

top 125 global licensors

In its exclusive report on the world's top brands and licensors, *License! Global* has expanded the list this year to feature the Top 125 licensing companies.

The top licensors report, which began with 50 companies and was called "The Nifty Fifty," has been expanded several times over the past decade reflecting the growth and popularity of licensed brands among retailers and consumers. The brands range from well-know entertainment properties to sports and corporate brands.

This year, more than 30 companies were added to the report including Hasbro, Hilco Consumer Capital, PGA Tour, LEGO, Polaroid, The Sharper Image, Summit Entertainment, Church & Dwight, Sea World and Food Network, among many others.

The Top 125 Global Licensors accounted for about \$165 billion in retail sales of licensed products representing almost 90 percent of the total market of \$187.2 billion worldwide.

Despite a tough global economy, brand extensions have become an increasingly important business that leverages the value of IP, offers retailers branded products that drive high traffic and differentiation, and offers consumers the opportunity

for value, as well as hip and trendy product assortments.

Disney Consumer Products once again topped the list with \$27.2 billion in retail sales; Iconix Brand Group ranked No. 2 with \$9 billion in retail sales; Phillips-Van Heusen ranked No. 3 at \$6.6 billion; Warner Bros. Consumer Products ranked at No. 4 with \$6 billion in retail sales; Nickelodeon ranked at No. 5 with \$5.5 billion in retail sales, rounding out the top five licensors.

This year, *License! Global* has also expanded once again its listing of the top licensing agencies to 25, adding Global Icons, Bravado, CKx Entertainment, Creative Artists Agency and Nancy Bailey & Associates.

The exclusive report features the world's leading brands and companies that will build strategic partnerships and help drive growth at retail.

All licensors submitted retail sales figures in USD. As a result, figures may be affected by recent changes in currency exchange rates.

1 DISNEY CONSUMER PRODUCTS

\$27.2B (PUBLIC)

JESSICA DUNNE, EVP, GLOBAL LICENSING, +1.818.544.0001

Girls: Retail sales growth behind the Disney Princess franchise was driven by the theatrical release of *The Princess and the Frog* which introduced Disney's newest princess in more than 10 years and a breadth of merchandise from toys, home décor and fashion to food, stationery, personal care and books. Additionally, an assortment of Snow White-inspired merchandise supporting the Diamond Collection release of Snow White on Blu-ray DVD also drove sales of the popular franchise.

The Disney Fairies franchise was supported by the release of *Tinker Bell and The Lost Treasure*, the second title in the DVD series, which inspired an expanded assortment of merchandise.

Boys: Products inspired by Disney-Pixar properties, including *Cars* and *Toy Story*, continued to drive retail sales. Infant:

Products for infants and toddlers leveraging classic Disney properties such as Winnie the Pooh, Mickey Mouse and Friends and newer ones such as Baby Einstein also stimulated retail sales. Film: Key 2009 film properties at retail included *Toy Story* and *Toy Story 2* on 3-D and the Princess and the Frog. TV: Key 2009 TV properties at retail included Mickey Mouse Clubhouse and Handy Manny in the preschool products and Hannah Montana, Jonas and Wizards of Waverly Place in tween products. Adult: The Walt Disney Signature line expanded into outdoor home furniture and furnishings, home scents and candles, rugs, art and lighting. The Disney Couture brand continued to be strong with new collections of tees, jewelry and handbags inspired by classic and vintage Disney art. The Kirstie Kelly for Disney Fairy Tale Weddings continued to add new designs and expanded to offer engagement rings. The properties listed above will continue to drive growth for Disney's licensing business with new content releases including: *Alice In Wonderland*, *Toy Story 3*, a film based on Rapunzel, and *Tron*. On the TV licensing side, Phineas & Ferb will emerge as a key driver, complementing a strong licensing business in Mickey Mouse Clubhouse, Handy Manny, Jonas, Hannah Montana, High School Musical, Camp Rock and Wizards of Waverly Place. Major retailers worldwide have enthusiastically signed up to be part of the *Toy Story 3* extravaganza. Additional global retail programs are planned supporting specific elements of the Disney Princess franchise, Disney Baby, Mickey Mouse, Hannah Montana and Tron.



2 ICONIX BRAND GROUP

\$9B (PUBLIC)

YEHUDA SHMIDMAN, EVP, OPERATIONS, +1.212.730.0030

Iconix's 17 direct-to-retail partnerships, which include Candie's, Op, Starter, Mossimo, Joe Boxer and others, continue to perform well and drive retail sales growth. DTR retail partners include Walmart, Kohl's, Target, Kmart, Sears, Costco, HSN and Lowe's in the U.S., and others around the globe. In 2010 and beyond, the company sees strong organic growth coming from its growing DTR portfolio and newly formed international platform. Together with its most recent joint-venture with TLC in Europe, the Iconix international platform includes offices in London, Hong Kong and Panama City covering Europe, China and Latin America. In addition to organic growth, the company is also looking to acquire additional global iconic brands to add to its portfolio of 21 brands. The company expects approximately \$10 billion in retail sales for 2010. In 2009, Iconix fully launched four new DTR partnerships: Starter at Walmart, Danskin Now at Walmart, Charisma at Costco and Mudd at Kohl's.

3 PHILLIPS-VAN HEUSEN

\$6.6B (PUBLIC)

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Phillips-Van Heusen continues its global expansion, bringing its Arrow, Izod and Van Heusen brands to new markets and expanding in the Middle East, Australia, Chile, Peru, India and Mexico. Arrow became the top-selling shirt brand in Indian department stores last year and had the highest growth in the men's premium category there, supported by 18 new store openings, bringing the total to 68 and plans on opening 20 more in 2010. For Izod, PVH expanded its partnership with Arvind in India and the Middle East. Izod is launching in Chile and Peru in 2010. A third Izod store was opened in Panama in 2009. Domestically, Izod is expanding into home with WestPoint Home in 2010. Van Heusen sportswear was launched in Mexico last year at Sears. In Australia, the shop-in-a-shop concept continued to generate strong results with gains from three new Myers Department Stores. In Peru, Van Heusen opened a new store in Lima, bringing the total to four stores. Costa Rica opened its third store in San Jose and will open a store in Panama by the end of this year. G.H. Bass signed new international agreements in China, France and Japan. In 2009, Calvin Klein enlarged its footprint distribution and increased profitable market share worldwide. As an example of this, Calvin Klein's total points of sale increased last year and now include more than 850 Calvin Klein retail store locations around the world—with 60 freestanding stores having opened in Asia in just the second half of the year. It is planned that approximately 100 additional freestanding stores will open in 2010, with approximately half of those opening in key Asia Pacific markets. Key global product launches in 2009 included ck Free men's fragrance and the men's and women's Calvin Klein Jean Body profile, enhancing jeans line and the men's and women's Calvin Klein Underwear Black and White offering. In addition to more than 860 freestanding stores, its key global retailers include Macy's, Bloomingdale's, El Corte Ingles, La Rinascente, Liverpool, Harvey Nichols, Galeries Lafayette, Takashimaya and Seibu, among others. In 2010 key launches include fragrance licensee Coty is set to launch a new women's Masterbrand fragrance. Calvin Klein is embarking on the global roll out of the new men's Calvin Klein X Underwear line. The company's new furniture offering, which launched in North America in 2009, has just opened in Australia—the first international expansion for the furniture line.

4 WARNER BROS. CONSUMER PRODUCTS

\$6B (PUBLIC)

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Key licensing properties include DC Comics (Batman, Superman, Green Lantern, The Flash, Wonder Woman, Supergirl) and Harry Potter. Warner Bros. Entertainment and Universal Orlando Resort are partnering to create the world's first Harry Potter-themed environment, The Wizarding World of Harry Potter, which is set to open spring 2010. This year, WBCP will also drive its licensing, merchandising and retail business with a slate of event films, including the first installment of the seventh film of the Harry Potter series, *Harry Potter and The Deathly Hallows Part 1*, in November 2010. Additionally, WBCP, in partnership with Exhibitgroup/Giltspur, brought audiences *Harry Potter: The Exhibition*. The 10,000-square-foot experience premiered in April 2009 at the Chicago Museum of Science and Industry, traveled to Boston's Museum of Science, and will open in the Ontario Science Centre in Toronto, in April 2010. Through its representation of Pucca, WBCP partnered with Vooz in the launch of a specialized apparel collection

for the U.S., featuring the international character from South Korea. Originally introduced online, Pucca debuted as a series of flash-animated shorts produced by Vooz. WBCP has partnered with the Ad Council and the Department of Health and Human Services to support First Lady Michelle Obama's Let's Move! initiative to combat childhood obesity. The partnership resulted in a series of four public service announcements that will feature the Looney Tunes alongside four athletes—Drew Brees (New Orleans Saints), Kevin Durant (Oklahoma City Thunder), Misty May-Treanor (Olympic gold medalist, beach volleyball) and Tony Hawk (skateboarder). Additionally, 2010 marks the 75th anniversary of DC Comics with WBCP and Bloomingdale's joining forces to celebrate year-long highlighted by the DC Comics'-inspired collection at Bloomingdale's. In continuation of the Supergirl marketing efforts, USA Gymnastics and WBCP announced that Supergirl will be the title sponsor of the 2010 Nastia Liukin Supergirl Cup, a competition for 36 of rising female gymnasts hosted by 2008 Olympic champion Nastia Liukin. This year will mark the fourth annual Supergirl Jam, showcasing the best female athletes in surfing, skateboarding and snowboarding. In 2011, Green Lantern will join WBCP's lineup with Mattel as the master toy licensee.

5 NICKELODEON & VIACOM CONSUMER PRODUCTS

\$5.5B (PUBLIC)
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Nickelodeon & Viacom Consumer Products continues to be a leader in entertainment licensing as 2010 marks the 10th anniversary of the beloved Latina heroine, Dora the Explorer. Dora fans can find adventure everywhere with the "We Did It" Dora 10th Anniversary Doll and the Day to Night Dollhouse, both by Fisher-Price. Hasbro also marks the anniversary with a variety of special-edition Dora board games and Mattel will add new mysteries and accessories to the Dora's Explorer Girls collection. SpongeBob SquarePants, after celebrating his 10th anniversary in 2009, kicks off a second decade by continuing to introduce new and updated products of the quirky yellow sea creature. Nick Jr.'s animated series, Go, Diego, Go!, launches a line of environmentally-themed toys while another Nick Jr. favorite, Ni Hao, Kai-lan, unveils a collection of toys that supports the program's message of collectiveness and unity. Nickelodeon's live-action series, iCarly, kicked off 2010 by being the most-watched primetime cable series ever with 11.2 million viewers. The line extends to reach the lifestyle of trendy and tech-savvy tweens with a Web show set and camcorder kit. In addition, Spin Master has signed on to be the master global toy licensor for Nickelodeon Movies and Paramount Pictures' newest release, The Last Airbender. Del Rey is also creating four different manga-style releases based on The Last Airbender live-action movie and the popular Nickelodeon animated series, Avatar: The Last Airbender. This partnership marks the first magna tie-in for Nickelodeon. The Last Airbender live-action feature film, directed by M. Night Shyamalan, will be released in July.



6 MAJOR LEAGUE BASEBALL

\$5B (E) (PRIVATE)
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The 30 clubs that make up Major League Baseball scored more than 73 million fans during the 2009 championship season, producing the fifth largest total

attendance in the history of the league. MLB was also bolstering its number of licensing deals. In August 2009, the MLB entered an exclusive multi-year deal to make Topps the official baseball card of Major League Baseball. Topps was given exclusivity on MLB, Jewel Event and club trademarks, logos and other intellectual property, making Topps the first exclusive baseball card company of MLB in nearly 30 years. Topps' first exclusive product was the 2010 Topps Baseball Series 1 unveiled February. In November 2009, MLB also named Topps the official baseball card of Minor League Baseball. MLB has kicked off 2010 with a number of new licensing deals, including Ballpark Classics for ballpark-themed tabletop baseball games; ballpark-branded grass seed blends and fertilizers from The Scotts Miracle-Gro Company; and Tommy Bahama in a multi-year deal for a series of collector's edition Major League Baseball team shirts.

7 SANRIO

\$5B (PUBLIC)
JANET HSU, PRESIDENT OF GLOBAL CONSUMER PRODUCTS;
JENNIFER CAMPBELL, VICE PRESIDENT OF LICENSING, +1.310.896.3262

In 2009, Sanrio continued to focus on expanding programs and categories for Hello Kitty with emphasis on the celebration of its 35th anniversary. In addition, Sanrio celebrates its 50th anniversary in 2010. This year marks the golden anniversary for the worldwide lifestyle brand that was founded on the philosophy that a small gift can bring a big smile to people of all ages. The celebration will include the launch of several new retail and co-brand partnerships, as well as the expansion of categories and lifestyle products targeting both of Sanrio's core demographic—young adults and girls/tweens. For the first time, in honor of Sanrio's 50th anniversary, Hello Kitty and other Sanrio characters will be featured together on special limited-edition items. Co-branded multi-character products with Demeter Fragrances, Mimobot (USB flash drives), Simmons Jewelry Company and Build-A-Bear Workshops will launch this year. In addition to key properties, Sanrio will work closely with its partners to build programs for emerging characters. Sanrio partnered with select retailers from mass to specialty to department stores as part of Hello Kitty's 35th anniversary celebration in 2009. This included a very successful collaboration with M-A-C Cosmetics for a line of Hello Kitty-inspired make-up and accessories. By establishing differentiation with multi-tiered programs and using integrated marketing approaches, Sanrio has been able to provide its broad consumer base with a wide range of access points for purchasing.

8 MARVEL ENTERTAINMENT

\$4.9B (PUBLIC)
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Marvel's key drivers for retail sales in 2009 were the theatrical release of X-Men Origins: Wolverine (20th Century Fox) and a slate of animated TV shows, highlighted by The Super Hero Squad Show, airing on Cartoon Network. Additional animation priorities include Wolverine and the X-Men and Iron Man: Armored Adventures, both airing on Nicktoons, as well as The Avengers: Earth's Mightiest Heroes; brand segmentation strategy aimed at maximizing the potential of the Marvel Universe among all audiences, highlighted by a new lifestyle brand targeting the female demographic; continued international growth in key territories worldwide; development of direct-to-retail partnerships and co-branded partnerships. Major licensing and merchandising campaign to support Marvel Studios' upcoming theatrical slate—a sequence of single character-focused films including Iron Man 2 in 2010, followed by Thor and The First Avenger: Captain America in 2011 pave the way for the highly-anticipated, multi-character movie event The Avengers in 2012; Marvel Super Hero Squad; lifestyle brand targeting women, Marvel Comics (Retro); DTR and co-branded partnerships. Marvel's key global retail partners for 2009 were Old Navy, Walmart, Carrefour, H&M, Target, Tesco, C&A and George, among others.

9 HASBRO

\$4.5B (PUBLIC)

BRYONY BOUYER, SVP OF LICENSING, THE AMERICA'S ENTERTAINMENT AND LICENSING DIVISION; PAULA WALSH, ASSOCIATE MANAGER, PUBLIC RELATIONS, +1.401.727.5669

Hasbro had a banner year in 2009 fueled by two of its iconic brands storming the silver screen—Transformers: Revenge of the Fallen and G.I. Joe: The Rise of Cobra, which together grossed more than \$1.1 billion in box-office revenue. The global licensing programs supporting these blockbuster releases resulted in more than 500 licensee relationships bringing to market a variety of products spanning every major category from apparel to publishing, video games and home DVD entertainment. Hasbro also had great success in recent licensing programs that target girls. Over the past few years, the company has had more than 300 licensing relationships supporting Littlest Pet Shop and My Little Pony, with an increased focus on expanding these brands into popular lifestyle categories such as apparel and accessories, publishing, arts and crafts, video games, consumer electronics, health and beauty aids and home décor. In addition, Hasbro's licensing programs extend across a host of brands including Playskool, Tonka, Nerf and Monopoly. Hasbro's strategic licensing alliance with Electronic Arts delivered some of the company's most popular brands to video gaming platforms. The Hasbro Family Game Night 1 and 2 and Monopoly video games were top sellers. In addition, Activision's Transformers video game was one of the year's best-selling movie and action games, ranking as the No. 3 title on the Nintendo DS in 2009. Hasbro-branded video games from EA have sold a combined total of more than 8 million units at retail globally. To date, mobile versions of Hasbro-branded games have made it into the Top 100 paid apps on the App Store including: Scrabble (U.S. and Canada only) Boggle, Connect 4, Trivial Pursuit, Yahtzee Adventures, Life Classic Edition, Monopoly, and Monopoly Here & Now: The World Edition. Hasbro also generated toy and game sales based on its strategic relationships with companies inclusive of Lucasfilm, Marvel, American Greetings and BBC, bringing to market toys and games based on properties such as Star Wars, Iron Man, Spider-Man, Strawberry Shortcake and In the Night Garden. Several Hasbro brands are lining up to be standouts in 2010. The Littlest Pet Shop and Nerf continue to evolve into major lifestyle properties for tween girls and boys and My Little Pony, Tonka and Playskool will keep wrapping themselves around youngsters in every facet of their lives. The deep roster of Hasbro Games will consistently present unique opportunities to expand the brands' reach among adults and families. Later this year, The Hub, Hasbro's joint-venture TV network with Discovery Communications will launch offering young viewers and their families novel and compelling content, ranging from new comedies and animated adventures to live-action franchises and game shows. Hasbro is already working on a stellar portfolio of licensed products to support the lineup of movies currently in development for 2011 and 2012 theater releases, including Transformers 3,

Battleship and Stretch Armstrong. Hasbro works closely with its top retailers worldwide to execute a cross-store strategy that presents a unique and powerful presence of licensed products ranging from innovative promotions



10 THE CHEROKEE GROUP

\$4B (PUBLIC)

HOWARD SIEGEL, PRESIDENT, +1.818.908.9868

Key properties for the company are Cherokee, Sideout, Carole Little and Laila Ali. Continuing initiatives include the global expansion of the Cherokee brand, continued development of Sideout and Sideout Sport and growth through the brand representation division. Premier clients around the world include Target, TJX Companies and Walmart (U.S.); Tesco (U.K., Ireland and certain other European countries); Zellers (Canada); Pick n Pay (South Africa); Grupo Pão de Açúcar (Brazil); S.A.C.I. Falabella (Chile, Peru and Colombia); Arvind Mills (India); Shufersal Ltd. (Israel); Comercial Mexicana (Mexico); Eroski (Spain); and RT Mart and Shanghai Bolderway (Peoples Republic of China).

11 THE COLLEGIATE LICENSING COMPANY (IMG COMPANY)

\$3.9B* (PRIVATE)

DEREK EILER, SVP AND MANAGING DIRECTOR, +1.770.956.0520

Women's, children's and domestics were three big growth categories in the college market in 2010. College also hit the virtual world with a new collection of merchandise available for the avatar college fan. A major marketing initiative that will continue to drive growth is the College Vault program, which includes vintage-inspired apparel and non-apparel products capitalizing on the history and tradition of college sports using historical logos and content from college and universities. College Colors Day, a fan holiday created by CLC, will continue to provide a marketing platform for retailers during the back-to-school period. In addition, programs like College Chic, which is geared to the women's market, will continue to allow for niche marketing programs. Walmart continued to be the largest retailer of collegiate licensed product, however, there was a focused effort to develop new retail partners. The Victoria's Secret Pink College Collection continued to sell well at retail. Old Navy and Justice were two new retailers to the college space with successful test programs that are expected to expand in 2010. Additionally, a test program of Disney/college co-branded merchandise was launched with distribution in Disney theme parks, retail outlets and in traditional college retail outlets. *Top collegiate properties include Texas, Florida, Georgia, LSU and Alabama, as well as NCAA, Tournament of Roses, BCS and South Eastern Conference. Includes the total college market, including CLC-represented institutions, independently run programs and other agencies.

12 GENERAL MOTORS

\$3.5B E (PUBLIC)

GENE REAMER, MANAGER OF TRADEMARK LICENSING, +1.313.667.8545

The launch of the 2010 Camaro, the success of Transformers II and the popularity of vintage brands, including Corvette and Cadillac, and international continued to be drivers for the automaker's licensed merchandise program. Key retail partners include Walmart, Toys"R"Us and Target.

13 NATIONAL FOOTBALL LEAGUE

\$3.25B* (PRIVATE)

LEO KANE, VP OF CONSUMER PRODUCTS, +1.212.450.2758

Important segments for NFL going forward include international (Reebok); women's merchandise (GIII, Victoria Secret and Destination Maternity); and Madden (online). Key initiatives focus on Back To Football, women's merchandise, tailgating, cross promotion with NFL sponsors (for example, Proctor & Gamble's Gillette razor blades). NFL-licensed product is sold at GSI/NFLShop.com, team stores and national retailers such as Kohl's. NFL added a number of new licensing deals in 2009 including a new action figure line of NFL superstars in college uniforms, including Tom Brady (University of Michigan Wolverines) in a deal with McFarlane Toys and The Collegiate Licensing Company; a T-shirt deal with Motherhood Maternity; a line of BBQ grills by Team Grill; and Total Immersion and Topps for 3-D Live NFL trading cards. *Fiscal year 2008 ended March 31, 2009.

14 LUCASFILM

\$3B (PRIVATE)

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Star Wars maintained its position as the No. 1 licensed toy franchise and the No. 1 boys' toy property of 2009 in the U.S., according to year-end figures from industry research company The NPD Group, confirming the Power of the Force continues to thrive. Supported by new adventures of the cutting-edge computer-animated series, Star Wars: The Clone Wars, and robust initiatives to continue to engage fans of the live-action saga, this toy's success continues to be replicated across a whole host of other licensed product categories. Similar success was seen around the world with Star Wars products being sold in more than 100 countries. Lucasfilm will continue to bring new Star Wars: The Clone Wars adventures to TV every week, building the engagement of boys of all ages, and introducing an ever-expanding array of new characters, creatures, vehicles and aliens into the inter-galactic lexicon. In addition, 2010 marks the 30th anniversary of Star Wars: Episode V The Empire Strikes Back. Celebrating the fan-favorite installment of the live-action saga, the milestone will be commemorated with a year's worth of high-profile activities, including fan events, charity screenings, exclusive products, promotions and more. Walmart, Target and TRU continue to be key retail partners in the success of the Star Wars licensing program.

15 MATTEL

\$3B (PUBLIC)

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The last 12 months have seen many announcements for Mattel's Barbie brand. Universal has signed on with Mattel to develop the first live-action feature film starring Barbie and the first pop-up shop in the Mall of America opened in October 2009, celebrating 50 years for the brand. Barbie added her 125th and 126th careers in 2010—computer engineer and news anchor. In other Mattel film news, the toy maker is working with Sony on He-Man/Masters of the Universe. In October 2009, a full offering of Mattel product became available on a newly launched online shop. Mattel also unveiled its new Mattel Digital Network initiative, an online play destination and all-brand initiative with user-focused content and games for kids and families. Last year, Mattel rolled out a line of toys for Avatar that incorporated augmented reality technology and was tapped as global master toy licensee for Turner CN Enterprises' The Secret Saturdays. This year, Mattel and Lionsgate will team for a line of premium-priced Mad Men-inspired dolls in July. Mattel also unveiled an extensive new collection of WWE action figures and accessories.

