley Black & Decker brands: Black & Decker has been a preeminent brand in the home and consumer DIY sector for over 100 years with 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 99 percent brand awareness, Stanley is one of the top 50 brands in America. 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 welding equipment, storage solutions, generators, wet/dry vacs, work lights, outdoor power equipment, cable management, industrial wipes, 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 jobsite durability and is the market leader for professional power tools and equipment. Licensed products include wireless alarm systems, professional reference books, worksite storage, pressure washers, jobsite safety equipment, footwear and apparel. Porter Cable is a 100-year-old brand that is one of the most trusted names in power tools today. Licensed products include saws and dust collection systems. In 2012, Stanley Black & Decker's licensing program will continue to expand into new, strategic product categories for the home and jobsite. New licensees added in 2011, across a host of categories including generators, ladders, heaters, air purifiers and humidifiers, jobsite mobile accessories and garden hand tools among other, 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.

## 39 FREMANTLE MEDIA ENTERPRISES

\$1.1B (FREMANTLE MEDIA ENTERPRISES IS PART OF FREMANTLE MEDIA, WHICH IS OWNED BY RTL GROUP, EUROPE'S LARGEST TELEVISION AND RADIO BROADCAST COMPANY. THE RTL GROUP IS ITSELF 90 PERCENT OWNED BY BERTELSMANN AG, WITH THE REMAINING 10 PERCENT PUBLICLY TRADED ON BRUSSELS AND LUXEMBOURG STOCK EXCHANGES.)  
DAVID ELLENDER, GLOBAL CEO, +44.0.207.691.6000  
WWW.FREMANTLE MEDIA.COM

Current titles in FME's portfolio include entertainment franchises such as Idols, Got Talent and The X Factor; kids properties Monsuno, Tree Fu Tom, The Aquabats Super Show! and My Babysitter's a Vampire; third-party brands such as Rebecca Bonbon, Bellator, Epicurious, SELF and The Endless Summer, and a broad range of popular game-show brands such as The Price Is Right, Family Feud, Press Your Luck and Let's Make a Deal. Kids and family entertainment—FME launched this division two years ago and since, the company's portfolio has developed at a tremendous rate. In 2011, FME launched several kid's properties including, Monsuno, Tree Fu Tom and Bindi's Bootcamp. Rebecca Bonbon continued to grow in 2011. In the U.S., Jeanette McCurdy was appointed spokeswoman for the brand, which entered the second year of its retail partnership with Kmart. In the U.S. and EMEA, FME partnered with Stardoll, the online fashion community and world's largest website for teen and tween girls, which has attracted over 300,000 members. In the U.K., products launched at retail for the first time, with licensee Grace Cole listing toiletries and cosmetic gift sets in John Lewis, House of Fraser and Harrods. Across EMEA Rebecca Bonbon has more than 25 licensees creating branded products such as apparel, jewelry, bags, stationery, bedding, home decorations and accessories. FME secured a number of new deals for non-TV IP in 2011. In the U.S., a partnership was formed with Conde Nast for health and wellness brand SELF, and food and cooking brand Epicurious while and consumer products rights were acquired for The Endless Summer, a beach culture and travel lifestyle brand inspired by the 1964 cult classic surf genre film. A global rights deal was also signed with Bellator Fighting Championships, which will see FME exclusively distributing the TV program internationally, as well as managing the brand's consumer products strategy. In Europe, FME signed a deal with SEGA Europe to become the licensing agent for the Sonic the Hedgehog brand across Germany, Switzerland, Austria and Eastern Europe. In Australia and New Zealand, FME manages all off-air, brand extension and merchandising rights to CBS's TV and film portfolio, including Australia's Next Top Model, NCIS, CSI, Dexter and Californication, as well as CBS's extensive library of classic TV and film titles including Happy Days, Beverley Hills 90210 and Cheers. 2012 will bring continued growth of licensing programs for cornerstone brands, as well as third party brand initiatives. FME's Kids & Family Entertainment division now has 16 titles in production in collaboration with top producers on four continents. The company is currently working on a number of co-productions with CBBC—Strange Hill High and Wizards Vs Aliens. FME acquired Really Me from Fresh TV and signed a global distribution and licensing deal with the company for new project Grojband. FME will manage the ancillary rights for Monsuno across various categories including games, publishing, electronics, housewares, outdoor toy, ride-on toy, apparel, lunchwares, stationery, gifting and many more. As the global distributor and ancillary rights manager for Tree Fu Tom, FME will look to secure new licensing partnerships across toys, publishing, games and much more. FME will manage the ancillary rights for The Aquabats Super Show! across a broad range of categories ranging from apparel & costumes to



publishing, games, gadgets. FME announced a global rights deal with Bellator Fighting Championships for FME to exclusively represent the brand's international TV distribution rights, as well as handle the consumer

products in the U.S. and international markets. FME announced a new deal with independent app developer Lima Sky, to represent the worldwide licensing rights for Doodle Jump, the No. 3 top paid iPhone app of all time. Product categories include stationery, toys and games, gifts, publishing, homeware, food, beverage and more. FME announced a new deal with CBS Consumer Products for Star Trek and will work with Hong Kong-based licensee CRAZI Company, which has signed a two-year deal to produce and manufacture Star Trek licensed products. FME acquired the licensing rights to Recipe to Riches. The show, created by Temple Street Productions, is a new reality competition series that sees amateur cooks get an opportunity to have their recipes made into a consumer products to be sold at a national retailer. FME will continue work towards innovative sponsorship and partnership deals for global versions of Idols, The X Factor and Got Talent. FME recently announced plans with Kohl's, 19 Entertainment, a division of CKX, LF USA, and Bravado to launch an exclusive American Idol apparel collection for last month.

## 40 CATERPILLAR

\$1.1B  
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WWW.CATERPILLAR.COM

Growth in the footwear, apparel, bags and accessories collections (eyewear, watches and gloves) and toys were key drivers for retail sales in 2011. Fourteen freestanding Cat lifestyle retail stores opened worldwide in 2011 bringing the total of these stores to 24. In 2012, Caterpillar will launch additional Cat retail lifestyle stores in Central and South America as well as Saudi Arabia and Italy. These locations represent the third wave of planned stores in markets globally. In addition, Caterpillar will launch new categories of auto and truck accessories as well as cellular phones and work lights. 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 in 143 countries.

## 41 HILCO CONSUMER CAPITAL

\$1.1B (PRIVATE)  
JEFF BRANMAN, MANAGING DIRECTOR; MARY  
LANDAVERDE AND KRISTIN EDSTROM, DIRECTORS OF  
LICENSING, +1.847.509.1100

WWW.HILCOCC.COM

Brands include Sharper Image (sold to Iconix), Polaroid, Ellen Tracy, Caribbean Joe, Bob Marley, Halston, Linens 'n Things. Key initiatives: Polaroid, Ellen Tracy, Caribbean Joe, Halston, Linens 'n Things and Miss America properties.

42

**CARTE BLANCHE  
GREETINGS**

\$1B (PRIVATE)

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WWW.CARTEBLANCHEGREETINGS.COM

2011 was another successful year for Me to You, with the licensing portfolio expanding as Tatty Teddy entered new categories and into new partnerships with Do Crafts, Flair Leisure, HTI, Funky Pigeon, Kennedy Publishing, Fun to See and Euromark. Tatty Teddy now appears on a wide variety of top selling licensed products, including apparel, confectionery, children's bikes and homeware. The global brand presence of Me to You is set to increase through partnerships with licensing agents covering the key territories of North America, Canada, Australia, New Zealand, South Africa, India and France. In 2011 licensing agents were appointed in Russia and the South Americas. Sub-brand Tiny Tatty Teddy has continued with its success in the nursery market on strollers, cot bedding, apparel and home furnishing. Bespoke images of Tiny Tatty Teddy continue to feature across the Simple Baby skincare range, consolidating Carte Blanche's brand partnership with Simple. My Blue Nose Friends, launched by Carte Blanche in 2008, has gained appeal with the younger consumer and made its debut on gift cakes, confectionery and nightwear in 2011, with a bedding range planned for late 2012. Alongside its own proprietary products, Carte Blanche is working with leading toy licensees including Worlds Apart, Flair, HTI, Ravensburger, Raleigh, Alligator Books and Inspiration Works. The new Tatty Teddy and My Blue Nose Friends range is due to hit the shelves in August 2012. Products include interactive plush, collectable figures and play sets, outdoor play, role play, prams and pushchairs, craft kits, games and activity books. Me to You remains one of the top selling character brands at Marks and Spencer; Tatty Teddy maintained its position as one of the best selling characters in ladies nightwear, girls nightwear, underwear and newborn clothing. Me to You continues to grow at Argos featuring products across multiple categories including jewelry, gifting, toiletries, duvet sets and craft materials and apparel. The Me to You sub brands have also been launched at Argos, including Softly Drawn and Sketchbook. Carte Blanche will develop new categories with Argos in 2012. The Me to You brand has continued to grow in Sainsbury's with 2011 being its best year ever. Tesco gift sales are showing significant growth year in 2011 with gifting also due to go online in 2012. Licensing opportunities are also growing and expanding into new categories within the grocery sector. For New Look, Me to You remains the best selling character brand across nightwear, gifts and footwear.

43

**JARDEN CORPORATION**

\$1B (E)

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WWW.JARDEN.COM

Jarden Corporation is a leading provider of niche consumer products, which are divided into four primary business units: branded consumables, consumer solutions, outdoor solutions and process solutions. Branded consumables: Ball, Bee, Bicycle, Crawford, Diamond, Dicon, First Alert, Forster, Hoyle, Java Log, Kerr, Lehigh, Leslie-Locke, Loew-Cornell and Pine Mountain; consumer solutions: Bonaire, Crock-Pot, FoodSaver, Health o meter, Holmes, Mr. Coffee, Oster, Patton, Rival, Seal-a-Meal, Sunbeam, VillaWare and White Mountain; outdoor solutions: Adio, All-Star, Abu Garcia, Berkley, Campingaz, Coleman, Fenwick, Gulp!, JT, K2, Marker, Marmot, Mitchell, PENN, Pflueger, Rawlings, Shakespeare, Sevylor, SpiderWire, Stearns, Stren, Trilene and Volkl. Jarden consumer solutions had continued success during 2011 with GrillMaster BBQ grills; Sunbeam non-cored fashion bedding; Oster cookware and gadgets in Latin America; Mr. Coffee coffee accessories including pump pots, travel mugs and French presses; and a Crock-Pot cookbook app. Jarden consumer

solutions 2012 initiatives include launching Crock-Pot seasoning mixes, Crock-Pot shelf-stable dinner kits and Crock-Pot fresh roasts for slow cookers, Sunbeam floor care in Canada, Health o meter kitchen scales, Sunbeam outdoor lighting in Canada and Mexico and continued expansion of Sunbeam garment care to include sewing machines, GrillMaster expansion of grill covers and accessories, the introduction of Mr. Coffee drink mixes and confectionery. Jarden outdoor solutions iconic brands have been involved in several key licensing initiatives that will drive growth in 2012 and beyond by extending into new categories within softlines and hardlines. Coleman's lifestyle will extend into work wear apparel and accessories and build on its outdoor living products with the launch of a new extensive backyard BBQ line. Coleman's entry into the DIY market from power blowers to garage storage has been successful and future expansion into new categories is in the works. K2, Marker and Marmot also look to extend into adjacent categories such as accessories and footwear. Pure Fishing's family of brands that includes Shakespeare, Berkley and Ugly Stick have signed additional apparel partners to round out their current lifestyle collection. The relaunch of Adio in footwear positions the brand for expansion in apparel and accessories focused on the skate lifestyle. Rawlings continues to look for new partners to expand their lifestyle products such as eyewear and electronic accessories. Brand licensing efforts for Jarden branded consumables and outdoor solutions are being led by Brand Central.

