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IN THE UNITED STATES PATENT AND TRADEMARK OFFICE  
BEFORE THE TRADEMARK TRIAL AND APPEAL BOARD

VIRGIN ENTERPRISES LIMITED, )  
)  
Opposer, )  
)  
v. )  
)  
ENRIQUE RODRIGUEZ, )  
)  
Applicant. )  
\_\_\_\_\_ )

Opposition No. 91-125729

APPLICANT'S RESPONSE TO MOTION FOR SUMMARY JUDGMENT

COMES NOW the Applicant, **Enrique Rodriguez** (hereinafter "Applicant" or Rodriguez"), pro se, and hereby responds to Opposer's Motion for Summary Judgment. Applicant moves the Board to deny Opposer's Motion, and in support of its argument states the following:

STATEMENT OF FACTS

Applicant, on August 22, 2000, filed an application in the United States Patent and Trademark Office to register the mark VIRGINVISIONS for use with "computer screen savers recorded on various data storage media, sold as a unit with a mailer usable as a postcard." The trade name application submitted by the Applicant, VIRGINVISIONS, pertains to a product created by the Applicant, specifically a screensaver postcard. See Affidavit of Enrique Rodriguez and his Application attached hereto as Exhibit 1. The product and the concept are unique and the Applicant coined the name VIRGINVISIONS, the product concept, created the product and commenced to market and sell it in May, 2000. Id. The product is sold in tourist destinations that correspond with the images contained on the screensaver and is marketed to tourist as an



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alternative to purchasing a postcard with a single image that corresponds with an image in the geographic area that the tourist is visiting. Id. The product is addressed by the purchaser and mailed to his/her friend or family or kept by the purchaser as a keepsake of their vacation. Id. If the product is mailed the recipient of the screensaver postcard then has the option of loading the CD into their computer and photographic images of the geographic location visited by the purchaser will come up on their computer screen as would a normal screensaver. Id. The product is not a downloadable screensaver, which can be downloaded off the Internet. Id. Rather, the product is a postcard that contains a CD inside of it. Id.

#### **STANDARD OF REVIEW**

Entry of summary judgment is proper if the pleadings, depositions, answers to interrogatories, and admissions on file, together with the affidavits, if any, show that there is no genuine issue as to any material fact and that the moving party is entitled to a judgment as a matter of law. Fed. R. Civ. P. 56(c). See Celotex Corp. v. Catrett, 477 U.S. 317 (1986). Summary judgment is precluded if a disputed fact exists which might affect the outcome of the suit under the controlling substantive law. Anderson v. Liberty Lobby, Inc., 477 U.S. 242, 248 (1986). A dispute regarding a material fact is genuine "if the evidence is such that a reasonable jury could return a verdict for the nonmoving party." Id. The standard for summary judgment will be the same for cases where the judge sits as the finder of fact. Healy v. New York Life Ins. Co., 860 F.2d 1209, 1219 n.3 (3d Cir. 1988).

The moving party has the initial burden of demonstrating that no genuine issue of material fact exists. See Celotex Corp. v. Catrett, 477 U.S. 317, 323 (1986), Copelands'

Enterprises Inc. v. CNV Inc., 945 F.2d 1563, 20 USPQ2d 1295 (Fed. Cir. 1991). Once the moving party has satisfied this requirement, the burden shifts to the nonmoving party to present evidence that there is a genuine issue for trial. Id. At 324; Fed. R. Civ. P. 56(e). Any inference to be drawn from facts contained in depositions and exhibits must be viewed in the light most favorable to the non-moving party. United States v. Diebold, Inc., 369 U.S. 654, 655 (1962). In deciding a motion for summary judgment, the judge's function is not to weigh the evidence and determine the truth of the matter, but rather to determine if there is a genuine issue for trial. Anderson, at 249.

#### **APPLICATION OF THE LAW TO THE FACTS**

To this day, Opposer does not sell or market a screensaver postcard, and has not alleged that it sells or markets a screensaver postcard. Nor could Opposer have been first in use as to this product or the trade name VIRGINVISIONS since Applicant created the product as well as the name. The fact that Opposer alleges, without any factual proof, that it has postcards is irrelevant and does not support a finding that VIRGINVISIONS is substantially similar to Opposer's mark or the alleged postcards that Opposer sells under its mark VIRGIN.<sup>1</sup> Nothing attached as an exhibit by Opposer evidences any postcards sold under the Virgin mark. Therefore, there is no basis to conclude that Applicant's screensaver postcard is in anyway similar to the postcards allegedly sold by Opposer. The fact that Opposer offers free downloadable screensavers that merely advertise its

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<sup>1</sup> Opposer has filed its Motion for Summary Judgment pursuant to Fed. R. Civ. P. 56 and 37 C.F.R. §2.1127(e). Pursuant to Fed. R. Civ. P. 56(e) a motion for summary judgment must be supported by affidavits in the form specified under the rule. Accordingly, Applicant respectfully requests that all of the Declarations attached and cited in support of the Motion for Summary Judgment be stricken for failing to comply with Fed. R. Civ. P. 56. It is unclear why Opposer submitted Declarations, however, even the declarations do not comply with the U.S. Trade Mark Law Rules of Practice and Federal Statutes §2.20 – Declarations in lieu of oaths. Applicant is not asserting that the U.S. Trade Mark Law Rules of Practice and Federal Statutes §2.20 overrides or supersedes Fed. R. Civ. P. 56(e), to the contrary, applicant is merely pointing out that the Declarations are also facially defective.

mark and its products does not support a finding that VIRGINVISIONS is substantially similar to Opposer's mark or the screensavers that Opposer gives away.<sup>2</sup> In addition, the fact that Virgin Mobile USA, LLC offers screensavers on its mobile telephone is not only irrelevant but it does not support a finding that VIRGINVISIONS is substantially similar to Opposer's mark or the screensavers downloadable for use on Virgin Mobile USA, LLC telephones.

The sales information submitted by Opposer in support and data regarding advertising expenditures are irrelevant as to whether there is a likelihood of confusion with respect to the use of the trade name VIRGINVISIONS. The information is also irrelevant as to Opposer's "fame" in the marketplace. In order for the information to have any bearing in this case at all it would have to be presented in connection with Opposer's market share in the industry as a whole. See Bose Corporation v. QSC Audio Products, Inc., 293 F.3d 1367; 63 U.S.P.Q. 2d 1303 (Fed. Cir. 2002). For example, assuming that Opposer can rely on the data regarding revenue of other entities, Virgin Mega Stores' sales of \$235 million in 2003 is still irrelevant unless it is compared to the revenues of comparable retail outlets, Opposer has failed to do so. Id. When Virgin Mega Stores' revenue is compared to Target, K-Mart, Best Buy, and Wal-Mart, its revenue is minimal compared to the industry as a whole.<sup>3</sup> As a result, Opposer does not have a basis to claim fame in the retail store market. Virgin Atlantic Airways, Ltd.'s 2,175,000 passengers from May 2003 through February 2004 is irrelevant unless it is

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<sup>2</sup> Opposer has not provided any information regarding when its screensavers were first in use or how many, if any, of its screensaver were even downloaded. Applicant suspects that there are not likely to be any consumers who want Virgin's advertisements for its products on their computer screens as a screen saver.

<sup>3</sup> Attached as Exhibit 2 is data for Target for the first three quarters of 2003. In the third quarter alone, Target's revenue was 10.9 billion as compared to Virgin Mega Stores' \$235 million in sales for the entire year of 2003. Nor is it clear as to whether the sales figure submitted by Opposer are for all Virgin Mega Stores throughout the world or those in the United States.

compared to the revenues of the rest of the airline industry, Opposer has failed to do so. Id. When Virgin Atlantic Airways, Ltd.'s passengers are compared to American Airlines, Delta, US Airway and the rest of the airline industry, its numbers are insignificant when compared to the industry as a whole.<sup>4</sup> As a result, Opposer does not have a basis to claim fame in the airline marketplace. Opposer asserts that Virgin Mobile USA, LLC has approximately 2.1 million consumers in the wireless communication industry. It is unclear what relevance this information has for Opposer, however, the information is irrelevant unless it is compared to the revenues of the rest of the wireless communication industry and Opposer has failed to do so. Id. When Virgin Mobile USA, LLC's subscribers are compared to Verizon, Sprint and Cingular as well as the rest of the wireless communication industry, its numbers are insignificant when compared to the industry as a whole.<sup>5</sup> As a result, Opposer does not have a basis to claim fame in the wireless communication industry. That Opposer or entities that have been permitted to use Opposer's trade name have decided to dabble in a vast variety of markets/industries does not mean that the law is designed to extend it equally expansive protection, particularly, where its market presence is so insignificant.<sup>6</sup> Although Opposer would like

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<sup>4</sup> Attached as Exhibit 3 is data for American Airlines and American Eagle Airlines for the month of December and year to date. **In December 2004 alone** American Airlines passengers boarded was 9,310,224 compared to Virgin Atlantic Airways, Ltd.'s passenger count for 10 months of 2,175,000. Nor does the data provided by Opposer specify the number of American passengers or the place of purchase for those airline tickets. It is entirely possible that all or most of the passengers are British, in which case Virgin Atlantic Airways, Ltd. would have little or no presence in the American market for consumers of airline travel. However, the unavoidable conclusion is that Virgin Atlantic Airways, Ltd. does not hold a market presence in the United States market for consumers of airline travel.

<sup>5</sup> Attached as Exhibit 4 is the Industry Overview put out by Verizon, which indicates that more than 160 million Americans have wireless phones and that pursuant to its Case Study in 2003 Verizon Wireless Subscribers totaled 37.5 million. Accordingly, the unavoidable conclusion is that Virgin Mobile USA, LLC does not hold a market presence in the United States market for the wireless industry with its meager 1% share of the market.

<sup>6</sup> Attached as Exhibit 5 is data in which Virgin Vodka is conspicuously absent from an international vodka taste test as well as Exhibit 6 regarding brand presence in the marketplace and again Opposer is not recognized.

to receive instant recognition comparable to the recognition earned by such trade names as Coca-Cola, Bose, Huggies, Frito-Lay and Planters to name a few, Opposer has not earned that distinction in every market that it has decided to dabble in, during its limited presence in those marketplaces.

In addition, there is no relationship between Virgin Mega Stores, Virgin Atlantic Airways, Ltd., Virgin Mobile USA, LLC or any of the other Virgin related enterprises and the sale of screensaver postcards. Unlike the holding in Bose Corporation v. QSC Audio Products, Inc., 293 F.3d 1367, 63 U.S.P.Q.2d (Fed. Cir. 2002), Opposer is not comparing the sale of its screensaver postcard or any specific product to that of Applicants. The data provided in the Bose case was specific to the sale of its Acoustic Wave mark for use on its loudspeaker system. Opposer has a vast array of products including record labels, cars, planes, trans, telephones, beverages, clothes etc. but none of those products compete with Applicants screensaver postcard.

The Court in Bose held that:

Raw numbers of product sales and advertising expenses may have sufficed in the past to prove fame of a mark, but raw numbers alone in today's world may be misleading. For example, a 30-second spot commercial shown during a Super Bowl football game may cost a vast sum, but the expenditure may have little if any impact on how the public reacts to the commercial message. At the other extreme, handbills passed at little cost to millions of consumers (for example, to New Yorkers exiting subway stations) may amount to the kind of advertising that is probative of consumer recognition of a mark. Consequently, some context in which to place raw statistics is reasonable. The Board suggested that one form of such context would be the substantiality of the sales or advertising figures for comparable types of products. A tiny percentage of the market share for the product or a small share of advertising revenues for the product market could undermine the weight given to the figures for assessment of fame. Large market shares of product sales or large percentages of advertising expenditures in a product line would buttress claims to fame. Another context, not applied in this case by the Board, is the critical assessment or the general reputation of the marked product. In the latter category, consider the ROLLS-ROYCE mark for automobiles. We may safely assume that the annual sales figure for ROLLS-

ROYCE automobiles (although each item is very expensive) is inconsequential even in the submarket of luxury automobiles, and likewise the advertising revenues for the mark. In one context, the statistics argue against fame for the ROLLS-ROYCE mark, but in the context of general reputation, the mark warrants fame in the public's eye.

Opposer has not provided sufficient data to allow the Board to determine the actual impact of its alleged advertising on the consumer and consumer awareness. Nor does its sales data provide sufficient reliable information regarding market share in the industry.

In addition, Applicant asserts that all of the information submitted by Opposer regarding entities that sell products/services under the Virgin mark are irrelevant since none of those entities are parties in this Opposition. In all the cases cited by Opposer the company asserting a trade name infringement not only owned the trade name but also owned the products sold in conjunction with that trade name and therefore, had a basis to assert a direct commercial interest. See International Order, 727 F.2d at 1092, 220 U.S.P.Q. at 1020 cited in Cunningham v. Laser Golf Comp., 222 F3d 943 (Fed. Cir. 2000). Opposer is attempting to use the sales information and marketing data from parties not a part of this Opposition. Opposer asserts that these entities are part of the "Virgin Group" without any legal or factual support for this conclusion. There is no legal precedent for what Opposer is attempting to do. Opposer has failed to join these parties to this action and therefore, they have no standing in this case. Furthermore, Opposer should be precluded from utilizing data that does not specifically pertain to Virgin Enterprise Limited's use of the mark to support its motion for summary judgment because based on Opposer's submissions, it does not have a direct commercial interest in the revenues of those entitles/products/services.

When Opposer first registered its mark in 1988 it was registered for prerecorded audio and or video tapes, cassettes and cartridges; prerecorded audio and video discs, phonograph records and films. See Exhibit 7. The use of the mark Virgin in this industry can easily be described as generic. However, over the years, Virgin has expanded its product base exponentially. The question that Patent and Trademarks must ask is whether there is a limit to what market areas Opposer can expand into while still maintaining the mark as a generic mark? If Apple Computer wanted to expand into the apple orchard industry or apple juice market, Patent and Trademarks would have to reject their application. See In Re Abcor Dev. Corp., 588 F.2d 811, 200 U.S.P.Q. 215 (C.C.P.A. 1978). Applicant asserts that to allow Opposer to prevail would prevent him from using VIRGINVISIONS as a mark and will diminish the access of others to the full range of discourse relating to those goods. See e.g. Virgin Enterprises v. Nawab, 335 F3d 141 (2<sup>nd</sup> Cir. 2003). The paramount objective of trademark law is to avoid confusion in the marketplace. There is no basis for a conclusion that there would be a likelihood of confusion in the marketplace, since there are no Virgin products in the marketplace that are in anyway remotely similar to Applicant's screensaver postcard. Since there is no proximity of the products in the marketplace there is no basis to continue with the DuPont analysis. When two users of a mark operate in completely different areas of commerce, consumers are less likely to assume that their similarly branded products come from the same source. Id. In point of fact, no one who purchased Applicants products has, to date, indicated that it ever considered the product to be in any way connected with Opposer's mark. See Affidavit of Enrique Rodriguez, Affidavit of Maria Van Heurck, Kathleen Whisler and Candela Sanchez.



The purpose of the statute is to prevent deception and unfair competition, to protect the mark's owner and the goodwill of his business while at the same time protecting consumer's ability to distinguish among competing producers. See Two Pesos, Inv. V. Taco Cabana, Inc., 505 U.S. 763 (1992). In the case at bar, there is no deception or unfair competition because Opposer does not have a product in the market that competes with Applicant's product. There are no consumers that need to be protected against competing producers because the parties to this action are not in competition. Accordingly, the purpose of the statute is not invoked and there is no basis to reject Applicant's application for registration of the mark "VIRGINVISIONS".

By way of analogy, in Nina Ricci v. ETF Enterprises, Inc., 889 F.2d 1070, 12 U.S.P.Q.2d 1901 (Fed. Cir. 1989) the Court confirmed that there was "no likelihood of confusion with respect to shoes and belts – products on which Plaintiff's mark had not been used." This finding was made in conjunction with a finding that Nina Ricci satisfied the DuPont test as to fame of its mark. Id. Opposer has never used its mark in the screensaver postcard market. Furthermore, given Opposer's market philosophy there would be no basis for Opposer to enter the screensaver postcard market. Exhibit 8 sets forth Opposer's philosophy:

We look for opportunities where we can offer something better, fresher and more valuable, and we seize them. We often move into areas where the consumer has traditionally received a poor deal, and where the competition is complacent. And with our growing e-commerce activities, we also look to deliver "old" products and services in new ways. We are pro-active and quick to act, often leaving bigger and more cumbersome organizations in our wake. When we start a new venture, we base it on hard research and analysis. Typically, we review the industry and put ourselves in the customer's shoes to see what could make it better. We ask fundamental questions: is this an opportunity for restructuring a market and creating competitive advantage? What are the competitors doing? Is the customer confused or badly served? Is this an opportunity

for building the Virgin brand? Can we add value? Will it interact with our other businesses? Is there an appropriate trade-off between risk and reward?

The Applicant's newly created product is not the type that Opposer would even consider branching into.

Opposer's assertion that Applicant's mark is substantially identical to Opposer's marks is incorrect and not supported by the facts. Regardless of how many times Opposer tries to assert that VIRGINVISIONS is substantially identical to its mark VIRGIN, Opposer fails to produce any evidence to support this assertion. In fact, there is no similarity between VIRGINVISIONS' mark or the products that incorporate the mark and Virgin's mark. That Opposer alleges that it has computer screen savers or that it claims without proof that it sells postcards is frankly insufficient to create a substantially identical mark. VIRGINVISIONS' mark pertains to a product created by VIRGINVISIONS, which in its most simplistic definition is a screensaver postcard. Opposer has no such product because Applicant was the originator of the product and the product concept. That some entity allegedly related to Opposer sells CD's containing music or other types of recorded data does not in any way compare its products or the mark to a screensaver postcard. That some entity allegedly related to Opposer sells or produces downloadable screensavers in no way compares to the sale of a screensaver postcard.

There has not been nor is there a likelihood that Applicant's use of the mark VIRGINVISIONS has or will cause confusion, mistake or result in consumers being deceived. To date no one purchasing Applicant's screensaver postcard has ever complained or asserted that he/she thought they were purchasing a product manufactured

by or on behalf of Virgin Enterprise Limited. See Affidavit of Enrique Rodriguez. In addition, to date, no one has accessed VIRGINVISIONS' website under the belief that they were accessing a Virgin Enterprise Limited website. Id. All contacts to the VIRGINVISIONS website have been for the sole purpose of obtaining technical support regarding the use of the screensaver postcard purchased by Applicant's customers or to request that additional screensaver postcards be mailed to them. See Exhibit 9. Applicant's product cannot be downloaded from the Internet as Opposer is attempting to assert. See Affidavit of Enrique Rodriguez. Although Opposer's screensavers are downloadable from the Internet<sup>7</sup> the product sold by Applicant under the VIRGINVISIONS mark are not downloadable and must be mailed to the consumer or purchased in a retail outlet. Id. None of Applicant's products are sold in any of Opposer's retail stores or on Opposer's websites. Id. Furthermore, Opposer's screensavers are not sold but rather are downloadable directly from Opposer's website.

Opposer lacks standing to challenge Applicants application for the trade name VIRGINVISIONS because Opposer no longer owns and abandoned the rights to the name Virgin Vision.<sup>8</sup> Based upon Opposer's own admissions, it sold the name Virgin Vision as well as the business associated with that name to Management Company

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<sup>7</sup> See Memorandum in Support of Opposer's Motion for Summary Judgment at 2.

<sup>8</sup> Although this case does not stem from a petition to cancel a registration on the grounds of abandonment, there are some analogies that can be drawn to the holding in Lipton Industries, Inc. v. Ralston Purina Co., 670 F.2d 1024, 213 USPQ 185 (CCPA 1982). Even though Opposer never registered the name Virgin Vision, it did, at one time operate a business under that name. See Exhibit 10 (this document was submitted by Opposer in support of its motion for summary judgment, therefore it constitutes an admission by Opposer). The fact that in 1989 Opposer sold the business and ceased to use the name Virgin Vision for over two years constitutes abandonment. See Exhibit 10 and 11. Given Opposer's abandonment of the unregistered name Virgin Vision, Opposer has no standing to object to Applicant's registration of the mark VIRGINVISIONS. In light of the fact that Opposer never registered the name Virgin Vision, it is not subject to as much protection as Lipton Industries was in the above-referenced case. Nonetheless, Opposer cannot abandon, sell and/or transfer its rights to the name Virgin Vision and still come to this Board asserting that it has a legitimate personal interest in the name. Applicant asserts that in spite of Opposer's complaint, the evidence clearly establishes that the allegations contained in the complaint are a sham and Opposer does not have standing to challenge Applicant's registration of the mark VIRGINVISIONS.

Entertainment Group (MCEG) in 1989. See Exhibits 10 and 11. Opposer cannot challenge the use of the name VIRGINVISIONS when it already sold the rights to use the name Virgin Vision to someone else. The fact that Opposer permitted MCEG to use the name supports the conclusion that Opposer must be estopped from challenging the use of the trade name or assert that the name Virgin Vision and/or VIRGINVISIONS is an infringement on its name Virgin. There can be no likelihood of confusion with respect to the mark VIRGINVISIONS when Opposer sold, abandoned and/or transferred its claims to the name Virgin Vision and allowed MCEG to operate simultaneously with Opposer without any confusion in the marketplace.

In addition, there are several businesses/entities/products on the market that use the name Virgin in conjunction with their product/service. See Exhibit 12. The existence of others in the market place that use a component part of their name that includes Opposer's name is further support for the conclusion that there is no likelihood of confusion under Section 2(d).

Upon close analysis of Opposer's assertion that 33 of its U.S. registrations for Virgin include incontestable registrations, many of which cover goods and services in Class 9, there are actually only three registrations of the seven set forth on pages 2 and 3 of Opposer's Memorandum in Support of its Motion for Summary Judgment, which include Class 9 and none of them pertain to screensaver postcards. Of those three registrations two were filed after Applicant's application for the mark VIRGINVISIONS was filed on August 22, 2000. In fact, the first Registration listed by Opposer, 1,469,619 allegedly for Class 9, was cancelled according to the Certifying Officer. See Opposer's Exhibit 1. Accordingly, Registration No. 1,469,619 is not an incontestable Registration

under Class 9 as asserted by Opposer and it is disingenuous for Opposer to attempt to mislead the Board by submitting evidence regarding a registration under Class 9, which it knows was cancelled. Also, based on the registration itself Registration No. 1,469.618 is registered not to the Opposer, but rather to Virgin Holdings Limited, who is not a party to this action. See page 2 of Exhibit 1 attached to Opposer's Motion for Summary Judgment. Unlike Exhibit 2, which shows that there was a name change from Virgin Holding Limited to Virgin Enterprises Limited, no such notation exists on Registration No. 1,469.618. Accordingly, Opposer has no legal basis to rely on this registration, since it does not belong to it. Opposer's Exhibit 8 refers to a Class 9 Registration, which was filed more than two and a half years after Applicant filed his Application. Opposer's Exhibit 11 refers to a Class 9 Registration, which was filed over two years after Applicant filed his Application. Opposer's Exhibit 25 refers to a Class 9 Registration, which was filed over two years after Applicant filed his Application. Opposer's Exhibit 28 refers to a Class 9 Registration, which was filed more than three years after Applicant filed his Application. Opposer's Exhibit 29 refers to a Class 9 Registration, which was filed over three years after Applicant filed his Application. Opposer's Exhibit 32 refers to a Class 9 Registration, which was filed almost four years after Applicant filed his Application. The goods and services corresponding to the registrations referred to by Opposer in Exhibits 8, 11, 25, 28, 29 and 32 are very different from Applicant's goods, namely screensaver postcards.

Under In re E.I. DuPont DeNemours & Co., 476 F.2d 1357, 177 U.S.P.Q. 563 (C.C.P.A. 1973) "the question of confusion is related not to the nature of the mark but to its effect 'when applied to the goods of the applicant.'" "The only relevant application is

made in the marketplace.” “The words ‘when applied’ do not refer to a mental exercise, but to all of the known circumstances surrounding use of the mark.” *Id.* at 1360-1361. The Board must consider the following factors when determining the likelihood of confusion under Sec. 2(d):

- (1) *The similarity or dissimilarity of the marks in their entirety as to appearance, sound, connotation and commercial impression.* Opposer's assertion that Applicant's mark is substantially identical to Opposer's marks is incorrect and not supported by the facts. Regardless of how many times Opposer tries to assert that VIRGINVISIONS is substantially identical to its mark VIRGIN, Opposer fails to produce any evidence to support this assertion. In fact, Applicant's mark is different from Opposer's mark in several important ways. The marks are different in appearance, sound as a result of the alliteration created by Applicant's mark containing four syllables, the first and third beginning with VI – and the second and fourth ending in –N. The marks are also different in meaning as Applicant's mark contains the word VISION. As a result, the two marks have very different overall commercial impressions. Given Opposer's sale of Virgin Vision in 1989, there is no basis for Opposer to claim similarity of the mark. The purchaser of Virgin Vision operated Virgin Vision USA and Virgin Vision Ltd.<sup>9</sup> and regardless of whether these businesses are still in operation, Opposer has never purchased back its rights to use the name Virgin Vision. For Opposer to assert that Virgin and VirginVisions are substantially similar knowing that

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<sup>9</sup> See Exhibit 11.

they have no rights to the name Virgin Vision is highly suspect and should not be countenanced by this Board. Furthermore, there is no legal basis for Opposer to dissect Applicants trade name, as it has attempted to argue. See San Fernando Electric v. JFD Electronics, 565 F.2d 683, 685 (C.C.P.A. 1977). Each syllable of the mark generates an impact but the only impact to be considered is that of the whole. Id. There is no similarity of the marks as a whole and therefore Opposer cannot prevail under (1) of the DuPont Test. Opposer and its other entities use the mark VIRGIN in a variety of industries. However, none of these uses also include the word VISIONS. Opposer is in essence trying to prevent any use of the word VIRGIN, even in combination with other words, in any industry. The paramount objective of trademark law is to avoid confusion in the marketplace and not to preclude the Applicant or any of the other entities in Exhibit 12 from marketing their products.

(2) *The similarity or dissimilarity and nature of the goods or services as described in an application or registration or in connection with which a prior mark is in use.* The only relevant registrations belonging to Opposer are those active registrations, which are owned by Opposer, under Class 9. Since Opposer has produced no evidence of the use of its mark on postcards there is no basis, at this time, for Applicant to defend against something that does not exist. Accordingly, Applicant will focus on those registrations under Class 9 that could possible be alleged to constitute similar goods or services to Applicant's screensaver postcard. Reg. No. 1,517,801 is described on the registration as "for pre-recorded audio and/or video tapes, cassettes and

cartridges; pre-recorded audio and video discs, phonograph records, photographic and cinematographic films.” The registration for VIRGINVISIONS is “computer screen savers recorded on various data storage media, sold as a unit with a mailer usable as a postcard. Accordingly, there is no similarity as to the nature of the goods or services described in Opposer’s registration and Applicant’s application. Reg. No. 2,709,579 is described on the registration as “for sound records of music in the form of discs and tapes and cassettes; pre-recorded audio or video tapes, cassettes and cartridges featuring music, pre-recorded audio and video discs, phonograph records featuring music; data processors and displays; graphical interface to aid the delivery of interactive products and services by cable or wireless transmission; parts for the aforesaid goods; computer game software; computer software for educational computer games, for calculators, for global computer network access and for music products; computer hardware.” Based on Applicant’s description as set forth above, there is no similarity as to the nature of the goods or services described in Opposer’s registration and Applicant’s application. Reg. No. 2,689,098 is described on the registration as “for mobile telephones; telephones; modems; batteries; battery chargers; cigarette lighter adapters; dashboard mounts; hand-free headsets; carrying cases; belt clips.” Based on Applicants description as set forth above, there is no similarity as to the nature of the goods or services described in Opposer’s registration and Applicant’s application. The fact that Opposer offers free downloadable screensavers, which advertise its mark and its products does not



support a finding that VIRGINVISIONS is substantially similar to Opposer's mark or the screensavers that Opposer gives away. When two users of a mark operate in completely different areas of commerce, consumers are less likely to assume that their similarly branded products come from the same source. In point of fact, no one who purchased Applicant's products has, to date, indicated that it ever considered the product to be in any way connected with Opposer's mark. See Affidavit of Enrique Rodriguez, Affidavit of Maria Van Heurck, Kathleen Whisler, and Candela Sanchez

(3) *The similarity or dissimilarity of established, likely-to-continue trade*

*channels.* Opposer's products, according to Opposer are sold mainly through its "Mega Stores", its affiliate websites and Target, Best Buy and Wal-Mart. See Memorandum in Support of Opposer's Motion for Summary Judgment at 6.<sup>10</sup> Applicant's product is not sold in any of these locations. See Affidavit of Enrique Rodriguez. Accordingly there are no similar trade channels that have any bearing on the likelihood of confusion. Furthermore, even if the products were sold in the same kind of establishment, that fact alone cannot be a basis for deeming the products related. See Recot, Inc. v. M.C. Becton, 214 F.3d 1322, 54 U.S.P.Q. 2d 1894 (Fed. Cir. 2000) citing Federated Foods, Inc. v. Fort Howard Paper. Co., 544 F.2d 1098, 1103 192 U.S.P.Q. 24, 26 (C.C.P.A. 1976).

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<sup>10</sup> Applicant by citing to Opposer's Memorandum is not waiving its argument as to the invalidity of the Declarations submitted in support of the Memorandum. In the event that the Board agrees with Applicant that the Declarations must be stricken, Applicant asserts that there is no factual evidence before the Board as to Opposer's outlets of distribution for its products and services.

- (4) *The conditions under which and buyers to whom sales are made, i.e. impulse vs. careful, sophisticated purchasing.* Since Applicant is asserting that Opposer has no product similar or competing with Applicant's screensaver postcard the fact that Applicant's produce is an impulse product is not relevant to the Board's analysis. To the extent that the Board determines that there is a comparable product registered to Opposer, Applicant asserts that Opposer's products are purchased by careful, sophisticated purchasers and therefore there is no likelihood of confusion.
- (5) *The fame of the prior mark (sales, advertising, length of use).* As pointed out above, Opposer has failed to produce evidence regarding the sales of its products in comparison to the marketplace. Based upon the information provided by Applicant, it is clear that Opposer does not hold a recognizable market share in the marketplaces identified by Opposer and therefore cannot claim fame of its mark. In addition, the mere fact that Opposer has decided to dabble in various markets does not lead to the conclusion that it has earned the status of fame with respect to its mark in the specified industries. In addition, Opposer's length of use in the record industry does not transfer to fame in other industries. Since Opposer does not have a product comparable to Applicant's, there is no evidence that would support a finding of fame in the screensaver postcard market that would entitle Opposer to assert sales, advertising or length in use figures to support a finding of fame, thereby entitling it to protection. Applicant asserts that a finding of an inherently distinctive mark within one market is not transferable to this case. For

example, the finding in Virgin Enterprises Ltd. v. Nawab, 335 F.3d 141, 67 U.S.P.Q.2d 1420 (2d Cir. 2003) pertains to consumer electronic equipment. There is no legal basis for a conclusion that these same findings are transferable to screensaver postcards. To the contrary, each case must be decided based on the facts as presented in that case. Nor can fame alone override the other DuPont factors. See Recot, Inc. v. M.C. Becton, 214 F.3d 1322, 54 U.S.P.Q.2d 1894 (Fed. Ct. 2000) *citing* University of Notre Dame Du Lac v. J.C. Gourmet Foods Imports Co., Inc. 703 F.2d 1372. 217 U.S.P.Q. 505 (Fed. Cir. 1983). Opposer has attempted to steer the Board to only one of the DuPont factors, the fame of the mark, without giving the other factors their due consideration.

(6) *The number and nature of similar marks in use on similar goods. Evidence of third party use of similar marks could be relevant regarding the strength of a mark.* See Cunningham v. Laser Golf Corp., 222 F.3d 943 (Fed. Cir. 2000) *citing* Olde Time Foods, Inc. v. Roundy's Inc., 961 F.2d at 200, 204, 22 U.S.P.Q.2d at 1545, 1542 (Fed. Cir. 1992). Attached as Exhibit 12 are just a few of the companies/products/services being sold under the name Virgin as obtained from an Internet search that revealed at least 25,7000,000 hits. Of those included is a movie entitled The Virgin Suicides, Virgin Steele, various books regarding the Virgin Birth and the Blessed Virgin Mary, a rock group call Virgin Prunes, Virgin Cream, a website call Proud Virgin, Virgin Wigs, Virgin Threads, Virgin River Hotel, another movie entitled Virgin, Virgin Genealogy, Virgin font, Virgin Venture, another book entitled Virgin Birth?,

Virgin Farms and Virgin Bourbon. This is just a small sample of similar marks in use on similar goods that currently available by third parties.

(7) *The nature and extent of actual confusion.* As already demonstrated, there is no actual confusion, Opposer has cited to no incidents of actual confusion and Applicant has submitted more than ample support that there, in fact, has been no confusion in the marketplace. To date no one purchasing Applicant's screensaver postcard has ever complained or asserted that he/she thought they were purchasing a product manufactured by or on behalf of Virgin Enterprise Limited. See Affidavit of Enrique Rodriguez Exhibit 9. Nor has anyone accessed VIRGINVISIONS' website under the belief that they were accessing a Virgin Enterprise Limited website. Id.

(8) *The length of time during and conditions under which there has been concurrent use without evidence of actual confusion.* Although it is Applicants position that there is no concurrent use because there is no similarity between the Opposer's mark and Applicants mark, the evidence is clear that during the use of Applicant's product there has been no evidence of actual confusion. See subsection 7 above.

(9) *The variety of goods on which a mark is or is not used (house mark, "family" mark, product mark).* Exhibit C to the Affidavit of Enrique Rodriguez shows that Virgin Bourbon, Serial Number 73784802, is registered to Heaven Hill Distilleries, Inc. and therefore, Opposer's mark cannot be deemed a house mark, family mark or product mark.

(10) *The market interface between applicant and the owner of a prior mark.*

Although it is Applicant's position that Opposer does not have a prior mark that is similar to Applicant's, there is no market interface between Applicant's screensaver postcard and Opposer's alleged products. However, the fact that Opposer in 1989 sold/assigned its rights to Virgin Vision and the good will of that business to Management Company Entertainment Group (MCEG) means that Opposer has no more right or claim to the name Virgin Vision. By extension, there was an agreement between Opposer and MCEG that prevents Opposer from using the mark Virgin Vision in order to preclude confusion. By virtue of that agreement Opposer has no standing to challenge the Application and is precluded from using the mark Virgin Vision. At no time did Management Company Entertainment Group or Opposer register the name Virgin Vision. Nor did Management Company Entertainment Group file a timely opposition to the Application for the trade name VIRGINVISIONS. Opposer should therefore be estopped from asserting a challenge to the registration of VIRGINVISIONS. Since Opposer sold its unregistered mark Virgin Vision in 1989 it not only abandoned its rights to the mark but also affirmed a distinction between Opposer's mark Virgin and the mark and business it sold to MCEG. Accordingly, Opposer must be estopped from now asserting that there is a similarity between its mark Virgin and Virgin Vision. By extension there can also be no similarity between Opposer's mark Virgin and Applicant's mark VIRGINVISIONS since Opposer permitted MCEG to operate its business simultaneously with Opposer's business without any

indication of confusion in the marketplace. Even if the Board does not find that estoppel is applicable in this case, the mere fact that Opposer permitted MCEG to operate its business under the name Virgin Vision with no issues regarding likelihood of confusion, Opposer cannot prevail on its assertion that now the use of VIRGINVISIONS will cause confusion. If Virgin Vision did not cause confusion in the marketplace, then VIRGINVISIONS certainly cannot cause confusion in the marketplace.

(11) *The extent to which applicant has a right to exclude others from use of its mark on its goods.* Applicant has not used Opposer mark on its goods. To the extent that this test refers to an agreement between Opposer and Applicant whereby the Applicant agreed not to use the mark VIRGINVISIONS no such agreement exists.

(12) *The extent of potential confusion, i.e. whether de minimis or substantial.* Applicant asserts that there is no potential for confusion with his use of the mark VIRGINVISIONS. In November 2004, a search for VIRGINVISIONS yielded no connections to the Opposer's site. See Affidavit of Enrique Rodriguez. However, Opposer has created a potential for confusion, which it should not be precluded from continuing. It has now come to Applicant's attention that Opposer has since 2000 purchased/acquired/obtained a prior owner's domain name "VIRGINVISION.COM" and that Opposer is now using the name VirginVision and Virgin Vision to link customers to its Virgin websites. See Affidavit of Enrique Rodriguez and Exhibit 13. However, a search for virginvision or virginvisions within Opposer's website yields no

results. Id. Opposer has specifically created confusion because any of Applicant's customers who unwittingly leave off the "s" when looking for Applicant's website will be misdirected to Opposer's website even though there are no products or services sold by Opposer under the mark VIRGINVISION or VIRGIN VISION. Opposer has done this prior to a ruling by the Board on its Opposition to the registration by Applicant of the trade name VIRGINVISIONS. This action by Opposer is in direct contravention of the law and it has no legal right to claims the name VirginVision as a link to its websites. Until and unless the Board rules against Applicant, Opposer has no right or claim to the name VirginVision. Opposer has never registered or attempted to register Virgin Vision or Virginvision. Accordingly, it is respectfully requested that the Board issue a cease and desist order against Opposer and require Opposer to terminate its use of the domain name VirginVision. To the extent that Opposer is attempting to now create a potential for confusion by causing Applicant's customers to erroneously arrive at Opposer's website due to their failure to add a "s" to the Applicant's mark is specifically intended to create confusion. Id. Also to the extent that Opposer was able to manipulate the different search engines, i.e. Yahoo, so that VIRGINVISIONS website does not even appear when a customer fails to add an "s" to the mark should not be countenanced by the Board and should be sanctioned.

- (13) *Any other established fact probative of the effect of use.* All of the facts set forth in this opposition are probative of the effect of use of the name

VIRGINVISIONS and the absence of confusion in the marketplace, the absence of any likelihood of confusion and the support for accepting Applicants mark VIRGINVISIONS.

**OPPOSER NOT ENTITLED TO SUMMARY JUDGMENT AS A MATTER OF LAW**

Opposer has not demonstrated that it is entitled to summary judgment as a matter of law. The facts presented above actually demonstrate that Applicant is entitled to judgment as a matter of law. The marks are very different and the goods and services of Applicant and Registrant are very different. Pursuant to Trademark Act Section 2(d), registration shall be refused only when it is shown that a confusingly similar mark was used previously in the United States. 15 U.S.C. §1052(e). Here, Opposer has not alleged grounds sufficient to entitle it to judgment as a matter of law.

**CONCLUSION**

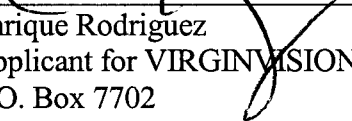
Based on the foregoing, Applicant respectfully requests that the Board deny Opposer's Motion for Summary Judgment and find in Applicant's favor.

WHEREFORE, Applicant prays that the Trademark Trial and Appeal Board deny the Motion for Summary Judgment and approve Applicant's registration of the mark VIRGINVISIONS for use as computer screen savers recorded on various data storage media, sold as a unit with a mailer usable as a postcard under Class No. 9.