16 RAINBOW

\$3B (PRIVATE)

FRIDERICO GATTI, SALES DIRECTOR, +39 071 75067500

Winx is Rainbow's No.1 licensing property, the top girls' licensed property in Italy and one of the most popular properties in Europe. Winx features more than 700 licensees worldwide; Winx Super Fairy Doll is the No. 1 fashion-themed doll in Italy in terms of units, according to NPD; and among the top five most sold fashion dolls in Europe. In October 2009, Winx Club season 4 was launched throughout Europe with new characters, new transformations and new themes offering new licensing opportunities based on new style guides. Winx Club has produced two successful live musical shows with dedicated merchandising, including DVDs and books, sold at each show. A new integrated licensing and marketing program is planned for the second 3-D movie including: 10 new doll collections for fall 2010; assorted publishing plans with sticker books; special promotions with nationwide newspapers; novelizations and collectibles; ice cream promotions with Algida (Italy, Greece); fast-food promotion with Autogrill; and a promotion with Api (gasoline station) in Italy. Huntik, Secrets and Seekers was launched in 2009 in co-production with Big Bocca and M4E and is already broadcast on more than 30 European networks. The second season is planned for fall 2010 and was pre-sold to almost 40 TV channels in Europe. The licensing strength of this property is based on: TCG (distributed worldwide by Upper Deck); 3-D figurines (more than 850,000 pieces were sold in a few months in Italy by Tridimensional and a new exciting European launch is planned for 2010 by Panini); books; and a toy line (distributed worldwide by Upper Deck, with a complete range launching in 2010). PopPixie, Rainbow's newest property, is ideally suited for licensing. The TV series will be launched in fall 2010. Bandai signed a master toy deal and will launch a full range of toys in October 2010. Other important licensees include Ferrero (food promotions), Mirtillo, Carel and Leomil (apparel). Maya is a new project created in collaboration with Italian publishing house Mondadori. It consists of four novels targeting the teenage market. Following the show's huge success in Italy, Winx on Ice will return to Italy for another tour (Milan in April 2010). The European tour 2010 includes France, Russia and Portugal. The new MMO game offers 24/7 entertainment possibilities and activities. Winx's fans can create their avatar and play with their favorite fairy in their magic world. A beta test of the first Winx MMO game has been available in Europe since September 2009, while the complete version will be ready by September 2010. The international launch of the Huntik second season in fall 2010 will be linked to the development of new merchandising products, including a second Huntik fantasy novel, new action figures and play set, 3-D figurine collections from Tridimensional and Panini, a DS game and an MMO game. Rainbow's first theme park, Rainbow Magicland, in Rome will be ready for spring 2011 and it will be one of the biggest theme parks in Italy (more than 600,000 square meters with 35 different attractions, three theaters and 28 restaurants). Rainbow has been selected to represent Italy at Shanghai Expo 2010. Key partners include Bandai, Smoby, Simba, Bandai Namco, Panini, Upper Deck, Ferrero, McDonald's, Quick Restaurant, RCS Group, Mondadori, Ravensburger, Clementoni, Carrefour, Auchan, Upim, Oregon Scientific and Nestlé.



17 NATIONAL BASKETBALL ASSOCIATION

\$3B (E) (PRIVATE)

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

Key licensing properties include NBA, WNBA, NBA Development League and USA Basketball. With the start of every new season, the NBA introduces new uniforms and new products. To celebrate the Los Angeles Lakers' 15th championship, NBA unveiled a line of commemorative merchandise. The line was highlighted by an Adidas anniversary jacket, which featured 15 individual patches each one representing a championship year. The Lakers wore the jacket on-court opening night when the team received their championship rings. The collection was sold at Champs Sports, NBA Store on Fifth Avenue and NBAStore.com. Other new products include the launch of new trading cards from the NBA's new exclusive trading card partner, Panini, and the launch of a new trading card game called Adrenalyn. On Christmas Day, the NBA debuted the NBA Adidas game time shooting shirt that was worn by all players who participated in the Christmas Day games. This item was the first on-court item to be player identified other than the jersey. The Game Time Shooting Shirt will be worn throughout the 2009-10 season and is a new staple to the NBA on-court uniform apparel collection. NBA, adidas and athletic retailer Champs Sports teamed up to dedicate official NBA shops inside Champs Sports stores that will include a broader selection of NBA jerseys, on-court apparel and fashion collections, as well as shooting shirts, shorts, hats and track jackets. The shops will roll out in 69 stores this month in key NBA markets including Miami, Orlando, Boston, Chicago, Cleveland, Dallas, Houston, Los Angeles, Portland and San Antonio. All 486 Champs Sports stores will have NBA shops by the start of the 2010-11 season.

18 PENTLAND BRANDS

\$3B (PRIVATE)

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Key licensing properties for retail sales in 2009 included: MP3 players (Speedo), cameras (Speedo), wetsuits (Speedo), apparel (Red or Dead), hosiery (Red or Dead), bags (Red or Dead), watches (Speedo) and eyewear (Red or Dead). Speedo will continue to expand its brand through Berghaus watches, tents and sleeping bags, an Ellesse brand extension and Boxfresh. Key retail partners include Bank, Blacks, Specsavers and Speedo.com.

19 WESTINGHOUSE

\$2.8B (PUBLIC)

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Managed by LMCA since 2001, the program is focused on key consumer and commercial categories, which include LCD TVs, monitors, digital photo frames, laptop computers, light bulbs, consumer and B2B lighting, electric power generation (including solar panels), landscape lighting, small kitchen appliances, air purification, central heating and air-conditioning, intercoms and electrical and computer accessories. Program growth this year came largely from geographic and new category expansions.

20 HIT ENTERTAINMENT

\$2.7B (PRIVATE)

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In 2009, Thomas & Friends ranked as the No. 1 license in the preschool toys category in the U.S., according to The NPD Group and the No. 1 preschool toy property in other countries, including the U.K. and Australia. Barney continues to be strong selling more than 132 million books and more than 80 million DVDs around the world. Barney will begin a new live stage show tour in North America in fall 2010. Bob the Builder celebrated its 10th anniversary in 2009 as a top-ranked home entertainment property, with strong retail programs around the world. TV favorite Fireman Sam moved to CGI in 2009 and signed with a number of new toy partners around the world. Book sales for Rainbow Magic have now exceeded more than 20 million units worldwide. In 2010, HIT celebrates Thomas & Friends' 65th anniversary and unveils new lines from global master toy partner Fisher Price, Learning Curve and Mega Bloks. New Thomas & Friends content will launch on TV, DVD and online; themed live events will take place on four continents; and top-tier partners across retail and marketing will mark the exciting milestone with special celebratory activities. Angelina Ballerina's new CG-animated series, Angelina Ballerina The Next Steps, will roll out to more than 35 territories in 2010, along with a new Web site. Angelina will welcome new partners in toy and apparel and other categories. Angelina has a successful specialty program at FAO Schwarz and will roll out to mass in fall. New Fireman Sam product hits the shelves throughout 2010 to complement the new CG-animated TV series and feature-length DVD special. New Bob the Builder product will hit the shelves in 2010 and a new CG-animated TV series will launch around the world. A 60-minute DVD special is also pegged for release. The Little Big Club, comprising a selection of HIT's most popular characters, is on tour in theaters across the world, including the U.K., Australia, Dubai and Abu Dhabi. Thomas & Friends was broadly supported at Walmart, Target, Toys"R"Us, Kmart, Sears and specialty in North America and Toys"R"Us, Smyths, Argos, Toymaster, Early Learning Centre and Hamleys in the U.K., as well as Mueller, Toy"R"Us and Spielemax in Germany. The Fat Controller Station Stops at Smyths in the U.K. drove a 20 percent increase in Thomas & Friends sales across the October 2009 school holiday. The Toys"R"Us Thomas & Friends Extravaganza was a huge success in the U.K. in autumn/winter 2009. Thomas & Friends playdates at Toys"R"Us took place across the U.S. over four Saturdays in 2009 and drove an increase in Thomas & Friends sales. Angelina Ballerina launched a specialty program at FAO Schwarz. The Angelina plush from Madame Alexander was a top 10 doll at the store in Q4. Bob the Builder was supported by toy retailers across the U.K., including a major month-long promotion at Hamley's celebrating

his 10th anniversary and a Toys"R"Us autumn promotion. In the U.K., Fireman Sam enjoyed great support at retail leading up to the launch of Sam's new product line this year. Over six weeks he also made character appearances and promotions at Smyths, which showed significant uplift in footfall and sales during June/July 2009.



21 CARTOON NETWORK ENTERPRISES

\$2.1B (PUBLIC)

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Despite a tough economic climate in 2009, CNE was poised for success and delivered its fourth straight year of growth at retail. Key contributors to that success were continuing to build and grow existing brands, strategic partnerships that helped to diversify the business and strong retail programs and support.

In 2009, CNE continued to sustain and grow its trademark Ben 10 franchise into a global powerhouse in the boys' action space. Led by a top-selling toy line from Bandai in its fourth year at retail, along with an interactive franchise from D3Publisher that has sold more than 5 million units worldwide to date, the Ben 10 program continues to deliver growth. The group's soft lines and publishing businesses also experienced strong growth in 2009, helping to drive its licensing revenue. In its role as licensing agent for Nelvana and Spin Master's Bakugan brand, CNE effectively expanded the brand and built it into a wide-ranging consumer products program with 287 licenses granted to date. As one of the most popular toys to hit the market in recent years, CNE has leveraged that success and demand at retail to create opportunities across all categories and make Bakugan more than just a toy brand. On the Adult Swim side of CNE's business, live events and home entertainment continue to drive a significant portion of the business.

The 37-city Dethklok tour, featuring the animated band from Metalocalypse, was a huge success with sell-out crowds and huge sales for Dethklok's The Dethalbum II, which debuted at No. 15 on Billboard's top 200 list. DVD sales of key Adult Swim series such as Robot Chicken, Metalocalypse and The Venture Bros., which was the network's first Blu-ray disc release, bolstered the business, as well as the group's industry-first mass customization manufacturing-on-demand DVD product that was launched through the Adult Swim online shop. As CNE looks to 2010, there is great momentum behind its existing properties and partnerships, and the group is poised to continue its dominance in the boys' action market. 2010 marks the transition of Ben 10 into an evergreen brand, and with a new series launching this spring, a new brand extension with LEGO with constructible aliens, and more than 250 products launching throughout the year (U.S.) there is a tremendous growth opportunity. Bakugan will continue to play a key role in CNE's success, as will the launch of the new Cartoon Network original series, Generator Rex, at retail. In its role as licensing and merchandising agent for the youth marketplace, CNE will work closely with the PGA of America to roll out a licensing and consumer products campaign that extends the association's presence at retail among the sport's youngest fans. CNE's Adult Swim business will continue to drive sales in the home entertainment, electronic sell-through, music and live-event arenas with product releases from top franchises. CNE will continue to be widely distributed at retail across all key retailers and all tiers of distribution. A highlight from 2009 was the first Cartoon Network chainwide feature shop at all Toys"R"Us stores nationwide in November. The shop included Cartoon Network's three leading boy brands—Ben 10 Alien Force, Bakugan and The Secret Saturdays. Additionally, CNE's brands were fully supported at retail through numerous endcaps, circular support and dedicated email blasts and mailers throughout the fourth quarter.

22 FERRARI

\$2B (PRIVATE)

MASSIMILIANO FERRARI, RETAIL AND LICENSE DIRECTOR, +39 053 6949959

Among the key licensees and products: Puma apparel and shoes; Mattel and Burago toys; Acer computer; Vertu mobile phones; RCS-Marca publishing; Marcolin eyewear; and Mafrat kids' apparel. Key initiatives focus on the watch category, leather goods/luggage accessories, fan accessories and apparel linked to drivers and licenses linked to the Ferrari theme park. Important partners include ARP, Percassi Group Italy and Aldar/Fadar.

23 MGA ENTERTAINMENT

\$2B (PRIVATE)

LEAH MARKS, VP, LICENSING AND ENTERTAINMENT, +1.818.894.2525

Key licensing properties in 2009 were Moxie, BFC Ink., Little Tikes, Bratz, Bratz Kidz, Lil Bratz, Bratz Babyz and Zapf Creation (Chou-Chou, Baby Born and Baby Annabell). The key licensing initiative that will drive growth in 2010 is the worldwide relaunch campaign for Bratz. Retail partners include Walmart, Kmart, Target, TRU, Tesco, Asda, Target (Australia), Big W, Carrefour, Hamley's and La Polar.

24 TWENTIETH CENTURY FOX LICENSING & MERCHANDISING

\$2B (PUBLIC)

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Twentieth Century Fox Licensing & Merchandising (Fox Licensing), home to some of the strongest and most recognizable entertainment brands in the world, is heading into 2010 with a full head of steam after the record-breaking performance of the world's most successful movie—James Cameron's Avatar. The licensing program for Avatar



introduced new groundbreaking technologies to market and Fox Licensing will capitalize on the film's success to expand on existing categories and roll out product in new categories including role play, social expressions, bedding and décor and more as it establishes the franchise. Another cornerstone to the Fox Licensing library in 2010 is the breakout TV hit—Glee. The critically acclaimed and award-winning series will get a full suite of merchandising support with apparel/accessories, publishing, games, health and beauty, home décor and more planned to hit shelves in the fall. Best-selling publishing property, Diary of a Wimpy Kid, will make its big screen debut in March and Fox Licensing will unveil new merchandise as it gets a chance at Hollywood stardom. Additionally, one of the most enduring properties, Alvin and the Chipmunks, will continue to be at the forefront of Fox's licensing program. And following its successful 20th anniversary season, The Simpsons will continue strongly with merchandise in 2010 along with Family Guy, which was recently renewed in syndication through 2015.

25 BBC WORLDWIDE

\$1.7B (PRIVATE) BBC WORLDWIDE IS THE COMMERCIAL ARM AND A WHOLLY OWNED SUBSIDIARY OF THE BRITISH BROADCASTING CORPORATION

TOM KEEFER, SVP, GLOBAL LICENSING, BBC WORLDWIDE, +1.212.705.9300

Growth over the next year will be driven by the extension of existing licensing properties both in the U.K. and internationally and the introduction of new preschool

shows that have the ingredients to become worldwide hits. BBCW expects to grow revenue with licensing programs around core brands like Top Gear, In the Night Garden, Teletubbies, Charlie and Lola and Doctor Who with a much-anticipated new series launching in the U.K. in spring. BBCW will launch licensed product around Little Airplane's 3rd & Bird and CBeebies' in-house musical show ZingZillas. Both properties have strong master toy partners (Fisher-Price and Vivid, respectively) and following an initial launch in the U.K., will extend across other markets. In 2010, A Question of Sport live tour will launch in the U.K. and the third year of the Strictly Come Dancing Live Tour will run. Walking with Dinosaurs the Arena Spectacular will continue to tour in new international markets and Charlie and Lola's Best Bestest play will also extend its tour in the U.K. and Brazil. 2010 will also see an increase in presence for BBCW across the retail spectrum following the launch of an initiative to greater leverage cross-category opportunities across all BBC brands and the recruitment of a dedicated retail team. The U.S. remains a core focus for BBCW where there are plans to expand the licensing team to develop programs around existing and forthcoming BBC properties. BBCW performance in 2009 was driven by stand-out retail presence for brands such as In the Night Garden, which after two years since launch shows little sign of decline. The launch of a DTR nursery range for Mothercare in the early part of the year cemented strong sales for the brand. Top Gear was one of BBCW's fastest-growing merchandise properties in 2009 largely due to a retail partnership with Debenhams. Other core brands that continued to drive revenue included Charlie and Lola, Teletubbies and growth for Planet Earth and Only Fools and Horses. In DVD, BBC brands continued to perform solidly at retail despite a challenging market. Planet Earth continued to be a success on both sides of the Atlantic, hot on the heels of the third season airing in the U.K. at the end of the year. Gavin and Stacey sold half a million units and continues to dominate the TV DVD chart. Walking With Dinosaurs: The Arena Spectacular was one of the great achievements of the year for the live entertainment division proving a key driver not only within the U.K., but also in international markets. Strictly Come Dancing The Live Tour, was another heavy-weight contributor, followed by other revenue drivers such as Tweenies Live and Charlie and Lola's Best Bestest Play.

26 NASCAR

\$1.63B (PRIVATE)

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The key licensing properties for NASCAR and its teams in 2009 was a variety of initiatives aimed at core fans, new young fans and those with a love of technology. On the track, 2009 saw an unprecedented year with Jimmie Johnson winning his fourth consecutive NASCAR Sprint Cup Series title along with other drivers having breakout years such as Juan Pablo Montoya, Denny Hamlin and Tony Stewart. Traditional licensing products, apparel, diecast and collectibles, for these and other drivers remained strong through 2009. New programs were announced in the electronics category with products such as Right Way Dale Earnhardt Jr. Spotter GPS, Centon NASCAR flash drives and new remote-control cars and slot car racing sets by Jada and SCX. Expansion of the NASCAR hologram program consisted of continued protection for the sport and the fans who buy licensed products coupled with an online NASCAR Superstore giveaway for each code registered. In 2010, NASCAR's licensing business will continue to focus on avid fans and expand its product lines for new young fans. There will be special emphasis on a video game strategy, outdoor programs, the launch of the NASCAR Hall of Fame and expanded retail. This is a signature year in NASCAR with the opening of the NASCAR Hall of Fame in Charlotte in May. Legends Dale Earnhardt, Junior Johnson and Richard Petty will join NASCAR founder Bill France Sr. and his son Bill France Jr. as the inaugural class of the NASCAR Hall of Fame. A significant licensing plan around not only the Hall of Fame, but these inductees is planned with diecast, apparel and collectibles taking center stage. This provides a great opportunity for the NASCAR fan to own a piece of history. A major new program will provide NASCAR fans across the country the opportunity to capture the experience of infield camping at a NASCAR race with the formation of the NASCAR RV Resorts. The initial 13 branded locations will create a festive NASCAR environment that includes race-watching parties on huge screens. Sites in Florida, Indiana, Maine, New Jersey, New York,

North Carolina, Virginia and Wisconsin will open in the spring and bring NASCAR racing at its best to these campgrounds. NASCAR also aligned with a leader in the outdoors market, Realtree, on a marketing initiative to take shape in 2010. Other new licensing initiatives in 2010 will be focused on electronics and gaming, as well as youth categories. New products aimed at the youngest fans allow them to get the sights and feel of NASCAR racing. New remote-control and battery-operated NASCAR cars by Jada will hit the market in 2010. NASCAR is introducing a new extension of the sport with an official sanctioned online racing series through renowned game developers iRacing.com. Fans can join racers from around the world to compete in a racing environment and eventually get a chance to compete for the official World Championship. Other console gaming products are expected to hit the market that extends the popular NASCAR racing on home gaming systems. Other new initiatives include new product from K'NEX with building sets that allow kids to put together their own race car in some of the sport's most popular drivers. The NASCAR debut of Danica Patrick will feature a robust licensing program with collectibles through a deal with Mattel, as well as apparel and other categories. Additionally, a new NASCAR SportsGrille will open in Virginia in 2010. Traditional retailers such as Walmart, Sears and Kmart, along with specialty stores such as Bass Pro Shops, will continue to drive the brick-and-mortar retail experience for NASCAR products. These retailers will join traditional at-track partnerships and NASCAR.com superstore as the primary retail outlets.

27 GIOCHI PREZIOSI GROUP

\$1.5B (PRIVATE)

GRAZIANO DELMAESTRO, LICENSING DIRECTOR, +39 01 96 47 51

The Gormiti TV series, co-produced with Marathon, launched in fall 2009 in all major European countries. Gormiti's licensing program will continue expanding with the TV series' second season coming in fall 2010. The Puppy in My Pocket brand from the TV series, co-produced by Giochi Preziosi Group, MEG and Mondo TV, will be the next key brand for Giochi Preziosi Group's licensing activity.

28 KATHY IRELAND WORLDWIDE

\$1.5B (PRIVATE)

ROCCO INGEMI, VP, BRAND MANAGEMENT; CLAUDE ERGAS, INTERNATIONAL MARKETING AND BRANDING CONSULTANT, +1.310.557.2700

Kathy Ireland Worldwide continues to experience growth, offering designs in furniture, flooring, lighting and accessories, window treatments, home office and entertainment, leather and microfiber, top of bed, bedding, candles, permanent florals, hand-painted fine porcelain, decorative shelving, jewelry, apparel, fresh-cut flowers and skincare for men and women. KIWW expanded into several new categories: fashion products, wigs and hair extensions, handbags and luggage, garden and food extensions and outdoor furniture and cabinetry; Design It Yourself Crafting Supplies offers decorative trims, fabrics, stickers, decals and appliques; other categories include Design It Yourself jewelry, real estate, vacation events, wedding program licenses, music and film licenses, publishing and greeting cards. A wholly owned KIWW subsidiary manages licensing and entertainment for Dame Elizabeth Taylor, Janet Jackson and others. Key retail partners of KIWW continue to be the more than 50,000 independent retail doors, which are located in 29 countries.



29 SESAME WORKSHOP

\$1.5B (NON-PROFIT)

MAURA REGAN, SVP AND GM, GLOBAL CONSUMER

PRODUCTS, +1.212.875.6416

Sesame Street continues to be the key property. With the launch of Abby's CGI segment called Abby's Flying Fairy School, SW offered fairy plush, DVDs, books and apparel. Abby debuted at Sesame Place (Sesame Street's theme park) and Sesame Street Live. This year, Abby Cadabby and Elmo will be packing their bags to spend Christmas in July in Australia. The pair will help promote the 40th anniversary and make special appearances in Sydney, Melbourne and the Gold Coast. SW is excited about its recent Hasbro announcement creating a 10-year global strategic alliance that will give Hasbro the rights to manufacture and market a wide range of toys and co-branded games based on characters of Sesame Street. SW is also working with Warner Bros. Interactive Entertainment to create and publish interactive video game titles worldwide based on Sesame Street. SW partnered exclusively with Warner Bros. Home Entertainment for the release of several DVD titles in 2010. And SW is continuing to launch new apps for iPhone and iPod touch. During the 40th anniversary season, Bloomingdale's hosted an exclusive exhibit. For the holiday shoppers, there was a pop-up shop on the premises filled with Sesame Street merchandise. A new line of handmade Sesame Street tees, produced by Morfs with recycled, donated fabrics debuted in the Barney's holiday catalog. Sesame also offered a line of apparel for kids and adults at H&M worldwide. In 2010, Sesame is partnering with Marks & Spencer to offer exclusive Sesame Street products in the U.K.