44

**MARTHA STEWART LIVING  
OMNIMEDIA**

\$1B

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WWW.MARTHASTEWART.COM

The key brands are Martha Stewart and Emeril Lagasse. New categories and international expansion for merchandising are being developed. Key retail partners are Macy's, Home Depot, Staples, PetSmart and Michael's.

45

**NASCAR**

\$1B (PRIVATE)

BLAKE DAVIDSON, VP, LICENSING AND CONSUMER PRODUCTS, +1.704.348.9613  
WWW.NASCAR.COM

In 2011, NASCAR witnessed historic events that brought about some signature licensing programs. 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 (NTP). 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 had 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 really hit its stride in 2011 with a multi-channel distribution program that featured best in class partners in the apparel, die-cast collectables, toys, video games and trackside retail categories. Many key NTP programs saw exponential growth, including the Walmart Race Time Program, Lionel NASCAR Collectables and Motorsports Authentics. 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 continued its video game strategy by running its second season of the NASCAR iRacing series, launching two new games for the console called NASCAR 2011: The Game and NASCAR Unleashed from Eutechnyx and Activision. 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.

46

## PLAYBOY ENTERPRISES

\$1B  
WWW.PLAYBOYENTERPRISES.COM

47

## SONY PICTURES CONSUMER PRODUCTS

\$1B

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Green Hornet, Arthur Christmas, The Smurfs (movie and classic program) and Ghostbusters classic program were the key licensing properties in 2011 that contributed to the success of SPCP. Properties that SPCP is currently working on are Men In Black 3, Total Recall, Hotel Transylvania and The Smurfs 2. Stand-out programs for 2011 included Arthur Christmas and Toys 'R' Us as well as The Smurfs programs at Toys 'R' Us, Build-A-Bear Workshop, and Hot Topic.

48

## NELVANA ENTERPRISES

\$1B

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Throughout 2011, Nelvana Enterprises continued to drive global licensing and merchandising activity through key brands including Beyblade, Babar and the Adventures of Badou and Franklin and Friends. Since the re-launch of the TV series and toy line in 2009, Beyblade has established a strong following and active fan

base. Leveraging a unique combination of play patterns that include collectability, customization and competition, the Beyblade consumer products program has launched in more than 80 countries with more than 200 licensees. Master toy partner Hasbro, together with Tomy, have sold over 150 million Beyblade toys since the brand's relaunch worldwide. Recognized as a top boys' action property, the animated TV series has global placement with key broadcasters Cartoon Network in the U.S., YTV in Canada, Nickelodeon in the U.K., Gulli in France and Disney XD in Latin America. Last year also marked a milestone anniversary for Babar. Nelvana celebrated Babar's 80th anniversary with new episodes of its CG-animated TV series, Babar and the Adventures of Badou, a museum exhibit and a line of exclusive licensed classic Babar products with Empire Mango. Merchandise programs continue to grow for Babar and the Adventures of Badou with more than 40 licensees already on board.



49

## U.S. POLO ASSN.

\$1B

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U.S. Polo Assn. is the official brand of the United States Polo Association (USPA), the non-profit governing body for the sport of polo in the U.S. since 1890. USPA Properties manages licensees in North, Central and South America, Asia, Europe, Russia and the Middle East to provide consumers with branded apparel, accessories, luggage, watches and shoes. Products are available in more than 130 countries at department and U.S. Polo Assn. stores, and independent retail locations. USPA Properties announced a licensing agreement with Li & Fung making LF the master licensee for the U. S. Polo Assn. brand in China.

50

## WWE

\$1B

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WALKER, VP GLOBAL CONSUMER PRODUCTS,

+44.207.349.1749  
WWW.WWE.COM

In 2012, WWE is focused on expanding its global infrastructure with the appointment of new consumer products employees in Miami, London, Singapore, Shanghai and Mumbai. WWE continues to broadcast in 145 countries in more than 30 languages. The company's flagship event, WrestleMania XXVIII, was the most lucrative yet, generating more than \$67 million from ticket sales and global PPV buys from 105 countries in more than 20 languages. For the first time, WWE held live events in Russia and Brazil, helping the company gain a foothold in these lucrative new markets. WWE's toy program with Mattel continues to enjoy strong success, led by the WWE Rumblers line that has captured the imagination of the younger consumer. WWE and THQ revamped their highly successful video game franchise in November 2011 with WWE '12, which has sold over 2.2 million units to date. Event Tour Sponsor, with retail activation set up to leverage the WWE's four key pay-per-view events: Royal Rumble, WrestleMania, SummerSlam and Survivor Series. The partnership delivered a 25 percent increase versus the prior year. Additionally, WWE has cultivated new exclusive merchandise partnerships with Hot Topic and Party City. Internationally, WWE is teaming with Sears in Mexico for an all-store, six-week cross-category retail promotion starting in May. In the U.K., ASDA ran an Easter



promotion resulting in substantial cross-category sales growth. Planning is now focused on SummerSlam- and Survivor Series-related retail promotions.

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**BEVERLY HILLS POLO CLUB**

\$950M (PRIVATE)  
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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 and new shop concept. BHPC has a significant focus on South America and Eastern Europe.

52

**GENERAL MILLS**

\$950M  
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Key licensed brands include Betty Crocker, Green Giant, Fiber One, Cheerios, Yoplait, 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, 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-good 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 bread and baked goods. Apparel and housewares had significant potential across every major channel.

53

**FRIGIDAIRE**

\$900M  
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WWW.FRIGIDAIRE.COM

54

**HARLEY-DAVIDSON MOTOR COMPANY**

\$900M  
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55

**MARATHON MEDIA**

\$710M (PRIVATE)  
PATRICIA DE WILDE, SVP, CONSUMER PRODUCTS,  
+33.1.4434.6600  
WWW.MARATHON-MEDIA.FR

Key properties include Redakai: Conquer the Kairu, Gormiti, Saddle Club, Where's Wally, and Totally Spies! Redakai, a co-production with Spin Master, will be a key revenue driver in 2012. Marathon Media holds the worldwide licensing and TV rights excluding North America, which



are held by Spin Master. Spin Master holds international toy rights while Cartoon Network is the licensing agent in the U.S., Latin America and EMEA. Already launched successfully on Cartoon Network U.S., YTV Canada and Gulli France in 2011, this year will see Redakai broadcast across the globe on Cartoon Network (EMEA and Latin America), CITV (U.K.), Disney Network of Channels in India and SEA, Network Ten (Australia), DR (Denmark), Canal J (France), TV3 (Estonia, Latvia and Lithuania), Clan TV (Spain), Panda Biggs (Portugal), and JEI Korea. On the back of this extensive TV platform, toy and CP plans are planned throughout. In the U.K. and France, the first products to hit the shelves will be Spin Master's revolutionary Redakai TCG featuring one-of-a-kind 3D and animation effects. The initial launch phase will include extensive consumer sampling, TV advertising and print advertising in April and May to raise awareness, generate trials and recruit kids to the collectible trading card game. In Italy, Germany and Benelux, Spin Master's subsidiaries will release their lines during coming BTS season on the heels of the local TV launches. In Australia, the TV launch in early 2012 will be followed by a DVD release in mid-2012 by Magna Home Video, while Moose Toys launched the Spin Master Redakai TCG to specialty retailers starting in February. Similar rollout plans are being put in place across the rest of Europe, the Americas and Asia. 2012 will also see the launch of the brand new sixth season of Totally Spies!, which is also celebrating its 10th anniversary. A series of promotional events will contribute to a resurgence of revenues for this classic property, potentially establishing it as an evergreen brand. Marathon also expects growth with its third party properties, an important part of its revenue. The Saddle Club continues to do well with girls 4-12 across Europe. Three new novels, a new part work collection and a QSR promotion will drive the brand this coming year. A wide array of promotions are planned across France to celebrate the 25th anniversary of Where's Wally coinciding with the launch of an ambitious licensing program.

56

**PGA TOUR**

\$704M (PRIVATE)  
TIM HAWES, SVP RETAIL LICENSING, +1.904.285.3700  
WWW.PGATOUR.COM

The PGA Tour licenses a family of brands that includes the three tour brands (PGA Tour, Champions Tour and Nationwide Tour) as well as a collection of approximately 30 premier tournament brands such as The Players Championship, The Tour Championship by Coca-Cola, the various World Golf Championship events, The Barclay's Championship and the Northern Trust Open. The PGA Tour licenses all of these brands domestically and internationally. PGA Tour retail licensing activity continues to expand both domestically and internationally. In 2012, licensing programs will be brought to market in a variety of new channels that will drive domestic growth including real estate, agronomy, formal apparel and memorabilia. Internationally, the Tour expects to see between 30-40 new licensing partners

brought into its licensing program due to an increased level of resources aimed specifically at new business development. Areas of focus include apparel, headwear, golf accessories, golf training aides, home goods and corporate gifts. The PGA Tour's key branded retail partnerships continue to be: PGA Tour Airport Shops (38 shops under license from The Paradies Shops), PGA Tour Superstores (14 stores under license with Golf and Tennis Pro Shops) and PGA Tour Stores in China (currently 43 stores under license with Oriental Albatross (Beijing International Trading Company). Non-PGA Tour branded key retail partners include JCPenney, Macy's, Stage Stores, Edwin Watts, Dunhams and Modells.

## 57 AMERICAN GREETINGS PROPERTIES

\$600M

CARLA SILVA, VP OF GLOBAL LICENSING, +1.212.386.7355  
WWW.AGPBRANDS.COM

Strawberry Shortcake continued on her berry sweet road of success in 2011 with the No. 1 show for girls 2-5 on The Hub network. The introduction of a new friend, Cherry Jam, to Berry Bitty City brought even more excitement to the brand globally with increased apparel, accessories and publishing deals in key



markets such as the U.S., France, Brazil, Mexico and Canada. The Care Bears merchandising and promotional program throughout the world expanded in anticipation of the new entertainment launch in 2012. Successful programs that spanned infant through teen were particularly successful in the U.S. and Asia. In addition, Holly Hobbie Classic continues to expand in the Italian market with back-to-school, publishing and home goods categories. Building upon the success of the Strawberry Shortcake merchandising program in 2011, the brand will expand into new categories and promotional opportunities in 2012 including children's furniture, live shows in the U.S., Canada, France and South America, and exclusive DTR relationships with key retailers. The Care Bears will share hearts and hugs in 2012 and beyond, driven by the new CGI series, Welcome to Care-a-Lot, launching on The Hub network in early summer 2012 and followed in spring 2013 by the debut of the Hasbro toy line. Rounding out the new mix of product will be expanded offerings in apparel, publishing and DVD with key global licensees launching retail-exclusive apparel programs at locations worldwide. Key retail partners for American Greetings Properties continue to be Toys 'R' Us, Walmart, Target, specialty stores, food and drugstores, international retail chains such as Uniqlo, which featured Care Bears t-shirts in over 2,000 stores worldwide and key online retailers.

## 58 HEWLETT-PACKARD

\$600M (E)

TIM CARTER, MANAGING DIRECTOR OF PATENT AND BRAND LICENSING, +1.208.396.6426  
WWW.HPCOM

## 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  
WWW.POLAROID.COM

## 61 MAJOR LEAGUE SOCCER/ SOCCER UNITED MARKETING

\$530M (PRIVATE)  
STUART CRYSTAL, VP LICENSING, +1.212.450.1234  
WWW.MLSSOCCER.COM

Major League Soccer, all nineteen clubs, MLS players, U.S. Soccer, Federation of Mexican Futbol, CONCACAF, Chivas de Guadalajara. Numerous programs with MLS's key apparel and hard goods licensee adidas to expand distribution of the MLS ball, introduce MLS recreational kits and develop range for MLS under adidas Originals. Youth apparel from Outerstuff will grow dramatically along with the selection of styles targeting female fans through adidas and G-III. EA and MLS will partner in a number of promotions and tournaments to drive sales of FIFA 13 this fall. MLS will focus on merchandising enhancements to retail environments at stadiums; MLS endcap program at all Toys 'R' Us stores featuring products from Franklin Sports and adidas; expansion of retail space in all MLS markets at Dick's Sporting Goods; integrated POS and marketing support program for key soccer specialty retailers and the introduction of MLS collection at Party City stores.