DATED: January 18, 2005

Respectfully submitted,

By: \_\_\_\_\_

  
Enrique Rodriguez  
Applicant for VIRGINVISIONS  
P.O. Box 7702  
St. Thomas, VI 00801-0702  
(340) 775-1545 Ext. \*22



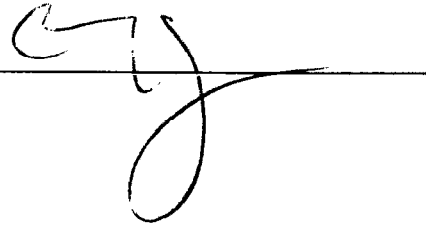
Applicant's Opposition to the Motion for Summary Judgment

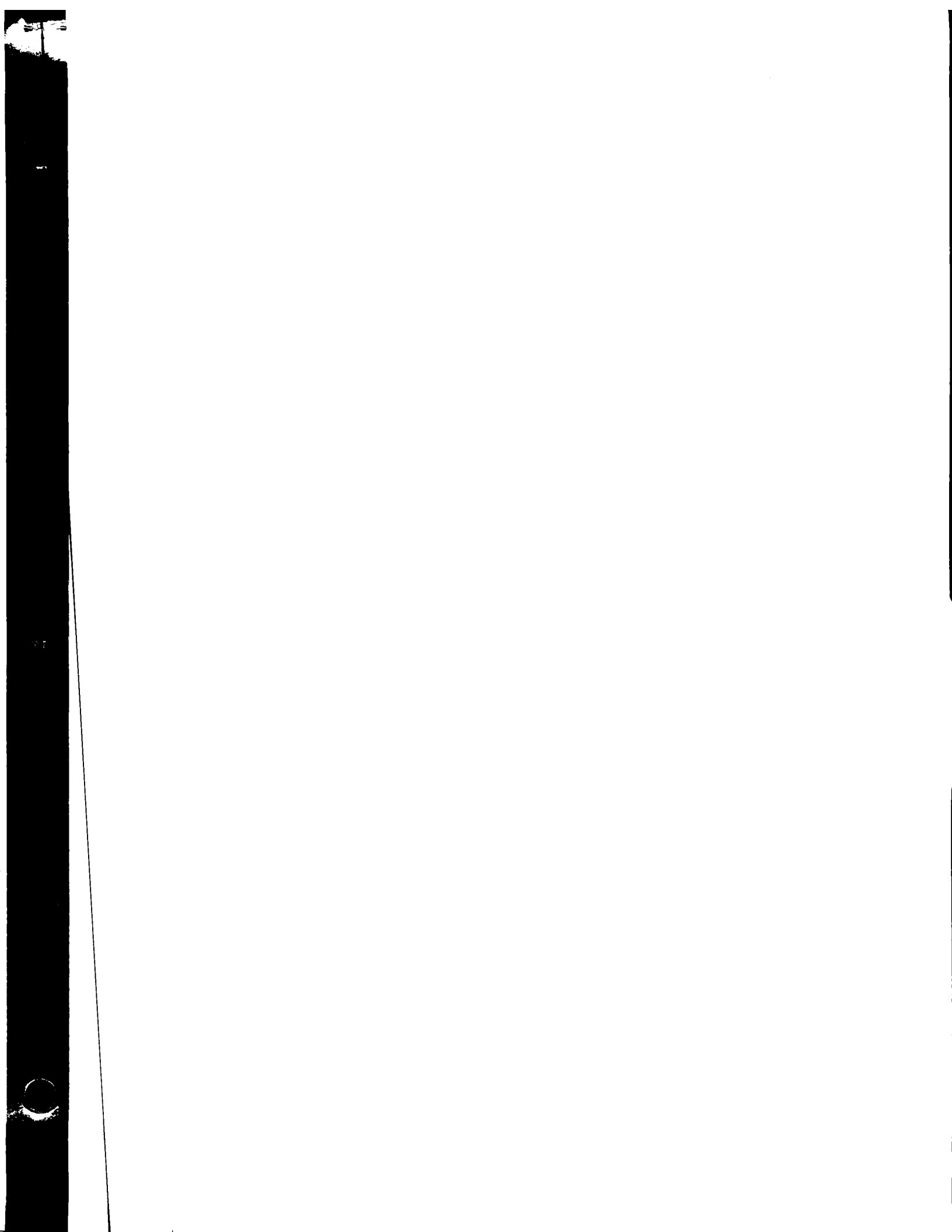
**CERTIFICATE OF SERVICE**

I HEREBY CERTIFY that on January 18, 2005 a true and exact copy of the foregoing Opposition to the Motion for Summary Judgment, Exhibits 1-13, Affidavits of Enrique Rodriguez, Maria Van Heurck, Kathleen Whisler and Candela Sanchez was mailed Express Mail to:

Carrie B. Kingsley  
Fried, Frank, Harris, Shriver & Jacobson, LLP  
One New York Plaza  
New York, NY 10004-1980

BY: \_\_\_\_\_

A handwritten signature in black ink, appearing to be 'CK', is written over a horizontal line. The signature is stylized and cursive.



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RECYCLED

TO THE ASSISTANT COMMISSIONER FOR TRADEMARKS:

APPLICANT'S NAME: Enrique Rodriguez

APPLICANT'S MAILING ADDRESS: VirginVisions, Inc. P.O. Box 7702 St. Thomas, USVI 00801

APPLICANT'S ENTITY TYPE: (Check one and supply requested information)

- X Individual - Citizen of (Country): United States of America
Partnership - State where organized (Country, if appropriate):
Names and Citizenship (Country) of General Partners:
Corporation - State (Country, if appropriate) of Incorporation:
Other (Specify Nature of Entity and Domicile):

GOODS AND/OR SERVICES:

Applicant requests registration of the trademark/service mark shown in the accompanying drawing in the United States Patent and Trademark Office on the Principal Register established by the Act of July 5, 1946 (15 U.S.C. 1051 et. seq., as amended) for the following goods/services (SPECIFIC GOODS AND/OR SERVICES MUST BE INSERTED HERE): Computer screen savers recorded on various data storage media, sold as a unit with a mailer usable as a postcard.

BASIS FOR APPLICATION: (Check boxes which apply, but never both the first AND second boxes, and supply requested information related to each box checked.)

- [x] Applicant is using the mark in commerce on or in connection with the above identified goods/services. (15 U.S.C. 1051(a), as amended.) Three specimens showing the mark as used in commerce are submitted with this application.
- Date of first use of the mark in commerce which the U.S. Congress may regulate (for example, interstate or between the U.S. and a foreign country): May 19, 2000
- Specify the type of commerce: Interstate
- Date of first use anywhere (the same as or before use in commerce date): May 23, 2000
- Specify manner or mode of use of mark on or in connection with the goods/services: Trademark is used on labels, affixed to goods, on containers and in advertisements
[] Applicant has a bona fide intention to use the mark in commerce on or in connection with the above identified goods/services. (15 U.S.C. 1051(b), as amended.)
- Specify intended manner or mode of use of mark on or in connection with the goods/services:
[] Applicant has a bona fide intention to use the mark in commerce on or in connection with the above identified goods/services, and asserts a claim of priority based upon a foreign application in accordance with 15 U.S.C. 1126(d), as amended.
- Country of foreign filing:
- Date of foreign filing:
[] Applicant has a bona fide intention to use the mark in commerce on or in connection with the above identified goods/services and, accompanying this application, submits a certification or certified copy of a foreign registration in accordance with 15 U.S.C 1126(e), as amended.
- Country of registration:
- Registration number:

NOTE: Declaration on Reverse Side MUST be Signed

Response to United States Patent and Trademark Office  
Revised Typewritten Drawing Page  
March 26, 2001

APPLICANTS'S NAME: Enrique Rodriguez

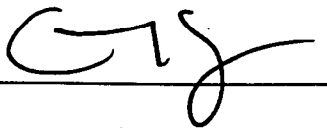
APPLICANT'S ADDRESS: VirginVisions, Inc.  
P.O. Box 7702  
St. Thomas, VI 00801

GOODS: computer screen savers recorded on various data storage media, sold as a unit with a mailer usable as a postcard.

DATE OF FIRST USE: May 19, 2000

DATE OF FIRST USE IN COMMERCE: May 23, 2000

VIRGINVISIONS



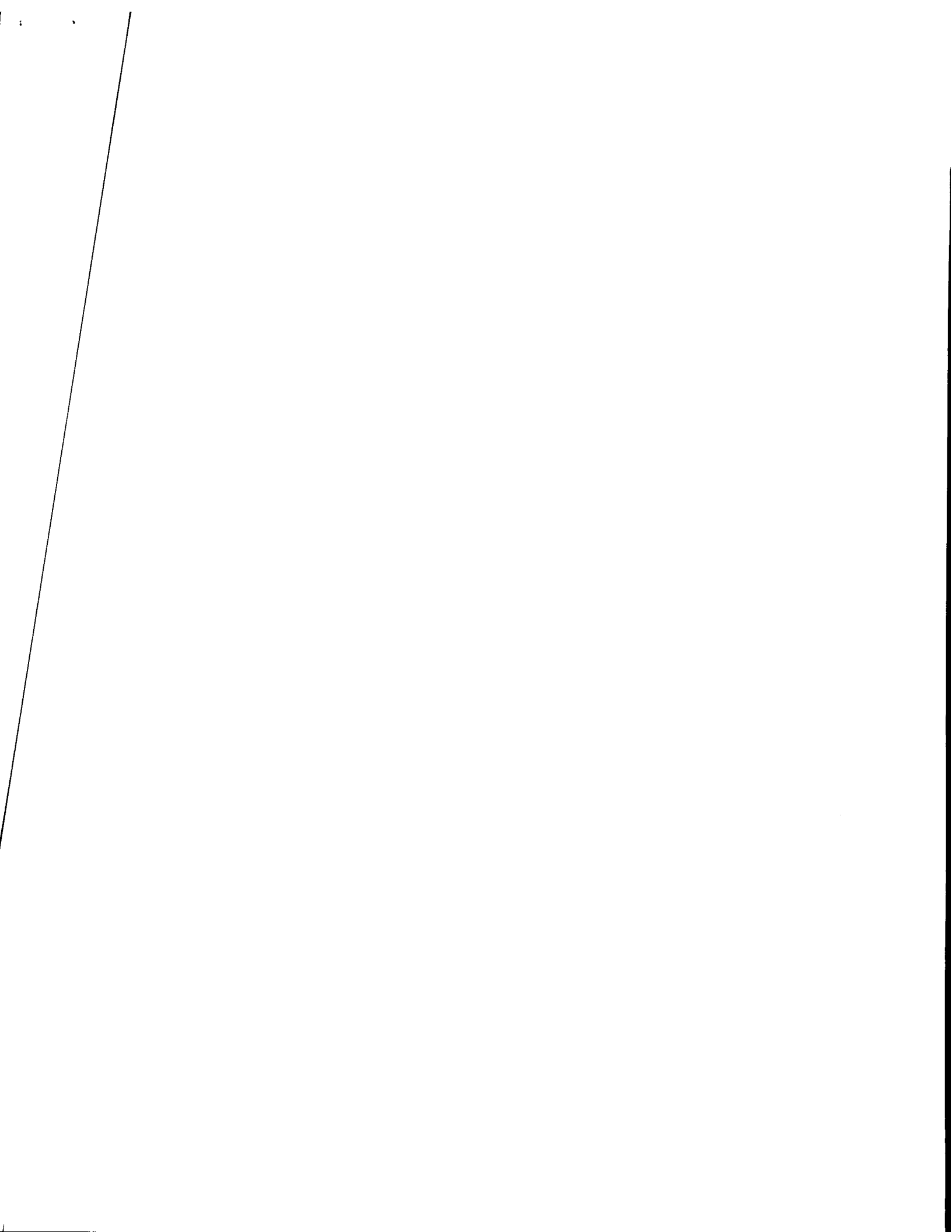
Enrique Rodriguez  
(340) 779-6429

CERTIFICATE OF MAILING

I hereby certify that this correspondence is being deposited with the United States Postal Service with sufficient postage as first class mail in an envelope addressed to: Assistant Commissioner for Trademarks, 2900 Crystal Drive, Arlington, Virginia 22202-3513, on April  
10, 2001



Enrique Rodriguez



# Sales and Corporate Data

Monthly Sales Summaries  
Target Store Openings

Monthly Sales Data  
Target Corporation Fact Card

## Target Corporation Fact Card

To print the PDF version of the fact card, [click here](#).  
Last updated January 6, 2005.



Target Corporation is a retail growth company focused on providing exceptional value to consumers in the United States through our Target-brand upscale discount stores and our on-line business called Target.com.

**Chairman & Chief Executive Officer**  
Bob Ulrich



Target is an upscale discounter that provides quality merchandise at attractive prices in clean, spacious and guest-friendly stores. The first store opened in Roseville, Minnesota, in 1962.

**Guest:** Median age of 45; median household income of approximately \$57K; 90% female and approximately 39% have children at home; about 44% have completed college.

**1313 Stores in 47 States** (Includes 136 SuperTarget stores)  
Alabama (10), Arizona (39), Arkansas (4), California (195), Colorado (30), Connecticut (9), Delaware (2), Florida (83), Georgia (40), Idaho (5), Iowa (21), Illinois (71), Indiana (34), Kansas (16), Kentucky (12), Louisiana (11), Maine (2), Maryland (28), Massachusetts (20), Michigan (51), Minnesota (65), Mississippi (3), Missouri (27), Montana (7), Nebraska (11), Nevada (14), New Hampshire (5), New Jersey (32), New Mexico (8), New York (44), North Carolina (34), North Dakota (4), Ohio (47), Oklahoma (10), Oregon (17), Pennsylvania (31), Rhode Island (2), South Carolina (17), South Dakota (4), Tennessee (23), Texas (114), Utah (9), Virginia (35), Washington (31), West Virginia (3), Wisconsin (31), Wyoming (2)

**136 SuperTarget Stores in 20 States**  
Alabama (6), Colorado (8), Florida (15), Georgia (7), Iowa (8), Illinois (7), Indiana (7), Kansas (6), Louisiana (3), Minnesota (12), Missouri (3), Nebraska (3), North Carolina (5), North Dakota (1), Oklahoma (3), Tennessee (2), Texas (31), Utah (6), Virginia (2), Wisconsin (1)

**Distribution Centers (22)**

Minneapolis, MN	Tifton, GA	Lindale/Tyler, TX	West Jefferson, OH
Little Rock, AR	Oconomowoc, WI	Wilton, NY	Midlothian, TX
Los Angeles, CA	Albany, OR	Huntsville, AL	Topeka, KS
Pueblo, CO	Indianapolis, IN	Kalamazoo, MI	Camden, SC
Sacramento, CA	Stuarts Draft, VA	Phoenix, AZ	
Cedar Falls, IA	Shafter, CA	Chambersburg, PA	

**Import Warehouses (3)**

Los Angeles, CA	Lacey, WA	Suffolk, VA
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**President**

Gregg Steinhafel

**Target Corporation Contacts**

Main Number 612/304-6073

Sales Information Line 612/761-6500

Media Relations 612/696-3400

Susan Kahn (investor) 612/761-6735; 612/761-5555 (fax)

**Financial Summary***(All dollar amounts in millions, except per share amounts)**(All financial results reflect continuing operations)*

<b>Target Corporation</b>	<b>2003</b>	<b>2002</b>
Revenues	\$42,025	\$37,410
EBIT	\$3,210	\$2,861
Net Earnings	\$1,651	\$1,407
Net Earnings Per Share, Diluted	\$ 1.80	\$ 1.54
Average Common Shares Outstanding, Diluted	917.1	914.0

<b>Target Stores</b>	<b>2003</b>	<b>2002</b>	<b>2001</b>
Number of Stores	1,225	1,147	1,053
Sq. Footage at YE (thous)	152,563	140,255	125,245
Number of Employees	273,000	245,000	220,000

**Quarterly Results** (\*before unusual items)

	(04/03) 3Q	(04/03) 2Q	(04/03) 1Q	(03/02) 4Q
Revenues (billions)	\$10.9	\$10.6	\$10.2	\$13.7
% Change vs. LY	11.0%	10.0%	14.0%	12.9%

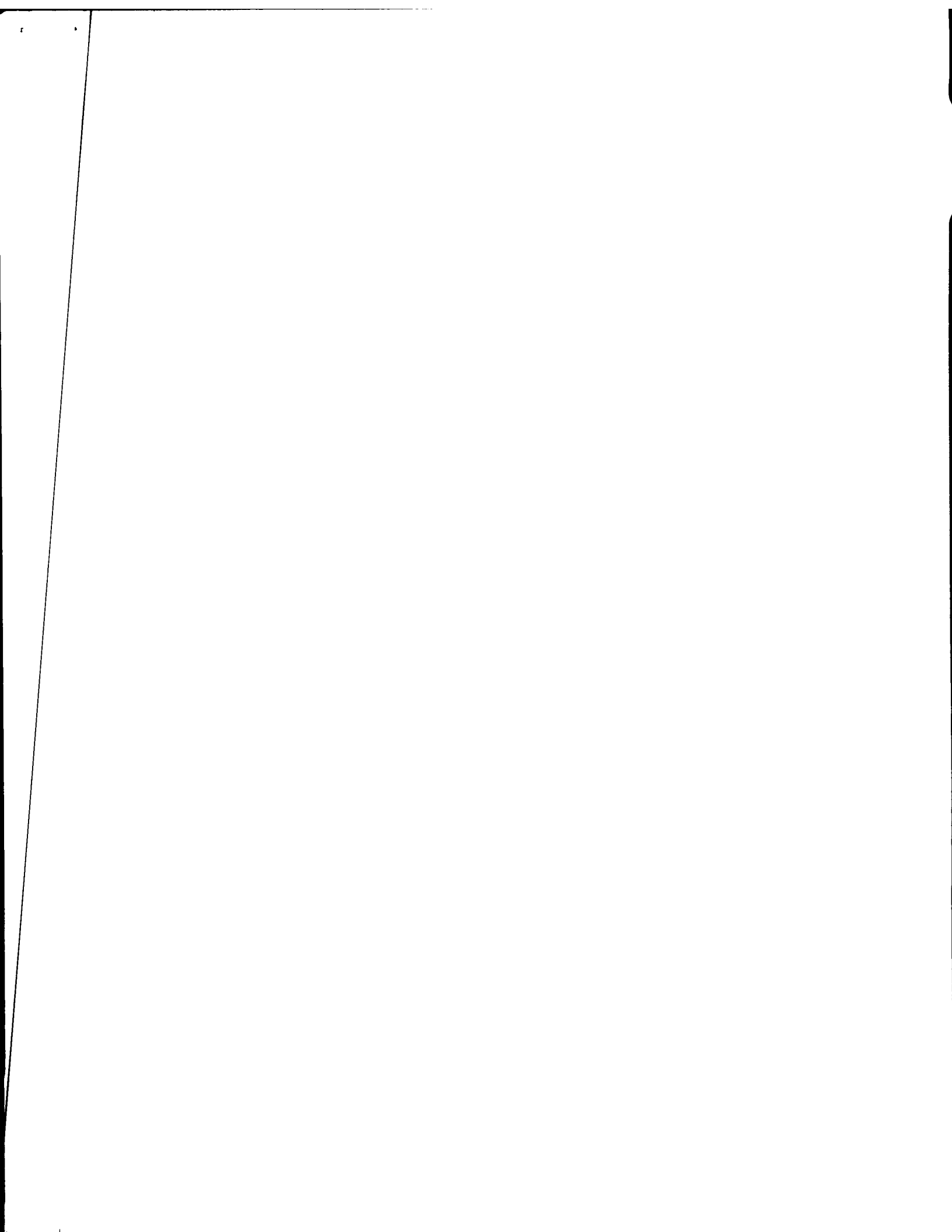


Earnings Per Share TY	.37	.40	.44	.80
Earnings Per Share LY	.30	.36	.35	NA

**Sales Increases - Target Stores**

<b>2003</b>	<b>Total</b>	<b>Comparable</b>
January 2004	12.4	5.8
<b>2004</b>		
February	14.5	8.0
March	14.5	7.8
April	13.9	6.2
May	12.7	5.8
June	8.7	2.2
July*	9.7	4.1
August*	8.4	1.8
September*	12.5	5.6
October*	12.6	6.0
November*	9.0	4.9
December*	11.3	5.1

(\*Target Corporation Continuing Operations)





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**Corporate Press Release**

**American Airlines Reports December Traffic**

Fort Worth, Texas – American Airlines, the world's largest carrier, reported a December load factor of 74.6 per cent of 0.9 points compared to December of last year. Traffic during the month grew by 6.1 percent, while capacity percent year over year.

International traffic increased 10.3 percent relative to last year on 12.7 percent more capacity. Domestic traffic percent compared to last year on a 1.4 percent increase in capacity.

American boarded 7.8 million passengers in December.

Detailed traffic and capacity data are on the following pages:

AMERICAN AIRLINES PASSENGER DIVISION  
COMPARATIVE PRELIMINARY TRAFFIC SUMMARY  
EXCLUDES CHARTER SERVICES

	December	2004	2003	CHANGE
REVENUE PASSENGER MILES (000)				
SYSTEM		10,982,188	10,350,950	6.1 %
D.O.T. DOMESTIC		7,354,586	7,063,100	4.1
INTERNATIONAL		3,627,602	3,287,850	10.3
ATLANTIC		1,392,284	1,338,291	4.0
LATIN AMERICA		1,846,209	1,638,062	12.7
PACIFIC		389,109	311,498	24.9
AVAILABLE SEAT MILES (000)				
SYSTEM		14,712,917	14,029,709	4.9 %
D.O.T. DOMESTIC		9,859,758	9,722,528	1.4
INTERNATIONAL		4,853,159	4,307,181	12.7
ATLANTIC		1,715,527	1,587,871	8.0
LATIN AMERICA		2,657,224	2,327,069	14.2
PACIFIC		480,408	392,241	22.5
LOAD FACTOR				
SYSTEM		74.6 %	73.7 %	0.9 pts
D.O.T. DOMESTIC		74.5	72.6	1.9
INTERNATIONAL		74.7	76.3	(1.6)
ATLANTIC		81.1	84.2	(3.1)
LATIN AMERICA		69.4	70.3	(0.9)
PACIFIC		80.9	79.4	1.5
PASSENGERS BOARDED		7,797,329	7,435,113	4.9 %
SYSTEM CARGO TON MILES (000)		191,633	172,756	10.9 %

AMERICAN AIRLINES PASSENGER DIVISION  
COMPARATIVE PRELIMINARY TRAFFIC SUMMARY  
EXCLUDES CHARTER SERVICES  
YEAR-TO-DATE December

	2004	2003	CHANGE
REVENUE PASSENGER MILES (000)			
SYSTEM	130,029,369	120,011,650	8.3 %
D.O.T. DOMESTIC	88,434,071	84,706,037	4.4
INTERNATIONAL	41,595,298	35,305,613	17.8
ATLANTIC	18,177,691	15,803,027	15.0
LATIN AMERICA	19,092,816	16,359,228	16.7
PACIFIC	4,324,791	3,143,359	37.6
AVAILABLE SEAT MILES (000)			
SYSTEM	173,835,988	164,791,451	5.5 %
D.O.T. DOMESTIC	117,741,364	116,417,916	1.1
INTERNATIONAL	56,094,624	48,373,535	16.0

ATLANTIC	22,350,894	20,241,809	10.4
LATIN AMERICA	28,366,430	23,921,949	18.6
PACIFIC	5,377,300	4,209,777	27.7
LOAD FACTOR			
SYSTEM	74.8 %	72.8 %	2.0 pts
D.O.T. DOMESTIC	75.1	72.7	2.4
INTERNATIONAL	74.1	72.9	1.2
ATLANTIC	81.3	78.0	3.3
LATIN AMERICA	67.3	68.3	(1.0)
PACIFIC	80.4	74.6	5.8
PASSENGERS BOARDED	91,566,185	88,798,446	3.1 %
SYSTEM CARGO TON MILES (000)	2,202,822	2,000,285	10.1 %

Note: This press release was accurate at the date of issuance. However, information contained in the release if you plan to use the information contained herein for any purpose, verification of its continued accuracy is



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**Corporate Press Release**

**American Eagle Airlines Reports December Traffic**

Fort Worth, Texas – American Eagle Airlines today reported systemwide traffic for December increased 28.3 percent from December 2003, on a capacity increase of 26.1 percent. System load factor was 65.7 percent, up 1.1 points year-over-year.

American Eagle boarded 1.51 million passengers in December, up 15.9 percent from December 2003.

American Eagle is the largest U.S. regional airline, operating over 1,600 daily flights to more than 140 cities throughout the United States, Canada, the Bahamas, Mexico and the Caribbean on behalf of American Airlines.

American Airlines is the world's largest carrier. American, American Eagle and the AmericanConnection<sup>®</sup> regional airlines serve more than 250 cities in over 40 countries with more than 3,800 daily flights. The combined network fleet consists of more than 1,000 aircraft. American's award-winning Web site, AA.com, provides users with easy access to check-in, flight status, personalized news, information and travel offers. American Airlines is a founding member of the oneworld<sup>SM</sup> alliance, which brings together some of the best and biggest names in the airline business, enabling them to offer their customers more destinations and benefits than any airline can provide on its own. Together, its members serve more than 575 destinations and territories. American Airlines and American Eagle are units of the AMR Corporation (NYSE: AMR - News).

Detailed traffic and capacity data are on the following page.

AMERICAN EAGLE  
COMPARATIVE PRELIMINARY TRAFFIC SUMMARY

	DECEMBER 2004	2003	CHANGE
PASSENGER MILES (000)			
SYSTEM	571,949	445,701	28.3 %
AMERICAN EAGLE AIRLINES	525,181	397,993	32.0
EXECUTIVE AIRLINES	46,768	47,708	(2.0)
SEAT MILES (000)			
SYSTEM	870,440	690,161	26.1 %
AMERICAN EAGLE AIRLINES	787,135	605,588	30.0
EXECUTIVE AIRLINES	83,305	84,573	(1.5)
LOAD FACTOR			
SYSTEM	65.7	64.6	1.1 pts
AMERICAN EAGLE AIRLINES	66.7	65.7	1.0
EXECUTIVE AIRLINES	56.1	56.4	(0.3)
PASSENGERS BOARDED			
SYSTEM	1,512,895	1,305,589	15.9 %
AMERICAN EAGLE AIRLINES	1,291,645	1,077,092	19.9
EXECUTIVE AIRLINES	221,250	228,497	(3.2)
	YEAR-TO-DATE 2004	2003	CHANGE
PASSENGER MILES (000)			
SYSTEM	6,403,117	4,823,895	32.7 %
AMERICAN EAGLE AIRLINES	5,817,682	4,226,129	37.7
EXECUTIVE AIRLINES	585,435	597,767	(2.1)
SEAT MILES (000)			
SYSTEM	9,473,427	7,546,853	25.5 %
AMERICAN EAGLE AIRLINES	8,487,933	6,496,230	30.7
EXECUTIVE AIRLINES	985,494	1,050,622	(6.2)
LOAD FACTOR			
SYSTEM	67.6	63.9	3.7 pts
AMERICAN EAGLE AIRLINES	68.5	65.1	3.4
EXECUTIVE AIRLINES	59.4	56.9	2.5

PASSENGERS BOARDED			
SYSTEM	17,665,417	14,721,847	20.0 %
AMERICAN EAGLE AIRLINES	14,869,254	11,925,114	24.7
EXECUTIVE AIRLINES	2,796,163	2,796,733	(0.0)

Note: This press release was accurate at the date of issuance. However, information contained in the release if you plan to use the information contained herein for any purpose, verification of its continued accuracy is



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## Telecommunications Industry Overview

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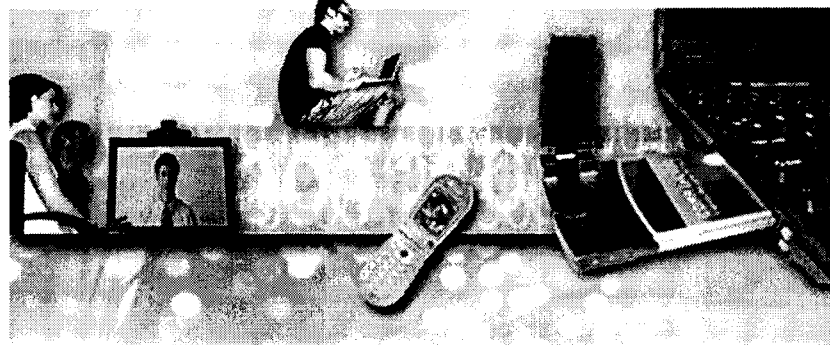
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# Industry Overview

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While the telecommunications industry is over 100 years old, the industry today finds itself at the beginning of a new communications revolution.

Technology is radically transforming the industry. In the United States:

- About 40 percent of long-distance telephone and about a third of local telephone use has been supplanted by new technologies.
- In 2004 the number of long-distance calls made over wireless networks will exceed those made over wireline networks.
- More than 160 million Americans have wireless phones - almost one in five of whom use their mobile phones as their main communications device.
- More than 70 percent of American households are connected to the Internet, increasingly via broadband connections.
- 100 million Americans now regularly use e-mail.
- Instant messages, which already outnumber e-mails, are not only becoming the principal means of communication for young people, but are also evolving beyond text to voice and video.
- Nationwide wireless networks and Internet-based communications have changed traditional distinctions between "local" and "long-distance" services.

The mega-trends in telecommunications - the shifts from analog to digital technology, from wired to wireless platforms, and from narrowband to broadband services - have fundamentally changed the way people communicate. This is a social phenomenon that is already shaping the telecommunications industry of the future. Around the world, traditional telephone companies are evolving into providers of full-service communications networks that deliver high-speed, mobile connectivity to customers wherever they are.

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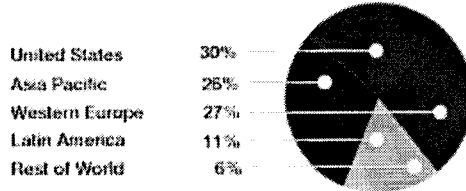
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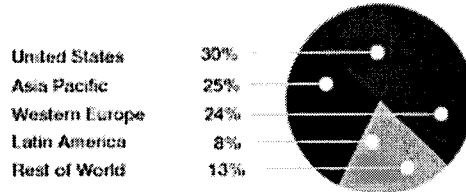
Globally, telecommunications revenues totaled approximately \$1.3 trillion in 2003, with industry projections of single-digit percentage growth over the next five years. Growth is expected to be dominated by wireless and data, which estimates suggest may total two-thirds of a more than \$1.7 trillion market by 2009.

Major telecommunications markets outside of the U.S. include Western Europe, Asia Pacific and Latin America. Over the next five years, revenue growth is expected to be higher, approaching double-digit percentage increases, in Latin America and the remainder of the world, compared with the expected single-digit growth in the more mature markets in the U.S., Europe and Asia Pacific.

**Global Telecommunications Revenues 2004 - \$1.4 Trillion**



**Global Telecommunications Revenues 2009 - \$1.7 Trillion**



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The U.S. is, and will continue to be, the largest global telecommunications market in terms of revenues. In 2004, analyst estimates indicate that the U.S. telecommunications market will be over \$400 billion in revenues. This represents 30 percent of global telecommunications revenues currently, with expectations of a similar U.S. market share over the next five years and estimated total revenues of approximately \$500 billion in 2009.

These revenues are generated from a wide variety of products and services in the three general categories of services, systems and applications, and infrastructure.

- » The services category includes all voice and data for wireline local and long-distance, as well as Voice over IP (VoIP) services, and all wireless services.
- » Systems and applications includes CPE and Professional/Value-added services associated with the Consumer and Business market segments.
- » The final category includes all forms of equipment and operational support systems that combine to form the communications networks.

Segmented by markets, the overall U.S. revenue picture shows that almost half of telecommunications spending is still in the Consumer market segment, although the General Business and Enterprise (large-business) markets continue to grow.

In the U.S., a number of incumbent and emerging competitors offer some or all of these products and services.

- » Incumbent Local Exchange Carriers (ILECs) - Verizon, Bell South, SBC, Qwest
- » Cable Operators (MSOs, or "multi-system operators") - Comcast, Time Warner Cable, Cablevision, Cox
- » Wireless Carriers - Verizon Wireless (a joint venture of Verizon and Vodafone), Cingular, T-Mobile, Nextel, Sprint PCS
- » Competitive Local Exchange Carriers (CLECs) and VoIP Providers - Vonage, XO Communications, Covad
- » Interexchange Carriers (IXCs) - MCI, Sprint, AT&T
- » Equipment Providers -Lucent, Nortel, QUALCOMM

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The changes in the industry can be illustrated by a more detailed look at the largest U.S. telecommunications company. Verizon, a full-service communications provider, has annual revenues of approximately \$68 billion, or about 14 percent of the total U.S. market.

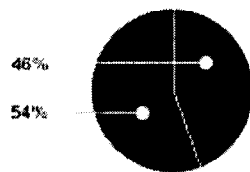
A bellwether for the industry (added to the Dow Jones Industrial Average in April 2004), Verizon has the industry's largest national presence - the most customers and most revenues - in both the wireline and wireless markets. Verizon is also the largest directory publisher in the world, as measured by directory titles and circulation.

- [Changing Revenue Mix](#)
- [Growth Markets](#)
- [Network Evolution](#)

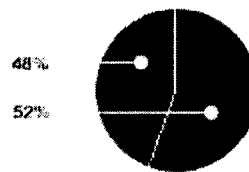
### Changing Revenue Mix

A look at Verizon's revenues demonstrates the change in demand for telecommunications services in the U.S. over the past several years. While traditional local wireline services are shrinking as a percentage of Verizon's total revenue, wireless services are becoming a larger part of Verizon's revenue mix. Verizon has also seen some growth in some parts of the wireline market, particularly in revenues from long-distance, data and broadband DSL services. In fact, more than half of Verizon's revenues are now generated from growth businesses.

Verizon Revenue Mix  
2Q'03 - \$16.8B



Verizon Revenue Mix  
2Q'04 - \$17.8B



- Growth
- Traditional

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### Growth Markets

One of the growth businesses for Verizon is wireline long-distance service in both the consumer and Enterprise markets. While this is a mature market for the IXC's, Verizon and its peers (historically called Regional Bell Operating Companies, or RBOCs) were prevented from offering long-distance services at the 1984 divestiture of AT&T.

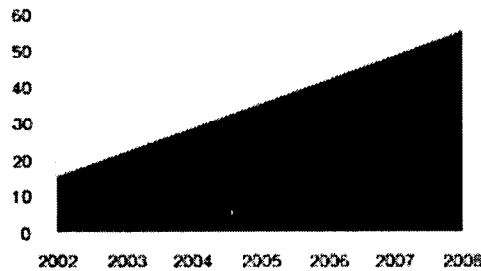
The Telecommunications Act of 1996 paved the way for RBOCs to begin offering long-distance services, and Verizon has benefited from being an early insurgent in the market since it was the first of its peers to re-enter the long-distance market in January 2000. Verizon has also benefited because in June 2000 its predecessor, Bell Atlantic, merged with the nation's largest independent telecommunications company, GTE, which was already offering long-distance

services. By March of 2003, Verizon had received approval to offer long-distance in all states and by the end of that year all of its peers had entered the market.

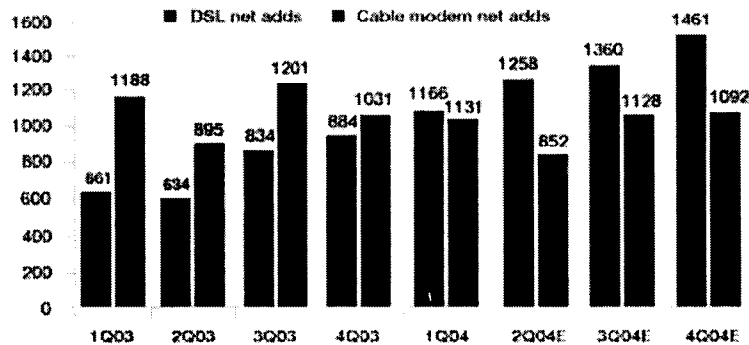
In less than four years, Verizon has become one of the largest long-distance carriers in the nation, and within many of its in-state franchise areas has become the number one long-distance provider.

Another growth market is broadband DSL, which has recently gained market share from cable modems as the number of U.S. residential broadband subscribers continues to grow rapidly. Verizon and the other large telecom providers have been able to reverse a trend - the broadband market now has more new subscribers for DSL service than for cable modems. Some of the advantages of DSL include lower cost, no equipment fees or networking charges, no bandwidth limits, a dedicated Internet connection, and free value-added services such as virus protection, pop-up blockers and parental controls.

U.S. Residential Broadband Subscribers 2003 (millions)



Broadband Net Adds: DSL vs. Cable Modem (000s) source: UBS

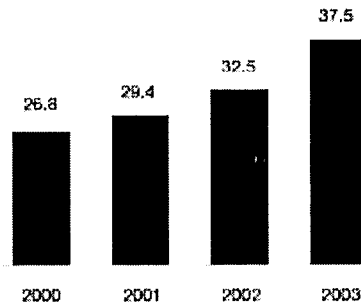


Even more dramatic growth has occurred in the wireless market. At the end of 2003, the U.S. wireless market had reached nearly 159 million subscribers, and had experienced a growth rate of 45 percent over the prior three years. In 2003 under a program called Local Number Portability (LNP), wireless customers for the first time were able to change carriers and keep their existing wireless phone number, which resulted in an increase in customer churn for some providers. However, more customers chose to switch to Verizon Wireless, which gained an industry-leading 5 million new customers in 2003.

Verizon Wireless is the nation's leading wireless provider, operating the largest and most reliable wireless network in the country. The Verizon Wireless network completes and maintains more customer calls in more places than any other U.S. carrier, and was ranked highest in network quality performance among the largest wireless providers by a national research organization in 2003. Of the six national wireless carriers, Verizon Wireless was largest both in terms of market

share and overall growth rate at the end of 2003.

Verizon Wireless Subscribers (millions)



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### Network Evolution

Several factors involving the evolution of Verizon's core networks have positioned the company well in growth markets.

#### 1. Ubiquity and Reliability.

Verizon's network plays a key role in the convergence of all telecom networks. Verizon and its peers own and maintain their networks, provide a full range of services and, perhaps most importantly, provide last-mile access to customers. In 2003 alone, Verizon operated a wholesale business that generated nearly \$8 billion in revenues, as other telecommunications companies used the Verizon network to connect to customers' homes and businesses.

As of year-end 2003, Verizon's network included more than 55 million wireline access lines in 29 states. Access lines are connections from a customer's premises to the Verizon network, not counting the company's broadband DSL service connections. Over 1.5 billion phone calls and trillions of bits of data are carried over this nationwide network on an average business day, with a reliability factor of over 99.999 percent. Verizon's wireline network also includes approximately 9.3 million miles of local, inter-city and long-distance fiber-optic systems to help carry calls and data for customers around the country. That's more than any local or long-distance company in the U.S. and more than enough to circle the Earth about 390 times.

Meanwhile, Verizon's wireless network, which by the first half of 2004 served more than 40 million customers, operates in 97 of the top 100 U.S. markets and reaches more than 235 million Americans. Verizon's wireless network is 100 percent digital, with 150 switching facilities and over 20,500 cell sites nationwide. Like the company's wireline network, the wireless network is built for reliability in emergencies, with industry-leading redundancy and maintenance measures.

#### 2. Commitment to Investment.

Verizon spends approximately \$12 billion a year to maintain, upgrade and expand its technology infrastructure. With this investment commitment, Verizon ranks among the top global companies in any industry in annual capital spending.

In response to the general industry decline in the early part of the decade, most telecommunications companies sharply reduced capital spending on network infrastructure. At the same time, the major carriers generally reduced expenses, including total numbers of employees, as growth in demand lessened and newer technologies made networks and operations more efficient.

These and other steps, such as the selling of non-strategic assets, helped Verizon and the regional carriers maintain a healthy cash flow. In Verizon's case, its strong cash flow (more than \$22 billion in both 2002 and 2003) enabled the company to maintain a healthy level of network spending in growth area - investing more in wireless and broadband than anyone else in the industry.

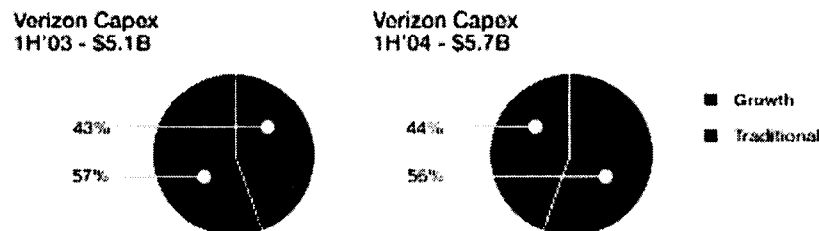
Verizon, like other peer companies, also used much of its cash flow to reduce corporate debt levels - although at a greater rate. In Verizon's case, the company reduced corporate debt by nearly \$20 billion, or by nearly a third in total, over a two-year period. Verizon had a higher debt load than peer companies to begin with, in part because the debt associated with its wireless operations have been consolidated in the company's total debt - unlike BellSouth and SBC, which jointly operate a wireless company, Cingular, which carries debt separately.

### 3. Advanced Technology Deployment.

Verizon has used its infrastructure investments to transform its wireline and wireless networks around new technologies and new markets.

In January 2004, the company announced that \$1 billion in capital would be earmarked to expand wireless broadband services to markets nationwide over the next two years. Also, the company said that up to another \$2 billion would be earmarked to bring fiber-based technologies directly to customers' homes and businesses in select markets, and to transform switching systems to take advantage of Internet-based telecommunications technology..

Verizon has shifted its capital spending, allocating more investment to growth areas and new technologies. More than half of the \$5.7 billion in capital that Verizon spent in the first half of 2004 went to support growth businesses - evidence of a philosophy that new technologies will give Verizon a differentiated product set that will enhance long-term growth.



This is not a new strategy for Verizon. In the early part of the decade, the company invested more than rivals to expand and improve its wireless network. As a result, by 2003 Verizon Wireless had become the nation's leading wireless provider according to nearly every industry measure -- customer satisfaction, profitability, innovation, network reliability, revenue, cash flow generation and customer growth.

Other results of this "investing for growth" model of capital allocation:

- Verizon has equipped over 40 million lines of its wireline network with broadband DSL capabilities and has indicated it will continue to expand coverage, increase speeds, add customers and provide new services.
- In its core wireline network, Verizon is converting from circuit switching to packet switching. This will accommodate the upsurge of Internet Protocol-based traffic, which is central to VoIP applications. (More information about these technologies and applications in the section that follows, "Industry Developments and Trends").
- In 2004, Verizon began a large-scale deployment of fiber in its local network. The company expects to pass 1 million homes and small businesses within the year and, potentially, another 2 million in 2005.
- Verizon has also recently completed a major network expansion called

Enterprise Advance. This expands the geographic reach of existing products for large-business customers and also introduces new services that offer customers more bandwidth and the increasing flexibility to merge and manage their voice and data traffic on a single network.

Verizon's strategy has been to differentiate itself from peer companies through investment and innovation: new applications, services and network platforms. This has provided comparatively high levels of overall revenue growth, and also provides a platform for a number of new services and applications not available using older narrowband technologies.

