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TOP 150 GLOBAL LICENSORS

The most authoritative guide to the world's largest licensors and properties, which represent almost \$230 billion in global retail sales of licensed merchandise, provides sales data and trends for a broad spectrum of popular brands.

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TOP 150 GLOBAL LICENSORS

By **Tony Lisanti**

The exclusive annual retail sales ranking of the world's largest owners of intellectual property, compiled by *License! Global*, has been expanded yet again. What began as The Nifty Fifty in 1998 and was subsequently expanded to 75, 100 and 125 licensors, now officially becomes the Top 150 Global Licensors.

The addition of more than 25 prominent companies representing many well-known brands not only reflects the popularity and sophistication of brand licensing worldwide, but also its importance to retailers across all sectors as a bona fide merchandising and marketing strategy.

Despite uncertain economic factors and retail challenges to varying degrees around the globe, the salient fact is that brand licensing is clearly still a growth business. The Top 150 Global Licensors accounted for almost \$230 billion in retail sales of licensed products worldwide in 2012. An impressive 56 global licensors reported retail sales of \$1 billion or more.

Among the top licensors added to the Top 150 are Meredith, IBML, Rovio, Ralph Lauren, Hershey, Blue Star Alliance, Authentic Brands Group, Focus Brands, Sequential Brands, HIT Entertainment, Activision, Televisa, Energizer Brands and Tommy Bahama. These licensors represent dozens of renowned and diverse properties in apparel, entertainment and corporate such as Better Homes & Gardens, Everlast, Angry Birds, Marilyn Monroe, Hickey Freeman, Cinnabon, William Rast, Thomas the Tank Engine and Skylanders, to name a few. The new licensors appearing on the ranking for the first time account for almost \$30 billion in retail sales of licensed merchandise worldwide.

Acquisitions and restructurings have resulted in several licensors being dropped from the rankings, but still are very much a part of brand licensing.

They include:

- **Lucas Licensing**—Disney acquired George Lucas' company, parent to the venerable Star Wars franchise, in October 2012, and is now in the midst of a corporate integration process as well as planning for the next film, Episode 7, in 2015.
- **Classic Media**—DreamWorks Animation acquired the owners of an extensive library of classic content including Lassie, Casper and Rocky & Bullwinkle last July.
- **Lazytown**—Turner acquired this kids' property with a health and wellness theme in 2011.
- **Marathon Media**—With an ongoing restructuring of operations and accounting methodology, Marathon/Zodiak Kids, which reported \$710 million in retail sales for 2011, is not included in this year's report.
- **Other notable licensors**—Ford, Paramount, Lionsgate and Discovery, among others, are not included in this exclusive report for various reasons, but their respective properties are still viable in the marketplace and represent an estimated \$4 billion in retail sales.

The Top Global Licensors experienced a few changes this year as one new licensor joined the top of the list and another reported a significant jump in retail sales.

Disney Consumer Products, once again with the distinction as the world's largest licensor, reported a total of \$39.3 billion in retail sales of licensed merchandise worldwide in 2012, including Marvel and Lucas.

Both Iconix Brand Group and PVH Corp. reported \$13 billion in retail sales 2012, garnering the No. 2 and No. 3 rankings respectively.

Meredith joined the Top 150 Global Licensors at No. 4, reporting \$11.2 billion in retail sales based on its

core properties Better Homes & Gardens and Parents.

Mattel and Sanrio both reported \$7 billion in retail sales earning the No. 5 and No. 6 spots, respectively. Sanrio added \$2 billion in retail sales over the prior year, while Mattel reported the same number as 2011.

Warner Bros. Consumer Products, which reported \$6 billion in retail sales, dropped to No. 7.

A major trend that is clearly evident in the Top 150 is the continued growth and expansion of the brand management companies that have added several well-known properties to their respective portfolios. Consider the following examples:

- **Iconix**, which recently added several brands including Umbro, Buffalo and Lee Cooper, has grown consistently, adding \$4 billion in retail sales since 2009.
- **Bluestar Alliance** joined the Top 150 at No. 35 with \$1.5 billion in retail sales.
- **Authentic Brands**, which recently added Judith Leiber, Hickey Freeman and Hart Schaffner Marx Brands to its group, joined the Top 150 at No. 61 with \$800 million in retail sales.
- **Sequential Brands**, which recently added the Caribbean Joe and Ellen Tracy brands to its portfolio, entered the ranking at No. 65, reporting \$750 million in retail sales.
- **Saban Brands**, which has grown significantly in a short time and is celebrating its third anniversary this month, continued to climb the rankings to No. 67 with \$650 million in retail sales up from \$375 million in 2011.

It's clearly evident that brand licensing is a vibrant and viable business. As brand licensing continues to grow, *License! Global* is well on its way to expanding the list again, so get ready for the Top 200 Global Licensors in years to come!

To view the Top Global Licensing Agents list, please visit www.licensemag.com.

*All global licensors and/or licensing agents submitted retail sales figures, which are based on worldwide sales of licensed merchandise in 2012, unless otherwise noted by (E) (estimated). Some international sales figures may have been slightly affected by currency exchange rates and were based on the most recent rates at press time. *License! Global* consults various industry sources, financial documents, etc. All companies are public except as otherwise noted as PRIVATE or NON-PROFIT. The Top 150 Global Licensors Report is copyrighted and cannot be used without the written permission of Advanstar Communications and *License! Global*.

1 DISNEY CONSUMER PRODUCTS

\$39.3B

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The Avengers: Marvel's The Avengers became the third biggest film of all time in 2012. The Avengers franchise was launched with a near-perfect coordinated strategy across film, TV, digital, publishing and consumer products. Strong and sustained product sales across action figures, role-play, construction, bedding, apparel, party, stationery and consumables showed its broad appeal. Add to that future content plans, consumer affinity and new product releases and it is clear that it is a franchise that has long-term potential. Both the film and products exceeded expectations, especially in franchise-indicating categories like bedding and construction. Disney Junior: DCP unveiled a colorful and playful assortment of more than 130 toys inspired by four series on the Disney Junior network—Jake and the Never Land Pirates, Mickey Mouse Clubhouse, Minnie's Bow-Toons and Doc McStuffins. The line features colorful play sets, figures and feature plush from Fisher Price; role play sets, accessories, plush and dolls from Just Play; interactive board games from Wonder Forge; children's electronics from VTech; ride-ons from Kiddieland; and bikes and scooters from Huffy, among other products. Disney Princess—Cinderella: DCP captured the grace and poise of Cinderella in a new collection of products for children and adults inspired by the 1950 Disney animated classic film, which released as a digitally re-mastered Diamond Edition title on DVD and Blu-ray in October 2012. The collection of products featured toys, fashions, home décor and collectibles and was available at all retailer tiers, including mass, department and specialty retailers nationwide and at Disney Store locations and DisneyStore.com. Additionally, a product line designed for the princess in all women included The Disney Reigning Beauties Cinderella Collection by SEPHORA, The Cinderella Diamond Wedding Gown Collection by Alfred Angelo and DSW's The Glass Slipper Collection, among other products. With a pipeline of robust and innovative content carrying it into 2013 and beyond, Marvel's Avengers will continue to build as a franchise licensing opportunity through films with Marvel's Iron Man 3 (May 2013), Thor 2: The Dark World (November 2013) and Captain America: The Winter Soldier (2014). Additionally, the Avengers will come to life on the small screen and DVD in 2013, as Disney XD premieres two animated television series on the Marvel Universe programming block—"Marvel's Avengers Assemble" and "Hulk and the Agents of S.M.A.S.H." Marvel continues to develop a comprehensive licensing program with blue-chip licensees and has created new style guides to help unify consumer products that fall under the individual films and overall franchise. Retail enthusiasm has also reached new heights following the record-setting sales of Marvel's The Avengers Blu-ray/DVD. Marvel continues to work closely with buyers and retailer marketing teams to develop innovative Avengers programs to ensure there is a 365-day presence at all major retailers. With the upcoming theatrical release of The Amazing Spider-Man 2 (May 2014), Marvel continues to work closely with licensees, buyers and retail marketing teams to build momentum and ensure a 365-presence at major retailers. The Spider-Man franchise is supported by continual publishing content and an animated series, "Ultimate Spider-Man," continues to be a top property for Disney XD in the Boys 6–11 demo. Spider-Man consumer products are growing across all categories for core consumers and expanding into multiple demographics. For Lucasfilm, excitement around the Star Wars brand has spiked anew with the announcement of a new series of films launching into theaters. In 2013, supported by a robust co-branded merchandise program with LEGO and the continued Angry Birds Star Wars collaboration, the evergreen brand remains popular as ever, even among younger generations; Star Wars is still the No. 1 licensed toy in the U.S. among boys. Merida is the newest Disney Princess. The Disney Princess brand now accounts for 11 princess characters whose stories, personalities and inner qualities serve as role models inspiring girls around the world. DCP continues to develop comprehensive licensing programs across multiple product categories to support these home entertainment releases. The Little Mermaid and Ariel have long been fan favorites and a proven success at retail, and this fall DCP expects to make a big statement. To support The Little Mermaid, DCP provided best-in-class licensees CDI, Jakks, Mattel and Tollytots, among others with the opportunity to incorporate some of the cherished songs from the film into products across multiple categories. The product collection of toys, dolls and role-play items will be available beginning in July 2013. In the fall, The Little Mermaid will also be supported by clothing

and makeup collections for adults. DCP will continue to expand Minnie's lifestyle product offerings across all categories including fashion and accessories, beauty, shoes, consumer electronics and more. Since its launch as a 24-hour channel last spring, Disney Junior has ascended to the top among preschool and parent viewers alike. Disney Junior's spring consumer products are expanding and gaining shelf space. Disney Junior is working closely with licensees and major retailers to grow new product segments beyond tent pole TV windows, making the franchise's cast of characters into a true evergreen property. Planes releases theatrically in the U.S. August 2013 and internationally throughout the summer. With vehicle role play as a central part of boys' play patterns, Planes will deliver hours of imaginative fun and play as they re-enact stories filled with colorful characters. In May 2014, Disney-Pixar will present The Good Dinosaur. Dinosaurs are a key play pattern for boys, and DCP is in development on an innovative toy line.

2 ICONIX BRAND GROUP

\$13B

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Iconix has a diversified portfolio of 33 owned brands across women's, men's, athletic, home, consumer electronics and entertainment that it licenses globally with over 1,000 licensing partners. International growth remains a key priority for Iconix. In 2012, international represented approximately 24 percent of its business and is projected to grow to approximately 33 percent in 2013. Through four international joint ventures in Latin America, Europe, China and India, as well as the recent acquisitions of Umbro, Buffalo and Lee Cooper, all of which have strong international businesses, Iconix is well positioned to continue to expand its global footprint. In 2012, Iconix announced that it signed a Peanuts movie deal with Twentieth Century Fox and Blue Sky Studios. The company anticipates the movie to be a significant contributor to organic growth over the next few years as it gears up for the worldwide release in 2015. Iconix also remains focused on adding iconic brands to its portfolio. The company continues to demonstrate strength with its direct to retail business model. Ongoing key partnerships include Mossimo and Fieldcrest at Target; Candie's and Mudd at Kohl's; Starter, DanskinNow and OP at Walmart; Bongo, Joe Boxer and Cannon at Kmart and Sears; and Material Girl at Macy's.

3 PVH CORP.

\$13B

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PVH continues global expansion of its growth brands Calvin Klein and Tommy Hilfiger, as well as its heritage brands Arrow, Izod, Van Heusen and G. H. Bass. PVH's heritage brands saw its Arrow, Izod and Van Heusen brands penetrate new markets and focus on expansion in China, India, the Middle East, Australia and Latin America. Arrow continued its international growth signing new licensing arrangements for Brazil, the U.K. and countries comprising the E.U., as well as additional store openings in India, China, France, the Philippines, Peru, Chile, Guatemala, and, for the first time, in El Salvador. G.H. Bass has signed a number of new international agreements and domestically continues to enjoy success with its classic Weejuns and Buck offerings. The Izod brand continues its international growth and launched in the Middle East with its first store opening in Abu Dhabi in late 2012. With focused expansion efforts in China, the brand has rolled out 50 locations by the end of the year and broadened its reach in Mexico with 24 points of branded distribution. Domestically, the brand partnered with an expert in the denim bottoms category, extended its childrenswear offering and further expanded its brand presentation at J.C. Penney. Van Heusen continues to expand its footprint in Central and South America opening four freestanding stores in Costa Rica in 2012 with plans to open an

additional store in Guatemala in 2013. Peru opened an additional freestanding store for a total of seven stores in Lima. Mexico will be expanding into 70 Sears Mexico and 150 Coppel doors in 2013. Australia and India continue to demonstrate strong growth and capture market share in their respective regions, with India planning to open new freestanding stores in 2013 for a total of approximately 270 stores. Domestically, expansion of the brand into Kohl's has offered new opportunities for licensees—placement of suit separates and small leather goods in 2012 and additional plans to broaden the program and expand into men's jewelry for 2013. Tommy Hilfiger's power as a truly iconic global designer lifestyle brand was demonstrated by its \$6 billion in global retail sales in 2012. Tommy Hilfiger eyewear and watches grew by double-digit percentages in 2012. Tommy Hilfiger opened free-standing travel retail stores in Atlanta and Miami International Airports. Tommy Hilfiger Europe entered into a joint venture with Inbrands. The new company, Tommy Hilfiger Brazil, will own and operate retail stores in key locations, franchise retail stores in secondary cities, wholesale to high-end multi-brand stores throughout the country and launch an e-commerce website seamless with our corporate e-commerce website. Additionally, Tommy Hilfiger opened seven new stores in Mexico, bringing the total store count to 30. In 2012, Calvin Klein remained one of the best-selling designer brands in the world. The EBIT of Calvin Klein business grew to \$285 million in 2012, as Calvin Klein executed on its global strategy across Calvin Klein Collection, ck Calvin Klein and Calvin Klein brands. Revenue increased by 8 percent for the year, fueled by strong performance in North American men's dress shirt, neckwear and sportswear and retail businesses. North American retail stores achieved 5 percent comparable store sales growth and (mid-single digit) square footage growth, primarily driven by the roll out of "megastores" of 20,000 square feet and more. North American wholesale revenue increased 16 percent, while licensing revenues from its licensees and partners in the BRIC countries grew significantly. The Calvin Klein global retail footprint saw the majority of its square footage expansion in emerging or underdeveloped markets. The most significant accomplishment for the brand this year was the announcement that PVH had entered into a definitive agreement to acquire Warnaco and reunite the House of Calvin Klein. This acquisition represents the next chapter, transforming the Calvin Klein business from a predominantly licensed model to a more directly operated model. Looking ahead, Calvin Klein will seek to capitalize on their control of the two largest apparel businesses—jeanswear and underwear. Over the next few years, the Calvin Klein brand looks to achieve 8 percent to 10 percent annual growth in global retail sales.

4 MEREDITH
\$11.2B

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The Better Homes and Gardens brand is America's No. 1 choice in magazine readership, trust and market share within the service/lifestyle category, lifestyle website traffic and lifestyle followers on Twitter and Pinterest. This brand drove the majority of retail sales in 2012 through a combination of products sold online and through retail distribution channels, as well as branded services. The Parents brand also contributed retail sales through its specialty toy program. In 2013, Meredith Brand Licensing will leverage its strong portfolio to create new licensing programs for Family Circle, AllRecipes.com and Eating Well. These brands suggest new product categories such as apparel and food. Several other initiatives for 2013 that will drive growth for the Better Homes and Gardens brand's existing programs include the following. Mass: In the Walmart DTR relationship, the brand will continue to grow through a robust combination of Meredith media services. Real Estate: Better Homes and Gardens Real Estate expands its direct to consumer marketing to include an industry-focused campaign that aims to increase the size and presence of the network. The Be Better campaign targets prospective brokers to join the brand, and the I'm Better campaign serves to recruit new agents. Floral: The BHG licensing partnership with FTD grows to present a special collection of Editors' Choice Mother's Day floral arrangements inspired by top lifestyle brands Better Homes and Gardens, Family Circle, Parents, More, Traditional Home, and Ladies Home Journal. Key partners in 2012 were Walmart, Better Homes and Gardens Real Estate and FTD. Meredith renewed its direct-to-retail relationship for the Better Homes

and Gardens brand in 2012, and embarked on expanding the relationship with 75 product categories and the style selection also expanded to offer greater choice to the customer at the "better" value point. There are more than 5,000 branded products available in stores/online. Better Homes and Gardens Real Estate is the fourth year of an unprecedented 100 year licensing relationship with Realogy, which added Better Homes and Gardens Real Estate to their franchise network in 2008 and 15 new brokerage companies came into the network in 2012, bringing the overall size of the franchise system to 258 offices, 44 companies and approximately 8,350 sales associates. FTD: The Better Homes and Gardens brand brought a fresh design point of view. The arrangement and plant offerings are inspired by the stylists who create the signature BHG look.

5 MATTEL
\$7B

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As a perfect reflectio of fashion, cultural relevance and aspiration, the Barbie brand remains relevant to girls of all ages with representation in more than 45 different consumer products categories including apparel, accessories, home décor, beauty, publishing, sporting goods and electronics. This year, Barbie launched a global campaign highlighting the iconic Barbie Dreamhouse featuring real life, life-sized experiences, online engagement and retail touch points that bring it to life in new ways. As the No. 1 die-cast vehicle brand in the world, Hot Wheels continues to deliver thrilling vehicle experiences for boys of all ages spanning multiple consumer product categories including vehicles, apparel, sporting goods, publishing and innovative toys. Already a global phenomenon in more than 50 countries, Monster High centers on the fashionable teenage descendants of the world's most famous monsters with strategic partnerships in fashion, publishing and programming. Mattel's largest brand, Fisher-Price, delivers innovative products and play experiences for infant and preschool children as well as solutions for parents in categories including baby gear and care, layette, infant accessories, publishing, music and party supplies. With a powerful portfolio of trusted brands and iconic properties, Mattel will continue to unveil new best-in-class partnerships and product offerings for infants, kids, tweens and adults. In 2013, Mattel further optimizes existing partnerships with Disney, Warner Bros., WWE, Nickelodeon and DreamWorks. Specifically this year, Mattel will launch toy lines for several new theatrical blockbuster properties including Man of Steel, Disney Planes, Frozen and Turbo. Mattel has also introduced new toy offerings for kids' television properties including Bubble Guppies, Sophia the First, Mike the Knight. Additionally as a part of the Mattel portfolio of brands HIT Entertainment properties continue to be a priority offering new and exciting opportunities. The Monster High franchise continued to experience growth across consumer products categories. With innovative ways to promote at retail, Monster High and Walmart captured fans attentions with an in-store scavenger hunt complete with scanning bar codes and exclusive on-site photo opportunities. Additionally, Monster High rolled out a comprehensive bedding and home line at Target; leveraged prominent retail space at Kmart featuring apparel, sleepwear, accessories, jewelry and toys; while simultaneously introducing new publishing partners spanning traditional and digital launches. Barbie launched the Barbie Mega Bloks line in a strategic partnership in December 2012 and continues to launch new co-branded products into 2013. Barbie also expanded its reach in the appeal aisle of both Walmart and Kmart with an all-new Barbie-branded stylish apparel line for girls. Hot Wheels focused on a thrill-inspired back-to-school program re-entering the backpack category, giving boys a handy way to hold school supplies and their favorite Hot Wheels cars. Fisher-Price's robust line of products proved to offer innovative solutions for parents and fun in 2012. The stylish and practical line of FastFinder Diaper Bags by A.D. Sutton was expanded to offer even more styles for busy parents. Partner Prestige Toys introduced a line of infant plush toys in Fisher-Price's SnugaMonkey fashion theme at Target and TCG introduced a line of preschool puzzles at Toys R Us, Walmart and Target that feature Fisher-Price's Little People characters.

6**SANRIO**

\$7B (WHOLLY OWNED SUBSIDIARY OF SANRIO CO., LTD.)
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In 2012, Sanrio continued to focus on expanding programs and categories for Hello Kitty, its flagship lifestyle brand. In addition to Hello Kitty, Sanrio worked closely with its partners to build programs for emerging characters as well as the newly acquired Mr. Men Little Miss brand. Key licensing initiatives will include the launch of several new partnerships and collaborations that cater to Hello Kitty fans of all ages. This includes a broad and diverse merchandise mix of lifestyle products. Earlier this year, Sanrio launched a collaboration with BLIK for Hello Kitty wall decals, a limited edition infant line with aden + anais and a new intimate apparel collection with Hanky Panky. Sanrio will also launch anniversary programs with Sephora, Vans, Swarovski and Build-A-Bear Workshop with new collections launching throughout the year. Apparel, accessories, home, consumer electronics, activity and stationery will continue to be a focus for Sanrio along with the growing categories of toy, sporting goods, publishing and digital. New programs for toy and sporting goods as well as novelty collectibles, new book formats such as graphic novels, video games and apps will debut in 2013. With Hello Kitty becoming generational with mothers who grew up with the brand, there is also emphasis on expanding categories and products for infant and toddler. Sanrio partnered with retailers from mass to specialty to department stores to build special programs for Hello Kitty. In 2012, Sanrio launched several new retail programs that catered to different consumer demographics. These programs supported Sanrio's goals of expanding categories and offering fans an ever-growing selection of lifestyle products at accessible points for purchasing.

7**WARNER BROS. CONSUMER PRODUCTS**

\$6B

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Key properties include DC Comics (Superman, Batman, Wonder Woman, Supergirl, Green Lantern, The Flash.); television comedy series "The Big Bang Theory;" perennial favorites Looney Tunes and Scooby-Doo; The Hobbit Trilogy; Harry Potter, the most successful film franchise of all time; and The Wizard of Oz, kicking of its 75th anniversary celebration in 2013. With more than 3,700 active licensees, Warner Bros. Consumer Products continues to offer a rich portfolio of entertainment properties. This summer's blockbuster event, Man of Steel, is supported by master toy licensee Mattel and many other global partners. Middle-earth continues to capture the hearts and minds of fans who are gearing up for the next two films of the trilogy based on The Hobbit from Academy Award-winning filmmaker Peter Jackson—The Hobbit: The Desolation of Smaug (December 2013) and The Hobbit: There and Back Again (December 2014). WBCP is working with top-tier licensees, including master toy partners The Bridge Direct and Vivid Group and many more global partners bringing the trilogy to life. Buzz also continues to build around the upcoming tent pole feature films, 300: Rise of an Empire (2013) and Godzilla (2014), both presentations of Warner Bros. Pictures and Legendary Pictures. The upcoming 75th anniversary of The Wizard of Oz is delighting fans of the classic film. Master toy licensee Jazwares, as well as USAopoly and Mattel, are among the many partners helping to honor one of the most beloved properties in all of film history. Perennial favorites the Looney Tunes, Scooby-Doo and Tom and Jerry are garnering new generations of loyal fans, and partnering with top licensees to support each program. The launch of the Batman Classic TV series product line is bringing back the nostalgia for fans of the original DC Comics 1960's "Batman" series and new Batman enthusiasts. The fun, retro-inspired program captures the playful and stylish spirit of the iconic series with partners like Junk Food Clothing, Mattel, Rubie's Costumes, Funko, Mezco, New Era and many more. Additionally, Harry Potter: The Exhibition, in partnership with Global Experience

Specialists, continues to bring an interactive state-of-the-art exhibition highlighting costumes, props and other artifacts from the Warner Bros. films to Harry Potter fans all over the world. The Wizarding World of Harry Potter, the Harry Potter themed environment at Universal Orlando Resort, will be coming soon to Universal Studios Japan and Universal Studios Hollywood, as well as expanding at Universal Orlando Resort. The hit television comedy "The Big Bang Theory" continues to grow into a global licensing phenomenon, with more than 70 licensees supporting the top comedy series on television.