## 62 AT&T

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

Leveraging AT&T's premier positioning and marketing presence, AT&T licensed products strategically complement the brand's existing telecommunications services, with more than 200 SKUs including corded and cordless telephones, business telephony systems, answering machines, headsets and telephone accessories. Key licensing initiatives that will drive growth in 2012 and beyond include further expansion of licensed products into the business market, as well as licensed products gaining additional market share in domestic and international markets, and new product launches across consumer electronics and accessories categories. Through a recent partnership with Concept 101, AT&T

will expand its offering in 2012 to include branded iPhone/iPad docking stations, headphones and accessories for Bluetooth devices and tablets. 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 Wholesale Club, Costco and Sam's Club.

## 63 HEARST BRAND DEVELOPMENT

\$500M (PRIVATE)

GLEN ELLEN BROWN, VICE PRESIDENT, +1.212.492.1301  
WWW.HEARST.COM

Hearst's acquisition of nearly 100 magazines from Lagardere in 2011 made the company one of the world's largest magazine publishers, connecting consumers around the world to Hearst's 300-plus editions. Key initiatives in 2011 included expansion of the Esquire Home franchise with new furniture introductions as well as the launch of the Esquire art collection featuring illustrations and photographs from Esquire's vast archives. The Country Living program at Sears and Kmart experienced continued success in the bedding, bath and outdoor/patio categories. Seventeen and JCPenney executed a robust holiday promotion in support of the retail bedding collection, giving teens the chance to reinvent their space to reflect their personal style. In 2012, Hearst Brand Development will continue to focus on foundation partnerships with the Country Living and Seventeen brands as well as a variety of new ventures including: A new partnership with HSN that positions House Beautiful as the branded home authority on HSN.com; a comprehensive collection of Good Housekeeping branded custom blinds and shades; an online subscription based fitness program with Seventeen; Country Living custom stationary; DIY technology with Popular Mechanics; launch of a new furniture collection for Metropolitan Home with potential expansion in outdoor furniture and soft home, plus expansion of the Car & Driver and Road & Track licensed programs across a range of categories.

## 64 THE THOMAS KINKADE COMPANY

\$425M (PRIVATE)

KRISTEN BARTHELMAN, DIRECTOR OF LICENSING, +1.408.201.5273  
WWW.THOMASKINKADE.COM

The Thomas Kinkade Company publishes the work of Thomas Kinkade and distributes his art and related collectibles through a global network of independently owned galleries, an extensive network of branded and licensed dealers, and strategic marketing relationships. His artistry includes imagery of gardens, cottages and estates, cityscapes, plein airs, holiday scenery, and commemorative American landmarks. Kinkade, known as the Painter of Light, is the most successful and most collected artist in U.S. history. Thomas Kinkade is well known for the Studio Masterworks celebrating historic occasions, prestigious anniversaries and the most beloved sites in America and around the globe. Through key licensing partnerships with Disney Consumer Products, Warner Bros., NASCAR, Elvis Presley Enterprises, Rockefeller Center and Major League Baseball, the company will continue to commemorate milestones on canvas with his unique use of light and his inspiring themes. Thomas Kinkade licensed products can be found in a variety of more than 16,000 retail locations in the U.S. alone. Holiday ornaments and gift baskets can be found at mass retail, puzzles at toy retailers, books, CDs, and calendars are available in the book channel, fabric and craft retailers sell cross-stitch and craft kits as well as fabric by the yard. Grocery and drug stores carry the complete line of Thomas Kinkade greeting products for every occasion. Additionally

the network of galleries, online stores for chain retailing partners, as well as independent gift shops nationwide offer Thomas Kinkade art and licensed products. Through partnerships with long-standing licensees, the company will continue to develop a wide assortment of products utilizing Kinkade art.

## 65 ASPCA

\$420M (PRIVATE) (NON-PROFIT)  
ELYSIA HOWARD, VP, MARKETING AND LICENSING,  
+1.646.291.4508  
WWW.ASPCA.ORG

In 2011, ASPCA licensed products reached \$420 million in retail sales, its strongest year yet in the six-year tenure of ASPCA's licensing program.

Key properties include ASPCA Collection, ASPCA Kids, services and financial products. New items in the ASPCA Collection portfolio included beds, blankets, pillows, medical scrubs, collars and leashes. ASPCA Collection included the launch of new packaging and the new tagline Compassion. Comfort. Love. to reflect the brand's core values. ASPCA products were at more than 15,000 retail doors including a brand block at Walmart and a pet bed and pet toy collection at Ross Stores. Additional Holiday promotions were executed at Lowe's and CVS stores, while expanded SKUs were introduced at Family Dollar. ASPCA Pet Health Insurance continued as an anchor of the licensing program, with strong performance in renewal and acquisition. A new license with Bank of America credit and debit cards proved a successful strategy as one of the fastest growing products in the portfolio. Some of the key licensing initiatives to drive growth in 2012 and beyond include channel diversification, new properties, categories, and an emphasis on ASPCA Kids. ASPCA will be offering co-branded cause-marketing platforms to key retailers, building on the strong momentum already in the market place. Leveraging 146 years as America's trusted pet authority, the ASPCA's expert content will drive additional licensing revenue and support the sales of licensed products.



## 66 ITV STUDIOS GLOBAL ENTERTAINMENT

\$410M

JEAN-PHILIPPE RANDISI; GILES RIDGE; TRUDI HAYWARD,  
+44.207.157.6200  
WWW.ITVSTUDIOS.COM

Key properties and programs include Alan Titchmarsh, Bullseye, Classic Catchphrase, Countdown, Coronation Street, Come Dine With Me, Dancing On Ice, Hell's Kitchen, I'm a Celebrity Get Me Out of Here, Loose Women, Red or Black, This Morning and Classic Thunderbirds. Retail partners include John Lewis, Argos, Amazon, HMV, Tesco, Asda, Robert Dyas, Debenhams, Morrisons, Sainsbury's, Play.com and WH Smith.

## 67 DISNEY ABC TELEVISION GROUP

\$400M

JANICE VARNEY-HAMLIN, +1.818.460.5167  
WWW.ABC.COM

Key properties include Dancing with the Stars, Wipeout, Once Upon A Time, Revenge, Castle, Grey's Anatomy and The Chew. Once Upon A Time, Wipeout, The Chew, Revenge, Dancing with the Stars and Castle all promise to be an expanded licensing opportunity in 2012. ABC is the No. 1 network broadcast provider in reaching women 18-54. The ABC viewer is more affluent and better educated than its competitors. By focusing on fan engagement through content, programming, social media, powerful promotions, licensing and the ability to leverage assets across all lines of business, ABC can create new inventive opportunities and establish evergreen franchises upon which retailers can count on. ABC's lineup of licensed products drove success beginning with the second title of Activision's Wipeout Console Game. Castle books were on the NY Times bestseller list more than once in 2011. Based on ABC's best performing detective drama and written by Richard Castle, the lead character, Castle books Naked Heat, Heat Rises, Heat Wave, combined with Marvel Comics Castle Graphic Novel, Naked Storm, is a living example of life imitating art. Dancing with the Stars continued its stepped up performance with the introduction of its eight workout video was showcased at Best Buy and Barnes and Noble in 2011, with the latest DVD launched at LA Fitness. For the first time, Once Upon A Time, the newest hit in the ABC Fall lineup, an eight-episode DVD, an exclusive offer at Target stores, sold out in less than two weeks.

**68** **TOEI ANIMATION**  
 \$384M (PRIVATE)  
 HIROYUKI KINOSHITA, DIRECTOR OF GLOBAL  
 STRATEGY COORDINATION AND EXECUTION,  
 +81.3.5261.7619  
 WWW.TOEI-ANIMATION.COM

With headquarters in Tokyo and sales offices in Paris, Los Angeles, Hong Kong and representative office in Shanghai, Toei Animation ranks amongst the world's most prolific animation production studios. Operations include animation development and production, worldwide marketing and program licensing. Since its founding in 1956, Toei Animation has produced more than 10,000 episodes of TV series (more than 200 titles) and more than 200 long feature films as of March, 2012. Key properties include Dragonball, One Piece, Pretty Cure, Saint Seiya, Sailor Moon, Digimon and Toriko. Key initiatives for 2012 include: brand new series for Saint Seiya (Omega); expanding global reach within broadcast, merchandising and online distribution of the existing titles; developing business of animation coproduction with global partners.

**69** **CLASSIC MEDIA**  
 \$376M (PRIVATE)  
 NICOLE BLAKE, EVP, GLOBAL MARKETING AND  
 CONSUMER PRODUCTS, +1.212.659.3030  
 WWW.CLASSICMEDIA.TV

Classic Media continues to build on its success reinventing the classics of yesterday and creating the classics of tomorrow. Key properties driving growth in consumer products in 2011 were Where's Waldo?, Where's Wally?, Postman Pat, Voltron, Masters of the Universe, VeggieTales, and the Company's seasonal portfolio. Where's Waldo? and Where's Wally? has sold 56 million books in more than 30 languages and 38 countries around the world. In 2011, momentum on the property continued, as a network of agents were signed in key territories, including France, pan-regional Europe and Korea, and the number of licensees reached 110 globally. The brand had continued success in gaming/apps and recently ranked among the Top 25 All-Time Paid Apps in 10 countries by Apple. In the U.S., new anchor partners were signed: Techno Source, a division of LF Products (games, puzzles and novelty items), Jem Sportswear



(men's and young men's apparel) and Concept One (accessories). The new lines will launch in Fall 2012 timed to the brand's 25th Anniversary. In the U.K., Where's Wally? continues to deliver best in class, award-winning product. Somerbond's adult underwear and nightwear won Best Licensed Adult Apparel Range and Woodmansterne's adult birthday cards were nominated for Best Licensed Paper Product Range, at the Licensing Awards. Key items from Advent calendars to boxer shorts to celebration cakes were all at the top of the charts, leading to a broader retail presence in 2012. By the Power of Grayskull, Classic Media brought on new licensees complementing Mattel's Masters of the Universe toy line, gearing up for the brand's 30th Anniversary. Key partners include DC Comics, Changes (apparel), Disguise (costumes), New Era (headwear) and Funko (bobbleheads) with many more new partners to be announced. Voltron, the legendary action hero of the 1980s, rounded out its mighty collector program with new partners including Dynamite (comics and graphic novels), Bentex (T-shirts, kid's sleepwear and loungewear) and Fifth Sun (men's, juniors, kids T-shirts and fleece), New Era (headwear) and Skinit (electronic skins). New series Voltron Force debuted in 2011, introducing the Defender of the Universe to a new generation of fans and had the highest rated launch ever on Nicktoons. The series has been sold to top broadcasters worldwide. Classic Media secured key partnerships in Confection (Primary Colors, Regal) and launched Video Games and an App for its Seasonal portfolio, which includes Santa Claus is Comin to Town for Christmas, Casper the Friendly Ghost for Halloween and Peter Cottontail for Easter. Where's Waldo?/Where's Wally? celebrates its 25th Anniversary in 2012 with a raft of new licensees, broader retail presence and several territory launches. It will continue to build on digital gaming success with the launch of the third Apple App (Ludia) and the expansion into new platforms, including the first Facebook game (Ludia) and the first Android App (Gameloft). Territories launching consumer products programs include France, Spain and Korea. Preparation has begun for 2013 with Postman Pat's first feature film and the launch of season two on CBeebies. Consumer products will re-launch with new toys, new publishing and a full range of new products and packaging all in development. Classic Media recently acquired two classic preschool properties Noddy and Olivia and the company looks to build on the established success of these heritage brands. VeggieTales is expanding its base of licensees to celebrate its 20th anniversary in 2013. 2012 will see the launch of new products in several key categories including The Orb Factory (crafts and activities), Masterpiece Flower Company (live plant containers), in addition to multiple digital game and educational apps from Weeblets (Spotisode), Moveable Code (Step By Story), ReelCards (video e-greetings) and more in development! These new licensees join premium VeggieTales partners, including Strotzman (five million kid's meal premiums with Chick-fil-A in August 2011), ConAgra (top branded fruit snacks in 18 grocery chains) and Gregg Gift/Enesco (gifts and plush).