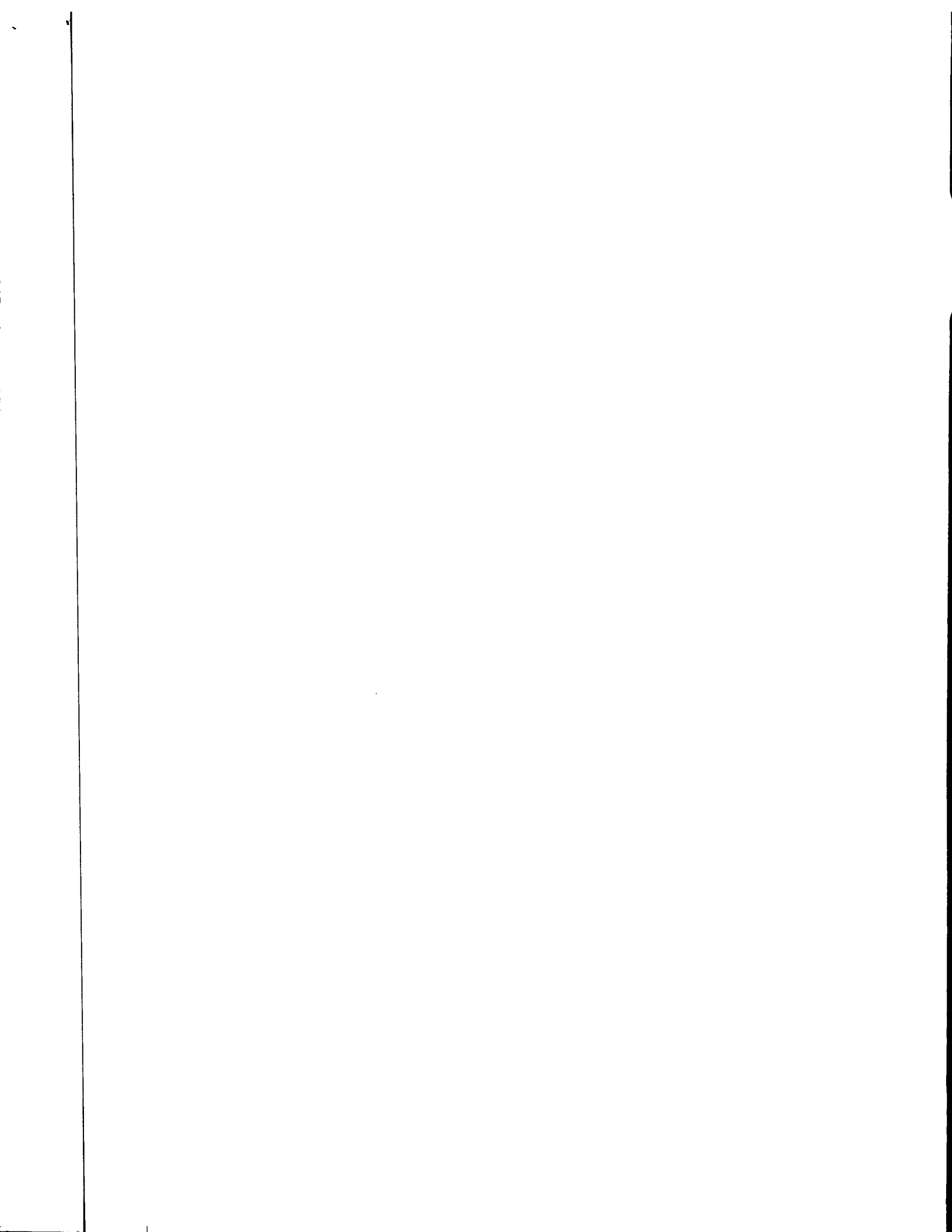
In a larger context, this advanced technology deployment also promises benefits in terms of product innovation, economic growth and job creation. In testimony to the U.S. Senate Committee on Commerce, Science and Transportation in May 2004, Verizon's Chairman and CEO, Ivan Seidenberg, said that delivering 100 megabits of capacity (approximately 100 times faster and more robust than most current cable modem or DSL connections) to people wherever they are - at home, at work, on the go - should be the long-term goal for the communications and high-tech industries. These kinds of networks will create a platform for new applications, services and communications technologies, giving Americans even more choices in the electronic communications marketplace.

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These are the results of the four Russian Life International Vodka Taste Offs, held from 1998 to 2001.

RANK	RANK 2001	RANK 2000	RANK 1999	RANK 1998	BRAND	COUNTRY
1	15	3	2	2	Grey Goose	France
2	2	2	--	--	Cristall	Russia
3	--	--	--	--	Krolewska	Poland
4	--	--	--	--	Youri Dolgoruki	Russia
5	13	1	6	6	Finlandia	Finland
6	--	--	--	--	Jewel of Russia	Russia
7	--	--	--	--	Vincent	Holland
8	6	10	5	5	Rain	US
9	11	5	1	1	Ketel One	Holland
10	1	--	--	--	3 Olives	England
11	--	--	--	--	Russian Standard	Russia
12	5	--	--	--	Vox	Holland
13	3	4	8	8	Stolichnaya	Russia
14	--	--	--	--	Vermont Spirits White	US
15	4	8	3	3	Absolut	Sweden
16	--	--	--	--	Mezzaluna	Italy
--	5	--	--	--	Charodei	Belarus
--	7	6	9	9	SKYY	US

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--	8	2	14	Tanqueray Sterling	England
--	9	7	--	Fris	Denmark
--	10	--	--	Taaka	US
--	12	--	--	Boru	Ireland
--	14	9	10	Belvedere	Poland
--	--	11	--	Stolichnaya Gold	Russia
--	--	12	12	Smirnoff	US
--	--	13	--	Chopin	Poland
--	--	14	--	Kremlyovskaya	Russia
--	--	15	--	Tarkhuna	Russia
--	--	--	4	MIG Pilot	US
--	--	--	7	Red Bear	England
--	--	--	11	Mad River	US
--	--	--	13	Luksosowa	Poland
--	--	--	15	Russian Roulette	Russia
--	--	--	16	Teton	US

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\* Each participant in our Taste-Offs is given a set of randomly selected vodkas to taste and compare. Each vodka sample is about 0.5 ounces and is served at room temperature in a small, plastic shot glass. The glass is marked only by a Russian letter. The taste is fully blind, and only the organizers know which of the 16 vodkas competing corresponds to which vodka.

Participants give each of their vodkas a score of 1-5, with 1 being the lowest and 5 the highest. Each vodka is tasted by between 30-40 individuals. Scores for each vodka are then averaged to arrive at final rankings.

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31.10.2001

### ACNielsen study finds 43 brands have billion dollar global presence

#### ***Beverages, Tobacco and Snack Foods Are Strongest Branded Consumer Packaged Products Worldwide***

**Espoo, 31.10.2001** Only 43 consumer product brands have annual sales of more than US\$1 billion each and can be considered truly global, according to a study released today by ACNielsen, the global authority on consumer behaviour and marketing information. Eight of the 43 brands have their home headquarters in Europe.

"Despite a proliferation of brands in the marketplace and a focus by major manufacturers on being more global, there are relatively few global mega brands out there today," said Jane Perrin, ACNielsen Managing Director of Global Services, the sponsor of the study, *Reaching the Billion Dollar Mark – A Review of Today's Global Brands*. "We looked at well over 200 brands in this study and although more than half had a global presence, they just didn't have over a billion dollars in sales. Over the next few years, we expect this picture will change dramatically."

With all of the 43 brands being purchased by consumers in the region of Europe, Middle East & Africa (EMEA), 15 brands made the billion-dollar mark on the strength of their sales to consumers within this region alone. Top among these brands are Coca-Cola and Marlboro with sales of over US\$ 5 billion within the region.

The study's findings are based on ACNielsen data from 30 countries worldwide, and includes 20 major markets in EMEA: Austria, Belgium, Denmark, France, Germany, Greece, Ireland, Italy, Netherlands, Norway, Poland, Portugal, Russian Federation, Saudi Arabia, South Africa, Spain, Sweden, Switzerland, Turkey and the United Kingdom. These 20 EMEA countries account for 34 percent of the world's Gross Domestic Product. Together, the 30 countries worldwide account for 90 percent of the world's Gross Domestic Product.

#### Leading Categories

The category with the most billion-dollar brands was beverages, with 13 brands making the final list (See Table 1). The total Coca-Cola brand was number one among beverages at well over US\$15 billion in sales, with its two sub-brands, Coca-Cola (regular) and diet Coke/Coca-Cola light, being billion dollar brands in their own right. Pepsi Cola and its associated sub-brands, Pepsi and Diet Pepsi (including Pepsi Light, Pepsi Max and Pepsi One), ranked as the number two beverage.

There were three snack foods that registered over a billion dollars in global sales (Doritos, Lay's and Pringles) and four tobacco brands that had a significant global presence and met the billion-dollar criteria (Benson & Hedges, Camel, L&M and Marlboro).

In terms of sales growth, the annual average rate across the 43 brands was less than 10%, but 8 of the 43 brands experienced double-digit growth in the most recent year. Growth across categories showed little consistency.

#### Manufacturer Predominance

There were 23 manufacturers of these 43 billion-dollar brands. Seven of these manufacturers have their headquarters in Europe – Beiersdorf, Danone, Diageo, Ferrero, Heineken, L'Oréal and Nestlé. They account for eight of the 43 brands, with Nestlé having two brands on the list.

In addition to Nestlé, seven other companies had more than one brand on the list. Pepsico had the most brands with six. The Philip Morris Companies (including Kraft Foods) and Procter & Gamble each had five brands. The Coca-Cola Company came in at four, with Kimberly-Clark Corporation, The Gillette Company and Mars each having two brands.

The 43 brands reported in the study accounted for more than US\$125 billion in sales. Total sales of the 43 brands in EMEA was nearly US\$50 billion.

#### Regional Highlights

In general, regional sales of the 43 brands closely follow the global findings. For example, in each of the four regions Coca-Cola and Marlboro were consistently the top two brands of the 43 studied. All of the brands had their largest markets in either North America or EMEA. North America was the dominant region for 24 brands. EMEA was the dominant region for 16 brands, with three brands (Gillette, Pedigree, and Always), having similar sales in both North America and EMEA.

Of the 16 brands that were strongest in EMEA, Guinness and Kinder each had over 90% of their sales within the region. An additional six brands had at least 70% of their sales within the region – Benson & Hedges, Heineken, L&M, Nivea, Whiskas and Camel.

#### **Table 1. Billion Dollar Global Brands**

Source: ACNielsen

Brand (# of countries included, 30 maximum)	Segment	Global Sales for 12 months ending Q1 2001 (US \$)	EMEA Sales for 12 months ending Q1 2001 (US\$)
<b>Total Coca-Cola (30)</b> Coca-Cola (Regular)* Diet Coke/ Coca-Cola Light*	Carbonated Beverages	Over \$15 Billion	Over \$5 billion
Marlboro (25) Marlboro (Regular)* Marlboro Lights*	Tobacco		
<b>Total Pepsi (30)</b> Pepsi (Regular)* Diet Pepsi/ Pepsi Light*	Carbonated Beverages	\$5 Billion – \$15 Billion	\$1 – 5 billion
Budweiser (25) Campbell's (21) Kellogg's (27) Pampers (27)	Beer Soup Cereal Diapers	\$3 Billion – \$5 Billion	\$0.5 – 1 billion Under \$500 million \$1 – 5 billion \$1 – 5 billion

Brand (# of countries included, 30 maximum)	Segment	Global Sales for 12 months ending Q1 2001 (US \$)	EMEA Sales for 12 months ending Q1 2001 (US\$)
Benson & Hedges (21) Camel (24) Danone (25) Fanta (29) Friskies (24) Gillette (29) Huggies (25) Nescafe (29) Sprite (30) Tide (11) Tropicana (17) Wrigley's (27)	Tobacco Tobacco Yogurt Carbonated Beverages Pet Food Blades & Razors Diapers Coffee Carbonated Beverages Laundry Detergent Still Beverages Chewing Gum	\$2 Billion – \$3 Billion	\$1 – 5 billion \$1 – 5 billion \$1 – 5 billion \$1 – 5 billion \$0.5 – 1 billion \$1 – 5 billion \$0.5 – 1 billion \$1 – 5 billion \$0.5 – 1 billion Under \$500 million Under \$500 million \$1 – 5 billion
Colgate (29) Duracell (28)	Toothpaste Batteries	\$1.5 Billion – \$2 Billion	\$0.5 – 1 billion Under \$500 million

Heineken (26)	Beer		\$1 – 5 billion
Kodak (13)	Consumer Films		Under \$500 million
L&M (18)	Tobacco		\$1 – 5 billion
Lay's (22)	Chips & Snacks		Under \$500 million
Pedigree (25)	Pet Food		\$0.5 – 1 billion
Always (22)	Sanitary Protection	\$1 Billion –	Under \$500 million
Doritos (20)	Chips & Snacks	\$1.5 Billion	Under \$500 million
Energizer (28)	Batteries		Under \$500 million
Gatorade (22)	Sports Beverages		Under \$500 million
Guinness (23)	Beer		\$1 – 5 billion
Kinder (28)	Chocolate		\$0.5 – 1 billion
Kleenex (26)	Facial Tissue		Under \$500 million
L'Oreal (27)	Colorants		\$0.5 – 1 billion
Maxwell House (19)	Coffee		Under \$500 million
Minute Maid (16)	Still Beverages		Under \$500 million
Nivea (29)	Moisturizers/Cleansers		\$0.5 – 1 billion
Pantene (30)	Shampoo/Conditioners		Under \$500 million
Philadelphia (25)	Cheese		Under \$500 million
Pringles (30)	Chips & Snacks		Under \$500 million
Seven-Up/7-Up (30)	Carbonated Beverages		\$0.5 – 1 billion
Tylenol (9)	OTC Pain Remedies		Under \$500 million
Whiskas (24)	Cat Food		\$0.5 – 1 billion

Note: Brands are alphabetized within each global sales dollar segment

\* Denote sub-brands which independently meet the global billion dollar mark but are included in the total for the brand

Brian Chadbourne said, "With coverage in over 100 countries, ACNielsen is unique in its ability to provide a true global perspective on today's consumers. While other branding studies are just a tally of shipment sales from a company's annual report, this ACNielsen report is unique in its findings as it measures actual retail sales in 20 EMEA markets as well as the other 10 countries represented."

#### Methodology

There were three main criteria that a brand had to meet to be included in the study. First, the cumulative sales for the 12 months ending with the first quarter of 2001 had to be equal to or exceed US\$1 billion. Second, the brand had to have a measurable presence in each of the four major geographic regions – Latin America, Asia Pacific, North America and Europe, Middle East and Africa. Finally, sales outside of the home market had to represent at least 5% of the global sales value.

The study includes 30 of the world's top markets divided into four geographical regions:

<p><b>Latin America:</b></p> <ul style="list-style-type: none"> <li>• Argentina</li> <li>• Brazil</li> <li>• Mexico</li> </ul> <p><b>Asia Pacific:</b></p> <ul style="list-style-type: none"> <li>• Australia</li> <li>• China</li> <li>• Hong Kong, China</li> </ul>	<p><b>Europe, Middle East and Africa</b></p> <ul style="list-style-type: none"> <li>• Austria</li> <li>• Belgium</li> <li>• France</li> <li>• Germany</li> <li>• Greece</li> <li>• Denmark</li> <li>• Ireland</li> <li>• Italy</li> <li>• Netherlands</li> <li>• Norway</li> <li>• Poland</li> </ul>
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- Japan
- Korea, Rep. (South Korea)

**North America:**

- Canada
- United States

- Portugal
- Russian Federation
- Saudi Arabia
- South Africa
- Spain
- Sweden
- Switzerland
- Turkey
- United Kingdom

**About ACNielsen**

ACNielsen, a VNU company, is the world's leading market research firm, offering measurement and analysis of marketplace dynamics, consumer attitudes and behavior, and new and traditional media in more than 100 countries. ACNielsen's clients include leading consumer product manufacturers and retailers, service firms, media and entertainment companies and the Internet community.

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## What's In A Name?

04.19.04

Sort List By:	Reputation*	Management*	Innovation*	Human Capital*	Ticker
	Corporate brand value (\$bil)	Market value minus tangible book (\$bil)	Sales (\$bil)		
Company			Behind the brand		
1 Procter & Gamble	\$107.4	\$136.6	\$47.0 P&G's diapers (Pampers), toothpaste (Crest), detergent (Tide) and other products are used 2 billion times daily.		
2 Microsoft	103.1	199.8	34.3 World's largest software maker dominates with Windows, but also has MSNBC cable channel and Xbox videogame console.		
3 Merck	91.3	83.6	22.5 Cholesterol-lowering drug Zocor had revenues of \$5 billion in 2003, 22% of Merck's sales.		
4 Intel	80.2	137.7	30.1 Intel boasted a 17% jump in microprocessor sales last year, thanks to products like the Pentium 4 processor.		
5 Eli Lilly	76.4	67.4	12.6 Sales of Lilly's biggest product, schizophrenia drug Zyprexa, were up 16% to \$4.3 billion in 2003.		
6 IBM	71.0	134.9	89.1 In 2003 there were 3,415 patents issued under the IBM name-1,400 more than any other company.		
7 Cisco Systems	69.6	131.8	19.8 Cisco had an 81% share of the worldwide router market in 2003, according to the Dell'Oro Group.		
8 Medtronic	61.4	54.0	8.6 Unsurpassed reputation for developing groundbreaking products, like the first completely automatic pacemaker.		
9 UPS	58.2	64.2	33.5 "Brown" has gone high tech with a Web site that receives, on average, 115 million hits per day.		
10 PepsiCo	56.1	80.3	27.0 Pepsi products account for nearly one-third of total soft drink sales in the U.S.		
11 General Electric	54.2	279.1	132.9 The brand that Edison built now gets most of its profits from aircraft engines and commercial finance.		
12 Goldman Sachs	46.6	31.9	23.6 Banker has been relatively scandal free, enabling it to maintain its stellar reputation during recent Wall Street debacles.		
13 Coca-Cola	45.6	109.0	21.0 Superb distribution and bottling systems enable number one soft drink maker to sell nearly 400 brands in more than 200 countries.		
14 Anheuser-Busch	43.0	39.9	14.1 Brands like Budweiser, Michelob and Busch allow brewer to command half of the U.S. beer market.		
15 Pfizer	41.8	252.3	45.2 Most valuable U.S. drugmaker due to success of brands like Lipitor (cholesterol) and Viagra (impotence).		
16 Johnson & Johnson	37.9	138.6	41.9 Propelled by brands like Band-Aid, Tylenol and Mylanta, J&J has increased sales each year for 71 consecutive years.		
17 Viacom	37.0	73.4	26.6 CBS network has been hot, and MTV Networks reaches more than 380 million subscribers in 166 countries and territories.		
18 Citigroup	35.5	203.0	94.7 The global umbrella, stitched together by Chairman Sanford Weill, includes insurer Travelers Life & Annuity and broker Smith Barney.		
19 Kimberly-Clark	31.3	26.7	14.3 Brands like Kleenex and Scott give Kimberly-Clark the number one or number two brand position in more than 80 countries.		
20 Colgate-Palmolive	29.4	30.2	9.9 Colgate controls 34% of America's toothpaste market, thanks to new inventions like Colgate Simply White.		

<b>21 Aflac</b>	20.3	13.7	11.4	Aflac is the leading insurer in Japan-worldwide, the company insures more than 40 million people.
<b>22 Nike</b>	19.7	16.4	11.2	Using star athletes like Michael Jordan and Tiger Woods to promote their wares makes Nike the world's largest athletic apparel maker.
<b>23 General Mills</b>	17.5	22.5	10.8	The Wheaties box is a cultural icon-in 1934 Lou Gehrig became the first athlete to appear on it.
<b>24 Kellogg</b>	16.2	19.6	8.8	Kellogg products, such as Keebler, Rice Krispies and Pop-Tarts, are marketed in over 180 countries around the world.
<b>25 Harley-Davidson</b>	15.7	12.8	4.6	Clubs like the Harley Owners Group (HOG) with 600,000 members keep the Harley brand strong.

FOR MORE INFORMATION ON BRAND VALUES AND OTHER INTANGIBLE ASSETS, VISIT WWW.PREDICTIV.NET.

Sources: Predictiv (Pam Cohen Kalafut, Jon Low, Tom Buzas); Siegel & Gale; Reuters Fundamentals and Thomson First Call via FactSet Research Systems.

Sort List By:	Reputation*	Management*	Innovation*	Human Capital*	Ticker
Overall RANK	Reputation*	Management*	Innovation*	Human Capital*	Ticker
<b>1 Procter &amp; Gamble</b>	1	9	5	6	PG
<b>10 PepsiCo</b>	2	19	20	19	PEP
<b>11 General Electric</b>	3	17	2	7	GE
<b>2 Microsoft</b>	4	3	4	9	MSFT
<b>14 Anheuser-Busch</b>	5	21	25	10	BUD
<b>4 Intel</b>	6	23	3	2	INTC
<b>20 Colgate-Palmolive</b>	7	10	12	24	CL
<b>5 Eli Lilly</b>	8	2	11	16	LLY
<b>8 Medtronic</b>	9	20	8	14	MDT
<b>13 Coca-Cola</b>	10	13	15	21	KO
<b>6 IBM</b>	11	14	1	1	IBM
<b>24 Kellogg</b>	12	11	18	18	K
<b>22 Nike</b>	13	7	19	25	NKE
<b>19 Kimberly-Clark</b>	14	5	6	13	KMB
<b>7 Cisco Systems</b>	15	1	9	5	CSCO
<b>12 Goldman Sachs Group</b>	16	15	23	8	GS
<b>23 General Mills</b>	17	12	14	17	GIS
<b>21 Aflac</b>	18	18	24	3	AFL
<b>18 Citigroup</b>	19	22	21	23	C
<b>25 Harley-Davidson</b>	20	25	16	4	HDI
<b>16 Johnson &amp; Johnson</b>	21	8	13	11	JNJ
<b>3 Merck</b>	22	6	7	12	MRK
<b>15 Pfizer</b>	23	16	10	15	PFE
<b>9 United Parcel Service</b>	24	4	17	22	UPS
<b>17 Viacom</b>	25	24	22	20	VIA.B

\*Rank relative to top 25 corporate brands.

Overall RANK	Reputation*	Management*	Innovation*	Human Capital*	Ticker
<b>7 Cisco Systems</b>	15	1	9	5	CSCO
<b>5 Eli Lilly</b>	8	2	11	16	LLY
<b>2 Microsoft</b>	4	3	4	9	MSFT
<b>9 United Parcel Service</b>	24	4	17	22	UPS

19	Kimberly-Clark	14	5	6	13	KMB
3	Merck	22	6	7	12	MRK
22	Nike	13	7	19	25	NKE
16	Johnson & Johnson	21	8	13	11	JNJ
1	Procter & Gamble	1	9	5	6	PG
20	Colgate-Palmolive	7	10	12	24	CL
24	Kellogg	12	11	18	18	K
23	General Mills	17	12	14	17	GIS
13	Coca-Cola	10	13	15	21	KO
6	IBM	11	14	1	1	IBM
12	Goldman Sachs Group	16	15	23	8	GS
15	Pfizer	23	16	10	15	PFE
11	General Electric	3	17	2	7	GE
21	Aflac	18	18	24	3	AFL
10	PepsiCo	2	19	20	19	PEP
8	Medtronic	9	20	8	14	MDT
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17	Viacom	25	24	22	20	VIA.B

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13	<b>Coca-Cola</b>	10	13	15	21	KO
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18	<b>Citigroup</b>	19	22	21	23	C
20	<b>Colgate-Palmolive</b>	7	10	12	24	CL
22	<b>Nike</b>	13	7	19	25	NKE

\*Rank relative to top 25 corporate brands.

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## BusinessWeek online

AUGUST 2, 2004

SPECIAL REPORT – THE BEST GLOBAL BRANDS

# Cult Brands

The *BusinessWeek*/Interbrand annual ranking of the world's most valuable brands shows the power of passionate consumers

Casey Neistat, 23, is a self-professed Apple junkie. Along with his brother, Van, he is building his filmmaking career with the company's iMac computers and editing software. He usually leaves his Manhattan apartment with a sleek iPod plugged into his ear. So last year, when the Neistat brothers discovered the digital music player's batteries were irreplaceable and lasted just 18 months, they made a film called *iPod's Dirty Secret* and launched a protest Web site. Apple Computer Inc. ([AAPL](#)) addressed the problem. Now Neistat insists that the protest was an act of love: "We made that film because we believe in the brand so much."

Such loyalty flies in the face of conventional marketing wisdom. A customer spurned, the logic goes, is a customer lost. But these days the relationship between brands and their customers has become much more complex. For one thing, consumers simply know more than they used to. The Internet opens up a wealth of information, allowing for instant price and quality comparisons. But consumers demand more from the brands they love than simple reliability; passionate consumers want their brands to become a form of self-expression. Increasingly, consumers are customizing products and services to achieve that – whether it's tailoring colors on a pair of sneakers from Nike Inc. ([NIKE](#)) or adding items to their personal to-watch list on eBay ([EBAY](#)). Instead of arms-length customers, they're beginning to act like and feel like owners or members of a community. They no longer passively consume. Through the Internet, they can talk back and talk to one another. They can ignite a groundswell of positive buzz or spawn a revolt. As Peter Weedfald, senior vice-president for strategic marketing and new media at Samsung Electronics North America, puts it: "Consumers are empowered in a way that's almost frightening."

This seismic shift in clout from companies to their customers is creating opportunities, especially for younger brands that grew up with the Internet and have become adept at building user communities. Meanwhile, some traditional brands, such as Coca-Cola ([KO](#)) and Microsoft ([MSFT](#)), are struggling to retain their mammoth leads in a market where consumers increasingly resist what they see as bland ubiquity and a surfeit of power.

There have always been cult brands, mostly smaller labels unknown to the masses. But these days, building cults or at least strong communities, is a widespread strategy. No wonder companies that are able to instill a sense of ownership in near-fanatical customers showed the biggest gains in our fourth annual ranking of the 100 most valuable global brands. The loyal, if sometimes nagging, band of true believers behind No. 43 Apple – combined with tremendous success of the iPod – helped the dollar value of the brand jump 23.7%, to \$6.9 billion, over the past year. That was the biggest increase in this year's ranking, which is compiled in partnership with leading brand consultancy Interbrand Corp. ([OMC](#)) A dollar value is calculated for each brand using a mix of publicly available data, projected profits, and variables like market leadership.

Apple was hardly alone in enlisting recruits. EBay makes its debut at No. 60. Fellow hot property Samsung Electronics, No. 21, jumped 15.7% in value to \$12.6 billion – a move that Seoul-based global marketing chief Eric B. Kim attributes to "building communities around our brand." Along with honing a high-end image with its feature-packed cell phones and flat-panel TVs, it nurtures loyalty with events for users. Yahoo! ([YHOO](#)) and Amazon.com ([AMZN](#)), Nos. 61 and 66, respectively, also made significant gains. But success isn't limited to the young. Cult icon Harley-Davidson ([HDI](#)), No. 41, climbed despite having been founded more than a century ago. While the value of those brands is a fraction of the top-ranked \$67.4 billion Coca-Cola brand or No. 2 Microsoft, with \$61.4 billion, those behemoths have lost brand value over the past year. And they, too, have started to recognize the need to nurture stronger ties with consumers. Witness moves by Microsoft to hold mini trade shows in airport lounges for consumers and the soda giant's creation of hip "Coke Red Lounges" for teens in suburban malls.

### GROUP THINK

The goal: to foster a sense of shared experience and of belonging. Starbucks ([SBUX](#)) Chairman Howard D. Schultz balks at the notion that his brand, which ranks 98th in our survey and jumped 12% in value this year, is about selling various iterations of

coffee. Says Schultz: "The product is the experience." His shops may sell latte, but what people really crave is the hip, relaxed ambiance, the music, even the baristas who remember the regulars' favorite concoctions. Sounds crazy? Not to student Amy Berkman. Approach her at her favorite New York City outlet and she lets forth a stream of opinions on everything from ideal chair configurations in the store to the type of mustard they should use on their ham-and-cheese sandwiches. "Something more tangy and grainy would work better," she says, sipping on her daily chai latte. She cares because this is where she hangs out with her friends. Berkman doesn't like coffee; she likes the experience of being at Starbucks.

The brands that have managed to build cultlike followings have done so by being, well, cultlike, at least in some aspects. They are self-consciously different from rivals. They're bound by a set of clearly defined and rigorously enforced values. And they fulfill a range of needs for their members — er, customers. The fastest-growing ones often project an aura, an attractive group identity. Conjure up an image of an Armani customer or a Porsche (PSEPF) driver and it will evoke a set of personality characteristics as much as it evokes a product preference. They also beget proselytizers — customers who will chat up the brands to their buddies, set up Web sites, attend events, and proudly identify themselves as adherents, according to strategist Douglas Atkin of ad agency Merkle & Partners, who recently wrote *The Culting of Brands*. Nobody has to pay them. They are owners as well as customers.

The classic example of a cult brand is Harley-Davidson. The 101-year-old brand gained 4% in value this year to \$7.1 billion. Sure, there are new models like the sleek V-Rod line and fresh features aimed at wooing women, but the real buzz comes from the 886,000 members of the company-sponsored Harley Owners Group. They're the ones who organize rides, training courses, social events, and charity fund-raisers. They pore through motorcycle magazines and wear the Harley-branded gear to feel more like rugged individualists and outlaws when they hit the road on weekends. A quarter of a million of them descended on Milwaukee last Labor Day to celebrate the brand's centennial. No wonder more than half of new Harley sales are to current customers who are trading up. The brand is self-reinforcing.

It doesn't take a cool category like motorcycles to yield a cult brand. Some are found in far more mundane sectors — like furniture retailing. In Shanghai, Wang Jian Shuo runs a Web blog that, among other things, delves into his likes and dislikes with No. 40 Ikea, the Swedish furniture chain that offers modestly priced, ready-to-assemble furniture with cute names. He writes about everything from the 12 cents ice cream cones in the store cafeterias to how, as a newly graduated student in 1999, he spent his first month's salary on a "Billy Bookcase." Notes Wang: "Ikea seems to know my life better than any other furniture brand." Among those posting responses to his musings are a Malaysian fan who started his own Ikea forum and another who makes jokes about Swedish meatballs.

Such exchanges underline a key aspect of brand communities in the modern age: They evolve in ways that the head office often can't control. Newly empowered consumers can appropriate and manipulate the brand in whatever way they want. The Neistat brothers' anti-iPod Web site has generated 1.4 million hits from around the world. And it's not just brand fans who can make a difference — or inflict damage. Witness the success of *Super Size Me*, in which documentary filmmaker Morgan Spurlock chronicled his decline in health while eating meals at McDonald's (MCD) for 30 days in a row. Although it denies any link, McDonald's Corp. recently did away with the Super Size meal option. They called it a menu simplification.

The key for brand builders is to give empowered consumers a great product and the tools to use it however they want. Jeffrey P. Bezos, chief executive of Amazon.com, whose brand value grew 22%, believes there is a distinct community built around his brand, even though it's now used by more than 30 million people worldwide. For him, community is defined as "neighbors helping neighbors make purchase decisions." That means allowing negative customer reviews, even if it sabotages a possible sale. It meant halting spending on conventional advertising last year to funnel money into cutting prices and improving service in the belief that the community itself would spread the word. What Bezos does control is the range and quality of his site's offerings. "The thing that we did early on is that we made it very easy for people to find very obscure products," notes Bezos. "If you're not doing something that people will remark on, then it's going to be hard to generate word of mouth."

#### MASS CUSTOMIZATION

Some companies are using mass customization to bind their customers ever more tightly to their brands. The efforts extend beyond the individualized Web pages that characterize Web sites like Amazon.com and eBay. It means allowing customers to set up fan sites on the Web or personalize items. Some companies, like No. 18 Honda Motor (HMC) and Nike, offer tools to help customers put their imprint on a product — such as choosing unique color combinations and messages for their sneakers. But relinquishing control has proved to be hard for some marketers. No. 6 Walt Disney (DIS) and No. 82 AOL (TWX) have famously chased down fans for unauthorized use of copyrighted material. As brand "futurist" Andrew Zolli argues: "When you get to the point where you're suing your customers over their use of your brand, it's time to change your business model."

Even brands that have largely grown through acquisitions and smart pricing understand the importance of building a distinct image and fan base. As Peter Stringham, group general manager of HSBC Holdings PLC (HBC) bank in London notes: "Nobody needs a new anything anymore." Instead, what has allowed No. 33 HSBC to jump 15%, to \$8.7 billion, this year is clear differentiation as "the world's local bank" with a flavor that varies by location. On Jan. 28, for example, it kicked off the rebranding of newly acquired Mexican bank GF Bital with a free live concert in Mexico City for 10,000 people by pop singer Luis Miguel. In New York, it grabbed attention by offering free taxi rides in a cab emblazoned with the bank's red and white logo to any

passenger with an HSBC bank card.

In contrast, some old-line brands seem to be coasting on sheer size rather than an ability to forge a unique relationship with customers. Even brands that have enjoyed decades of success and have instant recognition with consumers can lose some sparkle. Over the past year heavyweights like Microsoft, Coca-Cola, and Walt Disney saw their brand values erode. Others, like Finnish mobile-phone giant Nokia Corp. (**NOK**), No. 8, are struggling to regain momentum. "Nokia used to differentiate but I don't think people would know what to associate with it now," argues Jan Lindemann, Interbrand's global director of brand valuation. Nokia's head of global branding, Tapio Hedman, admits that "some young people may find Nokia too everyday, too middle of the road." But he disputes the notion that his brand could plummet 18% over 12 months, as it did this year in our ranking, arguing that brand equity takes years to win and lose. "Once you have it, it's a bit like insurance," says Hedman. "It's not likely to be eroded very fast unless you make one mistake after another."

That may be a dangerous point of view to take. Just ask Royal Philips Electronics (**PHG**)' new chief marketing officer, Andrea Ragnetti, who blames the lack of buzz around the Dutch electronics giant, which dropped 2% in the rankings, to No. 65, on years of underinvesting in the brand. "It's seen as a dull, solid, reliable brand but nothing really special, nothing sparkling," says Ragnetti, who is currently trying to narrow the brand's target demographics and recast its message.

That doesn't mean big brands can't connect with customers. Even massive players like No. 4 General Electric Co. (**GE**), which saw its brand value gain 4%, to \$44.1 billion, can adopt a fun, flirty style. The most popular section on the company's Web site is the "GE Pen," which allows users to doodle in a variety of colors and styles before e-mailing their handiwork to a friend. Since launching last year, it has received more than 43 million impressions. When the site went down for a few days to upgrade, the company was deluged with e-mails that asked where it had gone. Does it help the company sell more ovens or advertising on NBC? Probably not. But it certainly gives users a warmer feeling about GE. These days, anything that makes fans out of fickle consumers can be priceless in building a brand.

By Diane Brady in New York, with Robert D. Hof in San Mateo, Calif., Andy Reinhardt in Paris, Moon Ihiwan in Seoul, Stanley Holmes in Seattle, Kerry Capell in London, and bureau reports

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# TOP 100 SPECIALTY STORE RETAILERS

Rank	Company (Headquarters)	Sales (000)			Income (000)			Stores			Comment
		2003	2002	Change	2003	2002	Change	2003	2002	Change	
1	Best Buy Minneapolis	\$24,547,000	\$20,948,000	17.2%	\$705,000	\$99,000	612.1%	767	1,890	-59.4%	Bundling goods, services to boost margins
2	Gap San Francisco	15,853,790	14,454,709	9.7	1,030,187	477,457	116	3,022	3,117	-3.0	Bounceback record earnings in Q1 of this year
3	Staples Framingham, Mass.	13,181,222	11,506,075	13.7	490,211	446,100	10	1,559	1,488	4.8	Expansion in 2003 is paying off in 2004
4	Office Depot Delray Beach, Fla.	12,358,566	11,356,633	8.8	276,295	310,708	-11	1,099	1,038	5.9	Tech products boosting same-store sales
5	Toys "R" Us Wayne, N.J.	11,566,000	11,306,000	2.3	88,000	229,000	-62	1,500	1,595	-6.0	Geofrey concept puts less stress on toys
6	Circuit City Richmond, Va.	9,745,400	9,953,530	-2.1	(89,300)	82,300	—	599	611	-2.0	Buying InterTAN in Canada
7	Limited Columbus, Ohio	8,934,081	8,444,854	5.8	716,810	501,739	43	3,911	4,036	-3.1	In the midst of a stock re-purchase program
8	CCA Global Partners* Earth City, Mo.	8,000,000	6,015,000	33.0	N.A.	N.A.	—	3,200	2,750	16.4	Flooring exclusives keep things humming
9	CompUSA* Dallas	6,250,000	6,000,000	4.2	N.A.	N.A.	—	295	225	31.1	Could use a caring corporate parent
10	Barnes & Noble New York	5,951,015	5,269,335	12.9	151,853	99,948	52	2,356	2,117	11.3	Bill Clinton's life isn't a Harry Potter adventure
11	AutoZone Memphis, Tenn.	5,457,123	5,216,431	4.6	315,668	251,790	25	3,219	3,068	4.9	Pushing west with warehouse in Terrell, Texas
12	OfficeMax Cleveland	5,000,000	4,775,563	4.7	N.A.	73,724	—	975	990	-1.5	Keeping low profile under Boise Cascade
13	Foot Locker New York	4,779,000	4,509,000	6.0	207,000	144,000	44	3,610	3,625	-0.4	Completed acquisition of Footaction chain
14	RadioShack Fort Worth, Texas	4,649,300	4,577,200	1.6	298,500	257,800	16	7,042	7,200	-2.2	Wireless products pushing performance
15	Blockbuster Dallas	4,533,500	4,480,400	1.6	(983,900)	(1,627,600)	—	8,900	9,100	-2.2	Viacom ready to cut Blockbuster loose
16	Bed Bath & Beyond Union, N.J.	4,477,981	3,665,164	22.2	399,470	302,179	32	581	496	17.1	Riding the home-buying "cocooning" wave
17	Ross Stores Newark, Calif.	3,820,583	3,531,349	11.0	374,551	201,178	86	568	507	12.0	Playing it close to the vest in back half of '04
18	Borders Group Ann Arbor, Mich.	3,731,000	3,514,700	6.2	122,100	111,700	9	1,225	1,249	-1.9	Waldenbooks comp sales slip

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19	Advance Auto Parts Roanoke, Va.	\$3,483,885	\$3,257,883	6.3%	\$124,835	\$85,108	82%	2,539	2,435	4.3%	Strong No. 2 in fragmented aftermarket
20	Michaels Stores Irving, Texas	3,091,256	2,856,373	8.2	177,845	140,297	27	967	918	5.3	Looking for record earnings again this fiscal year
21	PETSMART Phoenix	2,886,051	2,885,184	11.2	139,549	88,855	57	643	583	10.3	Looking for 7% same-store sales growth
22	Payless ShoeSource Topeka, Kan.	2,783,300	2,878,000	-3.3	(100)	105,800	—	5,066	4,992	1.5	New Payless strategy: more brands, accessories
23	Williams-Sonoma San Francisco	2,754,800	2,361,000	16.6	157,200	124,400	26	512	478	7.1	Hold Everything! launches web-selling
24	Linens 'n Things Clifton, N.J.	2,395,272	2,184,716	9.6	74,825	69,246	8	440	391	12.5	Lured new president away from Kohl's
25	Berkshire-Hathaway Retail Omaha, Neb.	2,310,000	2,108,000	8.8	165,000	166,000	-1	360	355	1.4	Odd combination of jewelry, furniture stores
26	Charming Shoppes Bensalem, Pa.	2,285,680	2,412,409	-5.3	40,639	(2,770)	—	2,227	2,248	-0.9	Fashion Bug showing life in a plus-size world
27	Luxottica Retail Cincinnati	2,283,291	2,083,486	8.6	305,120	301,657	1	3,382	2,796	21.0	Has specialty eyewear biz made in the shade
28	Zale Dallas	2,212,241	2,191,727	0.9	(40,645)	143,932	—	2,235	2,295	-2.6	Bailey, Banks & Biddle trending up
29	Pep Boys Philadelphia	2,134,270	2,087,777	1.7	45,400	47,932	-5	595	629	-5.4	Real estate situation depresses results
30	Fry's Electronics* San Jose, Calif.	2,100,000	2,000,000	5.0	N.A.	N.A.	—	25	22	—	Plays to the eccentric tech geek
31	Tiffany New York	2,000,045	1,706,802	17.2	215,517	189,884	14	141	131	7.6	Growth in Europe is appealing
32	Footstar* West Nyack, N.Y.	1,973,000	2,300,000	-14.2	N.A.	N.A.	—	2,963	3,600	-17.7	Lots of long, drawn-out legal challenges here
33	K-B Toys* Ayon/Pittsfield, Mass.	1,900,000	2,000,000	-5.0	N.A.	N.A.	—	1,100	1,300	-15.4	Shed its Internet business while restructuring
34	Sterling Jewelers Alton, Ohio	1,875,000	1,736,000	8.0	N.A.	N.A.	—	1,103	1,050	5.0	Keeping its head up as waters start to roil
35	Pier 1 Imports Fort Worth, Texas	1,868,243	1,754,867	6.5	118,001	129,386	-8	1,179	1,074	8.8	Remezchending its stores once again
36	Sports Authority Englewood, Colo.	1,760,450	1,051,244	67.5	16,367	23,167	-29	384	205	87.3	Adding a net of only eight stores this year
37	Jo-Ann Stores Hudson, Ohio	1,734,100	1,682,000	3.1	84,600	44,900	88	882	918	-2.8	Opening 30 super-stores during 2004
38	Abercrombie & Fitch New Albany, Ohio	1,707,810	1,595,757	7.0	205,102	194,935	5	700	597	17.3	Will kinder and gentler approach work here?
39	Hollywood Entertainment Portland, Ore.	1,652,548	1,480,066	12.9	82,272	241,845	-66	2,515	2,084	20.1	Testing Game Crazy concept in existing stores