8**NICKELODEON CONSUMER PRODUCTS**

\$5.5B

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9**MAJOR LEAGUE BASEBALL**

\$5.2B (E)

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10**HASBRO**

\$4.8B

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In 2012, Hasbro continued to aggressively extend the reach of its global brands including Transformers, Nerf, My Little Pony, Littlest Pet Shop, Monopoly and Furby. The company expanded worldwide licensing programs, invested in resources and talent and generated retail momentum from licensed merchandise, digital gaming, feature films, and television programming. Through its premier portfolio of licensees, Hasbro brought highly innovative and on-trend lifestyle products and experiences to market across every major licensing category. Hasbro continues to focus on the following brands: Transformers—The iconic brand has become one of the most successful entertainment franchises of the 21st century and features on multiple story telling platforms including film, television, digital gaming, publishing and theme parks. In 2012, Transformers Rescue Bots, which caters to the youngest fan set, also became a mega hit supported by licensed goods and a television series created by Hasbro Studios and airing on The Hub TV Network in the U.S. and other networks globally. A comprehensive line of Transformers-branded licensed merchandise for all ages spans every major category around the globe, including digital gaming, toys, apparel, sporting goods and more. The Nerf franchise continued to expand through targeted social media campaigns, cutting-edge technology and captivating competitive events. More than 60 licensees brought merchandise to the global market supporting the No. 1 blaster property in a host of categories, including sporting goods, electronics, accessories and apparel. My Little Pony is an evergreen lifestyle brand with 200+ licensees around the world in all major categories. Inspired by the "My Little Pony: Friendship is Magic" animated television series, created by Hasbro Studios and airing on The Hub TV Network in the U.S. and other networks globally, licensed merchandise ranges from publishing to digital gaming, apparel, plush, housewares and fashion and beauty. The Littlest Pet Shop brand continues to remain a global franchise, including the 2012 launch of an animated television series, created by Hasbro Studios and airing on The Hub TV Network in the U.S. and other networks globally. It has become one of the hottest licensed lifestyle properties among girls across all major categories at retail including apparel, accessories, publishing and digital gaming. The Monopoly game is one of the world's most popular games with millions of fans in nearly every country across the globe. Whether playing a face-to-face game, engaging on digital platforms, or participating in casino or lottery gaming,

there is an experience to fit every lifestyle. Adding to the “anytime, anywhere” play experience is a variety of licensed merchandise from fashion to home décor. Almost 15 years after its debut, the iconic Furby creature returned in 2012 with a “mind of its own” and advanced technology that gives each Furby an unpredictable nature that continues to delight and surprise children and fans of all ages. The wildly popular plush electronic creature has inspired a highly creative and innovative licensing program in 2012. Merchandise from apparel to home decor, party goods, food and beverage and sporting goods landed at hypermarket and specialty stores as well as wholesalers throughout the U.S. and Europe. Hasbro will continue to build its brand franchises through the right entertainment platforms, innovation in its toy and game categories and the continued expansion of its worldwide licensing program. The company will launch “brand fit” categories such as pets, food and beverage and plush, enter new retail channels, and seek ways to literally bring “play to life” via new experiences. The year will usher in a new era for its Transformers brand with the introduction of Beast Hunters, an expansive multi-platform brand experience. The My Little Pony brand momentum is also expected to continue its surge with more than 200 licensees around the world creating merchandise across all major categories. Taking inspiration from the TV series, the global marketplace will continue to showcase products across all major licensed categories. Hasbro will continue to expand its plush line to mass, mall-based and specialty stores with licensees such as Aurora, Build-a-Bear Workshop, Funrise and Ty. Hasbro will also expand range of Littlest Pet Shop licensed merchandise across key categories with a strong bent toward fashion. Monopoly will grab an even brighter spotlight on the global fashion stage in 2013 with plans underway to deliver a trendy accessory program to a major mall-based retailer. Additionally, the 20-plus-year McDonald’s campaign will once again reach and delight millions of fans worldwide. The Nerf property will continue as a high performance sports brand with attraction experiences set to open throughout the U.K. that combine Nerf-branded merchandise and action arenas. Additionally, Hasbro plans to launch a breakout line for Nerf Pet! including toys, agility and training items for consumers’ loyal sidekicks. Hasbro generated toy and game sales based on its strategic relationships with companies including Lucasfilm for Star Wars, Sesame Workshop for Sesame Street, Marvel for Captain America and Thor, TakaraTomy, d-rights and Nelvana for Beyblade and American Greetings Properties for Strawberry Shortcake. Lastly, on the heels of a highly successful market re-entry in 2012, the Furby licensing program will follow suit in 2013 bringing fun, fashionable and inventive merchandise to worldwide fans across all major categories.

11 THE COLLEGIATE LICENSING COMPANY

\$4.62B (PRIVATE) (AN IMG COMPANY) (TOTAL COLLEGE MARKET)
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Top collegiate properties included Texas, Alabama, Kentucky, Florida and Michigan, as well as the NCAA, the Tournament of Roses, the BCS and the South Eastern Conference (SEC). Women’s, youth and housewares will continue to be growth categories in the college market in 2013. Vintage-inspired products and the use of vintage college logos through the College Vault program will also continue to be key products for expanding retail distribution channels. With 173 million passionate fans, the largest of any sport, college will continue to develop into a lifestyle brand with merchandise well beyond traditional game day gear. Walmart continued to be the largest retailer of collegiate licensed product. College-branded merchandise programs continued to show strong sales at non-traditional college retailers such as Old Navy, PINK, Justice, and Best Buy. Online retailers such as Fanatics and Dreams continue to be key partners in reaching displaced college fans. College Colors Day, a fan holiday created by The Collegiate Licensing, will continue to provide a strong marketing platform for retailers during the critical back-to-school selling period, with other retail marketing programs such as Saturday Ritual, Rock Your Colors, Holiday Cheer Section and others providing retailers solid platforms for raising consumer awareness and driving sales of college merchandise.

12 IBML (INTERNATIONAL BRAND MANAGEMENT & LICENSING)

\$4B

BARRY LEACH, CEO; PETER WOOD, MANAGING DIRECTOR, U.K., EMEA AND ASIA PACIFIC, +44.0.845.1299.288; NEIL MORTON, MANAGING DIRECTOR, AMERICAS, +1.212.239.0990
WWW.IBML.CO.UK

Key properties include Dunlop, Everlast, Sondico, Slazenger, Lonsdale, Kangol, USA Pro, Campri, Karrimor, Golddigga, No Fear, Donnay, Voodoo Dolls, Carlton, Title, Antigua and LA Gear.

13 WESTINGHOUSE

\$3.995B

ALLAN FELDMAN, CEO, LMCA, +1.212.265.7474

WWW.WESTINGHOUSE.COM

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

14 RAINBOW

\$3.8B (PRIVATE)

MAURIZIO DISTEFANO, EVP AND GENERAL MANAGER,

GLOBAL CONSUMER PRODUCTS, +39.07.175.067.500

WWW.RBW.IT

Winx Club continues to be one of the “hottest” properties in Rainbow portfolio on a retail sales point of view. 2012 was a strategic year for Winx thanks to many different facts including the worldwide launch of the season five; the strong launch of Winx CP program in U.K. and LATAM; the extension of Winx fashion dolls market share in all European countries, including Russia, Benelux and Asia; the confirmation of Winx leadership in some strategic markets as Italy and Russia; and the launch of Winx digital strategy. The Winx dolls, constantly ranked among the top five best-selling licensed fashion themed dolls in more than 50 countries worldwide and are produced by Witty Toys, part of the Rainbow Group, except in North America, Australia and New Zealand and U.K. where Jakks Pacific is the master toy licensee. The Russian market maintains its leadership as best performing country for Winx Club revenues with 100 licensees on board, covering from the traditional licensed categories to the unconventional ones, from electronic appliance target to all family to the brand new Winx matrioska toy collection. To strengthen this leadership, Rainbow is focusing its attention on the creation of a strong marketing plan, setting a lot of retail promotions, finalizing DTR fashion deals and increasing the number of the live shows. In 2012 the property continues to grow its revenues in other strategic categories such as the fashion dolls and the BTS, with an increase of 30 percent in revenues estimated for 2013. In term of publishing, the monthly magazine continues to increase its market share with, up 65 percent in sales during 2012. One of the assets that are becoming more and more strategic for Winx’s brand evolution is the digital platform, on which Rainbow is developing a number of projects. After the complete renovation of the Winx Club website (www.winxclub.com), Rainbow has recently signed major partnerships with national and international digital players from Cubovision, with a channel dedicated to Winx content and more (it also hosts the series “Huntik,” “PopPixie,” “Monster Allergy,” etc.), to Tsumanga who is working with Rainbow to develop a new platform for online gaming. Publishing, too, is moving into the digital space, as Rainbow planned to launch now their first e-book titles on Amazon’s Kindle, on Nook and iPad. Another major property for Rainbow is Gladiators of Rome, the

ambitious colossal in CGI created by Rainbow to celebrate the endless myth of the gladiators living in ancient Roman time. There are many food promotions for this property—Big Babol/Perfetti chewing gum, a chip and salty snack promotion, customized S. Benedetto thè bottles and a retail promo with 100 Chef Express restaurants. There are also strategic media partnership and co-marketing activities with Vodafone, Sky, Poste Italiane and Trenitalia, as well as a Gladiator's cruise (in partnership with MSC cruise company) and the customization of a historic museum in Rome. Rainbow Magicland theme park is located outside of Rome with many attractions dedicated to the Rainbow's properties (Winx Club, Huntik, PopPixie and Monster Allergy). 2012 represented a strategic year for the park, becoming the No. 2 best performing Italian theme park in term of visits. The expectations for 2013 are to multiply the 1.5 million visits of 2012 and investing more on the marketing strategy. "Mia and Me" launched internationally in 2012. There are more than 65 international partners on board (Panini, Unilever Deutschland, Belltex, Egmont, Nestlè, Ravensburger, etc.), generating 500,000 licensed products so far. Rainbow is also the exclusive agent for the Nickelodeon licensing portfolio in Italy. Rainbow's licensing strategy for 2013/14 will focus on some key important assets including managing locally all the other countries not covered by Nickelodeon; reinforcing the structure of its branch offices in Russia, Italy and Singapore; completing the map of Rainbow's agents on board; opening new strategic markets such as Asia; supporting its main properties with a strong marketing plan country-by-country, focusing on retail activities and consumer events extended throughout 2013, but also multiplying the business opportunities in the category of recreation; investing more of its attention on the digital devices; investing in new contents for the existing properties; promoting the launch of brand new franchises; focusing on strategic FMCG deals for 2014/15 that will give great exposure to Rainbow's brands, starting with Winx Club; launching a new strategy for Winx Club as fashion brand—fairy couture—that will capitalize on the trendsetting value of the property; and celebrating Winx Club's 10th anniversary, with many empowered initiatives worldwide that will cover all 2014.

15 GENERAL MOTORS

\$3.5B (E)
 GENE REAMER, MANAGER, TRADEMARK LICENSING,
 +1.313.667.8545
 WWW.GM.COM

16 NATIONAL FOOTBALL LEAGUE

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

17 ELECTROLUX

\$3.1B (PRIVATE)
 MATTHEW YOUNG, HEAD OF GLOBAL BRAND LICENSING,
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 WWW.ELECTROLUX.COM/LICENSING

Key licensing properties were AEG for power tools in South America, food storage containers in the U.S. with the Frigidaire brand, water purification products in India with the Kelvinator brand, a line of pressure washers in the U.S. under the Eureka brand and in Europe for the AEG brand. There were also key deals made with AEG for professional printers, small kitchen appliances for India with Kelvinator, kitchenware in Eastern Europe with the Zanussi brand, and solar cells installation with the Volta brand in Scandinavia. The business grew over 20 percent for the fifth consecutive year. Key initiative for 2013 will continue to focus on building networks in India, Eastern Europe and South America while also growing in the U.S. market as Western Europe struggles to find footing. Key segments include sustainability categories as well as consumer products in the U.S. Key retail partners are being identified for the U.S. market while the company will

maintain its relationships with Tesco and Metro in Europe and DSC in Hong Kong and Alghanim in Kuwait.

18 DREAMWORKS ANIMATION

\$3B
 MICHAEL FRANCIS, CGBO; MICHAEL CONNOLLY, HEAD OF
 CONSUMER PRODUCTS, +1.818.695.3863
 WWW.DREAMWORKSANIMATION.COM

DreamWorks Animation delivered licensing programs in 2012 inspired by franchise favorites as well as the newly formed DreamWorks Classics. Highlighted franchise properties at retail included the summer blockbuster Madagascar 3: Europe's Most Wanted, the hit Nickelodeon series, Kung Fu Panda: Legends of Awesomeness and Penguins of Madagascar as well as the evergreen Shrek. DreamWorks Classics continues to build on its success reinventing the classics of yesterday. Key properties driving growth in consumer products in 2012 were Where's Waldo?/Where's Wally?, Noddy, Olivia and Postman Pat. Looking forward, DWA has set the stage to be the hub for family friendly IP on a global level. In 2013, properties tied to theatrical and television franchises including Turbo, Madagascar, How to Train Your Dragon and The Croods will lead the charge at retail along with the classic properties of Where's Waldo? and Olivia. Beyond 2013, DWA looks to build on its strong franchise portfolio with new programming around feature films including: How To Train Your Dragon 2, Mr. Peabody & Sherman and B.O.O.: Bureau of Otherworldly Operations, as well as a vast array of classic properties including the holiday television classics of Frosty the Snowman, Santa Claus is Comin' to Town and Rudolph the Red-Nosed Reindeer. DWA's retail efforts in 2012 were highlighted by World of Madagascar, a global Toys 'R' Us exclusive that featured toys based on characters from all three Madagascar films. This in-store and online boutique coincided with the June 8 theatrical release of Madagascar 3: Europe's Most Wanted and highlighted exclusive toys from Fisher-Price, as well as a full range of lifestyle products.

19 NATIONAL BASKETBALL ASSOCIATION

\$3B (E) (PRIVATE)
 SAL LAROCCA, EVP, GLOBAL MERCHANDISING, +1.212.407.8000
 WWW.NBA.COM; WWW.NBASTORE.COM

Key licensing properties are NBA, WNBA, NBA Development League and USA Basketball. Key licensing initiatives for 2013 will continue to be driven together with its premier partners. Additionally, the NBA's entertainment product lines will continue to expand, spurred by the league's popular and successful gaming business. Building off the success of NBA2K13, winner of 25 Sports Games of the Year awards last year, video game partner 2K Sports will continue to bring together the combination of NBA performance, athleticism and culture in the much-anticipated NBA2K14 on an extensive variety of platforms worldwide. The emerging mobile and social gaming industry will also present the league with new partners and diverse types of gameplay over the next year. Finally, the NBA and Spalding will be celebrating the 30 years of partnership, continuing to deliver authentic basketballs, backboards and accessories. Based on Spalding's record global sales in 2012, NBA expects continued growth in 2013, especially on an international scale. Champs Sports and Kids Foot Locker continue to be key retail partners.

20 PENTLAND BRANDS

\$3B (PRIVATE)
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 WWW.PENTLAND.COM

Properties include Speedo, Lacoste, Berghaus, Brasher, Kangaroo, ellese, Boxfresh, Kickers, Ted Baker, Mitre, ProStar, Red or Dead and Gio Goi.

21 PROCTER & GAMBLE

\$3B

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

22 CARTOON NETWORK ENTERPRISES/TURNER CN ENTERPRISES

\$2.8B

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

In 2012, the brands driving the widespread, global success of Cartoon Network Enterprises/Turner CN Enterprises are the company's portfolio of standout original animated comedy and boys' action brands. Adventure Time, Regular Show, The Amazing World of Gumball and Ben 10 have helped to solidify the company's position as a key force in the licensing industry and, by creating unique, strategic and comprehensive licensing programs for these brands, CNE has built a robust lineup of products from hundreds of best-in-class partners across the world. After dominating the specialty retail market in 2011, 2012 was a year of explosive expansion and growth for Adventure Time as it transitioned into the mid-tier and mass retail channels in the U.S. without sacrificing any success at specialty. Internationally, the brand brought its pandemonium to the far reaches of the globe, complete with strong retail placement and exciting executions throughout Europe, Australia, India and many others. Adding to its success in comedy, CNE has built a strong consumer products program for Regular Show that includes a successful toy line from Jazwares, strong soft lines products and partners with fantastic retail placement and support, top-selling home entertainment releases and more. Additionally, The Amazing World of Gumball, the unique mixed media series from Cartoon Network Europe, continues to excite and delight partners and fans around the world, with significant growth opportunities on the horizon. Cartoon Network's signature boys' action franchise and international powerhouse brand, Ben 10, once again delivered a strong global retail performance, led by its toy line from Bandai and successful video game franchise from D3Publisher, live events executions and more. With great momentum behind its portfolio worldwide, 2013 and beyond present huge opportunities for CNE as the company continues to build its business and attract new consumers. Building on massive expansion both domestically and internationally in 2012, Adventure Time will continue to grow and expand in to new territories this year, led by strong hard lines, soft lines, publishing, home entertainment and interactive programs. Adding to its success in the comedy space, CNE will also expand Regular Show into international markets, creating new growth opportunities, and will continue to build out the licensing program around The Amazing World of Gumball, which continues to perform well on-air and internationally and is poised for an explosive presence in the U.S. in the coming year. Ben 10 continues to perform led by the Ben 10 Omniverse franchise and its accompanying toy line from Bandai and interactive franchise from D3Publisher. The LazyTown brand will also provide new opportunities for the group in the U.S., now that CNE serves as the preschool brand's licensing agent in that market. Finally, CNE's Adult Swim business will continue to drive sales in the home entertainment, electronic sell-through, music and live events from top franchises. CNE has been and will continue to be widely distributed at retail across all key retailers and all tiers of distribution throughout the world. With outstanding retail support and placement throughout 2012, key brands were able to enjoy success led by strong retailer and marketing programs, especially throughout the pivotal fourth quarter. Numerous feature shops, direct to retail programs, end caps, circular support and dedicated email blasts and mailers throughout holiday 2012 and other key buying seasons helped

to generate strong sales and awareness among the group's portfolio of brands and product lines.

23 WEIGHT WATCHERS INTERNATIONAL

\$2.8B (INCLUDING WEIGHT WATCHERS SMART ONES BY HEINZ)
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WWW.WEIGHTWATCHERS.COM

Weight Watchers is the leading global weight management brand and licenses the WW brand and related intellectual property to carefully selected partners worldwide. WW has a robust licensed and endorsed consumer products presence around the globe, including the U.S., Canada, the U.K., Continental Europe, Australia and New Zealand. A signpost for healthy weight loss, the Weight Watchers brand gives shoppers the confidence they need when considering healthier alternatives and access to better-for-you lifestyle solutions. In North America, key 2013 growth initiatives include integrated marketing and retail activities to support our portfolio of licensed and endorsed products, as well as the addition of new products and categories. Today more than 400 SKUs of WW product are distributed in over 15 categories on a national level. In U.K., 2013 heralds significant plans to drive brand consideration and increase penetration through our largest ATL activity for Weight Watchers Foods, supported by extensive trade activity at all major multiples. In Australia and New Zealand, growth drivers include addition of new core categories, further differentiation of the product range, and multi-media campaigns aligned to key weight-loss periods. In North America, WW executed multiple trade marketing programs across various retailers during three peak seasons. Program executions included Spend & Gets at ShopRite, Price Chopper and Safeway, FSIs at Walmart and Publix and a dunnhumby coupon mailer sent to Kroger consumers. 2012 retail programs covered over 50 percent of total volume for WW-branded and endorsed products. In the U.K., Weight Watchers Foods currently operate across 44 categories, with more than 240 SKUs. The brand has strong market share of the Low Calorie category with nearly 50 percent household penetration. During 2012, the Weight Watchers Foods range underwent a significant packaging modernization to make it even more relevant and appealing for today's U.K. consumer that resulted in healthy sales growth. New products for this year include Weight Watchers crumpets, Weight Watchers Greek style yogurt and extensions to the more premium Weight Watchers Select range. In Australia/New Zealand, WW focused on driving retail investment and support in 2012. Initiatives included catalog exclusive WW pages with Woolworths and Progressive, in-store media campaigns, sampling, coupon promotions and price promotions.

24 FERRARI

\$2.6B (PRIVATE)

STEFANO SAPORETTI, HEAD OF LICENSING, +39.053.694.9200
WWW.FERRARISTORE.COM

Partners include Puma, Acer, Microsoft, Hublot and Perfume Holding. The company's goal is to reinforce lifestyle approach with luxury partners such as Tod's, Hublot, Vertu and Damiani. New business development in Brazil and Mexico. There are currently 50 Ferrari Stores worldwide, with openings in Madrid and Rio de Janeiro planned.