30 SUNKIST GROWERS

\$1.5B (PRIVATE)

MARK MADDEN, MANAGING DIRECTOR OF GLOBAL

LICENSING, +1.818.379.7262

With the largest product segment in the Sunkist licensing portfolio being the fast-changing beverage category, success continues to be driven by new product lines, new flavor ranges, conversion of existing brands to Sunkist and expansion of global territories of existing licensees. Sunkist also continues to pursue new licensee opportunities around the world. Sunkist-licensed products are available in more than 45 countries and the program has a 50-year history that includes 40 licensees in North America, Africa, Asia, Europe, Australia and the Middle East. The Sunkist brand can be found on products ranging from juice, soda and other fruit and citrus beverages to fruit snacks, confectionery items, baking mixes, ice cream, pistachios and vitamins.

31 FORD MOTOR COMPANY

\$1.4B (PUBLIC)

JOHN NENS, DIRECTOR OF GLOBAL BRAND LICENSING, +1.313.248.6994

In 2009, sales of Ford Motor Company-licensed products were driven by continued success in the toy and collectibles and interactive categories, as well as expansion in the apparel and personal accessories categories. The Ford program was also successful in expanding its retail footprint by securing partnerships with dozens of new licensees in more than 50 untapped categories, including food, children's apparel and men's gifting. Sales remained strong for Ford's key brands, including the Ford Blue Oval and Ford Trucks/Built Ford Tough. Last year also brought product to market, leveraging the popular 2010 Mustang, one of Ford's most beloved iconic brands. In addition, international expansion was a key initiative for the Ford licensing program in 2009, with new partners added in Latin America, Europe and Australia. In 2010, the Ford licensing program will continue its international expansion not only in Latin America, Europe and Australia, but also in China, Southeast Asia and India. As

Ford continues to build its presence in these emerging markets, there are strong opportunities to offer licensed product to the brand's new and loyal consumers. In 2010, the numerous new licensing partners added in 2009 across the apparel, toys and food categories will launch product, driving growth in various retail channels. In addition, Ford's highly celebrated new global automobile launches, including the Fiesta and the Focus, will inspire new licensed products across categories. Ford licensed products continue to sell across all major channels of distribution, including mass, mid-tier, specialty, big-box stores, drug stores, convenience stores, catalog, online, trackside and in Ford dealerships. In 2009, the Ford program expanded with new retail programs, gaining presence with exclusive products at retailers including Old Navy, Walmart and JCPenney. The program will expand into new international retailers as new international licensees launch product in 2010.

32 HILCO CONSUMER CAPITAL

\$1.4B (PRIVATE)

M. JEFFREY BRANMAN, MANAGING DIRECTOR;

BEN NORTMAN, MANAGING DIRECTOR, +1.416.361.6336

A diverse portfolio of brands includes Halston, Ellen Tracy, Caribbean Joe in fashion; Tommy Armour and Ram in sports; Bombay and Linens 'n Things in home; Bob Marley in celebrities; and Sharper Image and Polaroid in consumer electronics. Formed in 2006, the brands reach consumers across multiple categories and tiers of retailing. Recent deals include the appointment of Lady Gaga as creative director for Polaroid's line of imaging products.



33 PERRY ELLIS INTERNATIONAL

\$1.4B (PUBLIC)

ANN BUKAWYN, PRESIDENT OF LICENSING, +1.212.536.5665

During 2009, 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.

34 THE POKÉMON COMPANY INTERNATIONAL

\$1.4B (PRIVATE)

NATALYA GROSS, DIRECTOR OF LICENSING, +1.425.274.4800

The launch of the Pokemon Platinum video game for Nintendo DS and a strong television presence on Cartoon Network, helped make 2009 a solid year for Pokemon properties. The top-selling Pokemon trading card game, a full line of products from Jakks Pacific and high demand for Pokemon animation, guidebooks and game accessories all contributed to strong sales during the year. In 2010, Pokemon efforts will revolve around the March launch of Pokemon HeartGold and SoulSilver versions of the handheld video games for the Nintendo DS. The video game launch coupled with the spring debut of the 13th season of Pokemon animation on Cartoon Network, will drive interest in the newly designed Jakks Pacific line of toys and plush (featuring gold and silver packaging) and the Pokemon trading card game (285 percent sales growth since 2005). Additional retail, entertainment and marketing initiatives will all be centered around the release of Pokemon HeartGold and SoulSilver. Pokemon partnered with Toys"R"Us in 2009, to create dedicated Pokemon areas that showcased the Pokemon trading card game, DVDs, a broad array of Jakks Pacific toys and other exclusive products. Additionally, Pokemon supported several key retailers with exclusive items, Pokemon character distributions and various other cross-promotions that helped drive retail traffic throughout the year.

35 PEANUTS

\$1.2B (PUBLIC)

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Fall 2009 marked the kick off to the year-long 60th anniversary of Peanuts in 2010. Retailers around the globe including Benetton, CVS and Hallmark Gold Crown are joining in the celebration with special product, promotions and front-of-store feature placement throughout the year. Everyone wants to be on Charlie Brown's baseball team, including the San Francisco Giants, the Detroit Tigers and the Los Angeles Angels as Peanuts celebrates baseball with a series of Major League Baseball kids' day game events beginning June 2010. Also for summer 2010, Cedar Fair will bring Peanuts to five additional parks bringing the total to 10 regional theme parks that draw more than 12 million annual visitors and feature the Peanuts gang. Guinness World Records has recently certified Asian licensee TSL's diamond Snoopy as the most expensive snoopy memorabilia in the world. TSL created the piece, made up of white and black diamonds and rubies, in honor of the 60th anniversary. The diamond Snoopy, worth an estimated \$370,380, is touring China through March.

36 CHORION

\$1.14B (PRIVATE)

STEVE CIPOLLA, EVP, GLOBAL LICENSING AND SALES; TAMRA KNEPPER, EVP, BRAND MANAGEMENT AND MARKETING, +1.212.973.4700

Mr Men and Little Miss, Noddy, Olivia, Beatrix Potter and The World of Eric Carle were the drivers for Chorion's global licensing and merchandising activities in 2009. The major new consumer products launch will be Olivia. The rollout will kick off autumn 2010 with the new toy range from master toy partner Spin Master, DVDs (Nickelodeon Home Video for U.S. and Sony Home Entertainment for ROW), and TV tie-in books from Simon & Schuster. The Mr Men and Little Miss franchise will build from the strong base in apparel and accessories with more fashion

and seasonal initiatives for young adults and kids while the brand will extend into infant categories for the first time in some territories. Publishing-based properties such as Beatrix Potter and The World of Eric Carle will continue to build on the new innovative product introductions that launched late in 2009. For Paddington, plans are under way for a major promotional campaign in the U.K. for spring 2010.

The momentum for the Mr Men and Little Miss franchise continued to build in 2009 with more apparel, accessories for young adults, boys and girls at key retailers around the world such as Target (U.S.), Marks & Spencer, Tesco (U.K.), Carrefour, Monoprix (France) and Target (Australia). The Mr Men Show, now in its second season, inspired new product ranges for children such as toys, DVDs and TV tie-in books that launched in the U.S., U.K., France and Australia.



They included: in the U.S., the Mr Men General Mills cereal promotion at Target; in the U.K., BB's Coffee & Muffin kids' meal promotion featuring Mr Bump and Virgin Active Gyms leveraged Mr. Men characters to garner new customers; in Singapore, Biscuit World and 7-Eleven stores created high impact visibility; in Australia and New Zealand, the merchandising program grew to more than 40 partners and promotions ranged from a Boost Juice cup promotion to Fonterra yogurts to Qantas Airlines kids' packs. A new toy range for Noddy, inspired by the new TV series, Noddy in Toyland, debuted at retailers in Europe (Carrefour, Auchan and LeClerc), U.K. (Argos and TRU) and Portugal (Continente, Pingu Doce and Auchan). In France, Universal was secured as DVD distributor for the Noddy In Toyland series, while Noddy remained Hachette's No. 1 licensed property in France with more than 15 new titles to be published in 2009. In Portugal, where the brand has a significant retail presence, media group Lusomundo also picked up the DVD rights for Noddy in Toyland following their success with Make Way for Noddy in recent years. The new TV launch for Chorion in 2009 was Olivia, based on the best selling, award-winning books by Ian Falconer. The Olivia TV series debuted in over 120 countries. Spin Master signed on as global master toy licensee. In the U.S., the first wave of Olivia TV tie-in books (Simon & Schuster) and the first DVD title (Nickelodeon Home Video) hit retail shelves in autumn 2009 with sales exceeding expectations. Key retailers for the book and DVD launch included Target, Walmart and Barnes & Noble. Sony Pictures Home Entertainment was appointed as international DVD partner for Olivia outside the U.S. While the classic publishing and gifting program for Beatrix Potter continued, Chorion's new licensing initiatives included the introduction of the PR Organics toiletries range (the No. 1 baby toiletries range at Whole Foods in the U.S.) and Econatura, a new range of children's juice and snacks at Starbucks in the U.S. and U.K. In the U.S., Pottery Barn Kids unveiled a new room décor/bedding range. Together with leading publishers around the world, Chorion's celebrations for the 40th anniversary of the first publication of Eric Carle's The Very Hungry Caterpillar generated international publicity and promotional activities, as well as momentum for the growing World of Eric Carle licensing programs in the U.S., U.K., Germany, Japan and Australia. New product introductions included stylish tees for girls via licensee JEM and a new line of children's skincare via Epicuren in the U.S.

37 FREMANTLE MEDIA ENTERPRISES

\$1.1B (PUBLIC, PART OF RTL GROUP)

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FremantleMedia Enterprises represents major entertainment properties such

as Idols, The X Factor and Got Talent; scripted drama The Adventures of Merlin, which is broadcast in more than 180 countries and a full slate of popular game-show brands that have been adapted for international audiences, including The Price Is Right, Family Feud, Let's Make a Deal, Million Dollar Password and more. FME is also a well-established third-party agency with partnerships around the globe. In Australia, FME represents The Biggest Loser and MasterChef for producers Shine TV, as well as The Biggest Loser Asia. Throughout Asia Pacific, FME represents titles such as CSI: Crime Scene Investigation and Star Trek for CBS and are also the agent for Paramount in Australia and New Zealand across their classic titles including Grease and upcoming theatrical releases Tintin and Rango. In North America, FME looks after LA Ink for Discovery; Motor-City Motors for Original Productions; and Golden Boy for Oscar De La Hoya. Globally, FME represents fashion brand Rebecca Bonbon, designed by Hello Kitty creator Yuko Shimizu, for Crown Creative. 2010 will bring continued growth of licensing programs for cornerstone brands, as well as a substantial growth of third-party brand initiatives, including American Idol's 10th anniversary in 2011; America's Got Talent is going into its fifth season as the No.1 summer show; The X Factor will hit the U.S. in 2011; The Price is Right and Family Feud continue to perform across all platforms. Live events will continue to be a key initiative for FME in 2010. Last year saw some major success stories, including America's Got Talent Live in Vegas hosted by Jerry Springer, which is coming back for another run; Emeril Lagasse's Taste of Emeril's Cooking Challenge launched in Atlantic City; the inaugural table tennis tournament HardBat Classic kicked off in Las Vegas with a \$100K cash prize; The American Idol Experience opened at Walt Disney World Resort in Florida; Star Trek Live launched in Singapore; and the Grand Designs Live Expo in Australia enjoyed its premiere. In addition, FME is continuing to push the boundaries with new interactive and mobile technology including iPhone games, in-show interactivity, social network gaming, new gaming platforms such as Natal and X-Box Prime-time, and digital content creation and syndication.

38 JARDEN CORPORATION

\$1B (PUBLIC)

JARDEN CORPORATION: JAMES E. LILLIE, PRESIDENT/COO, +1.914.967.9400; CONSUMER SOLUTIONS: CARLOS A. COROALLES, +1.561.912.4511; OUTDOOR SOLUTIONS: ROBERT MARCOVITCH, PRESIDENT, +1.914.967.9400; BRANDED CONSUMABLES, PHIL DOLCI, CO-PRESIDENT, +1.914.967.9400; BRAND CENTRAL GROUP: ROSS MISHER, PRESIDENT, +1.310.268.1231

Jarden Corp. 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; and Outdoor Solutions: All-Star, Abu Garcia, Berkley, Campingaz, Coleman, Fenwick, Gulp!, JT, K2, Marker, Marmot, Mitchell, Penn, Pflueger, Rawlings, Shakespeare, Sevyler, SpiderWire, Stearns, Stren, Trilene and Volkl. Key 2010 initiatives will focus on international with an expansion of the Oster brand into new categories and countries in Latin America, including a launch of cookware, cutlery and tools/gadgets in Mexico. The focus with Crock-Pot will be in new food categories led by the launch of refrigerated meals. In Sunbeam, garment care products and accessories will be introduced; placement of compact refrigerators and microwave ovens will be greatly expanded and new non-corded bedding products will be pursued. The division also works with three marketing and licensing agencies that focus on specific brand opportunities. To help expand U.S. licensing efforts, brand delivery focuses on the consumer electronics categories across key brands while Global Icons works with Sunbeam, Mr. Coffee, Oster and Crock-Pot. For Latin America, P&L Global Network works on licensed product opportunities under the Oster brand. During 2009, its Consumer Solutions business included

the launch of several new Crock-Pot recipe books and slow-cooking tools. Under the Sunbeam brand, blankets, fleece sheet sets, outdoor lighting fixtures and rechargeable batteries were key contributors to an already broad product offering. A line of floor care (steamers and vacuums) was launched in key department stores under the Bonaire brand. The Oster brand launched kitchen tools and gadgets in the U.S. and cookware, dinnerware, flatware and cutlery throughout Latin America. The re-launch of the Grillmaster brand was highlighted by the introduction of BBQ grills (at Lowe's). The extension of the Mr. Coffee brand included a new line of coffee accessories. Jarden Outdoor Solutions iconic brands have been involved in several key licensing initiatives that will drive growth in 2010 by extending into new categories including apparel, lifestyle and industrial. An entire licensing program has been built to accelerate Jarden Outdoor Solutions' powerful brands through Coleman workwear and sportswear apparel, as well as Rawlings cleated footwear. Both Rawlings and Shakespeare are extending into the eyewear category, which will drive growth in 2010. Building upon their strength in durability and quality, Coleman has also entered the pet category and will launch pet and travel accessories in 2010. Within the industrial category, Coleman air compressors and generators will enter the marketplace next year. In the lifestyle initiative, Coleman kayaks, canoes and paddle accessories are in development, which will build upon the brands strength in outdoor recreation. K2 Sports expanded its licensing program beyond bicycles, which have received extensive retail placement, and into UV protection products, hosiery and ice skates.

39 MARTHA STEWART OMNIMEDIA

\$1B E (PUBLIC)

ROBIN MARINO, PRESIDENT AND CEO OF MERCHANDISING, MSL0, +212.827.8000

Merchandising consists of extensive products, both from Martha Stewart and Chef Emeril Lagasse, which MSO acquired in 2008. A majority of the company's merchandise is exclusive to various retailers. Last October, MSO signed a deal with Age Group Ltd. to produce a line of pet care products, including apparel, collars, leashes, bedding grooming and toys exclusively for PetSmart. Other partnerships include: Martha Stewart Living home-improvement products at The Home Depot. The line launched in January 2009 and includes paint, home organization, home décor. Martha Stewart Collection at Macy's features a broad range of home products including bed and bath textiles, housewares, casual dinnerware, flatware and glassware, cookware and holiday décor and Martha Stewart Crafts with EK Success is available at more than 900 Michaels arts and crafts stores, independent retailers and Walmart stores in the U.S. and Canada. MSO also has a co-branded flowers program with 1-800-FLOWERS.COM. MSO continues to expand the Lagasse brand, and in January announced a deal with Ion Television to distribute a new, hour-long primetime television series, called The Emeril Lagasse Show, which is scheduled to air on Sundays at 8 p.m. beginning in the spring.

40 SONY PICTURES CONSUMER PRODUCTS

\$1B (PUBLIC)

GREG ECONOMOS, SENIOR VICE PRESIDENT, +1.310.244.4188

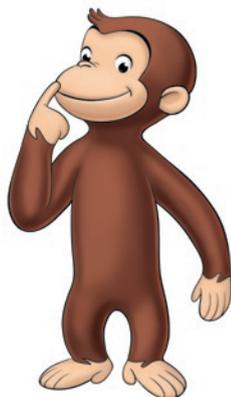
Key properties include: Ghostbusters, Smurfs, Surf's Up, Green Hornet, Cloudy with a Chance of Meatballs, Wheel of Fortune and Jeopardy. For 2010, release of several theatrical properties, including Karate Kid, Eat Pray Love, Green Hornet, Smurfs, Arthur Christmas and Hotel Transylvania. Key partnerships include all major mass and specialty retailers.

41 UNIVERSAL PARTNERSHIPS & LICENSING

\$1B (PUBLIC)

AMY TAYLOR, SVP, +1.818.777.0276

In 2009, Universal combined its consumer products and promotions businesses to form Universal Partnerships and Licensing (UP&L). The new division delivers integrated media and merchandise programs for Universal's properties while also identifying and securing key corporate alliances, including the Universal American Express Card from GE Money. In 2009, Curious George continued to be one of UP&L's most successful properties supported by new content on PBS KIDS and George's first holiday special, A Very Monkey Christmas, on DVD. In 2010, licensees, including I Can Do That! Games, Pressman Toys, JunkFood and SaraMax will expand their retail footprint while Universal continues to push new content, including the new full-length movie Follow That Monkey! coming to DVD in March. Key theatrical releases will drive the business in 2010 and 2011. Opening July 9, 2010, is Universal Pictures' and Chris Meledandri's Illumination Entertainment's inaugural 3-D CGI feature Despicable Me. The film is the studio's first from Meledandri (Ice Age, Ice Age 2: The Meltdown, Horton Hears a Who!). The promotional program includes some of the biggest partnerships in the studio's history and the licensing program covers all key categories including video game, mobile, apparel, publishing and toys. Also in 2010, genre-smashing filmmaker Edgar Wright (Hot Fuzz, Shaun of the Dead) tells the amazing story of one romantic slacker's quest to power up with love in Scott Pilgrim vs. the World, based on a series of award-winning graphic novels by Bryan Lee O'Malley. Global game publisher Ubisoft is developing a downloadable video game that will launch worldwide with the film's release. Blending state-of-the-art animation with live action, I Hop will debut from Universal Pictures and Illumination Entertainment in 2011, starring Russell Brand and James Marsden. Also on the 2011 slate is Fast Five with Vin Diesel and Paul Walker returning to star; the sci-fi thriller prequel to John Carpenter's The Thing; and Cowboys & Aliens, a Dreamworks Studios and Universal Pictures co-production based on the graphic novel and directed by Jon Favreau.



44 PLAYBOY ENTERPRISES

\$900M (PUBLIC)

ADRIANNA CHINNICI, VP, LICENSING; SARAH HANEY, VP, GLOBAL LICENSING; THERESA HENNESSEY, VP, PUBLIC RELATIONS, +1.312.751.8000

Playboy works with 108 licensees in more than 150 countries and territories to develop, market and distribute high-quality Playboy-branded merchandise, including men's and women's fashion apparel, men's underwear, women's lingerie, accessories, collectibles, cigars, watches, jewelry, fragrances, shoes, luggage, bath and body products, small leather goods, stationery, music, eyewear, barware and home fashions. Some of the product categories that have recently experienced success include apparel, home and fragrance. Key licensees include Coty, Play Beverages, Babytex, Premier Concepts, Bras N Things, Van Es Home, Palms Casino Resort, BC International, Tricoastal and Celeb Lab. In order to drive growth in 2010 and beyond, Playboy will expand its brand through a number of diverse initiatives: geographic reach—continue to investigate opportunities in Latin America, China, India and Southeast Asia; new products—demonstrate the brand's ability to extend beyond traditional apparel and accessories; additional distribution outlets—expand availability and create exclusive lines with key retailers; location-based entertainment—continue to develop additional location-based entertainment venues; and integrated marketing campaigns—orchestrate synergistic programs, such as the 50th anniversary of the Playboy Clubs and Playboy Bunnies in 2010, during which targeted retail programs, commemorative products, and club events will be launched. Key retail partners and programs during 2009 included the following: Rock the Rabbit—In its third year with this program (which uniquely fuses music, fashion, and design), Playboy partnered with some of the hottest and most-talented musicians to design T-shirt graphics using the world-famous Playboy rabbit head logo. The limited-edition shirts, which were designed by Motley Crue, Q-Tip, Pharrell, Roysopp, Midnight Juggernauts, Dragonette and Jackson Swinton, were available in Bloomingdale's stores and online. Playboy partnered with designer Marc Ecko to create a T-shirt collection inspired by Playboy's covers and photography. The shirts were available in Marc Ecko stores and online. In order to create buzz for the collection, Playboy hosted an online sweepstakes, with two winners receiving a trip to the Playboy Mansion. Playboy worked with Coty to launch its first global fragrance line, which was initially introduced in the U.S. in 2008, and later introduced in several European countries in 2009. The line includes five fragrances: Hollywood Playboy, Malibu Playboy, Miami Playboy, Vegas Playboy and Ibiza Playboy. Playboy hosted a number of international promotions and sweepstakes to increase awareness of the new product line. Playboy introduced the unique Bunny Bra, which comes with two pairs of "Bunny Ears" for customizable padding, and the product launched at Bras-n-Things in Australia and Littlewoods in the U.K. Playboy partnered with Freedom Collection to launch a line of T-shirts and accessories, which were available in Wet Seal stores and online. Playboy worked with Karstadt department stores in Germany to launch a number of promotions for home products.

42 HARLEY-DAVIDSON MOTOR COMPANY

\$900M (PUBLIC)

JOANNE BISCHMANN, VP, LICENSING AND SPECIAL EVENTS, +1.414.343.7713

Customized product and collections for motorcyclists and outreach product and collections for non-motorcyclists is available in key retail channels. Harley-Davidson Dealerships and targeted national retailers. International expansion will drive growth in 2010 and beyond.