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40	Petco Animal Supplies San Diego	\$1,654,135	\$1,478,634	12.0%	\$84,713	\$32,141	101%	654	600	9.0%	Pushing new stores, cutting back on remodels
41	Talbots Hingham, Mass.	1,624,339	1,585,325	1.8	104,683	120,759	-13	966	895	10.2	Opened 1,000th store in Williamsburg, Va.
42	Electronics Boutique West Chester, Pa.	1,586,406	1,306,226	21.3	45,729	38,877	18	1,528	1,162	31.5	Supercenter units, in-kt division drive sales
43	AnnTaylor New York	1,587,708	1,380,966	15.0	100,942	80,158	26	651	588	10.7	Moving HQ in NYC to Times Square
44	Game Stop Grapevine, Texas	1,578,838	1,352,791	16.7	63,467	52,404	21	1,514	1,231	23.0	Opened 103 stores in Q1 of 2004
45	CSK Auto Phoenix	1,578,056	1,506,646	4.7	10,797	21,812	-51	1,114	1,109	0.5	Lowering sites for 2004 performance
46	American Eagle Outfitters Warenale, Pa.	1,518,968	1,463,141	3.9	60,000	88,735	-32	805	864	4.7	Unveiled loft-like prototype in Manhattan
47	O'Reilly Automotive Springfield, Mo.	1,511,816	1,312,490	15.2	100,087	81,992	22	1,109	981	13.0	Double-digit same-store sales gains in '04
48	Retail Brand Alliance* Enfield, Conn.	1,500,000	1,450,000	3.4	N.A.	N.A.	—	1,200	1,200	—	Brooks Brothers outshines Casual Corner
49	Dick's Corapolis, Pa.	1,470,845	1,272,584	15.6	52,819	38,264	38	163	145	12.4	See Dick's acquire Galyan's
50	General Nutrition Centers Pittsburgh	1,426,500	1,425,000	0.3	N.A.	N.A.	—	2,748	2,755	-0.3	Health & wellness concerns hold up top line
51	IKEA* Plymouth Meeting, Pa.	1,400,000	1,300,000	7.7	N.A.	N.A.	—	18	16	12.5	Stepping up new store building in U.S. markets
52	TJX Specialty Framingham, Mass.	1,398,141	982,282	42.3	51,528	20,582	151	281	217	29.5	HomeGoods, A.J.Wright and now Bob's Stores
53	Men's Wearhouse Houston	1,392,680	1,295,048	7.5	52,321	42,412	23	683	689	0.6	Spending \$57 million to grow space 25%
54	Stein Mart Jacksonville, Fla.	1,355,457	1,401,813	-3.3	2,201	20,680	-89	261	267	-2.2	Exited Green Bay and Albuquerque markets
55	Trans World Entertainment Alleny, N.Y.	1,330,600	1,281,900	3.8	23,100	(45,500)	—	831	855	-2.8	Bought Warehouse Entertainment, CD World
56	Eddie Bauer* Reidmond, Wash.	1,300,000	1,200,000	8.3	N.A.	N.A.	—	430	450	-4.4	Best asset of bankrupt parent Spiegel Inc.
57	Guitar Center Westlake Village, Calif.	1,275,059	1,100,889	15.8	36,860	25,256	46	124	119	4.2	Also operates band rental/sales units
58	Goody's Family Clothing Knoxville, Tenn.	1,227,032	1,183,406	2.8	17,661	7,576	133	335	332	0.9	Counting on Duck Head to fly
59	Hobby Lobby* Oklahoma City	1,225,000	1,164,000	5.2	N.A.	N.A.	—	320	297	7.7	Doing well with homebodies
60	Cole National Cleveland	1,201,773	1,148,119	4.7	(10,683)	(5,149)	—	2,187	2,844	-22.7	Pearle Vision not the pearl it once was

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61	L.L. Bean* Freeport, Maine	\$1,200,000	\$1,100,000	8.1%	N.A.	N.A.	—	20	20	—	On the verge of something, but what?
62	Polo Ralph Lauren New York	1,170,447	1,001,958	16.8	\$170,954	\$174,335	-2%	263	255	3.1%	Working both sides of the street for more doors
63	Claire's Stores Pembroke Pines, Fla.	1,132,834	1,001,537	13.1	115,038	77,744	48	2,810	2,912	-3.5	icing by Claire's is a bright spot
64	Famous Footwear Madison, Wis.	1,073,600	1,075,000	-0.1	53,000	46,300	15	893	918	-2.7	Retail is driving Brown Shoe results
65	P.C. Richard* Farmingdale, N.Y.	1,060,000	993,300	5.7	N.A.	N.A.	—	49	48	2.1	Adding stores in New York City
66	Pacific Sunwear Anaheim, Calif.	1,040,294	846,393	22.9	80,213	49,677	62	877	791	10.9	Niche marketing doesn't get much better than this
67	Finish Line Indianapolis	985,891	757,169	30.2	47,270	25,037	89	531	477	11.3	Big Q1 bounce got 2004 off to great start
68	Ethan Allen Interiors Danbury, Conn.	907,260	892,288	1.7	75,380	82,256	-8	319	316	0.9	A modern twist on traditional
69	Crate & Barrel* Northbrook, Ill.	875,000	824,000	6.2	N.A.	N.A.	—	127	117	8.5	Slow but steady, as always; CB2 growing
70	Genesco Retail Nashville, Tenn.	837,379	828,307	1.1	28,800	36,280	-21	1,040	991	4.9	Hat World acquisition bowling them over
71	Tuesday Morning Dallas	822,646	728,846	12.9	53,661	44,081	22	577	521	10.7	Nasty dispute with Liz Claiborne
72	Academy Sports* Houston	810,000	775,000	4.5	N.A.	N.A.	—	70	65	7.7	Acquisition target in consolidating segment
73	Cost Plus Oakland, Calif.	801,566	682,391	15.8	32,888	28,386	16	204	175	16.6	Furnishings and consumables perform well
74	Children's Place Spartanburg, S.C.	797,938	671,409	18.8	22,957	8,934	157	691	615	12.4	Looking at a Mickey Mouse opportunity
75	Twister Home Entertainment Carson, Mass.	788,994	798,072	-1.1	(11,662)	(165,129)	—	174	167	4.2	Bought the Now! chain in Carolina, Tennessee
76	Chico's FAS Fort Myers, Fla.	768,499	531,108	44.7	100,230	66,759	50	551	368	49.7	Closes Pazzo's, launches Soma by Chico's
77	Haverty Furniture Atlanta	744,635	703,959	5.8	25,331	24,315	4	113	111	1.8	Adding Haverty Collection to the mix
78	Aeropostale New York	734,868	550,904	33.4	54,254	31,290	73	462	367	25.9	Mail-based stores showing lots of life lately
79	Tire Kingdom/Big O Memphis, Tenn.	734,100	591,063	24.2	N.A.	N.A.	—	1,167	758	5.4	Lots of acquisition, still half o/s, half franchised
80	Cato Charlotte, N.C.	731,770	732,742	-0.1	31,389	45,833	-32	1,102	1,025	7.5	Focus on merchandise, service, technology
81	Ultimate Electronics Denver	712,855	704,427	1.2	(15,776)	6,724	-335	65	58	12.1	Struggling, but hopes better days are ahead

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82	Big 5 Sporting Goods El Segundo, Calif.	\$709,740	\$687,499	6.3%	\$26,290	\$19,082	38%	293	275	6.5%	8 straight years of comp sales gains
83	Dress Barn Suffern, N.Y.	707,121	717,136	-1.4	8,044	37,941	-79	772	767	0.7	Hoping '04 year-end was better than '03
84	Movie Gallery Dothan, Ala.	682,395	528,968	30.9	53,973	20,934	156	2,166	1,801	21.4	Big player in smaller communities
85	Galyan's Trading Plainfield, Ind.	690,701	597,745	15.6	3,603	18,720	-81	45	34	32.4	From an independent to Limited to Dick's
86	J. Crew New York	688,269	786,382	-19.2	(47,284)	(40,590)	—	196	194	1.1	Mickey Dresler's excellent opportunity
87	Jones Apparel Retail Bristol, Pa.	685,600	700,000	-2.1	N.A.	N.A.	—	990	925	7.0	Comp figures down but gross margins rise
88	West Marine Watsonville, Calif.	660,936	530,888	24.6	20,090	18,908	6	346	322	7.5	First half of year has proven to be a strong one
89	Sharper Image San Francisco	647,511	513,769	26.0	25,254	15,907	59	149	127	17.3	All sales channels showing strong results
90	BrandsMart* Hollywood, Fla.	640,000	595,000	7.6	N.A.	N.A.	—	5	5	—	Expanding out of South Florida to Atlanta
91	Too Inc. New Albany, Ohio	598,681	640,320	-6.5	22,551	47,338	-52	553	510	8.4	MishMash out, Justice is being done
92	Bombay Company Fort Worth, Texas	586,435	494,000	20.7	9,951	7,217	38	415	424	-2.1	Multi-channel retailer getting it back together
93	Gymboree Burlingame, Calif.	577,990	546,799	5.7	25,710	21,811	18	615	584	5.3	Launched Janville, Jack & Janie
94	Garden Ridge* Houston	575,000	564,000	2.0	N.A.	N.A.	—	44	43	2.3	Filed a Ch. 11 petition in February of this year
95	Hot Topic City of Industry, Calif.	572,039	443,200	29.1	48,042	34,630	39	561	446	25.8	High flyer with no direct rival
96	Shoe Carnival Evansville, Ind.	557,923	519,669	7.4	12,233	15,840	-23	241	207	16.4	Fewer markdowns/promotions didn't do the job
97	May Bridal* St. Louis, Mo.	550,000	508,000	8.3	N.A.	N.A.	—	680	425	60.0	David's Bridal, After Hours growing
98	Urban Outfitters Philadelphia	548,361	422,754	28.7	48,376	27,413	77	113	92	22.8	Discovering malls after all these years
99	Wilson's Leather Experts Minneapolis	521,025	571,547	-8.8	(33,583)	(80,894)	—	460	618	-25.6	Liquidated 22 stores to start 2004
100	Coldwater Creek Sandpoint, Idaho	518,844	501,454	3.5	12,478	7,868	59	66	41	61.0	Shift from catalog to stores paying off

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# THE GLOBAL BRAND SCOREBOARD

## The 100 Top Brands

Here's how we calculate the power in a name

**LOTS OF INGREDIENTS** go into ranking the world's most valuable brands. To even qualify for the list, each brand must have a value greater than \$1 billion, derive about a third of its earnings outside its home country, and have publicly available marketing and financial data. One or more of those criteria eliminate such heavyweights as Visa, Wal-Mart, Mars, and CNN. We don't rank parent companies, which explains why Procter & Gamble doesn't show up. And airlines are not ranked because it's too hard to separate their brand's impact on sales from factors such as routes and schedules.

**BUSINESSWEEK CHOSE** Interbrand Corp.'s methodology because it evaluates brands much

the way analysts value other assets: on the basis of how much they're likely to earn in the future. Then the projected profits are discounted to a present value, based on the likelihood that those earnings will actually materialize.

**THE FIRST STEP IS** figuring out what percentage of a company's revenues can be credited to a brand. (The brand may be almost the entire company, as with McDonald's Corp., or just a portion, as it is for Marlboro.) Based on reports from analysts at J.P. Morgan Chase, Citigroup, and Morgan Stanley, Interbrand projects five years of earnings and sales for the brand. It then deducts operating costs, taxes,

and a charge for the capital employed to arrive at the intangible earnings. The company strips out intangibles such as patents and customer convenience to assess what portion of those earnings is due to the brand.

**FINALLY, THE BRAND'S** strength is assessed to determine the risk profile of those earnings forecasts. Considerations include market leadership, stability, and global reach—its ability to cross both geographical and cultural borders. That generates a discount rate, which is applied to brand earnings to get a net present value. *BusinessWeek* and Interbrand believe this figure comes closest to representing a brand's true economic worth.

RANK 2004 / 2003	2004 BRAND VALUE \$MILLIONS	2003 BRAND VALUE \$MILLIONS	PERCENT CHANGE	COUNTRY OF OWNERSHIP	DESCRIPTION	
1 1	COCA-COLA	67,394	70,453	-4%	U.S.	Little innovation beyond its flagship brand and poor management has caught up with Coke as consumers' thirst for cola has diminished.
2 2	MICROSOFT	61,372	65,174	-6%	U.S.	Its logo pops up on 400 million computer screens worldwide. But virus plagues and rival Linux took some luster off Gates & Co.
3 3	IBM	53,791	51,767	4%	U.S.	A leader in defining e-business, with services making up more than half of Big Blue's sales.
4 4	GE	44,111	42,340	4%	U.S.	With acquisitions in areas from bioscience to bomb detection, it's easier to buy GE's new theme of "imagination at work."
5 5	INTEL	33,499	31,112	8%	U.S.	No longer just inside PCs, Intel is using its muscle to set the agenda for everything from wireless standards to the digital home.
6 7	DISNEY	27,113	28,036	-3%	U.S.	Long the gold seal in family entertainment, but newcomers like Nickelodeon and Pixar are siphoning off some of its brand equity.
7 8	McDONALD'S	25,001	24,699	1%	U.S.	Big Mac has pulled out of a two-year slump but still has to battle its reputation for supersizing the world's kids.
8 6	NOKIA	24,041	29,440	-18%	Finland	Tough times for the mobile-phone giant as its market share has slipped and younger buyers turn to rivals such as Samsung.
9 11	TOYOTA	22,673	20,784	9%	Japan	With rock-solid quality and the edge in hybrid cars, the Japanese auto maker is on track to overtake Ford in worldwide sales.
10 9	MARLBORO	22,128	22,183	0%	U.S.	The No. 1 name in cigarettes has cut prices and upped marketing to beat back the challenges of higher taxes and fewer smokers.
11 10	MERCEDES	21,331	21,371	0%	Germany	With wobbly profits and quality problems, the luxury car brand is struggling to retain premium status.
12 12	HEWLETT-PACKARD	20,978	19,860	6%	U.S.	Covering everything from digital cameras to service, the IT giant wants to dominate the middle ground between Dell and IBM.
13 13	CITIBANK	19,971	18,571	8%	U.S.	New CEO Charles Prince has spurred on global expansion and boosted the consumer credit division.
14 15	AMERICAN EXPRESS	17,683	16,833	5%	U.S.	A recent federal court ruling that allows banks to issue Amex cards should give the brand another boost.
15 16	GILLETTE	16,723	15,978	5%	U.S.	Despite the tougher competition from Schick, the King of Blades still reigns with new products like the battery-powered M3Power.

BANK 2004 / 2003	2004 BRAND VALUE \$MILLIONS	2003 BRAND VALUE \$MILLIONS	PERCENT CHANGE	COUNTRY OF OWNERSHIP	DESCRIPTION	
16 17	CISCO	15,948	15,789	1%	U.S.	The networking behemoth used slick TV ads and key acquisitions like Linksys to extend its reach.
17 19	BMW	15,886	15,106	5%	Germany	The Bavarian auto maker is powering higher sales with a raft of new models from the sleek 6 Series sports coupe to the X3 baby SUV.
18 18	HONDA	14,874	15,625	-5%	Japan	Overtaken by Nissan at home and falling further behind rival Toyota in the U.S. market.
19 14	FORD	14,475	17,066	-15%	U.S.	Ford is trying to make quality "Job One" again after an embarrassing run of glitches, but leery consumers haven't yet regained trust.
20 20	SONY	12,759	13,153	-3%	Japan	It was late to the LCD TV boom, and the PS2 video game console is slipping. Worse, rival Samsung is in Sony's face.
21 25	SAMSUNG	12,553	10,846	16%	S. Korea	No longer known just for undercutting the prices of big Japanese brands, the Korean consumer-electronics dynamo is suddenly cool.
22 23	PEPSI	12,066	11,777	2%	U.S.	Targeted marketing and ads abroad with stars like soccer icon David Beckham have enabled the No. 2 cola maker to steal some of Coke's fizz.
23 21	NESCAFE	11,892	12,336	-4%	Switzerland	It's still the world's favorite instant coffee but even products like Ice Java struggle against hip upscale brands like Starbucks.
24 22	BUDWEISER	11,846	11,894	0%	U.S.	The growing global low-carb trend has left Bud flat. Plus, it's under attack from bulked-up and feisty rival Miller.
25 29	DELL	11,500	10,367	11%	U.S.	With its reputation for low prices and fast delivery, Dell continues to leave competitors in the dust.
26 27	MERRILL LYNCH	11,499	10,521	9%	U.S.	A painful overhaul is behind it. Now the retail brokerage is back in hiring and expansion mode.
27 26	MORGAN STANLEY	11,498	10,691	8%	U.S.	The investment bank's reputation is rising along with mergers and stock issuances, its specialty.
28 24	ORACLE	10,935	11,263	-3%	U.S.	The database-software business is up, but CEO Lawrence Ellison's fight to buy rival PeopleSoft makes Oracle look like a corporate raider.
29 28	PFIZER	10,635	10,455	2%	U.S.	The pharma industry's powerhouse, with 11 products each expected to top \$1 billion in annual sales this year.
30 31	J.P. MORGAN	9,782	9,120	7%	U.S.	The marquee investment bank had a solid year, and now can extend its reach with its \$58 billion acquisition of Bank One Corp.
31 33	NIKE	9,260	8,167	13%	U.S.	With allegations of sweatshop operations behind it and a growing soccer line, Nike rules the athletic market.
32 30	MERCK	8,811	9,407	-6%	U.S.	The drugmaker has tried to bolster its lineup with more partnerships, but patent expirations and research flops still pinch.
33 37	HSBC	8,671	7,565	15%	Britain	After snapping up Household International in 2003, the "world's local bank" is making inroads in the U.S. market.
34 35	SAP	8,323	7,714	8%	Germany	Its establishment image and sharp marketing have helped SAP thrive in a volatile software market.
35 39	CANON	8,055	7,192	12%	Japan	Hot digital cameras and printers boosted sales. Next up: an expanded line of sleek color copiers.
36 38	KELLOGG'S	8,029	7,438	8%	U.S.	Jumping on the low-carb bandwagon has kept Kellogg's cereal business crackling.
37 41	GOLDMAN SACHS	7,954	7,039	13%	U.S.	With record profits, it remains one of the most prestigious institutions on Wall Street.
38 36	GAP	7,873	7,688	2%	U.S.	The retail chain has revived its brand with fresh fashions and celebrity endorsements.
39 NEW	SIEMENS	7,470	New	New	Germany	The Munich conglomerate behind everything from phones to power plants is seeing a payoff from years of global image building.
40 43	IKEA	7,182	6,918	4%	Sweden	The Swedish home furnishing chain is now pushing cheap chic furnishings as far as Russia and Asia.
41 44	HARLEY-DAVIDSON	7,057	6,775	4%	U.S.	The motorcycle icon has lowered seat heights to woo women and trimmed prices, but production limits put a brake on growth.
42 40	HEINZ	7,026	7,097	-1%	U.S.	Despite wacky colors and cute ads, it's proving hard to boost value in foods like ketchup and beans.
43 50	APPLE	6,871	5,554	24%	U.S.	The iPod digital music player gave one of tech's coolest brands the consumer electronics hit of the year.
44 45	LOUIS VUITTON	6,602	6,708	-2%	France	It has a hot Murakami line and Jennifer Lopez in its ads, but is Vuitton getting over-exposed?

# THE GLOBAL BRAND SCOREBOARD

RANK 2004 / 2003	2004 BRAND VALUE \$MILLIONS	2003 BRAND VALUE \$MILLIONS	PERCENT CHANGE	COUNTRY OF OWNERSHIP	DESCRIPTION	
45 NEW	UBS	6,526	New	New	Switzerland	With a consolidated brand and its catchy "You and Us" campaign, the world's biggest asset manager is booming.
46 32	NINTENDO	6,479	8,190	-21%	Japan	It has an unrelenting focus on kids, but has Nintendo abandoned the gamers who have grown up?
47 46	MTV	6,456	6,278	3%	U.S.	The music network pumps cash for parent Viacom, and has an international reach that's the envy of U.S. media rivals.
48 42	VOLKSWAGEN	6,410	6,938	-8%	Germany	Aging models and missteps make consumers write off the people's car as pricey and a bit dull.
49 47	L'OREAL	5,902	5,600	5%	France	Expansion in Asia and smart targeting of ethnic markets have the personal-care group looking prettier every day.
50 52	ACCENTURE	5,772	5,301	9%	U.S.	The tech services giant has its mojo back, with a contract to secure U.S. borders, and more consulting work.
51 48	XEROX	5,696	5,578	2%	U.S.	The copier maker is starting to convince customers that it can be a digital document one-stop-shop.
52 55	WRIGLEY'S	5,424	5,057	7%	U.S.	Sales are up as the gum maker looks to push popular brands into more mouths worldwide.
53 34	KODAK	5,231	7,826	-33%	U.S.	Removed from the Dow and only dominant in a film business that shrinks every year.
54 49	KFC	5,118	5,576	-8%	U.S.	Despite efforts to make the brand seem healthier, the world still focuses on the middle name in Kentucky Fried Chicken.
55 51	PIZZA HUT	5,050	5,312	-5%	U.S.	The low-carb craze cramped pizza sales, and the chain's tardiness in diversifying its menu didn't help.
56 56	COLGATE	4,929	4,686	5%	U.S.	With a growing lead over Crest in markets from Russia to China, the toothpaste company is smiling.
57 54	KLEENEX	4,881	5,057	-3%	U.S.	The big name in tissues can't blow off fierce price-cutting by rivals or higher costs in pulp and paper.
58 57	AVON	4,849	4,631	5%	U.S.	The cosmetic company's door-to-door model is performing beautifully in foreign markets like Brazil and China.
59 53	GUCCI	4,715	5,100	-8%	Italy	Sales were slipping even before influential creative director Tom Ford said an April <i>arrivederci</i> .
60 NEW	EBAY	4,700	New	New	U.S.	With everything from vintage jewelry to new DVDs, it's where the world shops for bargains.
61 65	YAHOO!	4,545	3,895	17%	Switzerland	The Internet portal has found riches in sponsored search but former partner Google is muscling into its turf.
62 60	NESTLE	4,529	4,460	2%	France	Chocolate is the key ingredient, but the Swiss giant is moving into nutritional supplements and fitness bars.
63 62	DANONE	4,488	4,237	6%	France	Strong sales of dairy products and bottled water keeps the French food company in good health.
64 61	CHANEL	4,416	4,315	2%	U.S.	Successful couture and Nicole Kidman ads have kept this fashion house on people's lips, hips, and wrists.
65 59	PHILIPS	4,378	4,464	-2%	Netherlands	The Dutch electronics giant has scored some hits, but it's still struggling to fend off Asian rivals.
66 74	AMAZON.COM	4,156	3,403	22%	U.S.	It dumped TV ads to cut prices, jump-starting sales and building its position as the Wal-Mart of the Web.
67 63	KRAFT	4,112	4,171	-1%	U.S.	There's new low-carbs packaging but critics accuse the food giant of producing products that make kids fat.
68 75	CATERPILLAR	3,801	3,363	13%	U.S.	The equipment manufacturer is plowing ahead as the industrial sector strengthens.
69 67	ADIDAS	3,740	3,679	2%	Germany	The German maker of athletic wear dominates in soccer, but is still trying to find its footing in the U.S.
70 68	ROLEX	3,720	3,673	1%	Switzerland	For high-end consumers, the leading luxury watch maker's appeal is timeless.
71 76	REUTERS	3,691	3,300	12%	Britain	American CEO Tom Glocer's cost cuts and new products are helping the info giant turn the corner.
72 69	BP	3,662	3,582	2%	Britain	Now second only to ExxonMobil in size, BP is raking in cash thanks to high oil and gas prices.
73 66	TIME	3,651	3,784	-4%	U.S.	Softer advertising pulls down the brand even as its book division pumps out bestsellers.



RANK 2004 / 2003		2004 BRAND VALUE \$MILLIONS	2003 BRAND VALUE \$MILLIONS	PERCENT CHANGE	COUNTRY OF OWNERSHIP	DESCRIPTION	
74	NEW	PORSCHE	3,646	New	New	Germany	The high-end Cayenne SUV produced record profits and turbocharged the brand.
75	70	TIFFANY	3,638	3,540	3%	U.S.	The lure of its diamonds, pearls, and silver is strong but Japan is looking tarnished and U.S. store sales are down.
76	81	MOTOROLA	3,483	3,103	12%	U.S.	Motorola is relevant again, with its clam-shell phones gaining in Europe and in new markets like China.
77	79	PANASONIC	3,480	3,257	7%	Japan	It boasts some of the best technology in must-have items like recordable DVDs and plasma-screen TVs.
78	78	HERTZ	3,411	3,288	4%	U.S.	Healthy international markets help the king of car rental roar again, even amid rising gas prices.
79	73	HERMES	3,376	3,416	-1%	France	The maker of silk scarves and Kelly handbags hopes designer Jean Paul Gaultier can freshen its image.
80	71	DURACELL	3,362	3,438	-2%	U.S.	Relentless discounting and promotions continue to commoditize the world of batteries.
81	NEW	AUDI	3,288	New	New	Germany	The new A8 and strong global expansion have made Audi a profit engine. It's even thriving in China.
82	64	AOL	3,248	3,961	-18%	U.S.	Federal accounting inquiries and a messy merger have tarnished the AOL name as it fights to keep customers.
83	82	HENNESSY	3,084	2,996	3%	France	Parent LVMH is toasting the popularity of cognac with the world's young urbanites, especially among the hip-hop set.
84	83	SHELL	2,985	2,983	0%	Brit./Neth.	The energy giant is struggling to recuperate from a reserves downgrade and a boardroom bloodbath.
85	77	LEVI'S	2,979	3,298	-10%	U.S.	Even its iconic 501 jeans are discounted these days and brands like Diesel are finding legs with young shoppers.
86	85	SMIRNOFF	2,975	2,806	6%	Britain	The best-selling vodka builds on its popularity with Smirnoff Twist and "malternatives" such as Smirnoff Ice.
87	86	JOHNSON & JOHNSON	2,952	2,706	9%	U.S.	Holding firm in a tough market, it had a hit with a drug-coated stent. But competition looms there, too.
88	NEW	ING	2,864	New	New	Netherlands	ING Direct and a forceful U.S. marketing push put the Dutch financial services firm on the map.
89	88	MOET & CHANDON	2,861	2,524	13%	France	Strong growth in Japan and the U.S. keeps the world's leading champagne brand bubbling along.
90	89	NISSAN	2,833	2,495	14%	Japan	Having pushed aside Honda in Japan, it's gaining North American share with Titan trucks and the Altima sedan.
91	NEW	CARTIER	2,749	New	New	France	The bejeweled panther has shed cheaper items and held tight to its luxury status through tough times.
92	NEW	ESTEE LAUDER	2,634	New	New	U.S.	This fixture of the high-end cosmetics counter is now expanding in middle markets like retailer Kohl's.
93	NEW	ARMANI	2,613	New	New	Italy	Known for classy clothes, it's expanding into everything from home furnishings to hotels and restaurants.
94	84	BOEING	2,576	2,864	-10%	U.S.	It has lost commercial market share to rival Airbus, as execs try to erase the taint of a Pentagon hiring scandal.
95	87	PRADA	2,568	2,535	1%	Italy	Still the preserve of pretty stars but rapid expansion and debt could dilute some of Prada's exclusive cachet.
96	91	MOBIL	2,492	2,407	4%	U.S.	It got a boost from reformulated motor oil and its status as NASCAR's official lubricant.
97	92	NIVEA	2,409	2,221	8%	Germany	The mid-market skin-care line is now a leader in plumping up men's faces, too.
98	93	STARBUCKS	2,400	2,136	12%	U.S.	Global expansion, new products, and yet more variations on the humble cup of java boost the coffee hut's appeal.
99	90	HEINEKEN	2,380	2,431	-2%	Netherlands	Sales may be flat at Europe's largest brewery, but the 141-year-old Amsterdam brand remains the world's favorite premium brew.
100	95	POLO RL	2,147	2,048	5%	U.S.	It has consolidated control of its clothing brand, pushing same-store sales up 11% in the last quarter of 2003.

The brand valuations draw upon publicly available information, which has not been independently investigated by Interbrand. Valuations do not represent a guarantee of future performance of the brands or companies. Data: Interbrand Corp., J.P. Morgan Chase & Co., Citigroup, Morgan Stanley, BusinessWeek

**Deloitte**

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Section 2

# 2004 Global Powers of Retailing



talks to sell its majority stake in Argentine supermarket chain Disco. Also in late 2003, Morrisons received the O.K. to buy the U.K. chain, Safeway.

Franchising was also frequently mentioned as means by which retailers were growing profits. Franchising and new cooperative agreements were helping numerous retailers compete against the larger players. Licensing agreements were also gaining. Saks recently entered into a licensing agreement to open Saks Fifth Avenue stores in the Middle East, and McDonald's will begin licensing its brand on products in 2004.

In terms of store concepts, the increased consumer demand for value is bringing several concepts to the forefront. The hard discount, cash and carry concepts remain particularly popular in Europe and are spreading quickly to the less developed regions. The dollar store, which is taking off in the U.S., has spread to Japan, where "one coin" (100 yen) stores have been growing rapidly. And convenience stores continue to expand the concept from which they take their name, with many now staying open on a 24/7/365 basis.

Last, China was a major topic of interest throughout the industry. Most frequently, it was mentioned as a major supply source for retailers. Purchase agreements with Chinese manufacturers have allowed numerous retailers to achieve significant cost savings due to the country's lower production costs. It is a country where the quality and consistency of product had improved dramatically over the last decade or more. As a

result, a significant amount of textiles, clothing, footwear and, more recently, household appliances are now being imported from China. In some countries, low-priced Chinese imports have contributed to a deflationary environment. China is also a country that is drawing increased interest from retailers because of its robust economy, expanding middle class and overall growth potential. Given that the Chinese per capita GDP is expected to rise sharply over the next decade, retailers' interest in the country will likely intensify.

In summary, the retail industry seems to have successfully maneuvered through the economic weakness and, having made some difficult decisions along the way, is better positioned for growth now that an upturn seems evident. To paraphrase the comment made by our U.K. practitioner: The retail environment continues to be challenging, with intense competition and pressure on prices, but it still offers growth for those with the right offer.

Our best wishes to all retailers for a prosperous 2004.

Sincerely,

**Ed Carey**  
Global Consumer Business  
Leader  
*Deloitte Touche Tohmatsu*

**Tara Weiner**  
National Managing Partner  
*Deloitte Consumer Business  
Practice*

## Global 200 Highlights

till, for many of the large retail players, 2002 was not as difficult as it could have been. Total sales for the 200 retailers reached \$2.23 trillion, which was an increase of 4 percent over 2001. This increase was twice as strong as reported in last year's report. Average sales for the 85 U.S. companies on this top 200 list increased 6.7 percent from 2001. For the 68 European retailers, sales improved 6.5 percent, on average.

Additionally, many of these retailers became more adept at selling in a difficult economy. Profitability improved. Among those retailers that disclose net income/loss figures, only 14 reported a loss. In last year's report, 27 had net losses. Nine of the current crop of 14 were based in the U.S.

According to M+M Planet Retail, global retail sales were \$8

The softness in the global retail environment that began in 2001 continued into 2002.

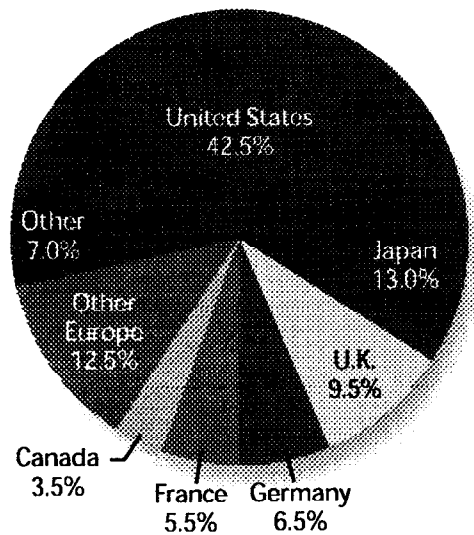
Retail sales in the U.S. rose only 3.1 percent, the second-slowest growth in a decade. Sales in Germany declined. And ongoing deflation in Japan, coupled with weak consumer demand, kept sales on a downward spiral. Sales there deteriorated for the sixth consecutive year.

trillion. Thus, these 200 retailers have captured 29 percent of the worldwide market. The largest of the large have continued to increase their market share. Sales for the top 10 retailers reached \$650 billion, which represents 29.2 percent of the sales from these top 200. Five years ago, the top 10 share was only 23 percent.

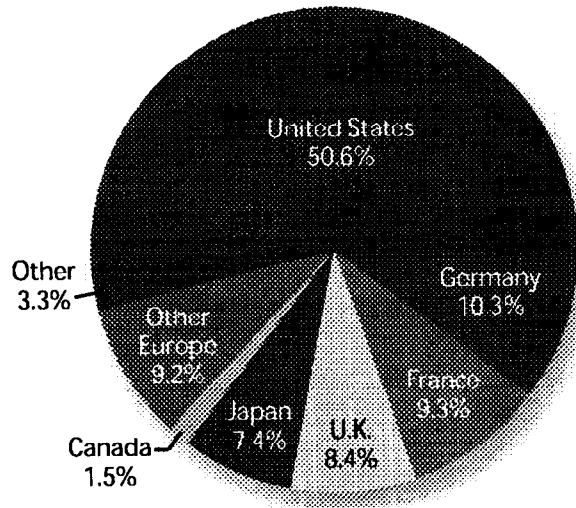
Rankings in the top 10 changed sharply from the prior list. Ahold dropped four notches to seventh place, and Kmart fell eight places, to 17th place. The two biggest gainers were Tesco, which rose to eighth-largest from 13th place last year, and Costco which climbed three notches

to become the ninth-largest retailer in the world. In 1997, Costco was ranked 18th largest. Another U.S. retailer that has moved up sharply over the last five years is Lowe's. In 1997 it

### Top 200 Retailers, by Country of Origin



### Top 200 Retailers, by Sales



was ranked 50th largest; currently it is ranked 20th largest. This represents one of the strongest moves of any retailer in the ranking.

Food retailing continues to dominate among these large retailers. Eight of the 10 largest retailers sold food, and 101 of the 200 operated food-related formats such as supermarkets and convenience stores. The figure would go even higher if the U.S. drug stores were included. These formats are increasingly stocking their shelves with convenience-related food items as a way to grow sales.

Specialty retailing, however, remains the single dominant retail format. This year, 102 of the top 200 retailers operated specialty stores. The format represents a diverse group of retailers that specialize in product groups such as home electronics, office supplies, toys or apparel.

In a change from prior reports, publicly traded subsidiaries of larger retail entities are not shown separately. Thus, retailers such as Wal-Mart Mexico and A&P are not included on this year's list because each has its sales included in the parent's figure.

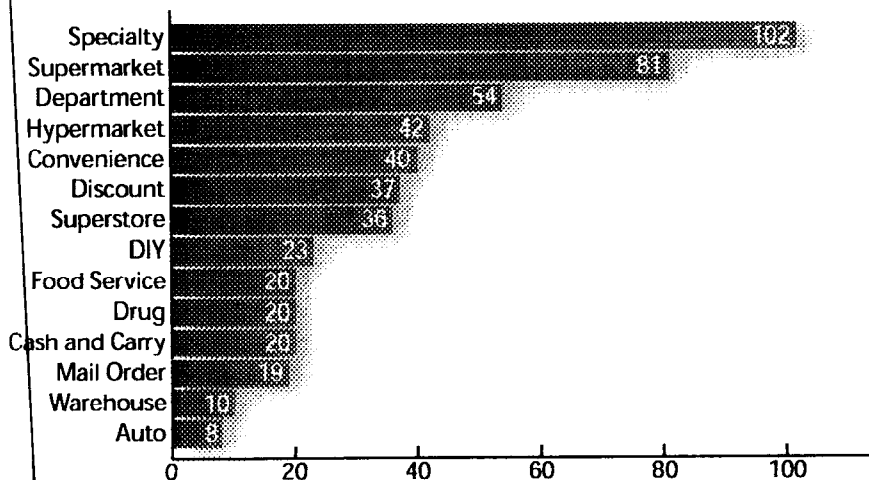
This year's list contains 21 new entrants into the top 200 list. In particular, 13 of the bottom 25 retailers are new to the ranking. The dropping of subsidiaries from the list helped open up several slots.

Each of the top 200 retailers had sales of \$2.4 billion or greater. Unfortunately, there were quite a large number of retailers whose sales were just below that cutoff mark, and therefore they did not make the list. There were, in fact, 18 retailers who had sales of between \$2 billion and \$2.39 billion, which made them ineligible for the list. Over the years, the \$2 billion to \$2.5 billion sales range seems to be where a large number of retailers fall. The group of no-shows this year included several companies whose sales perennially are just above or below the cutoff, including Williams-Sonoma, Belk and Pep Boys (all from the U.S.).

A new feature added this year is a five-year compound annual growth rate (CAGR) for sales and earnings. The growth rate is computed using local currency figures, to prevent any distortions due to currency fluctuations over that period.

The 25 fastest growing retailers in terms of sales and income are shown in the table. The list is largely made up of retailers that either serve certain niches well, are value-oriented or are relatively new companies. Amazon, for example, grew its sales the fastest of these retailers, with its stellar 93

### Sector Composition of the Top 200 Retailers



## Global 200 Highlights

### Strongest Sales Increases

DT Rank	Country of Origin	Name of Company	5 yr Retail Sales CAGR% (Local Currency)
1	US	Amazon.com	92.8%
2	US	The Pantry	42.3%
3	Japan	Yamada Denki	37.0%
4	S Africa	Metcash	36.4%
5	S. Korea	Lotte Shopping	35.3%
6	Japan	Fast Retailing	35.2%
7	S. Korea	Shinsegae	31.9%
8	US	Bed Bath and Beyond	28.0%
9	US	Starbucks	27.5%
10	Spain	Mercadona	27.3%
11	Canada	Empire/Sobeys	27.0%
12	US	Dell	25.9%
13	Spain	Inditex	25.1%
14	Brazil	Pao de Acucar	24.9%
15	US	Kohl's	24.4%
16	US	Advance Auto Parts	23.2%
17	UK	The Big Food Group (Iceland)	22.3%
18	US	Lowe's	21.2%
19	US	Whole Foods Markets	20.7%
20	Sweden	Hennes & Mauritz	20.2%
21	US	Best Buy	20.2%
22	US	Albertsons	19.4%
23	US	Home Depot	19.2%
24	S. Africa	Pick 'n Pay Stores	19.0%
25	US	Charming Shoppes	18.9%

### Strongest Profit Gains

DT Rank	Country of Origin	Name of Company	5 yr Net Income CAGR% (Local Currency)
1	Japan	Daiei	156.8%
2	S. Korea	Shinsegae	89.8%
3	US	CVS	79.9%
4	US	Costco	72.4%
5	S. Korea	Lotte Shopping	71.5%
6	Japan	Fast Retailing	59.4%
7	Japan	Hankyu Department Stores	49.2%
8	US	Michaels Stores, Inc.	36.1%
9	US	Kohl's	35.5%
10	Japan	Aeon (Jusco)	35.4%
11	UK	Compass	35.1%
12	Japan	Izumi	33.6%
13	US	Bed Bath and Beyond	32.8%
14	S. Africa	Pick 'n Pay Stores	32.8%
15	US	Lowe's	32.7%
16	S Africa	Metcash	32.1%
17	US	Starbucks	31.4%
18	Spain	Mercadona	30.5%
19	Japan	Daimaru	30.2%
20	Spain	Inditex	30.1%
21	France	Pinault-Printemps-Redoute	29.6%
22	Japan	Yamada Denki	27.9%
23	Canada	Loblaw	27.9%
24	US	Staples	27.8%
25	Sweden	Hennes & Mauritz	27.5%

percent annual growth rate. The company opened its virtual doors for business as the "Earth's biggest bookstore" in July 1995; it has since expanded into a broad range of product lines.

The Pantry had the second-fastest sales growth rate on this list. This convenience store operator has grown its store count dramatically over the last several years, mostly through acquisition. Japan's largest retailer of home electronics, Yamada Denki, has enjoyed a 37 percent annual growth rate in sales since 1997.

The two groups of the 25 fastest-growing sales and income retailers are notable for the number of companies that are on both lists. The two largest South Korean retailers, Lotte Shopping and Shinsegae, in fact, are in the top 10 for sales and income growth. Other retailers that have enjoyed strong gains in both sales and income include Kohl's, Fast Retailing, Bed Bath and Beyond, Starbucks, Mercadona, Hennes and Mauritz, Inditex and two South African companies, Metcash and Pick 'n Pay. In particular, Mercadona has become the third-biggest retailer in Spain's food sector by applying a business model very similar to Wal-Mart's everyday low pricing. Apparel retailers Fast Retailing, H&M and Inditex have catered to the youth markets with cheap but stylish apparel. All three have also made great strides at turning the art of

inventory management into a science.

The lists of fast growers are largely made up of specialty retailers. Food vendors, which make up the majority of the top 200 retailers, are a minority in this group of stellar performers. Wal-Mart, for example, is ranked 51st in terms of five-year sales growth. Carrefour's sales, however, were ranked 26th fastest growing. The company's 1999 megamerger with Promodes has helped it become the second-largest retailer after Wal-Mart.

Having a strong growth rate doesn't necessarily equate with being a global retail player. In fact, 17 of the 25 sales growth leaders operate in three or fewer countries.

