



**Nat Annamalai**  
**Vice President, Royalty Compliance**  
**Harry Fox Agency**

Nat Annamalai is the Vice President of Royalty Compliance for The Harry Fox Agency, Inc. (HFA). Annamalai oversees HFA's Royalty Compliance department, which examines the books and records of licensees to evaluate the accuracy of royalty statements submitted and payments remitted by licensees, and enters into settlements for additional monies owed. HFA's total royalty collections for its publishers in 2008 were \$307.1 million, and Royalty Compliance Examination collections were an additional \$20.8 million. He reports directly to Al Pedecine, Senior Vice President and Chief Financial Officer.

Annamalai joined HFA in 2003 to take this newly-created position. He has focused on updating the Royalty Compliance Exam process to a system of more frequent examinations covering shorter time periods, improving the efficiency and accuracy of the procedure.

Before HFA, Annamalai was the Executive Vice President & Chief Financial Officer for GES Exposition Services, Inc., a leading tradeshow and exhibit services provider, where he successfully re-organized and implemented a \$4 million ERP system. Prior to that, he was the Chief Financial Officer of the Communications Group at Caribiner International where he was responsible for financial and operational issues for human and capital resources.

Before joining Caribiner, Annamalai was the Vice President & Treasurer at PolyGram Holding, Inc. In this capacity he was responsible for the review and analysis of new artist projects, acquisitions, joint ventures, and new business development. He also managed the reporting for the company's joint ventures including MTV Asia, Motown Café, and Phat fashions. Annamalai came to Polygram after several years at Thorn EMI, Inc., where he held a number of positions, the last as Treasurer and Corporate Controller. His responsibilities there included corporate review and analysis of major operating initiatives, domestic and international cash management, corporate finance, and risk management. He was also instrumental in supporting several major music label acquisitions and joint ventures, while structuring related capital and debt components.

Annamalai earned a Bachelor of Civil Engineering and an MBA from University of Delaware. He also participated in the Executive Development Program of the Kellogg Graduate School of Management, Northwestern University.