43 NELVANA ENTERPRISES

\$900M (PUBLIC)

MARK NORTHWOOD, VP, WORLDWIDE LICENSING, +1.416.588.5571

Among the key properties are: Bakugan, The Backyardigans and The Fairly OddParents. New initiatives are focused on: Bakugan, the new Beyblade, Babar,

45 THE COCA-COLA COMPANY

\$850M (PUBLIC)

KATE DWYER, GROUP DIRECTOR OF WORLDWIDE LICENSING, +1.404.676.7478

The Coca-Cola Company is the world's largest beverage company and has nearly 500 brands in the market. Coca-Cola, recognized as the world's most valuable brand, is the driving force behind the licensing program and represents more than 80 percent of the merchandise sold. Growth is driven primarily through the following

initiatives: leverage the power of design to drive merchandise sales; continue to utilize recycled and repurposed products to minimize impact and demonstrate commitment to the planet; increase marketing and PR support for licensed merchandise; and develop unique and proprietary products. While the licensing program performed well at all tiers, a focus on boutiques and high-end retailers drove the total program in 2009.

46 FRIGIDAIRE

\$850M (PUBLIC)
PHILIP RAIA, EVP, LMCA, +1.212.265.7474

LMCA has built the Frigidaire licensing program around key categories such as central air-conditioning and heating. Products are lauded for their technological sophistication and for being among the most energy efficient in the industry. Sales have consistently outpaced the industry.

47 WORLD WRESTLING ENTERTAINMENT

\$804.6M (PUBLIC)
FLORENCE DI GIORGIO, VP OF GLOBAL LICENSING,
+1.203.359.5136



The key properties include WWE and superstar logos, as well as TV show logos. Key initiatives include: Launch of comprehensive and multi-faced WWE Kids brand extension maintain hot priority markets such as France; continue to develop Mexico and the rest of Latin America; and leverage new global partnerships such as Mattel. Extensive retail partnerships and promotions: international-six-week kids' meal program with 516 KFC restaurants in South Africa; five-week Champion of WrestleMania cross category nationwide promotion with Jet (420 doors) in South Africa; 13-week Champion of WrestleMania cross-category promotion in 186 Kmart stores in Australia and New Zealand; five-week Champion of WrestleMania promotion with Tesco.com in the U.K.; and cross-category promotion nationwide with Smyths in Ireland. In the U.S.: four-week cross-category WrestleMania Madness promotion in 1,350 Kmart stores, where consumers received \$10 off the 25th anniversary of WrestleMania pay-per-view with the purchase of \$50 in WWE merchandise; four-week cross-category promotion

with Toys"R"Us for 25 years of WrestleMania excitement and also with TRU a SmackDown vs. Raw 2010 video game endcap; and Best Buy for Greatest Legend of WrestleMania, a four-month program with \$10 off when purchasing two or more WWE items.

48 CARTE BLANCHE GREETINGS

\$800M (PRIVATE)
RICHARD EDMONDSON, COMMERCIAL DIRECTOR, +44 (0) 1243 792600

Me to You continues to increase the distribution of Tatty Teddy into new product categories and price points ranging from jigsaws to bicycles. The licensing portfolio grew significantly during 2009 with new partnerships formed with Casa Chicos, Ravensburger, Raleigh, HA Interiors, ASPACE, Bacup, Ultimate, Zak, Imperial and Fiddes Payne—all of which will bring new product to market in 2010. Growth will be focused on the continuing global reach of core brand Me to You combined with the new introduction to license of sub-brands, including Tiny Tatty Teddy, Softly Drawn and Sketchbook. The launch of Tiny Tatty Teddy in May provides a totally

differentiated Me to You look for the nursery. Tiny Tatty Teddy will feature on all Simple Baby toiletries driving high levels of brand awareness with the core target market. New Look will be launching the new Me to You Sketchbook artwork style in spring/summer 2010 on nightwear, cosmetics, toiletries and electrical items such as hair straighteners and computer accessories. Retailers such as Claires and BHS will be introducing Me to You for the first time in autumn/winter 2010 with cosmetics, jewelry and watches. For Marks & Spencer, Tatty Teddy maintained its position as one of the best-selling characters in ladies' nightwear, girls' nightwear, girls' underwear and on newborn clothing. Following the launch of MTY bedding with Next, Carte Blanche extended the collection of home furnishings to include curtains, cushion, fleece blanket, wall stickers, borders and wall paper. As one of the first Me to You retail partners, New Look's 2009 autumn/winter range of nightwear, toiletries and gifts were among many of their top-selling items for Christmas.

49 KELLWOOD

\$800M E (PRIVATE)
BRENDA PALMER, VP OF LICENSING, +1.212.329.8065

Kellwood designs, manufactures and markets a collection of fashion brands across a range of consumer lifestyles. Brands include Vince, Baby Phat, Jolt, SAG Harbor, Briggs NY and MyMichelle, as well as licensed brands, XOXO and David Meister. In mid 2009, Kellwood reached a deal allowing it to defer payment on \$140 million in bonds, avoiding a potential bankruptcy filing. Kellwood operates Vince retail stores and Sag Harbor outlet stores across the United States. In January 2010, Kellwood acquired ISIS, an outdoor company focused on women's performance and casual apparel. The company's headquarters is in Chesterfield, Mo., and there are about 1,300 people employed at Kellwood.

50 JEEP (CHRYSLER)

\$715M (PRIVATE)
DEBRA JOESTER, PRESIDENT; JOANNE LORIA, EVP, THE
JOESTER LORIA GROUP, +1.212.683.5150

Retail sales of Jeep consumer products exceeded \$550 million in 2009 driven by luggage, strollers, footwear and dynamic growth in the expansion of Jeep retail stores. Two hundred new Jeep shop-in-shops opened in international markets, including Korea, China and Vietnam bringing the total number to more than 600 shop-in-shops and 78 freestanding stores. Expanding Jeep's dedicated retail outlets is a continued initiative for 2010 and will include a launch in Latin America markets. Also slated for 2010, the U.S. launch of a men's and boys' apparel program and a broader distribution of travel gear, bikes and adventure lifestyle products. Replicas remain an important segment of Jeep-licensed products and will be featured in several holiday Black Friday promotions in 2010. Marketing support of Jeep consumer products drives more than 1 billion impressions globally through consumer print, subway and billboard advertising, as well as retail promotions with Babies"R"Us, Walmart and other key retailers. In 2010, Chrysler licensing revenue (\$150 million) will result from partnering with leading replica and interactive companies developing programs based on vintage vehicles. Chrysler's strong heritage from the muscle car era will be featured in leading interactive franchises such as Gran Turismo, Forza and Need For Speed.

51 CATERPILLAR

\$711M (PUBLIC)
LINDA STOKES, RETAIL BUSINESS DEVELOPMENT,
+1.309.675.4563

Growth in the footwear, apparel and accessories (eyewear, bags, watches), workwear, toys and scale model replica lines were key drivers for retail sales in 2009. In 2010, Caterpillar will launch Cat retail lifestyle stores in Central and South America and China. These locations represent the second wave of planned stores in test markets globally over the next two years. The stores are the culmination of efforts between two of Caterpillar's largest trademark merchandise licensees. 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.

52 PGA TOUR

\$660M (PRIVATE)
TIMOTHY HAWES, SVP, RETAIL LICENSING, +1.904.285.3700

The PGA Tour licenses a wide variety of golf- and lifestyle-related products and services through its network of approximately 100 worldwide licensees. Key brands which fall under the PGA Tour's licensing program include The PGA Tour, Champions Tour, Nationwide Tour, FedExCup, Presidents Cup and a wide selection of tournament specific brands such as The Players Championship, The Tour Championship presented by Coca-Cola and portfolio of World Golf Championship events. Worldwide growth in the PGA Tour's retail licensing platform for 2010 will be driven by a continuing program of developing new international and domestic licensees in traditional product channels, as well as developing licensing partnerships for new products and services. This includes the development of more PGA Tour-branded stores internationally, creative apparel partnerships in new markets and development and introduction of PGA Tour-branded products and services designed to enhance the brand value in the minds of consumers. The PGA Tour has more than 100 licensing partners globally including The Paradies Shops, which operate 38 PGA Tour Shops at major airports around the U.S.; PGA Tour Superstores, which operate 10 big-box golf specialty stores throughout the U.S.; Perry Ellis International, which manufactures and distributes private label PGA Tour and Champions Tour apparel in more than 4,000 doors in the U.S.; aboutGolf, which manufactures and sells PGA Tour branded golf simulators; and Golf Club Holdings, which operates The Tour Club, the first national sports entertainment club membership, which provides unprecedented access to a network of private and resort golf courses, luxury residences, previously inaccessible golf-centric experiences, VIP access to PGA Tour events, professional-level golf instruction and more.

53 AMERICAN GREETINGS

\$650M (PUBLIC)
CARLA SILVA, VP OF GLOBAL LICENSING, +1.212.386.7355

Sales growth at American Greetings during 2009 was driven by Hasbro's global relaunch of the Strawberry Shortcake brand, which included dolls, figurines and play sets. In addition, strong international entertainment distribution sales of Strawberry Shortcake and Care Bears solidified the strength of American Greetings' properties. Key initiatives expected to drive sales this year include a focus on classic, evergreen properties, including the expansion of the Strawberry Shortcake toy line, 30th anniversary celebration and other key categories around the globe. International growth took the form of continued Care Bears success in Asia, including the launch of the exclusive Sweet Sakura Bear in Japan. In addition, Holly Hobbie Classic continues to expand in Italy with a new eco-friendly product line. New brands Twisted Whiskers and Maryoku Yummy will enter the licensing arena by launching in key categories in the latter part of the year. Key retail partners for American Greetings Properties continue to be Walmart, Target, Toys"R"Us, specialty stores, food and drugstores, international retail chains and an expansion of its online activities.

54 HEWLETT-PACKARD

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

As the world's largest technology company, HP's brand licensing program focuses on providing products that complement its leading market position in personal computers, printers and other consumer electronic product categories. HP carefully

selects brand licensees whose products, policies and practices match customers' expectations of quality, support and innovation. HP continued to expand its brand licensing programs in 2009 by adding new lines that merge seamlessly in the retail environment with HP products. Data storage and photography were two areas of brand licensing revenue growth for HP in 2009. HP's portfolio of more than 30,000 patents is amongst the world's most valuable and inventive. HP strives to leverage this IP by licensing patents and technology along with its brand, in order to develop highly differentiated brand licensed products with sustainable competitive advantages. HP's brand licensing program focuses on providing products that complement its leading market position in personal computers, printers and other consumer electronic product categories.

55 THE LEGO GROUP

\$553M (PRIVATE)
ANDREA RYDER, JOINT HEAD OF LICENSING (EUROPE/REST OF WORLD);
STEPHANIE LAWRENCE, JOINT HEAD OF LICENSING (NA/AUS), + 45 20 28 05 90



Among the key licensing properties for retail sales in 2009: LEGO Classic, LEGO City and LEGO Star Wars (cross-licensing program with Lucasfilm). Key licensing initiatives that will drive growth in 2010 and beyond include video games with TT Games; publishing LEGO Brickmaster books; apparel lines in N.A. with Isaac Morris; home program with play furniture, storage solutions for LEGO bricks; and consumer electronics with Digital Blue. Toys"R"Us, Walmart, Target, Vedes in Germany shop-in-shop pilots and Zappos collaboration on Web store for licensed products are among retail partnerships.

56 BEVERLY HILLS POLO CLUB

\$550M (PRIVATE)
S. HADDAD, PARTNER, +1.646.266.3024

The Beverly Hills Polo Club brand is focused on major International expansion with new Marketing PLUS program and new shop concept. BHPC also has a significant focus on South America and Eastern Europe.

57 POLAROID

\$510M (PRIVATE)
SCOTT W. HARDY, PRESIDENT OF PLR IP HOLDINGS,
+1.952.641.1020

After being acquired by Gordon Brothers Brand and Hilco Consumer Capital for \$88 million in mid-2009, the Polaroid brand quickly began scoring new licensing deals and creating buzz with strategic partnerships. The brand announced a multi-year strategic partnership with Lady Gaga, who will serve as creative director for a specialty line of Polaroid imaging products. Summit Global Group signed an exclusive five-year agreement to produce Polaroid-branded digital still cameras and video cameras and distribute digital photo frames and Polaroid PoGo mobile products worldwide. Other deal include C&A Marketing for camera lenses, filters and close-up lenses, lens hoods and caps, flashes, battery grips, batteries and chargers, camera bags, binoculars and other camera accessories; jWIN Electronics for entertainment, mobile, computer and gaming peripherals; Famous Trails for night vision units, range finders and digital camera binoculars; Matsunichi Digital Holdings Limited for personal notebook accessories, including USB speakers and DVD ROM drives; Panaglobal Distribution for a line of mobile device screen protectors and protective films; and MyPhotoAlbum for Polaroid Studio, an online photo sharing service.

58 AT&T

\$500M (PUBLIC)

NICHOLAS BLOOM, ASSOCIATE VP, THE BEANSTALK GROUP,

+1.212.303.1186

As the world's largest communications holding company in the world, AT&T delivers hundreds of services and products in the communications and entertainment realms, across landline, Internet, wireless, IP-TV and video categories. The AT&T licensing program leverages AT&T's marketing/communications spend. Current licensed products strategically complement existing telecommunications services, with more than 200 SKUs, including corded and cordless telephones, answering machines and telephone accessories. Key drivers for retail sales in 2009: increased PR and marketing campaigns to drive awareness and sales of innovative new products; campaigns tailored to specific retailers; and international expansion of licensed products. AT&T spent more than \$1.4 billion on marketing in 2009. Key initiatives include the market launch of V-Tech's Synapse line, a business telephony system. As other U.S. landline telephone brands exit the market, AT&T licensed products continue to gain market share at leading U.S. retailers including Staples, Best Buy, Office Depot, OfficeMax, The Home Depot, Walmart, Target, Kmart, Sears, BJ's, Costco and Sam's Club. Program are also growing internationally as V-Tech has secured distribution in Latin America, South Africa, Australia and China.

59 JOHN DEERE

\$460M (PUBLIC)

JEFFREY T. GREDDIG, DIRECTOR OF BRAND LICENSING AND

JDM, +1.919.804.2725

The well-known agriculture and construction equipment company continues to offer an extensive line of licensed merchandise through its company store in Moline, Ill., and its online store. John Deere products include ERTL brand farm and construction toys, golf equipment, housewares, bed and bath from Springs, apparel, books and videos. John Deere also features its Pink collection of merchandise as well as collectible figurines from Precious Moments.

60 FIFA

\$425M (PRIVATE)

MARK MATHENY, CEO AND CO-CHAIR, GLOBAL BRANDS

GROUP, +65 6622 8100

The 2010 FIFA World Cup product licensing program has been rolled out globally, covering key soccer markets such in Europe, Latin America, North America, Asia Pacific, and most significantly South Africa, the host nation. An extensive network of licensees and distributors has been established to launch event merchandise ranges for the much-anticipated 2010 FIFA World Cup. Official event stores (OES) are opening worldwide as the date draws nearer to kick off to the world's largest single sporting event on June 11, 2010. Key retail initiatives in 2010 include the collaboration with Walmart stores in 15 countries with a projected store count of more than 1,000 doors, offering exclusive FIFA World Cup Official Licensed Products and in-store promotions targeted to drive sales of the Official Licensed Products. To date, more than 4,000 retail locations have been secured worldwide for 2010 FIFA World Cup Official Event Stores and corners. Fans may also make purchases of the official licensed products in stadiums across South Africa during the event period and at FIFA-organized fanfest activities in nine domestic and six international host cities. Apart from brick-and-mortar retail, the online FIFA store has also been launched in North America, Europe and Asia, with Brazil coming on board soon this year. Beyond 2010, the FIFA business will be driven toward brand extension into secondary categories with focus on the establishment of sales strategy for the 2014 FIFA World Cup in Brazil. The 4,000 retail locations that have been secured worldwide for 2010 FIFA World Cup Official Event

Stores (OES) and corners will be operated by the leading retailers in each of the territories that they operate in. International markets: Walmart in 15 countries covering nearly all of its retail markets around the world; Intersport (Germany) opening 300 OES for the 2010 FIFA World Cup and 200 stores for the 2011 FIFA Women's World Cup; P.T. Indomarco Prismatama (Indonesia) are operating 3,000 OES in its 4,000 retail store network; Yeli Sports (China) will be opening 130 OES in 2010; Giant (Malaysia) is setting 30 OES within its hypermarket chain; Aeon (Malaysia) will be operating 20 OES in its retail chain, Jusco; and Paris S.A. (Chilli) is rolling out 30 OES. Within South Africa, Sneakers, the official travel store, and Edgars, the official event store, are opening stores since 2009 and will have close to 130.

61 HEARST MAGAZINES, BRAND DEVELOPMENT GROUP

\$425M (PRIVATE)

GLEN ELLEN BROWN, VP

BRAND DEVELOPMENT,

+1.212.492.1301

In 2010, the Country Living brand will be the key growth driver with expansion of the Country Living Home program at Kmart and Sears, as well as the launch of a Country Living green modular home portfolio. Additional initiatives will focus on The Popular Mechanics for Kids brand franchise, a new program with Esquire to be announced this spring and the introduction of a



Good Housekeeping bedding program. The success and growth of the licensed extensions of Hearst Corporation's powerful and diverse magazine portfolio continue to demonstrate the power and vitality of its brands at retail. Key sales drivers during 2009 included the direct-to-retail Country Living Home Collection of signature products at Kmart and Sears, which launched with more than 700 SKUs, the Good Housekeeping Good Food pantry collection at grocery chains and growth of the Seventeen home collection at JCPenney.

62 THE THOMAS KINKADE COMPANY

\$400M (PRIVATE)

LINDA MARIANO, VP, MARKETING AND LICENSING, +1.408.201.5210

In 2009, Thomas Kinkade celebrated his 25th year as a published artist and as the longest-running art brand licensor. The expansion of the successful Thomas Kinkade's Disney Dreams Collection, as well as other co-branded partnerships, added to a strong 2009 for the company and its licensees. In 2010, Thomas Kinkade licensees will bring a whole collection of Disney Dreams-inspired products to retail. In addition, to create innovation and ensure continued growth for licensees, the company has launched a program of exclusive images just for licensees' use. The company will continue its growth campaign expanding with new licensing partners and product categories. In addition to the successful Thomas Kinkade Gallery retailers, Hallmark Gold Crown Stores, Walmart, Target, Kohl's, ShopNBC, Walgreens and several others had very successful 2009 programs and are expected to continue and strengthen in 2010.

63 MICHELIN LIFESTYLE LIMITED

\$380M (PRIVATE)

DANIELA GOULD, HEAD OF MARKETING AND COMMUNICATIONS,
+44 (0) 1782 402082

The Michelin brand will expand licensing categories with a focus on automotive accessories, acquire new licensees to distribute ranges in new geographical territories and organically grow the business through developing synergistic collaborations between licensees. Key initiatives for the brand include season-long promotions with accompanying car and tire safety check campaign with Halfords in the U.K. and emergency kit promotions in the U.S. through selected tire channels. At Walmart, the brand secured mat fitment category leadership and a safety booster cable launch with key retail placement.

64 DODGE/RAM (CHRYSLER BRANDS)

\$375M (PRIVATE)

RAMEZ TOUBASSY, PRESIDENT, BRAND SENSE PARTNERS,
+1.310.867.7222

The Dodge and Ram programs continued to show strength in traditional core automotive licensing categories of diecast replicas, R/C vehicles and video games. Results were primarily driven by the Challenger, Charger, Viper and Ram nameplates. The aspirational nature of these vehicles make them popular choices across all traditional automotive categories. New vehicle introductions will continue to be critical to future revenue growth. Incorporating the rejuvenated Dodge and Ram brand messages through new lifestyle products will drive revenue and further grow awareness of these new brand directions. Social media and mobile application opportunities will be a focus. Lastly, relationships with key licensees and retailer outreach will also continue to be extremely important to drive further growth in 2010 and beyond. Within the key automotive licensing categories, Dodge and Ram products were featured items by a number of top retailers. The Dodge Viper ride-on became the No. 1 selling ride-on at Walmart. Additionally, Ram R/C vehicles continue to be staples in Walmart's R/C and Black Friday promotions. Toys"R"Us also featured a Ram R/C vehicle as part of their Black Friday promotion, while also liberally utilizing Dodge and Ram vehicles throughout their R/C assortments. Costco featured a successful Ram brand pallet program this past fall. Radio Shack added a Dodge Challenger to their XM0Ds line of R/C vehicles. In the automotive aftermarket category, Wix Filters capitalized on the popularity of the Dodge Challenger by offering a two-car diecast set as the primary component of their annual, national promotion.

65 THE SHARPER IMAGE

\$350M (PRIVATE)

FREDERICO DE BELLEGARDE, VP LICENSING, +1.212.967.6000

Consumer electronics brand The Sharper Image has quickly built licensing momentum since being acquired by BlueStar Alliance, Gordon Brothers Brand and Hilco Consumer Capital in 2008. The brand has built a solid portfolio, including Audio Technologies for TVs and accessories; Southern Telecom for MP3/MP4 players, headphones, wired/Bluetooth headsets and telephones; Natura World for mattresses and adjustable beds; Samsonic Trading Co. for digital cameras and camcorders; Golden State Imports International for specialty watches and watch accessories; Famous Trails for night vision goggles, metal detectors and carrying knives; MZ Berger for specialty gift assortments; NYL Holding for desk and wall clocks; and London Luxury for a line of bedding and bath merchandise. The brand

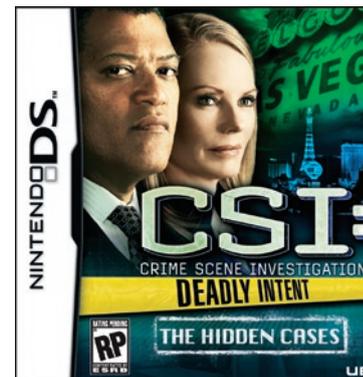
extended its reach geographically signing Eurostyle de Mexico for a multi-year master distribution deal for the Mexican market. CTI International signed on as master distributor for the travel retail markets in Mexico, Central and South America and for local market distribution in Brazil, Argentina, Paraguay and Uruguay. STL Electronics was selected to manufacture and distribute Sharper Image air purifiers in Japan. The Sharper Image also renewed deals with EnE Group for luggage, business cases and backpacks; and Merch Source for digital photo, binoculars and telescopes.

66 CBS CONSUMER PRODUCTS

\$340M (PUBLIC)

LIZ KALODNER, EVP AND GENERAL
MANAGER, +1.212.975.7795

In 2009, significant growth was fueled by JJ Abrams' Star Trek reboot and the America's Next Top Model direct-to-retail program at Walmart along with the expansion of live event programs around the world. For 2010, an edgy teen theatrical release, *Beastly*, will drive retail sales along with new merchandising programs from CBS's top-rated primetime line-up including kid-targeted CSI activity kits via a Toys"R"Us direct-to-retail deal; video games for *Ghost Whisperer*, *Criminal Minds*, *Amazing Race* and *Survivor*; and the first *NCIS* products. Specialty retailing continued to be an important channel for CBS Consumer Products while direct-to-retail programs are expected to increase following the 2009 launches with Walmart, Toys"R"Us and Payless.