The 1997 figures used to arrive at the growth rates were taken, where possible, from the 1998 Global Powers Report, which contained the 1997 data. For retailers who were not on that list, the annual report was used.

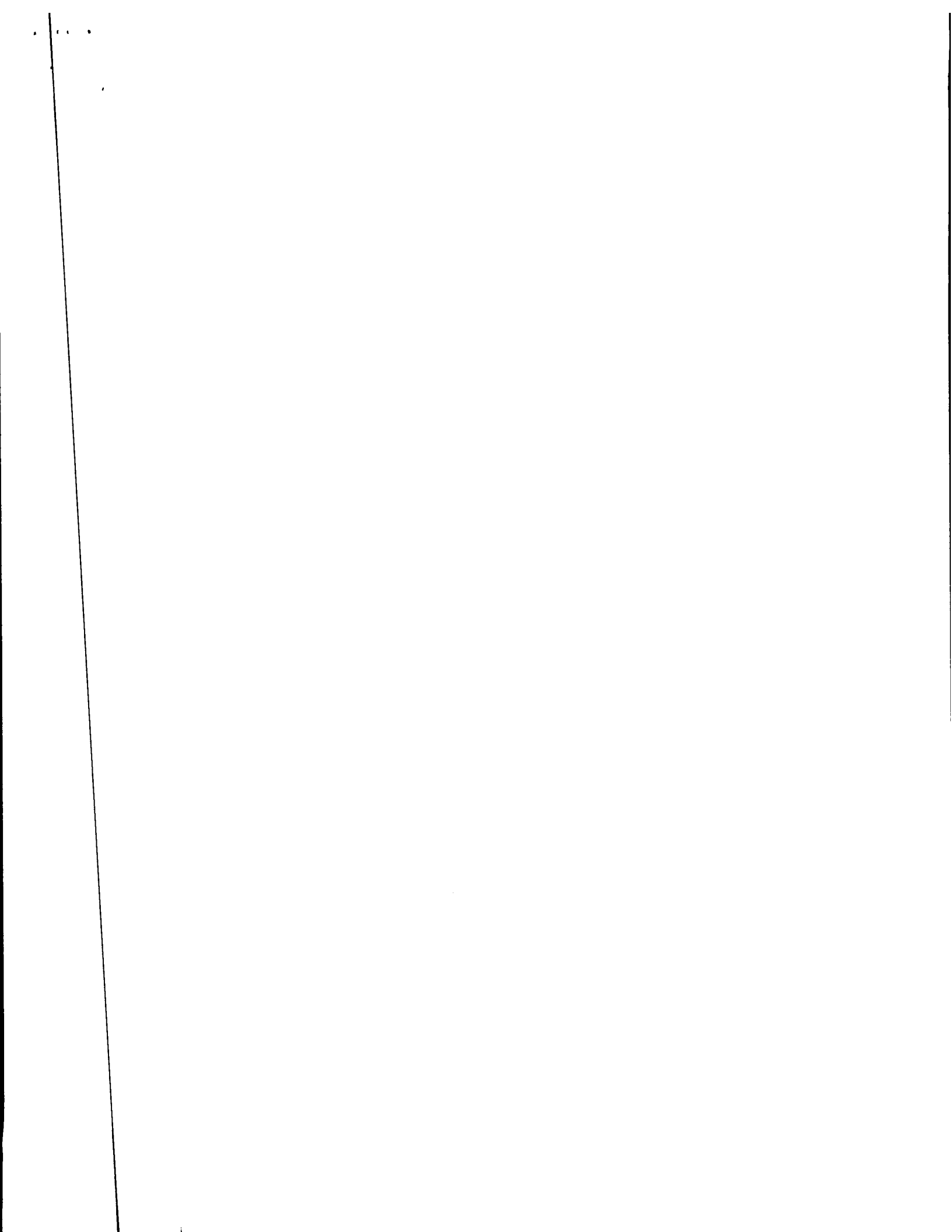
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# Top 200 Global Retailers

DT Rank	Country of Origin	Name of Company	Formats	2002 Group Sales (US\$mil)	2002 Retail Sales (US\$mil)	2002 Group Income/ (Loss) * (US\$mil)	Countries of Operation	5 yr Retail Sales CAGR% (Local Currency)	5 yr Net Income CAGR% (Local Currency)
1	US	Wal-Mart	Discount, Hypermarket, Supermarket, Superstore, Warehouse	244,524	229,617	8,039	Argentina, Brazil, Canada, China, Germany, Japan, South Korea, Mexico, Puerto Rico, UK, US	14.2%	17.9%
2	France	Carrefour	Cash & Carry, Convenience, Discount, Hypermarket, Specialty, Supermarket	65,011	65,011	1,314	Argentina, Belgium, Brazil, Chile, China, Columbia, Czech Rep., Dominican Republic, Egypt, France, Greece, Indonesia, Italy, Japan, Malaysia, Mexico, Oman, Poland, Portugal, Qatar, Romania, Singapore, Slovakia, Spain, S. Korea, Switzerland, Taiwan, Thailand, Tunisia, Turkey, UAE	18.7%	20.5%
3	US	Home Depot	DIY, Specialty	58,247	58,247	3,664	Canada, Mexico, Puerto Rico, US	19.2%	25.9%
4	US	Kroger	Convenience, Discount, Specialty, Supermarket, Warehouse	51,760	51,760	1,205	US	14.3%	23.9%
5	Germany	Metro	Cash & Carry, Department, DIY, Hypermarket, Specialty, Superstore	48,738	48,349	475	Austria, Belgium, Bulgaria, China, Croatia, Czech Rep., Denmark, France, Germany, Greece, Hungary, Italy, Japan, Luxembourg, Morocco, Netherlands, Poland, Portugal, Romania, Russia, Slovakia, Spain, Switzerland, Turkey, UK, Vietnam	12.4%	9.6%
6	US	Target	Department, Discount, Superstore	43,917	42,722	1,654	US	9.0%	17.1%
7	Netherlands	Ahold	Cash & Carry, Convenience, Discount, Drug, Hypermarket, Specialty, Supermarket	59,292	40,755	(1,143)	Argentina, Brazil, Chile, Costa Rica, Czech Rep., Denmark, Ecuador, El Salvador, Estonia, Guatemala, Honduras, Indonesia, Latvia, Lithuania, Malaysia, Netherlands, Nicaragua, Norway, Paraguay, Peru, Poland, Portugal, Slovakia, Spain, Sweden, Thailand, US	12.5%	NM
8	UK	Tesco	Convenience, Department, Hypermarket, Supermarket, Superstore	40,394	40,071	1,451	Czech Rep., Hungary, Rep. of Ireland, Malaysia, Poland, S. Korea, Slovakia, Taiwan, Thailand, UK	9.7%	13.4%
9	US	Costco	Warehouse	37,993	37,993	700	Canada, Japan, S. Korea, Mexico, Puerto Rico, Taiwan, UK, US	9.8%	72.4%
10	US	Sears	Department, Mail Order, Specialty, e-commerce	41,366	35,698	1,376	Canada, Puerto Rico, US	-2.9%	3.0%
11	US	Albertsons	Drug, Supermarket, Warehouse	35,626	35,626	485	US	19.4%	-1.3%
12	Germany	Aldi Einkauf	Discount, Supermarket	33,837 <sup>e</sup>	33,837 <sup>e</sup>	n/a	Australia, Austria, Belgium, Denmark, France, Germany, Luxembourg, Netherlands, Rep. of Ireland, Spain, UK, US	15.2%	n/a
13	US	Safeway, Inc	Supermarket	32,399	32,399	(828)	Canada, Mexico, US	7.6%	NM
14	US	JCPenney	Department, Drug, Mail Order	32,347	32,347	405	Brazil, Puerto Rico, US	1.8%	-6.5%
15	France	Intermarché	Cash & Carry, Convenience, Discount, DIY, Food Service, Specialty, Supermarket, Superstore	31,688 <sup>e</sup>	31,688 <sup>e</sup>	n/a	Belgium, France, Germany, Poland, Portugal, Romania, Spain	9.2%	n/a

\* includes non-retail n/a = not available NM = not meaningful e = estimate  
CAGR = Compound Annual Growth Rate Name after forward slash is retail segment of parent company



# Top 200 Global Retailers

DT Rank	Country of Origin	Name of Company	Formats	2002 Group Sales* (US\$mil)	2002 Retail Sales (US\$mil)	2002 Group Income/ (Loss)* (US\$mil)	Countries of Operation	5 yr Retail Sales CAGR% (Local Currency)	5 yr Net Income CAGR% (Local Currency)
16	Germany	Rewe	Cash & Carry, Discount, DIY, Drug, Hypermarket, Specialty, Supermarket, Superstore	35,405	31,404	n/a	Austria, Bulgaria, Croatia, Czech Rep., France, Germany, Hungary, Italy, Poland, Romania, Slovakia, Ukraine	7.4%	n/a
17	US	Kmart	Discount, Superstore	30,762	30,762	(3,219)	US	-0.9%	NM
18	US	Walgreens	Drug	28,681	28,681	1,019	US, Puerto Rico	16.5%	18.5%
19	Germany	Edeka/AVA	Cash & Carry, Discount, DIY, Supermarket, Hypermarket, Superstore	27,165 <sup>E</sup>	26,514 <sup>E</sup>	n/a	Austria, Czech Rep., Denmark, France, Germany, Poland	17.2%	n/a
20	US	Lowe's	DIY	26,491	26,491	1,471	US	21.2%	32.7%
21	UK	J Sainsbury	Convenience, Hypermarket, Supermarket, Superstore	26,968	26,460	702	UK, US	3.5%	-1.4%
22	Japan	Ito-Yokado	Convenience, Department, Food Service, Specialty, Supermarket, Superstore	27,245	26,179	171	Australia, China, Denmark, Guam, Japan, Malaysia, Mexico, Norway, Philippines, Puerto Rico, Singapore, S. Korea, Spain, Sweden, Taiwan, Thailand, Turkey, US	1.3%	-21.5%
23	France	Auchan	Department, Hypermarket, Specialty, Supermarket	26,071	26,071	276	Angola, Argentina, China, France, Hungary, Italy, Luxembourg, Mexico, Morocco, Poland, Portugal, Russia, Spain, Taiwan, US	4.2%	n/a
24	US	CVS	Drug	24,182	24,182	717	US	13.7%	79.9%
25	Germany	Tengelmann	Cash & Carry, Discount, DIY, Drug, Hypermarket, Specialty, Supermarket, Superstore	23,209 <sup>E</sup>	23,209 <sup>E</sup>	n/a	Austria, Canada, China, Czech Rep., Germany, Hungary, Italy, Poland, Portugal, Slovakia, Slovenia, Spain, Switzerland, US	-0.7%	n/a
26	Japan	Aeon	Convenience, DIY, Drug, Department, Discount, Food Service, Specialty, Supermarket, Superstore	25,155	23,030	418	Canada, China, Hong Kong, Japan, Malaysia, Thailand, UK, US	4.9%	35.4%
27	France	E Leclerc	Convenience, Hypermarket, Supermarket	22,229 <sup>E</sup>	22,229 <sup>E</sup>	n/a	France, Italy, Poland, Portugal, Slovenia, Spain	1.2%	n/a
28	Germany	Lidl & Schwarz	Cash & Carry, Discount, Hypermarket, Superstore	21,728 <sup>E</sup>	21,728 <sup>E</sup>	n/a	Austria, Belgium, Croatia, Czech Republic, Finland, France, Germany, Greece, Rep. of Ireland, Italy, Netherlands, Poland, Portugal, Slovakia, Spain, UK	14.8%	n/a
29	France	Casino	Cash & Carry, Convenience, Department, Discount, Food Service, Hypermarket, Specialty, Supermarket, Warehouse	21,620	21,620	n/a	Argentina, Bahrain, Belgium, Brazil, Colombia, Comoros, France, Lebanon, Madagascar, Mauritius, Mexico, Netherlands, Poland, Reunion, Taiwan, Thailand, Tunisia, Uruguay, US, Venezuela, Vietnam	14.5%	21.2%
30	US	Best Buy	Specialty	20,946	20,946	99	US	20.2%	1.0%
31	Belgium	Delhaize Group	Cash & Carry, Convenience, Drug, Specialty, Supermarket	19,569	19,569	168	Belgium, Czech Rep., Greece, Indonesia, Luxembourg, Romania, Singapore, Slovakia, Thailand, US	10.4%	7.8%
32	UK	Kingfisher	DIY, Specialty	16,295	16,185	412	Belgium, Brazil, Canada, China, Czech Republic, France, Germany, Rep. Of Ireland, Italy, Luxembourg, Netherlands, Poland, Slovakia, Taiwan, Turkey, UK	11.0%	-6.9%
33	US	Publix	Convenience, Supermarket	15,931	15,931	632	US	7.3%	12.2%

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34	US	Rite Aid	Drug	15,801	15,801	(112)	US	6.8%	NM
35	US	Federated Department Stores	Department, Mail Order	15,435	15,435	818	US	-0.3%	8.8%
36	US	McDonald's	Food Service	15,406	15,406	893	Global	6.2%	-11.5%
37	Australia	Woolworths	Convenience, Department, Specialty, Supermarket	15,389	15,225	356	Australia, New Zealand	9.1%	16.9%
38	Japan	Daiei	Department, Discount, Specialty, Supermarket, Superstore	17,910	14,941	1,103	China, Japan, US	-7.7%	156.8%
39	Germany	KarstadtQuelle	Department, Mail Order, Specialty, e-commerce	14,959	14,724	153	Austria, Belgium, Bosnia-Herzegovina, Croatia, Czech Rep., Denmark, Finland, France, Germany, Hungary, Italy, Japan, Netherlands, Poland, Portugal, Slovakia, Slovenia, Spain, Sweden, Switzerland, UK, US	-3.1%	5.5%
40	US	Gap	Specialty	14,455	14,455	477	Canada, France, Germany, Japan, UK, US	17.3%	-2.2%
41	Australia	Coles Myer	Department, Specialty, Supermarket	13,560	13,560	187	Australia, New Zealand	4.5%	-0.8%
42	US	May Department Stores	Department, Specialty	13,491	13,491	542	US	1.8%	-6.9%
43	US	AutoNation	Auto	19,479	13,463 <sup>e</sup>	382	US	n/a	n/a
44	UK	Safeway	Convenience, Hypermarket, Supermarket, Superstore	13,366	13,366	260	UK	4.4%	-6.6%
45	Germany	Otto	Cash & Carry, Mail Order, Specialty, e-commerce	19,753	13,018	128	Austria, Belgium, China, Czech Rep., Denmark, France, Germany, Hungary, Italy, Japan, Korea, Netherlands, Norway, Poland, Portugal, Romania, Spain, Switzerland, Taiwan, UK, US	-2.6%	-9.4%
46	US	Winn-Dixie	Supermarket	12,168	12,168	239	Bahamas, US	-1.6%	3.2%
47	US	Meijer	Superstore	12,000 <sup>e</sup>	12,000 <sup>e</sup>	n/a	US	12.7%	n/a
48	UK	Marks and Spencer	Department, Specialty, Supermarket	12,497	11,986	743	Bahrain, Belgium, Bermuda, China, Croatia, Cyprus, Czech Rep., Finland, France, Germany, Greece, Hong Kong SAR, Hungary, India, Indonesia, Japan, Kuwait, Lebanon, Luxembourg, Malaysia, Malta, Netherlands, Philippines, Poland, Portugal, Qatar, Rep. of Ireland, Romania, Saudi Arabia, Singapore, Slovenia, South Korea, Spain, Taiwan, Thailand, Turkey, UAE, UK, US	-0.6%	-10.4%
49	US	TJX Cos.	Department, Specialty	11,981	11,981	578	Canada, Rep. of Ireland, UK, US	10.1%	13.6%
50	France	Pinault-Printemps-Redoute	Department, Mail Order, Specialty	25,894	11,410	1,503	Belgium, Brazil, Denmark, Estonia, Finland, France, Germany, Luxembourg, Norway, Portugal, Spain, Sweden, Switzerland, Taiwan, UK, US	12.0%	29.6%

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51	US	Toys'R'Us	Specialty	11,305	11,305	229	Australia, Austria, Bahrain, Canada, Denmark, Egypt, France, Germany, Hong Kong SAR, Indonesia, Israel, Japan, Kuwait, Malaysia, Mauritius, Netherlands, Norway, Portugal, Qatar, Saudi Arabia, Singapore, South Africa, Spain, Sweden, Switzerland, Taiwan, Turkey, UAE, UK, US	0.5%	-14.1%
52	Spain	El Corte Ingles	Convenience, Department, Hypermarket, Specialty, Supermarket	12,701	10,910	520	Portugal, Spain	14.8%	24.7%
53	Canada	Loblaw	Convenience, Hypermarket, Supermarket, Superstore, Warehouse	14,709	10,900	464	Canada	9.2%	27.9%
54	Sweden	IKEA	Specialty	10,033	10,033	n/a	Australia, Austria, Belgium, Canada, China, Czech Rep., Denmark, Finland, France, Germany, Greece, Hong Kong SAR, Hungary, Iceland, Israel, Italy, Japan, Kuwait, Malaysia, Netherlands, Norway, Poland, Russia, Saudi Arabia, Singapore, Slovakia, Spain, Sweden, Switzerland, Taiwan, UAE, UK, US	15.0%	n/a
55	US	Circuit City	Auto, Specialty	9,954	9,954	106	US	4.5%	0.4%
56	US	SuperValu	Discount, Hypermarket, Supermarket, Superstore	19,160	9,848	257	US	15.1%	2.2%
57	Switzerland	Migros Genossenschaft	Convenience, Department, Hypermarket, Specialty, Supermarket, Superstore	13,022	9,844	115	France, Germany, Switzerland	2.4%	-8.5%
58	Japan	Ury	Convenience, Department, DIY, Drug, Specialty, Supermarket, Superstore	9,616	9,505	102	Hong Kong SAR, Japan	2.2%	-0.5%
59	France	Louis Delhaize	Cash & Carry, Convenience, Discount, Hypermarket, Specialty, Supermarket	9,497 <sup>€</sup>	9,497 <sup>€</sup>	n/a	Belgium, Guyana, France, Hungary, Luxembourg, Romania	5.4%	n/a
60	US	H.E. Butt	Supermarket	9,300 <sup>€</sup>	9,300 <sup>€</sup>	n/a	US, Mexico	7.7%	n/a
61	UK	Great Universal Stores	DIY, Mail Order, Specialty	11,056	9,141	388	Botswana, France, Germany, Lesotho, Namibia, Netherlands, Rep. of Ireland, Japan, Spain, South Africa, Sweden, Swaziland, UK, US	18.6%	-10.4%
62	US	Kohl's	Department	9,120	9,120	643	US	24.4%	35.5%
63	Japan	Seiyu	Department, DIY, Specialty, Supermarket, Superstore	9,289	8,811	(740)	Hong Kong SAR, Japan, Singapore, Vietnam	-1.1%	NM
64	UK	Dixons	Specialty	8,975	8,604	359	Czech Rep., Denmark, Finland, France, Hungary, Iceland, Rep. of Ireland, Italy, Norway, Spain, Sweden, UK	15.5%	6.7%
65	Italy	COOP Italia	Discount, DIY, Hypermarket, Supermarket	8,560 <sup>€</sup>	8,560 <sup>€</sup>	n/a	Croatia, Italy	7.2%	n/a
66	US	Limited Brands	Mail Order, Specialty	8,445	8,445	528	US	-1.7%	19.5%
67	US	Staples	Mail Order, Specialty	11,595	8,200 <sup>€</sup>	446	Canada, Germany, Netherlands, Portugal, UK, US	9.6%	27.8%

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68	Switzerland	Coop Switzerland	Convenience, Department, Drug, DIY, Food Service, Hypermarket, Mail Order, Specialty, Supermarket	8,851	8,054	214	Switzerland	0.9%	n/a
69	US	Dell	E-commerce	35,404	8,000 <sup>F</sup>	2,122	Global	25.9%	17.6%
70	Japan	Takashimaya	Department, Specialty	9,652	7,949	32	Australia, France, Italy, Japan, Singapore, Taiwan, US	-1.4%	-13.8%
71	US	Dillard's	Department, Mail Order	7,911	7,911	(398)	US	3.6%	NM
72	Sweden	Coop Norden	Convenience, Discount, Hypermarket, Specialty, Supermarket, Superstore	7,990	7,798	21	Denmark, Norway, Sweden	n/a	n/a
73	US	Office Depot	Specialty, Mail Order	11,357	7,450 <sup>F</sup>	311	Austria, Belgium, Canada, Costa Rica, France, Germany, Guatemala, Hungary, Rep. of Ireland, Israel, Italy, Japan, Luxembourg, Mexico, Netherlands, Poland, Portugal, Spain, Switzerland, Thailand, UK, US	2.1%	14.2%
74	Japan	Mitsukoshi	Department	7,680	7,309	51	China, France, Germany, Hong Kong, Italy, Japan, Spain, Taiwan, UK, US	-1.6%	NM
75	UK	Somerfield	Convenience, Discount, Supermarket	7,273	7,273	62	UK	6.0%	NM
76	US	Yum! Brands	Food Service	7,757	6,891	583	Global	-6.0%	NM
77	US	Army & Air Force Exchange Services	Specialty	6,800 <sup>F</sup>	6,800 <sup>F</sup>	373	Global	-1.2%	2.1%
78	Canada	Empire/Sobeys	Convenience, Discount, Drug, Supermarket, Superstore	6,772	6,772	116	Canada	27.0%	15.3%
79	UK	Boots	Drug, Specialty	8,242	6,686	468	Hong Kong SAR, Rep. of Ireland, Taiwan, Thailand, UK	-0.1%	-4.8%
80	UK	The Big Food Group	Cash & Carry, Supermarket	7,830	6,639	19	Rep. of Ireland, UK	22.3%	-14.3%
81	S. Korea	Lotte Shopping	Convenience, Department, Food Service, Hypermarket, Supermarket	6,575	6,575	242	China, S. Korea	35.3%	71.5%
82	Japan	Yamada Denki	Specialty	6,517	6,517	46	Japan	37.0%	27.9%
83	UK	Wm Morrison	Supermarket, Superstore	6,514	6,514	276	UK	13.5%	13.9%
84	UK	John Lewis	Department, Hypermarket, Supermarket	6,450	6,450	62	UK	4.2%	-30.3%
85	France	Systeme U	Supermarket, Superstore	6,338 <sup>F</sup>	6,338 <sup>F</sup>	n/a	France, Mauritius	10.2%	n/a
86	US	Avon	Direct Selling	6,171	6,171	535	Global	4.0%	9.5%
87	US	Dollar General	Discount	6,100	6,100	265	US	18.4%	12.8%
88	UK	Compass	Food Service	15,620	6,092	672	Australia, Austria, Belgium, Brazil, Canada, France, Germany, Rep. of Ireland, Japan, Netherlands, Norway, Portugal, Spain, S. Africa, Sweden, Switzerland, UK, US	14.3%	35.1%
89	US	Nordstrom	Department, Mail Order, Specialty	5,975	5,975	90	US	4.3%	-13.5%
90	US	Saks, Inc.	Department, Specialty	5,911	5,911	24	US	10.8%	-17.6%
91	US	United Auto Group	Auto	7,435	5,907 <sup>F</sup>	62	Brazil, UK, US	n/a	n/a
92	US	BJ's Wholesale Club	Warehouse	5,729	5,729	131	US	14.8%	19.4%

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93	US	Sonic Automotive	Auto	7,071	5,488 <sup>€</sup>	107	US	n/a	n/a
94	Japan	Daimaru	Department, Supermarket	6,470	5,449	42	Japan	-2.8%	30.2%
95	Sweden	Hennes & Mauritz	Specialty	5,428	5,428	632	Austria, Belgium, Denmark, Finland, France, Germany, Luxembourg, Netherlands, Norway, Spain, Sweden, Switzerland, UK, US	20.2%	27.5%
96	S Africa	Metcash	Cash & Carry, Convenience, Specialty, Supermarket	5,430	5,403 <sup>€</sup>	76	Angola, Australia, Botswana, China, Israel, Kenya, Madagascar, Malawi, Mozambique, New Zealand, South Africa, Uganda, Zambia, Zimbabwe	36.4%	32.1%
97	US	AutoZone	Specialty	5,326	5,326	428	Mexico, US	14.6%	17.0%
98	US	Barnes & Noble	Specialty	5,269	5,269	100	US	13.5%	13.5%
99	US	Menard	DIY	5,250 <sup>€</sup>	5,250 <sup>€</sup>	n/a	US	5.6%	n/a
100	Finland	S Group	Convenience, Department, Food Service, Hypermarket, Specialty, Supermarket	6,422	5,246 <sup>€</sup>	42	Estonia, Finland	2.6%	n/a
101	France	Galerias Lafayette	Department, Hypermarket, Mail Order	5,172	5,172	79	France, Germany	6.4%	-3.2%
102	Germany	Schlecker	Drug, DIY, Hypermarket	5,108 <sup>€</sup>	5,108 <sup>€</sup>	n/a	Austria, France, Germany, Italy, Luxembourg, Netherlands, Spain	7.0%	n/a
103	US	CompUSA	Mail Order, Specialty	5,100 <sup>€</sup>	5,100 <sup>€</sup>	n/a	US	-0.7%	n/a
104	Spain	Mercadona	Supermarket	5,087	5,087	86	Spain	27.3%	30.5%
105	S. Korea	Shinsegae	Department, Food Service, Hypermarket	5,049	5,049	199	China, S. Korea	31.9%	89.8%
106	US	DeCA (Defense Commissary Agency)	Commissary	4,963 <sup>€</sup>	4,963 <sup>€</sup>	n/a	Azores, Belgium, Egypt, Germany, Guam, Iceland, Italy, Japan, S. Korea, Netherlands, Okinawa, Puerto Rico, Saudi Arabia, Spain, Turkey, UK, US	-0.3%	n/a
107	Austria	SPAR Austria Group	Convenience, Hypermarket, Specialty, Supermarket, Superstore	4,956 <sup>€</sup>	4,956 <sup>€</sup>	n/a	Austria, Czech Rep., Hungary, Italy, Slovenia	11.2%	n/a
108	Finland	Kesko	Department, DIY, Discount, Hypermarket, Supermarket, Food Service, Specialty	6,116	4,911	64	Estonia, Finland, Latvia, Lithuania, Sweden	6.5%	-5.1%
109	Japan	Isetan	Department, Specialty, Supermarket	4,942	4,833	63	Austria, China, Hong Kong, Italy, Japan, Malaysia, Singapore, Spain, Taiwan, Thailand, US	2.0%	24.6%
110	UK	Cooperative Group	Convenience, Department, Hypermarket, Specialty, Supermarket, Superstore	11,421 <sup>€</sup>	4,785 <sup>€</sup>	n/a	UK	11.0%	n/a
111	Norway	NorgesGruppen	Convenience, Discount, Supermarket	5,262 <sup>€</sup>	4,743 <sup>€</sup>	n/a	Norway	n/a	n/a
112	Belgium	C&A	Specialty	4,730 <sup>€</sup>	4,730 <sup>€</sup>	n/a	Austria, Belgium, Czech Rep., France, Germany, Hungary, Luxembourg, Netherlands, Poland, Portugal, Spain, Switzerland	9.2%	n/a
113	Canada	Hudson's Bay Company	Department, Specialty	4,720	4,669	71	Canada	2.5%	NM
114	US	Darden Restaurants	Food Service	4,655	4,655	232	Canada, US	8.0%	NM

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115	US	Radio Shack	Specialty	4,577	4,577	263	Puerto Rico, US, Virgin Islands	-3.2%	7.1%
116	Italy	Conad	Convenience, Hypermarket, Supermarket	4,566 <sup>E</sup>	4,566 <sup>E</sup>	n/a	Italy	3.7%	n/a
117	US	Officemax	Mail Order, Specialty	4,776	4,532	74	Mexico, Puerto Rico, US, Virgin Islands	3.8%	-3.9%
118	US	Foot Locker	Mail Order, Specialty	4,509	4,509	144	Australia, Austria, Belgium, Canada, Denmark, France, Germany, Guam, Italy, Rep. of Ireland, Luxembourg, Netherlands, Puerto Rico, Spain, Sweden, UK, US, Virgin Islands	-0.4%	NM
119	Netherlands	VendexKBB	Department, DIY, Specialty	4,533	4,496	194	Belgium, Denmark, France, Germany, Luxembourg, Netherlands	2.5%	-17.2%
120	US	Longs Drugs	Drug	4,426	4,426	7	US	8.4%	-34.5%
121	US	Giant Eagle	Supermarket	5,100 <sup>E</sup>	4,400 <sup>E</sup>	n/a	US	12.4%	n/a
122	US	Alticor/Amway	Direct Selling, e-commerce	4,500 <sup>E</sup>	4,400 <sup>E</sup>	n/a	Global	12.2%	n/a
123	Japan	Seibu Department	Department	4,396	4,396	(2,020)	Japan	-3.0%	NM
124	US	Comcast / QVC	TV Shopping	12,460	4,381	(274)	Germany, Japan, UK, US	-0.4%	NM
125	Denmark	Dansk Supermarked	Department, Discount, Hypermarket, Specialty, Superstore	4,344 <sup>E</sup>	4,344 <sup>E</sup>	n/a	Denmark, Germany, Poland, Sweden, UK	5.4%	n/a
126	Spain	Eroski	Convenience, Discount, Hypermarket, Specialty, Supermarket, Superstore	4,497	4,326	86	Spain	4.6%	26.0%
127	US	V.T.Inc	Auto	5,436 <sup>E</sup>	4,250 <sup>E</sup>	n/a	US	n/a	n/a
128	US	Hy-Vee	Supermarket	4,200 <sup>E</sup>	4,200 <sup>E</sup>	n/a	US	7.7%	n/a
129	Japan	Yodobashi Camera	Specialty	4,169	4,169	52	Japan	16.4%	n/a
130	US	Family Dollar	Discount	4,164	4,164	217	US	15.9%	23.7%
131	Japan	Kojima	Specialty	4,133	4,133	2	Japan	10.8%	-31.6%
132	UK	Woolworths (UK)	Department, Specialty	4,128	4,128	52	UK	n/a	n/a
133	US	Pathmark	Supermarket	3,938	3,938	13	US	1.3%	NM
134	US	Amazon.com	E-commerce	3,933	3,933	(149)	France, Germany, Japan, UK, US	92.8%	NM
135	US	Big Lots	Discount	3,869	3,869	77	US	-0.9%	-2.2%
136	France	LeRoy Merlin	DIY, Specialty	3,867	3,867	n/a	Brazil, France, Italy, Poland, Portugal, Spain, China	12.3%	n/a
137	US	Asbury Automotive	Auto	4,469	3,863 <sup>E</sup>	38	US	n/a	n/a
138	US	Bed Bath and Beyond	Specialty	3,665	3,665	302	US	28.0%	32.8%
139	Japan	Marui	Department	4,516	3,588	142	Japan	-1.1%	-1.7%
140	Spain	Inditex	Specialty	3,819	3,585	421	Andorra, Argentina, Austria, Bahrain, Belgium, Brazil, Canada, Chile, Czech Rep., Denmark, Dominican Rep., El Salvador, Finland, France, Germany, Greece, Iceland, Rep. Of Ireland, Israel, Italy, Japan, Jordan, Kuwait, Lebanon, Luxembourg, Mexico, Netherlands, Norway, Poland, Portugal, Puerto Rico, Qatar, Saudi Arabia, Singapore, Spain, Sweden, Switzerland, Turkey, UAE, UK, US, Uruguay, Venezuela	25.1%	30.1%

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141	Germany	Globus	DIY, Hypermarket, Specialty	3,569 <sup>E</sup>	3,569 <sup>E</sup>	n/a	Czech Rep., Germany	5.0%	n/a
142	US	Ross Stores	Discount, Specialty	3,531	3,531	201	US	12.2%	11.4%
143	US	Borders	Specialty	3,513	3,513	112	Australia, New Zealand, Puerto Rico, Singapore, UK, US	9.2%	7.0%
144	US	Group 1 Automotive	Auto	4,011	3,448 <sup>E</sup>	67	US	n/a	n/a
145	Brazil	Pao de Acucar	Discount, Hypermarket, Specialty, Supermarket	3,413	3,413	88	Brazil	24.9%	11.4%
146	Hong Kong	Dairy Farm International	Convenience, Discount, DIY, Drug, Food Service, Hypermarket, Specialty, Supermarket	3,354	3,354	343	China, Hong Kong SAR, India, Indonesia, S. Korea, Malaysia, Singapore, Taiwan	-13.4%	21.6%
147	UK	Next	Specialty	3,346	3,346	320	UK	13.4%	9.0%
148	Portugal	Sonae/Modelo Continente	Cash & Carry, Convenience, DIY, Hypermarket, Specialty, Supermarket, Superstore	3,346	3,346	95	Brazil, Portugal, Spain	8.2%	6.4%
149	Mexico	Soriana	Hypermarket, Warehouse	3,336	3,336	161	Mexico	13.6%	1.8%
150	Mexico	Controladora Comercial Mexicana	Food Service, Hypermarket, Supermarket, Superstore, Warehouse	3,329	3,329	82	Mexico	12.3%	2.1%
151	US	Sherwin-Williams	Specialty	5,185	3,302	399	Canada, Chile, Brazil, Mexico, Puerto Rico, US, Uruguay, Virgin Islands	4.9%	8.9%
152	US	Advance Auto Parts	Specialty	3,288	3,288	65	Puerto Rico, UK, Virgin Islands	23.2%	25.4%
153	Canada	Metro (Metro-Richelieu)	Convenience, Drug, Supermarket, Superstore	3,274	3,274	92	Canada	7.1%	2.1%
154	US	Shopko	Discount	3,253	3,253	(145)	US	5.9%	NM
155	Norway	Reitan	Convenience, Discount, Food Service, Specialty, Supermarket	3,246	3,246	69	Denmark, Estonia, Latvia, Lithuania, Norway, Poland, Slovakia, Sweden	18.0%	n/a
156	Mexico	Grupo Gigante	Discount, Food Service, Specialty, Supermarket, Superstore, Warehouse	3,207	3,207	36	Mexico, US	13.0%	-9.2%
157	US	Raley's	Supermarket	3,200 <sup>F</sup>	3,200 <sup>F</sup>	n/a	US	5.9%	n/a
158	France	LVMH	Department, Specialty, Supermarket	12,006	3,156	526	Argentina, Australia, Austria, Belgium, Brazil, Canada, Chile, China, Colombia, Czech Republic, Denmark, France, Germany, Greece, Guam, Hong Kong SAR, India, Indonesia, Rep. of Ireland, Israel, Italy, Japan, Korea, Kuwait, Luxembourg, Macao, Malaysia, Mexico, Monaco, Morocco, Netherlands, New Zealand, Philippines, Poland, Portugal, Puerto Rico, Russia, Saipan, Saudi Arabia, Singapore, Spain, Sweden, Switzerland, Taiwan, Thailand, Turkey, UAE, Uruguay, UK, US, Venezuela, Vietnam	8.3%	-4.9%
159	US	Wegman's	Supermarket	3,100 <sup>F</sup>	3,100 <sup>F</sup>	n/a	US	5.7%	n/a
160	Japan	Hankyu Department Stores	Department, Supermarket	3,243	3,082	70	Japan	-1.2%	49.2%

\* includes non-retail n/a = not available NM = not meaningful e = estimate  
CAGR = Compound Annual Growth Rate Name after forward slash is retail segment of parent company

## Top 200 Global Retailers

DT Rank	Country of Origin	Name of Company	Formats	2002 Group Sales (US\$mil)	2002 Retail Sales (US\$mil)	2002 Group Income/ (Loss) (US\$mil)	Countries of Operation	5 yr Retail Sales CAGR% (Local Currency)	5 yr Net Income CAGR% (Local Currency)
161	Japan	Skylark	Food Service	3,069	3,054	9	Japan, S. Korea, Taiwan, Thailand, US	6.7%	NM
162	Japan	Izumi	Specialty, Superstore	3,122	3,043	46	Japan	7.8%	33.6%
163	Japan	Matsuzakaya	Department, Supermarket	3,130	3,007	40	France, Japan	-5.3%	NM
164	Canada	Canadian Tire	Convenience, Specialty	3,788	3,003	129	Canada	8.2%	6.3%
165	Japan	Life	Supermarket	3,067	2,990	16	Japan	5.0%	24.7%
166	Japan	Maruetsu	Supermarket	3,023	2,970	10	Japan	2.9%	-3.9%
167	S. Africa	Pick 'n Pay Stores	Convenience, Drug, Hypermarket, Specialty, Supermarket	2,950	2,950	51	Australia, Botswana, Namibia, S. Africa, Swaziland, Zimbabwe	19.0%	32.8%
168	Italy	Esselunga	Supermarket	2,948 <sup>e</sup>	2,948 <sup>e</sup>	n/a	Italy	10.1%	n/a
169	Belgium	Colruyt	Cash & Carry, Convenience, Discount, Specialty, Supermarket	3,123	2,942	133	Belgium, France	9.4%	15.6%
170	Hong Kong SAR	Hutchison Whampoa/ AS Watson	Drug, Specialty, Supermarket	9,647	2,938 <sup>e</sup>	1,832	Belgium, China, Czech Rep., Hong Kong SAR, Hungary, Luxembourg, Macau, Malaysia, Netherlands, Poland, Philippines, Singapore, Switzerland, Taiwan, Thailand, UK	15.0%	3.1%
171	Germany	Bertelsmann	Mail Order, E-commerce	17,321	2,922	878	Austria, Australia, Belgium, Canada, China, Denmark, Germany, Finland, France, Hungary, Italy, Japan, Netherlands, Poland, Portugal, Sweden, Switzerland, Spain, South Korea, UK, US	6.9%	12.2%
172	UK	Arcadia Group	Mail Order, Specialty	2,900 <sup>e</sup>	2,900 <sup>e</sup>	n/a	Austria, Bahrain, Chile, Croatia, Cyprus, Denmark, France, Germany, Hong Kong SAR, Hungary, Iceland, Japan, Kuwait, Lebanon, Malta, Poland, Portugal, Qatar, Rep. of Ireland, Saudi Arabia, Singapore, Slovenia, Spain, Taiwan, Turkey, UAE, UK, US	-2.4%	n/a
173	US	Payless ShoeSource	Specialty	2,878	2,878	106	Canada, Guam, Puerto Rico, Saipan, US, Virgin Islands	2.3%	-3.9%
174	US	Neiman Marcus	Mail Order, Specialty	2,948	2,877	100	US	5.4%	1.6%
175	US	Michaels Stores, Inc.	Specialty	2,856	2,856	140	Canada, US	14.4%	36.1%
176	Netherlands	SHV Makro	Cash & Carry	2,831 <sup>e</sup>	2,831 <sup>e</sup>	n/a	Argentina, Brazil, China, Colombia, Indonesia, Malaysia, Philippines, Taiwan, Thailand, Venezuela	1.3%	n/a
177	S. Africa	Shoprite Holdings	Cash & Carry, Convenience, Discount, Food Service, Hypermarket, Specialty, Supermarket	2,812	2,812	47	Botswana, Egypt, Lesotho, Madagascar, Malawi, Mozambique, Namibia, Swaziland, South Africa, Tanzania, Zambia, Zimbabwe	11.4%	11.7%
178	Japan	Tokyu Department Store	Department	3,481	2,808	92	Japan	-1.8%	-5.9%
179	US	Starbucks	Food Service	3,289	2,793	215	Australia, Austria, Bahrain, Canada, China, Germany, Greece, Indonesia, Israel, Japan, Kuwait, Lebanon, Malaysia, Mexico, New Zealand, Oman, Philippines, Puerto Rico, Qatar, Saudi Arabia, Singapore, S. Korea, Spain, Switzerland, Taiwan, Thailand, UAE, UK, US	27.5%	31.4%

\* includes non-retail n/a = not available NM = not meaningful e = estimate  
CAGR = Compound Annual Growth Rate Name after forward slash is retail segment of parent company

## Top 200 Global Retailers

DT Rank	Country of Origin	Name of Company	Formats	2002 Group Sales (US\$mil)	2002 Retail Sales (US\$mil)	2002 Group Income/ (Loss) * (US\$mil)	Countries of Operation	5 yr Retail Sales CAGR% (Local Currency)	5 yr Net Income CAGR% (Local Currency)
180	UK	Littlewoods	Department, Mail Order	2,752 <sup>E</sup>	2,752 <sup>E</sup>	n/a	UK	-9.6%	n/a
181	Japan	Izumiya	Specialty, Supermarket, Superstore	2,801	2,729	17	Japan	-3.4%	-10.8%
182	Japan	Heiwado	Specialty, Supermarket, Superstore	2,858	2,721	39	China, Japan	4.1%	23.8%
183	Japan	Fast Retailing	Specialty	2,753	2,713	223	China, Japan, UK	35.2%	59.4%
184	US	Burlington Coat Factory	Specialty	2,697	2,697	65	US	8.7%	3.0%
185	US	PETSMART	Specialty	2,695	2,695	89	Canada, US	8.5%	NM
186	US	Whole Foods Markets	Supermarket	2,691	2,691	85	Canada, US	20.7%	26.2%
187	Japan	Kintetsu Department	Department, Supermarket	3,453	2,670	13	Japan	1.4%	-64.8%
188	US	Stater Bros.	Supermarket	2,666	2,666	12	US	10.1%	n/a
189	Canada	Jean Coutu	Drug	2,661	2,661	108	Canada, US	15.9%	21.1%
190	US	Spiegel	Mail Order, Specialty	2,650 <sup>F</sup>	2,650 <sup>F</sup>	n/a	Canada, US	-1.3%	n/a
191	Canada	Shoppers Drug Mart	Drug	2,561	2,561	133	Canada	0.0%	5.6%
192	US	The Pantry	Convenience	2,495	2,495	2	US	42.3%	NM
193	Germany	Dohle	Cash & Carry, Department, Discount, DIY, Hypermarket, Specialty, Supermarket, Superstore	2,587 <sup>E</sup>	2,489 <sup>E</sup>	n/a	Germany	0.4%	n/a
194	UK	Debenhams	Department	2,472	2,472	160	Bahrain, Dubai, Hungary, Kuwait, Rep. of Ireland, UK	5.6%	6.3%
195	US	Price Chopper	Superstore	2,470 <sup>F</sup>	2,470 <sup>F</sup>	n/a	US	3.9%	n/a
196	US	Value City	Department, Specialty	2,451	2,451	(4)	US	17.9%	NM
197	Australia	Foodland	Cash & Carry, Convenience, Department, Specialty, Supermarket	2,439	2,439	54	Australia, New Zealand	4.3%	9.4%
198	Japan	Best Denki	Specialty	2,890	2,417	(9)	Hong Kong, Japan, Malaysia, Singapore	12.3%	NM
199	US	Charming Shoppes	Specialty	2,412	2,412	(3)	US	18.9%	NM
200	Germany	dm	Drug	2,401 <sup>E</sup>	2,401 <sup>E</sup>	n/a	Austria, Croatia, Czech Rep., Germany, Hungary, Italy, Slovakia, Slovenia	16.9%	n/a

Data prepared with assistance from M+M Planet Retail, UK.