**70** **SABAN BRANDS**  
 \$375M (PRIVATE)  
 NINA LEONG, SVP LICENSING; KIRK BLOOMGARDEN,  
 SVP INTERNATIONAL LICENSING, +1.310.557.5230  
 WWW.SABANBRANDS.COM

Saban Brands was established in 2010 to acquire and develop a world-class portfolio of properties and capitalize on the company's experience, track record and capabilities in growing and monetizing consumer brands. Saban Brands applies a strategic transmedia management approach to enhancing and extending its brands in markets worldwide and to consumers of all ages. After reacquiring the Power Rangers franchise, Saban Brands with Nickelodeon, launched Power Rangers Samurai. In the first week, Power Rangers Samurai reached over 17 million viewers, becoming the No. 1 kids action series. Saban Brands aligned with master toy licensee, Bandai, to launch a full line of male action toys that replicated the characters in the live action series and quickly followed it with an extensive consumer product line. Globally, Power Rangers has distribution in over 150 markets, TV exposure seven days a week and No. 1 ratings in numerous territories. Paul Frank is a dual-gender, multi-generational property that has proven itself as a fashion brand with a whimsical appeal across the globe. After acquiring Paul



Frank in 2010, Saban Brands expanded its distribution domestically and worldwide with an assortment of unique product, 100 licensees and a plan to open 60 new stores in China alone. Along with bringing fans new product, Paul Frank engaged consumers with major marketing initiatives like a nationwide mobile tour, extensive celebrity gifting and product placement, a giant Julius balloon in the

Macy's Thanksgiving Day Parade and feature shops in FAO Schwartz and Toys 'R' Us. In 2012, Power Rangers is building on its success with an increase in the number of licensing partners to 150 licensees. In addition, the number of product categories, SKUs and retail footprint will all drive growth. In 2012, Paul Frank continues to build on its on-going success at all Target stores and other mid-tier and department store retailers by broadening its distribution, growing the Small Paul brand at Babies 'R' Us and launching at college book stores with Jones & Mitchell. In 2011, Power Ranger re-launched with a new season, a new television partner and a worldwide consumer products program. Anchored by world-wide master toy licensee Bandai, Power Rangers launched a full line of male action toys. Mega Bloks introduced construction toys worldwide. Two videos games were introduced by Bandai Namco on Wii and Nintendo DS, party goods with Amscan, cakes with Decopac, Halloween costumes with Disguise, dress-up with CDI, storybooks with Scholastic, feature plush from The Bridge, Squinkies by Blip Toys, and all natural fruit juice from Genesis Today. T-shirts from JEM Sportswear, underwear from Handcraft and apparel and pajamas from Li & Fung were made available. The Power Rangers Samurai licensing program is truly global with launches in all major markets in Western Europe (the U.K., France, Germany, Italy), the Middle East, South Africa, India, Australia/New Zealand, the U.S., Canada and all of Latin America with major efforts in Brazil and Mexico. Domestically, Power Rangers is distributed at all key retailers including Wal-Mart, Toys 'R' Us, Target, Kmart and Amazon. These retailers saw a 450 percent year over year increase in Power Rangers toy sell through as a result of Saban Brands marketing and programming efforts. Internationally, Power Rangers product can be found in all the major mass market and specialty toy retailers. Over the past 15 years, Paul Frank has been known as a Southern California fashion brand with whimsical appeal. Julius, iconic monkey, can be seen on a variety of products including apparel, accessories, timing, games, gear, books, stationery, home decor, toys, plush and even tech accessories. The brand's wide appeal has offered our 100-plus licensees the opportunity to build a unique global assortment of merchandise. Saban has expanded the distribution channels to mid-tier retailers and has also seen a rapid expansion of its licensed retail stores in China and SE Asia. In the U.S., Paul Frank is distributed among a variety of retailers including Nordstrom's and Bloomingdale's with premium labels, Macy's, Kohl's, Sears and JCPenney. Target carries product in all locations and has over 200 items online. Also, Paul Frank will debut at Babies R Us this spring in the feature area of all locations. In addition, the World of Paul Frank was featured this fall at FAO Schwarz.

## 71 DR PEPPER SNAPPLE GROUP

\$358M

IAN NORTON, DIRECTOR OF INNOVATION; MEGAN MAY, BRAND LICENSING MANAGER, +1.972-673-7000  
WWW.DRPEPPERSNAPPLEGROUP.COM

Key properties in the DPS Group include Mott's, Snapple, Dr Pepper, 7UP, Crush, A&W Root Beer, 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. With these flavors consumers already know and love, licensees can provide their retailers with a strong pipeline of innovation opportunities. Through joint planning and partnering closely with their licensees, DPS continued to grow in 2011 including the launch of Snapple Jelly Bellies, expansion of Jel Sert powder drink mixes with Crush, Yoo-Hoo and Squirt flavors, Mott's Fresh Fruit Snack Pack Combos, a partnership with Beechnut to create Mott's branded baby food and a partnership with General Mills to launch Mott's fruit snacks.

## 72 SHINE 360°

\$346M

BEN LIEBMANN, CEO; LORI HEISS, GLOBAL BRAND MANAGER, +44.207.985.7000  
WWW.SHINEGROUP.TV

Launched in October 2010, Shine 360° oversees the development and commercialization of Shine Group's brands and non-broadcast rights across digital, interactive and social media, consumer products and publishing, gaming, home entertainment, live experiences, sponsorship and brand partnerships, with particular emphasis on furthering retail and direct to consumer propositions. The key Shine 360° properties for 2011 were MasterChef and The Biggest Loser. An exciting entertainment series that sets out to find amazing amateur chefs whose talent, dedication and passion for food could change their lives forever, MasterChef is a global enterprise representing over half a billion dollars. It is produced in 34 countries, broadcast in over 200 territories and viewed globally by over 200 million. Generating over \$270 million in global retail revenue since 2009, MasterChef now has active licensing programs in 17 countries including Australia, Croatia, France, Greece, India, Ireland, Israel, Netherlands, New Zealand, the Philippines, Portugal, South Africa, Sweden, Ukraine, U.K., and the U.S. The Biggest Loser, which first aired in the U.S. in 2004 on NBC, has become an international phenomenon seen by over 100 million people in 90 countries. The Biggest Loser has also struck a chord with consumers as a highly credible health and fitness brand, and it has generated more than \$400 million in consumer spend since the first products launched in the U.S. From sponsorship deals and integrations to consumer products, publishing, home entertainment, digital and retail, it has become a stand-out health and lifestyle brand, with active licensing programs in five countries and over 15 million products sold. The continued expansion of MasterChef into new territories globally, and the rise of kid's extension Junior MasterChef, will see the brand grow in 2012, with a focus on extending the brand into food products for the first time, as well as new initiatives around toys, travel & hospitality, live events and global publishing. The Biggest Loser will also continue to grow with productions in new territories and a focus on DTC propositions. Shine will also look to grow licensing programs for other key properties including One Born Every Minute and Got to Dance. Over 3 million books and magazines were sold in 2011, with 57 individual book titles were published across 12 territories including Australia, France, India, Israel, Portugal, U.K. and the U.S., and magazines were published in Australia, Finland, U.S. and Ukraine. There were over 300,000 attendees at MasterChef Live Events across Australia, Croatia, Ireland, Malaysia, Portugal, U.K. and the U.S. in 2011. MasterChef has a variety of consumer products licensed in Australia, France, India, New Zealand, South Africa, Sweden, U.K. and U.S. Product categories include cookware, makeware, homewares, BBQs, textiles and small domestic appliances. The Biggest Loser licensing program in the U.S. is the most established and saw the most activity in 2011 across 25,000 retail doors. Featuring a full service destination resort/spa program in the U.S., an online membership club, a home delivery meal plan, a certified pro-training program, best-selling books, fitness DVDs, Kinect/Wii/DSi video games, music CDs, fitness equipment, assorted food products and licensed promotion partners that are supported by organic product integrations in the show.

## 73 MICHELIN LIFESTYLE LIMITED

\$343M

HELEN TATTERSALL, COMMERCIAL DIRECTOR, +44.1.782.402127  
WWW.MICHELIN.COM

The company plans additional launches of Michelin automotive accessories and footwear. Key retail partners include Walmart, Costco and Canadian Tire.

## 74 STUDIO 100

\$334M (PRIVATE)

MARIE-LAURE MARCHAND, INTERNATIONAL LICENSING DIRECTOR, +33.1.56.92.3000  
WWW.STUDIO100.TV

Key properties include Maya the Bee, Vicky the Viking, Heidi, K3, Bumba, Plop, Pete Pirat, Mega Mindy, House of Anubis, Tabaluga, Amika and Zigby. It will launch the Maya 3D series in fourth quarter of 2012 and the Vicky 3D series in 2013/14. It plans cross-promotional activities in Benelux with newspapers, magazines and FMCG companies, as well as retail and loyalty programs with various supermarket chains in Benelux. In 2012, Studio 100 opened a cookie division to produce in-house branded cookies in Benelux. Key partners include Fun, Dreamland, Colryut Group, Smit, Intertoys, Blokker, Maxitoys, Real, Rewe, Edeka, Metro, Netto, Penny, Aldi, Lidl, Karstadt, Kaufhof, Ernstings Family, Vedes, TRUS and Idee Spiel.



## 75 MARS RETAIL GROUP

\$320M (PRIVATE)

JOHN CAPIZZI, GENERAL MANAGER OF LICENSING, +1.973.691.3500  
WWW.MMS.COM

Key initiative is implementation of a Mars One Voice strategy that creates themed displays with candy and merchandise that can be customized and executed in many forms at various price points. Displays can be as simple as one or two relevant products to execute a theme such as a dispenser and candy to implement multi pallet displays such as our M&M's Pallet Train. The company's continued interest in exploring international opportunities, and strategically adding categories to grow the current assortment bring the One Voice strategy alive at retail locations through U.S. retailers including Kroger, Walgreens and Walmart.

## 76 AGFAPHOTO

\$300M (PRIVATE)

RAY UHLIR, MANAGING DIRECTOR, LMCA, +1.212.265.7474  
WWW.AGFA.COM

This venerable, German-based photography brand began licensing just four years ago and has achieved strong results in cameras, optics and related accessories. Distribution is expanding from Europe into both North, Central and South America and more recently, into Asia. New categories have been targeted.

## 77 CBS CONSUMER PRODUCTS

\$300M

LIZ KALODNER, EVP AND GENERAL MANAGER, +1.212.975.5232  
WWW.CBSCONSUMERPRODUCTS.COM

International licensing of Star Trek and America's Next Top Model, along with the introduction of new gaming



platforms for NCIS and The Amazing Race, led 2011 results. The launch of a new Television City e-commerce site and the expansion of existing online retail programs further improved fans' access to their favorite products and drove retail sales. 2012 will be led by the launch of new social and online games across the entire portfolio as well as the continuing growth of live events such as the Next Top Model Live consumer fairs, traveling stage shows and touring exhibits. Unique retail programs with Bebe (90210) and HSN (Jabot Cosmetics) featured fully-integrated on-air product stories and major marketing activities.

## 78 THE GOODYEAR TIRE & RUBBER COMPANY

\$275M

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

During 2011, the Goodyear licensing program focused on the growth of existing licenses as well as identifying and executing new licensing opportunities throughout the world in categories such as automotive accessories, home/garage, apparel and replicas. New licenses were secured in numerous categories with one in particular for a line of Goodyear branded emergency preparedness kits that will leverage the brand equity of safety, reliability, trust and performance. Moving forward, the Goodyear licensing program will continue to develop a variety of equity-driven licenses across a broad range of categories including bicycles, power products and tools and automotive accessories.