25 RALPH LAUREN

\$2.5B (E)

ROGER FARAH, PRESIDENT AND COO, +1.212.813.7868
WWW.INVESTOR.RALPHLAUREN.COM

26**TWENTIETH CENTURY FOX
CONSUMER PRODUCTS**

\$2.35B

JEFFREY GODSICK, PRESIDENT, +1.310.369.1000

WWW.FOXCONSUMERPRODUCTS.COM

Fox Consumer Products' revenue in 2012 was attributed to the success of multiple properties. Ice Age, with the launch of various location based entertainment attractions and the release of Ice Age: Continental Drift, drove merchandising programs in multiple categories. The Sons of Anarchy property accelerated globally in 2012. The series debuted to record-breaking numbers in Europe, sparking the introduction of product in new markets and expanding the brand to new categories. The Simpsons, in its 24th season, entered the world of high fashion in 2012 and appeared in multiple promotional campaigns around the globe. Alvin and the Chipmunks, following the launch of The Chipettes at retail, continued to expand its holiday presence in 2012. The Aliens franchise also generated buzz as fans awaited the theatrical release of Prometheus and the video game from Sega, "Aliens: Colonial Marines." New Girl merchandise debuted to an e-commerce audience on foxshop.com and at retail with the release The Douche Journals. Family Guy and Diary of a Wimpy Kid also experienced success throughout the year. Location-based entertainment will be a key focus for FCP in 2013. The company will expand to all areas of this category including 4-D entertainment, theme park attractions and live shows across North America, Europe and Asia with several of its properties. FCP will also grow existing attractions in the marketplace to further engage consumers and offer a more immersive experience. FCP will leverage The Simpsons in 2013, introducing the brand to all-new categories and partnering with both returning and new licensees for exciting new merchandise and promotional programs that are not only trend-forward but also commemorative. FCP will roll out new e-commerce initiatives including the launch of property-specific shops on foxshop.com, offering increased varieties of as-seen-on, on-demand and licensed merchandise. FCP will also explore flash sale outlets as well as other web-based opportunities to drive brand awareness in the upcoming year. Promotional opportunities have been announced with partners such as Nestle and Google, in addition to program launches at QSR's around the world. FCP will also leverage its robust film catalog in 2013 by capitalizing on key clip licensing opportunities. Initiatives to drive growth for the division will include high fashion partnerships in North America, Latin America, Europe and Asia markets, and the introduction of adult-focused online gambling and beverage programs around the world. In 2012, FCP launched several location-based entertainment programs for the Ice Age franchise including a 4-D attraction, Ice Age: Dawn of the Dinosaurs—The 4-D Experience, now featured at multiple locations around the globe. Ice Age Live! A Mammoth Adventure debuted in November. FCP also unveiled Ice Age-themed attractions in Europe. The success of Ice Age continued in-store with cross-merchandising programs tied to the theatrical release of Ice Age: Continental Drift at Toys 'R' Us and X-5. In the interactive space, Ice Age was featured on both console and online games from Activision and Bigpoint. FCP ramped up its Sons of Anarchy merchandise program particularly in new territories including the U.K., Austria and Germany. On the domestic front, Sons of Anarchy nearly doubled in category offering. 2012 marked the debut of Bart Simpson on the fashion scene. Through a partnership with designer Jeremy Scott, Bart was featured within Scott's collection at New York Fashion Week. In Japan, street brand Joyrich partnered with The Simpsons to launch a Bart-themed winter collection.

27**HIT ENTERTAINMENT**

\$2B

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WWW.HITENTERTAINMENT.COM

In 2012, Thomas & Friends was the No. 1 license in the preschool toys category in the U.S., according to The NPD Group. The unrivaled popularity of the global brand continues with Thomas ranking as the top toy property in the U.K. and also holds the No. 1 preschool toy license in Japan and Australia. Thomas & Friends

introduced new friends and destinations on the Island of Sodor in the CG animated movie, Blue Mountain Mystery. Thomas & Friends licensees worldwide, including Fisher-Price, Random House, Egmont, Mega Bloks and Tomy, supported the event with more than 60 tie-in products, including books, games, engines, play sets, apparel, bedding and accessories. In Latin America, new apparel and accessories partners lined up, and in Asia, a Thomas & Friends licensing program kicked off following the program's launch on CCTV in China in 2011. New property, Mike the Knight continued to reach the homes of preschoolers around the world on broadcast. Through 2012, licensees around the world signed up including Simon & Schuster as global publishing partner. Mike the Knight's international expansion continued with the appointment of CPLG Benelux and TF1 Licenses as licensing agents in their respective territories. Fireman Sam celebrated his 25th anniversary year in 2012. Master toy licensee Character Options launched a new range of toys internationally including play-sets, vehicles and figurines. Fireman Sam's first app, Fireman Sam Junior Cadet was a favorite for fans worldwide. Angelina Ballerina continues to dance into the hearts of children around the world. Last year, the home entertainment release, Angelina Ballerina Dreams Do Come True debuted. AB Studio Licensing licensed a customized Angelina Ballerina dance curriculum to dance studios in North America. The Angelina Ballerina Dance Academy officially launched last fall in 118 studios. HIT partnered with the Nick Brooke theatre company to produce 'Angelina Ballerina: The Mousical', the first ever live musical stage show for the brand in the U.K. The program toured over 24 theaters nationwide. In Latin America, new partners were added to Angelina Ballerina's dance card for apparel and accessories. To support the global preschool film King of the Railway, movie-themed toys from Fisher-Price across three different train systems will be available for the first time, including the Thomas Wooden Railway. In addition, best-in-class partners across the globe including Mega Brands, Ravensburger, Random House and Egmont will create 65+ tie-in King of the Railway-themed products across books, games, engines, play sets, apparel, bedding and accessories. A King of the Railway-inspired app and a dedicated microsite will extend King of the Railway to digital and social media. In digital entertainment, apps continue to perform well for HIT properties across all platforms and devices. New and updated apps for Thomas & Friends, Mike the Knight, Fireman Sam and other properties in HIT's portfolio will launch in 2013. Mike the Knight launches in the key categories of toys, publishing and home entertainment in 2013. Fisher-Price rolls out Mike the Knight toys globally (15-plus countries) starting this spring. The first Mike the Knight home entertainment title, Knight in Training, hits U.S. retailers in June. Global publishing partner Simon & Schuster is off to strong start with Mike publishing, introducing Mike books at nearly all major retailers in the U.S. and U.K., with eight additional titles to be added this year. Mike the Knight continues its charge in new consumer products categories around the world with more than 98 licensees in 16 countries signed to date. Fireman Sam rolls out a brand new CGI series of 24 x 10 episodes, plus a feature-length special has been greenlit. Barney launches a new toy line from Character Options at Toys 'R' Us in the U.S. this fall. This is being supported by a new online and social media campaign, Barney 25 Million Hugs.

28**KATHY IRELAND WORLDWIDE**

\$2B (PRIVATE)

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WWW.KATHYIRELAND.COM

kathy ireland Worldwide continues to experience growth, offering designs in bridal and special occasion gowns, fine jewelry, luxury cashmere sweaters/accessories and furs, apparel, infant and toddler apparel, socks, footwear, anti-aging skincare for men and women, furniture, flooring, area rugs and hard surfaces, indoor and outdoor lighting, ceiling fans, accessories, window treatments, home office, upholstery, leather and microfiber, top of bed, mattresses, sheets, mattress covers and pillows, candles, hand-painted fine porcelain and decorative shelving. kiWW launched strategic relationships with Raymour & Flanigan, Nebraska Furniture Mart, National Business

Furniture, Bauhaus (a La Z Boy company), Lloyd's of Chatham, American Legend Cooperative, American Family Insurance and BrandSource. kiWW is expanding into several new categories such as fine china and flatware, crystal, luxury chocolates, organic florals, storage solutions, stationery, towels, sheets, pet products, home remodeling, quick-to-assemble furniture, futons and klik klaks, garden, food, kitchen, bath cabinetry, publishing and children's educational toys. kathy ireland Designs, ACafé by Chef Andre and Jardin by Nicholas Walker offer casual dining, mattresses, leather and upholstery with Primo International. Design It Yourself Crafting Supplies offers decorative trims, fabrics, stickers, decals and appliques. Other categories include Design it Yourself jewelry, real estate, vacation events, wedding events and planning, wedding program licenses, music and film licenses, publishing and greeting cards. kiWW entered into a multi-year licensing renewal with Pacific Coast Lighting for all indoor/outdoor lighting needs and accessories. A wholly owned kiWW subsidiary manages licensing and entertainment for Janet Jackson, including her New York Times No. 1 best-selling book "True You," which includes 30 recipes for healthy living developed by Chef Andre of ACafé. kiWW also represents global beauty icon José Eber. Key retail partners of kiWW continue to be more than 65,000 independent retail doors, which are located in 50 countries. Fine retailers such as Belk department stores and macys.com carry kiWW products. kathy ireland Office can be found at fine retailers across the country including National Business furniture, officedepot.com and staples.com. Kathy Ireland philanthropic work supports many non-profits including the Elizabeth Taylor HIV/AIDS Foundation, Feed The Children, Providence Educational Foundation, The American Israel Public Affairs Committee, The Anti-Defamation League, Jewish Defense League and 9-1-1 for Kids.

29 THE CHEROKEE GROUP

\$2B

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WWW.CHEROKEEGROUP.COM; WWW.CHEROKEEUSA.COM

Cherokee Inc.'s key properties available for license include its namesake Cherokee Brand, Liz Lange, Sideout, Carole Little, and ále by Alessandra. The Cherokee Brand is an iconic American family-lifestyle brand offering classic, casual comfort at affordable prices. First founded in 1973, Cherokee offers an assortment of men's, women's, and kids' apparel, accessories, footwear and home products. The brand is licensed in over 40 different countries and sold in more than 5,000 locations. Liz Lange was acquired by Cherokee in September 2012 and is one of the most recognized and respected maternity brands sold throughout North America. Sold exclusively at Target stores, Liz Lange Maternity has revolutionized modern maternity wear by providing pregnant women stylish, fashion-forward clothing and accessories. Sideout was first conceived in 1983 by a California Volleyball player and has since grown into a sportswear and active wear line that is beach and street-inspired and active and genuine in style. The brand is sold in various countries around the world. Carole Little and Saint Tropez West are women's apparel brands sold directly through TJ Maxx. They were first acquired by Cherokee in December 2002. In February 2013, Alessandra Ambrosio, a recognized supermodel and fashion icon with over 15 years experience in the style industry, formed an exclusive partnership with Cherokee Inc. to market and license ále by Alessandra as a worldwide lifestyle brand. The brand brings a collection of feminine, colorful and effortless apparel to savvy, fashion-minded women around the world. Cherokee Inc.'s key areas for growth in 2013 and beyond include organic growth by expanding product categories/lifestyle footprint and strengthening retail partnerships; gaining new international retail partners to expand the company portfolio into additional geographic marketplaces; strategic acquisitions by targeting selected style-focused lifestyle brands that would be accretive to both the Company and shareholders and have high potential for international market growth. Cherokee's key retail partners include Target Stores (U.S. & Canada), Tesco (U.K., Ireland and certain Central European countries), RT-Mart (Peoples Republic of China), Pick 'n Pay (Republic of South Africa, Zambia, Namibia, Zimbabwe, Lesotho), Falabella (Chile, Peru and Colombia), Arvind Mills (India), Shufersal LTD.(Israel), Comercial Mexicana

(Mexico), Eroski (Spain), Nishimatsuya (Japan), Magnit (Russia), Landmark Group's Max Stores (certain Middle East and North Africa countries) and the TJX Companies (U.S., Canada and Europe).

30 ROVIO ENTERTAINMENT

\$2B (E)

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WWW.ROVIO.COM

2012 was another record-breaking year for the mobile entertainment provider and creator of Angry Birds franchise. The company, which launched four new games, reported that consumer products revenue was more than three times that reported in 2011 and accounted for 45 percent of sales.

31 BBC WORLDWIDE

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

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Revenue and growth for BBC Worldwide consumer products is driven by the company's key core brands: the sci-fi series "Doctor Who," "Top Gear," natural history division BBC Earth and "Dancing with the Stars," with over 40 unique versions currently airing in over 80 countries. Growth over the next year will be driven by the extension of existing licensing properties both in the U.K. and internationally. BBC Worldwide expects to grow revenue with licensing programs around Doctor Who, Top Gear, BBC Earth's Planet Earth and Frozen Planet, The Walking With Dinosaurs franchise and preschool series such as "Sarah and Duck," "Baby Jake" and "Dino Paws." In Blu-ray and DVD, BBC Home Entertainment titles continue to perform solidly at retail, with strong placement at major retailers including Walmart and Target. BBC Earth's Africa, which premiered in January 2013, saw strong ratings and has been a major Blu-ray and DVD release title for BBC Worldwide in February 2013. BBC Worldwide launched its first limited nationwide theatrical release in the U.S. in over 450 theaters in February 2013. BBC Worldwide is also growing its live events business; 2012-13 was a busy year for live events, with shows in the U.K., U.S., Australia, Russia, South Africa, Finland, Hong Kong and China. Walking with Dinosaurs, rated the most successful world tour of 2010 (Pollstar), returned from hiatus, roaring into continental Europe in 2012 and continues to tour 2013. In the U.K., BBC Worldwide's live events business opened a permanent 35,000-square-foot Doctor Who visitor attraction and a new Deadly 60 visitor attraction. It also staged theater and arena tours, concerts, large-scale exhibitions and even a 16-week residency of Dancing with the Stars- live in Las Vegas. The "Doctor Who" series is celebrating its 50th anniversary in November 2013. The brand will be a focal point for growth, adding new product categories and growing consumer products at new and existing retail stores such as Hot Topic, Hastings, Transworld/FYE and more. "Top Gear" continues to be a strong broadcast performer with the original UK. and local formats.

32 MGA ENTERTAINMENT

\$1.7B (PRIVATE)

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WWW.MGAE.COM

Key licensing properties for retail sales in 2012 include Bratz, Lalaloopsy, Moxie Girls, Bratzillaz and Little Tikes. The "Lalaloopsy" television series debuted on Nickelodeon and MGA launched the national Bratz girl empowerment campaign for 2013. MGA also expanded the product categories for Little Tikes. In 2012 MGA had strong success with an encore Lalaloopsy promotion for QVC's 'Christmas in July' special segment.

33**SESAME WORKSHOP**

\$1.6B (NON-PROFIT)

MAURA REGAN, SVP AND GENERAL MANAGER, GLOBAL

CONSUMER PRODUCTS, +1.212.875.6416

WWW.SESAMEWORKSHOP.ORG

Sesame Workshop is excited to continue its partnership with Hasbro. Products from Hasbro's Playskool brand will feature a full range of Sesame Street characters. Fan can look forward to Big Hugs Elmo, which can actually hug kids back, and the Sesame Street Roads & Rails collection, which includes three vehicle themed play sets featuring Elmo, Ernie or Cookie Monster. Sesame Workshop has partnered with Qualcomm and created an app called "Big Bird's Words," available this year. This app will feature the first ever use of Qualcomm Vuforia augmented reality platform's text recognition capability. Within the app, children are guided, via the use of a virtual "wordoscope," to search for and find new words in their environment. In partnership with Microsoft through the magic of Kinect for Xbox 360, Sesame Workshop launched season two of "Kinect Sesame Street TV." This year marks the 30th anniversary of "Big Bird in China," the iconic one-hour special. Sesame Workshop will be celebrating with special events, a social media campaign, and online activity. It is also continuing to air Sesame Street's "Big Bird Looks at the World." Through the lens of scientific investigation, children are encouraged to ask questions, make observations and form conclusions. This February also marked a rare achievement for any media brand, let alone one that focuses solely on the preschool set: Sesame Street exceeded 1 billion views on YouTube, making us the first nonprofit organization and the first children's program to reach the milestone. To top it all off, a new indoor themed ride named Sesame Street Spaghetti Space Chase debuted at Universal Studios Singapore. Great products featuring a range of everyone's beloved Sesame Street characters were introduced to Hasbro's Learning Line, including Ernie's Alphabet Notepad which is designed to help kids explore their ABC's while learning on a colorful LCD screen tablet. Sesame Workshop launched bakeware products in-store with Williams Sonoma. Internationally, "Sesamstrasse," the German co-production of "Sesame Street," celebrated its 40th anniversary. In commemoration, NDR aired a 4-hour televised 40th special featuring appearances from Sesamstrasse Muppets, German and American celebrities and a documentary segment. There were also museum exhibits. "Plaza Sésamo," the Latin American adaptation of "Sesame Street," also celebrated its 40th anniversary. In addition to an exciting kick-off event at Teatro Aldama with live Muppet performances, there was also a traveling photo exhibit at 18 shopping malls throughout Mexico. Elmo and Cookie Monster had a whirlwind tour of Australia in July. With visits to some of Australia's most popular attractions and appearances on morning and daytime, Elmo and Cookie Monster got to make some new friends down under. Then in August, Sesame Street's Elmo, Grover and Abby Cadabby visited London to cheer on Team USA at the 2012 Olympic Games.

34**THE POKÉMON COMPANY INTERNATIONAL**

\$1.6B (PRIVATE)

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Pokémon, one of the most popular entertainment franchises in the world, had an extremely successful 2012 across all its pillars—video games, Pokémon trading card game and animation, as well as its wide portfolio of licensed product. The successful October launch and record sales of the highly anticipated "Pokémon Black 2" and "Pokémon White 2" video games for the Nintendo 3DS and Nintendo DS family of systems was one of many exciting new offerings. The Pokémon trading card game, which has shipped more than 20 billion Pokémon TCG cards worldwide, continues to be a leader in the trading card game category at major retail and hobby shop locations around the world. Launching in 2012 were four new Pokémon TCG: Black & White expansions and various incidental Pokémon TCG product, including collectable tins and box sets. The newest Pokémon full-length feature film, Pokémon the Movie: Kyurem vs. The Sword of Justice, aired on Cartoon Network in the U.S. and other broadcast partners across the globe, and the two-disc DVD of Pokémon the Movie:

Black-Victini and Reshiram and Pokémon the Movie: White-Victini and Zekrom came to retail. Licensed product in the toys and plush, Pokémon TCG and video game accessories, apparel and accessories, domestics, back-to-school, party supply, and costume categories rounded out another blockbuster year for the Pokémon brand. The retail success Pokémon continues to enjoy in 2013 coincides with the January announcement of Pokémon X and Pokémon Y for the Nintendo 3DS system. The titles will launch simultaneously around the world in October 2013. Pokémon X and Pokémon Y will inspire an extensive array of licensed product at retail, including a new toy and plush line by TOMY International, a new Pokémon TCG series and a new season of Pokémon TV animation. Additional licensing categories will be announced later this year. Also recently launched is the Pokémon TV app for iOS and Android devices. One new expansion from the Pokémon TCG: Black & White series has already launched in 2013 with additional expansions debuting later this year. The 16th season of Pokémon animation, "Pokémon: BW Adventures in Unova," debuted in February on Cartoon Network and has been rolling out in other markets over the course of the year. The DVD for Pokémon the Movie: Kyurem vs. The Sword of Justice launched April 2 in the U.S. by VIZ Media. Pikachu Press, The Pokémon Company International's publishing arm, features a collection of Pokémon-themed books that include new Pokémon adventures, fun puzzles, sticker collections and more.

35**BLUESTAR ALLIANCE**

\$1.5B

JOSEPH GABBAY, CEO, +1.212.290.1370

WWW.BLUESTARALLIANCE.COM

Key properties include English Laundry, Kensie, Hot Kiss and Harve Bernard.

36**THE HERSHEY COMPANY**

\$1.5B

ERNIE SAVO, DIRECTOR OF GLOBAL LICENSING AND

INTERNATIONAL PARTNER RETAIL, +1.717.534.8139

WWW.HERSHEYS.COM

Key licensing properties include Hershey's, Hershey's Kisses, Reeses, Jolly Rancher, Ice Breakers, Cadbury's and Heath. The Licensing Company was appointed to grow Asia business across core five global brands. Klondike Heath Bars remain the No. 3 Klondike bar. It is Unilever's No. 3 Klondike SKU overall, behind only original and Krunch. Reese's 48 oz. remains Unilever's No. 2 Breyers Blasts! SKU. Other well performing products include Wells' Blue Bunny/Cadbury frozen novelties with more than \$27 million in sales since launching in Q3 2012. White Wave International Delights coffee creamers had sales of \$90 million in 2012.

37**GIOCHI PREZIOSI GROUP**

\$1.5B

GRAZIANO DELMAESTRO, LICENSING DIRECTOR,

+39.01.96.47.51

WWW.GIOCHIPREZIOSI.COM

Key properties include Gormiti, Puppy in My Pocket and Dinofroz.

38**PERRY ELLIS**

\$1.4B

MARIA FOLYK-KUSHNEIR, SVP, LICENSING, +1.212.536.5718

WWW.PERRYELLIS.COM

During 2011, Perry Ellis International increased penetration in licensed categories for brands such as Perry Ellis, Original Penguin, Laundry by Shelli Segal, Pro Player and Jantzen, while also introducing additional classifications. This year the company will emphasize continued expansion of its international distribution for its portfolio of brands including Perry Ellis, Original Penguin, Laundry by Shelli Segal, Jantzen, C&C

California, 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, J.C. Penney and Sears.

39 BEVERLY HILLS POLO CLUB

\$1.3B (E) (PRIVATE)

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

40 THE COCA-COLA COMPANY

\$1.3B

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WWW.COCA-COLA.COM

Led by Coca-Cola, the world's most valuable brand, The Coca-Cola Company's portfolio features \$16B brands including Fanta, Sprite, vitaminwater, Powerade, Minute Maid, Georgia and Del Valle. More than 500 million consumers purchase its licensed merchandise annually. In 2013, Coca-Cola will continue to focus on collaborating with designers, illustrators and artists to bring new products to life. In February, Coca-Cola launched a capsule collection of apparel and accessories designed by NIGO under the Human Made label. Additional regional and global collaborations are planned throughout the year with leading fashion brands at all retail tiers. Coca-Cola will continue to infuse the drinkware category with innovation. More than 250 million Coca-Cola glasses are sold around the world each year. The Arciform and Coca-Cola Heritage Glasses designed by Thomas Meyerhoffer debuted in February. A designer series of Coca-Cola decorated drinkware will launch later this year at key retailers around the world. In 2012, Coca-Cola collaborated with Nendo, the renowned design firm, to create a range of blown glass tableware made from recycled Coca-Cola bottles. The collection first debuted at Design Tide in Tokyo and was later featured at influential retailers around the world. Plans are in place to gain wider distribution in 2013. Coca-Cola recently embarked on a long-term partnership with HSN to create an omni-channel retail experience for consumers. Several programs are planned in 2013 as well as an interactive digital experience and online store at HSN.com. Sustainability will remain front and center as Coca-Cola continues to leverage its partnership with will.i.am to collaborate with iconic brands under the EKOCYCLE label. In 2012, Levi's, Beats by Dre, RVCA, New Era, MCM and Case-Mate joined the movement and produced EKOCYCLE licensed merchandise made from recycled materials. Retail activations are planned for EKOCYCLE throughout 2013 along with the addition of new partners including adidas and the NBA.