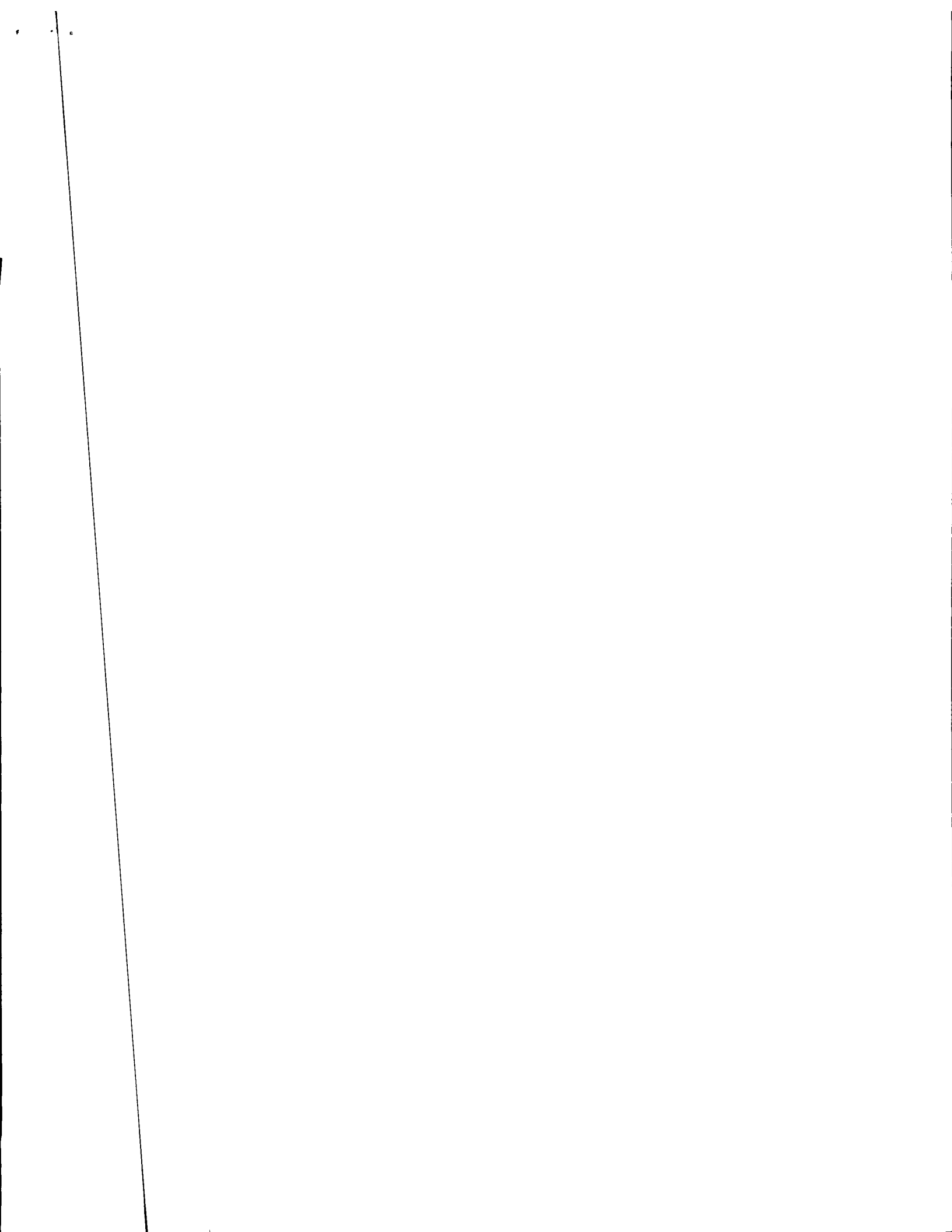
Five-year growth rates were computed from the 2002 and 1997 local currency figures contained in the appropriate Global Powers of Retailing worksheets or from annual reports.

\* includes non-retail n/a = not available NM = not meaningful e = estimate  
CAGR = Compound Annual Growth Rate Name after forward slash is retail segment of parent company



# Top 200 Global Retailers Alphabetical List

NAME OF COMPANY	RANK	NAME OF COMPANY	RANK	NAME OF COMPANY	RANK
Advance Auto Parts	152	Foot Locker	118	Otto	45
Aeon	26	Galerias Lafayette	101	Pao de Acucar	145
Ahold	7	Gap	40	Pathmark	133
Albertsons	11	Giant Eagle	121	Payless ShoeSource	173
Aldi Einkauf	12	Globus	141	PETSMART	185
Alticor/Armway	122	Great Universal Stores	61	Pick 'n Pay Stores	167
Amazon.com	134	Group 1 Automotive	144	Pinault-Printemps-Redoute	50
Arcadia Group	172	Grupo Gigante	156	Price Chopper	195
Army & Air Force Exchange Services	77	H.E. Butt	60	Publix	33
Asbury Automotive	137	Hankyu Department Stores	160	Radio Shack	115
Auchan	23	Heiwado	182	Raley's	157
AutoNation	43	Hennes & Mauritz	95	Reitan	155
AutoZone	97	Home Depot	3	Rewe	16
Avon	86	Hudson's Bay Company	113	Rite Aid	34
Barnes & Noble	98	Hutchison Whampoa/AS Watson	170	Ross Stores	142
Bed Bath and Beyond	138	Hy-Vee	128	S Group	100
Bertelsmann	171	IKEA	54	Safeway	44
Best Buy	30	Inditex	140	Safeway, Inc.	13
Best Denki	198	Intermarché	15	Saks, Inc.	90
Big Lots	135	Isetan	109	Schlecker	102
B.J.'s Wholesale Club	92	Ito-Yokado	22	Sears	10
Boots	79	Izumi	162	Seibu Department	123
Borders	143	Izumiya	181	Seiyu	63
Burlington Coat Factory	184	J Sainsbury	21	Sherwin-Williams	151
C&A	112	JCPenney	14	Shinsegae	105
Canadian Tire	164	Jean Coutu	189	Shopko	154
Carrefour	2	John Lewis	84	Shoppers Drug Mart	191
Casino	29	KarstadtQuelle	39	Shoprite Holdings	177
Charming Shoppes	199	Kesko	108	SHV Makro	176
Circuit City	55	Kingfisher	32	Skylark	161
Coles/Myer	41	Kintetsu Department	187	Somerfield	75
Colruyt	169	Kmart	17	Sonae/Modelo Continente	148
Comcast/QVC	124	Kohl's	62	Sonic Automotive	93
Compass	88	Kojima	131	Soriana	149
CompuSA	103	Kroger	4	SPAR Austria Group	107
Conad	116	LeRoy Merlin	136	Spiegel	190
Controladora Comercial Mexicana	150	Lidl & Schwarz	28	Staples	67
COOP Italia	65	Life	165	Starbucks	179
Coop Norden	72	Limited Brands	66	Stater Bros.	188
Coop Switzerland	68	Littlewoods	180	SuperValu	56
Cooperative Group	110	Loblaw	53	Systeme U	85
Costco	9	Longs Drugs	120	Takashimaya	70
CVS	24	Lotte Shopping	81	Target	6
Daiei	38	Louis Delhaize	59	Tengelmann	25
Daimaru	94	Lowe's	20	Tesco	8
Dairy Farm International	146	LVMH	158	The Big Food Group	80
Dansk Supermarked	125	Marks & Spencer	48	The Pantry	192
Darden Restaurants	114	Maruetsu	166	T.JX Cos.	49
Debenhams	194	Marui	139	Tokyu Department Store	178
DeCA (Defense Commissary Agency)	106	Matsuzakaya	163	Toys 'R' Us	51
Delhaize Group	31	May Department Stores	42	United Auto Group	91
Dell	69	McDonald's	36	Ury	58
Dillard's	71	Meijer	47	V.T. Inc.	127
Dixons	64	Menard	99	Value City	196
dsm	200	Mercadona	104	VendexKBB	119
Dohle	193	Metcash	96	Walgreens	18
Dollar General	87	Metro	5	Wal-Mart	1
E Leclerc	27	Metro (Metro-Richelieu)	153	Wegman's	159
Edeka/AVA	19	Michaels Stores, Inc.	175	Whole Foods Markets	186
El Corte Ingles	52	Migros Genossenschaft	57	Winn-Dixie	46
Empire/Sobeys	78	Mitsukoshi	74	Wm. Morrison	83
Eroski	126	Neiman Marcus	174	Woolworths	37
Esselunga	168	Next	147	Woolworths (UK)	132
Family Dollar	130	Nordstrom	89	Yamada Denki	82
Fast Retailing	183	NorgesGruppen	111	Yodobashi Camera	129
Federated Department Stores	35	Office Depot	73	Yumi Brands	76
Foodland	197	Officemax	117		



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**THE UNITED STATES OF AMERICA**

**TO ALL TO WHOM THESE PRESENTS SHALL COME:**

**UNITED STATES DEPARTMENT OF COMMERCE**

**United States Patent and Trademark Office**

**August 30, 2004**

**THE ATTACHED U.S. TRADEMARK REGISTRATION 1,517,801 IS CERTIFIED TO BE A TRUE COPY WHICH IS IN FULL FORCE AND EFFECT WITH NOTATIONS OF ALL STATUTORY ACTIONS TAKEN THEREON AS DISCLOSED BY THE RECORDS OF THE UNITED STATES PATENT AND TRADEMARK OFFICE.**

**REGISTERED FOR A TERM OF 20 YEARS FROM *December 27, 1988***  
**SECTION 8 & 15**

**SAID RECORDS SHOW TITLE TO BE IN:**

***VIRGIN ENTERPRISES LIMITED***

**By Authority of the  
COMMISSIONER OF PATENTS AND TRADEMARKS**



*W. Montgomery*  
**W. MONTGOMERY**  
**Certifying Officer**

Int. Cl.: 9

Prior U.S. Cls.: 21, 36 and 38

**United States Patent and Trademark Office**

Reg. No. 1,517,801

Registered Dec. 27, 1988

**TRADEMARK  
PRINCIPAL REGISTER**



VIRGIN ENTERPRISES LIMITED (UNITED KINGDOM LIMITED LIABILITY COMPANY) 95-99 LADBROKE GROVE LONDON, ENGLAND W11 1 PG, BY CHANGE OF NAME FROM VIRGIN HOLDINGS LIMITED (UNITED KINGDOM LIMITED LIABILITY COMPANY) LONDON, ENGLAND W11 1 PG

TRIGGERS, PRE-RECORDED AUDIO AND VIDEO DISCS, PHONOGRAPH RECORDS, PHOTOGRAPHIC AND CINEMATOGRAPHIC FILMS, IN CLASS 9 (U.S. CLS. 21, 36 AND 38). OWNER OF UNITED KINGDOM REG. NO. 1120874, DATED 9-18-1979, EXPIRES 9-18-2000.

SER. NO. 525,970, FILED 3-3-1986.

FOR: PRE-RECORDED AUDIO AND/OR VIDEO TAPES, CASSETTES AND CAR-

ROBERT PEVERADA, EXAMINING ATTORNEY

ALL-STATE LEGAL SUPPLY CO. 1-800-222-0510 FD-11



RECYCLED

## what we're about



Virgin - the third most respected brand in Britain - is now becoming the first global brand name of the 21st century. We are involved in planes, trains, finance, soft drinks, music, mobile phones, holidays, cars, wines, publishing, bridal wear - the lot! What tie all these businesses together are the values of our brand and the attitude of our people. We have created over 200 companies worldwide, employing over 25,000 people. Our total revenues around the world in 1999 exceeded £3 billion (US\$5 billion).

We believe in making a difference. In our customers' eyes, Virgin stands for value for money, quality, innovation, fun and a sense of competitive challenge. We deliver a quality service by empowering our employees and we facilitate and monitor customer feedback to continually improve the customer's experience through innovation.

# FUN

Virgin began in the 1970s with a student magazine and small mail order record company. Our growth since then has not only been impressively fast, it has also been based on developing good ideas through excellent management principles, rather than on acquisition.

We look for opportunities where we can offer something better, fresher and more valuable, and we seize them. We often move into areas where the customer has traditionally received a poor deal, and where the competition is complacent. And with our growing e-commerce activities, we also look to deliver 'old' products and services in new ways. We are pro-active and quick to act, often leaving bigger and more cumbersome organisations in our wake.

VALUE FOR MONEY

quality

innovation

COMPETITIVE  
CHALLENGE

Brilliant  
customer  
service

When we start a new venture, we base it on hard research and analysis. Typically, we review the industry and put ourselves in the customer's shoes to see what could make it better. We ask fundamental questions: is this an opportunity for restructuring a market and creating competitive advantage? What are the competitors doing? Is the customer confused or badly served? Is this an opportunity for building the Virgin brand? Can we add value? Will it interact with our other businesses? Is there an appropriate trade-off between risk and reward?

We are also able to draw on talented people from throughout the group. New ventures are often steered by people seconded from other parts of Virgin, who bring with them the trademark management style, skills and experience. We frequently create partnerships with others to combine skills, knowledge, market presence and so on. Contrary to what some people may think, our constantly expanding and eclectic empire is neither random nor reckless. Each successive venture demonstrates our skill in picking the right market and the right opportunity.

Once a Virgin company is up and running, several factors contribute to making it a success. The power of the Virgin name; Richard Branson's personal reputation; our unrivalled network of friends, contacts and partners; the Virgin management style; the way talent is empowered to flourish within the group. To some traditionalists, these may not seem hard headed enough. To them, the fact that Virgin has minimal management layers, no bureaucracy, a tiny board and no massive global HQ is an anathema.

Our companies are part of a family rather than a hierarchy. They are empowered to run their own affairs, yet

other companies help one another, and solutions to problems come from all kinds of sources. In a sense we are a community, with shared ideas, values, interests and goals. The proof of our success is real and tangible.

Exploring the activities of our companies through this web site demonstrates that success, and that it is not about having a strong business promise, it is about keeping it!

ALL-STATE LEGAL SUPPLY CO. 1-800-222-0510 ED11



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**Subject: Screen Saver**

**Date: Fri, 16 Feb 2001 13:43:10 -0500**

**From: Bill Levell <welevell@snet.net>**

**To: tech@virginvisions.com**

Hi Just purchased and loaded the Virgin Islands ScreenSaver post card. It seems to have loaded OK but it is not operating and I don't know how to get it started nor have I been able to access the options box again. Must be doing something wrong. Please advise. Thanks. Bill.

**Subject: Lockups**

**Date:** Thu, 22 Feb 2001 08:46:19 -0400

**From:** "Dick Kaufman" <dickusvi@earthlink.net>

**To:** <tech@virginvisions.com>

I have just recently purchased your CD entitled "Virgin Islands Screen Saver Post Card". When installed on my wife's PC with Windows 98 installed and my notebook PC with Windows 2000 installed we both experience lockups. With both units the "ctrl - alt - delete" procedure can not unfreeze the system. A hard shut down and restart is the only procedure that will enable us to use our PCs. I have de-installed the software on my wife's unit and shortly I will do the same on my notebook.

Can you offer me any assistance or guidance? The pictures are great.

Best Regards,

**Dick**

Richard N. Kaufman  
Atlantic Tele-Network, Inc.

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US & VI Cellphone: (954) 647-5798

Guyana Cellphone: +(592) 224-2779

Suriname Cellphone: +(597) 086-9600

Home Tel: (340) 777-7629

Fax: (413) 215-4660

Email: Dickusvi@earthlink.net

**Subject: USVI screen saver problem**

**Date:** Tue, 14 Aug 2001 20:28:31 -0400

**From:** "Joe Hanyok" <jhanyok@chesapeake.net>

**To:** <tech@virginvisions.com>

Hi,

I just got back from St. John where I purchased your Virgin Islands screen saver. I've installed it & it's very pretty when it works.

However, it doesn't start reliably. I've installed it several times & that doesn't seem to make any difference. The first time it works OK. After that that it'll start the first picture & then cut back to the original desktop screen. If I move the mouse & wait it'll start the first picture & then cut back to the desktop display again.

I'm running Windows 95 with an HP Pavilion 4535.

Any ideas? I love the pictures & the USVI & really want the screen saver to work.

Joe Hanyok

[jhanyok@chesapeake.net](mailto:jhanyok@chesapeake.net)

**Subject: Virgin Islands Screen Saver**

**Date:** Tue, 21 Aug 2001 12:35:26 -0700

**From:** "Theresa Soto" <TSoto@gw5mail.clpccd.cc.ca.us>

**To:** <tech@virginvisions.com>

I received your Virgin Islands Screen Saver as a gift. I installed it on my computer. I previewed it in the screen saver section and it was there, but it never activated itself. I uninstalled it and tried to reinstall it and this is the message that came up:

SETUP88 caused a General Protection Fault in module KRNL386.EXE at 0001:9038.  
Choose close. SETUP88 will close.

What can I do to make it work???

Theresa Soto  
tsoto@clpccd.cc.ca.us

**Subject: screen saver**

**Date: Wed, 29 Aug 2001 08:44:57 -0300**

**From: Simon and Pam Larsen <larsen@islands.vi>**

**To: tech@virginvisions.com**

hello,

after i have installed the disc for the screen saver. then i go to settings - control panel - display settings - screen saver - on this screen, half way down it says "screen saver" with an arrow you can push to show all your choices that you can use for your screen saver. the virgin islands is listed on that list. there is a picture of a monitor screen, and when you pick your choices, it shows on this "screen" what your choices will look like. when i choose the "virgin islands" category, the only thing that shows on the "screen" is a smaller picture of a monitor screen with a picture of a moon and some mountains (icon) on it. it does not show any of the virgin island pictures at all. when i did use this choice, when my computer went to what should be the screen saver, the whole screen turned into what looked like houndstooth check, and even pushing control alt delete wouldn't get rid of it, and i had to just shut off my computer. when i push "preview" for a fraction of a second it shows what appears to be a picture from the disc, then it immediately flashes off and goes back to the "display properties" window. now, when i push "settings" the little display screen there shows a picture from the disc.

my question is once i have installed the disc, how do i implement it so it shows on my computer as a screen saver?

it would be good if a tech person could call me unless you can give specific step by step instructions on an e-mail.

thank you

pam larsen  
775-1087

**Subject: Virgin Islands Screen Saver**

**Date: Mon, 13 Jan 2003 19:52:15 -0600**

**From: "Paul Kucera" <pkucera@charter.net>**

**To: <tech@virginvisions.com>**

I have the Virgin Islands Screen saver post card CD which we purchased two years ago while on cruise . I have it working on all my computers up to Microsoft Millenium software.

It will not work on my XP home edition PC. It loads, but wont go into the proper screen saver directory.

Any suggestions.

Thanks

Paul

**Subject: screensaver**

**Date:** Fri, 4 Apr 2003 13:51:44 -0500

**From:** "Aimee Hagedorn" <aimeeski@bellsouth.net>

**To:** <tech@virginvisions.com>

I purchased your Virgin Islands screensaver CD a couple of years ago. I've just upgraded to Win XP and the screensaver doesn't work. Do you have an XP version I could download?

Thanks,

Aimee Hagedorn

**Subject: Help to Load Virgin Islands Post Card Screen Saver into XP**

**Date: Fri, 23 Apr 2004 13:32:42 -0400**

**From: "James Oosterhouse" <joosterh@calvin.edu>**

**To: <tech@virginvisions.com>**

**\*\* High Priority \*\***

Hello.

I have enjoyed the 1999 version of "Virgin Islands ScreenSaver Post Card" with 28 images, for about 2 years. I just got a new computer (Windows XP) and am unable to load the screensaver.

It won't show up in the drop-down list in order to select it. Would you send me the instructions for use with XP?

Thank you!

Jim Oosterhouse

1.800.388.6034 ext. 77107

James Osterhouse, Facilities Director

616 957-7107



**Subject: Virgin Islands Screen saver Post card**

**Date: Thu, 27 Feb 2003 14:47:55 EST**

**From: Louja111@aol.com**

**To: tech@virginvisions.com**

Hi,

I cant get my Virgin Islands pC screensaver post card CD ROM to work correctly on my new computer with windows XP.

It is saved into the hard drive but how do I move it to the My pictures/slideshow?

Thanks in advance, Jack

**Subject: Virgin Islands Screen Saver**  
**Date: Fri, 6 Sep 2002 21:04:59 EDT**  
**From: HH6276215@aol.com**  
**To: tech@virginvisions.com**

Gentlemen,

I bought your screen saver (28 images) for Windows 3.1, 95 or 98 in St. John. Unfortunately that Version does not work in Windows XP home edition.

What can I do to see those wonderful pictures on my present system? Your advice is much appreciated.

Sincerely,

Horst Huesken at hh6276215@aol.com

**Subject: Compatible with Windows XP?**

**Date:** Wed, 28 Aug 2002 10:57:08 -0700

**From:** "Laura Moorhead" <LMoorhead@fadal.com>

**To:** <tech@virginvisions.com>

Hi:

I bought the Virgin Islands screen saver, Virginss, about a year ago. I just upgraded to Windows XP. When I go to my screensaver tab in the Control Panel, the Virgin Islands screen saver is not listed--is there an upgrade available for Windows XP?

Thanks for your help.

**Laura K. Moorhead**

[moorhead@fadal.com](mailto:moorhead@fadal.com)

**Subject: Windows 2000 Compatibility**

**Date: Thu, 03 Jan 2002 10:14:28 -0500**

**From: Josie Cranston <josie.cranston@wcom.com>**

**To: tech@virginvisions.com**

Hello,

I have Windows 2000 operating system and installed my Virgin Islands Screensaver. The installation was successful, but now the screensaver does not activate at all. None of the images show up although I can see them saved on my hard drive. I never had any problems with my other PC that had Windows 98. Please help, I would love to have my VI screensaver back on my desktop!

Thanks in advance!

Josie

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the whole story



quick links: [the 60's](#) | [the 70's](#) | [the 80's](#) | [the 90's](#) | [the 00's](#)

## Virgin: a retrospective

It's hard to believe that we've been around since the 60s! We're still growing strong, and still having fun. And in true rock 'n' roll style, here's a collection of our greatest hits!

### The 60s. They say if you remember it, you weren't there. Well, we have proof!

**1968:** On January 26th, the very first issue of Student Magazine went to print. This was Richard's first ever business venture.

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### The 70s. Glam rock. Platform shoes and flares. It's all about the music. [Back to top](#)

**1970:** Richard started selling records by mail-order.

**1971:** The first Virgin record shop opened on Oxford Street, London.

**1972:** Richard opened a Virgin recording studio at 'The Manor' near Oxford.

**1973:** Virgin was launched as record label. The first person to sign up was Mike Oldfield. His album, Tubular Bells, became one of the biggest selling records of the decade! The album was even used as the soundtrack to The Exorcist.

This year, Richard also started up a music publishing company.

**1977:** The Sex Pistols were too much of a risk for EMI and A&M. That was music to Richard's ears. Sid signed on the dotted line.

**1978:** We'd heard the music, made the music and bought the record. Now it was time to get down at the club. The Venue opens in London.

Human League came to the party, too.

---

### The 80s. We took to the airwaves and the skies, while the world wore fishnets. [Back to top](#)

**1980:** Virgin Records went international. At first we were just on a licensing basis, but then we established our own subsidiaries. We started in France, but then grew into all major territories.

**1981:** Phil Collins signed to Virgin label for the UK.

**1982:** Boy George and the Culture Club signed to us for worldwide rights. Let's hear it for the boy!

**1983:** Virgin Vision (later to become Virgin Communications) formed to distribute films and videos in the television and broadcasting sector.

Vanson Developments formed. It's aim was to look into opportunities in retail, commercial and residential property developments in UK.

We started playing games. Well, actually Virgin Games launched.

The Virgin Group's combined pre-tax profit reached £2m with a turnover of just under £50m.

**1984:** They say the sky's the limit. We pushed the boundaries, and launched Virgin Atlantic Airways and Virgin Cargo.

We also invested in a luxury hotel (it's all ours now!) in Deya, Mallorca. We started thinking about other exotic destinations, too!

Virgin Vision launched 'The Music Channel', a 24 hour satellite music station. We also produced a film called 1984, starring Richard Burton and John Hurt.

**1985:** The finances were looking good! A £25m private placing of 7% convertible stock was completed with 25 English and Scottish institutions.

We won the Business Enterprise Award for company of the year! Our Group now included record labels, retail outlets, exported music publishing, broadcasting, satellite television, and film and video distribution. Phew!

By October, we were distributing film and video in Europe, the USA, Australia and the Far East.

We needed a break, so we started up Virgin Holidays. It's now one of the UK's largest long-haul tour operations, specialising in East and West coast USA.

**1986:** Virgin Group, comprising of the music, retail and property, and communications divisions, floated on the London Stock Exchange, with 35% of the ordinary equity being acquired by 87,000 shareholders. The airline, clubs, holidays and aviation services stayed part of a privately owned company called Voyager Group.

**1987:** A busy year!

We took Virgin Records to the states! This investment in new US record labels was key to the development of our worldwide music coverage. We set up a subsidiary in Japan soon afterwards.

The BSB (British Satellite Broadcasting) was awarded a UK licence to broadcast five new TV channels by satellite in the UK from Autumn 1989. The Virgin Group, along with Granada, Anglia and Pearson, were founder members of the BSB.

Virgin set up 525, a post production facility in LA, to work on high end commercials and pop videos. Among other things, we specialised in special effects, graphics and video editing.

We sold the controlling interest in 'The Music Channel' to ITV. We then set up 'Music Box' as an independent producer of music programmes.

Virgin bought a 45% stake in Mastertronic Group, which included UK distribution for Sega computer games. Virgin Mastertronic later became a wholly owned subsidiary which created, marketed and distributed computer games software. We also distributed Sega consoles in several European countries.

Virgin also bought Rushes film and video post production house that year, as well as Rushes Post Production in London.

We launched Virgin Airship & Balloon Company, too, so we now had more than just planes in the sky!

On the financial side, the first annual results of Virgin Group plc were above expectations at £28 million pre-tax on continuing businesses, with a turnover of £279 million. Our company was also listed in the USA on the NASDAQ Exchange, and we established a Euro-dollar and Sterling Commercial Paper programme.

**1988:** The first book about Richard was published. It was written by Mick Brown.

We were proud to open Olympic Recording Studios in Barnes, London – it was the most modern studio complex in Europe!

We also launched another international record label, Virgin Classics. Virgin Classics specialised in high quality classical music... the name speaks for itself, really!

We sold some of our smaller UK retail outlets (not the Megastores!) to WHSmith for £23m. We put more time and money into Virgin Megastores, opening new stores in both the UK and abroad.

We set up Virgin Broadcasting to take our radio and television ideas to the next level.

Virgin Atlantic won 3 major business class awards for its Upper Class service. They also became Britain's No.2 long-haul carrier.

Richard Branson announced a management buyout following the October 1987 stock market crash. An offer of 140p per share, valuing the Group at £248m, was accepted by the 41,000 shareholders, and Virgin Group joined Voyager Group as a private company in December.

Virgin Hotels came into being, with 3 properties: Norton House Hotel in Edinburgh, Crathorn Hall hotel in North Yorkshire, and Rhinefield House Hotel in Hampshire.

Virgin sold its shareholding in BSB to Bond Corporation. And yes, we made a profit.

**1989:** Virgin Atlantic Airways announced doubled pre-tax profits at £10 million! They also established their own engineering operations.

Virgin Mastertronic signed a long term European distribution deal for Sega Video Games. Sega then became the No.1 brand for computer games in Europe.

Voyager Travel Holdings, the holding company for Virgin Atlantic Airways, (which later became Virgin Travel Investments), sold 10% of its equity to Seibu Saison International, one of Japan's largest retail and travel groups. In return, they gave us an injection of £36m of equity and convertible loan capital.

Virgin Vision was sold to Management Company Entertainment Group (MCEG) of Los Angeles for US\$83m.

Virgin Music Group partnered with Fujisankei Communications Group. The US\$5billion Japanese media group paid US\$150m for a 25% stake. New record companies in the Pacific were planned.

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## **The 90s. Living it up in our twenties!**

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**1990:** The Virgin Retail Group signed a 50:50 joint venture with Marui, one of the major Japanese retailers. We got together to operate Virgin Megastores in Japan – the first one opened in Shinjuku, Tokyo, in September.

We also formed Virgin Lightships, to manage a new type of advertising helium airship that illuminated internally at night.

**1991:** WH Allen Plc, Allison & Busby and Virgin Books were all combined into one company – this became Virgin Publishing, a subsidiary of Virgin Communications.

Virgin Communications sold Virgin Mastertronic to Sega for £33m. We kept the publishing division, though, and started to expand Virgin Games.

In the aviation world, Virgin Atlantic won a historic ruling by the CAA, allowing it to operate extra services to Tokyo through the transfer of rights from BA. Virgin Atlantic also won the right to operate services out of Heathrow (London) in addition to Gatwick (London).

A 50:50 joint venture between the Virgin Retail Group and WHSmith was announced, with the aim of further developing Megastores throughout the UK.



**1992:** The Virgin Music Group was sold to THORN EMI in 1992 in a US\$1billion deal. The deal allowed the Virgin Music Group to remain independent within THORN EMI, and Richard remained the non-executive President.

The Radio Authority granted Virgin Communications Ltd and TV-am Plc the license for INR2, Britain's first national commercial rock station.

Our post production interests were reorganised under a new holding company called Virgin Television – with the aim to expand worldwide. Rushes London and 525 Los Angeles expanded their digital capabilities.

Virgin Retail opened stores in Spain, Netherlands, Australia and USA.

Virgin entered into an important joint venture agreement with Blockbuster (USA), the world's largest home video retailer. They became equal partners in its expanding into Continental European and Australian Megastores chains. Virgin managed and operated the stores.

Virgin acquired 100% shareholding of Euro-Magnetic Products, a specialist in personal computers.

**1993:** A very important year for Virgin Atlantic Airways! We won a historic libel settlement of £610,000 plus all legal costs from British Airways. This related to a dirty tricks campaign by British Airways against Virgin Atlantic and allegations surrounding it.

We were also voted Executive Travel's "Airline of the Year" for the third year running!

Virgin 1215 launched. It was UK's first national commercial rock music station broadcast on 1215 AM. Virgin owned 75% of the station and Apax Partners and Company Ventures Ltd 25%.

South East European Airways of Greece launched a daily service between London Gatwick and Athens using a 737-400. The aircraft flew under licence from Virgin Atlantic in Virgin colours.

Virgin Hotels got its first management contract for The Close Hotel and Restaurant in Tetbury.

Virgin Games is renamed Virgin Interactive Entertainment plc. Hasbro Inc, the world's largest toy-maker, acquired a 15% stake.

Virgin Euromagnetics enters the PC market by launching its first ever range of personal computers.

Blockbuster Entertainment Corporation acquired a 20% stake in Virgin Interactive Entertainment, joining Hasbro as strategic minority shareholder.

**1994:** Virgin Atlantic launched daily non-stop scheduled service from Heathrow to Hong Kong in February using new Airbus A-340 300 aircraft. In May daily services also commence from Heathrow to San Francisco and the first of two new Boeing 747-400 aircraft join the Virgin fleet.

Virgin Megastores in Hong Kong was formed as a joint venture with Wheelock Pacific (one of Hong Kong's largest groups) to develop the Megastores home entertainment retail concept in Hong Kong, Taiwan and the People's Republic of China.

In the UK and Ireland, Virgin Retail acquired the Our Price chain. WHSmith owned 75% of the new venture and Virgin Retail Group owned 25%, but they both had equal board representation. Virgin Retail became the UK's largest music retailer!

Virgin acquired 50% of Sound Solutions as an associate for Caroline International.

It was a big year for the Virgin Hotels Group! We entered into a joint venture with Shirayama Shokusan to develop County Hall into London's premier family hotel and leisure complex.

We acquired 50% interest in Le Manoir aux Quat' Saisons, one of the UK's premier hotel and restaurants, and gained 100% ownership of Norton House, Crathorne Hall, and Rhinefield House.

We were also awarded the contract to manage Seiont Manor Hotel, Coed-y-Mwstwr Hotel, Cwrt Bleddyn Hotel and Mickleover Court Hotel.

Virgin Hotels Marketing Ltd was launched in November to market small hotels who were managed by owners whose hotels were similar in style to Virgin's. Taychreggan Hotel on the shores of Loch Awe was the first hotel to

join the consortium.

Virgin Management and Rodney Fitch and Company formed a 50:50 joint venture offering a creative design and brand development consultancy.

Virgin announced that Blockbuster Entertainment Corporation increased its stake in V.I.E. to 75%. Virgin shareholders still maintained a minority share holding in the company.

Virgin Television opened its first new facility, Virgin Television Mexico, in Mexico City. Virgin's first operation in Latin America offered a complete range of digital post production services in the commercials market. Rushes in London and 525 in Los Angeles opened multimedia post production services.

Virgin Trading Company formed to market a range of FMCG goods under the Virgin Brand name. The company planned a number of separate joint ventures.

Virgin Trading Company and William Grant & Sons announced a commercial agreement to market Virgin Vodka in the UK.

Virgin Radio was awarded a new London FM licence by the Radio Authority. The station launched its national AM station, Virgin 1215 in 1993 and by September 1994 had nearly 4 million regular listeners.

Virgin Group announced the formation of The Virgin Cola Company Ltd. Virgin Cola produced, marketed and distributed drinks under the Virgin brand name to a select number of markets around the world. The company initially concentrated on the development and sale of premium quality cola beverages.

**1995:** Virgin Atlantic and Malaysia Airlines announced a unique partnership agreement to operate a double daily scheduled service from London Heathrow to Kuala Lumpur with onward flights to Australia. The new service started on 1 June 1995.

The readers of Which? Magazine voted Virgin Holidays as the best long haul tour operator in both the UK and the USA.

US Department of Transportation finally approved the partnership and code sharing agreement announced by Virgin Atlantic Airways and Delta Airlines in 1994. The deal, commenced in May 1995, was a unique marketing agreement involving the purchase of block space on all Virgin's transatlantic flights by Delta. Other aspects of the agreement included a frequent flyer programme and use of Delta terminal space by Virgin in the United States.

Virgin Direct Personal Financial Service launched in March 1995. The company was established to sell financial services by telephone at a significantly lower cost than traditional financial services companies. The first product sold was an 'Index Tracking' personal equity plan (PEP).

Virgin bought MGM Cinemas, the largest cinema operator in the UK. A 5-year expansion of the chain was planned. Some of the smaller cinemas were subsequently sold, leaving 19 multiplex and 5 traditional cinemas.

Australian Mutual Provincial (AMP) bought a 50% stake in Virgin Direct, buying out Norwich Union, the original partner.

**1996:** Virgin Atlantic launched a new scheduled service from Manchester to Orlando. New daily services from Heathrow to Washington DC commenced as well, and Johannesburg followed shortly after. With the addition of five new aircraft - two 747-400s and three A340s - the total fleet now became 20.

Virgin Travel Group acquired EBA (Euro Belgian Airlines) for £38m, and renamed it Virgin Express. This was a short haul airline based in Belgium offering a low cost, no frills service, flying from Brussels to Madrid, Barcelona, Rome, Milan, Vienna and Nice with a new route linking Rome and Madrid.

London & Continental Railways, in which Virgin was a minority shareholder, won a £3billion contract to build the Channel Tunnel Rail Link and operate Eurostar services by rail to London, Brussels and Paris.

V2 Music launched, comprising of the UK label, V2 Records and V2 Music Publishing with affiliates in France, Germany, Scandinavia and the US. The Stereophonics and the Kings of Infinite Space were the first two bands signed to the label.

Virgin Net launched as an internet service provider (ISP) with the most up to date technology.

Virgin Bride opens its doors promising to revolutionise the wedding industry in the UK. It was the largest bridal

retail outlet in Europe.

Virgin Rail Group Ltd was awarded the CrossCountry Trains Ltd passenger rail franchise. It operated InterCity and Express services linking over 130 stations across England, Scotland and Wales.

Crathorne Hall Hotel was awarded the AA Holiday of the Year Award!

**1997:** Virgin was awarded the 15 year rail franchise for operating the InterCity West Coast and planned to introduce 40 high speed tilting trains on the routes to the Midlands, the North West of England, North Wales and Scotland to cut journey times considerably.

Virgin Hotels Limited was awarded RAC Credit to the Industry Award for 1997. The Virgin Hotels Group bought three of the Welsh Hotels we managed: Cwrt Bleddyn Hotel, Coed Y Mwstwr Hotel and Seiont Manor Hotel.

Kinko's and Virgin announced plans for a UK and French joint venture to bring 24-hour business services to London for the first time, under the Kinko's brand name.

Virgin Atlantic reintroduced a Gatwick - New York service and increased numbers of flights, including a double daily Los Angeles service. The airline also announced plans for an order of up to 16 Airbus A360-600s for the year 2002.

Richard Branson acquired a 55% stake in the London Broncos rugby league team. We all need our own team, don't we?!

Virgin Radio and Capital Radio announced merger plan. The result was Virgin taking a 17% stake in Capital, and Richard Branson joining the board. Chris Evans and venture capital group APAX then approached Richard Branson and, as a result, Ginger Productions acquired Virgin Radio for £85m. The new company, renamed Ginger Media Group, was managed by the existing staff and the station continued to operate as Virgin Radio.

Virgin Express announces its intention to become a quoted company by listing on the Brussels and NASDAQ exchanges.

Virgin Cinemas and Virgin Megastores Worldwide (excluding the UK) merged to form the Virgin Entertainment Group.

It's also the year we became pretty! Virgin Vie, a new joint venture cosmetics and beauty care company launched its first four flagship stores in Oxford Street (London), Bromley, Meadowhall (Sheffield) and Lakeside, Thurrock.

Virgin Direct launched its first banking product, Virgin One, a joint venture with the Royal Bank of Scotland.

Woodhouse Securities purchased Buxted Park Hotel, which became one of the 30 properties in the Virgin Hotels Collection brand.

**1998:** The year we turned 30!

Richard Branson won the G-Tech court case, involving G-Tech the lottery equipment supplier and Guy Snowden its former chairman.

V2 Records released 'Diana', the tribute album for Diana, the Princess of Wales, on behalf of the record industry. It raised over £40m for charity.

Virgin Holidays launched Virgin Sun to look after short-haul holidays.

Virgin Express started flights from Stansted to Continental Europe.

The Rail Regulator, John Swift, approved Virgin Trains' and Railtrack's massive upgrade of the UK's West Coast Main Line.

Stagecoach bought 49% of the Virgin Rail Group and Virgin increased its stake from 41% to 51%.

Virgin Entertainment Group bought out WHSmith's 75% holding in Virgin Our Price retail chain in Great Britain and Ireland. It's all ours now!

**1999:** Virgin Rail Group completed the financing of new high speed tilting trains for both its franchises - West

Coast and Cross Country. A total of over £4 billion of private sector investment in Britain's most run down railways was now secured with the introduction of the new trains still on track for 2001-2002.

Virgin Atlantic announced further expansion plans, and Virgin Atlantic's fleet of wide body jets grew to 28. 1999 saw the launch of new routes to Chicago, Shanghai and other destinations. Virgin Sun's first charter flights began in May 1999.

In December, Singapore Airlines and Virgin announced that Singapore Airlines would buy a 49% stake in Virgin Atlantic for £600m cash. The deal valued the airline at £1.2billion, and resulted in a wide range of benefits for both passengers and the company. In the same month, Virgin Atlantic announces a deal with Air India that give the airline access to the sub-continent for the first time, with flights due to start in July 2000.

Virgin continued its expansion in e-commerce, with a wide range of services including Virgin Megastores online, and the ability to book train tickets online.

Virgin Mobile, Virgin's first consumer telecommunications venture, announces creation of 500 jobs in Trowbridge, West Wiltshire. We launched in November 1999 as a joint venture with One2One, which later became T-Mobile. Virgin Mobile really shook up the telecoms industry, and was the first to introduce free voicemail retrieval and one simple, decreasing tariff.