## 79 WELCH'S

\$275 (E) (PRIVATE)

LINO MARRERO, BUSINESS DEVELOPMENT MANAGER, +1.978.371.1000; ANGELA FARRUGIA, GROUP MANAGING DIRECTOR, THE LICENSING

COMPANY, +1.212.413.0880  
WWW.WELCHS.COM

## 80 CHURCH & DWIGHT

\$250M

TAMMY TALERICO-PAYNE, DIRECTOR OF LICENSING, +1.609.279.7334; JAY ASHER, PARTNER, BRANDGENUITY, +1.212.925.0730

WWW.CHURCHDWIGHT.COM

Arm & Hammer, one of the world's most trusted brands, launched multiple home care products in 2011, leveraging its unmatched odor neutralizing technology in an array of products. Category leader Petmate launched litter pans, litter filters, cat mats, deodorizer dispensers and litter liners for a complete in-home pet solution. Elements of the line were featured at national retailers, including Target, Petco and Walmart. Arm & Hammer boasts several more 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. In addition to their air filtration products, Protect Plus launched a line of Arm & Hammer baking soda-infused shelf liners at grocer Harris Teeter and planning to hit Walmart in 2012. In 2011, Arm & Hammer was found in more aisles at retail than any other brand. Filling the pipeline for 2012, Brandgenuity signed a number of deals for Arm & Hammer that will extend its home categories. Prym will launch three product lines in 2012 all providing safe, deodorizing technology for clothing and pets: Storage Fresh to include closet storage, hanger cover, shoe inserts and clothing storage; Fabric Fresh, a line of lint removal tools and papers; and Pet Fresh, an innovative line of pet hair removal gloves and lint sticks. Protect Plus will launch Arm & Hammer food storage with built-in odor control and antimicrobial protection. Additionally, Karmin will launch a line of Arm & Hammer kitchen gloves. OxiClean will also be featured in a line of kitchen gloves and cleaning products. The first Kaboom licensee, Metro Design, was brought on for moisture removal products for the bathroom.

## 81 ENDEMOL WORLDWIDE BRANDS

\$250M (PRIVATE)

OLIVIER GERS, CEO, +44.870.333.1700  
WWW.ENDEMOL.COM

Key properties include Deal or No Deal, Wipeout, The Money Drop, Ready Steady Cook, Big Brother and Miss France. Investment in licensed gaming and gambling as new TV game shows such as The Code break into global marketplace. Key retail partners are Argos, Tesco, Sainsbury's and Amazon.

## 82 NATIONAL GEOGRAPHIC

\$250M (E) (NON-PROFIT)

KRISTA NEWBERRY, SVP OF LICENSING, NORTH AMERICA, +1.202.857.7572  
WWW.NATIONALGEOGRAPHIC.COM

## 83 JOHN DEERE

\$247M

DALE PASCHKE, GLOBAL MANAGER, BRAND LICENSING, +1.919.804.2725

WWW.JOHNDEERE.COM

Key product categories include toys, apparel, hats, footwear, workwear, gifts and collectibles at [www.JohnDeereGifts.com](http://www.JohnDeereGifts.com). Key initiatives include global expansion with increased offerings in China, India, South America and Mexico, as well as renewed focus on North America dealer channel.

## 84 THE TRUMP ORGANIZATION

\$215M (E) (PRIVATE)

CATHY GLOSSER, EVP, GLOBAL LICENSING, +1.212.836.3242  
WWW.TRUMP.COM

## 85 SOURCE INTERLINK MEDIA

\$215M (PRIVATE)

ROBERT COOPER-DIAZ, SENIOR DIRECTOR MARKETING; HOLLY ARNESEN, SENIOR DIRECTOR RETAIL, +1.310.531.5994

WWW.SOURCEINTERLINKMEDIA.COM

Motor Trend, Hot Rod, Lowrider, Surfer, SLAM and Automobile are among key properties. In 2011, Source Interlink Media transformed into a multi-media full service agency and content creator. Licensed mobile apps for Android phones, iPhones, iPads, tablets and emerging media became a key focus of the business. Source Interlink Media continues as the owner of over 70 enthusiast brands and is the largest provider of licensed content for enthusiast media in the U.S. In the consumer goods market the automotive category once again drove sales for 2011 with products including jumper cables, jumpstarts, organizational tools, multi-tools, and pet car safety. Motor Trend cellular accessories and Bluetooth items continued their success as the assortment grew and GPS accessories were added as well. SIM continues with 11 branded radio shows and branded TV shows. Each month SIM licensed content reaches over 100 million consumers. Retail partners include Advance Auto, Family Dollar and Publix.

## 86 FOOD NETWORK

\$212M (PRIVATE)

SERGEI KUHARSKY, GENERAL MANAGER, SCRIPPS ENTERPRISES, +1.646.336.3784  
WWW.FOODNETWORK.COM

In addition to strong growth in its line of Kohl's housewares products (now with more than 1,100 SKUs), Food Network also added a line of wines, dubbed entwine, in a partnership with Wente Vineyards. Food Network Magazine (a partnership with Hearst) continues to perform well, leading newsstand sales in its category and making Ad Week's hot list twice in 2011. Entwine wines, an expanded sportservice partnership with Delaware North Companies, and the launch of Food Network Kitchens (its new restaurant concept) in airports across the country will be the primary growth drivers in 2012. Key retail partners in 2011 were Kohl's (housewares), Delaware North Companies (concessions and food service), Wente Vineyards (entwine wines) and Hearst (Food Network Magazine).

## 87 C3 ENTERTAINMENT

\$200M (PRIVATE) ANI KHACHOIAN, EVP OF LICENSING AND CONSUMER PRODUCTS, +1.818.956.1337

WWW.C3ENTERTAINMENT.COM

Key properties are The Three Stooges and Dan Haggerty as Grizzly Adams. Initiatives include a new The Three Stooges Movie distributed by Twentieth Century Fox Studios in 2012 with new movie themed product line, as well expansion of existing licensed Three Stooges product lines. Additional online gaming and digital licenses and expanded for the Three Stooges themed lottery program (the Three Stooges brand is the most used entertainment brand by state lotteries). Key programs include The Three Stooges themed Lottery program in dozens of state lotteries across the country; The Three Stooges movie global video release to retail with Twentieth Century Fox Studios; expand current direct-to-retail programs for Three Stooges merchandise and other brands represented to include in-store, online and HSN and QVC offerings; leverage co-branded merchandise opportunities from The Three Stooges movie with selected promotional partners (NASCAR, Six Flags and others) to penetrate additional retail distribution networks.

**88****ENTERTAINMENT ONE**

\$200M  
 ANDREW CARLEY, HEAD OF GLOBAL LICENSING,  
 +44.207.907.3797  
 WWW.EONEFAMILY.COM

As Peppa Pig becomes a mature brand in the U.K., the strategy is now to ensure it becomes an evergreen. The company is proactively seeking long term partners that offer a high level of marketing. These include FMCG promotions, the creation of the Peppa theme park with Paultons, and plans for a 10 year anniversary and stage show. Beyond the U.K., 2012 will be a pivotal year as retail programs launch in Spain, Australia and the U.S. and further roll out plans in other territories in 2013. Major activity is planned twice a year in most major retailers including Argos, Tesco, TRU, Asda and Smyths. In addition, key events are planned at the Peppa standalone store at the Peppa theme park.

**89****THE FOOTBALL ASSOCIATION**

\$200M  
 NICKY STANTON, BUSINESS DEVELOPMENT MANAGER,  
 +44.0.844.980.8200  
 WWW.THEFA.COM

Key properties are England crest and Wembley Stadium. The company plans to launch of The FA Cup licensing program: 150 years of The FA. Retail partners include Marks and Spencer, Tesco and Next.

**90****KRAFT FOODS**

\$200M  
 PAULA PHILLIPS, LICENSING CONSULTANT,  
 +1.502.551.5846  
 WWW.KRAFTFOODS.COM

**91****SEAWORLD PARKS & ENTERTAINMENT**

\$200M (PRIVATE)  
 DEANA DUFFEK, DIRECTOR OF GLOBAL LICENSING, +1.949.395.6460  
 WWW.MYSEAWORLD.COM

With more than 22 million visitors per year, SeaWorld is one of the most beloved brands in the world. Since 1964, SeaWorld has become the industry leader in conservation, education and entertainment. Through science-based research and local community engagement its goal is to enable real-world conservation solutions that benefit both people and wildlife. SeaWorld works with leading designers, publishers, manufacturers and entertainment providers including Activision, Sleepy Giant, Ruckus Media

Group, Andrews McMeel Publishing and many more to create products inspired by nature. In 2012, SeaWorld renewed its partnership with Mattel to include two new SeaWorld Barbies, and will be launching new iReaders with Ruckus Media Group, an assortment of jewelry and t-shirts by Palmer Cash. Specializing in family entertainment with a commitment to education and conservation SeaWorld Parks & Entertainment develop consumer products that connect people to nature and the SeaWorld experience. By expanding on nearly a 50-year history of inspiring families to play together, it continues to engage consumers in ways that form a deep love of environmental stewardship.

**92****VIZ MEDIA**

\$200M (PRIVATE)  
 DAISUKE AOKI, VP, ANIMATION LICENSING  
 +1.415.546.7073  
 WWW.VIZ.COM

Naruto and Naruto Shippuden continue to do well in the video game category, and reached an incredible milestone, having shipped 10 million copies worldwide since the launch of the first game in 2003, including 4.3 million units in North America alone. Namco Bandai also released the latest Naruto Shippuden game on the PSP, Ultimate Ninja Impact. Bleach continues to lead the Japanese anime block on Adult Swim's Saturday night block. NIS released the first Sony Platform Bleach video game, Bleach: Soul Resurrection in 2011. Since the U.S. debut of Death Note in 2007, the property has continuously maintained its strong fan base, and several new t-shirt designs were released by Hot Topic. In the first quarter, Viz announced new license acquisitions for Zetman, Berserk, and LaGrange AGrange-Flower of Rin-ne. Tiger & Bunny will also be a key focus for this year. Several collectible figures by Bandai Japan are currently available from Amazon.com, and there will be multiple categories of U.S. original consumer products (apparel, accessories, figures, and more) available this summer. Major retail partners include: Walmart, Target, Best Buy, TRU, Hot Topic, f.y.e and other online outlets.

**93****SMILEY WORLD**

\$183.7M (PRIVATE)  
 NICOLAS LOUFRANI, CEO, +44.0.20.7378.8231  
 WWW.SMILEYCOMPANY.COM

Smiley, the brand based on the original Smiley logo, represents 30 percent of the company's activity. SmileyWorld the brand based on the company's thousands of emoticons, represent 70 percent of sales. Smiley is now launching new brands: Smiley babies for 0-36 months, Smiley Jr for boys 2-8 and Smiley girls for girls 2-8. These new brands are based on characters with arms and legs and a body and will enable the Smiley brand concept to capture a new public while not disappointing its core audience of teens and young adults with the use of similar art on smaller sizes. In 2012, Smiley celebrates its 40th anniversary and is opening the first concept store in London. The Smiley store will be the base to start franchising the concept in markets where mono brand stores or branded corners in department stores are important. This includes China, the Middle East and many other markets. Smiley has also opened its e-commerce platform in five languages. The company continues to focus on major DTR deals with fashion (Splash, Coolcat, Etam and Hot Topic) or accessory chains (Claire's) as well as drugstore chains (Watson) or supermarket chains. A studio with a team of 20 people dedicated to this activity is in place in the London headquarter.