41 NBCUNIVERSAL

\$1.3B

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WWW.NBCUNI.COM

NBCUniversal has two divisions responsible for the company's consumer products licensing and promotional partnerships—Universal Partnerships & Licensing and NBCUniversal Television Consumer Products. UP&L oversees Universal's consumer product licensing, film and home entertainment promotions and all corporate

alliances for Universal's theatrical, home entertainment, theme parks and stage productions. The NBCUniversal Television Consumer Products Group is dedicated to television licensing across NBCU's family of television networks. UP&L had a strong showing in retail, promotional and licensing support in 2012 behind some of the year's most popular films, including innovative programs surrounding the epic action-adventure Snow White and the Huntsman and partnerships with several marquee brands for Illumination Entertainment's third feature Dr. Seuss' The Lorax, which was supported by more than 150 partners across the globe including Whole Foods Market, Pottery Barn Kids, Seventh Generation and Stonyfield Farms. "Jurassic Park: Builder" was Apple's "Best of" App Store feature for top grossing iPhone and iPad app of 2012 while "Jaws: Revenge" made it to No. 2 in Top Free iPhone Apps in the U.S., thanks, in part, to a cross-promotional program which included Discovery's Shark Week and the launch of Jaws on Blu-ray. On the traditional side of the licensing business, UP&L secured renewals with Stena Line Cruises and Minnesota Children's Museum for Curious George and secured a second-year partnership with Pepsi/Frito-Lay for a Halloween-themed promotion centered on the Universal Monsters. Throughout 2012, the UP&L team continued to bolster their corporate alliances with key partners including American Express, Hilton Hotels, Coca-Cola, Nestle Waters and Gibson. Some highly anticipated theatrical releases will lead UP&L's success including Despicable Me 2, Fast & Furious 6, 47 Ronin, Jurassic Park 4, Minions and more. In 2012, NBCUniversal Television Consumer Products built upon several key franchises for Universal Media Studios and Universal Cable Productions respectively, successfully partnering with key licensing agencies including Joy Tashjian Marketing Group, Big Tent Entertainment, ACI Licensing, Consumer Strategies, Paradox Entertainment and Pottinger-Nichols Media Group. "The Biggest Loser" brand continues to grow with key partnerships and product releases in the health and wellness category across various platforms. "The Office" continues to increase in popularity and maintained success in the marketplace through new product licenses including multiple calendars with Andrews McMeel and Trends International, fun mini-kit collectibles with Running Press, Hallmark greeting cards and Dunder Mifflin-branded copy paper from Quill. This year Quill launched new Dunder Mifflin-branded office products. "Parks and Recreation" delighted fans with the Ron Swanson You Had Me at Meat Tornado t-shirts at Old Navy from Ripple Junction. "Late Night With Jimmy Fallon" product launches included Thank You Notes 2, the second hilarious book from Jimmy Fallon, and Fallon's comedy album, "Blow Your Pants Off." New partners were brought in for the Grimm property, including Titan Publishing for the official magazine, Breygent for trading cards, Fifth Sun for apparel, Dynamite Entertainment for comic books and Dark Horse for prop replicas and novelties, all to launch in 2013. The first season of "Smash" brought a soundtrack with original show songs and cover tunes from Columbia Records and sheet music songbooks from Alfred Publishing. The new Facebook Social Game for Universal Media Studios' "House," House MD: Critical Cases, launched this year as well. Reality competition series, "Fashion Star," brought an unprecedented approach to television licensed products through partnerships with key retailers, Saks Fifth Avenue, Macy's and H&M, making the fashion apparel seen in the show available for purchase online the very same night. Sewing patterns from The McCall Pattern Company featured designs directly based on styles from the show. "Minute to Win It" kids meals returned to Wendy's with fun, exciting "Minute to Win It" challenges for the entire family. Top-performing cable properties continued to flourish in the licensing space. USA programs shined in the publishing arena with top selling original novels for "Psych" from Penguin Publishing. On Syfy, "Warehouse 13" has seen continued success with a mini-farnsworth replica and animated maquettes from Quantum Mechanix, and "Alphas" season one trading cards launched this year from Cryptozic. A vast catalog of classic television properties, including "The Munsters," "The Six Million Dollar Man," "Battlestar Galactica," "Knight Rider," "Saved by the Bell" and "Leave it to Beaver" continue to resonate with fans of all ages. These iconic series have found renewed strength in apparel, collectibles, toys and lifestyle goods with licensing partners such as EFX Collectibles, Diamond Select Toys, Moebius Models, Aoshima, Hallmark and Bif Bang Pow. The Telemundo consumer products program has continued to build momentum in the financial services categories with successful lines of award winning gift cards with Incomm and a reloadable prepaid debit card from Western Union. NBCUniversal Television Consumer Products also manages e-commerce stores on behalf of the broadcast networks, providing direct to consumer sales platform for its programs.

42 NHL

\$1.3B

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WWW.NHL.COM

43 SUNKIST GROWERS

\$1.3B (PRIVATE) (AGRICULTURAL COOPERATIVE)

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WWW.SUNKIST.COM

Sunkist Global Licensing has more than 45 licensees operating and marketing the Sunkist brand in over 55 countries. 80 percent of Sunkist's business is in beverages, primarily juice, juice drinks and soda. The majority of sales are in North America and Asia, but the company operates in Europe, Africa, the Middle East and Australia. In addition, Sunkist will continue to expand into new countries with both new and existing licensees. More than 700 different licensed products carry the Sunkist brand globally.

44 U.S. POLO ASSN.

\$1.3B

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WWW.USPOLOASSN.COM

Key licensed categories for the company include men's, women's and children's apparel, accessories, luggage, watches and shoes. In addition to wholesale licensing, the company is also setting up retail license franchisees and is currently operating some 450 retail stores worldwide. Key retail partners and programs during 2012 include with LI & Fung in Asia, ARVIND in India, Aydinly in the Middle East and Enabravo in South America.

45 WWE

\$1.23B

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WWW.WWE.COM

In 2013, WWE is focused on expanding its global infrastructure with the appointment of new consumer products employees in Miami, London, Singapore, Shanghai and Mumbai. WWE continues to broadcast in 145 countries in more than 30 languages. The company's flagship event, WrestleMania XXVIII, was the most lucrative yet, generating more than \$67 million from ticket sales and global PPV buys from 105 countries in more than 20 languages. Today, WWE has over 150 licensees around the globe. WWE's toy program with Mattel continues to enjoy strong success, ending the year as the No. 2 action figure brand in North America and the U.K. (source: NPD). Mattel also launched the new WWE Brawlin' Buddy line that has captured the imagination of the younger consumer. WWE continued its success in the video game category with the release of "WWE'13" in October 2012, which has sold over 2 million units to date. WWE DVDs held the No. 1 position in the sports category for 48 out of 52 Weeks in 2012. WWE will continue to grow our licensed merchandise footprint within 2013 through several key initiatives that include enhanced investment in creative designs and brand management activities to provide exclusive and relevant retailer, category and channel merchandise offerings; growth in the core action figure toy sub-category through continued product innovation and also broader penetration into new toy sub-categories; driving the widely popular WWE video game franchise to new heights via our new partnership with Take2 Interactive; further segmentation of the WWE's top rated sports entertainment slate of DVD and Blu-Rays with new and unique box-set offerings to satisfy the hardcore and casual WWE fans; execute key cross-category promotions at retail that showcase the full breadth and depth of WWE's licensed merchandise portfolio and that tie to marquee WWE tent-pole PPV

events; leverage the investment in recently hired WWE licensing sales headcount in key overseas markets as we partner with a revamped roster of licensing agents. These international licensing activities to be supported by our dynamic WWE live event shows and exciting roster of WWE TV shows. WWE has a broad distribution footprint globally with retailers including Walmart, Toys 'R' Us, Kmart, Asda, Carrefour, Auchan, Hot Topic, Best Buy, Kroger, Dollar General and Walgreens.

46 CHRYSLER GROUP

\$1.214B (PRIVATE)

ROHENA DUA, MANAGER, LICENSING OPERATIONS,

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WWW.THELICENSINGCOMPANY.COM

Key properties are Jeep, Chrysler, Dodge, Ram, SRT and Mopar. In November 2012, Jeep launched a premium technical apparel and accessories brand called Jeep Xtreme Performance (JXP) in China. In 2013, the brand will continue to grow with launches in South East Asia, Europe and North America. The Dodge brand is gearing up for its 100th anniversary in 2014 that will be supported by several licensed product categories. Ram has declared 2013 "The Year of the Farmer" and has reinvigorated the brand extension program with a segmentation strategy targeted at the core Ram consumer. The SRT Viper launch in 2013 has been very well received and a point of focus for gaming, toy and replica categories. Chrysler continues to build a Made in America merchandise program around its Imported from Detroit campaign that has successfully recaptured attention for this classic American brand. The Mopar licensing program's mainstay categories of restoration parts and universal fit accessories grew as the market rebounded and additional growth came from new apparel and collectibles partners. Jeep retail stores have seen growth of up to 30 percent annually in terms of store numbers and retail sales. There are currently 271 stand-alone stores and 1,331 shop-in-shops in China, South East Asia, South Korea, Australia, South Africa and Venezuela. In China, the Jeep Xtreme Performance brand had 44 retail locations open by the end of 2012.

47 SONY PICTURES CONSUMER PRODUCTS

\$1.2B

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WWW.SONYPICTURES.COM

2012 was a big year for Sony Pictures with successful films at box office and strong TV properties. In 2012, SPCP focused on new films such as Men In Black 3, which had a limited but successful program, selling especially well internationally. SPCP kept the "blue" alive with Smurfs after the success of the film in 2011. On the TV side, "Breaking Bad," the hit series with a huge cult following, SPCP was able to fulfill the needs of the core fan base with apparel and accessories that were in high demand. Ongoing licensing programs include other TV and classic film properties, such as Wheel of Fortune, Jeopardy, Ghostbusters, The Karate Kid, Taxi Driver, Married with Children, Charlie's Angels, Easy Rider and many more. In 2013, Sony's blockbuster property is The Smurfs 2, and SPCP has a wide array of products, even greater than the first film. The retail presence will boost the brand's awareness even more, and they hope to keep the momentum of the Smurfs going through the third film in 2015 and beyond. The Mortal Instruments: City of Bones is a film based off of the best-selling young adult novel and releases on Aug. 23. This is another property with a built-in core fan-base SPCP is catering to. SPCP is expecting the licensed product, which is mostly fashion and novelty based, to do very well at retail. They are also working on Cloudy with a Chance of Meatballs 2, releasing Sept. 27, which will have a lot of promotional support. The 2014 film Popeye, based on the original cartoon and TV series, will bring fun licensed products to kids across all categories, especially toys and games. After the huge success of Hotel Transylvania in 2012, SPCP is gearing up for the sequel in 2015, which will no doubt have a strong presence at retail that fall. Men In Black 3 hit strongly at retail internationally with promotional programs in

multiple countries around the globe including big retailers like Toys 'R' Us, Tesco, Asda and Sainsbury's, and online programs with Amazon and Argos. Another of SPCP's successful retail programs from 2012 was the Breaking Bad promotion with Hot Topic. Hot Topic's demographic is very aligned with the TV show's core fan group. The in-store presence and promotional elements were really strong, and the products were flying off the shelves. This promotion helped the property to gain more awareness at retail and spread beyond the initial specialty stores where product was located.

48 STANLEY BLACK & DECKER

\$1.2B

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The licensing program in 2012 covered three key Stanley Black & Decker brands. Black and Decker has been a preeminent brand in the home and consumer DIY sector for over 100 years. The brand has 100 percent brand awareness and 80 percent household penetration and No. 1 share in most categories. Black & Decker has strategically entered into licensing as an extension of their core products and some of the licensed categories include small home appliances, gardening tools, 12 volt automotive and electronic products, safety gear, ladders, handheld flashlights, toys, how-to books, industrial cleaning and pressure washers. Stanley is a 170-year-old brand that is dominant with serious DIYers and professionals. It is the leading global manufacturer of tools, hardware and security solutions for consumer, professional and industrial use and enjoys 98 percent of brand awareness. Stanley's licensing program is the most comprehensive in the tool and hardware industry. Through licensing, Stanley has extended its brand prominence in the hardware category and has reinforced its pro-quality image with core consumers. Some of the current licensed categories include welding equipment, storage solutions, generators, wet/dry vacs, 12 volt automotive and electronic products and work lights, cable management, work gloves, industrial fans and heaters, jobsite mobile accessories, garden sprayers and ladders. DEWALT is a 77-year-old brand known for quality, innovation and jobsite durability and is the market leader for professional power tools and equipment. With its premium market position, DEWALT designs and continually optimizes professional workhorse solutions—tools, accessories and service—to ensure absolute confidence for the toughest jobsite conditions. Licensed products include wireless alarm systems, professional trade reference books, worksite storage, pressure washers, ladders, jobsite safety equipment, footwear, work wear, generators and air compressors. In 2013, Stanley Black & Decker's licensing program will continue to expand into new, strategic product categories for the home and jobsite. New licensees added in 2012 across a host of categories, including work boots, BBQ grills and jobsite heaters, will provide opportunities for increased brand impressions and new retail channel growth. Current licensees will drive growth by working and collaborating closely with SBD and focusing on expanding their placement across a broad range of retail accounts and introducing new products through effective marketing strategies and product innovation practices. Stanley Black & Decker's portfolio of brands can be found in almost every channel of trade including major DIY retailers, hardware retailers, industrial and commercial channels, mass, mid-tier and home specialty. The existing retail partners are expected to continue to be strong, strategic partners of licensed product across all brands in 2013.

49 FREMANTLE MEDIA ENTERPRISES

\$1.1B (FREMANTLE MEDIA ENTERPRISES IS PART OF FREMANTLE MEDIA, WHICH IS OWNED BY THE RTL GROUP, WHICH IN TURN IS 92 PERCENT OWNED BY BERTELSMANN AG.)

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Current properties in FremantleMedia's portfolio include kids' brands such as Tree

Fu Tom, Monsuno and Wizards Vs Aliens; top entertainment franchises Idols, Got Talent and The X Factor; third-party brands such as Bellator, Rebecca Bonbon and Conde Nast's Epicurious and SELF; and a broad range of popular game show brands such as The Price Is Right, Family Feud, Press Your Luck and Let's Make a Deal. The company currently has 15 kids' shows in production and recently formed a landmark partnership with BBC Children's for the continual creation of new original kids' content over the next five years. Extending beyond television screens, the deal sees FremantleMedia representing a range of global ancillary rights, including merchandise, home entertainment, live events, publishing, worldwide distribution and more. FremantleMedia has also sold its original kids' programming globally to networks such as Disney XD, Nicktoons, CBBC, CBeebies, Cartoon Network, HBO Family Latin America, Sprout, The Hub, ABC Australia, BBC Kids Canada, etc. Shows such as "Monsuno" and "Tree Fu Tom" have experienced phenomenal success. With a comprehensive international licensing strategy in place, and an EMEA master toy agreement with Giochi Preziosi, Tree Fu Tom is establishing itself as a powerhouse property in the global preschool market. There are over 20 licensees supporting Tree Fu Tom at retail in the U.K., with everything from toys, books, DVDs and nightwear. Current licensees include Giochi Preziosi Flair Group as the master toy licensee for EMEA for figures, play sets, role-play; Random House for publishing products such as picture books and activity books; TDP Textiles and Akroyd and Sons for nightwear and underwear; Blues Clothing for T-shirts; World's Apart for pop-up tent, ready bed; VMC Accessories for dress up and accessories including hats, scarves and sunglasses; MV Sports for scooter and accessories; and Ravensburger for puzzles. Additional product categories such as bedding, lunchware, arts and crafts and outerwear will follow later in 2013. Retail presence has been outstanding, with products secured in major U.K. retailers such as Toys 'R' Us, Tesco, The Entertainer, John Lewis, Smyths and Sainsbury's. In addition to great retail programs, FremantleMedia has also continued exploring new distribution avenues for making its content available to consumers. Over the past year, the company has formed digital partnerships with leading companies such as Netflix, iTunes and Hulu. FremantleMedia has also capitalized on its great TV programming by providing opportunities for consumers to experience the shows live and in-person. The company currently produces The Price Is Right Live! tour, which has been playing to sold out audiences around the US; Let's Make A Deal Live! And the ever-popular Family Feud Live! In addition, The American Idol Experience is a permanent attraction that creates a daily exciting competition to find America's next rising star within Disney's Hollywood Studios at Walt Disney World. America's Got Talent Live in Las Vegas has been attracting crowds at the Palazzo, while Australia's Got Talent Backstage Tour provides exclusive behind-the-scenes access. This year, FremantleMedia, Syco and NBC struck a major deal with Snapple beverage for a lead sponsorship of America's Got Talent, making them the first-ever exclusive beverage sponsor for the series. Combined with the Coca-Cola sponsorship of American Idol and the Pepsi sponsorship of The X Factor USA, FremantleMedia has successfully formed partnerships with the three largest beverage companies in the U.S. The company has also continued to expand its brands through online and digital gambling efforts, which include the recent acquisition of the Canadian based multi-platform gaming company Ludia. FremantleMedia currently has successful online games available for properties such as The Price Is Right, Family Feud and Press Your Luck, while the company's U.K. gambling division has struck deals for Trivial Pursuit and Connect 4 branded slots and instant win games for online and mobile.

50 CATERPILLAR

\$1.12B

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Growth in the footwear, apparel, bags and accessories' collections (eyewear, watches and gloves) and toys were key drivers for retail sales in 2012. Twenty-five freestanding Cat lifestyle retail stores opened worldwide in 2012 bringing the total of to 49. In 2013, Caterpillar will launch additional Cat retail lifestyle stores in Central and South America, China, India and Italy. In addition, it will launch new categories of fabric, battery chargers, power inverters and jump starters as well

as work/service lights and 4G Android Smartphones. It will continue working with current licensees to develop exciting new styles and products that reflect Cat brand attributes. Caterpillar has agreements with key licensees who work with their distributor partners throughout the world in 143-plus countries.

51 CARTE BLANCHE GREETINGS

\$1B (PRIVATE)

RICHARD EDMONDSON, COMMERCIAL DIRECTOR,

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WWW.CARTEBLANCHEGREETINGS.COM

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

52 JARDEN CORPORATION

\$1B (E)

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WWW.JARDEN.COM

Jarden Corporation is a leading provider of niche consumer products, which are divided into four primary business units: Branded Consumables, Consumer Solutions, Outdoor Solutions and Process Solutions. Branded Consumables brands include Ball, Bee, Bicycle, Crawford, Diamond, Dicon, First Alert, Forster, Hoyle, Java Log, Kerr, Lehigh, Leslie-Locke, Loew-Cornell and Pine Mountain; Consumer Solutions brands include Bionaire, Crock-Pot, FoodSaver, Health o meter, Holmes, Mr. Coffee, Oster, Patton, Rival, Seal-a-Meal, Sunbeam and VillaWare; and Outdoor Solutions brands includes Adio, All-Star, Abu Garcia, Berkley, Campingaz, Coleman, Fenwick, Gulp!, JT, K2, Marker, Marmot, Mitchell,

PENN, Pflueger, Rawlings, Shakespeare, Sevylor, SpiderWire, Stearns, Stren, Trilene and Volk. During 2012, Jarden Consumer Solutions had continued success with GrillMaster BBQ grills, Sunbeam garment care which included sewing machines and garment steamers, Oster cookware and gadgets in Latin America, Mr. Coffee coffee accessories: pump pots, travel mugs, French presses and Crock-Pot cookbooks and recipe calendars. Jarden Consumer Solutions 2012 initiatives included, the launch of Crock-Pot seasoning mixes, Crock-Pot shelf-stable dinner kits; Crock-Pot fresh roasts for slow cookers, a Crock-Pot Recipes app and the following categories under Sunbeam: Consumer Electronics, Home Organization and Butane Lighters. Jarden Outdoor Solutions iconic brands have been involved in several key licensing initiatives that will drive growth in 2012 and beyond by extending into new categories within soft lines and hard lines. Coleman lifestyle will extend into apparel and accessories and builds on its outdoor living products with the launch of a new extensive backyard BBQ line. Coleman's continues to actively look for expansion into new categories that complements the brand. K2, Marker and Marmot also look to extend their well known brands into adjacent categories such as accessories and footwear. Pure Fishing's family of brands that includes Shakespeare, Berkley, and Ugly Stick have signed additional apparel partners to round out their current lifestyle collection. The re-launch of the Adio brand in footwear positions the brand for expansion in apparel and accessories focused on the skate lifestyle. Rawlings continues to look for new opportunities in "Outside the Lines" categories that further expand their lifestyle products such as eyewear and electronic accessories. Brand licensing efforts for Jarden Branded Consumables and Outdoor Solutions are being led by Brand Central.

53 MARTHA STEWART LIVING OMNIMEDIA

\$1B

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WWW.MARTHASTEWART.COM

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

54 NASCAR

\$1B (E) (PRIVATE)

BLAKE DAVIDSON, VP LICENSING AND CONSUMER

PRODUCTS, +1.704.348.9613

55 PIERRE CARDIN

\$1B (E) (PRIVATE)

PIERRE CARDIN, FOUNDER, +33.1.40.06.00.68

WWW.PIERRECARDIN.COM

56 PLAYBOY ENTERPRISES INTERNATIONAL

\$1B (PRIVATE)

CHRISTINE COFFELT, SVP, GLOBAL LICENSING; REENA PATEL, VP OPERATIONS AND HEAD OF MOBILE LICENSING, +1.310.424.1800
WWW.PLAYBOYENTERPRISES.COM

Key licensing properties are Playboy, Rabbit Head design and Playmate. Key licensing initiatives that will drive growth in 2013 and beyond include beverage and apparel categories. Its products are sold to department stores, mid-tier, mass and specialty.

57

GENERAL MILLS

\$950M

JOHN ALLGAIER, LICENSING DIRECTOR; JESSICA KURTH, LICENSING MANAGER, +1.763.293.3944
WWW.GENERALMILLS.COM

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

58

NELVANA ENTERPRISES

\$900M

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Throughout 2012, Nelvana Enterprises continued to drive global licensing and merchandising activity through key brands including BEYBLADE, Babar and Franklin and Friends. Following the re-launch of the "BEYBLADE" TV series and toy line, the franchise is now in more than 80 countries with more than 200 licensees. BEYBLADE has consistently ranked as the No. 1 battling toy brand for kids. 2013 will witness a global regeneration of the brand with the launch of BEYBLADE: Shogun Steel, a complete brand refresh, featuring a new TV series, toy innovation from master toy licensee Hasbro, and extensive retail promotions designed to showcase the enduring power of BEYBLADE. Babar continues the celebrations of his 80th anniversary with the renowned Parisian concept shop, Colette, which unveiled an exclusive Babar men's couture fashion line by designer Soulland. The collection is designed and distributed by Colette will roll out at Opening Ceremony shops in the U.S. and other high-profile retailers worldwide. Nelvana is also expanding its Franklin and Friends program through a multi-platform partnership with America's premier aquatic theme park, SeaWorld. Launched earlier this year in Orlando, San Diego and San Antonio, the program includes a dedicated Franklin home in-park where visitors can interact with Franklin and purchase exclusive merchandise. Inspired by this new partnership, two new Franklin and Friends specials will see Franklin exploring the natural world far outside of Woodland for the first time. 2012 saw the kickoff for Babar's 80th American anniversary with several high profile brand partnerships in North America. These included dedicated Babar boutiques in 21 Saks Fifth Avenue stores plus the flagship store in New York City, which featured Babar in its window displays during the holidays, and the transformation of Books of Wonder, New York City's largest independent children's bookstore, into the "World of Babar."