Virgin Megastores continued their expansion worldwide with store openings in Miami, Glasgow, Piccadilly Circus, Bluewater, Strassburg, Okayama in Japan. The total number of Megastores was now 381!

The Virgin Entertainment Group accepted an offer of £215m from UGC of France to buy Virgin Cinemas.

Virgin Active launched a health and lifestyle centre, in Preston, Leeds and Stockley Park.

Virgin Express began a new service from Stansted to Berlin. Virgin also confirms that they intend to set up a new independent low cost airline in Australia.

Virgin opened Ulusaba, a private game reserve in the Sabi Sands region near Kruger National Park in South Africa. The company also confirmed the sale of some of its smaller UK hotels to a private investor as part of its plan to refocus on exclusive properties around the world.

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## **The 00s: A new decade in a new century.**

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**2000:** Virgin Mobile's partner One2One won one of the new 3G mobile phone licences for enhanced technology wireless telephony services. This gave Virgin potential access to this valuable new mobile infrastructure. By November 2000, we'd grown to over 500,000 customers and won Network of the Year from Mobile Choice Magazine.

The Virgin Rail Group bid for the East Coast Mainline, competing against existing operator GNER. The first new tilting trains and diesel trains for the West Coast and Cross Country franchises rolled off the production line.

Virgin Management Asia was formed – one of its first deals was a billion dollar joint venture agreement with Singtel to set up mobile phone operations throughout Asia.

Virgin launched a series of new businesses including Virgin Cars, Virgin Wines, Virgin Student, Virgin Money.com, Virgin Energy and Virgin Travelstore.com.

Virgin Atlantic's £600m joint venture deal with Singapore Airlines completed in April. The expansion of the business continued with the launch of routes to Las Vegas and Delhi. The airline's new flat sleeper bed went into service for the first time in Upper Class.

V.shop, a new retail concept set up to replace the Our Price brand acquired from WHSmith in 1998 was launched. Between September and November over 100 shops were converted, making it the fastest retail roll out in history.

Virgin Blue, the low cost airline in Australia, launched with flights operating between Brisbane and Sydney.

NTL signed an agreement to buy Virgin Net's ISP business for around £90m in cash and shares.

Virgin bought a stake in Lynx New Media, a venture capital fund set up with Bear Stearns to invest in new media

and technology start ups.

**2001:** Virgin Mobile reached 1,000,000 customers, making it the fastest-growing mobile start-up ever seen in the UK, and among the top performers ever in the world. They then launched a new service in Northern Ireland.

Virgin Megastores opened a new store in Tokyo, making that 33 Japanese stores. Virgin Megastores also opened its first Middle East Megastore in Beirut, operated by a franchise with the Murr TV Group. The 20,000 sqft Megastores was built inside a restored historic cinema in the center of Beirut, and became the flagship store for Virgin in the Middle East. Virgin Megastores opened its door to the first Megastore in Dubai in October.

Virgin Bikes launched.

Sprint and Virgin announce new joint venture to offer pay-as-you-go wireless communications services and phones to the U.S. market under the Virgin Mobile brand.

Virgin Active raised £100 million to enable them to become the world's fourth largest health and fitness group. The financing was used to roll out of 17 health and fitness clubs throughout the UK and South Africa.

Virgin Atlantic launched a new route to Nigeria.

Virgin Entertainment Group, sold its French Megastores business to Lagardère Media. The deal allowed Lagardère Media to operate the 16 Virgin Megastores under the Virgin brand. Lagardère gives Virgin the rights to sell mobile phones in its outlets in France.

Virgin Mobile expands its business to Singapore. Under the terms of the agreement, Singapore Telecom will take a 50% stake in Virgin Mobile (Asia) PTE Limited.

AMP and Virgin combine Virgin Direct and Virginmoney under a single Virgin Money brand. Virgin sells its share of the Virgin One business to the Royal Bank of Scotland.

Virgin Trains delivers its first Pendolino 140 mph tilting train at Alstom Factory in Birmingham. New Voyager 125mph diesel trains go into service on the Cross Country rail network.

Virgin Blue continues to expand following the collapse of Ansett, and Virgin Express expands following the collapse of Sabena Airlines.

Virgin Atlantic restructures following the tragic September 11 attacks in New York.

**2002:** Virgin Atlantic finalised a deal with Airbus to become the launch customer for the A340-600 – its inaugural flight took place on August 1 to New York.

Virgin Blue reached 5 million customers!

Patrick Corporation signed an agreement to acquire a 50% shareholding in Virgin Blue, as a cost of \$260m.

Virgin Express became the largest passenger carrier from Brussels to European destinations. Virgin Money launched a new credit card company.

Virgin Rail replaces every train in its Cross Country franchise with new 125 mph rolling stock.

**2003:** Virgin Atlantic launched a twice-weekly service between London Gatwick and Port Harcourt, Nigeria. Virgin Atlantic also increased its destinations to 22 by introducing flights between Gatwick and Tobago and Grenada.

Virgin Atlantic operated a first aid relief flight to Basra.

Virgin Atlantic introduced its revolutionary new Upper Class 'Suite', the longest and most comfortable flat bed and seat in the airline industry.

Virgin Cars opens the first ever vehicle department store in Manchester.

Virgin Trains runs first "Pendolino" tilting train on the West Coast Main Line with passengers onboard.

Richard Branson bought Makepeace in Queensland Island. His main reason for buying it was for staff to celebrate

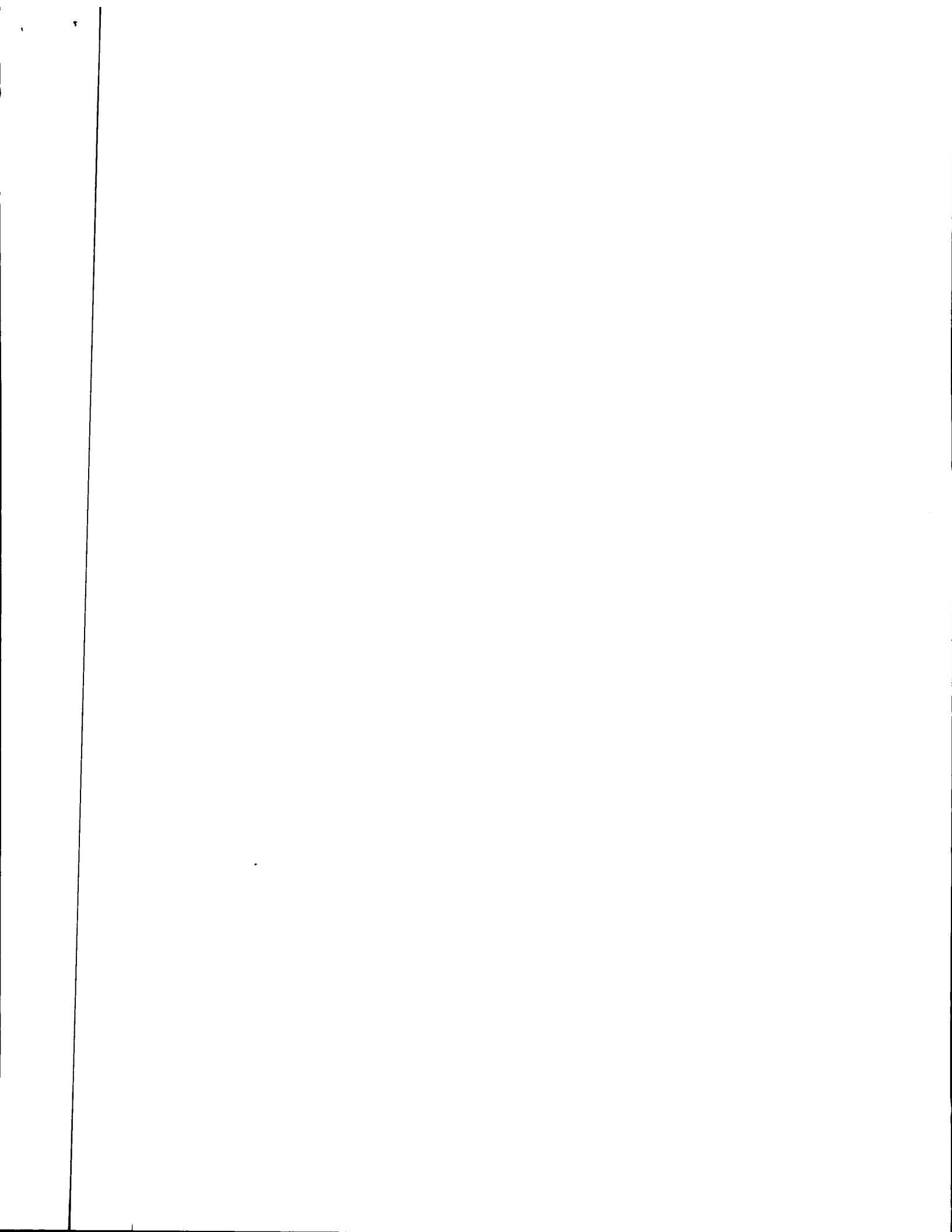
the success of Virgin companies around the world.

Virgin Blue's Initial Public Offering (IPO) has closed more than 10 times oversubscribed. The final price for the offering has been set at \$2.25 per share.

Virgin Money launched a credit card company in Australia.

Virgin Pulse, a line of 'lifestyle electronics', launched in the US with 15 consumer electronic products.

**2004:** No announcements yet... it's only February, after all! But stay tuned, it won't be long!



## Jonathan Krane as Distributor

The following films have been distributed in various media by the following distribution companies Krane owns or has owned:

- **MCEG** (Domestic theatrical, home video and television distribution company)
- **Virgin Vision USA** (Domestic theatrical and home video distribution company)
- **Virgin Vision Ltd.** (Foreign theatrical, home video and television distribution company in foreign countries)
- **Manson International** (Foreign sales agency and international television distribution company)
- **Forum Home Video** (Domestic home video distribution company)
- **MCEG Home Video** (Domestic home video distribution company)



Over 1200 films were distributed by these companies in various media worldwide. Highlights include:

- |                                  |   |
|----------------------------------|---|
| ● <u>Bagdad Cafe</u>             | ● <u>Mrs. Soffel</u>                    |
| ● <u>Bull Durham</u>             | ● <u>Mystic Pizza</u>                   |
| ● <u>Butterfield 8</u>           | ● <u>Mutiny on the Bounty</u>           |
| ● <u>Cat On a Hot Tin Roof</u>   | ● <u>Navy Seals</u>                     |
| ● <u>The Champ</u>               | ● <u>North by Northwest</u>             |
| ● <u>Diner</u>                   | ● <u>Pink Floyd- the Wall</u>           |
| ● <u>The Dirty Dozen</u>         | ● <u>Poltergeist</u>                    |
| ● <u>Dirty Rotten Scoundrels</u> | ● <u>Poltergeist II</u>                 |
| ● <u>8 Men Out</u>               | ● <u>Poltergeist III</u>                |
| ● <u>Fame</u>                    | ● <u>The Postman Always Rings Twice</u> |
| ● <u>Goodbye, Mr. Chips</u>      | ● <u>Robocop</u>                        |
| ● <u>High Society</u>            | ● <u>Sex Lies &amp; Videotape</u>       |
| ● <u>The Hunger</u>              | ● <u>Singing in the Rain</u>            |
| ● <u>International Velvet</u>    | ● <u>The Three Musketeers</u>           |
| ● <u>Just the Way You Are</u>    | ● <u>Throw Mama from the Train</u>      |
| ● <u>King Solomine's Mine</u>    | ● <u>2001: A Space Odyssey</u>          |
| ● <u>The Last Tango In Paris</u> | ● <u>Victor, Victoria</u>               |
| ● <u>Logan's Run</u>             | ● <u>Viva Las Vegas</u>                 |
| ● <u>Married to the Mob</u>      | ● <u>The Wizard of Oz</u>               |
| ● <u>Mississippi Burning</u>     |   |



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Roundtree

**M**

**Director:** William Webb Huneck

**Producer:** Robert W M Thomas S Byrnes , Willi Kurt Anderson

**Production Credits:** Ri Brandes , William Webb **M**

**Locations:** Los Angeles

**Distributor:** MCEG/Virg Entertainment, Virgin Vis **Moi**

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## PROFESSIONAL BIOGRAPHY OF JONATHAN D. KRANE

(Prepared by associates and employees)



Jonathan Krane is known for many things, depending on how long a person has known him. If one has known him for 20 years, they know that Krane has many original, innovative, authentic accomplishments in different areas of the entertainment industry. But if one has only known of him for a few years, they think of him as John Travolta's producer/manager. The purpose of this Document is to present to any interested parties Krane's Professional Biography in one document. The details of the 42 feature films he's made, the approximately 200 clients he's managed, etc. are provided on the homepage under the relevant categories.

Over the past 20 years, Jonathan Krane has achieved expertise, experience and success in 17 separate careers in the entertainment industry.

- o Motion Picture Producer: (of over 40 feature films of virtually all genres, from art/specialty films to the most profitable comedy of all time, "Look Who's Talking" for Columbia/Tristar)
- o Manager: (between 150-200 actor, writer and director clients, scores of whom he discovered, and guided into major "stardom".)
- o Writer: (of feature film screenplays that were produced, several published articles about the motion picture industry and author of the seminal book on the industry.)
- o Lawyer: (graduated Yale Law School at 23, after spending a year abroad as a Watson Fellow investigating international civil rights, after graduating with Highest Honors, first in his class, at age 19, from St. John's College, The Great Books College. He practiced international tax, film financing and entertainment law before becoming a motion picture professional.)
- o Studio Chairman and CEO: (was founder, Chairman, CEO and controlling shareholder of MCEG, the only 40's-style studio since MCA; it contained under one roof, the three forces of the industry – Talent, Production, and Distribution)
- o Producer/manager: (was the first film producer/manager, which is now a common label; but Krane invented the profession. On an on-going basis, he put his money where his mouth is for his clients i.e., optioned books, plays, etc., with his own money, developed screenplays, and actually financed, produced and distributed films for his clients)
- o Innovative, cost-effective producer: (creator of systematic cost-effective production technologies, which have allowed Krane to produce films with the highest quality at the lowest cost. He wrote a confidential book for his MCEG employees, detailing these production techniques and has explained these in the courses he has taught (see below) and in his book. These techniques allowed him to produce (among others) "The Chocolate War" for \$600,000, "That Life" for \$1 million, "Look Who's Talking" for \$7 million, and "Battlefield Earth", budgeted by studios at \$125 million, for less than half that amount.)
- o Chairman and CEO of a public company: (Krane took MCEG public through an IPO at age 35, and ran all the corporate and creative divisions while still personally managing the most important 25 of the company's 150 clients, and personally producing all of the company's films)
- o Film financier: (Krane has raised over 600 million dollars for independent film production)

- o Domestic theatrical distributor: (as part of MCEG, Krane owned and operated a fully staffed, domestic theatrical distribution company with in-house marketing, art, publicity, promotion, booking, shipping departments, etc.)
- o Foreign distributor: (As part of MCEG, Krane owned and ran foreign direct theatrical, video and TV distribution companies in 8 foreign countries.)
- o Foreign sales agent: (Krane ran the oldest and largest foreign sales agency in the motion picture industry at the time, Manson International, which he acquired in the creation of MCEG as a 40's-style studio.)
- o Home video distributor: (as part of MCEG, Krane owned and ran three different domestic home video companies at the same time: Virgin Vision Home Video, Forum Home Video, a specialty label, and MCEG Home Video.)
- o Television distributor: (Krane also ran this division of MCEG, which owned and distributed a library of 1600 films to television and other media worldwide, on an on-going basis.)
- o Film school professor: (Krane taught at the UCLA Extension school for 17 straight years on the Motion Picture Industry and Motion Picture Production. This course was consistently ranked among the highest by students each year.)
- o Motion Picture Industry Seminal Book Author: (Krane has written the only comprehensive book on the motion picture industry, using the scientific methodology, explaining every aspect of the industry, with actual anecdotes from his career. "Krane on Producing – The Science of Making Movies" will be published in the year 2000. It will be updated weekly on the website – [www.KraneOnProducing.com](http://www.KraneOnProducing.com).)
- o Website Entrepreneur: (Krane has developed a comprehensive Web Portal called [MOTIONPICTURES101.COM](http://MOTIONPICTURES101.COM), where all businesses in the industry can conduct commerce; where the public can access twenty years worth of Krane's accumulated motion picture industry knowledge; and where professionals can "ask Jonathan" and be given specific answers to actual problems, using "Krane on Producing" as the reference tool.)

Jonathan D. Krane is well known for accomplishing improbable, and extremely innovative achievements in the industry. Most recently, using the scientific methodology, Krane has explained, in one comprehensive book, virtually every aspect about the motion picture industry. The "Science of Making Movies" is based on what he considers are the five basic, underlying principles of the motion picture industry, as follows:

1. What does "producing" a film mean?
2. What is the difference between a "studio film" and an "independent production"?
3. All power in Hollywood derives from three forces – Talent, Production and Distribution.
4. How everyone makes money; The cash flow models for every method of exploiting and distributing motion pictures.
5. Mastering creative problem solving.

The Fifth principle is based on Krane's perception after 20 years, that the motion picture industry is both Darwinian (i.e. a multi-billion dollar unregulated industry where "survival of the fittest" determines success) and Kafkaesque (and Quantum and Chaotic) in nature (i.e. inherently unpredictable, causing "sui generis" problems, requiring immediate, original, authentic solutions.) Darwinian adaptation to changes in the industry is not enough to be successful in Hollywood; even adapting the evolving states to one's own talents

is not enough. The Kafkaesque or Quantum nature of the business requires that there must be a "paradigm shift" in the attitude of industry professionals, which requires, among other things, the realization that problems cannot be solved by being beaten to death. Rather, Hollywood must be seen as a playground for creative, self-actualization, in which imagination and innovation are prerequisites to successfully overcoming the unpredictable obstacles one encounters daily. With this understanding, Krane believes the processes of "producing," "agenting," "managing", "financing", etc., can be accomplished in new, effective ways that permit the most authentic, original, product to be achieved, and the "best" movies made in the best ways. This is why Krane taught an additional course at UCLA for years called "Management of Actors, Writers and Directors in the Quantum World".

When Krane changed careers from lawyer to producer/manager, after practicing law for four years, he did so by design. He realized that (notwithstanding the Kafka factor), he had to develop a scientific methodology for both talent management and for producing films at reasonable costs. He wrote two confidential books for himself and his employees, which propounded the 7 functions of talent management and the 5 stages of film production. (Both principles are described in "Krane on Producing") Because of the Darwinian nature of the industry, with talent management being the least regulated, or even defined, the application of these 7 principles allowed him to grow his talent management company from 2 clients in 1981 to 150 in 1985. The cost-effective production techniques permitted him to make some of the most authentic and successful films at the lowest costs possible.

In addition, these cost-cutting production techniques, and articulated functions of talent management permitted him to produce, as his first two films, "The Trail of the Pink Panther" and "The Curse of the Pink Panther" at the same time, with the same cast, crew and schedule, and for the cost of one film. Another innovation was exemplified by Bridget Fonda's first film, "You Can't Hurry Love," which Krane produced using a program he set up for the USC Film School. He produced and financed a graduate student's 30-minute thesis film for \$10,000, and asked the student to write a feature length version of the script immediately afterwards. Krane took the short film and feature script to a studio in 1985 - in effect showing the studio a "pilot" for a motion picture. Krane received an immediate "greenlight" for the film, which cost less than \$1 million, started Fonda's and the director's professional careers, was released in 1,200 theaters and earned over ten times it's budget.

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Another early example of the application of Krane's innovations regarding talent management and cost-cutting production techniques is the 1985 film "That's Life". Krane produced this "studio-quality" film independently, financing it himself for a mere one million dollars. It was written and directed by client Blake Edwards, and starred Jack Lemmon and clients Julie Andrews, Sally Kellerman and Robert Loggia. Krane sold it to Columbia Pictures for worldwide distribution and an \$8 million advance, earning an 800% return on investment within six months.

From his first days as a manager, one of Krane's talents was his ability to spot unknown talent, sign them and build them into stars. For example, he put Kim Basinger in her first film, "The Man Who Loved Women" which he produced with Blake Edwards writing and directing, starring Burt Reynolds. He cast her again in Bruce Willis' first film "Blind Date", which Krane produced. Years later, after the "Boxing Helena" lawsuit, Basinger asked Krane to manage her and he persuaded her to act in "L.A. Confidential", which won her the Oscar.

He discovered and managed Robin Wright when he saw her on a soap opera "Santa Barbara", went to the set and signed her as a client. He immediately put her in the "Princess Bride" which launched her career. The producers of the soap opera threatened to sue her alledging she had no "out clause", but Krane advised her to begin production in London and asked the soap opera to sue him instead. They didn't.

He discovered, managed and "broke" Howie Mandel, Sandra Bernhard, Ellen DeGeneres, Mariska Hargitay, etc. and handled over a hundred other actors, writers and directors, helping them build their careers using the same principles he used in all aspects of his career - "self-actualization". Krane's viewpoint towards Hollywood - and life itself - is that the primary motivation and goal for all artists (and all humans) should be

the joy of creative self-actualization. This requires courage, self-knowledge, perseverance, pure intentions, information, and honesty. Besides being the touchstone of all creative success in Hollywood, Krane believes this also allows artists to eliminate fear from their lives. To Krane, fear is the most destructive force in all aspects of the entertainment industry – in fact, in all aspects of human existence. As a manager, producer and person, Jonathan Krane attempts daily to eliminate fear from the industry, from the lives of all those he works with, the lives of his family, and his own life.

From the day Krane changed careers from lawyer to becoming the first Producer/Manager, he has been the owner, president and CEO of every company that he has worked for (or with). He created MCE (The precursor of MCEG) from the ground up, without capital, using his own "sweat equity". Not an employee by nature, but a pathfinder, teacher and leader, he has built all of his ventures from scratch. Likewise, he has made more movies (which is like building companies) than almost anyone else his age. In the last four years alone, the films he has made have grossed over a billion dollars and five years ago the "Look Who's Talking" trilogy grossed well over a half -billion dollars. And these films account for only twelve or thirteen of the 42 films he has made.

Approximately half of the films Krane has made have been studio films; the other half independent. In fact, the difference between "independent films" and "studio movies" is one of the basic principles he explains in his new book.

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Krane has made movies with budgets ranging from \$200,000 dollars to \$100 million dollars, and understands the studios' financial risk, and their dilemma, with current budgets. Studios trust him to use the cost-cutting techniques he's developed over 20 years, and to support the vision of the directors and actors in his discretion, because the studios know he acts as a fiduciary with their money. This reputation is so well grounded that Paramount gave him a three - year, nine-picture "rent-a-system" deal, through which he finances and markets his own films (average budgets of \$60 million, with \$30-\$40 million P & A costs), with no creative or business approvals on their part, except the screenplay. As Krane knows, and describes in his book, studios now want to be distribution machines only, and to this end, they have been getting out of the film-financing and production businesses for years. Krane Studios 2000, his new company which owns the Paramount deal, is Krane's reinvention of the 40's-style studio system for the new millennium.

He started MCE in 1982 as the first production/management company. Without any capital or employees, he built it into a \$200 million dollar, 500 employee, international, fully-integrated studio, similar to the original MCA and the studios in the 1940's. No one, since Lew Wasserman created MCA using an agency, has done that before or since. In 1980, while Krane was still an international tax and entertainment lawyer, he married Sally Kellerman. One of her best friends was Jennifer Jones Simon. Jennifer had previously been married to mogul David Selznick. Jennifer gave Krane Selznick's biography as a Christmas gift in 1980, and Krane realized that his own "self-actualization" would be through creative expression in the motion picture industry, but in several ways. He told Sally he was going to recreate the 40's-style studios, using a management company, instead of an agency, and in this way, he would become a producer, a manager, and a distributor, thereby thus realizing professionally many of the creative character traits he valued in himself. Sally, in her inimitable way said, "call me when I'm 80".

The next day, he met with his personal friend, Blake Edwards, who, too, was an iconoclast. Krane explained his vision, and told Blake he would initially set up and produce studio films for Blake to write and direct, giving Blake as much autonomy as possible. At the same time, he would find independent film financing for Edwards' films, begin a talent management company, and eventually take the entire venture public. This would immediately give Blake the autonomy he so wanted, and in the long run create Krane's vision for a new 40's-style studio.

Blake readily agreed, and Krane resigned from the practice of law six months later. Krane created Blake Edwards Entertainment, becoming Chairman and CEO, in order to restructure and produce Blake's studio films. At the same time he created Management Company Entertainment ("MCE") to manage clients using the seven functions of talent management he invented, and to produce, finance and distribute films for his

clients. Since the first function of management was creating opportunities for clients by developing screenplays for them and then making those films, the combination of BEE and MCE immediately began the implementation of Krane's goals. Both companies were extremely successful, resulting in "MCEG" going public in 1987.

Backing up a little, Krane actually started planning this new studio concept after graduating from Yale Law School and practicing international tax law and entertainment law in Los Angeles for four years at Irell and Manella. Before even meeting Sally or Jennifer Jones, Krane was involved in international and domestic film financing. And as an attorney for actors, writers and directors, he was virtually managing them. He then met his soon-to-be wife, Sally Kellerman, and found her friends and their professional activities much more akin to his sensibilities than the practice of law. As discussed, he decided to put his plan into motion in 1981, by creating Blake Edwards Entertainment and Management Company Entertainment (MCE), managing Edwards and his wife, Julie Andrews, and producing their films, beginning with the last two Pink Panther films.

In this unregulated, Darwinian, Kafkaesque, ladder-pulling-up industry, to be able to make this change from young lawyer to producer/manager/indie-production company head, in 6 months was viewed by many as accomplishing something really special. But others reserved judgement. Notwithstanding their reservations, Krane's plan worked.

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Some background information about Jonathan Krane puts this in perspective. He taught himself calculus from the encyclopedia at age 4. He read the works of Plato, Descartes, Immanuel Kant, Einstein, and Heisenberg in grammar school. Original and creative ideas were his toys both as a child and as an adult.

Krane left high school at 15 wanting the best education possible, and so entered St. John's college in Sante Fe and Annapolis, which provides the only non-elective classical curriculum in the country. He graduated first in his class at 19 with an A+ average and the highest record in the 300-year history of the school.

At college, he delighted in writing original theses on Plato, Sophocles, the New Testament (in ancient Greek), Quantum Physics, higher mathematics, genetics, Kant, Hegel, Nietzsche, etc.. Even though some of these original ideas angered those who were steeped in the accepted views, these conservatives ultimately often conceded to Krane's original analyses. At Yale law school, he did the same, and as a lawyer he tried to find iconoclastic innovations. In fact, his international tax plan was partly responsible for the development of the Wilshire Corridor in Westwood. Before he began practicing law, he wrote an article for the Journal of Corporate Taxation on, "Losses from the Wash Sales of Stock and Securities", which posited original tax treatments of certain securities tax transactions. He had no desire whatsoever to practice taxation law, but after graduating from Yale his girlfriend wanted to live in New York City for 6 months, as a professional model, and the only job Krane could secure was as an editorial assistant to Professor Boris Bittker, the country's tax maven, at Yale Law School. For 5 dollars an hour he helped write, "Bittker on Taxes", which ultimately sealed his fate as an international tax lawyer when he returned to Los Angeles to begin his job at Irell and Mannella.

For the first few years, he found gratification in creating innovating tax plans. But this quickly wore thin. Then, he met Sally and his mind shifted to show business.

Throughout his life, doing things others hadn't done, or thought of, has been Krane's main source of fun. During his entire life, the best way to get Krane to do anything, is to say it can't be done.

As mentioned earlier, one of the first original, authentic things he did after creating Blake Edwards Entertainment was to suggest to Blake, and then make it happen, that Blake make two new "Pink Panther" films at the same time. Peter Sellers had died a few years earlier. Blake told Krane what a shame it was that the public couldn't see all of the Peter Seller's footage that he had shot and was never able to use in any film. Krane suggested that Blake write a film using this footage, which would end in the disappearance of "Clouseau", then write a separate film with a new "Clouseau-type" character to restart the "Pink Panther"



series with another star. All of the same actors would be used in both films, because one film would lead into the other. They could shoot both films at the same time with the same schedule and same budget, as if it were one film. The studio would be getting two films for the price of one, one of which was a Peter Seller's "Pink Panther" film. Blake and the studio loved the idea, and the movies went into production immediately. Unfortunately, the new "Clouseau" character was not popular enough with the public to restart the series. By the way, Krane almost persuaded Blake to hire Sally Kellerman as the new "Clouseau" character instead of Ted Wass, but Blake decided against it at the last moment for reasons unknown. Krane personally believes that he and Blake would be on the fifteenth new "Pink Panther" movie if he had used her. Krane always backs talent he believes in, whether a complete stranger, i.e. Robin Wright, Howie Mandel, etc., to a best friend, i.e. John Travolta, to a family member, including his wife. (He does not put his 10 year old twins in films – that's a personal child-rearing judgement, and they're so independent anyway, they wouldn't do it if he asked).

Another immediate, original, Quantum move Krane made as head of Blake Edwards Entertainment was to get HBO to commit to provide BEE with the first \$100 million output deal to an independent production company for fully financing feature films.

Another innovation Krane created early in his career, derived from his debates with Wall Street analysts in 1981. His friend Norton Simon introduced him to Wall Street mavens when he started MCE and BEE to help Krane facilitate his plan to recreate MCA. At first, Wall Street turned a deaf ear in the early 1980's. But after months of debate, Krane prevailed when First Boston agreed to take him as a client. In 1981, Krane debated a very specific issue with Wall Street's today's top analysts, including David Londoner, on FNN. Wall Street's evaluations in the early 80's viewed the home video industry as virtually worthless. Krane's pitch was based on papers Jonathan wrote for school when he was about 10 years old that motion pictures provided two completely different psychological experiences for human beings: one was a shared experience in the dark with strangers watching 30 feet tall images; the second was what he called "freedom of programming". Back then, there were only two options: seeing the movie at the theater, or on network television some time in the future. This made him aware of the fact that a huge potential "freedom of programming" opportunity existed, and manifested itself in the late 70's when Pay-TV exploded. In 1981, analysts valued "Home Video" as "nil". Krane argued that if one got an urge to see a film, and could rent it on video, the Home Video business provided more "freedom of programming" than the Pay TV business. Krane argued that Home Video would be a huge source of revenues for films, and a financing device.

First Boston represented Time-Life, which owns HBO. They felt they could make an output deal with HBO for BEE, so they took Krane as a client. However, no one took him seriously regarding Home Video. So, he created his own personal relationship with the first Home Video company VESTRON, and it's owner, Austin Furst. Krane respected Austin because he started HBO, illustrating he understood the freedom of programming concept. Then, Austin Furst created Vestron Home Video - again illustrating their shared vision. Krane also created the relationship as a source of independent film financing, and within a few years Krane was one of the first and most successful producers of feature films for Vestron. In fact, the first film Krane made for them was, "You Can't Hurry Love" (discussed above).

By the way, for 17 years Krane has been teaching that addressable pay-per-view, i.e. immediate access to all film libraries by phone, will be the perfect method of "freedom of programming". That day is close. And on that day, pay-per-view, pay cable and home video, as we know it, will all but disappear.

Krane used this insight in the 80's to achieve his goal of creating the new 40's-style studio, ultimately by buying home video companies as financing vehicles for feature films and as a huge source of revenue from filmed entertainment. In three years, after taking MCEG public, it's revenues grew from \$20 million to \$200 million, and it's employees grew from 30 to 500 in the U.S. and 8 foreign countries. In it's first year, MCEG was the highest performing, publicly-traded, entertainment stock.

In 1990, after Krane had produced approximately 25 films; after Krane created this new studio; after he became the first producer-manager; and after working 20 hours a day, seven days a week for 4 years, running MCEG and all its divisions; he still was only 38 years old. He decided to change the focus of his career to align it more with his values of creativity, originality, authenticity, and self-actualization. He decided

to spend his time entirely on the creative side of the industry, rather than running businesses. He continued, and continues to this day, to manage and produce for John Travolta. He also produced and now produces other films, both studio and independent, but they must have a special meaning to him. In fact, in just the last four years Krane has produced approximately 12 films and John Travolta has become the number one box office star.

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"Look Who's Talking" deserves a special note, because it is another example of Krane's ability to deal with the Kafkaesque, Quantum nature of the industry by resorting to originality, authenticity and creativity. The studio that developed the script, TriStar, refused to finance the film for several reasons. First, their budget showed the film could not be made for less than \$15 million dollars, about average at the time, but too high for them, because they didn't think they could make that money back. Krane designed this film for John Travolta as the first step in the 15 - year plan Krane created for John's career, a plan that would show the range and size of his talent, by tackling different roles in different genres, one after the other. The first film was decided to be a romantic-comedy.

Another obstacle TriStar created was that in their words "Travolta is not Box Office and Heckerling is cold". In addition, they said, "you've got to get a big female star before we'll consider financing it". With all these obstacles they refused to go forward, presuming Krane could not overcome them. Once again, in the role of solving hard problems in a Kafka, Darwin world, Krane did the following: first, he told TriStar he would finance it himself for \$7 million, with a negative pick-up. Thus, if they were right about not being able to make it for less than \$15 million, Krane would have to pay the overage himself. In addition, if they were right about not being able to recoup a \$15 million negative cost, they wouldn't have to, because all they had to recoup was \$7 million. Next, Jonathan used his relationship with Ted Danson, forged when Krane produced the Blake Edwards' film, "A Fine Mess", and was able to get Kirstie Alley, who had just started her first year on "Cheers", to meet Travolta in the kitchen of her home. They instantly hit it off. Krane knew the Tristar production head would approve Kirstie as the female lead, because he came from television. Then, Krane used all his original low-budget, high-quality production techniques he developed (but couldn't persuade the studios to use) to make "Look Who's Talking", on a negative pick-up for only \$7 million dollars. At \$7 million, Krane was still able to pay Travolta his going salary he was getting before his "cooling off". This was a critical part of managing Travolta - to show the town Travolta was not any less the star he always was. And, of course, he paid Alley and Heckerling their going fees. Having solved all obstacles, the studio begrudgingly gave him the pick-up commitment, and turned their back, confident Krane would fail. Krane financed it himself through his newly formed public studio, a great example of the synergy the studio could provide.

When Tristar first saw "Look Who's Talking", they refused to release it. Although it tested in the 90 percentile in all its research screenings-- an incredible accomplishment - they still wouldn't release it. Krane first offered to buy it back and release it himself. They never responded. Then he threatened litigation. They still didn't respond. In fact, Krane could not get an explanation why such a high-testing, excellent movie was being shelved. But he refused to be beaten. This was just another opportunity to turn an obstacle into a challenge. He knew from the day he read the script, the movie was a hit. So once again, as an example of solving seemingly impossible problems in this Quantum world, he got the studio head to make a "hypothetical" TV commercial for the film, and test it. Then theater chains were secretly shown the commercials and their test results. Theater owners instantly asked for the film. Begrudgingly, the chairman of the studio agreed to release it in 200 theaters. Then, because of the increased demand, 400, 600 and finally up to 1200 screens. The day it opened, Tristar executives called Krane telling him of their amazement. The film was selling out at matinees on the East Coast. They said it might actually open at \$3 million for the weekend (a decent number then). The day progressed, and the estimate kept increasing until it was \$9 million for the weekend. But the movie actually opened that weekend at \$12.7 million, the highest opening of any film in history on a non-holiday weekend. The next weekend it went up, which at that time only "E.T." had, and it broke its own record and made \$14.2 million dollars, making it again the highest grossing film in the history for a non-holiday weekend. Krane's (MCEG's) net profits from the film, were worth between about \$20 million dollars. For Travolta, this film opened a lazy industry's eyes again. Hollywood has always judged Travolta differently because of his meteoric start, giving him less leeway than other top stars. When Krane began managing John in 1984-5, he told him the 15 year plan was reasonable because after starring in every genre, the industry would finally, firmly recognize his enormous talent and cut him some slack. "Look Who's Talking", was the first step of the plan.

Krane signed Travolta after he was packaged into two relatively unsuccessful films by an agency. (By the way, Krane has never had a written contract with any of his hundreds of clients, including John. His belief is, if a client is unhappy, a contract will not solve the problem.) Krane had been a friend of John's for years and when John was, in the eyes of the industry, at his lowest point, Krane asked him if he would allow him to represent him. Krane knew, and told Travolta, he was one of the greatest actors of our time and he would be an even bigger star than he had been. Krane viewed this as an opportunity to show how wrong the common view in Hollywood often is (because of the "follow the leader" mentality attribute of a Darwinian state).

The first thing Krane did was to terminate Travolta's agency, resulting in threats from the head of the agency that "they would get Krane for this". Krane ignored the threats because he was close to having financing for his own studio, MCEG, and Krane knew he could make pictures without that agency, if necessary. He also knew humility was a critical trait for representatives, and agents who view themselves as powerful because of their client's power, misperceive the world. In a Kafkaesque world, certain people can sometimes wake up as cockroaches. (See "Metamorphosis" by Franz Kafka).

Krane knew Amy Heckerling because he represented Neal Israel, her husband, and had made Neal's best film, "Breaking the Rules". Within a few years of managing Travolta, Krane had made good on his promise to make John wealthy enough so he could live outside the vicissitudes of the movie industry and outside Hollywood. John Travolta made over \$20 million from "Look Who's Talking". More importantly, this started the "comeback" Krane told him was inevitable. The first "Look Who's Talking" was as delightful as the Cary Grant/Katheryn Hepburn romantic-comedies of the 40's, and no one had done these in several years. This was the beginning of reintroducing John Travolta's scope and range as an actor (this had been already demonstrated in his earlier films, but it needed to be shown again because of the standard by which Travolta was judged).

Krane received offer after offer for Travolta at this time, but the studios wanted Krane and Travolta to do the sequel to "Look Who's Talking" immediately, and the studio put great pressure on them to do so. After that, Krane knew that the correct management move was to wait for the films that would show the town the brilliance of Travolta's acting and the range of his ability. Therefore, when Quentin Tarantino approached Travolta to play a drug-addicted, hit man in "Pulp Fiction", John asked Krane for his advice. Krane advised him to do it because it would be very different from the comedy of "Look Who's Talking" and his other pictures. Krane knew this film would force the industry to acknowledge what Krane always felt about Travolta's talent. However, the script was written as a straight gangster picture, and John was worried about the violence and gore. Jonathan reminded him how he always put extemporaneous humor in his characters, and suggested that in the gruesome scenes he should do as he always did - add his own unique humor, which would make the violence different.

Although this could have been viewed as a risky management decision, it wasn't to Krane, who's belief in Travolta was, and is, immutable. Anyway, risks are what Krane is used to taking on a daily basis. "Pulp Fiction" was a huge success and different from "Reservoir Dogs", Tarantino's first film, in Krane's opinion, because of the incredible talent Travolta brought to the character and the film.

The John Travolta films that followed "Pulp Fiction" have proven Krane correct about the enormity of Travolta's range. For instance, he has successfully played everything from a cool debt collector ("Get Shorty"); to a sexy, iconoclastic angel ("Michael"); to three different types of "bad guys" ("Broken Arrow", "Face/Off", and "Battlefield Earth"); to an ordinary Joe ("Phenomenon"); to the President of the United States ("Primary Colors"); to a slick shyster who goes through a very subtle epiphany ("Civil Action"), to an ordinary army investigator, who becomes a symbol of courage and honor ("The General's Daughter"). Like "Look Who's Talking", "Civil Action" had the highest grossing weekend for a drama in January. "Look Who's Talking", "Pulp Fiction", "Phenomenon", "Face-Off", "Michael", "The General's Daughter" all broke the blockbuster \$100 million mark at the box office in about 7 weeks or less, and on May 12, 2000, "Battlefield Earth" will open in 3500 theaters. Making that movie was the most incredible experience in Krane's career (see Document 6) and the film is the most unique, magnificent, original, science-fiction film ever made. Then on July 21, 2000, "Numbers" will open, which Krane produced, showing John in a completely different character - a vain weatherman in a hilarious comedy, directed by Nora Ephron.

This leads to another unique aspect of Krane's career. Because of the diversity of his success and experience, studios regularly come to Krane with scripts they like, but have been sitting on the shelf for years. *The General's Daughter* sat for 7 years. *Numbers* was on the shelf for years. As Krane points out in his book, as studios are removing themselves from financing films, they are also quietly removing themselves from producing as well. This explains why Paramount approached Krane with the nine picture "rent-a-system" deal, and why all studios give him their good, but stuck, projects. Krane gets movies made. Period. He can spot and develop good material. He can support and gain the trust of filmmakers and stars. He has been a producer for 20 years. He is always a fiduciary with the money used to make movies, whether it's his, a venture capitalist's, or a studio's. And because Krane has made films from budgets ranging from \$200 thousand dollars to \$100 million dollars, many of which have returned hundreds of percent profit, these are all probably reasons Krane is consistently listed as one of the top 10 producers in Hollywood.

Krane is also well known for his contributions to education. He founded and funded the USC "First Look Film Festival". He has lectured at scores of colleges and universities around the world, and on television, about all aspects of the industry. As noted, he has been a professor of film production at the UCLA extension school for 17 years. Uniquely, the last class he taught was a year long. At the request of the head of the extension school, Krane taught a completely original class. He spent a full year both teaching and actually producing a film with 25 students, using his own money to finance the film, and allowing the students to participate in all aspects of the production, from the idea stage to the development stage through packaging and then through physical production. The entire film was produced for under \$200,000 and Krane is currently marketing the picture.