67 CLASSIC MEDIA

\$325M (PRIVATE)

ANDREW KERR, U.K., +44 (0) 20 8762 6237; NICOLE BLAKE,
+1.212.659.3030

Classic Media, one of the world's largest independent entertainment companies, is a leader in reinventing the classics of yesterday and creating the classics of tomorrow. Key licensing properties for Classic Media in 2009 included Postman Pat SDS, Casper, Where's Wally?, Lassie and Little Golden Books. 2009 was a big year for Postman Pat across U.K./ROW. The toy range from Character Options hit shelves supported by a strong TV ad campaign and has performed well to date ranking as the No. 10 license in preschool toys (NPD full year 2009). Where's Wally? publishing continues to build reaching 50+ million books sold and the launch on mobile platforms surpassed expectations with the brand's first iPhone App reaching No. 1 in many countries, including the U.S., Canada, U.K. and Australia. In 2010, new preschool shows, *Guess with Jess* and *Tinga Tinga Tales*, have been successfully launched on CBeebies (U.K.) and will be licensed globally. *Guess with Jess* launched November 2009 (U.K.) and will be followed by a cross-category L&M program from spring 2010. Fisher-Price (master toy partner) will launch product at retail in July 2010. U.K. master publishing partner, Egmont, is currently producing a new range to roll out May 2010. Key international broadcasters are signed, including Treehouse, Canada. *Tinga Tinga Tales* launched February 2010 (U.K.) and is set for a U.S. premiere on Playhouse Disney in early 2011. Global toy partner Bandai will launch product in the U.K. late 2010. Penguin Group is set to roll out in the U.K. in summer 2010 and internationally thereafter. Character Options will roll out further Postman Pat SDS product lines throughout 2010, the first SDS live theater tour rolls out across the U.K. from February and the Postman Pat 3D movie from Timeless Films will hit the big screen in 2011.

68 ITV STUDIOS GLOBAL ENTERTAINMENT

\$310M (PUBLIC)

STEVE GALLANT, DIRECTOR, HOME ENTERTAINMENT AND DIGITAL;
AYSHA KIDWAI, DIRECTOR, WORLDWIDE MERCHANDISING AND
LICENSING, +0844 881 3000

ITV Merchandising and Licensing developed previously unexploited brands in the U.K., including primetime hits *Dancing On Ice* and *I'm A Celebrity*; launched toy partner in North America (Bandai) for European pre-school brand *Pocoyo*; and capitalized on classic ITC archive. Home entertainment launched the DVD drama exclusive *Coronation Street Romanian Holiday*, stand-up comic Al Murray, lifestyle brand *Loose Women* and achieved ongoing success with classic drama *Good Night Mr Tom*. ITV M&L will announce a slate of licensees for *Coronation Street's* 50th anniversary and activate international off-air product Integration partners for *Hell's Kitchen* and *Come Dine with Me*. Home Entertainment will continue to maximize the classic film library, which includes the 5-million-unit-selling *Shawshank Redemption*; and grow family franchise *Harry Hill* and the highly anticipated *The Prisoner*, which is co-produced with AMC. Key retailers include HMV, Amazon, Debenhams, Argos, BHS and Tesco.

69 MAJOR LEAGUE SOCCER

\$310M (PRIVATE)

STU CRYSTAL, VP OF CONSUMER PRODUCTS, +1.212.450.1234

Key retail successes for Major League Soccer during 2009 included the holiday launch of the new Philadelphia Union jersey and the incredible sales for Seattle Sounders FC merchandise throughout the year, placing that team as the league's top seller and the best-selling soccer club in the United States. 2010 will be highlighted by the inaugural season of the Philadelphia Union and its stadium in Chester, Penn., along with the opening of the new state-of-the-art Red Bull Arena, home of the New York Red Bulls. Additionally, new identities and merchandise will be released for the league's two new expansion franchises in Portland and Vancouver, slated to start play next year. Dick's Sporting Goods is the official sporting goods retailer of MLS and had strong presentations for teams in their local markets, while Target featured MLS hard goods throughout the chain. This year, an MLS shop will be featured during the World Cup at Toys"R"Us Times Square while all stores will have a strong presentation of MLS balls, goals and accessories. MLS Gear, the league's official e-commerce site, will relaunched at the start of the season in conjunction with new Web sites for all teams.

70 MARS RETAIL GROUP

\$310M (PRIVATE)

DEBI ROSENFELD, SENIOR MANAGER, LICENSING AND
PRODUCTS, +1.702.547.0779

Key brands include M&M'S, Skittles, Starburst and Snickers. Key initiatives include implementing a "One Voice" strategy that creates themed displays with candy and merchandise that can be customized at various price points; launching a new pet program with MARS Petcare Brands; exploring international opportunities; and building on sustainable offerings and seasonal assortments, as well as strategically adding categories to grow the current product assortment. Retailers that displayed tailored M&M'S programs included: back to school- and seasonal-licensed displays throughout the year at Kroger, Walgreens and Walmart; candy novelty items at various retailers; and other customized promotions that combined candy and merchandise for Kmart and Meijer.

71 THE STANLEY WORKS

\$300M (PUBLIC)

NICHOLAS BLOOM, ASSOCIATE
VICE PRESIDENT, BEANSTALK,
+1.212.303.1186



The Stanley Works licensing program is among the most visible and successful in the hardware industry, with 25 licensees in the U.S. and abroad. Through licensing, Stanley, a leader in the construction/DIY category, has strengthened its image, broadened its brand appeal and further established itself as the authority in the home improvement, construction and hardware categories. Best-in-class licensees have seamlessly expanded the Stanley brand into a variety of categories, including work gloves, ladders, wet/dry vacuums, pressure washers, generators, commercial lawn mowers, worklights, 12-volt automotive accessories, power tools accessories, power cords and strips, personal protection gear, industrial fans, industrial heaters, garden sprayers, residential doors, work apparel, work socks and how-to books. The channels of distribution for licensed products are consistent with Stanley's own channels, most notably, The Home Depot, Walmart, Lowe's, Menards, Sears, True Value, Ace Hardware, Northern Tool, Canadian Tire in the U.S. and Canada, as well as B&Q, Carrefour and Screwfix in Europe. In 2010, Stanley's licensing program will continue to expand into new, strategic product categories, including work boots/footwear, lawn and garden tools and paint applicators. New licensees in the doors and work apparel categories 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. Walmart, Lowe's and Menards continued to be strong, strategic partners of licensed product. Several licensees enjoyed success with new product launches and holiday promotions. The Home Depot, Canadian Tire and the two-step channel also provide important support to the licensing program and, with the introduction of new categories and refreshed product lines from existing partners, business with these retailers is projected to grow in 2010.

72 WINCHESTER

\$300M (PUBLIC)

VICKI BEDNAR, MANAGER, LICENSED PRODUCTS,
WINCHESTER, +1.618.258.2365; JASON SUTTON, LMCA, +1.212.265.7474.

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

73 THE GOODYEAR TIRE & RUBBER COMPANY

\$275M (PUBLIC)

GLEN KONKLE, CEO, EQUITY MANAGEMENT, +1.858.558.2500

During 2009, the successful Adidas-Goodyear driving shoes began a new design lifecycle. The new designs will be introduced to the market in 2010 and are expected to have a positive impact on Goodyear's licensing program. In 2009, new opportunities were pursued in the automotive, DIY lawn and garden, home/garage and lifestyle product segments and several new Goodyear licenses were executed. The apparel category, in particular, is expected to grow in 2010 and will ultimately provide consumers a unique, stylish product offering designed to meet their diverse lifestyle needs. The Goodyear licensing program will be focused on a variety of new equity-driven licenses in 2010 across a broad range of both brand advancement and brand extension product categories.

74 STUDIO 100

\$260M (PRIVATE)

TOM GRYMONTREZ, COMMERCIAL DIRECTOR,

+32 (0) 3 8776035

Properties that drove licensing revenues for this Belgian based entertainment group in 2009 were Mega Mindy, The House of Anubis, Bumba, Amika, Pirate Pete, K3, Maya the Bee, Wickie the Viking and Tabaluga. New brands for 2010 in the Studio 100 portfolio with international appeal and a sound international television distribution include Big and Small, Zigby, Maya the Bee (3-D remake currently in production), Wickie the Viking and Heidi. Retailers in Belgium, the Netherlands, Germany, Spain and other European countries partnering in 2010 include Karstadt, Blokker Group, Fun, C&A, Carrefour, Metro Group and Toys“R”Us.

75 EASTMAN KODAK

\$250M (PUBLIC)

PHILIP RAIJA, EVP, LMCA, +1.212-265-7474

The licensing program includes eyeglass lenses, available at professional and retail outlets and Kodak kiosks in more than 30 countries, as well as the growth of professional Kodak labs for lenses.

76 NATIONAL GEOGRAPHIC

\$250M (NON-PROFIT)

JOHN DUMBACHER, SVP OF LICENSING,
+1.202.857.7572.

Among the key areas of development are retail stores, credit card, toys, stationery, furniture, home accessories, gear and apparel. National Geographic continued to develop a premier lifestyle merchandise program to celebrate global cultures, travel and exploration. Innovative, award-winning stores in London and Singapore showcased authentic products across a broad range of categories, including apparel and gear, home furnishings, toys and stationery. In addition, key sales drivers in 2010 will include building relationships with companies that have a strong track record in travel, exploration, adventure, photography and education categories. NG's branded lifestyle stores top the list of its key retail partners, along with specialty and department stores, better store chains and select direct mail and online retailers.



77 SUMMIT ENTERTAINMENT

\$250M (PRIVATE)

NANCY KIRKPATRICK, PRESIDENT, WORLDWIDE MARKETING
+1.310.309.8467

Key properties are Twilight and The Twilight Saga: New Moon. DVD release of The Twilight Saga: New Moon in the spring will be followed by the theatrical release of The Twilight Saga: Eclipse in the summer; and then the DVD release of The Twilight Saga: Eclipse in the fall. Merchandise pull-togethers, featured in-store shops and window signage were the key elements to the 2009 licensing program. During the DVD release of Twilight in early 2009, Walmart supported the release with a four-week hot spot that pulled together DVDs, soundtrack, books, apparel, accessories and other licensed Twilight merchandise. Specialty retailers such

as Hot Topic, f.y.e. and Hastings hosted Twilight in-store midnight DVD release parties. In the summer, there was a major presence at San Diego Comic Con followed by a fan appreciation event at a local San Diego multi-plex where fans got to see Twilight again on the big screen, were treated to cast appearances and got to preview upcoming Twilight merchandise. During the theatrical release of The Twilight Saga: New Moon in the fall, various specialty retailers, including Hot Topic, Torrid, Toys“R”Us, f.y.e., Borders and Hastings were key partners. Hot Topic hosted a multi-city mall tour. Additionally, there was a boutique presence with a fashion line of apparel, cosmetics and jewelry at Nordstrom.

78 NATIONAL TRUST FOR HISTORIC PRESERVATION

\$225M (NON-PROFIT)

MICHELLE ALFANDARI, PRESIDENT AND CEO, MODA LICENSING,
+1.212.687.7640

There are two key areas of focus: For home furnishings, there is the “Design in America” furniture collection, including bedroom, living room, dining room and accent pieces from licensee Hammary Furniture; for DIY, there is a historic paint collection with Valspar paint and a decorative moulding collection with the Empire Co. The Design in America furniture collection will add a new collection inspired by the styles of the La Valencia Hotel, which will be launched at High Point furniture market spring 2010. The decorative moulding program will continue to roll out at Lowe's with about 100 new stores to be added in first half of 2010. The paint collection will benefit from an enhanced marketing initiative to launch by third quarter 2010. The Design in America furniture collection continues to be distributed in specialty furniture stores, department stores and at La-Z-Boy showrooms. The paint and decorative moulding collections are sold exclusively at Lowe's.

79 COURTNEY DAVIS

\$215M (PRIVATE)

SAM ABELL, PRESIDENT, +1.615.472.7700

Among the key artists and properties are Susan Winget, Lori Siebert, Warren Kimble, Anna Griffin, Kimberly Poloson, House in the Country, Wendy Bentley and Terri Conrad. The company's goal is to provide fresh new designs, new and innovative product ideas and key new partnerships to drive business. Among key retail partners are Cracker Barrel, Stein Mart, Bed Bath and Beyond, Target and independent gift retailers.

80 THE TRUMP ORGANIZATION

\$215M (PRIVATE)

CATHY GLOSSER, EVP; EVELYN CHOI, DIRECTOR OF GLOBAL LICENSING,
+1.212.836.3242

During 2009, The Trump Organization continued the expansion of its successful Trump Home brand by announcing a partnership with Serta. Trump Home mattresses launched in summer 2009, adding to the already successful furniture, lighting and room décor categories. In addition, the company partnered with Fownes for a cold-weather accessories program under the Donald J. Trump Signature Collection brand. For 2010, plans call for the addition of new products in the fashion, home and gourmet goods categories. Several new product introductions are slated to launch before the end of the year. In addition, The Trump Organization continues to focus its efforts on global expansion. In the last two years, the company has expanded its licensing operations to more than 18 countries.

81 AGFAPHOTO

\$200M (PRIVATE)
PHILIP RAIA, EVP, LMCA, +1.212.265.7474

This venerable, German-based photography brand began licensing just three years ago and has achieved strong results. The initial focus has been on cameras and related accessories. Distribution is expanding from Europe into both North America and Asia with new categories planned.

82 DR PEPPER SNAPPLE GROUP

\$200M (PUBLIC)
CARLA PEYTON, DIRECTOR OF LICENSING, +1.972-673-7000

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

83 KRAFT FOODS

\$200M (PUBLIC)
LORI GOULD, ASSOCIATE DIRECTOR, LICENSING,
+1.973.503.4557

Key properties include A.1., Breakstone, Crystal Light, Country Time, Jell-O, Kool-Aid, Oreo, Philadelphia and Planters. Key initiatives include Oreo ice cream/desserts and Crystal Light frozen novelties. A key partnership is 10-year Unilever/Kraft ice cream/cookie partnership in the U.S.

84 LAMBORGHINI ARTIMARCA SPA

\$200M (PRIVATE)
MARIA LUCIA LAZZARINI, MANAGER OF LICENSING, +39 0516817655

Key properties for expansion include all Lamborghini brands, Bull and car models. New model launches, communication and major events worldwide will be a priority in the coming months. Further to expanding the wide licensing program will be the opening of Collezione Lamborghini flagship stores in major locations worldwide.

85 SEAN JOHN

\$200M (PRIVATE)
ANDRENA ANDREWS, +1.212.500-2241

In 2009, licensing for SJ was driven by fragrance, boys', outerwear and eyewear. SJ re-launched its juniors' line and also started SJ boys' outerwear program. For 2010, SJ is looking to acquire the categories of home and footwear. Macys, Dillard's and Belk's are among key retailers.

86 SOURCE INTERLINK MEDIA

\$200M (PRIVATE)
RICK STARK, VP SALES, +1.310.531.5076

Source Interlink Media is the owner of more than 70 brands. SIM's licensing strength within the automotive category continued to drive sales for 2009. Key items were Motor Trend-branded automotive accessories, including jumper cables, jumpstarts, inverters, air compressors and power centers. Cellular accessories were strong as well, featuring new Bluetooth items and charging units, including a launch of 30 items in November in all 3,500 Advance Auto Parts stores. Other strong items for 2009 were lighting and electrical products. For 2010, the company is launching new programs with Hot Rod and Lowrider apparel and accessories, as well as a hardlines programs. SIM is also launching Slam-branded apparel and other action sports-based apparel and accessory lines in 2010.

87 VIZ MEDIA

\$200M (E) (PRIVATE)
TRACY HANCHETT (U.S./LA); PASCAL BONNET (EUROPE),
+1.415.546.7073



Viz Media experienced a very active year in 2009 with licensing deals for properties that included Naruto classic and Naruto Shippuden, Bleach, Blue Dragon, Vampire Knight and Inuyasha within the U.S. and Latin America. Categories included video games, collectible cards, figures, stationery, apparel and accessories. For 2010, Viz Media's licensing deals in the U.S. and Latin America include Naruto Shippuden, Bleach, Blue Dragon, Vampire Knight, Inuyasha and Kekkaishi. Categories include video games, collectible cards, figures, apparel, accessories, textiles and home décor.

88 JIM SHORE DESIGNS

\$192M (PRIVATE)
JOANNE OLDS, PRESIDENT, THE BUFFALO WORKS,
+1.612.910.4057

Key licensing initiatives that will drive growth are a combination of core programs that are currently working and new programs that are arriving in 2010. Among the current licensing initiatives that will move forward are the co-branded programs with Disney, Boyd's Bears and others. Also, current initiatives with QVC will continue and expand. In 2010, the company plans a significant initiative with Lowe's Home Improvement Centers in the outdoor living and outdoor fashion categories. On the co-branded side for 2010, new initiatives will feature Williamsburg and Jim Shore. The core of the Jim Shore brand will continue with main licensee, Enesco, making the popular resin figurines. Independent specialty gift shops, Hallmark Stores, quilt shops, QVC, Lowe's and Macy's are key partners.

89 JAGUAR

\$170M (PRIVATE)
LOUISE FRENCH, ASSOCIATE VICE PRESIDENT, BEANSTALK,
+44 207 031 7950

Licensing in numerous non-core categories has enabled Jaguar, the authentic British luxury brand, to achieve lifestyle status internationally. Eurolink, Jaguar's leather goods licensee based in China, held the grand opening of its first Jaguar flagship store in Shanghai in April 2009. Located at the Balian-Shimao International Plaza, the retail space showcases the Jaguar leather goods collection and features a range of briefcases and weekend bags. The Jaguar leather goods collection appeals to both business and casual travelers. The store also features other Jaguar lifestyle products, including

apparel, fragrance, writing instruments and eyewear, displayed alongside the leather goods collection. EuroLink has opened more than 70 Jaguar stand-alone retail spaces, shop-in-shops and concession stores across China in the past year. In September 2009, Eyewear licensee Menrad launched the 2010 Jaguar eyewear collection at the key European eyewear trade fair, Silmo. The new collection interprets design cues from Jaguar's latest vehicle, the new XJ, and consists of both sunglass and ophthalmic eyewear.



The range will be sold internationally through high-end opticians. Fragrance partner Jaguar Fragrances launched Prestige Spirit at the TFWA Exhibition in Cannes in October 2009. Jaguar Prestige Spirit is available as an eau de toilette natural spray in 100-ml and 50-ml bottles. In addition, Jaguar Fragrances launched Jaguar Vision, a new scent for men. The scent of Jaguar Vision is exciting, seductive and complex and will be available for spring 2010 in selected perfumeries and department stores worldwide. In 2010, Jaguar Fragrance will launch a new fragrance at the TFWA fair in Cannes. The rollout of Jaguar leather goods stores will continue in 2010. In addition, a new range of Jaguar eyewear will also be launched at selected trade fairs. In response to the high-end positioning of the brand, the retail distribution for Jaguar-licensed product is predominately luxury, department and specialty stores.

90 INVISTA TECHNOLOGIES

\$164M (PUBLIC)

MICHELLE ALFANDARI, PRESIDENT AND CEO, MODA LICENSING, +1.212.687.7640

Coty is the exclusive licensee for Lycra co-branded cosmetics for the Rimmel and Astor businesses globally. In a very difficult economic climate and the ever-changing fashion cosmetics market, sales were up from the prior year. Lycra continues to be relevant in its seventh year of licensed business with Coty. Plans are to add new products, shade extensions and expand retail distribution for nail, lip and mascara categories. New retail opportunities are primarily in China and Japan. For Astor: New Volume Diva Mascara products were introduced throughout the year; 39 new shades of Lycra Lacque Deluxe nail enamel were introduced in early summer; and new natural pastel nail enamel shades launched in September. For Rimmel: New long-wearing Lycra Pro Nail with innovative applicator debuted in first quarter 2009; and new French manicure with new applicator brush launched in April.

91 CHURCH & DWIGHT

\$150 (PUBLIC)

TAMMY TALERICO-PAYNE, DIRECTOR OF LICENSING, +1.609.279.7334; ANDREW TOPKINS, BRANDGENUITY, +1.212.925.0730

The Arm & Hammer licensing program enjoyed another strong year in 2009 demonstrating the unmatched power of the 163-year-old brand. This iconic brand is now available in more aisles and continues to delight consumers with its natural ability to deodorize, whiten and clean. Arm & Hammer boasts innovative and market-leading licensees, including Electrolux for vacuum bags and filters, Dutch Boy for refresh paint, Munchkin for diaper pails and nursery accessories among many others. For 2010, the team is focusing on products that reinforce Arm & Hammer's equity in air care, floor care and pet care.

92 THE FOOTBALL ASSOCIATION

\$150M (ASSOCIATION)

SEAN MCAULIFFE, HEAD OF BUSINESS DEVELOPMENT, +44 (0) 870 844 8200

The FA's main licensing property is that of the England national football team, for which it has an extensive licensing program in place. March 2009 saw the launch of the new Umbro England home kit. This iconic shirt benefited from Umbro's new "Tailored by England" approach and messaging, harking back to their roots within football tailoring. Following England's successful qualification to the 2010 World Cup, the sense of anticipation will quickly build, until the huge interest peaks for the tournament and the huge upturn in licensed product sales that this can deliver. FA is working closely with its licensees to ensure strong retail distribution is in place for its extensive range

of Official England Products. Beyond 2010, FA is examining how to further develop licensing opportunities around its other properties, including Wembley Stadium and The FA Cup, the oldest and most popular domestic cup competition in world football. Tesco is the official England supermarket, and The FA will be working closely with them in the lead up to the World Cup in South Africa. Tesco also partly funds The FA Tesco Skills Program, an age-appropriate football training initiative, and sponsors women's football. Marks & Spencer is official tailor to the England team, ensuring that all England's teams are stylishly and professionally attired when on international duty. FA also works with M&S on a license basis on a range of apparel and accessories. FA works with Next predominantly on key apparel lines.

93 KAWASAKI

\$150M (PUBLIC)

GLEN KONKLE, CEO, EQUITY MANAGEMENT, +1.858.558.2500

Kawasaki licensing continued to draw interest from manufacturers around the world in 2009 across the toy, sporting good, die-cast and gaming software categories. While many licensees experienced some challenges at retail due to the economy, Kawasaki toy and die-cast products were able to maintain sales momentum with the introduction of new products that highlight excitement, racing and innovation of the Kawasaki brand. Licensees have been focusing primarily on Kawasaki Racing to meet the expectations of motorcycle enthusiasts of all ages. As for 2010, many new sales opportunities have been identified in traditional brand advancement product categories such as apparel and apparel accessories. New products developed through these opportunities, as well as others will showcase the Kawasaki image of performance, quality engineering, design and, most importantly, good times.