94

## BIG TENT ENTERTAINMENT

\$182M (PRIVATE)  
 RICH COLLINS, CEO; RICH MARYYANEK, CMO,  
 +1.212.604.0064  
 WWW.BIGTENT.TV

Domo's dominance of the young adult and specialty markets continues with new fashion products, global partners and expansion into new territories. Discovery Kids has a great core group of licensee's and new partners on board for 2012 including new direct to retail relationships. Pixfusion



is rolling out new 3D rendering and mobile technologies as well as new licensed relationships for its Kideo Video brand. While available at many channels, Domo's key retail partners in 2011 were the big specialty, young adult outlets like Hot Topic, Spencer's and Urban Outfitters.

95

## THE WIGGLES

\$180M (PRIVATE)  
 MIKE CONWAY, MANAGING DIRECTOR; ANDRIA  
 MICHAEL, SENIOR BRAND MANAGER  
 +61.3.9520.1000

WWW.WIGGLETIME.COM

Key properties are The Wiggles and Dorothy The Dinosaur. The company will focus on increased national and international touring commitments, two CD and DVD releases, new television content, refreshed creative, with new product lines in key categories to be launched in fourth quarter 2012.

96

## NISSAN MOTOR COMPANY

\$170M  
 GLEN KONKLE, CEO, EQUITY MANAGEMENT,  
 +1.858.558.2500  
 WWW.NISSANUSA.COM

During 2011, EMI continued its management of Nissan's worldwide account working directly with Nissan Japan. The Nissan licensing program continued to grow in 2011 and was the most successful year since its inception. There were a number of vehicles released in 2011 that furthered Nissan's growing influence in the car industry and created a significant amount of interest from a licensing perspective. The 520 horsepower Nissan Juke-R, a crossover hatchback, has garnered much attention not only for its V6 GT-R engine but also for its edgy and unique styling. The Infiniti IPL G Luxury crossover convertible provides one of the few large luxury convertibles and has dramatic design features which distinguish it from other vehicles on the road. The positive interest and consumer awareness that has been generated by these vehicles will continue to be leveraged in multiple categories across the world including automotive accessories, die-cast, radio control, software and lifestyle. Also, the Nissan licensing program will target numerous emerging markets to support the increasing sales of vehicles with licensed products.

97

## LUDORUM

\$157M  
 MAUREEN TAXTER, SVP U.S. CONSUMER PRODUCTS,  
 +1.212.972-7210  
 WWW.LUDORUM.COM, WWW.CHUGGINGTON.COM



The CGI-animated series, Chuggington, has been on the fast track to becoming a hit property around the globe. Already among the top preschool shows in the U.K., Australia and Germany, Chuggington now airs in 178 territories worldwide and is translated into 27 languages with A-list broadcasters. With over 250 licensees globally (Tomy, VTech, Mega Brands, Ravensburger, Crayola, Scholastic, Anchor Bay and Trudeau) new Chuggington products across all key categories have been developed. Licensing and toy programs are expected to launch in 2012 in India, Latin America and China. In the U.S., Disney Junior launched season two on-air with 13 new episodes of Chuggington. A third season launched in March 2012 and will be featured 19 times per week as the show will also air multiple times per day on the new Disney Junior digital channel. A dedicated Chuggington section is featured on disneyjunior.com with games, videos and more. The brand enjoyed partnerships with a broad range of strategic partners, which expanded its reach to millions of new fans. Amtrak built a Chuggington Depot into its 40th anniversary national tour around the U.S. bringing hands-on Chuggington fun to 40 key markets. In September, the U.S. Secretary of Transportation announced a long-term partnership between the National Highway Traffic Safety Administration and Chuggington. The program includes national Public Service Announcements on Disney Junior, a free safety app and a dedicated website where parents and children can learn more about safety and take the Chuggington Traffic Safety pledge. Over 400,000 kids have taken the pledge to date. Extending Chuggington's reach into the grocery channel, the brand was featured on over 13 million packages including a Well-Pict Berries campaign, Joy Cones and more. New product categories launched throughout the year from Chuggington's 35 top tier licensees. The key initiative to drive international growth in 2012 is the Discover Chuggington program—a consumer facing marketing campaign created to build deeper engagement with Chuggington among consumers. The initiative is being implemented via retail promotions and in store activities and live events and the program will be implemented in 19 countries. In the U.S., Chuggington had its first full year at retail with support from a broad range of retailers across all distribution channels. Toys 'R' Us, was first to launch product in U.S. and Walmart and Target also both launched Chuggington product in their stores across a broad range of categories

98

## EASTMAN KODAK

\$155M  
 EILEEN MURPHY, DIRECTOR, BRAND LICENSING,  
 +1.508.359.1091  
 WWW.KODAK.COM

**99****KAWASAKI**

\$151M  
 GLEN KONKLE, CEO, EQUITY MANAGEMENT,  
 +1.858.558.2500  
 WWW.KAWASAKI.COM

Kawasaki licensing continued to grow and develop in 2011 with product programs such as power tools, musical instruments, toy and sporting goods, vehicle replicas and gaming software appealing to both existing and new consumers. Kawasaki toy and replica products enjoyed strong sales with products such as the Kawasaki KFX Ride-On positively reflecting the excitement, performance, and fun of the Kawasaki brand. Licensees have focused primarily on the Kawasaki and Ninja brands to develop product programs that meet the expectations of motorcycle enthusiasts of all ages. In 2012, the equity of power and performance will remain a key focus and EMI will look to develop many new retail opportunities. A primary focus will be placed on developing new apparel and accessory programs that will appeal to both existing Kawasaki enthusiasts/owners while introducing new consumers to the brand. New brand advancement product categories will also be implemented within areas such as travel goods and outdoor recreational products while brand extension programs will be developed across a variety of new categories. The new products developed through these opportunities will be focused on the general retail marketplace but 2012 will also see a fierce focus on the Kawasaki dealer channel. The launch of above new initiatives will complement the existing product programs and continue to showcase the exciting Kawasaki equities of balanced performance, power, quality engineering, innovation and unrestrained fun.

**100****INVISTA**

\$150M (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. In 2011, the businesses held steady in the face of a competitive market. Product news and exciting advertising continue to keep consumers and retailers engaged. As a fashion-based industry, cosmetics is dynamic and fast paced; therefore, it is very pleased that in its ninth year of licensed business, LYCRA cosmetics continue to be a successful, relevant product offering. Planned for 2012: continued expansion of the Rimmel business in China and Japan featuring LYCRA technologies. New products/shade extensions and expanding retail distribution for nail, lip and mascara categories; for example, the new innovative Scandaleyes Mascara line; new marketing campaigns/promotions to support in-store efforts; development of new concepts/advancements leveraging LYCRA technology; new Rimmel Scandaleyes Mascara franchise, introduced in fall 2011 initially in the U.K., is supported by print, POS, social media and PR. Extensions stemming from Astor Lacque Deluxe nail and Astor Volume Diva mascara collections with LYCRA technology enriched formulas, are supported by campaigns featuring Heidi Klum.

**101****MELITTA**

\$150M  
 NATASHA MURAZEW, LMCA, +1.212.265.7474  
 WWW.MELITTA.COM

LMCA's focus on this program has been very much oriented to the coffee experience and related products. Melitta's licensed line of consumer and commercial coffee

makers has received industry recognition for being so innovative (including the first in-pod technology) and stylish. Licensed products in 2011 enjoyed both distribution and share gains in home/housewares and in mass merchant channels, and new licensees were being brought into the program at year end.

**102****ROTO-ROOTER**

\$150M  
 HAL WORSHAM, MANAGING DIRECTOR, LMCA,  
 +1.212.265.7474  
 WWW.ROTO-ROOTER.COM

The program, begun by LMCA in 2000, has evolved slowly and cautiously. Focused as an extension to Roto-Rooters' 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 merchant and hardware channels and strong synergies have developed between the licensed and core product sides of the company. New plumbing related categories were signed in 2011 and products will launch in 2012.

**103****WEIL LIFESTYLE**

\$150M (PRIVATE)  
 DAVID STOUP, CEO; ROSS MISHER, CEO, BRAND  
 CENTRAL, +1.602.432.3252  
 WWW.DRWEIL.COM

**104****WINCHESTER**

\$150M  
 VICKI BEDNAR, MANAGER, LICENSED PRODUCTS,  
 +1.618.258.2365.

**105****JIM SHORE DESIGNS**

\$148M (PRIVATE)  
 JOANNE OLDS, PRESIDENT, THE BUFFALO WORKS,  
 +1.952.475.3013  
 WWW.JIMSHORE.COM

Key initiatives that drove 2011 sales were with its major partner, Enesco and a few other key licensees. The Jim Shore brand expanded its partnership with Lowe's and relaunched one of its most popular fabric lines with Cranston. Key growth drivers for 2012 will be its continued relationship with QVC, the launch of Jim Shore fashion accessories and handbags lines and a significant expansion in new product categories at Lowe's. Key retail partners and programs for 2011 include the independent and specialty store channel, QVC home shopping network, Disney co-branded product line, Macy's and Lowe's.

**106****LAMBORGHINI**

\$135M  
 MARIA LUCIA LAZZARINI, MANAGER OF LICENSING,  
 +39.051.6817655  
 WWW.LAMBORGHINI.COM

107

## ESPN

\$125M

MATT NOVOSELSKY, DIRECTOR, LICENSING;  
NATHALIE BISHMAN, DIRECTOR, INTERNATIONAL  
CONSUMER PRODUCTS, +1.646.547.5196

WWW.ESPN.COM

ESPN consumer products consists of both the ESPN and X Games brands, along with ESPN sub brands including SportsCenter, College GameDay, Baseball Tonight, Longhorn Network, NBA on ESPN, NASCAR on ESPN, SEC on ESPN, BCS on ESPN, ESPN Films and ESPN Books. The ESPN and X Games consumer products business strives to strategically partner with best in class licensees to create tangible brand extensions for sports fans of all ages fulfilling the company wide goal To Serve Sports Fans. Anytime. Anywhere. Expanding the current consumer products business with collections that embody the personality of ESPN is central to brand growth. This is accomplished by creating authentic brand touch points that sports fans everywhere can relate to and access across all retail channels (mass, mid-tier and specialty). These products include apparel and accessories, toys, indoor/outdoor recreation, sporting goods, tailgating and entertainment. The continued expansion of ESPN co-branded programs is also a key factor to expanding the consumer products business. These include hot market programs for College GameDay (football and basketball), the BCS Announcement Program, SEC on ESPN, NBA on ESPN, NASCAR on ESPN, the Longhorn Network and more. Inspired by the premier event in action sports, X Games consumer products continue to capture the excitement and energy of the competition that acts as the international gathering place of action sports champions, challengers, enthusiasts and fans. Beginning in 2013, the X Games will broaden its global footprint by adding three additional international events to the current line-up for a total of six events staged annually in unique locations around the world. The key initiative for 2012 is to leverage the increased X Games coverage and brand awareness to expand the X Games consumer product portfolio in all territories. Notable initiatives include the launch of an X Games apparel collection at Aeropostale, the expansion of the X Games Energy Drink across 7-11 stores nationwide and the continued growth of the X Games consumer products offering internationally, especially in France. Key retail programs included a 14 week hot market initiative supporting CGD Football (apparel, headwear and accessories), BCS Announcement apparel and headwear in collaboration with adidas, men's and boy's ESPN apparel at Old Navy with Mighty Fine, the ESPN Playmakers sport ball program at Walgreens, SEC on ESPN apparel program at Dick's Sporting Goods, the highly-acclaimed 30 for 30 ESPN Films documentary series and an assorted collection of ESPN Books. The X Games brand has a strong global presence in territories such as the US, Canada, Asia, Brazil, Latin America and France. Key U.S. programs include the Black Friday ride-on promotion at Walmart in conjunction with The Winston Company, which sold 43,000 Games ride-ons in a five-hour window. Also in the U.S., a sporting goods collection at Target included skateboards by Bravo and helmets by Bell Sports, the launch of the X Games Energy Drink with Convenience Marketing and a boy's apparel line at JC Penney by Knights Apparel.