59

FRIGIDAIRE

\$900M

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WWW.FRIGIDAIRE.COM

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

60

HARLEY-DAVIDSON MOTOR COMPANY

\$900M

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WWW.HARLEY-DAVIDSON.COM

61

AUTHENTIC BRANDS GROUP

\$800M (PRIVATE)

JAMIE SALTER, CEO; NICK WOODHOUSE, PRESIDENT AND CMO, +1.212.760.2411
WWW.ABG-NYC.COM

Key properties for retail sales in 2012 include Marilyn Monroe, Misook, Christopher Blue, Hickey Freeman, Hart Schaffner Marx, Hickey by Hickey Freeman, HSM 1887 by Hart Schaffner, Palm Beach, Graham and Gunn, Prince, Ektelon, Viking, Tapout, Silverstar and Sportcraft. Factors that will drive growth on 2013 include the recent acquisition of Judith Leiber, Adrienne Vittadini and Taryn Rose; continued international expansion of all brands; the Marilyn Monroe brand continues to grow both as an endorser and as a licensed property; increased penetration in all forms of digital and social media; and brand extensions into non-traditional categories. Key retail partners and programs during 2012 included Bergdorf Goodman, Neiman Marcus, Saks Fifth Avenue, Dillard's, Nordstrom's, Macy's, Kohl's, Sears, The Sports Authority, Modell's, Dick's Sporting Goods and Sports Direct.

62

TELEvisa CONSUMER PRODUCTS

\$780M

MARY CARMEN ROTTER, MANAGING DIRECTOR, CONSUMER PRODUCTS, +1.786.265.2500
WWW.TELEvisa.COM

Key properties are El Chavo and Patito Feo. Televisa's leading genre is telenovelas for teens/kids, and this year has proven successful again in Brazil. SBT (Sistema Brasileiro de Televisao) has launched to the market CARROSSEL and has launched an animated spin off of the brand. In Mexico, Televisa owns one of the most important soccer teams, Club America, which has more than 1,000 different products developed every year. Televisa created a girl's property in 2008 based on a book, Hablando Sola (Talking to Myself), which now has sold more than 250,000 copies and has 2 million followers in its social networking spaces. It is now in development for animated and TV content.

63

PGA TOUR

\$770M (PRIVATE)

TIM HAWES, SVP, RETAIL LICENSING, +1.904.285.3700
WWW.PGATOUR.COM

In 2012 the PGA TOUR family of brands continued to expand its global position as the prominent golf and lifestyle brand. Worldwide more than \$770 million in retail sales of PGA TOUR products were sold. The PGA TOUR has an extensive range of products from apparel items to hard goods and services distributed in 96 countries across six continents. The PGA TOUR licensed brands portfolio has expanded to 5 tours with the addition of PGA TOUR Canada and PGA TOUR Latinoamérica in 2012 to the brand family. The two new tours join the PGA TOUR, Champions Tour and Web.com Tour, as well as 32 tournament brands that are all under the licensing control of the PGA TOUR. These brands have been licensed for over 100 product and services categories, including apparel (men's, women's and children), office accessories, golf accessories, household and lifestyle products, jewelry, electronics, publications, food

and beverage, vacations, instructional services, golf simulators, minted coins and retail stores. The PGA TOUR has private label men's, women's and boy's apparel, accessories and luggage programs in the U.S., Canada, Latin America and Asia, which are sold in over 5,000 doors. The PGA TOUR has three key retail partnerships: PGA TOUR Superstores (15 locations) and PGA TOUR Airport Shops (34 locations) in the U.S. and Canada, and PGA TOUR Stores (56 locations) in China. PGA TOUR Grill, a chain of airport-based, health-centric restaurants, will be opening in 2013 with target of 16 to 20 restaurants in the next five years. In 2012, PGA TOUR licensee PGA TOUR Experiences released the TOURAcademy Home Edition DVD Instructional Series. Through the PGA TOUR's licensing program it has been able to develop licensing positions in traditional sports licensing categories (golf apparel, accessories, etc.), as well as establish a premium position with branded services not previously penetrated by any other sports program. In the traditional licensing category, the PGA TOUR developed unique relationships with specialty tie (Vineyard Vines) and memorabilia (Token & Icons) licensees in 2012. Tokens & Icons' untraditional application of golf balls pulled from the water at the iconic 17th hole at TPC Sawgrass, notably one of the most famous holes in golf, onto cufflinks and necklaces, among other licensed products, is a prime example of the PGA TOUR's innovative licensing programs. This memorabilia program provides expansion for the PGA TOUR brand in the high-end retail market, with distribution currently in Allen Edmonds and Red Envelope. PGA TOUR products are sold worldwide in over 10,000 stores. In China there are currently 56 PGA TOUR branded retail locations, with 18 opening in 2012 alone. In Japan PGA TOUR apparel, hard goods and accessories are sold in over 800 golf courses, golf specialty stores and apparel stores. In the U.S., PGA TOUR Superstore expanded to 15 locations in 2012 with the opening of three additional locations, and plans to open four more locations in 2013. The PGA TOUR's global network of on-site tournament merchandise at over 100 tournaments worldwide is an additional distribution channel offered to licensees. PGA TOUR Apparel, men's, women's, and boys' apparel line produced by Perry Ellis International, has initiated a PGA TOUR player pool program sponsoring six PGA TOUR professionals garnering additional exposure for the licensed program.

64 FOCUS BRANDS (AUNTIE ANNE'S, CARVEL, CINNABON, MOE'S AND SCHLOTZSKY'S)

\$750M (PRIVATE)

PATRICK MCGUIRE, BRAND LICENSING MANAGER, +404.705.2062
WWW.FOCUSBRANDS.COM

While Cinnabon accounted for a majority of 2012 sales, expansion of Cinnabon and Moe's programs will continue in 2013, with tests planned for Auntie Anne's, Carvel and Schlotzsky's. Key Cinnabon partnerships include Burger King, General Mills, Kellogg, WhiteWave (International Delight), Sun-Maid, B&G Foods (Cream of Wheat), Pinnacle Foods (Lender's) and Flowers Foods (Mrs. Freshley's). Another highlight is the Moe's Southwest Grill partnership with BJ's Wholesale Club for a line of fresh, restaurant-inspired products.

65 SEQUENTIAL BRANDS GROUP

\$750M

RICK PLATT, GROUP PRESIDENT, BRAND MANAGEMENT,
+1.646.564.2577

WWW.SEQUENTIALBRANDSGROUP.COM

The past 12 months was a transformational time for Sequential Brands Group, as it evolved from an old apparel company into an acquisitive brand management firm that already includes six brands in its portfolio: William Rast, People's Liberation, Ellen Tracy, Caribbean Joe, DVS & Heelys. Brand highlights in 2012 include Ellen Tracy recorded its largest year ever in 2012, both in terms of revenue and year over year growth. Ellen Tracy product is now available in over 13,000 selling locations in the U.S., Canada, Mexico, U.K., Korea, Taiwan and Japan. Ellen Tracy is also

available in over 4,000 specialty stores with eyewear. William Rast, fashion brand co-founded with Justin Timberlake, transitioned fully in 2012 from a wholesale operation to a DTR with J.C.Penney that launched in more than 500 stores. Peoples Liberation also transitioned from a wholesale model to a licensed model in 2012, and Sequential launched women's apparel at Maurices, which has over 800 stores across the U.S. Caribbean Joe is casual Island lifestyle brand that is available in over 10,000 selling locations in the U.S., Canada, Mexico and the U.K., including Macy's, Dillard's, Belk and Bon Ton. Growth initiatives include Ellen Tracy will continue to grow the business at Macy's and every major department store in the U.S. and Canada. Major growth will also come from new licensing initiatives and category launches. Caribbean Joe growth will come from increased door penetration in men's and women's apparel and swim, as well as home, at many major retailers. There are also major initiatives under way in Mexico, Central America and Europe. Caribbean Joe will also have a 300 door exclusive launch in May at a major Japanese retailer. Expanded product assortment launches are also planned in kitchen, outdoor furniture, skin care, bedding, towels, luggage and footwear. William Rast growth will come from the exclusive partnership at JCP in the U.S. and the Canadian launch at The Bay. The company is also developing William Rast international growth with new licensing initiatives and expects to have major exclusive partnerships in every major European country for spring 2014. People's Liberation growth will come from the January women's launch at Maurices. Heelys, currently in over 3,000 doors around the world, hopes to re-claim its place as the fun and cool "wheeled" brand for 5- to 12-year-olds. Currently, Heelys is available in over 30 countries, with a major presence in Italy, Japan, France, Germany and the U.K. In 2014, Heelys will be available in over 50 countries through 20 distributor relationships increasing worldwide retail penetration to over 10,000 doors

66 TECHNICOLOR

\$700M

MANUELE WAHL, SVP; MARIE-JOSEE CANTIN, VP

+1.323.817.6600

WWW.TECHNICOLOR.COM

Key properties are RCA, Victor (limited), Thomson, SABA, Ferguson, Nordmende and Proscan. In 2013, the company plans to further develop existing brands and focus on growing more geographical territories, expanding marketing and communication plans and further expanding global presence by developing new product categories.

67 SABAN BRANDS

\$650M (PRIVATE)

KIRK BLOOMGARDEN, SVP GLOBAL CONSUMER PRODUCTS;

NINA LEONG, SVP STRATEGIC BUSINESS DEVELOPMENT, +1.310.557.5230

WWW.SABANBRANDS.COM

Saban Brands' portfolio of properties has grown dramatically in the past year and currently includes Power Rangers, Paul Frank, Vortexx, Zui.com, The Playforge, Julius Jr., Digimon Fusion and Popples, among others. In 2012, Saban Brands primarily licensed its Power Rangers and Paul Frank brands. In February 2012, Saban Brands launched "Power Rangers Super Samurai," its 19th season of the franchise, on Nickelodeon. Saban Brands continued its partnership with global master toy licensee, Bandai, to launch boy's action. Power Rangers now has nearly 200 additional licensees globally, creating product spanning across all categories including toys, apparel, games, party goods and much more. The Power Rangers franchise is seen in more than 150 markets around the world, translated into numerous languages and is a mainstay in the most prominent international children's programming blocks. The brand has seen tremendous growth, with sales more than doubling from 2011 to 2012. Paul Frank is a dual-gender, multi-generational property that has proven itself as a fashion and lifestyle brand with a whimsical appeal across the globe. The brand has 180 licensees worldwide, creating merchandise for all ages including apparel, accessories, home décor, books, stationery and much more. Paul Frank's vast selection of licensed products can be found in its more than 60 stand-alone stores around the globe (with plans to grow from 50 to over 100 stores in China alone by the end of

2013) and through retail partners both in-store and online. Saban Brands recently developed a new structure for its licensing, merchandising and retail strategy by creating its Global Consumer Products division. The new structure has merged the domestic and international licensing and merchandising teams and will allow the company to apply expertise on a global scale. Saban Brands plans to open offices in Europe and Asia later in 2013. As the Power Rangers franchise celebrates its 20th anniversary in 2013, the brand is building on that success by not only providing licensed products for the current season on Nickelodeon, "Power Rangers Megaforce," but also by creating limited edition 20th anniversary and "throwback" Mighty Morphin Power Rangers product for Power Rangers enthusiasts. In 2013, Paul Frank is also continuing to build on its ongoing success with new licensing and retail partners for products for infants to adults, globally. Saban Brands is also in development with future licensing and merchandising initiatives for some of its newer brands including Vortexx, Digimon Fusion and Julius Jr. In 2012, Power Rangers Super Samurai products could be found globally in all major markets throughout North, South and Central America, Europe, Australia, India and South Africa with toys leading as the strongest product category, followed by back-to-school products, sporting goods, apparel and publishing. Domestically, Power Rangers products are sold at multiple mass retailers including Walmart, Toys "R" Us, Target, and K-Mart; grocery/drug stores, including Walgreens, CVS and Rite-Aid; Halloween specialty stores such as Spirit Stores; Bookstores with comics and publishing programs; Amazon.com; and other specialty stores, including Hot Topic and Costco. Power Rangers products can also be found at mass retailers worldwide, with Toys 'R' Us being a key retailer in many markets. For Paul Frank in 2012, the brand was present in multiple tiers of distribution around the world from mid-tier to high-tier channels. Domestically, the brand had a large presence both in-store and online at Macy's, Delia's, Kohl's and Amazon.com. In addition, Paul Frank had an exclusive national "Small Paul" line with Babies 'R' Us. Internationally, Paul Frank product was sold in the 60 flagship stores around the globe as well as in many additional retail stores.

68 HEWLETT-PACKARD

\$600M (E)
TIM CARTER, MANAGING DIRECTOR, PATENT AND BRAND
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WWW.HPCOM

69 LEGO GROUP

\$585M (PRIVATE)
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WWW.LEGO.COM

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

70 POLAROID

\$550M (E) (PRIVATE)
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71 AT&T

\$500M
CAREN CHACKO, AVP, BEANSTALK, +1.212.421.6060
WWW.ATT.COM

Leveraging AT&T's premier positioning and marketing presence, AT&T licensed products strategically complement the brand's existing telecommunications services, with more than 200 SKUs including corded and cordless telephones, business telephone

systems, answering machines, headsets and telephone accessories, Bluetooth audio products and more. Key licensing initiatives that will drive growth in 2013 and beyond include further expansion of licensed products into the business market including SIP Endpoint technology, as well as licensed products gaining additional market share in domestic and international markets. AT&T is committed to bringing fresh and innovative products to consumers worldwide. The 2013/2014 product roadmap contains wireless accessory products that complement and enhance the smartphone and tablet experience. Products include a wide range of Bluetooth audio products, an innovative Miracast HDMI adapter, award winning Sonic Emotion wireless speakers, and more, by licensee Concept 101. AT&T is expanding their assortment of walkie-talkies to offer high-end FRS technology that will allow the AT&T brand to expand into other aisles of the store outside of the kids toy market. AT&T's newest licensing initiative targets innovative products with wireless capability to keep consumers connected. AT&T licensed corded and cordless phones are sold in over 27,000 retail doors, and can be found in almost every major retailer carrying the product category including Staples, Best Buy, Office Depot, OfficeMax, The Home Depot, Walmart, Target, Kmart, Sears, BJ's, Costco, Sam's Club and amazon.com. AT&T Consumer Electronics can also be found on the Home Shopping Network, Fry's Electronics, Amazon.com, The Golub Group (regional supermarkets) and more. Licensee, Concept 101, will be scaling up current domestic distribution partners and expanding to new large electronic retailers nationwide. Concept 101 is also working with international partners in South America, Europe and the Mid-East to expand the AT&T brand to those local markets for 2013 and beyond. AT&T licensed walkie-talkies are found in Walmart, K-Mart, Toys 'R' Us, Ross Stores and many other toy and electronic retailers across the country.

72 AMERICAN GREETINGS PROPERTIES

\$460M
CARLA SILVA, VP, GLOBAL LICENSING, +1.212.386.7355
WWW.AGPBRANDS.COM

Care Bears, Strawberry Shortcake, Holly Hobbie Classic and Hollie Hobbie and Friends continue to be the cornerstones for American Greetings Properties. Key initiatives expected to drive sales in 2013 and beyond include a focus on classic, evergreen properties including Care Bears and Strawberry Shortcake, which appeal to infant, children and tweens/teens, into new product categories and at key retailers worldwide. In addition, AGP will expand its digital presence with apps and e-books. Growth for American Greetings properties in 2012 centered on the Care Bears and Strawberry Shortcake brands globally. A Strawberry Shortcake DTR and toy program sold exclusively in the U.S. at Toys 'R' Us, which also included home entertainment, publishing, bikes, electronics, and cosmetics. Other key retail partners continued to be Walmart, Target, specialty stores, food and drugstores, retail chains and an expansion of its online activities. International growth was centered on the success of Care Bears in Asia, including promotions with KFC, McDonalds, and Jollibee. In addition, Strawberry Shortcake continued to expand in Brazil with new licensed categories and an expanded retail presence.

73 DR PEPPER SNAPPLE GROUP

\$430M (NORTH AMERICAN SALES ONLY)
MEGAN MAY, BRAND LICENSING MANAGER, +1.972-673-7000
WWW.DRPEPPERSNAPPLEGROUP.COM

Key properties in the DPS Group include Mott's, Snapple, Dr Pepper, 7UP, CRUSH, A&W Root Beer, Yoo-Hoo, Schweppes, Mr and Mrs T, Clamato 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 trademarks in complementary food categories. With flavors consumers already know and love, licensees can provide their retailers with a strong pipeline of innovation opportunities. Through joint planning and partnering closely with licensees, DPS continued to grow in 2012 including the launch of Mott's Fruit Snacks, Dr Pepper and CRUSH bubble gum, Mott's Yogurt and a Clamato Chelada line extension.

74 THE THOMAS KINKADE COMPANY

\$425M (PRIVATE)

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

The Thomas Kinkade Company publishes the work of Thomas Kinkade and distributes his art and related collectibles through a global network of independently owned galleries, an extensive network of branded and licensed dealers and strategic marketing relationships. Kinkade's artistry includes imagery of gardens, cottages and estates, cityscapes, plein airs, holiday scenery, and commemorative American landmarks. Kinkade, known as the "Painter of Light," is the most collected artist in U.S. history. Thomas Kinkade's Masterworks celebrated historic occasions, prestigious anniversaries and the most beloved sites in America. Through key licensing partnerships with brands such as Disney Consumer Products, Warner Bros., NASCAR, Elvis Presley Enterprises, Rockefeller Center and Major League Baseball, Thomas Kinkade Studios will continue to commemorate milestones on canvas. Thomas Kinkade licensed products can be found in a variety of more than 16,000 retail locations such as mass, grocery, drug, book, toy, specialty, craft, gift and stationery stores in the U.S.

75 MAJOR LEAGUE SOCCER

\$420M (PRIVATE)

MARIBETH TOWERS, SVP, CONSUMER PRODUCTS,
+1.212.450.1200
WWW.MLSSOCCER.COM

Key properties include all 19 Major League Soccer Clubs and its players, United States Soccer Federation, Federation of Mexican Futbol and CONCACAF. Key licensing initiatives that will drive growth in 2013 include expanded lifestyle and performance product assortments targeting Gen-Y consumers; expanded offering for women's, kids and accessory categories and name, number and new authentic on-field kits. Key retail partners and programs include new and enhanced stadium retail locations, apparel and sporting goods promotions across all tiers of distribution including Dick's Sporting Goods, Toys 'R' Us and Macy's.

76 ITV STUDIOS GLOBAL ENTERTAINMENT

\$402M

JEAN-PHILIPPE RANDISI, EVP, CONSUMER PRODUCTS, +44.20.7157.6200
WWW.ITVSTUDIOS.COM

Key properties are Thunderbirds, Cut The Rope, Babar, Matt Hatter, Come Dine with Me and Hell's Kitchen. ITV is building its U.K. business via a number of strategies, including the development of our wholly owned Thunderbirds Franchise, the acquisition of third party representation rights in the U.K. and internationally and developing existing portfolio of represented rights through a mix of marketing initiatives, retail partnerships and close licensee relationships. Internationally, ITV continues to grow through its network of appointed sub agents.

77 ABC TELEVISION GROUP

\$400M

JANICE VARNEY-HAMLIN, EXECUTIVE DIRECTOR,
+1.562.305.9012
WWW.ABC.COM

Key licensed properties in 2012 include Dancing with the Stars, Castle, Lost and Revenge. Licensed properties that will drive growth in 2013 include Dancing with the Stars, Castle, Revenge, Once Upon a Time, The Chew and Scandal. The Revenge

Double Infinity Fine Jewelry Collection was launched with Helzberg Jewelers in fall of 2012 and was the most successful jewelry launch in their history. The Chew Cook Book premiered in 2012 with an exciting integration and in-show on-air launch that drove guests to Barnes & Nobles and Amazon taking the lead on sales in its genre and positioning the book on the New York Times best-seller list for over 16 weeks in a row. Castle novels, inspired by the ABC hit television show, have continued to grow season to season. Each publication (seven novels and three graphic novels) continues to take a position on the New York Times best-seller list. With a major event in the fall of 2012 at Barnes & Nobel and at BN.com, Castle novels, DVDs, calendars and the game created a strong, synchronized success story timed to the premiere of the show's fifth season.

78 HEARST BRAND DEVELOPMENT

\$400M (PRIVATE)

GLEN ELLEN BROWN, VP, +1.212.492.1301

WWW.HEARST.COM

Key initiatives in 2012 were marked by several highly successful launches including Metropolitan Home Furniture, a collection that leverages the 30-plus year equity of a long-standing luxury design aesthetic and will be sold in over a dozen nationally recognized specialty furniture retailers; the Good Housekeeping Custom Blinds & Shades program, available at top selling e-retailers in the window market; the House Beautiful Marketplace, the first fully e-commerce brand to launch on HSN.com, which encompasses curated and editorialized integration in home décor, occasional furniture, art, lighting and rugs; Cosmopolitan, in partnership with JCP, translates "fun, fearless, female" to a successful line of lingerie, sleepwear, footwear and handbags as well as the dramatic expansion of the Seventeen bedding collection into Kohl's, Belk, Bon Ton and Macy's. In addition, brand development will launch Seventeen confections with It's Sugar, is exploring major licenses/DTR in apparel, accessories and footwear. The Esquire Network, launching summer 2013, will bring the iconic brand to television as the definitive network for the modern, multi-faceted man. In 2013, Hearst Brand Development will continue its strategic focus on new business and expansion of foundation partnerships for Country Living, Seventeen, Esquire, Popular Mechanics, Car and Driver and Road & Track.

79 STUDIO 100

\$400M (PRIVATE)

SANDRA VAUTHIER, CBO; MARIE-LAURE MARCHAND, INTERNATIONAL LICENSING DIRECTOR (ROW); TOM GRYPONPREZ, COMMERCIAL DIRECTOR (BENELUX); GERD RUSSWURM, HEAD OF LICENSING (GAS); CHRISTINE BLÉRIOT, LICENSING DIRECTOR (FRANCE), +32.38.77.60.35
WWW.STUDIO100.TV

Key licensed properties by region include in the ROW and France, Maya the Bee, Vic the Viking and Heidi; in Benelux Maya the Bee, K3, Bumba, Kabouter Plop (Gnome Plop), Samson & Gert and Hotel 13; in the GAS Maya the Bee, Vic the Viking, House of Anubis, Hotel 13, Kids Classics (e.g. Peter in Magicland, Snowman, Bannertail), DFL and Heidi; and in Australia, Blinky Bill, Maya the Bee, Vic the Viking and Tashi. Key licensing initiatives that will drive growth in 2013 and beyond include the Maya the Bee movie and Blinky Bill movie. In the ROW, Maya global launch with extensive PR campaign as well as new Maya Baby addendum to the style guide; Heidi Vintage; key international distribution deals for Studio 100 Maya plush; Kid's Day in Turkey and Russia; IMC's Maya Mastertoy launching internationally; TV advertising campaign from our major Maya partners; new Maya rep agents in Russia, Latin America, South Korea and the Middle East. In France, new Maya Baby addendum to the style guide; Heidi Vintage; meet and greets retail animation; TV ads from Mastertoy; national PR campaign; Sponsorship programs; TF1 broadcast promotional and communication support; retail promotional program in toys specialists (La Grande Récré and Toys 'R' Us); an online sponsored campaign with 40 bloggers ("digital mums") with kids aged from 3- to 8-years-old; an online media plan on top kids and mums websites (allo famille; Magic maman; Famili...); PR events at Christmas season; and Maya the Bee spoken bee of the French Ministry of Agriculture. In Benelux, a joint loyalty program,

JBC (apparel) and a PR campaign with VTM Kzoom fall press conference. In the GAS, TV promotion and TV specials on KIKA and promotions. Key licensing partners include IMC, VTECH, Leomil, Smoby, Grand toys, Chupa Chups, Egmont, Lansay, Educa Borrás, Hemma, Nathan, JBC NV, C&A, Brantano NV, Fun, Dreamland/Colruyt, Bart Smit, Intertoys, Blokker, Belgian Ice Cream Group, Global Impact and Terbeke-Pluma.