94 SEA WORLD PARKS AND ENTERTAINMENT

\$150M (PRIVATE)

DEANA DUFFEK, EXECUTIVE LICENSING DIRECTOR +1.407.721.3375

With more than 25 million visitors per year, SeaWorld is one of the most beloved brands in the world. Since 1965 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's commitment to wildlife conservation has earned the company hundreds of environmental awards for waste reduction, conservation, education, energy efficiency, recycling and animal protection. SeaWorld works with leading designers, publishers, manufacturers and entertainment providers, including Activision, Fisher-Price, Pepsi and Quaker Oats, to create products inspired by nature that represent a commitment to a conservation-minded lifestyle. A recent 2010 partnership with Mattel has led to more than \$8 million in revenue for the Barbie SeaWorld Trainer. Specializing in family entertainment with an unwavering commitment to children, education and conservation SeaWorld develops 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 for environmental stewardship.

95 WEIL LIFESTYLE

\$150M (PRIVATE)

DAVID STOUP, CO-CHAIR, WEIL LIFESTYLE, +1.602.432.3252;

ROSS MISHER, CEO, BRAND CENTRAL GROUP, +1.310.268.1231

Dr. Weil, a world-renowned leader and pioneer in the field of integrative medicine, is known and respected as the expert resource for health and well-being. The mission of Weil Lifestyle is to provide consumers with a range of best-in-class products and services to enhance their health and well-being and help them live a lifestyle guided by the philosophy of integrative medicine. Dr. Weil donates all of his after-tax profits from royalties from sales of Weil Lifestyle, LLC, products directly to the Weil Foundation. In addition to strong current licensees, Weil Lifestyle continues to drive growth in 2010 and beyond with new licensing initiatives. The successful launch of Weil Baby by Key Baby at Babies“R”Us features safe, sustainable baby-feeding systems under the guidance of Dr. Weil, which will expand into additional retailers in 2010. In addition, Weil by Vita Foods is a premier line of seafood entrees and marinades offering healthy cuisine. Orthaheel technology is incorporated into the best-selling line of Orthaheel footwear and reflects Dr. Weil’s philosophy of optimum health and well-being from head to toe. Weil Lifestyle programs during 2009 included Weil Nutritional Supplements, a premium line of vitamins, minerals, herbs and condition-specific formulas; Dr. Andrew Weil for Origins, an innovative line of both topical and ingestible personal care products; Dr. Andrew Weil for Tea, a ready-to-drink, unsweetened green tea line licensed by Japan’s largest green tea purveyor Ito En, Ltd.; Lucini Italia Organics, a 100 percent organic premium line certified to both Europe and U.S. standards grown on Italian estates dedicated to sustainable farming; Weil for Vital Choice offers sustainably harvested wild Alaskan salmon and other natural and organic foods; Weil Baby features safe, sustainable baby-feeding systems; Weil by Vita Foods, a premier line of seafood entrees and marinades; and Orthaheel footwear.

96 NISSAN MOTOR COMPANY

\$146M (PUBLIC)

GLEN KONKLE, CEO, EQUITY MANAGEMENT, +1.858.558.2500

During 2009, EMI continued its management of Nissan’s worldwide account while working directly with Nissan Japan. Overall, the Nissan licensing program showed significant growth when compared to the previous year, which was a direct result of some sales initiatives, particularly in the software category, that were put in place in 2008 and began to build momentum at retail in 2009. One focal point of the 2009 program was the licensing of Nissan’s new vehicles—the Nissan 370Z, J.D Power & Associates 2009 Quality award winner, and the Nissan Cube, Automobile Magazine’s 2010 Design of the Year. The exciting, high-performance sports car and cutting-edge utility vehicle were licensed into multiple categories including die-cast, radio control, video games and lifestyle. As for 2010, the upcoming release of the Nissan Leaf, the world’s first affordable zero-emission car, has already begun to generate significant interest from both existing and prospective licensees. This unique vehicle will set the stage for new licensing opportunities in 2010 and will support the continued growth of Nissan licensing program.

97 E1 ENTERTAINMENT

\$138M (PUBLIC)

ANDREW CARLEY, HEAD OF LICENSING, +0207 907 3773

Peppa Pig continued to grow with a stage show, fmcg and promotional partners (to be announced); 55 licensees with new product ranges and new product categories are still to launch with a heavy push on marketing at retail (more cross-category campaigns with major retailers, branded areas and support activities) and consumer areas. Ben and Holly’s Little Kingdom will launch

product throughout 2010, including publishing in March and roll out other key categories in July 2010. All major retailers are now investing heavily in Peppa Pig with TRU, a key retail promotional partner.

98 SMILEY WORLD

\$136M (PRIVATE)

NICOLAS LOUFRANI, CEO, +0207 378 8231

The company plans to increase its number of PR agencies from seven to nine and will continuously develop PR on new product launches. Key initiatives have been the launch of the first concept store in the form of a pop-up store in Milan during fashion week at (Feb. 24 to March 3); development of new interactive Web sites for each of the Smiley brands to help increase the number of visitors from 500,000 to 1 million per month; launch of new style guides and trend books every month; launch of a new preschool property, Anismileys, to adapt the Smiley world values or social expressions to a younger audience. The company plans to collaborate with more young designers to produce creative and beautiful on-trend fashion pieces; to continue to create and develop both in-house and with licensees on average more than 300 new products per month; and announce in the next month new partnerships with major high-street retailers.

99 MELITTA

\$125M (PUBLIC)

NATASHA MURAZEW, LMCA, +1.212.265.7474

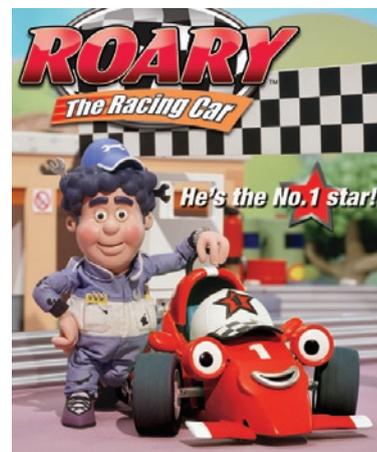
LMCA’s focus on this program has been very much oriented to the coffee experience and related products. The Melitta line of licensed coffee makers, consumer and commercial, have received industry recognition for being innovative (including the first in-pod technology) and stylish. Licensed products enjoy strong distribution in home/housewares and mass merchant channels.

100 CHAPMAN ENTERTAINMENT

\$117M (PRIVATE)

ANDREW HAYDON, COMMERCIAL AND FINANCE DIRECTOR, +44 (0) 870 40 30 556

Fifi and the Flowertots and Roary the Racing Car were the two key brands at retail in 2009 for Chapman Entertainment. Toys and apparel remain the strongest categories for both brands, but new categories, such as console games, showed strong growth. Game formats will continue to develop for both brands with the popularity of iApps. Both Fifi and Roary will also be expanding their retail distribution to include value retailers—a sector that has seen significant growth over the last year due to the economic climate. Fifi and the Flowertots is celebrating its fifth anniversary in 2010, which will



be a big focus in terms of marketing and PR to support retailers and licensees. A new range of garden products is also expected to launch. New product development for Roary will focus on racing, an area that has proved popular with preschoolers. Across both brands, ASDA, Argos, Amazon and Boots were the biggest supporters of Fifi and Roary in 2009. In addition, a successful promotion ran throughout Tesco stores last year and it will be repeated again twice in 2010. Toys“R”Us ran a cross-category holiday promotion for the third consecutive year.

101 V&A ENTERPRISES

\$110M (PRIVATE)

LAUREN SIZELAND, HEAD OF BUSINESS DEVELOPMENT & LICENSING,
+44 (0) 20 7942 2981

V&A Licensing provides privileged access to the extensive museum archives, supported by endorsement by the prestigious V&A brand. The properties of most commercial value are textiles, fashion, jewelry, prints and drawings and photographic archives. U.K. retailers are showing increasing interest in the V&A brand, realizing the value and point of difference it offers with the uniqueness, depth and scope available in terms of patterns and design. The successes of 2009, particularly ranges sold through John Lewis, Waitrose, Sainsbury and Debenhams, are being expanded with new ranges of china and home ware, as well as exclusive ranges of ladies gifts for John Lewis, Boots and Sainsbury. Other categories, such as accessories and men's gifts are also being explored. V&A jewelry and apparel have ongoing promotions scheduled on TV shopping channels across the globe, including QVC U.K., Shop Channel Japan, QVC Japan and QVC U.S. In the U.K., John Lewis continues to be a strong purveyor of V&A products. In spring 2009, the retailer committed to another exclusive range of home and garden tools. It is also achieving great success through sales of the V&A china and tabletop ranges. This has opened new opportunities with Waitrose and Sainsbury supermarkets, which both introduced exclusive ranges of china. Debenhams introduced a further range of exclusive ladies' gifts for Christmas 2009. In 2009, V&A Inspired! Jewelry was launched on TV shopping channels across the globe, including QVC U.K., Channel 21 Germany, the Canadian Shopping Channel, Shop Channel Japan and QVC U.S. Online sales of V&A licensed products are increasing through the major U.K. retailers, TV shopping channels and the V&A online store.

102 ASPCA (AMERICAN SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS)

\$100M (PRIVATE)

ELYSIA HOWARD, VICE PRESIDENT MARKETING & LICENSING,
+1.646.291.4508

Key properties include pet care products and accessories, pet insurance. Key initiatives for ASPCA include expanded retail partnerships, cause marketing initiatives, new brand extensions and public relations campaigns. Among the key retail partners are Walmart, Meyers, Ross Stores, Lowe's, HSN and Direct Marketing.

103 FOOD NETWORK

\$100M (PUBLIC)

SERGEI KUHARSKY, GENERAL MANAGER, SCRIPPS
ENTERPRISES, +1.646.336.3784

Through licensing, Food Network is bringing the power and joy of food to its fans everywhere. At Kohl's, there are more than 700 Food Network and Bobby Flay-branded housewares products. Food Network Magazine (a partnership with Hearst) provides inspiration, entertainment and information to a rate base of more than 1.1 million readers and was named Ad Age's 2009 magazine launch of the year. Namco launched Food Network: Cook or be Cooked!, a critically acclaimed Wii game that lets consumers hone their skills in a virtual kitchen. Food Network publishing was behind five New York Times best-selling books in 2009, including More Diners Drives and Dives, Alton Brown's Good Eats: The Early Years and Ace of Cakes: Inside the World of Charm City Cakes, featuring Duff Goldman and the Ace of Cakes team. Target continues to support Food Network with an expanded Food Network DVD assortment, including new DVDs from talent such as Giada DeLaurentiis, Alton Brown, Ace of Cakes and Guy Fieri. Food Network concessions launched at the new Yankee Stadium with Food Network-inspired ball park fare. Finally, kids were clamoring for the special

Ace of Cakes edition of the Girl Gourmet cupcake maker, one of the holiday season's hottest gifts. In 2010, Food Network will launch Food Network Travel with licensing partner Signature Travel Networks. Trips will include Food Network-branded cruises and land tours. Andrews McMeel will launch recipe-rich calendars featuring tips from Food Network kitchens. Food Network's partnership with Yankee Stadium will continue in 2010 and Food Network will expand its concessions to additional sports arenas with new partner Delaware North Companies. Current licensees and partners will also build upon their successes with continued expansion of the Kohl's line, new books, such as a Throwdown with Bobby Flay, a new Giada De Laurentiis book and a second Alton Brown Good Eats book, as well as new DVDS, including a Giada De Laurentiis DVD. Food Network will continue to sponsor Wine and Food festivals around the country, including the South Beach festival and the New York City festival. New licensing expansions are planned in the packaged food and wine arenas. In 2010, the program will grow behind products at retailers including Kohl's, Target, Staples, Amazon.com, Gamestop, Toys"R"Us, Best Buy, f.y.e., Barnes & Noble, Walmart, Kmart, Aldi, Meijer, ShopKo, Albertsons, Mills Fleet Farm, A.C. Moore and FoodNetworkStore.com.

104 LAZYTOWN ENTERTAINMENT

\$100M (PRIVATE)

GUÐMUNDUR MAGNASON, MANAGING DIRECTOR, INTERNATIONAL,
+354 590 1700

The LazyTown brand continued to grow strongly in 2009 and extended its reach in TV and merchandising. On air in more than 128 countries, the LazyTown television show is in more than 500 million homes worldwide. To take advantage of the huge TV success, LazyTown Entertainment recruited a number of new agents to develop licensing programs for LazyTown and build the brand in their territories. This has resulted in new licensees being signed up and excellent retail support. LazyTown is the only brand dedicated to children's health and 2010 sees a strengthening of health-based initiatives. The launch of the LazyTown Sports Club in late 2009 saw instant interest in this innovative franchise model for children and this is set to grow strongly in 2010. A key retail partnership in the U.K. has resulted in significant sales growth of fruit or "sports candy" and this partnership is set to continue throughout 2010 and beyond. Other healthy food products that have benefitted from the LazyTown association include water, milk and other dairy products. LazyTown's strategy of adding value by association will see alliances with banks, health insurers, as well as its ongoing retail and health club partnerships for 2010.

105 THE WIGGLES INTERNATIONAL

\$100M (PRIVATE)

DANIELA KRAUS, CONSUMER PRODUCTS MANAGER, +61 2 9839 3351

Key properties include The Wiggles and Dorothy the Dinosaur. Development is under way for consumer products programs in the U.K. and U.S. for The Wiggles' 20th anniversary through retailer-specific promotions, including traditional and non-traditional means. Among key retail partners: Kmart, Target, Woolworths and continuous work with UNICEF as goodwill ambassadors.

106 MHS LICENSING

\$88M (PRIVATE)

MARTY SEGELBAUM, PRESIDENT, +1.952.544.1377

Key properties include Hautman Brothers (wildlife art), Smirk, Buckwear and The Girls. The Hautman Brothers brand continues to grow as public consciousness moves toward nature and the environment. Wildlife grows in importance as a theme and the applicable categories continue to expand. Partnerships with eco-minded licensees add the value equation. Reasonable royalties in art and secondary brand licensing are

appealing to licensees with extreme margin pressure driving growth in this segment. Licensees for Hautman Brothers and Buckwear have benefited from the strong relationships in the specialty sporting goods market and mass retailers with Walmart and Target which have embraced non-branded but recognizable art styles in multiple categories that appeal to middle America.

107 AARDMAN ANIMATIONS

\$82M (PRIVATE)

SEAN CLARKE, HEAD OF AARDMAN RIGHTS, +44 0117 984 8485

The key licensing properties for retail sales in 2009 include Timmy Time, Shaun the Sheep and Wallace and Gromit. Aardman is creating impactful promotions to support all its brands in each territory and will be announcing new partnerships in spring 2010. The company also diversified into new areas such as exhibitions and live events to help drive brands and continue to invest in new design and product development for all IP. Top promos included Marks & Spencer for a Wallace and Gromit Christmas campaign with TV/print and Internet support; Timmy Time launch in Mothercare/Elc with a free backpack linked to purchase and Wallace and Gromit 20 years POS/window clings for independents.

108 HAMILTON BEACH BRANDS

\$80M (PRIVATE)

RAMEZ TOUBASSY, PRESIDENT, BRAND SENSE PARTNERS, +1.310.867.7222

Key properties included the Hamilton Beach and Proctor Silex brands. In 2009, Hamilton Beach made a splash by entering both the microwave oven and consumer electronics categories. This momentum is expected to continue with the launch of refrigerators and wine coolers in 2010. Also, more than 40 years after exiting the category, Hamilton Beach will re-enter the floorcare category in 2010 with a complete line of vacuums. Among the key retail partners in 2009 included Walmart, Target, Kmart and ShopNBC.

109 MARATHON MEDIA

\$80M (PRIVATE)

PATRICIA DE WILDE, DIRECTOR OF LICENSING,

+331 4434 6600

Marathon's key licensing properties include Gormiti, Totally Spies and Saddle Club. Important initiatives for Gormiti in 2010 included: the launch of the new television series together with a new style guide and dedicated toy line; pre-production of season three; and the launch of television series in several new territories worldwide along with new licensing program. For Totally Spies there was continuing strong television exposure in France; the relaunch of the television series in U.S. on Cartoon Network; the launch of new casual game on Facebook to create a strong community around the brand. For Saddle Club there was the expansion of a licensing program in France; retail partnership with Toys"R"Us; the launch of a licensing program throughout Europe (mainly U.K., Spain and Germany); and the launch of the first toy line and video games throughout Europe. Key retail partners include TRU, Auchan, Leclerc and Carrefour.

110 ROTO-ROOTER

\$75M (PUBLIC)

ALLAN FELDMAN, CEO, LMCA, +1.212.265.7474

The program has evolved slowly and cautiously by design. 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. Licensee top management come from the senior ranks of Drano and Liquid Plumber.

111 BEAM BRANDS



\$72M (PUBLIC)

ANGELA FARRUGIA, MANAGING DIRECTOR, THE LICENSING COMPANY, +1.212.413.0880

Key brands include Jim Beam, Sauza, Courvoisier and other spirit brands trading in the U.S., Australia and Europe. Various food and beverage partners have signed and are launching in the U.S. and all over the world. Retail partnerships include all grocery channels and mass and specialty for lifestyle products.

112 MARK BURNETT PRODUCTIONS

\$70M (PRIVATE)

AMANDA HARRELL, MARK BURNETT PRODUCTIONS, +1.310.903.5661; ROSS MISHER, PRESIDENT, BRAND CENTRAL GROUP, +1.310.268.1231.

The top-rated television game show series Are you Smarter than a 5th Grader's vast popularity grew so rapidly that in 2009, a new syndicated version of the show was developed and now airs five days a week around the country. The award-winning show has built a full line of merchandise in several categories including gaming, publishing and digital and is carried at almost all major retailers. The property's current licensees have received extensive placement at multiple national retailers and they will continue to expand their pipeline of products through several different editions and platforms that support the show. In addition to the current top-tier licensees, new licensees are being signed to develop new merchandise in publishing, gaming and more, which will be based on the original and syndicated version of the show. In 2010, additions to its existing licenses are a series of invisible ink quiz books by Lee Publications and a board game by Patch Products. THQ is launching new titles for Nintendo Wii and DS. Key retail partners include Walmart, Target, Kmart, Toys"R"Us, JCPenney, Walgreens, Barnes & Noble, Costco, Sam's Club and Best Buy.

113 LA-Z-BOY CORP.

\$67M (PUBLIC)

GLEN KONKLE, CEO, EQUITY MANAGEMENT,

+1.858.558.2500

The La-Z-Boy licensing program continued to develop and grow in 2009 as exciting new initiatives and increased distribution drove licensed retail sales. It capitalized on La-Z-Boy's ownership of the powerful equity of comfort and its other established components of quality, durability and relaxation. Licensed product sales in the outdoor casual furniture category generated strong placement within a variety of big box retailers and specialty stores. The future of this particular licensed business will be further enhanced by new line extensions and the introduction of the Outdoor Select program that will target high-quality, independent specialty outdoor retailers. Retail growth for the La-Z-Boy licensing program will increase in 2010 due to the January launch of the premier and signature spa collections, as well as strengthened distribution for the home office seating program. The spa program is expected to be available in select pool and spa dealers later this year and the new home office seating program will be available in office supermarkets and club/warehouse chains early in 2010. In 2010, La-Z-Boy will continue to leverage its powerful brand by extending it into new product categories such as casual footwear, domestics, bedding and furniture covers.

114 PAUL BRENT

\$67M (PRIVATE)

ELLEN SEAY, LICENSING DIRECTOR, +1.850.785.2684 X14

Paul Brent added new collections, new licenses and a new consulting aspect to his business in 2009. New collections available for licensing included lodge-inspired fish signs set on a distressed-look lake, a collection of insect designs in muted yellow and pink tones, tulip amaryllis collages in red and orange hues, shore birds rendered in an earthy, muted palette and sea horses in light blue and coral. Brent's portfolio offers more than 3,000 images. New licenses added in 2009 include LPG Greetings for a line of greeting cards, C&F Enterprises and Gallerie II for a line of home accessories and Chesapeake Wall Coverings for wallpaper designs. Lifetime Brands is producing a licensed dinnerware line and Dream Works Designs is bringing gift bags to market. Through his new Web site, www.askpaulbrent.com, Brent is offering webinars, consulting and portfolio reviews to artists launching their businesses.

115 BLACK FLAG

\$65M (PUBLIC)

ALAN KRAVETZ, MANAGING DIRECTOR OF LICENSING, LMCA, +1.212.265.7474

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

116 THE CLOROX COMPANY

\$65M (PUBLIC)

RAMEZ TOUBASSY, PRESIDENT, BRAND SENSE PARTNERS, +1.310.867.7222.

Licensed products continued to grow in 2009, driven by increased sales across the Armor All, Kingsford and STP brands. Licensed products available at retail in 2009 included grills, grilling tools, utility lighters, auto cleaning tools, windshield washer fluid, wiper blades, auto vacuums, antifreeze/coolant, power tools, auto accessories and apparel. As more licensed products become available to consumers at a retail level, the brands leverage national advertising campaigns (including existing NASCAR sponsorships) to incorporate the licensed products and drive consumer awareness. Additionally, STP-licensed apparel, capitalizing on STP's racing heritage, will continue to expand placement at retail. Key retail partners in 2009 included Walmart, Target, Kmart, Canadian Tire, specialty retailers and many other retail establishments.

117 DISSERO BRANDS

\$65M (PRIVATE)

DAVID TODD, CEO, DISSERO BRANDS, +1.649.309.6363

With a presence in more than 60 countries, the strength of evergreen brand rachaelhale is its innate appeal to consumers of all ages. The recent signing of a global licensing deal with H&M for apparel and accessories, along with new licensees such as American Greetings, CSS and Fast Forward will build further momentum for the rachaelhale brand in 2010. With strong representation in U.K. and Europe, the focus there is on increasing category penetration. Other growth initiatives include an expanding licensing program in Central and South America and a new focus on emerging markets in Asia. Apparel was a key growth category in 2009, with a range of significant new apparel deals signed in U.K. and Europe. In the U.S., Target and Walmart continue to build the rachaelhale presence with stationery and back-to-school programs.

118 WILD WINGS LICENSING

\$63M (PRIVATE)

SHARI WALD, LICENSING MANAGER, +1.651.345.5355

Key licensed properties to drive sales growth in 2009 included Terry Redlin, Chris Cummings, Persis Clayton Weirs and Rosemary Millette. Wild Wings' key initiative to drive growth in 2010 will be to continue working closely with principal licensees, offering design work and product inspiration. WW will also be seeking out new licensing partners for new categories and distribution channels to include outdoor living, fundraising, pet products, home furnishings and specialty retailers. Key programs that continue to show growth are fabric groupings with Springs Creative and fine paper products and gifts with The Lang Companies.