108

## MIND CANDY

\$125M PRIVATE

DARRAN GARNHAM, CHIEF BUSINESS  
DEVELOPMENT OFFICER, +44.0.207.5011920  
WWW.MINDCANDY.COM

2011 was the launch year of Moshi Monsters in the U.S., Canada, U.K., Australia/New Zealand and South Africa. It was a year of laying foundations for the years to come yet still saw Moshi Monsters top a number of retail and consumer charts from toys and collectibles to magazines and video games. Moshi Monsters will be building upon 2011, moving into exciting news areas

such as mobile, music and TV. The brand will be localized into several new languages with consumer products hitting the shelves in 20 new territories. Mind Candy will also be building some hero characters from Moshi Monsters into spinoff brands of their own and are set to announce the first of several brand new IP. Retail support has been widespread. The initial reservation of a digital brand translating into retail sales has quickly vanished due to the powerful performance in market. Moving forward the company will develop special events around holiday seasons, key product launches, shop-in-shop/destination areas and unique digital support promotions.

109

## HAMILTON BEACH BRANDS

\$105M

AUSTIN KATZ, VP BUSINESS DEVELOPMENT, BSP,  
+1.310.867.7203  
WWW.HAMILTONBEACH.COM

The licensing program for Hamilton Beach and Proctor Silex continued to experience high growth in 2011 with the expansion of new products and categories. In 2012, the company is launching new products in floor care, water dispensers, touch less soap and sanitizer dispensers, cookware, bakeware, cutlery and kitchen tools and gadgets. Distribution will also expand to include specialty stores, warehouses and an international presence. Key retail partners include Walmart, Target and Kmart.

110

## BEAM BRANDS

\$102M

WWW.BEAMGLOBAL.COM

111

## BLACK FLAG

\$100M

ALAN KRAVETZ, EVP, LMCA, +1.212.265.7474

Black Flag has extended its brand into high-tech bug zappers and, as a co-brand, into landscape lighting and caulks and sealants, each of which incorporate Black Flag technology. Distribution is focused largely on North American mass merchant and hardware channels.

112

## PEPSICO NORTH AMERICA

\$100M

JOANNE LORIA, EVP AND COO, THE JOESTER LORIA  
GROUP, +1.212.683.5150  
WWW.PEPSI.COM

Key licensed brands for Pepsi North America include Pepsi, Mountain Dew, Aquafina, Amp and SoBe. Pepsi apparel and accessories continued to be top performers across all retail distribution channels including a sell-out of vintage inspired merchandise during a 2011 Pepsi promotion at Kitson. In 2012, Pepsi licensing leveraged Diet Pepsi's long-standing fashion platform and participation at New York Fashion Week with a licensed capsule collection from high profile designer Christian Cota. The collection, inspired by iconic Pepsi advertising, will launch at boutique retailers in fall 2012.

Additional licensed campaigns focusing on Pepsi's fashion and pop-culture platforms will be launched in 2012. Mountain Dew licensing initiatives are closely aligned to the brands core activities. For 2011, initiatives included Mt Dew Throwback licensed apparel and accessories. New limited edition collaborations with Mountain Dew sponsored music artists, athletes and street wear brands will launch exclusively with online retailer Karmaloop in 2012. Other plans for Pepsi North America include licensing of SoBe, a category leader in flavor enhanced water, teas and elixirs including dairy based beverages, will extend the brand and its iconic lizard to fashion apparel and accessories and beach gear.

## 113 ARMORED AUTOGROUP

\$98M

AUSTIN KATZ, VP BUSINESS DEVELOPMENT, BSP,  
+1.310.867.7203  
WWW.ARMOREDAUTOGROUP.COM

The Armor All and STP licensing business will leverage its leadership position in automotive products in 2012 with the launch of new, improved silicon wiper blades and wet/dry vacuums. Retail distribution will grow to include a broader set of channels including warehouse, automotive specialty and mass. Several new products and categories are also being developed under the Armor All and STP brands. Key retailers include Costco, Walmart, Target, Auto Zone and Canadian Tire.

## 114 MHS LICENSING

\$96M (PRIVATE)

MARTY SEGELBAUM, PRESIDENT, +1.952.544.1377  
WWW.MHSLICENSING.COM

The Hautman Brothers wildlife brand continued to dominate other nature brands. Wildlife as subject matter is indeed evergreen and the introduction of new images of animals and birds such as whitetail deer and songbirds, keeps the momentum going and the interest fresh. Buck Wear, an irreverent take on hunting, fishing and other outdoor sports, continues to do well across multiple channels of retail. Tina Higgins, of Higgins Designs, has monopolized the trend of mixing vintage, ephemeral art with updated contemporary colors and patterns, which has resonated across categories of merchandise as diverse as over-the-counter fabric to greeting cards. The focus in 2012 is meeting the increased demand for newness in colors and design, Licensing initiatives will center on the introduction of several new art properties such as Stephanie Ryan, Amylee Weeks, and new imagery from key properties such as Louise Carey and Patrick Reid O'Brien. Core categories include tabletop, kitchen textiles, and home furnishings. A Hautman Brothers custom home textiles program for holiday was developed for Walmart. Buck Wear was able to differentiate its image offering between Cabela's, Bass Pro and other regional sporting goods chains such as Fleet Farm to successfully coexist across several retailers in the same key channel.

## 115 JCB

\$95M (PRIVATE)

JOHN ATKINSON, DIRECTOR AND GENERAL  
MANAGER, +44.0.18.8959.3499  
WWW.JCB.COM

The JCB brand was licensed across four main sectors in 2011—kids, DIY & home, trade and tough technologies. Major new launches in 2012 include: The JCB ToughSmart (Tough Android smartphone) together with additions to the JCB tough mobile phone range. In the kid's sector, the My 1st JCB and JCB Boys toys programs see major new TV advertised playsets and accessories as well as significant new apparel ranges. In the DIY sector, air compressors, power tool accessories and additional hand tools will launch. The trade sector will see further growth for the JCB brand through footwear and workwear extensions as well as diamond cutting and other trade diversification. B&Q was a key DTR partner in the DIY sector for the JCB brand with power tools, hand tools, safety footwear, workwear and trade accessories. On the kids side, the My 1st JCB preschool program continued to build new licensee and retail partners in the U.K., with the older JCB boys toys program progressing well into new European and other territories.

## 116 AARDMAN ANIMATIONS

\$90M (PRIVATE)

ROB GOODCHILD, HEAD OF LICENSING,  
+44.117.984.8485  
WWW.AARDMAN.COM

Key properties include Shaun the Sheep, Wallace & Gromit, Timmy Time, Morph and Bloodhound. Key initiatives include Animate-It!, home animation brand for kids, and the launch of Shaun the Sheep global plush and toy lines. Retail programs include Boots' exclusive Wallace and Gromit gift range; and Chocoolate, a Hong Kong fashion retailer, for Wallace & Gromit wear Chocoolate.

## 117 REYNOLDS CONSUMER PRODUCTS (HEFTY)

\$90M

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

The Hefty licensing program, which launched in 2009, continued to expand in 2011 through new products and increased retail distribution. The program is built around Hefty's equity of strength, durability, quality and convenient solutions. Hefty indoor wastebaskets have secured major retail placement in the mass and home improvement channels, capturing over 30 percent of the market. An innovative line of Hefty home storage products was launched in 2011. The Hefty licensing program is expected to grow substantially in 2012 through expanded retail distribution of wastebaskets and home storage products, the launch of the permanent food storage containers into grocery, mass and specialty, and the development of new opportunities in additional household categories.

## 118 WPT ENTERPRISES

\$75M (PRIVATE)

HALEY JONES, MARKETING, +1.323.330.9900;  
ANDREW TOPKINS, BRANDGENUITY, +1.212.925.0730  
WWW.WORLDPOKERTOUR.COM

**119 ANHEUSER-BUSCH INBEV**

\$73M

TRACY NEIER, SENIOR MANAGER; ANGELA FARRUGIA, GROUP MANAGING DIRECTOR, TLC, +1.212.413.0880

WWW.AB-INBEV.COM

Key brands include Budweiser, Bud Light, Beck's, Stella Artois, Michelob ULTRA, Busch, and Natural Light. TLC will leverage each brand's unique history, powerful initiatives and sponsorships to build comprehensive product platforms and usage occasions. In addition, regional and local brands will develop licensing programs throughout the world. Key retail partners include Walmart, Target, Urban Outfitters, Old Navy and Bed, Bath & Beyond.

**120 LA-Z-BOY**

\$72.5M

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 2011 as new initiatives and increased distribution drove retail sales. This program capitalized on La-Z-Boy's equity of comfort, quality and great value. Licensed product sales in the outdoor casual furniture category generated strong additional placement and exceptional revenues within a variety of big box retailers and specialty stores. The La-Z-Boy outdoor program was further enhanced by the successful launch of the innovative Premier, Signature and Classic Spa collections. In 2012, the outdoor program will be supplemented by additional new products and further expansion in retail distribution and support. Within the home, the Home Office Seating program continues to gain traction with lower priced product introductions and increased distribution within the specialty and club channels. In addition, the La-Z-Boy Big Comfort Domestic Pillows and Bedding program enjoyed a positive market launch and has enhanced La-Z-Boy's reputation for comfort and quality. In 2012, the existing La-Z-Boy licensed programs will continue to build distribution and placement and explore new opportunities.

**121 V&A ENTERPRISES**

\$72.3M (PRIVATE)

LAUREN SIZELAND, DIRECTOR OF LICENSING, +44.0.20.7942.2981  
WWW.VANDALICENSING.COM

V&A launched a brand repositioning leading to more coherent range planning and new retail partners. Key retail partners include John Lewis, Waitrose and Sainsbury's in the U.K. and El Corte Ingles in Spain.

**122 LAZYTOWN ENTERTAINMENT**

\$70M (SUBSIDIARY OF TBS EUROPE)

INGVALDUR EINARSSON, EVP GLOBAL LICENSING, +1.354.590.1700  
WWW.LAZYTOWN.COM

LazyTown became a Turner Broadcasting System Europe subsidiary in September 2011. Production of a new series has been commissioned and

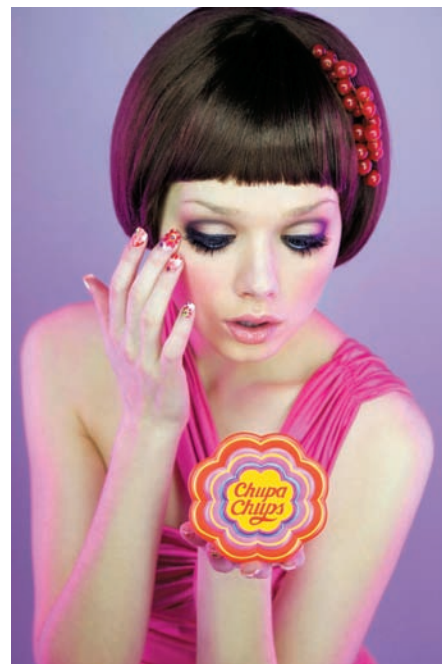
is currently in development. Plans for future production include two new series and a full feature movie. Key product categories include healthy food and beverage, kids costumes, outdoor and activity toys, plus live events. LazyTown focused on grassroots initiatives in 2011 working with governments and fresh produce associations in key territories to get kids eating healthy and becoming more active.

**123 PERFETTI VAN MELLE (CHUPA CHUPS)**

\$66.8M (PRIVATE)

CHRISTINE COOL, SENIOR BRAND MANAGER, +34.93.773.9316  
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 rich graphic universe of pop and retro inspired designs. The lollipop lifestyle is expanding fast into the European and Asian markets. Russia and the Eastern European countries will be the next to take the trendy and colorful Chupa Chups style to teenage consumers. In 2011, Chupa Chups has put a sweet note on hoodies and t-shirts with record sales in fashion retailers such as Zara, Uniqlo, PimKie and Cache Cache, to name a few. The brand also brings its variety of tasty flavors to new personal care products.