80 **TGIFRIDAY'S**
\$400M (E) (A DIVISION OF CARLSON RESTAURANTS)
RICKY RICHARDSON, PRESIDENT AND COO
WWW.TGIFRIDAYS.COM

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

Key properties include Dragonball, One Piece, Pretty Cure, Saint Seiya, Sailor Moon, Digimon and Toriko. Key initiatives for 2012 include: brand new series for Saint Seiya (Omega); expanding global reach within broadcast, merchandising and online distribution of the existing titles; developing business of animation co-production with global partners.

82 **SHINE 360°**
\$360M
BEN LIEBMAN, CEO; LORI HEISS, BRAND DIRECTOR,
+44.20.7985.7000
WWW.SHINEGROUP.TV

First established in 2010, and with offices in Sydney, Paris, London and Stockholm, Shine 360° is the global commercial and rights management division of the Shine Group, responsible for developing the company's brands across sponsorship and advertiser partnerships, digital and interactive, retail and consumer products, as well as live experiences. The key Shine 360° properties for 2012 were MasterChef, Junior MasterChef and The Biggest Loser. Other brands that contributed to Shine's success in 2012 were One Born Every Minute/Baby Boom, with partnerships including those with Mothercare and P&G and key local productions in various territories including The Voice in France and Australia. Generating almost \$480 million in global retail revenue since 2009, MasterChef now has active licensing programs in 27 countries across the world (and growing)—current territories with ancillary activity are Australia, China, Croatia, Denmark, France, Greece, India, Indonesia, Ireland, Israel, Italy, Malaysia, Netherlands, New Zealand, The Philippines, Poland, Portugal, Romania, South Africa, Spain, South Korea, Sweden, Thailand, Ukraine, the U.K., the U.S. and Vietnam. The Biggest Loser has also struck a chord with consumers as a highly credible health and fitness brand, and it has generated more than \$590 million in consumer spend since the first products launched in the U.S. From sponsorship deals and integrations to consumer products, publishing, home entertainment, digital and retail, it has become a stand-out health and lifestyle brand, with active licensing programs in five countries and over 15 million products sold. The continued expansion of MasterChef into new territories globally, and the rise of kids' extension Junior MasterChef, will see the brand grow, with a focus on extending the brand into food products for the first time, as well as new initiatives around toys, travel and hospitality, live events and global publishing. The Biggest Loser will also continue to grow with productions in new territories and a focus on DTC propositions. Shine 360° will also look to growing licensing programs for other key properties including One Born Every Minute, Minute To Win It and The Face. The MasterChef brand has produced over 4 million books and magazines since the first title was published in Australia in 2009. Publishing continues to be one of the biggest drivers for MasterChef. Live events are also a key part of the MasterChef licensing program. Promotional activity is also a big driver for MasterChef, with key partnerships with leading brands around the world bringing the brand to consumers

through varied touchpoints including retail, digital, travel and leisure and experiential. MasterChef has a variety of consumer products licensed in various territories around the world. Product categories include cookware, bakeware, homewares, BBQs, textiles and small domestic appliances. MasterChef products can be found at major retailers worldwide including John Lewis, Bed Bath & Beyond, Williams-Sonoma, Carrefour, Woolworths, Tesco, Argos, Target, David Jones and Myer. The Biggest Loser licensing program in the U.S. is the most established and saw the most activity across 25,000 retail doors. Featuring a full service destination Resort/Spa program in the U.S., an online membership Club, a home delivery meal plan, a certified pro-training program, best-selling books, fitness DVDs, Kinect/Wii/DSi video games, music CDs, fitness equipment, assorted food products and licensed promotion partners that are supported by organic product integrations in the show. The Biggest Loser's global program, which spanned Australia, the Philippines, Portugal, the U.K. and the U.S., included The Biggest Loser books, the online membership Club, food products and supplements, home exercise equipment, music CDs, fitness DVDs and promotional partners, including Subway which has run initiatives in the U.S., U.K. and Australia. Other brands which contributed to Shine's success in 2012 were One Born Every Minute/Baby Boom with partnerships including those with Mothercare and P&G and for key local productions in various territories including The Voice in France and Australia.

83 **THE GOODYEAR TIRE & RUBBER COMPANY**

\$336M
BOB PACIULAN, MANAGER, LICENSED PRODUCTS, +1.603.626.6663
WWW.GOODYEAR.COM

The key licensing properties for retail sales in 2012 were Goodyear (and winged foot design), Goodyear (vintage design), Goodyear Racing, Blimp and Winged Foot. Key licensing initiatives that will drive growth in 2013 and beyond include global expansion to all continents. Further growth in successful categories such as auto accessories, lifestyle apparel, tools, power products and bicycles is a key initiative. In 2013 and beyond it will continue to develop a broad range of equity-driven licenses for prospective licensees. Two successful programs in 2012 were with adidas for the Co-branded Originals Division and Costco for Goodyear licensed wiper blades.

84 **ENTERTAINMENT ONE**
\$330M
ANDREW CARLEY, HEAD OF GLOBAL LICENSING,
+44.20.7907.3797
WWW.EONEFAMILY.COM

Key properties include Peppa Pig in the U.K., Spain, Scandinavia, Australia, Poland, CEE, Russia and the U.S.; Ben and Holly's Little Kingdom in the U.K.; Humf in the U.K.; and Justin and the Knights of Valour in the U.K. Peppa remains the top selling and top rating girls preschool property in the U.K. Ongoing investment in new programming and enhanced retail and promotional initiatives will help retain its position in the U.K. International rollout continues with launches for mid- to end-2013 in Canada, Korea, Benelux, Italy and in 2014 in Mexico, the rest of LatAm, Benelux and Germany. Ben and Holly will roll out into Spain and Benelux in 2013/2014. Key retail includes all retail in the U.K., with particular emphasis on Next, Asda/George, Tesco and TRU; in Spain, TRU and El Cortes Ingles; in Australia ABC stores; and TRU in the U.S.

85 **MICHELIN LIFESTYLE**
\$321.5M (PRIVATE)
CHRISTIAN DELHAYE, MANAGING DIRECTOR,
+44.1.782.402127
WWW.MICHELIN.COM

Key licensing properties in 2012 were the MICHELIN logo and the Michelin Man. For 2013 and beyond growth will come from two main areas: the introduction of

MICHELIN automotive accessories in to new markets and the expansion of Michelin footwear—both MICHELIN branded footwear and also co-branded outsoles which feature innovations and technologies derived from Michelin's tire-related expertise. Key retail partners for the automotive accessories business in 2012 were major auto specialty retailers such as AutoZone, Pep Boys, Advance Auto, Norauto, Feu Vert and Halfords; major supermarkets such as Walmart, Carrefour and Tesco; warehouse clubs such as Sam's Club and Costco, plus tire dealers. For footwear key retail partners included leading department and fashion stores, safety footwear wholesalers and leading sporting goods chains and independents.

86 C3 ENTERTAINMENT

\$300M (PRIVATE)

ANI KHACHOIAN, EVP, LICENSING & CONSUMER PRODUCTS,
+1.818.956.1337
WWW.C3ENTERTAINMENT.COM

Key properties include The Three Stooges brand, The New Three Stooges Movie, The Grizzly Adams brand, Monica Warhola, Arrow Classics and Barbi Benton. Initiatives in 2012 include the new The Three Stooges Movie distributed by Twentieth Century Fox Studios worldwide. C3 created a new licensed product line that remains at market expanding the brand's retail presence. C3 also expanded the existing licensed classic Three Stooges product line through acquisition of additional domestic and international licensees creating an expanded retail presence. The all-new series "Three Little Stooges" will be coming to television in early 2014 and create a new brand extension. Additional online gaming and digital licenses are coming in 2013. Expanded Three Stooges themed Lottery Program with addition of elnstants online lottery games to the traditional scratcher games. (The Three Stooges brand is the most used entertainment brand by state lotteries.) Acquired IPs current licensed product portfolios with addition of new domestic and international licensees (C3 representing IPs for licensing and merchandising licensing programs). A coordinated cross license program between current The Three Stooges brand licensees and other brands represented licensees for category and product expansion and greater retail presence for all brands. New promotions from licensee CARD.com for The Three Stooges Visa Debit Card. Acquire additional brands to represent for licensing and merchandising and integrate licensees into the cross license program.

87 CBS CONSUMER PRODUCTS

\$300M

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

Star Trek, The Good Wife and CLUB CSI: led retail activity in 2012. Geek chic products and iconic designs drove Star Trek activity. New additions such as the Inflatable Captain's Chair, Art Prints and Door Chimes, along with the 25th anniversary of Star Trek: The Next Generation, engaged fans around the world. CBS's hit drama, The Good Wife, teamed with internationally acclaimed home furnishings company Mitchell Gold + Bob Williams to develop a line of co-branded pieces composed of exact items featured on the hit series. The first official license for both The Good Wife and Mitchell Gold + Bob Williams, the CBS Consumer Products deal integrates the show's stature and style with elegant furniture, resulting in an effortlessly organic licensing program that is unique and unprecedented. A new CSI: brand extension, CLUB CSI:, debuted in 2012. The children's book series features school-based mysteries that expose readers to forensic science. The launch was supported by a national in-school program reaching over three million students. The CLUB CSI: brand offers a natural way to introduce children to forensics through a recognizable name, all while making it fun and relatable at the same time. Star Trek's pop culture phenomenon will hit a new high in 2013 with the release of the summer blockbuster, Star Trek Into Darkness. Hasbro and NAMCO will lead retail activity featuring nearly 100 new licensees around the world. Expanded publishing programs and new initiatives in social gaming, food and beverage and co-branded collections will drive consumer engagement. The launch

of international ecommerce platforms will further CBS Consumer Products' reach into local markets. Providing better consumer access to CBS's top properties will improve fan engagement and expand retail distribution. The Good Wife furniture collection from Mitchell Gold + Bob Williams further expanded CBS Consumer Products' integrated retail strategy. The unique program showcases key items throughout The Good Wife sets and was seen by nearly eleven million viewers each week. From print to online, the collection was a central fixture of Mitchell Gold + Bob Williams' marketing activities, from in-store to catalog, the phrase "Lights. Camera. Comfort." accentuates the link between the aspirational world of television and the warm luxury of home.

88 WELCH'S

\$294.7M (PRIVATE)

KAREN MITCHELL, DIRECTOR OF MARKETING, STRATEGY,
WELCH FOODS LICENSING; ANGELA FARRUGIA, GROUP MANAGING
DIRECTOR, THE LICENSING COMPANY, +1.212.413.0880
WWW.WELCHS.COM; WWW.THELICENSINGCOMPANY.COM

Welch's is the processing and marketing subsidiary of the National Grape Cooperative. Welch's has extended their fruit credentials by signing major licensing partnerships including frozen fruit, frozen at-home fruit smoothie kits, fruit snacks, fruit-flavored sodas, fresh produce and portion control jellies and jams. Welch's products are sold throughout the U.S. and in approximately 50 countries around the globe. Important initiatives for Welch's in 2012 included the launch of at-home fruit smoothie kits and filled licorice. In 2013, Welch's will further expand its frozen fruit and at-home fruit smoothie kit offerings in the U.S. and Canada.

89 CHURCH & DWIGHT

\$250M

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

In 2012, a number of exciting new licensees came on board with Church & Dwight's iconic brands, while existing licensees remained strong. Licensing agency Brandgenuity brokered the first license agreements for OxiClean as well as foremost bathroom cleaner KABOOM. Arm & Hammer, one of the world's most trusted brands, leveraged its unmatched odor neutralizing technology in an array of products. Protect Plus found success with Arm & Hammer shelf liners and placed Arm & Hammer food storage items with built-in odor control and antimicrobial protection as a Walmart exclusive. Petmate's litter pans, litter filters, cat mats, deodorizer dispensers and litter liners continued to find success as the complete in-home pet solution. Arm & Hammer boasts several more innovative and market-leading licensees including Electrolux for vacuum bags and filters, Dutch Boy for re-fresh paint, Munchkin for diaper pails and nursery accessories, and London Luxury for bedding among many others. New licensees will launch a full line of component items for OxiClean stain-fighting use as well as in a line of extended OxiClean cleaning solutions and wipes. A line of KABOOM moisture removal products for the bathroom is also in the works. Arm & Hammer licensees will continue their exciting and innovative products that deodorize, whiten and clean, including Protect Plus' food storage, rubber gloves from Karmin, and pet products from Petmate. OxiClean and KABOOM licensing programs include broad support at retail with key retail partners Walmart, Target, Bed, Bath & Beyond & PetSmart driving sales in 2012 and 2013.

90 MIND CANDY

\$250M (PRIVATE)

DARRAN GARNHAM, CBD0, +44.0.7803.874.927
WWW.MINDCANDY.COM

Moshi Monsters remained Mind Candy's key property throughout 2012 with continued growth through toys, video games, publishing and digital. The game

currently stands more than 75 million registered users globally and 2013 initiatives will expand and broaden its fanbase and include further product innovation, a move on to tablets for the first time, global promotional partnerships and the upcoming Moshi movie, as well as further animated content. It also has new IP in development for launch throughout 2013 and beyond. Mind Candy has mass retail distribution in the U.K. including seasonal campaigns, TV support and retailtainment. Retail presence in Australia is strong across mass stores including, BIGW, Target, TRU, Myer, Kmart and Jasnor and Farmers in New Zealand. Its U.S. presence continues to grow with mass distribution of our Moshi game time cards and collectibles at independent retailers nationwide, plus an exciting new partnership across all Build-a-Bear stores in North America.

91 ENDEMOL WORLDWIDE BRANDS

\$250M (PRIVATE)
WWW.ENDEMOL.COM

Key properties include Deal or No Deal, Wipeout, The Money Drop, Ready Steady Cook, Big Brother and Miss France.

92 NATIONAL GEOGRAPHIC

\$250M (E) (NON-PROFIT)
KRISTA NEWBERRY, SVP, LICENSING, NORTH AMERICA,
+1.202.857.7572
WWW.NATIONALGEOGRAPHIC.COM

93 JOHN DEERE

\$247M
DALE PASCHKE, GLOBAL MANAGER, BRAND LICENSING,
+1.919.804.2725
WWW.JOHNDERE.COM

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

94 TOMMY BAHAMA

\$230M
TERRY PILLOW, CEO; DOUG WOOD, PRESIDENT/COO;
CHRISANN FURCIATO, VP, LICENSING; ROB GOLDBERG, SVP, MARKETING,
+1.206.622.8688
WWW.TOMMYBAHAMA.COM

Tommy Bahama is part of the Tommy Bahama Group, Inc., a wholly owned subsidiary of Oxford Industries. Tommy Bahama's main licensing categories are home including residential furniture, fabrics, bedding, table linens, rugs and ceiling fans; outdoor/beach including outdoor furniture and beach accessories, which includes chairs, umbrellas and coolers; accessories/lifestyle products such as watches, eyewear, luggage, fragrance and a Hacker-Craft boat. Tommy Bahama has retail licensees in Australia, Canada and Dubai. New for 2013 is a new fragrance launch for men and women, an outdoor furniture collection (re-launch of the collection), pet products that will be sold at PetSmart and will benefit the PetSmart charities to save homeless pets and cell phone cases and covers. Key retail partners include better department and specialty stores. Based on the product category, retail distribution ranges from Nordstrom and Federated, fine home furnishings stores Louis Shanks and Baers Furniture and PetSmart for the pet product collection.

95 THE FOOTBALL ASSOCIATION

\$228M (PRIVATE) (NON-PROFIT)
NICKY STANTON, BUSINESS DEVELOPMENT MANAGER,
+44.0.844.980.8200
WWW.THEFA.COM

Key licensing properties for retail sales in 2012 include England, FA Cup and Wembley. Licensing initiatives that will drive growth in 2013 and beyond include the launch of The FA Cup licensing program and celebrations of The FA's 150 anniversary driving interest for the properties, as well as key events/matches, a new partnership with Nike that opens international distribution and build up to WC 14 in Brazil. Retail partners include main grocers including Tesco.

96 FOOD NETWORK

\$220M
SERGEI KUHARSKY, SVP/GM, LICENSING, MERCHANDISING
AND NEW BUSINESS DEVELOPMENT, +1.646.336.3784
WWW.FOODNETWORK.COM

In 2012, Food Network Kitchen was launched. Developed in partnership with Delaware North Companies, the Food Network Kitchen airport concept uses the freshest regionally sourced ingredients to bring classic fare with local flavor to travelers in Ft. Lauderdale Airport. Food Network also currently offers concessions and in-suite dining in 23 stadiums and arenas across the country in partnership with Delaware North Companies. Food Network Magazine (a partnership with Hearst) is the fourth best-selling monthly magazine on newsstands and the No. 1 magazine in the epicurean category. Food Network publishing was behind three New York Times best-selling books in 2012 that were on the best-sellers list for a combined total of 48 weeks. Food Network and Wente Vineyard launched entwine in 2011 to deliver food-friendly wine and enrich consumers' dining experience all at an attractive price point of \$12.99. Over 1450 housewares products are sold exclusively at more than 1,100 Kohl's stores under the Food Network and Bobby Flay brands. In 2013 Food Network launched a line of scented candles with fragrances inspired by Food Network kitchen recipes. Candles launched in November 2012 in limited retail stores and will launch nationally in 2013. Food Network's food service initiatives will continue in 2013 with expansion of our concessions and airport concepts. In concessions, offerings will continue to expand past suite level to general admission areas in multiple sports arenas. Additionally, Food Network expects to open a new 1,800-square-foot "Grab and Go Gourmet Market" serving classic fare with a uniquely Atlanta flavor in the Atlanta airport in fall 2013. Food Network is actively pitching new airport locations in partnership with Delaware North Companies for 2014 and beyond. In partnership with Kohl's, the Food Network team is developing hundreds of new SKUs and refreshing packaging in 2013 to continue to grow and expand upon the success of the housewares program at Kohl's. Food Network Magazine continues to grow with subscription rates up double digits and e-reader circulation on track to more than double from 2012 numbers. Food Network will continue its success in publishing partnering with Alex Guarnashelli to launch Old-School Comfort Food in April 2013, Bobby Flay for BBQ Addition in April 2013, Guy Fieri for Diners, Drive-Ins and Dives: The Funky Finds in Flavortown in May 2013, Anne Burrell for Own Your Kitchen in October 2013, and Sunny Anderson for Sunny's Kitchen in September 2013. Several titles are already in development for 2014. With the growth and success of entwine, Food Network Magazine and the launch of Food Network candles, retail success will continue with the confluence of these products at retailers nationwide. In May 2013 a program will launch nationwide with Walgreen's with an in-store display featuring entwine, Food Network Magazine and Food Network Candles. Food Network will continue to sponsor Wine and Food Festivals, such as the South Beach, New York and Atlantic City Festivals, to allow fans to interact with the brand over the course of a weekend.

97 THE TRUMP ORGANIZATION

\$215M (E) (PRIVATE)
CATHY GLOSSER, EVP, GLOBAL LICENSING, +1.212.836.3242
WWW.TRUMPCOM

98**SOURCE INTERLINK MEDIA**

\$215M (PRIVATE)

HOLLY ARNESEN, VP, BRAND DEVELOPMENT, +1.310.531.9900

WWW.SOURCEINTERLINKMEDIA.COM

In 2012 Source Interlink Media continued the transformation into a multi-media content creator and full service agency. SIM is the owner of over 70 brands and is the largest provider of licensed content for enthusiast media in the U.S. Mobile apps for iPads, iPhones, Android Phones, and tablets as well as emerging media is a key focus of the business. In the consumer goods market the automotive category once again drove sales for 2012 with products including windshield frost guards, jumper cables, jumpstarts, organizational tools, multi-tools, and pet car safety. Motor Trend cellular accessories and Bluetooth items continued their success as the assortment grew and GPS accessories were added as well. 2012 also saw an expansion of the GrindMedia/Action Sports Group brands, including full programs for SLAM basketball apparel and shoes and Surfer Magazine swimwear for both men and women. SIM continues with 4 branded TV shows and an exclusive Motor Trend channel on YouTube. Each month SIM content reaches over 100 million consumers, nearly a third of the U.S. population. Mobile apps for iPads, iPhones, Android phones and tablets, as well as emerging media is a key focus of the business. In the consumer goods market the automotive category once again drove sales for 2012 with products including windshield frost guards, jumper cables, jumpstarts, organizational tools, multi-tools and pet car safety. Motor Trend cellular accessories and Bluetooth items continued their success as the assortment grew and GPS accessories were added as well.

99**NISSAN MOTOR COMPANY**

\$215M

GLEN KONKLE, CEO, EQUITY MANAGEMENT, +1.858.558.2500

WWW.NISSANUSA.COM

The Nissan Licensing Program continued its strong performance in 2012 and experienced the most successful year for the program since its inception. This growth can be attributed to Nissan's success across a variety of categories including software, replicas, toys, and accessories. In particular, the Nissan Part Works replica business has continued expansion across both Asia and Europe and the development of new, downloadable game licenses has increased Nissan's presence in the software category worldwide. Moving forward, EMI will look to leverage new and exciting Nissan and Infiniti vehicle introductions in categories such as automotive accessories, die-cast, radio control, software and lifestyle. Also, the Nissan licensing program will target emerging markets to support the rapidly increasing sales of vehicles with licensed products.

100**ACTIVISION PUBLISHING**

\$200M (WHOLLY OWNED SUBSIDIARY OF ACTIVISION BLIZZARD, INC.)

ASHLEY MAIDY, VP, HEAD OF GLOBAL LICENSING AND PARTNERSHIPS, +1.310.255.2058

WWW.ACTIVISION.COM

In 2012, Activision Publishing established a licensing and promotions department that has helped to add a dynamic new layer to the company. With the launch the Skylanders franchise in 2011, which captured the hearts of millions with an innovative video game experience and a robust cast of collectible characters, the Licensing and Promotions team has seen tremendous growth. In just 15 months, the franchise generated more than \$1 billion in retail sales worldwide. This milestone was reached faster than any other kids' gaming property, making it the No. 1 kids' video game franchise in 2012. More than 100 million toys have been sold worldwide, which quickly turned Skylanders into the No. 1 action-figure line in the U.S., outselling popular toy franchises at retail. The Skylanders property is the first of its kind to successfully bring toys to life by merging the video game and toy worlds and giving rise to consumer demand for meaningful branded product extensions in 2012. Currently, Skylanders is represented in every major category,

including publishing, gaming accessories, apparel, back-to-school, construction sets, plush, board games, costumes, party goods and bedding. In addition to Skylanders, Activision has been focused on building a lifestyle merchandising program for Call of Duty that includes categories such as headsets, mobile devices, apparel and accessories. In 2013, it will continue to bring the magic of Skylanders to life with top-quality, brand-enhancing product extensions. Fans will have multiple touch points available to them, including the company's first-ever McDonald's Happy Meal promotion based on Skylanders Giants, in North America, Europe and Australia, with additional promotional partnerships planned for 2013 and beyond and ongoing key licensing initiatives with more than 150 licensees and partnerships worldwide. Retailers are expanding their footprint based on the unparalleled success in 2012, which will increase awareness of the brand and further drive sales. Additionally, the Call of Duty merchandising program will be expanding into new lifestyle categories in 2013 with the support of assigned agents in Europe and Australia who will lead the charge on expansion outside of the U.S. As a video game brand, Skylanders secured an unparalleled gaming footprint in more than 50,000 retail stores, including feature space outside electronics departments, with more than 100,000 linear feet of merchandising space at retail in North America and over 58,000 linear feet across Europe. Skylanders Giants reached global distribution with major retailers worldwide including Toys 'R' Us, Target, Walmart, Best Buy, Amazon, Best Buy and many more.