119 LAND ROVER

\$60M (PRIVATE)

LOUISE FRENCH, ASSOCIATE VICE PRESIDENT, BEANSTALK, +44 (0) 20 7031 7950

The Land Rover licensing program supports its vision to be the world's leading brand at inspiring, creating and delivering a spirit of adventure. In 2009, the Land Rover licensing program expanded into the mobile phone category. The ruggedized Land Rover S1 phone has an IP 67 rating which is the highest for a commercially available device. The phone is also submersible, impact proof and features a rugged 2mp waterproof camera and GPS navigation. Land Rover's Japanese-based bike licensee has expanded its distribution to Korea and is enjoying strong sales with a range of mountain, folding and commuting bikes. In the eyewear category, the latest collection of Range Rover eyewear has been launched and now retails in more than 50 markets. In 2010, The Range Rover eyewear program will continue to expand and will include both sunglasses and ophthalmic products. Land Rover bikes 2010 collection, which now includes a range of commuter bikes, will feature design cues from Land Rover's 2010 models. The retail distribution for Land Rover licensed product is predominately high-end department and specialty stores.

120 MACK TRUCK

\$60M (PUBLIC)

RANDY DE LILLO, MANAGER, CORPORATE STORES, MACK TRUCKS, +1.610.709.2601; PHILIP RAIA, EVP, LMCA, +1.212.265.7474

The company is implementing domestic and global initiatives in consumer, commercial and B2B categories. New initiatives include an expansive apparel line for adults. Additional lifestyle categories are being both negotiated and targeted. Footwear sales continue to be strong.

121 MOONSCOOP

\$58M (PRIVATE)

CYNTHIA MONEY, PRESIDENT, WORLDWIDE MARKETING AND CONSUMER PRODUCTS, +1.818.999.0062

In 2009, Mooncoop has been focused on signing key partners for its slate of new properties. They include: the recently launched 360 degree gaming-based brand Hero 108; Wild Grinders, based on skateboarding culture; Chloe's Closet for preschoolers; Geronimo Stilton (for which Mooncoop is the agent in France, Benelux, Canada and the U.S.), based on the adventures of the popular mouse; and action adventure and magic book-based property Tara Duncan. Hero 108, a co-production with Cartoon Network International, Gamania, Mooncoop and Telegael, launched simultaneously on Cartoon Network in the U.S. and U.K. in March, and momentum will build throughout 2010 from a groundbreaking promotional platform, including a massively multi-player online game developed

by RedGate Games, a subsidiary of Gamania Digital Entertainment, and innovative toy product by Playmates, the worldwide master toy licensee, in fall. Further deals have been signed with Mad Engine for apparel and Atlantica Entertainment in publishing. Wild Grinders is expected to announce a master toy deal and the Web site is gaining popularity with an animated theatrical trailer in stereoscopic 3-D and a series of viral web shorts being developed. Wild Grinders is created by entrepreneur, reality TV star (MTV's Rob & Big and Fantasy Factory) and skateboarding icon Rob Dyrdek. In addition, Moonscoop will be seeking licensees for key properties, building on existing partnerships, such as the master toy deals for Chloe's Closet and Hero 108, and seeking new partners for Tara Duncan, a new animation series in production, based on the kids' fantasy book series by Sophie Audouin-Mamikonian. Highlights of 2009 include the launch of Chloe's Closet on CBeebies Latin America, Disney Channel Australia and HOP Channel in Israel. In addition, Playhouse Disney France, GMTV in the U.K. and Disney South East Asia are set to launch the show in 2010 and with further broadcasters signed earlier this year. Worldwide master toy rights have also been granted to Bandai. Wild Grinders performed well at retail in the toy category in 2009, and 2010 will see the launch of T-shirts, sweatshirts and fleece through Jem Sportswear and footwear through DC Shoes. There is also a major promotion in the U.S. with movietickets.com. Fall 2009 was the much-anticipated Italian premiere of Geronimo Stilton on Rai2.

122 PERFETTI VAN MELLE (CHUPA CHUPS)

\$52.8M (PRIVATE)
CHRISTINE COOL, BUSINESS DEVELOPMENT MANAGER, LICENSING DIVISION, +34 93 773 92 00

Chupa Chups, the world's biggest lollipop brand, was born in 1958 in Barcelona and its flower logo was created in the '60s by Salvador Dalí. Supported by a colorful style guide created twice a year, the brand develops a fun lifestyle licensing program aimed at kids and teens. A supporting growth initiative this year has been the launch of a bath range in Japan with record sales of more than 1 million units, triggering retail projects with major lifestyle chains in 2010. The brand will continue its expansion into the Asian and Eastern European markets.

123 SCHOLASTIC MEDIA

\$50M (PUBLIC)
LESLYE SCHAEFER, SVP, MARKETING AND CONSUMER PRODUCTS, +1.212.389.3900

Scholastic Media has big plans in 2010. Clifford the Big Red Dog celebrates its 10th anniversary on PBS Kids—and the momentum for the character's Be Big integrated cause marketing campaign continues as it heads into the second year with its first corporate sponsor, an expanded annual "Be Big in Your Community Contest" and a major retail promotion.

SM will expand the reach of its Scholastic and Little Scholastic brands for the infant, toddler and children's market and has inked deals with Kids Station and Tara Toy. For SM's superhero Wordgirl, in addition to a new DVD from Paramount Home Entertainment, Briarpatch



will launch new board games, puzzles and card games, Celebrate Express for Halloween costumes, Boom! Studios for comic books and Scholastic continues to publish books. Briarpatch will also release new games and puzzles for SM's best-selling I Spy line. SM will also continue to unravel the mystery surrounding the bestselling multi-platform property The 39 Clues with two Post cereal brands promotions. New books from Scholastic and DVDs from Fox Home Video will continue to be released for Goosebumps; Morningstar Entertainment has signed on to distribute Turbo Dogs, currently airing on Qubo. SM's Interactive Group is introducing new interactive releases for I Spy and continues to promote its iPhone apps. Rounding out its portfolio, SM will expand merchandising programs for its other popular brands, including The Magic School Bus, Toots and Kim Parker Kids.

124 WPT ENTERPRISES

\$50M (PRIVATE)
HALEY JONES, MARKETING, +1.323.330.9900;
ANDREW TOPKINS, BRANDGENUITY, +1.212.925.0730

World Poker Tour enjoyed another strong year in 2009. As the leading name in poker, WPT continues to grow its long-term partnerships with many market-leading companies, including tour stops in casinos around the world, WPT Mobile by Hands-On Mobile, scratch-off lottery from MDI, poker cards and accessories from U.S. Playing Cards, ClubWPT.com, WPT Magazine, WPT Boot Camp and WPT Amateur Poker League, among others. In 2010, the WPT will continue to expand internationally, especially in Europe, and online.

125 THE KELLOGG COMPANY

\$35M (PUBLIC)
KATHLEEN PAVLACK, GLOBAL LICENSING, KELLOGG, +1.269.961.2809;
ROSS MISHER, CEO, BRAND CENTRAL GROUP, +1.310.268.1231

Kellogg's portfolio of brands and characters reach a variety of demographics from kids (Froot Loops, Apple Jacks, Frosted Flakes, Eggo, Rice Krispies Treats), to teens (Pop Tarts) and adults (Keebler, Special K, All Bran, Cheez-It) which have provided a diverse consumer products program. Kellogg continues its licensing initiatives in 2010 with products focused on convenience, recipes, brand affinity and fun for the entire family. Within the convenience initiative, several new products will launch, including travel accessories and lunch totes, an innovative Pop Tarts toaster and more. To make it easier for consumers to translate Kellogg foods into their lifestyle and everyday recipes, a collection of cook books launched in 2009 with titles, including Rice Krispies Treats Cookbook and Morningstar Farms Veggie Burger Cookbook. The series will continue in 2010 with additional titles, including brands such as Special K and Eggo. Kellogg's fashion apparel and accessories will showcase a collection for adults and children through broad distribution channels. An array of activity kits that make it enjoyable and easy for families to create unique Kellogg treats at home. In 2009, Kellogg expanded its offerings in key categories including housewares, publishing, apparel, activities, as well as health and beauty. Kellogg built upon its success in tabletop and expanded into housewares products such as kitchen appliances and food dispensers. To make it easier for consumers to translate Kellogg foods into their everyday recipes, a collection of lifestyle and cook books launched in 2009 and will continue its series in 2010. Fashion apparel and accessories will reach broader distribution channels from Wal-Mart and Target to Old Navy and Urban Outfitters with several newly signed licensees. Expanding upon its current success at retailers such as Michaels and Bed Bath & Beyond, additional role play and activity kits will be developed that make it fun and easy for families to create unique Kellogg treats at home. Kellogg health & beauty merchandise will continue to develop its current pipeline of products at retailers such as Claire's and JCPenny as well as expand into fragrance, capturing the aroma of Kellogg. ©

top 25 licensing agents

License! Global looks at the agents that finesse some of the biggest brands in the business into licensing powerhouses.

1 IMG

\$7B (PRIVATE)

TIM ROTHWELL, EVP/CO-MANAGING DIRECTOR, WORLDWIDE LICENSING, +1.424.653.1660; BRUNO MAGLIONE, EVP/CO-MANAGING DIRECTOR, WORLDWIDE LICENSING, +44 (0) 208 233 6668; PAT BATTLE, SENIOR CORPORATE VP, IMG COLLEGE, +1.770.956.0520

Key licensing properties include top five colleges (Alabama, LSU, Georgia, Florida and Texas); 200 colleges and universities, conferences, bowls, the NCAA, the Heisman Trophy, NCAA Tournament of Roses, BCS, Southern Eastern Conference (SEC); Oxford, Wimbledon, Arnold Palmer, The PGA Tour, Ryder Cup, The Open, Rugby World Cup, Ferrari, EA Sports, X Games, LA Gear, Manchester United, Italian National Soccer Team, Juventus, FCB, Chevron/Texaco/Caltex, GNC Live Well, Chicken Soup for the Soul, Casa Cristina, Canadian Football League, Canadian Hockey League, Churchill Downs, Goodyear, Petty, Pele, Royal Navy, AAA, LeMans, Vuarnet, 24 Hour Fitness, Vail Resorts, Gotcha and World Series of Poker. Key focus for 2010 involves expanding global partnerships with brands, manufacturers and retailers in all categories of business and maximizing retail exposure for clients with market-right strategies.

2 EQUITY MANAGEMENT

\$5.2B (PRIVATE)

GLEN KONKLE, CEO, +1.858.558.2500

In 2009, EMI maintained its singular dedication to licensing corporate trademarks. EMI's roster of clients includes General Motors, General Electric, Kawasaki, The Goodyear Tire and Rubber Company, Hefty, French's, Frank's RedHot, Dial, American Airlines, Lockheed Martin, Nissan Motor Company, Whirlpool/Maytag and La-Z-Boy. Also in 2009, EMI was successful in developing many new brand extension licensed businesses that quickly gained

traction at retail and are expected to deliver substantial growth in 2010. These strategic, equity-enhancing licensed products represent a wide range of consumer product categories from pet carriers for American Airlines to trash cans for Hefty to auto accessories for the new Chevrolet Camaro. EMI is already developing and selling many additional brand extension licenses for 2010, particularly in the consumer package goods market. EMI will focus its strategic efforts on these brand extension opportunities in addition to brand advancement licensing within the home décor, automotive accessories, software, apparel, gift and novelty and toy categories.



3 LEVERAGED MARKETING CORPORATION OF AMERICA

\$4.95B (PRIVATE)

ALLAN FELDMAN, CEO, +1.212.265.7474 X202

Key properties include AgfaPhoto (\$200M); Black Flag (\$65M); Eastman Kodak (\$250M); Frigidaire (\$850M); Mack Trucks (\$60M); Melitta (\$150M); Roto-Rooter (\$75M); Westinghouse (\$800M) and Winchester (\$300M). Other brands (\$225M) include American Dental Association, Easter Seals, Heifer International, New York Philharmonic, RedWing, San Diego Zoo and United Airlines. Growth for 2010 will come largely from international expansion and entry into new categories. Distribution is varied across different client brands and categories. Retail partnerships and/or DTR will represent a growing portion of overall sales, but in 2010 it will still occupy less than a 15 percent share of the total.

4 THE BEANSTALK GROUP

\$2.2B (PUBLIC)

MICHAEL STONE, PRESIDENT, +1.212.421.6060

The Beanstalk Group develops and manages licensing programs for corporate clients such as Ford Motor, AT&T, The Stanley Works, Purina, HGTV, Harley-Davidson, Jaguar, Land Rover and the U.S. Army, as well as celebrity clients such as Paris Hilton, Salma Hayek and Mary-Kate and Ashley. In 2009, growth was driven by the success of innovative licensing programs for several key clients, as well as international expansion and



the addition of new service offerings. The Ford licensing program optimized its 300 licensees across multiple categories while also adding new licensee partners in toys and collectibles, interactive, apparel and personal accessories, among others. The program

also grew internationally with the establishment of a Beanstalk Hong Kong office, as well as relationships with new partners in Latin America, Europe and Australia. The Stanley licensing program expanded its retail placement with licensees gaining shelf space in major hardware and club accounts. In addition, the Stanley licensing program added several new licensees in the U.S. and abroad in categories, including 12-volt auto accessories, lighting, outdoor power equipment, wet/dry vacuums, tapes and adhesive, and pool cleaning accessories in the U.S., as well as performance apparel, toys, work lights and power accessories in Europe. Purina announced the launch of a comprehensive line of dog and cat accessories, including innovative toys and feeding accessories, reversible beds, stain and odor products and shampoos. The Purina Pet Gear line is designed to help stimulate, relax, clean and entertain pets. The AT&T licensing program enjoyed continued success with the launch of a new range of corded and cordless telephones from licensee VTech to strategically complement the brand's existing telecommunications services. The program is also growing internationally, as licensee VTech secured distribution in Latin America, South Africa, Australia and China. The Jaguar licensing program grew internationally with the launch of the first Jaguar lifestyle store opening in Shanghai, featuring products across all major categories, as well as the addition of more than 70 Jaguar stand-alone retail spaces, shop-in-shops and concession stores across China, featuring a luxury leather goods collection. The Jack Daniel's European licensing program continued its strong performance with licensee Baxter extending European distribution of its award-winning barbecue sauces, the launch of liqueur chocolate bars and fudge by Goldkenn, and the expansion of giftware by Poolebeck and apparel by Bravado. The Vespa licensing program celebrated the introduction of the first global Adidas Originals collection of footwear and apparel. This innovative collaboration represents the first major step toward developing Vespa into a leading global lifestyle brand. Building upon this momentum, Beanstalk expanded its global reach with the opening of a Hong Kong office, under the direction of Josephine Law, as well as strategic commercial representation agreements with a partner in India and two partners in Latin America. In 2010, Beanstalk will focus on developing licensing programs for recent clients, including HGTV, Airheads, Lee Cooper and Janet Reger, as well as coordinating the introduction of innovative product launches for many long-standing clients, including Mustang, U.S. Army, Jaguar, Land Rover, P&G's Pampers and Max Factor Brands and Paris Hilton, among others. Beanstalk is working with HGTV to extend its on-air and online experience to licensed products. The first product introduction was in January 2010 with the launch of a new collection of eco-friendly mattresses, HGTV Green Home Collection by Serta. Airheads, the fruit-flavored taffy bars, will expand into related food and lifestyle products. Owned by Perfetti Van Melle, the third-largest confectionery manufacturer in the world, the Airheads licensing program will leverage the candy's unique flavor profile, iconic logo and bold graphics. Beanstalk will continue to build the Paris Hilton licensing program worldwide with the introduction of a lingerie and beachwear collection, fashion bedding, scrapbooking and DIY craft kits.

5 THE LICENSING COMPANY GROUP

\$2.78B (PRIVATE)
ANGELA FARRUGIA, MANAGING DIRECTOR, +1.212.413.0880

TLC's key properties include Coca-Cola, National Trust, Jelly Belly, Reckitt Benckiser and Welch's, which all contributed to continued growth in 2009. Key initiatives in 2010 will focus on the new partnership with Iconix JV in Europe, food and beverage brands and a strong entertainment portfolio. Key retail partners include Walmart, Kroger, Publix, Tesco, Sainsbury's, ASDA, Carrefour, and speciality retailers worldwide.

6 UNITED MEDIA

\$2.1B (PUBLIC)

JOSHUA KISLEVITZ, SVP DOMESTIC LICENSING, +1.212-293-8522; SHAWN LAWSON-CUMMINGS, SVP INTERNATIONAL LICENSING, +1.212-293-8521

As Peanuts continues to enjoy worldwide success, United Media's classic brand is resonating with a number of target demographic groups and key retailers. The Fancy Nancy program continues to build momentum fueled by HarperCollins publishing success, which includes more than 10 million books sold to date. UM's relationship with long-time partner Hallmark continues to thrive with close to 30 licensees on board for Rainbow Brite, hoops&yoyo and Maxine. Playmates' Rainbow Brite dolls and toys are gaining traction and continue to have retro appeal while hoops&yoyo just unveiled a new iPhone app. UM recently added several new brands to its licensing portfolio, including Poptropica, from Family Education Network, the Web's largest virtual world for kids, which has attracted 38 million unique visitors since its debut in September 2007; Pet Project, the hip art-inspired brand from Changes Apparel, is gaining momentum at retail; Ed Emberley, the classic design look that has spent a lifetime teaching children how to draw, will be inspiring a lifestyle brand; and the first licensing program is now under way for the bedtime story Goodnight Moon from HarperCollins children's books.

7 COPYRIGHT PROMOTIONS LICENSING GROUP (COOKIE JAR)

\$1.8 (PRIVATE)

KATARINA DIETRICH, CEO, +44 20 856 361 66

In 2009, Strawberry Shortcake was a key property and will continue to be so in 2010 as the brand celebrates its 30th anniversary. Cookie Jar

Entertainment's evergreen Caillou also continues to be a major property with successful retail sales throughout North America and Iberia. WWE

continued to grow with a major presence at retail outlets throughout Europe as did 20th Century Fox's The Simpsons, which celebrated its 20th anniversary and is currently one of the most successful and longest-running animation evergreen properties in the market.

CPLG will continue to drive growth globally with classic properties, major films, sports and design brands, including Caillou, Strawberry Shortcake, Harlem Globetrotters and It's Happy Bunny.

Following the successful release of Avatar, this movie will be a focus for CPLG and Fox in 2010.

Licensees have been quick to sign up to be part of the movie's success, with deals already secured in bedding, homeware, apparel and accessories across Europe. This will be a long-term merchandising program covering all product categories. CPLG will also be kicking off a year-long series of events celebrating Peanuts' 60th anniversary in 2010 demonstrating its timeless appeal. CPLG will be working with its



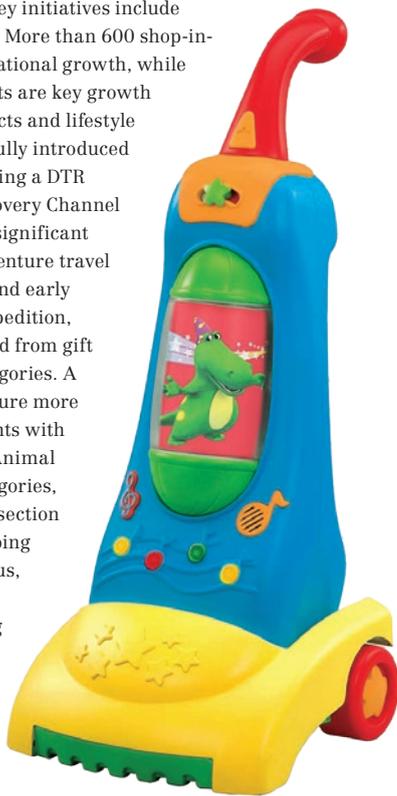
licensees and retailers to develop a wide range of birthday promotions and products. The Ladies of Springfield is Fox's latest addition to The Simpsons program; a sub-brand solely focusing on the female characters each positioned for a different target audience with Marge aimed at women and Maggie and Lisa for the teen/tween market. Existing licensees are also incorporating the new artwork into their current lines to increase the female product category further. How to Train your Dragon and Shrek Forever After are two more widely anticipated properties from Dreamworks Studio. A full merchandising program will be released for the final Shrek movie in this successful franchise. There will also be continued growth with WWE as the TV series and live shows gain popularity and the huge appetite for merchandise shown by the fan base looks to also increase. With the interest in soccer mounting as England prepares for the World Cup 2010, the England FA license will continue to expand. CPLG works closely with retailers on an international and local level to raise awareness of brands, merchandise and promotional programs. Direct-to-retail deals continues to remain an important focus.

8 THE JOESTER LORIA GROUP

\$1.8B (PRIVATE)

DEBRA JOESTER, PRESIDENT; JOANNE LORIA, EVP, +1.212.683.5150

Joester Loria's key properties include Jeep, Chrysler, Discovery Channel, Animal Planet, Planet Green, Planet Earth, Pepsi, Mountain Dew, Aquafina, AMP energy drink, Entenmann's, Baby Genius and Pinkalicious. Key initiatives include expanding Jeep consumer products worldwide. More than 600 shop-in-shops and 105 freestanding stores drive international growth, while apparel, footwear, luggage and juvenile products are key growth categories worldwide. Animal Planet pet products and lifestyle products for children and adults were successfully introduced in 2009, augmenting existing programs, including a DTR deal with TRU featuring a 12-foot section. Discovery Channel programs launched in 2009 are positioned for significant growth in 2010. Discovery Adventures, the adventure travel license launches with trips to 31 destinations and early bookings are strong. Meanwhile, Discovery Expedition, the network's official lifestyle brand will expand from gift and gear to apparel, accessories and other categories. A focus on mobile games and interactive will feature more than a dozen new titles in 2010 for various clients with a focus on Discovery Channel's top series and Animal Planet. Baby Genius expands into multiple categories, leveraging the successful launch of a 7-foot toy section in Walmart stores last fall, along with the ongoing success of entertainment and DVDs. Pinkalicious, a top-selling book franchise for HarperCollins, officially launches in national chains, including Walmart, with a number of categories including toys (Jakks), apparel, accessories and home textiles. A new interactive Web site, advertising support and a spring 2010 Burger King promotion will further promote the brand in 2010. At Babies"R"Us, two Jeep juvenile product promotions in 2009 included in store demos, front of store displays, email blasts and circulars, resulting in significant sales increases and the addition of new product. At TRU a new collection of Animal Planet toys were launched in new packaging, supported by both TRU and Animal Planet with aggressive marketing support. Baby Genius launched 7-foot sections in Walmart. At PetSmart, Animal Planet launched pet toys and related product in all stores with a 5-foot section. JCPenney and Kohl's were key retailers for Discovery Expedition gift and gear. Bed Bath and Beyond launched Animal Planet pet beds and pet blankets. Edgar's (South Africa), Liverpool and Sears (Mexico), Parkson & Sogo (China), Takeshimaya (Singapore), and Lotte & Hyundai (Korea) are some of the international department store chains with in-store Jeep boutiques.