**124 ART IMPRESSIONS**

\$65M (PRIVATE)

CINDY BAILEY, CEO, +1.818.591.0105  
WWW.ARTIMPRESSIONSINC.COM

So So Happy, a pop-culture-influenced lifestyle brand that taps into young people's universal desire for love, acceptance and respect, gained tremendous momentum during 2011. A nationwide launch at Hot Topic, multiple pop-up shops and specialty chains increased sales 200 percent and doubled the number of So So Happy licensees, just two years after the brand was created. The company expects strong results from promotional partnerships with Taco Bell, Jones Soda and MyPlash/Mastercard, which are supported by an aggressive music-marketing and social-media campaign. The web store is also experiencing growth and the company will continue to leverage it as a way to build brand awareness and introduce new products. Boutiques featuring So So Happy fashion apparel, footwear,

jewelry, totes, wallets, novelty gifts, plush toys and co-branded gift cards launched nationwide at Hot Topic stores. The brand's continued strength at independent retail (boutiques and pop-up shops) led to placement at Journeys and Journeys Kidz, Zumiez, Tilly's, Delia's, Trans World, Forever 21, Rue 21, Hastings and Nordstrom. Skelanimals was featured at boutiques and Hot Topic, as well as its shop with multiple categories at Toys 'R' Us. The amusement plush program continued its strong performance at amusement parks such as Knott's, Universal and Great America.

the whimsical ducky Witzy and his friends, Boof, Lulla and Patches that was created in 1999. Duckport is the original Suzy's Zoo character set and features the duck Suzy Ducken and her friends Jack Quacker, Penelope O'Quinn, Corky Turtle and more. Wags and Whiskers is a greeting card and stationery line featuring dogs and cats. In 2012, Suzy's Zoo will have an extensive focus on expanding its reach within the online community. This initiative was launched with a new interactive website in June 2011 and will continue throughout 2012. Further plans include securing licensing agents in all the major markets of the world—France, U.K., Germany, Italy, Spain, Australia and Canada. Multiple deals have recently been concluded and will drive growth in 2012: StickerYou will offer personalized stickers utilizing all three of the Suzy's Zoo character sets; Joanna Sheen will develop a variety of craft items such as decoupage and rubber stamps; Flickback Media developed greeting cards and calendars; Dalmatian Press will continue to develop books and coloring books, with six titles planned; Fun Rugs will launch Little Suzy's Zoo and Wags and Whiskers rugs in spring; Suncrest developed an extensive line of nursery bedding and accessories, which will be available throughout the U.K. and Europe; Blue Sky developed books and sold 4,500 units throughout the U.K. and Europe; University Games will continue to develop board, card, travel and electronic board games, color forms and jigsaw puzzles. ©

**125 SUZY'S ZOO**  
 \$60.4M (PRIVATE)  
 CATHY MALATESTA, LICENSING AGENT,  
 +1.323.201.2678  
 WWW.SUZYSZOO.COM

Suzy's Zoo was created by award-winning artist Suzy Spafford in 1968 and consists of three character sets, all of which were available for retail purchase in 2011: Little Suzy's Zoo is the infant/toddler brand featuring

## The Road to the Top 150 Global Licensors Continues...

**126 MACK TRUCK**  
 \$60M  
 ALAN KRAVETZ, EVP, LMCA, +1.212.265.7474  
 WWW.MACKTRUCKS.COM

**127 MOONSCOOP**  
 \$60M (PRIVATE)  
 LIONEL MARTY, PRESIDENT, WORLDWIDE CONSUMER PRODUCTS AND DISTRIBUTION, +33.0.1.5335.9090; DAVID DI LORENZO, VP, CONSUMER PRODUCTS AND MARKETING, NORTH AMERICA, +1.818.227.8942  
 WWW.MOONSCOOP.COM

**128 SCHOLASTIC MEDIA**  
 \$50M  
 LESLYE SCHAEFER, SVP, MARKETING AND CONSUMER PRODUCTS, +1.212.389.3900  
 WWW.SCHOLASTIC.COM

**129 U.S. ARMY**  
 \$50M  
 CAREN CALABRESE, ASSOCIATE VP, BRAND MANAGEMENT, BEANSTALK, +1.212.303.1152  
 WWW.DEFENSE.GOV/TRADEMARKS

**130 DISSERO BRANDS**  
 \$45M (PRIVATE)  
 DAVID TODD, CEO, +1.649.309.6363  
 WWW.DISSEROBRANDS.COM

**131 HGTV**  
 \$45M  
 RON FEINBAUM, SVP AND GM, CONSUMER PRODUCTS, HGTV AND DIY NETWORK, +1.865.560.4804  
 WWW.HGTV.COM

**132 ONE THREE MEDIA (FORMALLY MARK BURNETT PRODUCTIONS)**  
 \$35M (PRIVATE)  
 AMANDA HARRELL, SVP BUSINESS AND LEGAL AFFAIRS, ONE THREE MEDIA, +1.310.903.5661; ROSS MISHER, CEO, BRAND CENTRAL GROUP, +1.310.268.1231

**133 RAC**  
 \$35M (PRIVATE)  
 HOWARD CLARE, ACCOUNT DIRECTOR, +44.0.20.7256.1001  
 WWW.RAC.CO.UK

**134 DHX WILDBRAIN**  
 \$31M  
 ERIN DIPPOLD, VP, LICENSING, +1.818.290.7080  
 WWW.DHXMEDIA.COM, WWW.WILDBRAIN.COM

**135 JELLY BELLY CANDY COMPANY**  
 \$30M (PRIVATE)  
 VU MYERS BABCOCK, LICENSING MANAGER, JELLY BELLY, +1.707.399.2719; ANGELA FARRUGIA, GROUP MANAGING DIRECTOR, TLC, +1.212.413.0880  
 WWW.JELLYBELLY.COM

## Top 30 Global Licensing Agents

Rank	Agency	Retail Sales*	Key Clients/Brands
1	IMG	\$8B	Collegiate Licensing, Wimbledon, PGA TOUR, Ryder Cup, ESPN, Goodyear Tire and Rubber, Playboy International, Ferrari, Rugby World Cup 2011, Arnold Palmer, Pele, Muhammad Ali, Coach John Wooden, X-Games, Salt Life, Louisville Slugger, Vail Resorts, Kentucky Derby, Royal Armed Forces, GNC, Rolling Stone, Volkswagen, Chupa Chups, George Best, FC Barcelona, Manchester United, Le Mans, World Series of Poker, the World's Strongest Man
2	Equity Management	\$5.4B	Nissan, Goodyear, La-Z-Boy, Kawasaki, Hefty
3	LMCA	\$5.3B	Agfa, Black Flag, Frigidaire, Mack Trucks, Melitta, Roto-Rooter, Westinghouse, AT&T (international), Craftsman, DieHard, Easter Seals, Eastman Kodak, Frigidaire, Heifer International, Kenmore, New York Philharmonic, PepsiCo International, San Diego Zoo, Snuggle, Tempur-Pedic, Uniden, Winchester
4	IBML	\$4B	Dunlop, Everlast, Sondico, Slazenger, Lonsdale, USA Pro, Campri, Karrimor, Voodoo Dolls
5	The Licensing Company	\$3.5B	Coca-Cola, Jelly Belly, Star Wars, Gruffalo Mercedes, Iconix, Jeep Chrysler, Anheuser-Bush
6	The Beanstalk Group	\$3.2B	Procter & Gamble, AT&T, Stanley Black & Decker, HGTV, Airheads, Harley-Davidson, Jack Daniel's, U.S. Army, Salma Hayek, Paris Hilton, David Tutera, Talking Friends, MovieStarPlanet, Old Bay, Rosa Mexicano, Aquascutum, Jaeger
7	The Joester Loria Group	\$2.1B	PepsiCo, Kellogg's, Discovery, Johnsonville, Entenmann's, Annoying Orange, Pinkalicious, LazyTown, Poppy Cat, The World of Eric Carle, Baby Genius, Car and Driver, Popular Mechanics, Road & Track
8	Brand Central Group	\$1.8B	Dr Pepper Snapple, Jarden, Dr. Weil, Beef O'Brady's, Apartment Therapy, Beekman 1802
9	CPLG	\$1.8B	Strawberry Shortcake, Caillou, The Simpsons, Glee, WWE, Sesame, Power Rangers
10	Exim	\$1.6B	Nickelodeon, Thomas, Peanuts, Strawberry Shortcake, Universal Studios
11	Striker Entertainment	\$1.5B (E)	Angry Birds, The Hunger Games, Twilight
12	Brand Sense Partners	\$1.3B	Dodge, Hamilton Beach, Armor AutoGroup, Shabby Chic
13	P&L Global Network	\$1.2B	Kung Fu Panda 2, Puss in Boots, PlayStation, Hello Kitty, Paul Frank, Jeep, Royal County of Berkshire Polo Club
14	Redibra	\$1.1B	Ben 10, Bakugan, The Simpsons, Glee, Coca-Cola, Sesame Street
15	Tycoon	\$915M**	4Kids, Hit, Marvel, Sesame, Fox, WWE
16	Plus Licens	\$900M	Hello Kitty, Star Wars, Peanuts, Sesame Street, My Little Pony
17	Creative Artists Agency	\$800M	Shaun White, Katy Perry, Eva Mendes, Cindy Crawford, Diane Keaton, Steven Tyler, Alyssa Milano, Margherita Missoni, Lisa Vanderpump
18	IMC Licensing	\$800M	TerraCycle, Glade, Scrubbing Bubbles, Dole, Valvoline, Borghese
19	Brand Licensing Team	\$525M	Coca-Cola, Fender, Chick-fil-A, Boys & Girls Clubs, Morris Animal Foundation
20	Brandgenuity	\$500M	Church & Dwight, Food Network, MGM, Pabst, Harlequin, World Poker Tour, A&E, Pella
21	Live Nation Merchandise	\$410M	AC/DC, Aerosmith, The Beatles, Coldplay, Deadmau5, Jay Z, John Lennon, KISS, Led Zeppelin, Lil Wayne, Lynyrd Skynyrd, Madonna, Maroon 5, Ozzy Osbourne, Pink Floyd, The Wall, Sex Pistols, Shakira, The Who, U2
22	Bradford Licensing	\$400M (E)	Pepsi, 7Up, Pez, Denise Richards, Happy House
23	Bravado	\$400M (E)	Michael Jackson, Rolling Stones, Justin Bieber
24	European Licensing Company	\$360M	Looney Tunes, Harry Potter, Batman, Scooby Doo, Tom & Jerry, Ben 10, Bakugan
25	CKX	\$350M (E)	Elvis Presley, Muhammad Ali
26	4Kids Entertainment	\$350M	Yu-Gi-Oh!, American Kennel Club
27	INK Entertainment	\$308M	LEGO, Star Wars, Ice Age, The Simpsons, Masha & The Bear, Thomas the Tank Engine, Fireman Sam, Bob The Builder, Bratz, Beyblade, Power Rangers
28	Broad Street Licensing	\$292M	Burger King, O'Charley's, Rich Foods, Culinary Institute
29	Lisans	\$230M	Barcelona, Manchester United, Juventus, Snoopy, WWE, Looney Tunes, DC Comics, Ben 10, Bakugan
30	Biplano	\$150M	SpongeBob SquarePants, Dora the Explorer, Star Wars, Betty Boop, Shrek, Penguins

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

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

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**I GIVE  
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**LIMA  
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Make a difference in the life of a sick child and donate to Children's Brain Tumor Foundation. LIMA is helping to find a cure for children's brain tumors by funding the CBTF Tissue Consortium. Every dollar raised goes directly to this research. Without LIMA's support, the research won't get done. Please give generously to cure the toughest children's cancer. To learn more about donating, please visit [www.licensing.org/about/lima-cares](http://www.licensing.org/about/lima-cares)

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*~ Cheryl Stobenau, CAS Marketing, LIMA Charity Committee Co-Chair*