101**ASPCA**

\$200M (PRIVATE) (NON-PROFIT)

ELYSIA HOWARD, VP, MARKETING AND LICENSING,

+1.212.876.7700

WWW.ASPCA.ORG

Key properties include ASPCA Pet Health Insurance, Bank of America credit and debit cards, We-Care.com and ASPCA-branded products. Key licensing initiatives include build out the core pet categories; continue to grow the ASPCA's "pet people" product line including kids toys and plush led by Commonwealth Toy & Novelty, as well as gifts, fashion apparel and accessories; and new product packaging will be introduced to reflect the strength of the ASPCA brand and cause, adding to the ASPCA's innate ability to connect to the 72 million U.S. households with pets. Key retailers and promotions include ASPCA Jewelry in Zales nationwide; Forever 21, PB Teen, West Elm holiday cause-related programs; end cap display of ASPCA/American Greetings cards in Target; and Bank of America credit and debit program.

102**KRAFT FOODS**

\$200M

PAULA PHILLIPS, LICENSING CONSULTANT, +1.502.551.5846

WWW.KRAFTFOODS.COM

103**SEAWORLD PARKS & ENTERTAINMENT**

\$200M (E) (PRIVATE)

DEANA DUFFEK, DIRECTOR OF GLOBAL LICENSING, +1.949.395.6460

WWW.MYSEAWORLD.COM

104**BIG TENT ENTERTAINMENT**

\$194M (PRIVATE)

RICH COLLINS, CEO; RICH MARYANEK, CMO, +1.212.604.0064

WWW.BIGTENT.TV

Key licensing properties for retail sales in 2012 include Domo, Pixfusion, Discovery Kids and Cake Boss. Domo's dominance continues to grow across the globe with a

powerful lineup of partners who only amplify the brand's pop-culture presence. A recent co-branding effort with DC Comics, a special section at retail legend YRB in New York City and a promotional program with the VANS Warped Tour are just a few Domo efforts that have taken the brand to new heights. Discovery Kids continues to grow year-over-year, has a great core group of licensees and new partners on board for 2013. New for 2013, Big Tent Entertainment is spearheading the licensing efforts to build the Sprout network and extend their everyday media reach into retail. Pixfusion is rolling out new 3D rendering and mobile technologies as well as new licensed relationships for its Kideo Video brand.

105 SMILEY WORLD

\$180M (PRIVATE)

NICOLAS LOUFRANI, CEO, +44.0.20.7378.8231

WWW.SMILEYCOMPANY.COM

106 THE WIGGLES

\$180M (PRIVATE)

MIKE CONWAY, MANAGING DIRECTOR; ANDRIA MICHAEL,

SENIOR BRAND MANAGER, +61.3.9520.1000

WWW.WIGGLETIME.COM

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

107 WEIL LIFESTYLE

\$175M (PRIVATE)

DAVID STOUP, CEO, +1.602.432.3252; ROSS MISHER, BRAND

CENTRAL, +1.310.268.1231

WWW.DRWEIL.COM

Dr. Weil is a world-renowned leader and pioneer in the field of integrative medicine. The mission of Weil Lifestyle is to provide consumers with a range of best-in-class products and services to enhance their health and well-being and help them live a lifestyle guided by the philosophy of integrative medicine. Dr. Weil donates all after-tax profits from royalties from sales of Weil Lifestyle licensed products directly to the Weil Foundation, a 501 c 3 not-for-profit organization dedicated to advancing integrative medicine through training, research, the education of the public, and policy reform. In addition to strong current licensees, Weil Lifestyle continues to drive growth in 2013 and beyond with new licensing initiatives including the successful expansion of Weil Integrative Footwear, with its ground-breaking design and Aided Motion System (AMS) combines innovative and clinically proven technologies to help consumers walk in comfort. Orthaheel technology is incorporated into footwear that Dr. Weil endorses. Weil Lifestyle programs also include FoodState, a whole-food supplement company with a consumer facing brand, MegaFood as well as a direct-to-practitioner brand, Innate Response; Dr. Andrew Weil for Origins, an natural line of topical skin care products; Weil for Vital Choice offers sustainably harvested wild Alaskan salmon and other natural and organic foods; Weil by Dansk is a premium, high quality line of small kitchen electrics.

108 JIM SHORE DESIGNS

\$159M (PRIVATE)

JOANNE OLDS, PRESIDENT, THE BUFFALO WORKS; GERALD

MASSIE, VP, MARKETING, +1.952.475.3013

WWW.JIMSHORE.COM

The major programs that drove an increase in retail sales were the continued strength of Jim Shore's key licensing partner, Enesco. The brand also almost doubled

its QVC business over 2011, enjoyed a new seasonal program with Lowe's and had a very successful year with licensee, Bethlehem Lights. Additionally, Jim enjoyed a 10 percent increase in his Canadian distribution and a significant bump in the co-branded sales with Disney globally. Key licensing initiatives that will drive growth into 2013 and beyond will be the addition from Enesco in the handbag and jewelry product categories that launched in Q4 2011 and Q1 2012. The outlook for QVC and Lowe's are on a growth trajectory along with the addition of several new licensing partners in the craft, home and gourmet food arenas. Integral to the success of the Jim Shore brand at retail is the mid-tier department and specialty stores. That will remain and continue to grow as the showcase distribution channel. Retail store signings and appearances with independent retailers and department stores like Macy's Herald Square will continue to be a high priority.

109 KAWASAKI

\$152M

GLEN KONKLE, CEO, EQUITY MANAGEMENT, +1.858.558.2500

WWW.KAWASAKI.COM

Kawasaki licensing continued to grow and develop in 2012 with product programs such as power tools, toy and sporting goods, vehicle replicas and gaming software appealing to both existing and new consumers. Kawasaki toy and replica products enjoyed strong sales with products such as the Kawasaki KFX Ride-On positively reflecting the excitement, performance, and fun of the Kawasaki brand. Licensees have focused primarily on the Kawasaki and Ninja brands to develop product programs that meet the expectations of motorcycle enthusiasts of all ages. In 2013, a focus will be placed on developing new apparel and accessory programs that will appeal to both existing Kawasaki enthusiasts/owners while introducing new consumers to the brand. New brand advancement product categories will also be implemented within areas such as travel goods and outdoor recreational products while brand extension programs will be developed across a variety of new categories. The launch of above new initiatives will complement the existing product programs and continue to showcase the exciting Kawasaki equities of balanced performance, power, quality engineering, innovation and unrestrained fun.

110 WINCHESTER

\$150M

VICKI BEDNAR, MANAGER, LICENSED PRODUCTS,

+1.618.258.2365.

111 LAMBORGHINI

\$135M

MARIA LUCIA LAZZARINI, MANAGER, LICENSING,

+39.051.6817655

WWW.LAMBORGHINI.COM

112 INVISTA TECHNOLOGIES

\$130M (PRIVATE)

MICHELLE ALFANDARI, PRESIDENT, CEO, MODA LICENSING,

+1.212.687.7640

WWW.INVISTA.COM

Coty is the exclusive licensee for the LYCRA brand in cosmetics, and has co-branded LYCRA brand collections with the Rimmel and Astor businesses globally. The two businesses are showing strength in a fiercely competitive market. Product introductions like the successful Scandaleyes Mascara and exciting advertising featuring top models keep consumers and retailers engaged. Key licensing initiatives that will drive growth in 2013 and beyond include new products/

shade extensions such as the new Rimmel Salon Pro with LYCRA nail polish collection launched spring 2013 and the Astor LYCRA Perfect Stay nail enamel launched 2013; continued expansion of the Rimmel business in China and Japan featuring LYCRA technologies and brand in cosmetics; and ongoing development of new concepts/advancements leveraging LYCRA technology. New marketing and advertising campaigns and promotions to support in-store efforts, e.g. print, POS, social media and PR for Rimmel featuring Kate Moss and for Astor featuring Heidi Klum.

113 LUDORUM

\$127M

MAUREEN TAXTER, SVP, U.S. CONSUMER PRODUCTS,

+1.212.972.7210

WWW.LUDORUM.COM, WWW.CHUGGINGTON.COM

"Chuggington" continues to make tracks! Season three of this CGI-animated television series premiered in over 178 countries around the world in 2012. Ludorum is investing an additional \$10 million in new production and will launch season four beginning fall 2013. The new season will include "Chuggington's" first-ever television special, "Chug Patrol-Ready to Rescue!," a high-energy adventure which introduces Jackman, the leader of the Chug Patrol. Original music videos will also debut beginning in 2013. In the U.S., "Chuggington" ratings continue to grow on Disney Junior and Disney Junior the Channel with airings 20 times per week. On the consumer products front, master toy partner, Tomy, expands the extensive Chuggington line with the introduction of the Stack Track railway system, the first-ever to enable kids to achieve elevation in toy train play. Over 30 new SKUs including play sets and high performance engines allow budding engineers to take train play to new heights. In the digital space, the new "Chuggington Traintastic Adventures" iOS app by Budge Studios was downloaded over 1 million times and new titles are in development for 2013. Ludorum continues to build this preschool brand with innovative marketing programs including a first-ever national QSR promotion in Q3 2013, an expanded public service campaign with the National Highway Traffic Safety Administration (NHTSA) teaching young families about safety, and a new content program for preschoolers and their parents, Its Training Time!, featuring social readiness content and learning activities.

114 EASTMAN KODAK

\$125M

EILEEN MURPHY, VP, BRAND LICENSING, +1.508.359.1091

WWW.KODAK.COM

Key Kodak licensing properties in 2012 included prescription ophthalmic eyeglass lenses, inkjet photo-specialty paper, recordable media, PC cleaning accessories, SD & MicroSD memory cards, memory card readers and wide-format inkjet media. The company is committed to extending the reach of its brand through licensing opportunities. In 2013 it will launch a new portfolio of digital cameras and digital camera accessories, wide format inkjet media and Matchprint proofing media. Kodak will continue to expand global territories of existing licensees and will pursue new licensee opportunities worldwide. Key retail partners include leading retailers in consumer electronic, office super stores, online e-tailers, mass and food, drug and warehouse clubs.

115 MACK TRUCK

\$125M

ALAN KRAVETZ, EVP, LMCA, +1.212.265.7474

WWW.MACKTRUCKS.COM

The company is implementing domestic and global initiatives in consumer, commercial and B2B categories. New initiatives have included an expansive work and casual apparel line for adults.

116 ROTO-ROOTER

\$125M

HAL WORSHAM, MANAGING DIRECTOR, LMCA,

+1.212.265.7474

WWW.ROTO-ROOTER.COM

The program, begun by LMCA in 2000, has evolved slowly and cautiously. Focused as an extension to Roto-Rooters' nationwide plumbing service, the primary licenses are for retail lines of chemical drain cleaners and plungers that are positioned as precursors to a service call. Distribution encompasses supermarket, mass merchant and hardware channels and strong synergies have developed between the licensed and core product sides of the company. New plumbing products will launch at retail in 2013.

117 HI-TEC SPORTS

\$111M (PRIVATE)

CHRIS MOLE, GROUP LICENSING DIRECTOR

WWW.HI-TEC.COM

Key licensing properties for retail sales in 2012 include Hi-Tec, Magnum, 50 Peaks and Interceptor brands. Key licensing initiatives that will drive growth in 2013 and beyond include the expansion of current licensed categories of apparel, accessories, camping and sports equipment into other territories; regional Golf licensing deals; and roll out of European-wide loyalty program. Key retail partners and programs during 2012 were outdoor/sports/uniform work apparel, accessories, camping equipment, sports equipment, luggage, specialty footwear, socks and promotional products.

118 ESPN

\$105M

JON ACHAR, VP, CREATIVE SERVICES AND CONSUMER

PRODUCTS, +1.646.547.5202

WWW.ESPN.COM

ESPN consumer products consists of both the ESPN and X Games brands, along with ESPN sub-brands and co-brands including SportsCenter, College GameDay, Baseball Tonight, NBA on ESPN, NASCAR on ESPN, SEC on ESPN, BCS on ESPN, branded video games, ESPN Films and ESPN Books. The ESPN and X Games consumer products business strives to strategically partner with best-in-class licensees to create tangible brand extensions for sports fans of all ages—fulfilling the company-wide mission "To Serve Sports Fans. Anytime. Anywhere." Expanding the current consumer products business with collections that embody the personality of ESPN is central to its brands' growth. These products span across the categories of apparel, headwear, personal accessories, toys, indoor/outdoor recreation, sporting goods, tailgating and entertainment. The continued growth of ESPN co-branded programs is also a key factor to expanding the consumer products business. These include hot market programs for College GameDay (football and basketball), the BCS Announcement Program, SEC on ESPN, NBA on ESPN and NASCAR on ESPN. Notable efforts in 2013 include a re-launch of the ESPN table game business, launch of a premium retro inspired ESPN Classic apparel and accessories collection and further growth of the mass market apparel and accessories business. Inspired by the premier event in action sports, X Games consumer products continue to capture the excitement and energy of the competition that acts as the international gathering place of action sports champions, challengers, enthusiasts and fans. In 2013, the X Games has expanded its global footprint from two to six world class events in unique locations around the world. The key initiative for 2013 is to leverage the increased X Games coverage, content and brand awareness to expand the X Games consumer product portfolio in all global territories. Notable initiatives include; the launch of a co-branded children's Pro Force Greek Yogurt by Yoplait at grocery stores nationwide, the launch of X Games BMX bikes at Walmart, expansion of X Games standalone stores in China, and the continued growth of the X Games consumer products offering internationally, especially in international event territories,

such as France, Brazil, Spain and Germany across sporting goods channels. ESPN branded and co-branded collections were distributed to a wide range of partners and retail channels including Dicks Sporting Goods, Target, Walmart, K-Mart, Kohl's, Finish Line, Lids, J.C.Penney, Nordstrom, Bloomingdales, Urban Outfitters, Aéropostale, NBA Team Shops and campus bookstores nationwide. Key retail programs included a 14-week hot market initiative supporting College GameDay Football (apparel and headwear), an eight week apparel program supporting College GameDay Basketball, BCS Announcement apparel and headwear in collaboration with adidas, an SEC on ESPN apparel program at Dick's Sporting Goods, a customized ESPN online fan portal on CafePress.com, the critically acclaimed "30 for 30" ESPN Films documentary series and an assorted collection of ESPN Books. The X Games brand has a strong global presence in territories such as the U.S., Canada, Asia, Brazil, Latin America and France. Key U.S. programs include a sporting goods collection at Target composed of skateboards by Bravo and helmets by Bell Sports, an X Games apparel collection at Aéropostale supported by a win-a-trip promotion and a youth apparel collection at J.C.Penney's. International X Games highlights include a robust X Games skate and bike program at Toys R Us and Walmart with Stoneridge Cycle in Canada, the re-launch of X Games apparel in Canada at Giant Tiger, the continued growth of X Games standalone stores and store-in-store concepts across China with Everextreme. In Europe, apparel/accessories and protective gear were promoted and sold at X Games branded pop up stores during the X Games Tignes event. Additionally, multiple in-store and window displays at ski-specific shops and Intersport locations showcased and sold the X Games collection. Expansion of the X Games collection at Intersport France locations is planned for 2014. A full line of watches and bags are available in Brazil with promotions surrounding the X Games Foz do Iguacu event. In Latin America, X Games apparel/accessories are available in Argentina online and at specialty skate retailers, while a full line of apparel/accessories and sporting goods are available in Chile at Hites and various department and specialty retailers. An in-store autograph signing in Santiago, Chile, by a local X Games athlete, Coco Zurita, supported the holiday 2012 launch of the new X Games BMX bike. Sunglasses are available in Mexico, with a planned launch of protective sunglasses in spring 2013.

119 HAMILTON BEACH BRANDS

\$105M

JAIME LEWISOHN, VP, BUSINESS DEVELOPMENT, BSP,

+1.310.867.7242

WWW.HAMILTONBEACH.COM

Key licensing properties for retail sales in 2012 include Hamilton Beach and Proctor Silex. New products are scheduled to launch in the portable fans, ceiling fans, floor care, water dispenser, touchless soap and sanitizer dispenser, cookware, bakeware, cutlery, kitchen tools and gadgets categories. Key retailers include Walmart, Target and Kmart.

120 JCB

\$105M (PRIVATE)

JOHN ATKINSON, DIRECTOR AND GENERAL MANAGER,

CONSUMER PRODUCTS, +44.0.18.8959.3499

WWW.JCB.COM

The JCB Brand extends across kids, DIY (do-it-yourself) and trade adult markets. In the kid's sector, My 1st JCB aims at preschoolers and JCB BOYS is targeted at children ages 4- to 8-years-old. The JCB product portfolio for adults covers a wide range of tools, workwear and safety footwear, phones, heaters and batteries. 2013 marks a significant international step change in the JCB licensing program with hand and power tools launching in India, Russia and other key export territories. Tough mobile phones will also see territory and range growth in 2013. A growing and diversified range of products for children, including new apparel, party and food partnerships will see the My 1st JCB brand gain further prominence in 2013. B&Q remains a key partner for JCB in the DIY sector with over 200 products stocked

and promoted in-store and online. In the kid's apparel sector, Asda, Mothercare and Tesco developed deeper in-store ranging in 2012 and Argos remain a key destination.

121 LA-Z-BOY

\$105M

GLEN KONKLE, CEO, EQUITY MANAGEMENT, +1.858.558.2500

WWW.LA-Z-BOY.COM

The La-Z-Boy licensing program continued to develop and grow strongly in 2012 as exciting new initiatives and increased distribution drove licensed retail sales. This successful licensing program capitalized on La-Z-Boy's ownership of the powerful comfort equity and its other established components of quality and great value. Licensed product sales in the outdoor casual furniture category generated strong additional placement and exceptional revenue growth within a variety of big box retailers and specialty stores. The outdoor program was further enhanced by the positive growth of the premium spa collection and the La-Z-Boy brand continues to solidify its relevance and credibility in the outdoor environment. Within the home, the domestics product program continues to gain traction and has successfully enhanced La-Z-Boy's reputation for comfort and quality. In 2013, the existing La-Z-Boy licensed businesses will continue to build distribution and placement while EMI continues to pursue exciting new comfort related opportunities that can leverage the powerful La-Z-Boy brand equity and their compelling marketing platform of "Live Life Comfortably."

122 BEAM BRANDS

\$102M

WWW.BEAMGLOBAL.COM

123 AARDMAN ANIMATIONS

\$100M (PRIVATE)

ROB GOODCHILD, HEAD OF LICENSING, +44.117.984.8485

WWW.AARDMAN.COM

Key properties include Shaun the Sheep, Wallace & Gromit, Timmy Time, Morph and Animals. Key initiatives include Animate-It! the home animation brand for kids and global growth for Shaun the Sheep brand including merchandise roll out plans across Asia, Middle East, Europe and U.S. in anticipation of the Shaun the Sheep Movie in 2015.

124 BLACK FLAG

\$100M

ALAN KRAVETZ, EVP, LMCA, +1.212.265.7474

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 largely on North American mass merchant and hardware channels.

125 GB LICENSING

\$100M (PRIVATE)

BRAD PETERSON, VP, +1.612.759.1482

WWW.LARRYTHECABLEGUY.COM

Key licensing properties for retail sales in 2012 include food, clothing, hardware, cleaning products and gift. Licensing initiatives that will drive growth in 2013 and beyond are TV and product sales. Retail partners include Walmart, Kroger's and Bass Pro.

126 HGTV

\$100M

RON FEINBAUM, SVP AND GM, CONSUMER PRODUCTS, HOME CATEGORY, SCRIPPS NETWORKS, +1.865.560.4804
WWW.HGTV.COM, WWW.HGTVHOME.COM

HGTV has launched a collection of licensed consumer products for the home, offering "smart, stylish products from the trusted experts at HGTV." In 2012, the HGTV HOME line was sold in over 4,500 doors across North America in key home and garden categories including paint, flooring, furniture, plants and lighting. The program includes HGTV HOME by Sherwin-Williams paint, wallpaper and paint accessories, HGTV HOME Flooring by Shaw, the HGTV HOME Furniture Collection, the HGTV HOME Design Studio only at Bassett, the HGTV HOME Plant Collection and HGTV HOME Indoor Lighting. The HGTV HOME program is undergoing rapid expansion in 2013 and beyond with launches into new product categories, new retail partners, expansion of existing lines and increased marketing initiatives. HGTV HOME's 2013 launches include HGTV HOME Outdoor Living on HSN, HGTV HOME Decorative Fabric and Trim in partnership with P/K Lifestyles and Simplicity Creative Group and HGTV HOME Solar Lighting with partner Alpan Lighting Products. Expansion of existing partners' lines will also be a key driver of growth for 2013 and beyond. Elk Lighting launched a new, fresh fixture collection to the HGTV HOME Indoor Lighting assortment in January 2013. In January 2013, HGTV HOME Flooring by Shaw made updates to carpet, hardwood, laminate and resilient tile lines. In early 2013, HGTV HOME Design Studio only at Bassett introduced styling and fabric updates to their custom upholstery offering. The HGTV HOME Furniture Collection is introducing a new collection at April High Point Market with updated, trend-right aesthetics. In April 2013, the HGTV HOME Plant Collection will offer new annuals, shrubs and blooming perennials and will be placed in over 850 doors in the U.S. and Canada. HGTV engaged in multiple, innovative cross-partner marketing initiatives in 2012 and these will continue to be an important driver of growth and increased brand awareness for the HGTV HOME licensing program in 2013. HGTV heavily supports its HGTV HOME line in compelling ways on-air, online, in print and via experiential marketing. The HGTV HOME line was sold in over 4,500 doors across North America in 2012. HGTV HOME by Sherwin-Williams was sold exclusively in almost 3,000 Sherwin-Williams retail stores. HGTV HOME Flooring by Shaw was distributed at 610 independent flooring retailers. HGTV HOME Furniture Collection was sold in 60 doors of the top 100 U.S. furniture retailers. HGTV HOME Design Studio only at Bassett was placed exclusively in 90 Bassett retail locations. HGTV HOME Plant Collection was in over 600 doors, in independent garden centers, hardware stores and grocery stores. HGTV HOME Indoor Lighting was placed in 600 specialty lighting doors.

