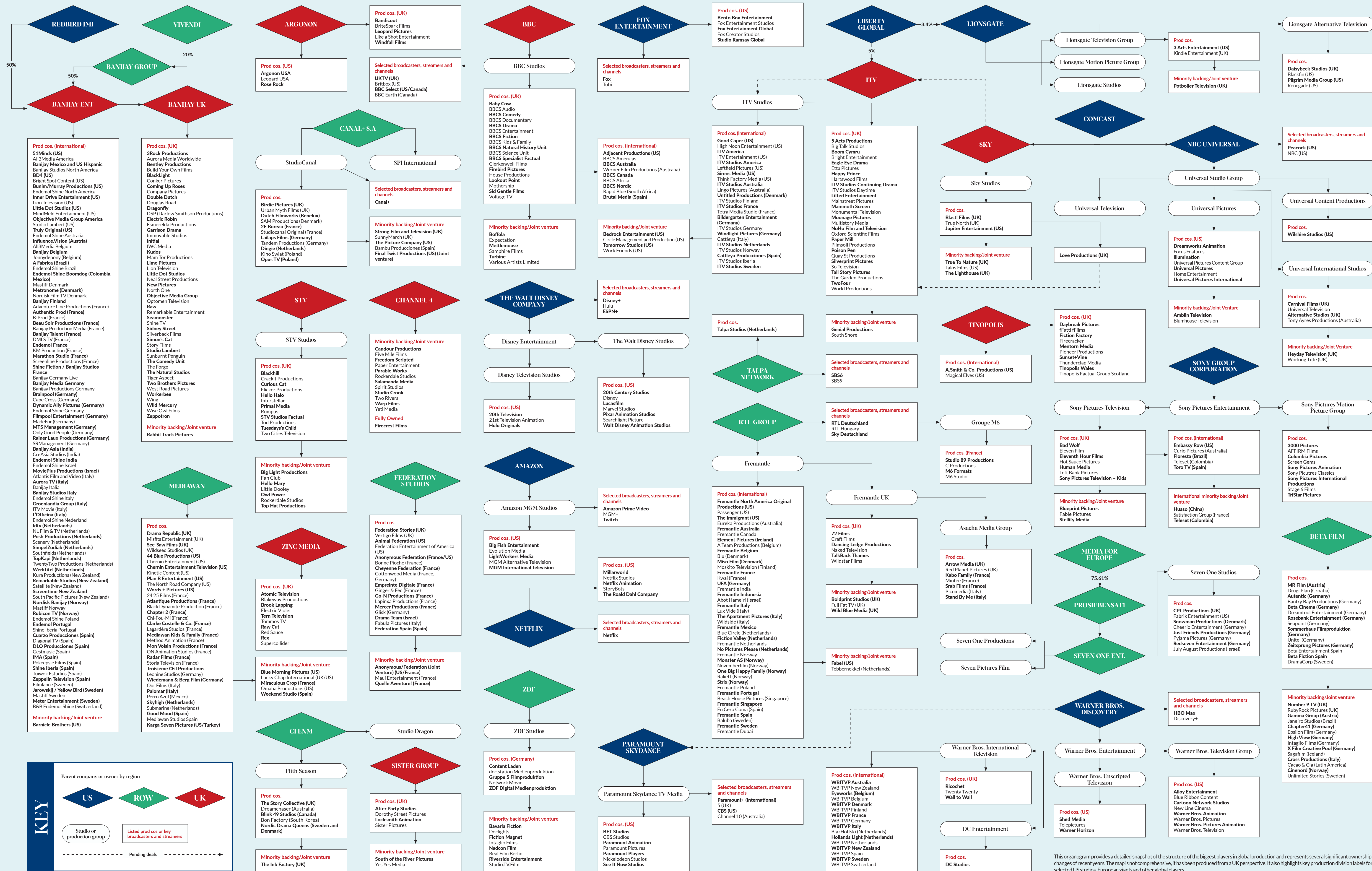




This organogram provides a detailed snapshot of the structure of the biggest players in global production and represents several significant ownership changes of recent years. The map is not comprehensive, it has been produced from a UK perspective. It also highlights key production division labels for selected US studios, European giants and other global players.



Barclays has supported the media sector through periods of growth, transformation and consolidation for more than 40 years. We provide specialist financing solutions tailored to the industry's needs, including production finance, financing of UK tax incentives, working capital facilities and broader corporate banking support. From independent producers launching their next project to international media groups pursuing strategic growth, we partner with businesses at every stage of their journey.

Over four decades, we have seen the industry evolve through the growth of independent production, international distribution, streaming and new business models. While the technology and routes to market continue to change, the foundations of the industry remain constant: great ideas, compelling storytelling, talented people and strong relationships. That enduring combination continues to underpin the success of media businesses around the world. The global production landscape is continually evolving, driven by consolidation, investment and international partnerships. Understanding ownership structures, strategic relationships and sources of capital has never been more important. The Production Map provides a unique view of the businesses, investors and groups shaping the future of film and television production worldwide.

Our specialist Media team combines deep sector expertise with the broader capabilities of Barclays to support businesses across the production ecosystem. Whether managing working capital through production cycles, financing growth, supporting acquisitions, navigating ownership changes or expanding internationally, we understand the opportunities and challenges facing production companies today. At Barclays, our role extends beyond banking. We bring sector insights, long-standing industry relationships and practical experience gained from supporting media businesses through multiple market cycles. This enables us to help clients invest with confidence, navigate change and build resilient businesses positioned for long-term success. Learn more at: <https://www.barclayscorporate.com/industry-expertise/our-sector-coverage/technology-media-and-telecoms/>



Lorraine Ruckstuhl
Industry Head, Technology, Media & Telecoms

With more than 35 years' experience in corporate and investment banking, Lorraine leads a team of dedicated Relationship Directors, who specialise in providing support, funding and specialist advice to the media sector. Working with streamers, broadcasters and independent production companies, Lorraine is focused on ensuring that the media team is at the forefront of innovation and continues to evolve with the sector to enable our clients to achieve their goals.

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Melinda Espiritu
Head of Media, Large Corporate Technology, Media and Telecoms

Mel leads the team dedicated to supporting large corporate media businesses operating in the UK. With extensive banking experience spanning lending, credit and relationship management, she supports clients with strategic priorities including growth, funding, capital structure, liquidity and risk management. Mel is passionate about building long-term client relationships and developing tailored financial solutions that help businesses achieve their ambitions, navigate complexity, make informed decisions and unlock opportunities for long-term growth.

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Anel Abdrakhmanova
Relationship Director

Anel has been with Barclays Media Team for four years, supporting large businesses across the media, entertainment and technology sectors, with particular expertise in TV & Film. Anel specialises in providing financing solutions against commissions, UK tax incentives and other media-related receivables, alongside broader corporate banking facilities to support working capital, acquisitions and strategic growth initiatives. She works closely with clients and specialist product teams to deliver debt, liquidity, treasury and risk management solutions across a diverse portfolio of media businesses. Anel loves working in the content and creative field, having worked on financing for a number of nation's favourites films and programmes.

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Lynne Powell
Relationship Director

Lynne has been with Barclays for over 40 years and a Relationship Director in the Media team for nearly 10 years. She primarily manages a portfolio TV production and distribution companies and is passionate about finding the right solutions for her clients' needs. Lynne specialises in providing financing solutions against global commissions and UK tax incentives alongside broader corporate banking facilities to support working capital, acquisitions and strategic growth initiatives.

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GLOBAL TV PRODUCTION MAP 2026

The shape of the consolidated world