9 BRAND SENSE PARTNERS

\$1.3B (PRIVATE)

RAMEZ TOUBASSY, PRESIDENT, +1.310.867.7222

BSP's key properties include Armor All, Bravo, Britney Spears, Chuck Norris, Dodge, Halle Berry, Kingsford, Marlon Brando, MGM, Shabby Chic, Shape Magazine, Sheryl Crow, Smart Balance, STP, Syfy Channel and Travel Channel. BSP is expanding its client roster across licensor product categories with a special focus on food and beverage, fashion, housewares, home furnishings and green products. BSP, which acquired the Shabby Chic brand in 2009 and has been responsible for managing the brand's direct-to-retail program with Target, has high-level relationships with retailers in all distribution channels.

10 BRAND CENTRAL

\$1.1B (PRIVATE)

ROSS MISHER, CEO, +1.310.268.1231

Brand Central provides comprehensive business solutions in the areas of brand extensions, brand creation and brand acquisitions to some of the world's most recognized brands. With leading consumer packaged goods company Kellogg's, powerhouse beverage company Dr Pepper Snapple Group, NECCO Sweethearts, as well as HIT entertainment's Barney, Bob the Builder and Thomas & Friends for packaged goods, Brand Central has become a destination for food and beverage licensing. Brand Central is also a dominant force in the fitness and wellness arena representing yoga brand Gaia and personal health and wellness guru, Dr. Andrew Weil. On behalf of The Jarden Corporation, Brand Central represents many recognized brands, including Coleman, K2, ExOfficio, Marmot, Rawlings, Abu Garcia, Berkley, Shakespeare, Sevylor, Volk, Ball, Bee, Bicycle, Diamond, Loew-Cornell and Pine Mountain. The agency also represents entertainment clients, including Quincy Jones and Mark Burnett Productions, home of game show Are You Smarter Than a 5th Grader. With Brand Central's portfolio of iconic brands, the agency is positioned for growth in 2010. An entire licensing program including apparel, sporting goods and industrial products will accelerate Jarden Outdoor Solutions brands such as Coleman, Rawlings, and Pure Fishing. For Kellogg's, Brand Central has expanded its current licensing program into new categories, including a multi-brand cookbook program, interactive cooking kits for families and several new apparel licensees including a successful program at Old Navy. Brand Central has extended its client Dr. Andrew Weil into the infant-feeding market with the launch of Weil Baby, a revolutionary collection of BPA-free baby feeding products, which had a successful launch at Babies"R"Us and is expanding its distribution in 2010. The popularity of Are You Smarter Than a 5th Grader intensified as a new syndicated version of the show was developed which has expanded and re-energized the merchandise program. In 2009, Brand Central had several accomplishments with retail partners and licensing programs across numerous sectors. Kellogg will now reach broader distribution channels from Walmart and Target to Old Navy and Urban Outfitters, activity and role play kits at retailers such as Michaels and Bed Bath & Beyond, an expanded collection of housewares products including kitchen appliances and food dispensers, health and beauty products at Claire's, JCPenney and Sears. Weil Baby had a successful launch at Babies"R"Us and is expanding its distribution in 2010; Weil by Vita Foods, a premier line of seafood entrees, will launch at major retail chains. Are You Smarter Than a 5th Grader continues to thrive with the addition of new product, titles and editions sold at major retailers, including Walmart, Target, Kmart, Toys"R"Us, Best Buy and many others.



11 GLOBAL ICONS

\$1B (PRIVATE)

JEFF LOTMAN, CEO; MIKE GARD, COO; BILL MCCLINTON, SVP OF LICENSING, +1.310.820.5300

Sweetening up the industry in 2009, Cold Stone Creamery further diversified its licensing program into new product categories with the debut of the toy ice cream-making machine, part of Think Wow Toys' EZ-2 Make! line, and the Scoop It Up interactive Wii game by Zoo Games. Products launched in fall '09 at most major retailers and are continuing on shelf through 2010. In addition, the Cold Stone Creamery truffles by Chocolates Turin continue to be the No. 1 premium box chocolate at retail. Kids food-making products included EZ-2 Make! with the introduction of the Chuck E. Cheese's Pizza Maker and the Mrs. Fields Cookie Maker, which sold at major retailers such as Toys"R"Us, Kmart and CVS. The agency began the rollout of a multi-phase consumer electronics line under Hershey's brands for digital cameras, earphones and USB drives launched in spring '09 at mass and specialty including Best Buy. Duraflame also introduced in 2009 the first electric fireplaces and heating appliances, which successfully launched in home improvement, club and various drug and grocery retailers. For 2010, Global Icons will leverage "brand-fit" licensing partnerships in the food and beverage categories and increase brand penetration through the launch of new food-related product innovations. For instance, Cold Stone Creamery and Vita Specialty Foods will introduce a line of dessert toppings inspired by its Signature Creations flavors. Crock-Pot's ready-to-serve refrigerated meals by Harris Food Group will launch in Q1 of 2010 in supermarkets. Interactive gaming will continue to play a key role in kids' entertainment products with the new Chuck E. Cheese's interactive games by UFO Interactive for multiple platforms scheduled to launch in spring/summer 2010 and Build-A-Bear Workshop's third edition to its series of interactive games for DS and Wii. Also in development is a line of Sunbeam-branded garment care products, including steamers, presses, mini sewing machines and garment brushes that is expected to hit shelves in 2010. For Honda, the first series of Honda Motorcycle safety helmets by HJC America will launch. Global Icons has recently partnered with several new category leaders in food and beverage, including Dannon, Horizon, Silk, Bennigan's and Captain Morgan and will strategically develop and manage the food licensing programs for these brands. For 2010 and beyond, Global Icons will assess opportunities based on retail channels, individual retailer needs and market demands to create account-specific programs to help drive sales performance and growth. Supermarkets, clubs and mass retailers carrying food products will continue to be a strategic focus with the addition of new food brands.



Bushnell, Hoppes and Tasco (Bushnell Outdoor Products); Greenfield Village, The Henry Ford (The Henry Ford); The National Trust for Historic Preservation and Design In America; Le Tour de France and Dakar (ASO); America's VetDogs, The Veteran's K-9 Corps and Sgt. Vetdogs; Advent, Acoustic Research, Audiovox, Jensen and Terk (Audiovox Corporation); Unipal Corrugated Pallets; and Prism Industries. MODA successfully executed several licensed brand extensions across multiple product categories and distribution channels in 2009. They include Le Tour de France: Cycle Force Group in conjunction with Messingschlager bicycles, parts and accessories; DeFeet International: performance athletic socks and arm coverings; Suntech Optics: sunglasses in North America; Paintbox Press: pop-up book; Dearborn Sausage Company, meat products in U.S.;

National Trust for Historic Preservation: expansion of moulding from Empire Company in Lowe's home centers; The New York Times: Global Wine Company and The New York Times Wine Club; Signature Gift Ltd., themed personalized books, reproductions of single pages and personalized diaries, calendars; Retrographics Publishing, newspaper compilations, themed non-personalized books, reproductions of single pages and more; NYS Collections reading glasses; new airport stores

in Providence, Atlanta, and West Palm Beach, from licensee Paradies; electronic handheld toys and games from Franklin Electronic Publishers; and Jakks Pacific game pencil.

14 4KIDS ENTERTAINMENT

\$524M (PUBLIC)

AL KAHN, CHAIRMAN AND CEO; CARLIN WEST, EVP, ACQUISITIONS & NEW CONCEPT DEVELOPMENT; ROZ NOWICKI, EVP, MARKETING AND LICENSING; SANDRA VAUTHIER-CELLIER, MANAGING DIRECTOR, EMEA, +1.212.758.7666

In 2009, the licensing business for 4Kids Entertainment was led by Yu-Gi-Oh! 5D's, the third iteration of the popular franchise (that began airing six times a week in fall 2009 on Cartoon Network in the U.S.), along with the original Yu-Gi-Oh! series (airing back-to-back Saturday mornings on TheCW4Kids). As the Yu-Gi-Oh! brand approaches its 10th anniversary, major celebratory activities are planned, including a theatrical film, new TV series and live events. Dinosaur King has proven to be a ratings winner in Europe and a leading series in the U.K. and France among other countries, with toys from Playmates and trading cards from Upper Deck fueling the retail success. In 2009, the Teenage Mutant Ninja Turtles franchise was sold to Viacom/Nickelodeon. In 2010, 4Kids projects a year of growth with new brands, including Quints, a toy phenomenon in the early 1990s; top-rated PBS series WordWorld, which will kick off its fourth year; and Dos y Dos, a Spanish/English bilingual preschool series. With a renewed merchandising direction, 4Kids is focusing on developing a new toy line for WordWorld and optimizing its proven strength in empowering preschoolers to get ready to read, with resources funded by the U.S. Department of Education. 4Kids continues to support its portfolio brands, including Chaotic, Jim Henson Designs, Jim Henson's Pajanimals, Rollbots, Karito Kids and Artlist Collection's: The Dog, The Cat, and The Pig properties. The company's non-kids 4Sight Licensing portfolio includes American Kennel Club and Cat Fanciers' Association. In 2009, 4Sight won representation of the U.K.'s The Kennel Club and Crufts dog shows through its London office. 4Kids Entertainment continues to support many of these brands through TheCW4Kids, its five-hour children's television program block, Saturday mornings on The CW Television Network.

12 IMC LICENSING

\$750M (PRIVATE)

CARA K. BERNOSKY, PRESIDENT, CO-FOUNDER, +1.502.589.7655

In 2009, key properties driving retail sales included Life Savers, Crystal Light, A.1., Borghese, Valvoline and Chiquita. In addition to the brands that performed strongly in 2009, IMC expects its investment in cultivating relationships with manufacturers and retailers across a wide spectrum of product categories over the past several years to continue to grow. Key retail partners include Walmart, Kroger, Costco, CVS, Giant Eagle and Publix.

13 MODA LICENSING

\$595M (PRIVATE)

(FORMERLY MODA INTERNATIONAL MARKETING)

MICHELLE ALFANDARI, PRESIDENT AND CEO, +1.212.687.7640

In 2009, MODA added several clients to its roster including UNICEF and Lighthouse International. MODA's client list includes The New York Times; Lycra (Invista); Boll,

15 BRAND LICENSING TEAM

\$500M (PRIVATE)

CINDY BIRDSONG, JOHN SHERO, MANAGING PARTNERS, +1.678.324.3270

BLT's key properties are Coca-Cola and Chick-fil-A. Coca-Cola continues its strategic focus on key lifestyle statements with apparel/accessories, tabletop/home, social occasions and a holiday category focus, plus a collection of reclaimed and repurposed merchandise stories, as well as core legacy products. The launch of the Chick-fil-A program focuses on the iconic Eat Mor Chikin cows and core brand logo. Key drivers of growth will be plush, toys and games, apparel and accessories, tabletop and entertaining and the holiday category. The largest distribution is at mass with Walmart and Target with products also available in broad number of specialty retailers, mid-tier department stores, drug and grocery.

16 GLOBAL BRANDS GROUP

\$425M (PRIVATE)

MARK MATHENY, CEO, CO-CHAIRMAN, +65 6622 8100

The 2010 FIFA World Cup product licensing program has been rolled out globally, covering key soccer markets such as Europe, Latin America, North America, Asia Pacific, and most significantly South Africa, the host nation. An extensive network of licensees and distributors has been established to launch event merchandise ranges for the much-anticipated 2010 FIFA World Cup. 2010 FIFA World Cup Official Event Stores are mushrooming worldwide as kick off to the world's largest single sporting event on June 11. Key retail initiatives in 2010 include the collaboration with Walmart stores in 15 countries with a projected store count of more than 1,000 doors, offering exclusive FIFA World Cup official licensed products and in-store promotions targeted to drive sales of the products. More than 4,000 retail locations have been secured worldwide for 2010 FIFA World Cup Official Event Stores and corners. Fans may also make purchases of official products in stadiums across South Africa during the event period and at FIFA-organized fanfest activities in nine domestic and six international host cities.

17 BRADFORD LICENSING

\$411M (PRIVATE)

MICHELLE MINIERI, PRESIDENT, +1.973.509.0200

Key licensing properties that drove retail sales in 2009 were Pepsi-Cola, 7Up, Mountain Dew, Marilyn Monroe by Sam Shaw, Happy House, Beverly Hills and Aspen. Plans for 2010 include the creation and management of two new licensing programs: one based on a tween television show, The Wannabes, starring Savvy, and one based on the lifestyle of celebrity Denise Richards. A new Marilyn by Sam Shaw style guide will be introduced for the Shaw Family Archives licensing program, to be highlighted at the upcoming Licensing Expo. Plans also call for the significant expansion of Pepsi fashion apparel and footwear in Latin America and South Korea; growth of Happy House back-to-school ranges in South America; and continued success of Marilyn by Sam Shaw imagery on apparel and accessories ranges around the world. Key retail partners in 2009 were exclusive Pepsi standalone shops, Bradford Licensing's brands retail across channels, including mass, mid-tier, specialty and high-end retailers. Specific partners are Carrefour, H&M, C&A, Daslu, Top Shop, Zara, Urban Outfitters and Nu Look. 2010 growth will be fueled by mass retailers, continued expansion of the exclusive Pepsi standalone shops and Shoerepublic shops throughout South Korea.

18 BRAVADO

(UNIVERSAL MUSIC GROUP)

\$388M (PUBLIC)

TOM BENNETT, CEO, +1.212.445.3435

This music merchandising company has had a busy year adding several new and iconic artists to its roster. One of its biggest deals was with the estate of Michael Jackson in which gave Bravado the exclusive rights to the pop king. In addition, Bravado signed The Rolling Stones as well as newcomer Susan Boyle, the winner of Britain's Got Talent who recently released her first album, I Dreamed a Dream. Bravado also recently signed superstar artists Rihanna, Mariah Carey, Alicia Keys and Whitney Houston to create merchandise in support of their recent album releases and concert tours.

19 BRANDGENUITY

\$360M (PRIVATE)

ANDREW TOPKINS, PARTNER, +1.212.925.0730



In the third year of Food Network's and Bobby Flay-branded housewares exclusive at Kohl's, the program expanded to more than 700 products across multiple categories. Game developer, NAMCO launched the highly acclaimed Wii game Food Network: Cook or be Cooked and Jakks Pacific launched the Ace of Cakes edition of the Girl Gourmet Cupcake Maker, one of the holiday season's popular gifts. The World Poker Tour licensing program boasted another strong year thanks to mobile extension, WPT Mobile from Hands-On Mobile. Cadbury Adams licensing grew behind Frankford's line of seasonal candies (candy canes and jelly beans) and an apparel program supporting Bubblicious and Sour Patch. Atari made its mark with approximately 20 licensees in hard goods and soft goods from barware to apparel and from surfboards to scratch-off lottery tickets. Atari products are for sale in both specialty and mass retailers and leverage the famous Atari mark and iconic games, including Asteroids, Pong and Breakout.

Pabst Brewing Company, the agency's newest client, is the owner of more than 74 famous beer marks from Schaefer to Schlitz to Old Milwaukee, Lone Star and Colt 45. Apparel programs for these brands will launch in 2010 at several national retailers. In 2009, Brandgenuity worked with licensee Sakar to introduce the award-winning LeapFrog digital camera and Kiddieland enjoyed continued success with LeapFrog ride-ons. In 2010, look for Food Network-branded cruises and land tours from Signature Travel Networks. Andrews McMeel will launch recipe-rich calendars and new licensing expansions are planned in the concessions and food and wine arenas. Brandgenuity will also announce new licensing deals for Church & Dwight brands, Arm & Hammer, OxiClean and Orange Glo. Pabst Brewing Company will expand further into apparel and apparel accessories, home, gifts and collectibles. The agency will continue to explore licenses for MGM classic brands Pink Panther, Stargate and Robocop and also support new releases, including Cabin in the Woods by Joss Whedon and Hot Tub Time Machine. Brandgenuity also announced two new client relationships, including The Really Useful Group, a holding company for the shows and properties of Sir Andrew Lloyd Weber, including the most successful Broadway show of all time, The Phantom of the Opera and its soon-to-debut sequel, Love Never Dies. Key retail partners that will continue to drive growth in 2010 are Kohl's, Walmart, Target, Sam's Club, Costco, TRU, Amazon.com, Best Buy, Gamestop, Toys"R"Us, Kmart, Meijer, Shopko, Albertson's, AC Moore, Hot Topic, Urban Outfitters, Spencer Gifts, Sears, JCPenney and Hastings.

20 CKX

\$328.3M (PUBLIC)

ROBERT F.X. SILLERMAN, CHAIRMAN AND CEO; ROBERT DODDS, CEO OF 19 ENTERTAINMENT LIMITED; JACK SODEN CEO OF ELVIS PRESLEY ENTERPRISES

CKx portfolio includes Elvis Presley and the operations of Graceland, Muhammad Ali and proprietary rights to the Idols television brand, including the American Idol series in the U.S. and local adaptations of the Idols television show format, which air in more than 100 countries around the world.

21 CREATIVE ARTISTS AGENCY

\$300M (PRIVATE)

MIKE STEIN, LICENSING AGENT, +1.424.288.2000

CAA's key personalities include Alyssa Milano, Cindy Crawford, Danny Seo, Derek Jeter, Dr. Robert Rey, Duff Goldman, Eva Mendes, Jillian Michaels, Sarah Jessica Parker, Sidney Crosby, Tapout and Gears of War 2 and Brutal Legend (interactive). CAA Licensing is developing new product initiatives for clients across all departments of the agency, including music artists, actors, television personalities, lifestyle experts, and athletes. A select list includes Sundance (food and beverage); Greg Norman (eyewear, watches and HBA); Billy Blanks (fitness products); Patricia Heaton (jewelry and home); Jimmie Johnson (footwear and HBA); Sherri Shepherd (wigs and alternative hair accessories); Gears of War 3 (all categories); and Crysis 2 (all categories). Key partners include Walmart: Jillian Michaels (exclusive protein powder) and Tony Hawk (exclusive teen vitamin program); JCPenney: Cindy Crawford Style (exclusive home) and Danny Seo (global green ambassador); Sears: Dr. Rey (shapewear); Nordstrom: Dr. Rey (health and beauty); Macy's: Eva Mendes (exclusive home); QVC: Jillian Michaels; HSN: Danny Seo (mattresses); Duff Goldman (bakeware); Dr. Rey (health and beauty, shapewear); Avon: Derek Jeter (fragrance).

22 NANCY BAILEY & ASSOCIATES

\$225M (PRIVATE)

NELL RONEY, PRESIDENT, +1.678.352.1000

Nancy Bailey's key properties include Mr. Clean, Scope, Febreze, Cover Girl, Tide, Crayola, Pennzoil, Quaker State, Travelocity, 9 Lives, Hostess, Wonder Bread and USA Today. As the economy improves, more companies will be making quicker decisions and making more deals. Restaurant brand licensing in grocery stores continues to grow. Current brand extension programs must continue to deliver point-of-difference and price/value to maintain retail space and to compete with private label. Many programs expanded distribution last year. Mr. Clean tools/Dollar General; Febreze vacuum bags/Walmart launch; Cover Girl beauty tools/Target; Scope breath fresheners/Walmart and major drug chains.

23 KIDZ ENTERTAINMENT

\$180M (PRIVATE)

MORTEN GESCHWENDTNER, CHAIRMAN, +45 33 55 61 00

Key properties include LEGO, Thomas the Tank, Bob The Builder, The Simpsons, Ice Age, Roary the Racing Car, Peppa Pig, Postman Pat, Timmy Time, Bella Sara, Miffy, In The Night Garden, Moxie Girls and The Twilight Saga. Kidz continued expansion in Russia with more properties and more staff, additional LEGO

agreements hitting retail stores, new strong brands such as Smurfs, Beyblade and Tinga Tinga Tales, as well as The Twilight Saga merchandise hitting one of the world's largest fashion retailers.

Key partners include X5 in Russia for 1,600

stores with 28 Ice Age products (FMCG and consumer products), Top Toy in Nordic with Roary, Postman Pat, Thomas the Tank and more; H&M with Turtles apparel; and Kappahl with Miffy apparel.



24 BROAD STREET LICENSING GROUP

\$117.8M (PRIVATE)

CAROLE FRANCESCA, PRESIDENT, +1.973.655.0598

BSLG's key properties include Burger King, Gourmet Boutique Foods, Bruegger's Restaurants, Culinary Institute of America, Rich Foods, Leone D'Oro, Eagle Family Foods and Unilever. Also fueling BSLG's growth is the expansion of its brand acquisition activities, as well as its growing international reach and brand assessment capabilities. For 2010, the agency will continue its focus on food and restaurant brands, building strategic and innovative brand extension opportunities for its clients in both the consumer and B2B marketplaces. Key achievements during 2009 include multiple Burger King frozen, fresh and snack food lines sold through grocery, c-stores, club, mass, drug and vending, as well as international growth with prepared entrées, appetizers and condiments in the U.K. market and expanding penetration in Europe, Asia, South America and the Middle East. The Culinary Institute of America continued its strong sales this past year with its CIA Masters Collection of cookware, bakeware and cutlery from Robinson Home Products, as well as expanded product lines including the Instant Gourmet Kitchen Sets and the CIA Pro-Series food processors by Vita Mix. The Leone d'Oro brand was launched with a line of fine Italian wines sold across the U.S. and the licensing of a branded Leone d'Oro Private Wine Estate Tours through the Italian wine regions. BSLG expanded market-leader BIC USA's position as category leader for disposable lighters with the acquisition of brands, including the Playboy brand and music groups such as Aerosmith, Kiss, Motley Crue, Lynard Skynyrd and Ozzy Osbourne. Sales of NASCAR-drivers Dale Earnhardt Jr, Jeff Gordon and Kasey Kahne continued to climb throughout 2009. Strong retail channels in 2009 and 2010 include grocery, club, mass market, c-stores, vending and e-commerce.

25 LIVE NATION MERCHANDISE

\$100M (PUBLIC)

STEVE GLASENK, VICE PRESIDENT MERCHANDISE, +1.415.247.7467

Live Nation's key artists include The Beatles, Kiss, John Lennon, Lynyrd Skynyrd, Motley Crue, Ozzy Osbourne, Bruce Springsteen, U2, Shakira, Cold Play, Kings of Leon, The Who, Kelly/Mouse and Woodstock. The company continues to leverage the scope of its music merchandising and concert event business. Key partners include Target, Walmart, Best Buy, Spencer, Hot Topic, JCPenney, Bloomingdale's, Macy's, Amazon, Restoration Hardware and Borders. ©