127 KISS

\$100M (E) (PRIVATE)

JANET DWOSKIN, EXECUTIVE DIRECTOR OF LICENSING, LIVE NATION MERCHANDISE, +1.415.247.7126
WWW.LNMLICENSING.COM

128 PEPSICO NORTH AMERICA

\$100M

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

Key licensed brands for Pepsi North America include Pepsi, Mountain Dew, Aquafina, Amp and SoBe.

129 MHS LICENSING

\$100M (PRIVATE)

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

Key properties include traditional recognized wildlife brands Al Agnew, The

Hautman Brothers and Darrell Bush drove significant royalty volume across a wide range of product categories including puzzles, over-the-counter fabric and home textiles. Their awareness in the marketplace is such that retailers ask for their images and products by name. Strengthened product development teams at Tina Higgins Designs and Robin Surface Designs (Robin Roderick) led to successful programs in key categories like tabletop and bath at major retailers. Newer designs such as Louise Carey's trend-leading typography and Sparky & Marie's innovative patterns continued to entice new licensees to sign on. There are three focused growth initiatives for 2013. The first is capitalizing on the initial success of our emerging properties including Stephanie Ryan, Mamasana and Patrick Reid O'Brien, each having recently partnered with category leaders in tabletop, stationery and gift. The second is maximizing its strength in the peaking trend of inspiration-driven art by emphasizing the work of Amylee Weeks and Christine Adolph. The third initiative is to make selecting designs and working with MHS Licensing even easier for licensees through a significant investment in enhancing its website capabilities, launching this summer. MHS continues to differentiate its brands and segment them by channel of retail, recognizing that the value chains like Dollar General offer huge potential for the right properties. Programs in the outdoor channel at retailers like Cabela's and Bass Pro will continue to drive its wildlife-themed business. As its licensees in key categories, like tabletop and home textiles, develop exclusive programs for retailers such as Walmart and Target, MHS will partner with their product development teams creating custom collections and product innovations.

130 ARMORED AUTOGROUP

\$98M

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

131 ANHEUSER-BUSCH INBEV

\$91M

TRACY NEIER, SENIOR MANAGER, LICENSING, AB-INBEV;
ANGELA FARRUGIA, GROUP MANAGING DIRECTOR, THE LICENSING COMPANY, +1.212.413.0880
WWW.AB-INBEV.COM

Key licensing properties include Budweiser, Bud Light, Beck's, Stella Artois, Michelob ULTRA, Busch and Natural Light. TLC will leverage each brand's unique history, powerful initiatives and sponsorships to build comprehensive product platforms and usage occasions. In addition, regional and local brands will develop licensing programs throughout the world. Key retail partners and programs during 2012 include Walmart, Target, Urban Outfitters, Old Navy and Bed Bath & Beyond.

132 REYNOLDS CONSUMER PRODUCTS (HEFTY)

\$90M

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

The Hefty licensing program, launched in 2009, continued to expand in 2012 through exciting new products and increased retail distribution. This highly successful program is built around Hefty's powerful equity of strength, durability, quality, and convenient solutions. Hefty indoor wastebaskets has maintained its strong presence in both mass and home improvement channels, capturing a substantial market share due to the strength of the trademark. Overall, the Hefty licensing program is expected to expand substantially in 2013 through expanded retail distribution of indoor and outdoor wastebaskets, home

storage products, and the launch of the permanent food storage containers into grocery, mass and specialty in addition to the pursuit of new opportunities in household categories.

133 PERFETTI VAN MELLE (CHUPA CHUPS)

\$88.3M (PRIVATE)
CHRISTINE COOL, SENIOR BRAND MANAGER, +34.93.773.9316
WWW.CHUPACHUPSUNIVERSE.COM

Key licensed properties include Chupa Chups and Airheads. In 2012, Perfetti Van Melle experienced a steady growth with both brands. Chupa Chups, the global lollipop brand, concentrates on building a lifestyle licensing program in Europe and Asia. The brand taps into its world of colorful wrappers and nostalgic advertising to create a large bank of designs that appeal to teenagers all around the world. The iconic Airheads brand, found in almost every grocery, drug and convenience store in the U.S. today, is developing a licensing activity mainly concentrated on food and beverage products but also expanding into a few lifestyle categories such as apparel, cosmetics, stationery and electronics. In 2013, on the occasion of its 55th anniversary, Chupa Chups will launch vintage inspired capsule collections that will be presented in retail events that will include lollipop samplings. There are also exciting launches planned in the publishing and digital gaming sectors. Moreover, this diverse flavor brand is a perfect match for aroma based product ranges that will surprise the candy fans. Moving forward, Chupa Chups will continue its expansion into new territories such as Russia, Poland and Mainland China. The main categories for the Chupa Chups licensing program are apparel and cosmetics. Key fashion retailers in 2012 included Pull&Bear (Zara Group), Uniqlo, Primark, Pimkie, Cache Cache, Oviessie, Kiabi and El Corte Inglés. The Airheads Popsicle by Unilever is the 7th best-selling SKU across all frozen novelties in major grocery chains. Walmart is a key retailer for the Fruit Squeezer beverages by Jel Sert and apparel and beauty items.

134 SHABBY CHIC

\$80M (PRIVATE)
RAMEZ TOUBASSY, CEO, SHABBY CHIC BRANDS
WWW.SHABBYCHIC.COM

135 AGFAPHOTO

\$75M (PRIVATE)
RAY UHLIR, MANAGING DIRECTOR, LMCA, +1.212.265.7474
WWW.AGFA.COM

This venerable, German-based photography brand began licensing just five years ago and has extended into camera accessories, memory, optics, film cameras, batteries and others. Distribution extends from Europe to North America with plans for further expansion. Many new areas including imaging and visual products are available.

136 MELITTA

\$75M
NATASHA MURAZEW, LMCA, +1.212.265.7474
WWW.MELITTA.COM

LMCA's focus on this program has been very much oriented to the coffee experience and related products. Melitta's licensed line of consumer coffee makers has received industry recognition for being so innovative (including the first in-pod technology) and stylish. In 2012 the licensed products enjoyed both distribution and share gains in both the U.S. and Canada. As the brand continues to innovate we seek licensees that are committed to quality coffee products that capture the European essence of Melitta.

137 WPT ENTERPRISES

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

138 CANCER COUNCIL AUSTRALIA

\$72M
NEIL HENNEY, LICENSING MANAGER, +612.8063.4123
WWW.CANCER.ORG.AU

Cancer Council, in partnership with its licensees, provides a range of high quality, affordable sun protection products (including sunglasses, sunscreen, headwear, apparel and shade products), which is designed to reduce the incidence of skin cancer and melanoma. The brand is now available in over 23 countries worldwide. Cancer Council is seeking to expand further its International markets by partnering with local licensees and retailers, and supporting local cancer charities. Cancer Council merchandise is available through chemists, department and mass market merchants.

139 U.S. ARMY

\$70M
CAREN CHACKO, AVP, BRAND MANAGEMENT, BEANSTALK, +1.212.303.1152
WWW.DEFENSE.GOV/TRADEMARKS, WWW.GOARMY.COM, WWW.ARMYMWR.COM

The U.S. Army licensing program leverages the brand's values of pride, performance and personal development to build positive brand awareness and create multiple touch points for Americans to show support for the U.S. Army. The program consists of 120 licensees across categories including apparel, footwear, jewelry, personal accessories, paintball, sporting goods, consumer electronics, gift and novelty, collectibles, cutlery, health and beauty, and toys. Several new product launches and high growth programs will drive growth in 2012 and beyond. The brand finds best-in-class licensees to manufacture quality products that bear the Army marks. The U.S. Army translates well into licensed products across many categories, and a major win for the brand was expanding the brand's footprint in the sporting good space by adding a new airsoft gun line by Crosman Sports along with a fitness apparel partnership with Adidas. These licensed programs piggybacked on the success of the U.S. Army Paintball line to grow the brand in the sporting goods space. The Army went digital in 2012, by adding two consumer facing portals with Café Press and Zazzle. The Army made it a point to increase their presence at retail by signing on Global Tissue Group, one of the world's largest consumable companies, to create a line of consumer paper goods including paper towels. The brand has focused on reaching consumers in authentic categories that embody the equities of the Army, and an initiative for the brand was to expand in the toy/video game category. It is a goal to embody the characteristics of being a soldier, "strong in body and strong in mind", so the Army signed on Kidz Toyz to do a line of U.S. Army branded Walkie-Talkies, role play toys, binoculars and flashlights available at retail across the country. This category was strengthened with the further expansion of video game peripherals and accessories by CTA Digital. The camping/outdoor category is an area of tremendous growth for 2012 and beyond. The Army has taken on Bestway International as a licensee to manufacture a line of PVC inflatable airbeds for outdoor and indoor use, to allow consumers the chance to use the brand on the go. U.S. Army licensed products are available at major retailers across the U.S. including Walmart, Target, Toys "R" Us, Dick's Sporting Goods, The Sports Authority, J.C. Penney and K-Mart, among others key retailers. Several key programs drove growth in 2012. Eugene Textiles secured orders from JoAnn's, Hobby Lobby and Hancock for its line of U.S. Army branded fleece and cotton fabrics. Tippmann Sports established the U.S. Army brand as the second best-selling brand in the paintball category, right after its proprietary Tippmann brand, with product available at Walmart and virtually every major sporting goods retailer. Select-A-Vision launched a line of Army sunglasses at Wawa and Walgreens locations nationwide and for a second year in a row, with over \$1 million in sales for the line. Additional U.S. Army program successes in 2012 included Jerry

Leigh's T-shirt program at Target and Walmart, BioWorld's t-shirt program at Walmart, U.S. Army branded knives, axes and pens by Master Cutlery sold in sporting goods and specialty stores across the country (including Dick's Sporting Goods, Big 5 and Academy Sports + Outdoors) and MBI, Inc.'s line of jewelry sold via direct mail and catalogs. A new and exciting retail win is the partnership between Zappos and Authentic Apparel.

140 VIZ MEDIA

\$70M (PRIVATE)

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WWW.VIZ.COM

NARUTO is very key and strong property for VIZ Media. The "NARUTO" uncut anime has been airing on Adult Swim since November 2012, and is consistently in the No. 1 or No. 2 spot in viewership rankings. "NARUTO" episodes are also airing and getting great exposure on Neon Alley, VIZ Media's new 24/7 live streamed English-dubbed and uncut anime channel for PS3 and Xbox. VIZ Media also launched Toshin, a new consumer products brand and design style concept for properties NARUTO, BLEACH and DEATH NOTE. The CafePress online retail partnership for the Toshin brand launched late 2012. Not only are the most popular warriors from NARUTO, BLEACH and DEATH NOTE available on a line of highly customizable gear, fans can access a range of character artwork and backgrounds to create their own unique Toshin merchandise. Namco Bandai released the "Naruto Shippuden: Ultimate Ninja Storm Generations" video game, and it sold over 420,000 units in U.S. Diamond Comics will debut Japanese imports based on VIZ Media properties, including the ever popular NARUTO, bringing over more high-end collectibles and figures to the U.S. market. Namco Bandai's "Naruto Shippuden: Ultimate Ninja Storm 3" game debuted in March 2013. Compared to the previous game in the franchise (spring 2012), even greater sales are expected due to the strength of the property.

141 V&A ENTERPRISES

\$68.5M (PRIVATE)

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WWW.VANDALICENSING.COM

V&A entered into apparel as a new category. Two new licensees launched in the U.K. and Japan. Key retail partners include John Lewis, Waitrose, Sainsbury and Coast in the U.K. and El Corte Ingles in Spain.

142 MARS RETAIL GROUP

\$66M (PRIVATE)

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WWW.MMS.COM

Mars Retail Group's key properties include M&M's, Snickers and Skittles. Key initiatives include implementing a Mars One Voice strategy that creates themed displays with candy and merchandise that can be customized and executed in many forms at various price points. The company's continued interest in exploring international opportunities and strategically adding categories to grow the current assortment bring the OneVoice strategy alive at retail locations throughout the U.S. including Kroger, Walgreens and Walmart.

143 MOONSCOOP

\$60M (PRIVATE)

LIONEL MARTY, PRESIDENT, WORLDWIDE CONSUMER

PRODUCTS AND DISTRIBUTION, +33.0.1.5335.9090; DAVID DI LORENZO, VP, CONSUMER PRODUCTS AND MARKETING, NORTH AMERICA, +1.818.227.8942

WWW.MOONSCOOP.COM

144 SCHOLASTIC MEDIA

\$50M

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WWW.SCHOLASTIC.COM

The kick off of the 50th anniversary of Clifford the Big Red Dog was a big driver for 2012, with new product releases from Lionsgate, Douglas, Zoobies, Patch Products, Buy Seasons, Bendon Publishing and Derma Sciences, as well as new print and digital publishing from Scholastic. Mills Entertainment's Clifford: A BIG Family Musical live show also was a significant driver for awareness and publicity, with engagement in over 50 cities. Goosebumps also marked a significant milestone—its 20th anniversary. Key licensing activity included six new DVD releases from Fox Home Entertainment, new games from Fundex and new publishing from Scholastic. Key retail drivers for The Magic School Bus included the video game release of "The Magic School Bus: Oceans" for LeapFrog Explorer as well as new digital content for the LeapFrog App Center. The brand also enjoyed a re-launch of its home video library from New Video, which released newly repackaged product and enjoyed strong retail distribution. The I Spy seek-and-find phenomenon saw new board games and puzzles released by long-time partner Briarpatch, as well as the release of two interactive game packs for Nintendo DS/Wii and new publishing from Scholastic. Under the Scholastic brand, there were several new releases in the Scholastic Storybook Treasures DVD line as well as new titles from Scholastic Audio. 2013 promises to be another successful year for Scholastic Media, with a strong line-up of new products planned in the months ahead. As Clifford the Big Red Dog's 50th anniversary celebration continues, 2013 will see an array of product releases for the brand. Planned new releases include apparel from Hybrid Apparel and JCorp Inc., bedding and bath from American Homes & Textiles, food and beverages from Color-A-Cookie and Hansen, publishing from Scholastic and Bendon, plush toys and fashion accessories from Douglas, board games from Patch Products, science kits from the Young Scientists Clubs, amusement/toys from A&A Global, plush rockers from Foland Group, book pals plush from Zoobies, and bookmarks from Andrews Blaine. In addition, Buffets Inc. (owner/operator of HomeTown Buffet, Old Country Buffet, Country Buffet, Ryan's and Fire Mountain restaurants) will come on board to underwrite the Clifford The Big Red Dog television show on PBS KIDS. Clifford will enjoy promotional support at all Buffets Inc. restaurants in 2013—along with Clifford branded activities, placemats, stickers and coloring books for their family customers at their locations nationwide. 2013 will also see a bevy of new QSR promotions for the iconic seek and find franchise I Spy here in the U.S.: at Wendy's this spring, at Popeye's this summer and at Sonic later this fall. There will also be three new game releases from Briarpatch. And 2014 will see the release of "I Spy Spooky Mansion" for Leapster Explorer along with new apps for the LeapFrog App Center. The Magic School Bus will see the release of "The Magic School Bus: Dinosaurs" for Leapster Explorer this fall, and The Young Scientists Club will release two new kits. The Goosebumps franchise continues to extend the "safe" scare with new Halloween costumes and masks being released from Gemmy this year, along with new books in the Most Wanted series from Scholastic. On the promotions front, Ralcorp will feature an on-pack Goosebumps book offer on 3 million boxes of cereal and crackers for Halloween. Internationally, Wendy's will feature Goosebumps branded premiums in their Kids Meals at over 160 locations including Mexico and New Zealand among others. Kids Station and Tara Toys will both release new Scholastic-branded product including educational science kits and games and puzzles respectively, in addition to a line of Scholastic infant toys from Baby King. The Scholastic Storybook Treasures DVD product line will release new titles as will and Scholastic Audiobooks into 2014. And Scholastic's definition dynamo WordGirl will enjoy promotional support at all Buffets Inc. restaurants in 2013 along with WordGirl-branded activities, placemats, stickers, bookmarks and reading logs for their family customers at their locations nationwide.

145 JELLY BELLY CANDY COMPANY

\$49M (PRIVATE)

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WWW.JELLYBELLY.COM

With over 16 billion Jelly Belly jelly beans sold across the globe every year, Jelly Belly

Candy Company is the world's most famous and loved jelly bean. The strategic global licensing program translates the fun, flavor, unique bean shape and colorful image of the brand into giftware, stationery, kitchen appliances and accessories, bath and body products, food-service yogurt and ice cream dispensing machines, and unique Jelly Belly licensed flavored food and beverage products. Important initiatives for Jelly Belly licensing program in 2012 included the launch of food-service yogurt and ice cream dispensing machines, tabletop products and at home cotton candy machines used with Jelly Belly licensed flavored sugars. In 2013, Jelly Belly licensing program will continue to expand its' kitchen appliances and accessories, food, giftware and stationary offerings. The Jelly Belly licensing program retail partnerships include key retailers in specialty, grocery, mass, national convenience, and food service throughout the U.S. and internationally.

146 DISSERO BRANDS

\$45M (PRIVATE)

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WWW.DISSEROBRANDS.COM

Dissero's evergreen brand Rachael Hale—the world's most lovable animals—looks forward to continued success in 2012 and has recently partnered with the Morris Foundation.

147 SUZY'S ZOO

\$42M (PRIVATE)

CATHY MALATESTA, LICENSING AGENT; BRYAN TAW,

LICENSING AGENT; SONDRÁ CONTINO, LICENSING AGENT, +1.323.201.2678

WWW.SUZYSZOO.COM

Suzy's Zoo was created by award-winning artist Suzy Spafford in 1968 as a line of greeting cards and since then, has grown to feature over 200 named characters on a wide range of social expression products. In its 44-year history to date, more than 250 million Suzy's Zoo greeting cards alone have been sold worldwide. Little Suzy's Zoo is the infant/toddler brand. Duckport is the original Suzy's Zoo character set. This brand is targeted for children ages 2 to 5 and includes books, coloring books, greeting cards which were sold in a variety of boutique locations as well as at Target, Dollar Tree and online in 2012. Wags and Whiskers is a greeting card and stationery line featuring dogs and cats that was created in 1998 and quickly became one of the best-selling collections in Suzy's Zoo history. In 2012, Wags and Whiskers merchandise was available at boutique outlets as well online. Suzy's Zoo's initial entree into the online community was the launch of their redesigned, interactive website in June 2011. The Flipbook, Rainy Day Friends, was added to the website in February 2012. With feet successfully wet, the Suzy's Zoo team surged forward with their exploration into the online world by launching their U.K.-focused website, www.witzvandfriends.com, in June 2012. The website includes interactive games, puzzles and coloring activities, a crafting section (in collaboration with Joanna Sheen, LTD), and story time with Suzy's Zoo creator, Suzy Spafford. After many months of research, design, animation, and voice-overs in conjunction with iStoryTime, the first series of digital apps were launched in November 2012. And as the team at Suzy's Zoo enjoys the success of the recent launch of their digital apps, they are currently in the design phase for three NOOK eBooks and three eBooks, which will launch mid-2013. Further plans include securing licensees in all the major markets of the world—U.S., France, U.K., Germany, Italy, Spain, Australia, Canada, etc. Multiple deals have recently been concluded and will drive growth in 2013 and include the following: Pioneer Balloons are developing latex, foil, bubble and punchball balloons; Hoffman California Fabrics is developing 100 percent cotton, screen-printed fabrics utilizing the Classic Suzy's Zoo character sets; StickerYou, will continue to offer personalized stickers utilizing all three of the Suzy's Zoo character sets for purchase on their website; Joanna Sheen, LTD will continue to develop a variety of craft items for the Little Suzy's Zoo character set; Flickback Media developed greeting cards, calendars, etc. utilizing all three of the Suzy's Zoo character sets; Dalmatian Press will continue to develop books and coloring books, with multiple

titles planned for launch in 2013; Fun Rugs launched Little Suzy's Zoo and Wags and Whiskers rugs in spring 2012; Suncrest has developed an extensive line of nursery bedding and accessories; Blue Sky developed books utilizing the Little Suzy's Zoo character set; and University Games will continue to develop board, card, travel and electronic board games, color forms and jigsaw puzzles utilizing Suzy's Zoo and Little Suzy's Zoo character sets.

148 BOY SCOUTS OF AMERICA

\$40M (PRIVATE) (NON-PROFIT)

DAVID HARKINS, ASSOCIATE DIRECTOR, RETAIL BUSINESS

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WWW.Scouting.org/licensing

The Boy Scouts of America offers different licensed properties, each with different demographic focus. One of the key licensed properties for retail in 2012 was Pinewood Derby. The property targets youth and teaches skill building. Among the newest properties launched is Be Prepared, which targets the outdoor enthusiast and encourages overall preparedness. "Be Prepared" is the motto of the Boy Scouts of America. The Boy Scouts of America has more than 50 million living alumni in the U.S. Its goal is to create or develop new licensed products to reconnect with alumni, and those with affinity for the BSA, in relevant ways through their daily activities. Continued expansion of Be Prepared and Pinewood Derby brands will be at the core of expansion initiatives in the near-term. The Boy Scouts of America has achieved tremendous success in growing the Pinewood Derby program at major craft, hobby, book, and hardware retailers. In 2012, the BSA launched a co-branded Batman, Superman and Scooby-Doo Pinewood Derby car kit with Revell. Eagle Scouts: A centennial history, a book produced with licensee DK Publishing gained placement in major bookstores, along with previous BSA licensed books. Additionally, in the outdoor sporting goods product category, Medline Industries (Curad) successfully introduced a Be Prepared First Aid kit late in the year in regional food and drugstore chains in the mid-west.

149 ONE THREE MEDIA

\$35M (PRIVATE) (FORMALLY MARK BURNETT PRODUCTIONS)

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"Are You Smarter Than A 5th Grader?"'s popularity carries on with the beloved show continuing to be seen in reruns each week around the U.S. The top-rated television game show series has built a full line of ancillary merchandise in several categories including gaming, publishing and digital, and is carried at major retailers. In recent years, new titles of existing licenses were launched, including a new 5th Grader social media online game as well as iOS and Android 5thGrader games from Ludia, Inc. In addition, One Three Media recently partnered with American Gaming Systems to develop 5th Grader-themed casino slot machines. Key retail partners have included Walmart, Target, Kmart, Toys 'R' Us, J.C.Penney, Walgreens, Barnes & Noble, Costco, Sam's Club and Best Buy. One Three Media has a number of programs on air in 2013, including the premiere its newest game show, "Trust Me! I'm A Game Show Host."

150 RAC

\$35M (PRIVATE)

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WWW.RAC.CO.UK

The U.K.'s motoring organization is focusing on several categories including satellite navigation systems, pressure washers, mobile phone accessories and flashlights. Key retail partners are Argos and Halfords.

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