With respect to his career as the first producer/manager, and how he built his management company so quickly, a few examples are noteworthy. As noted earlier, he put Kim Basinger in her first role, "The Man Who Loved Women", which Krane produced. And then cast her again in Bruce Willis' first feature "Blind Date", which he produced. Years later, she approached Krane after the "Boxing Helena" lawsuit. Krane gave her the script "L.A. Confidential". She ultimately did the film and won an Academy Award.

Another example - Krane saw Howie Mandel as a comedian on a late night talk show and signed him. Krane then financed his stand-up concerts, buying billboards on Sunset Boulevard, etc. He kept building Howie's audience until it was broad enough for Krane to cast him as the lead in Blake Edward's "A Fine Mess". Mandel instantly became a movie star, and even before a foot of film had been shot, Krane made sure that since Blake and Columbia Pictures had backed him, everyone else had better jump on board. Mandel received offer after offer, and ultimately made several films and continued his great success as a stand-up comedian.

Krane's management division of MCEG was known for discovering and guiding the careers of many comedians: Ellen DeGeneress, before she did her T.V. show; Pauly Shore, before he did any movies; Teri Garr, Carol Kane, Victoria Jackson, Julie Brown, Sandra Bernhard, etc. It was also known for discovering first-time directors such as Keith Gordon, Steve Sommers, Luis Mandoki, Dwight Little and resurrecting such talented directors as Neal Israel, Randal Kleiser, Amy Heckerling etc..

Sandra Bernhard deserves special mention. As her producer/manager Krane had her work on her one-woman show in Los Angeles, financing the costs of the band and the stage, as always. Then he spent half a million dollars to produce the show Off-Broadway. It ran successfully for a year. Krane then financed, produced and distributed the film version of, "Without You I'm Nothing" on a million dollar budget. Both the play and film were extremely successful and many people have commented that "Without You I'm Nothing" is one of the most innovative one-woman pictures ever made. It is not just a concert film. Krane is very proud of that film stating that "we worked together creatively not only on the show but marketing it as well, and it worked beautifully for its target audience".

As can be seen from Krane's client roster, in addition to those already listed, he and his team have managed many established stars such as Pierce Brosnan, Marilu Henner, Drew Barrymore, Andrew McCarthy, Kate Capshaw, Julie Andrews, Isabelle Adjani, Kirstie Alley, Michelle Williams, Lili Taylor, directors Blake Edwards, Nic Roeg, Peter Medak, etc..

Beginning the careers of some of today's top directors was something Krane did as a producer/manager. For example, Keith Gordon approached Krane about managing him when Keith was an actor whom Krane met on the set of "Back to School", because Krane was visiting his wife Sally Kellerman on the set. Krane was struck by Keith Gordon's intelligence, intensity and vision. After "Back to School" was completed, Keith asked Krane to manage him, not as an actor, but as a writer/director. Krane saw his talent and his desire to self-actualize himself as a director. Krane agreed. Krane immediately bought the rights to the book, "The Chocolate War" for Keith, and produced, financed and distributed the film. Krane loved the script, but it was Gordon's passion and vision that convinced him that Keith was the real thing.

When Keith turned in the script, it was good. Before Krane could open his mouth, Gordon jumped up and went to a cassette deck in Jonathan's living room. Keith asked him to listen to four songs while Krane read scenes from the screenplay. This was Keith's way of showing his directorial vision. Two songs were by Peter Gabriel, one from Kate Bush and one from Joan Armitrading.

This convinced Krane that Keith's vision was unique and authentic. They had a shared vision and passion for the movie. Krane cautioned Keith before shooting, however, that although those songs were perfect, he shouldn't lock himself into having them in the film. They cost \$400,000. The whole film cost \$600,000. Keith was non-plussed, saying "Jonathan you'll work it out". Krane did come up with a solution. When the film was finished, Krane showed it to Peter Gabriel, who liked it very much. Krane asked Gabriel if he would donate the use of his songs in the film for no compensation, if Krane dedicated the movie to Amnesty International - a foundation Krane believes in and knew Gabriel was passionate about. Peter Gabriel agreed. So did Kate and Joan. Krane thus obtained \$400,000 of music in a \$600,000 film. MCEG distributed the film, making millions, and an enormous profit. More importantly, the film was so good that Sheila Benson dedicated the entire front page of the Los Angeles Times Calendar Section to the film.

Another example, Krane produced and financed client Steve Sommer's ("The Mummy") first film, "Catch Me If You Can", immediately after Steve graduated from the USC Film School. It, too, was budgeted at \$600,000 and it scored in the 90's in every research screening conducted. Ten years later, the film still airs on Showtime regularly.

Another example, Krane produced and financed Eleanor Gaver's directorial debut, "Slipping into Darkness", starring Michelle Johnson. Krane developed the script with Eleanor immediately after she graduated from NYU film school.

"The Chocolate War", "Without You I'm Nothing", and "Slipping into Darkness" are all from first-time director clients, and all considered cult classics.

In addition, Krane produced and financed client Nic Roeg's "Cold Heaven" starring client Theresa Russell and Mark Harmon; He also founded and produced Horton Foote and Peter Masterson's "Convicts" starring Robert Duvall, James Earl Jones and Lucas Haas. Krane has worked with Duvall three times, including "Phenomenon", and "Civil Action".

Krane also helped resurrect the careers of more established director clients who got stuck in niches, such as Neal Israel when, because of the "Police Academy" movies, he had a hard time getting a movie about real people. In response, Krane produced and financed the film, "Breaking the Rules", a beautiful film which really shows Isreal's talent. Likewise, Randall Kleiser, who was trapped by his great success with "Grease" and "The Blue Lagoon", had a hard time getting a movie about adults. So Krane financed, produced and distributed "Getting It Right" which was Randall's passion piece. It was shot in London for \$3 million and starred Sir John Gielgud, Helena Bonham Carter and Lynn Redgrave. It received a Royal Command Performance.

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There are hundreds of anecdotes of innovation from Krane's career as a producer, a talent manger, the first producer/manager, the head of a 40's-style independent studio, a distributor in all media, etc.. In fact, many of these anecdotes are in his book "Krane on Producing – The Science of Making Movies", because they

illustrate the basic principles of the book. Many of the anecdotes are truly fascinating, thrilling, full of danger, intrigue, suspense – all the stuff movies are made of.

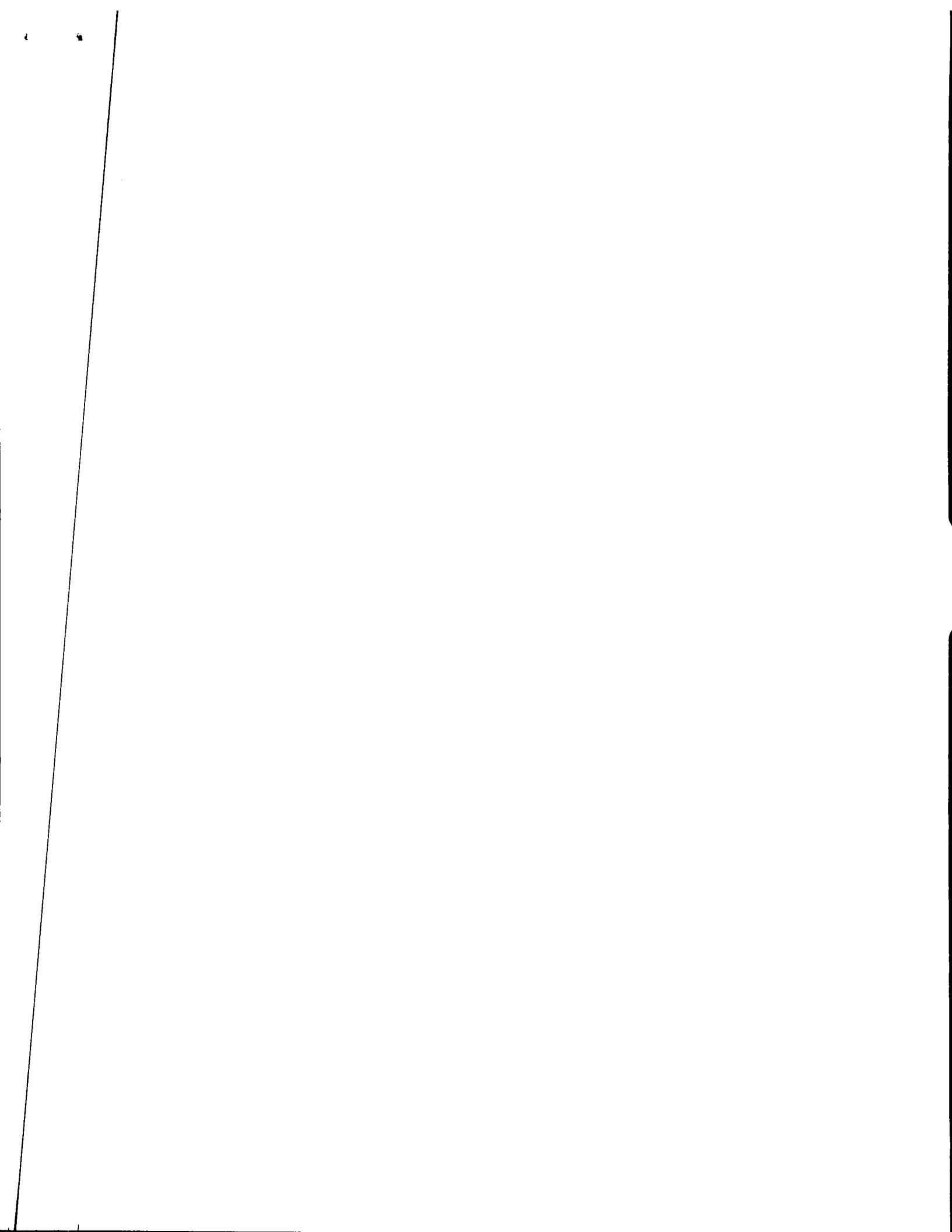
Krane's book was bid on by 16 publishers. The final auction is in process. But, it has already been officially adopted as a curriculum book by every University and College which has seen the book proposal. Krane plans to use the book as the basis for the curriculum of the new Krane Film Institute in Hawaii, Summer 2000. He has scheduled a lecture tour around the country in the Fall of 2000. And the tentative publication date is by the end of the year 2000. Krane has already produced a 2 hour video version which serves as a introduction to the book.

Other memorable films Krane has produced – both studio and independent – include:

- "Mad City" directed by Costa Gavras, starring John Travolta, Dustin Hoffman and Alan Alda
- "Love is a Gun" starring Eric Roberts and Kelly Preston, directed by David Hartwell, to whom Krane awarded the best director prize, at the first USC "First Look Film Festival" which Krane founded and funded.
- "The Point of Betrayal" which Krane wrote, financed and produced and which won the Golden Palm Award at the Palm Beach Film Festival
- Three films which are currently being screened for distributors, "Bar Hopping", written by long-term associates Linda Favila and Anson Downes, with an ensemble cast, including Tom Arnold, Kelly Preston, Scott Baio, and Nicole Sullivan; "The Lay of the Land", starring Tyne Daly, Ed Begley, Jr. and Sally Kellerman; and "Movies Kill", written and directed by Tom Lazarus, with an ensemble cast, including Mark Pellegrino. This last film was made as part of a year-long class Krane taught at the UCLA Extension School, as discussed.
- Mr. Krane packaged and is currently in post production on "Numbers" (temporary title) for Paramount, directed by Nora Ephron, starring John Travolta, Lisa Kudrow, Bill Pullman and Tim Roth.
- Mr. Krane is currently in pre-production on "Swordfish" for Warner Brothers and "Domestic Disturbance" for Paramount.


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


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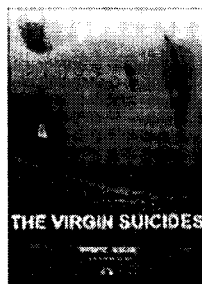
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# The Virgin Suicides (1999)



Regie  
Sofia Coppola

Buch  
Jeffrey Eugenides (novel)  
Sofia Coppola (written by)

Genre: [Drama](#) / [Mystery](#) (mehr...)

Werbezeile: [Love Sex Passion Fear Obsession](#) (mehr...)

**Kurzbeschreibung:** A group of male friends become obsessed with a group of mysterious sisters who are sheltered by their strict, religious parents after one of them commits suicide. (mehr...) ([Trailer ansehen](#))

**Nutzerkommentare:** [Acting and direction save it](#) (mehr...)

**Ihre Bewertung:** ★ ★ ★ ★ ★ ★ ★ ★ ★ ★  
 7.1/10 (15,699 votes)

Cast overview, first billed only:





[James Woods](#) .... Mr. Lisbon  
[Kathleen Turner](#) .... Mrs. Lisbon  
[Kirsten Dunst](#) .... Lux Lisbon  
[Josh Hartnett](#) .... Trip Fontaine

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(as Michael Pare)

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[Hanna R. Hall](#) .... [Cecilia Lisbon](#) (as  
Hanna Hall)

[Leslie Hayman](#) .... [Therese Lisbon](#)

[Chelse Swain](#) .... [Bonnie Lisbon](#)

[Anthony DeSimone](#) .... [Chase Buell](#) (as  
Anthony Desimone)

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**Alternativ:**

[Sofia Coppola's the Virgin Suicides \(USA\)](#)  
(complete title)

[The Lisbon Sisters \(USA\)](#) (working title)

[Geheimnis ihres Todes, Das \(Germany\)](#)  
(TV title) [de]

[The Virgin Suicides \(Austria\)](#) [de]

[The Virgin Suicides - Verlorene Jugend](#)  
(Germany) [de]

**MPAA:** Rated R for strong thematic elements involving teens.

**Länge:** 97 min / Germany:90 min (TV version)

**Produktionsland:** [USA](#)

**Sprache:** [English](#)

**Farbe:** [Color](#)

**Tonverfahren:** [Dolby Digital](#)

**Altersfreigabe:** [Argentina:16](#) /  
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**Dies und das:** After she had written the script, [Sofia Coppola](#) was heartbroken to discover that another company was already producing an adaptation of the book themselves. However, they were not happy with their script, so she showed them hers

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and they ended up using it instead.  
(mehr...)

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#### Nutzerkommentare:

**Acting and direction save it**, 7 June 2000

Author: [Wayne Malin \(wwaayynnee51@hotmail.com\)](mailto:wwaayynnee51@hotmail.com) von United States

Storywise, this movie is pretty bad. It's heavy-handed, characters and motivations are never explained or explored and it's depressing (of course). However, the acting is excellent. Kathleen Turner looks (and acts) like an overprotective mother, James Woods is incredible passive as the father and Kirsten Dunst is all grown and still a good actress (and gorgeous). The direction by Sofia Coppola is superb. She knows how to use imagery and light/darkness to create moods. It's hard to explain how good it works, but it does. Also an excellent soundtrack of 1970s hits, but (for once) they're used to help mood and characters and not sell a soundtrack album. Worth seeing...just make allowances for the story.

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### Conflicting quotations:

- *"The day will come when the mystical generation of Jesus by the Supreme Being as his son from the womb of a virgin, will be classed with the fable of the generation of Minerva in the brain of Jupiter."* Thomas Jefferson, 1823. <sup>1</sup>
- Disbelief in the virgin birth has been referred to by many early Christian writers as:
  - *"madness and blasphemy"* by Gennadius,
  - *"madness"* by Origen,
  - *"sacrilege"* by St. Ambrose,
  - *"impiety and smacking of atheism"* by Philostorgius,
  - *"perfidy"* by St. Bede,
  - *"full of blasphemies"* by the author of Prædestinatus,
  - *"perfidy of the Jews"* by Pope Siricius,
  - *"heresy"* by St. Augustine. <sup>2</sup>

## Overview:

From about 80 CE to the present time, most Christian faith groups have taught that Jesus was conceived by his mother Mary, while she was still a virgin. This is believed to have been accomplished by the action of the Holy Spirit, without an act of sexual intercourse. Catholics and some other groups have taught the doctrine of perpetual virginity -- that Mary lived, gave birth to Jesus and while still a virgin.

The Anglican Communion, Eastern Orthodoxy, Protestantism and Roman Catholicism have taken a variety of beliefs about the virgin birth. This doctrine is usually called the "*virgin birth*," although the term "*virgin conception*" would be much more accurate. This has long been one of the church's foundational beliefs, along with the inerrancy of the Bible; the inspiration of the Bible; the atonement, and anticipated second coming of Jesus. All of the commonly used ancient church creeds have also mentioned it.

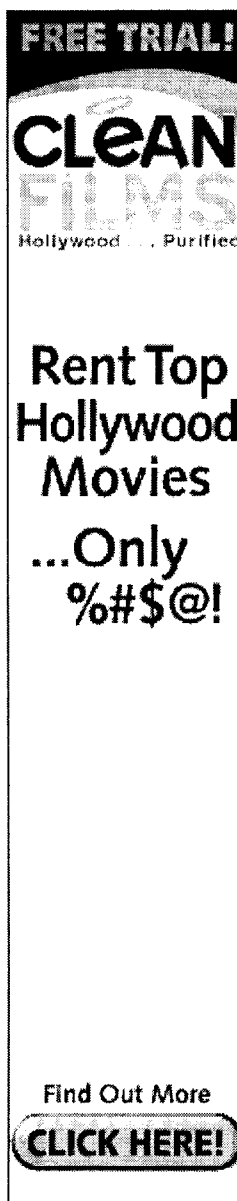
Modern liberal theologians have generally rejected the virgin birth, and classify it as a religious tradition that was added to Christian belief in the late first century CE. Its purpose was to make the religion more competitive with contemporary Pagan religions in the Mediterranean region, most of which featured a virgin birth of their founder.

About 83% of American adults believe in the virgin birth of Jesus. This exceeds the total number of American adults who identify themselves as Christian or Muslim. In fact, 47% of non-Christian Americans also believe in the virgin birth. <sup>3</sup>

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**Topics covered in this section:**

- **The Virgin Birth: Part 1:**
  - The immaculate conception
  - Jesus conception and his "brothers"
  - Biblical passages about the virgin birth
  - The virgin birth in Islam
  - The virgin birth in church creeds
  - Beliefs of many conservative Christians
  
- **The Virgin Birth: Part 2:**
  - Beliefs of many liberal Christians
  
-

### **The Virgin Birth: Part 3:**

- Beliefs of the Roman Catholic Church
  - Beliefs of American & British clergy and public
  - Alternate explanations for Jesus' conception
- 
- **Specific beliefs of various Christian denominations on Jesus' conception and pater**  
(Roman Catholics, Mormons, other Protestants, religious liberals)
- 

### **References**

1. L.M. Graham, "*Deceptions and Myths of the Bible*", Citadel Press, New York, NY, (1991). Out of print. However, a used copy may be obtainable from Amazon.com online book store
  2. "*The Virgin Birth in Catholic Theology*," New Advent, at:  
<http://www.newadvent.org/cathen/15448a.htm>
  3. Nicholas D. Kristof, "*Believe it or not*," New York Times, 2003-AUG-15.
- 

#### **Site navigation:**

[Home page](#) > [Christianity](#) > [Christian history...](#) > [Christian beliefs](#) > [here](#)

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Latest update: 2004-JUN-13  
Written by. B.A. Robinson

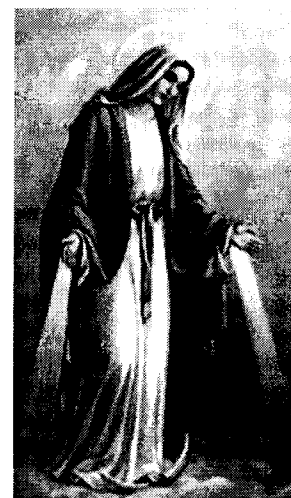
Go [back](#) to the previous page, or go to the [Christian Beliefs menu](#), or choose



# BLESSED VIRGIN MARY

## *Memorial*

- 1 January - Mary, Mother of God
- 21 January - Our Lady of Altagracia
- 23 January - Espousal of the Virgin Mary
- 24 January - Madonna del Pianto (Our Lady of Tears)
- 2 February - Purification of Mary
- 11 February - Our Lady of Lourdes
- 25 March - Annunciation by Saint Gabriel
- 25 April - Our Lady of Good Counsel (at Genazzano)
- 26 April - Our Lady of Good Counsel (elsewhere)
- 13 May - Our Lady of Fatima
- 13 May - Our Lady of the Most Blessed Sacrament
- 24 May - Mary, Help of Christians
- 31 May - Mary, Mediatrix of All Graces
- 31 May - Visitation
- 3 June - Our Lady of the Holy Letter
- 9 June - Mary, Virgin Mother of Grace
- 27 June - Our Lady of Perpetual Help
- 2 July - Visitation of the Blessed Virgin Mary
- 16 July - Our Lady of Mount Carmel
- 17 July - Humility of the Blessed Virgin Mary
- 2 August - Our Lady of the Angels
- 5 August - Our Lady of the Snow
- 5 August - Our Lady of Copacabana
- 13 August - Our Lady, Refuge of Sinners
- 15 August - Assumption into Heaven
- 21 August - Our Lady of Knock
- 22 August - Immaculate Heart of Mary
- 22 August - Queenship of Mary
- 8 September - Nativity of Mary
- 8 September - Our Lady of Charity
- 12 September - Most Holy Name of Mary
- 15 September - Feast of Our Lady of Sorrows
- 24 September - Our Lady of Mercy
- 24 September - Our Lady of Walsingham
- 1 October - Holy Protection of the Mother of God
- 7 October - Our Lady of the Most Holy Rosary
- 11 October - Maternity of the Blessed Virgin Mary
- 12 October - Our Lady of Pilar
- 16 October - Purity of the Blessed Virgin Mary
- 21 November - Presentation of Mary at the Temple
- 8 December - Mary's Immaculate Conception
- 12 December - Our Lady of Guadalupe



18 December - Expectation of the Blessed Virgin Mary

Moveable Feasts

The Seven Dolors of the Blessed Virgin - *Friday in Passion Week*

Our Lady, Queen of the Apostles - *Saturday after Ascension*

Our Lady, Health of the Sick - *Saturday before the last Sunday in August*

Our Lady of Consolation - *Saturday after the Feast of Saint Augustine (28 August)*

Mary, Mother of Divine Providence - *Saturday before 3rd Sunday of November*

The Feast of 8 September originated in Jerusalem. In the 7th century, in the Byzantine Rite and at Rome, the Birth of the Blessed Virgin was celebrated this day. The feast is also celebrated on September 8 in the Syriac Rite and on September 7 in the Coptic Rite.

The Feast of Our Lady of Sorrows was originally granted to the Order of the Servants of Mary in 1667; it was introduced into the Roman Calendar in 1814 and assigned to the third Sunday in September. In 1913 the date of the feast was assigned to September 15.

*Profile*

Mother of Jesus. Spouse of the Holy Spirit. Betrothed of Saint Joseph

*Born*

unknown, perhaps 20BC; celebrated on 8 September

*Died*

unknown; assumed into heaven, date unknown but celebrated on 15 August

*Name Meaning*

myrhh

*Patronage*

Acadians; Africa (declared by Cardinal Lavigerie in 1876); against epidemics; against flooding; against lightning; against storms; diocese of Agra, India' air crews; aircraft pilots; Alabama; Alaska; Albania; diocese of Albany, New York; Alezio, Italy; Algeria; Almería, Spain; diocese of Altoona-Johnstown, Pennsylvania; Americas; Andorran security forces; Angola (21 November 1984); Arabia; Argentina; Argentinian Air Force; Argentinian Army; Argentinian military chaplains; Arizona; Arkansas; diocese of Armidale, Australia; armies of Jalisco; Army of the Andes; archdiocese of Atlanta, Georgia; diocese of Austin, Texas; Australia; Australian military chaplains; Austria; aviators

Barcelona, Spain; archdiocese of Baltimore Maryland; diocese of Bathurst, Canada; Belgian air crews; Belgium; diocese of Belleville, Illinois; bicycle riders; bicyclists; bikers; Bilbao, Spain; archdiocese of Birmingham, England; diocese of Bismark North Dakota; blood donors; boatmen; bodily ills; Bolivia; Bolivian navy; Brazil; diocese of Brooklyn, New York; builders; diocese of Burlington, Vermont

Cajuns; diocese of Calgary, Alberta, Canada; California; diocese of Camden New Jersey; Canada; Catemaco Veracruz Mexico; Central Africa; Central America; Ceylon; diocese of Charlotte, North Carolina; Chartres, France; diocese of Cheyenne, Wyoming; archdiocese of Chicago, Illinois; childbirth; Chile; Chilean army; Chilean navy; China; diocese of Chittagong, Bangladesh; Cistercian Order; clothworkers; coffee house keepers; coffee house owners; Colombia; Colorado; diocese of Colorado Springs Colorado; Connecticut; construction workers; cooks; coopers; diocese of Corpus Christi, Texas; Corsica; Costa Rica; diocese of Crookston Minnesota; Cuba; cyclists

Delaware; archdiocese of Denver, Colorado; diocese of Des Moines, Iowa; archdiocese of Dhaka, Bangladesh; distillers; District of Columbia; diocese of Dodge City, Kansas; Dominican Republic; drapers; diocese of Duluth, Minnesota

Ecuador, Ecuadorian Army, El Salvador (10 October 1966), England, enlightenment, epidemics, Equatorial Guinea (25 May 1986), Extremadura Spain, diocese of Evansville Indiana, Extremadura Spain, Exeter College Oxford

diocese of Fall River, Massachusetts, diocese of Fargo North Dakota, fish dealers, fishermen, fishmongers, flooding, Florida, flyers, Foligno, Italy diocese of Fort Wayne-South Bend Indiana, France, French air crews

diocese of Gallup, New Mexico, diocese of Galveston-Houston, Texas, diocese of Gaylord, Michigan, Georgia, Germany, Gibraltar, goldsmiths, Granada, Spain, diocese of Grand Island Nebraska, Greece, diocese of Greensburg Pennsylvania, archdiocese of Guadalajara Mexico, Guatemala

Haiti, archdiocese of Halifax, Nova Scotia, Canada harness makers, Hawaii, Honduras, diocese of Honolulu Hawaii, human race, Hungary

Idaho, India, Indiana, Iowa, Ireland, Italy,

Jamaica, Japan, diocese of Jefferson City, Missouri

Kansas, diocese of Kansas City Kansas, diocese of Kansas City-Saint Joseph, Missouri, Kea Island Greece, Kentucky, diocese of Khulna, Bangladesh, Korea

diocese of Lafayette Indiana, diocese of Lake Charles Louisiana, lamp makers, diocese of Lansing Michigan, Lebanon, Lesotho, lightning, diocese of Lincoln Nebraska, Louisiana, Luxembourg,

Maine, Malaga, Spain, mariners, Maryland, Massachusetts, Merizo, Guam, Messina, Italy, diocese of Metuchen, New Jersey, Mexico, archdiocese of Miami, Florida, Michigan, Minnesota, Mississippi, Missouri, archdiocese of Mobile, Alabama, Montana, diocese of Monterey California, motherhood, motorcyclists,

diocese of Nashville Tennessee, navigators, Nebraska, needle makers, Nevada, New Hampshire, New Jersey, New Mexico, archdiocese of New Orleans Louisiana, city of New Orleans Louisiana, diocese of New Ulm Minnesota, New York, New Zealand, news dealers, Nicaragua, Nigeria, North Carolina, North Dakota, nuns,

Oaxaca Mexico Obado Bulacan Phillipines, Oblate Vocations, Oceania, diocese of Ogdensburg, New York, Ohio, Oklahoma, Oregon, diocese of Orlando, Florida, eparchy of Our Lady of Lebanon of Los Angeles for Maronites

diocese of Palm Beach, Florida, Panama, Paraguay, Pennsylvania, diocese of Peoria, Illinois, Pergamino Argentina, Petit Goave, Haiti, archdiocese of Philadelphia, Pennsylvania Phillipines, diocese of Phoenix Arizona, pin makers, diocese of Pittsburgh Pennsylvania, Poland, diocese of Portland Maine, archdiocese of Portland Oregon, Portugal, potters, diocese of Providence Rhode Island, diocese of Pueblo Colorado, Puerto Rico, Puerto Vallarta Mexico,

diocese of Reno Nevada restaurateurs, Rhode Island, ribbon makers, diocese of Rockford Illinois

diocese of Sacramento, California, sailors, diocese of Salina, Kansas, Santo Domingo Dominican Republic, diocese of Savannah, Georgia, Savona Italy, archdiocese of Seattle Washington, diocese of Shreveport Louisiana, silk workers, silversmiths, diocese of

Sioux City Iowa, Skiathos Island, Greece, Slovakia, soldiers of the United States, South Africa (15 March 1952), South Carolina, South Dakota, Spain, Spanish air crews, Spanish architects, Spanish police officers, diocese of Spokane Washington, diocese of Springfield, Illinois, Sri Lanka, diocese of Steubenville Ohio, storms, Switzerland, diocese of Syracuse New York

Tanzania (8 December 1964); Toa Alto, Puerto Rico; tapestry workers; Tennessee; Teutonic Knights; Texas; tile makers; travellers; diocese of Trenton, New Jersey; Tunisia; Tuscany, Italy; diocese of Tyler, Texas

Uganda; United States; upholsterers; Uruguay; Utah

Valencia, eparchy of Van Nuys, Arizona, Venezuela, Venezuelan National Guard, diocese of Venice Florida, Vermont, Viet Nam, Virginia, virgins

Washington, watermen, West Virginia, diocese of Winona, Minnesota, Wisconsin, diocese of Wichita Kansas, Wyoming

yachtsmen

Zacatecas Mexico, Zamboanga City, Philippines

#### *Additional Information*

Google Directory: apparitions  
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#### *Images*

Gallery #1 -	4 images -	91 kb	Annunciation
Gallery #2 -	25 images -	344 kb	Holy Family
Gallery #3 -	131 images -	2,749 kb	Madonna and Child
Gallery #4 -	4 images -	61 kb	Our Lady of Fatima
Gallery #5 -	2 images -	66 kb	Our Lady of Guadalupe
Gallery #6 -	1 images -	13 kb	Our Lady of LaSalette
Gallery #7 -	24 images -	363 kb	Our Lady of Lourdes
Gallery #8 -	11 images -	179 kb	Our Lady of the Miraculous Medal
Gallery #9 -	21 images -	382 kb	Immaculate Heart
Gallery #10 -	23 images -	415 kb	Saint Anne
Gallery #11 -	107 images -	1,978 kb	Other Images and links
Gallery #12 -	5 images -	65 kb	Assorted Statuary

#### *Storefront*

Commercial Links related to the Blessed Virgin [197 items]

#### *Prayers*

Act of Consecration to Mary  
 Akathist Hymn in Honor of the Mother of God, The  
 Aspirations to Mary St Alphonsus Liguori

Canticle of Mary (the Magnificat)  
 Chaplet of the Seven Sorrows of Mary  
 ...of Entrustment to the Virgin Mary  
 Hail, Holy Queen  
 Hail Mary  
 Hail Thou Star of Ocean  
 ...in Honor of the Sorrows of the Blessed Virgin Mary  
 ...of Our Lady of all Nations  
 ...to Immaculate Mary - Blessed Father Annibale Di Francia  
 Immaculate Queen of Peace  
 Kondakion  
 ...to Mary, Mother of Grace Saint Athanasius  
 ...to Mary, Queen of Apostles Saint Pallotti  
 ...to Mary, Queen of Heaven  
 Marian Prayer for the Easter Season  
 Memorare Saint Bernard  
 ...to Our Lady Saint Bernard  
 ...to Our Lady, Health of the Sick  
 ...to Our Lady Immaculate  
 ...to Our Lady, Mother of Mercy St Augustine of Hippo  
 ...to Our Lady of Lourdes  
 ...to Our Lady of Perpetual Help  
 ...to Our Lady of Sorrows  
 ...to Our Mother of Perpetual Help I  
 ...to Our Mother of Perpetual Help II  
 ...to Our Mother of Perpetual Help III  
 ...to the Sorrowful Mother for the Church and the Pontiff  
 Salve Regina  
 Stabar Mater Dolorosa  
 Feast of Immaculate Conception of the Virgin Mary I  
 Feast of Immaculate Conception of the Virgin Mary II  
 Feast of Mary, Mother of God - I  
 Feast of Mary, Mother of God - II  
 Feast of Our Lady of Guadalupe,  
 Litany of Our Lady of Lourdes,  
 Litany of Our Lady of Seven Sorrows,  
 Litany of the Blessed Virgin Mary,

*Titles*

Titles used for the Blessed Virgin Mary [333 titles]

*Translate*

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# Virgin Prunes :

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Formed in mid-1977 in Dublin, for a time the Virgin Prunes were "the most overtly subversive rock group ever to come out of the genre".

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- [www.dave-id.com](http://www.dave-id.com)

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## News

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- » [01-12 Guggi exhibits at Osborne Samuel Gallery, London](#)
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## Virgin Cream

### What is VIRGIN CREAM?

This is from USA which contains latest ingredient which tightens vagina. It's requirement for ladies who loses their virginity (virgin size) usually after delivery and some cases before also and slowly both partner loses interest in each other without knowing the cause, this Virgin cream gives you complete youthfulness and bring back virginity (virgin size) to its original shape. Your partner starts taking interest in you, which you might have not experienced before.

**How much time it takes to get youthful back?**

**It takes 30-45 days to get complete youthful size.**

**Can this be used by any age?**

**Yes it can be used by any age girl above 16 year or woman of any age can use this only pregnant lady can avoid using this but they can apply after delivery.**



**What it does?**

**Usually after delivery a woman losses her virginity (virgin size). This by applying,**

**tones up the inner layer and brings stiffness back and gives original shape back.**

**Will there be any side effect?**

**No its natural base ingredient and there is absolutely no side effects.**

**Can I use this while condom is in use?**

**Yes! Virgin Forever is condom safe.**

**What happens if it goes in side?**

**Not to worry its safe and can be applied on inner layer.**

**Will it affect pregnancy afterward?**

**No, its natural based and outside treatment that stimulates blood flow and nothing else.**

**How Does Virgin Forever Work?**

**Virgin Forever works by actually toning and lubricating the inner walls of the vagina. It enhances your ability to draw on and secrete your own natural lubricants without the use of prescription hormones. A "jump start" return to youthfulness.**



**Ingredients**

**Stimulating and wildly arousing, nature's perfumes extracted from plants, flowers and seeds. All natural, Virgin Forever contains no spermicides, artificial fragrance or colors.**

**Shea Butter, the purest in the world, soothing and luscious, harvested from within the forests of Africa.**

**Squalene, cultivated and brought to us from Spain. Centuries of building and strengthening skin tissue and cells.**



**Erdic Herbal Tablets For Figure**



**Micro Massager & Stimulator For Figure & Tummy**



**Aqualogic For Tummy**



**Virgin Cream**



**Tall You**



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**Give Up Smoking**



**Hair Growth Berit**



**Iron Man**



**Oxygenates and rejuvenates. Deeply penetrating.**

**Aloe Vera from the island of Barbados. Healing and extremely calming and moisturizing.**

**Bringing this incredibly natural grouping together is Asian Soy, the magical protein of the ancients. The nectar for firming and regenerating a new elasticity and youthfulness. To this we add deionized water, soluble Vitamin A (retinyl palmitate ), Vitamin E (water soluble tocopheryl acetate), Vitamin D (cholecalciferol), and the most natural of sweeteners, sorbitol, derived from cherries, plums and pears.**

**Virgin Cream is a specially compounded topical formulation (cream ) used to sensitize a woman's clitoris. It contains Aloe Vera and L-Arginine, an amino acid found in dietary products. L-Arginine enhances female sexual orgasm. It increases blood flow to the vagina and the clitoris. A very high case percentage of poor sexual performance can be attributed to a decrease in the blood flow and blood supply to the female sex organs. Even for younger women, delayed orgasm can also be related to a similar lack of blood flow to the female sex organs. Studies in the United States have found that 90 to 95 percent of women have had a good response using a L-Arginine based cream. They have had significant improvement in arousal, lubrication, desire or orgasm. There were no systemic or local side effects, as opposed to the oral form of Viagra, which does produce serious side effects for women.**

**How Virgin Cream Works?**

**The presence of the amino acid, L-Arginine, in the clitoris and surrounding tissue is vital to the proper functioning and maximum arousal of the clitoris. The main ingredient of Virgin Cream is l'arginine.**

**As a woman is sexually stimulated, the brain signals the arousal nerves (the Pudendal Nerve and the Clitoral Nerve) and the Nitric Oxide Synthase System is activated. The Nitric Oxide Synthase System converts available L-Arginine into nitric**



**Stay Calm**



**Memorable**



**Vigel  
For Women's Power**



**Gain Weight  
& Muscles**



**Love You**



**Staying Power  
& Macaroot**



**How long does it last?  
Virgin Forever works continuous rejuvenating and firming throughout your day.**

**When should I apply it?  
During night before sleep.**

**How about privacy while getting product?  
This will be delivered completely in full privacy since its requirements of this trade. Also it will be sealed and courier person who comes to deliver would not be aware of contents inside.**

**For private enquiry contact**

oxide. Nitric Oxide draws blood into the area causing the clitoris to become aroused and highly sensitive. Orgasm occurs when a fully aroused clitoris is properly stimulated.

Virgin Cream is a specially compounded topical cream prepared with natural ingredients including L-Arginine (the amino acid that is converted to nitric oxide during arousal) and is delivered in a mild transdermal solution (cream).

Repeated applications of Virgin Cream to the clitoris and surrounding areas maximizes the presence of L-Arginine, which helps to increase the production of nitric oxide during sexual encounters. The presence of nitric oxide increases the blood flow to the clitoris, enhancing clitoral stimulation and the sexual experience.

Virgin Cream is designed to sensitize a woman's clitoris and enhance and improve her overall sexual responsiveness and satisfaction. Over 90% of the women who have tested Virgin Cream report increased satisfaction with their sexual encounters.

9341218992 or use chat online your question or use enquiry page will get back to you with reply.

Other advantage?

Liberal apply this rich, ed luxurious cream throughout loving days and dream filled nig You will rekindle sexuality and ig desire, romance and passion.



**Will shape change permanently?**

Yes it gives long and permanent st till next delivery happens.

**Is Virgin Forever safe?**

Yes! Virgin Forever has t independently pharmaceutically te safe.

Clinically formulated by Europ lovers and chemists in collabora with years of independe pharmaceutical testing in the l Bonn, Zurich, Paris and Amsterc Virgin Forever has been shown stimulate multiple climaxes.

**Caution**

Lactating and Pregnant woman shouldn't use this treatment.

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**Volunteers Needed**

Number - 8

I need 7 people to help with keeping the member list updated. Each person can choose whichever day of the week they're free on to check the new email box and add members. The member lists are HTML and they're created in Front Page Express but can be updated with notepad. Responsibilities:

- Check the box on your day.
- Add new members to list.
- Pick out member comments and add them to the Member Comments page.
- Download and re-upload the member list each week (doesn't take long).

I also need a "Press Person" who can do a few searches and send some links to articles pertaining to virginity, abstinence or statistics on the net. The links will be posted on the Press page with a credit to you. **Email me (I'm Kelly)** here with your first name and what you'd like to do.

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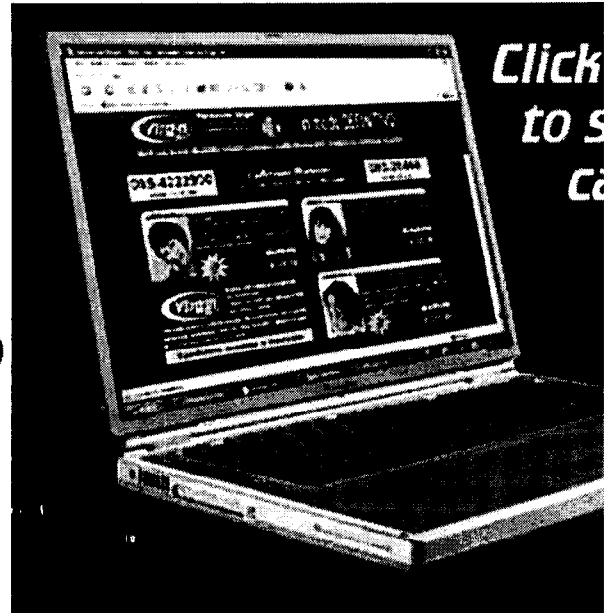
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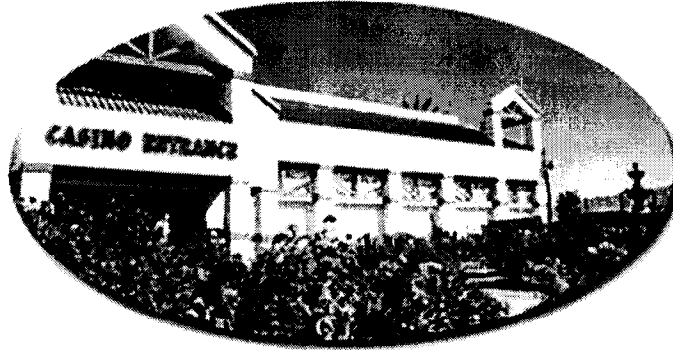
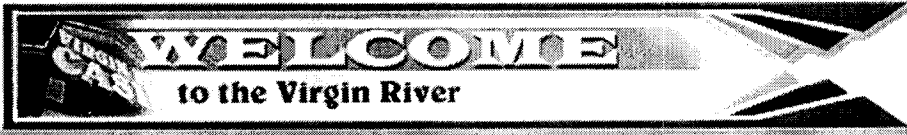
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## HOLIDAY MOVIE GUIDE



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### Virgin

this film is not currently

Release Date: 9/3/2004 Drama, Religion

### Reviews & Ratings

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Average User Rating:



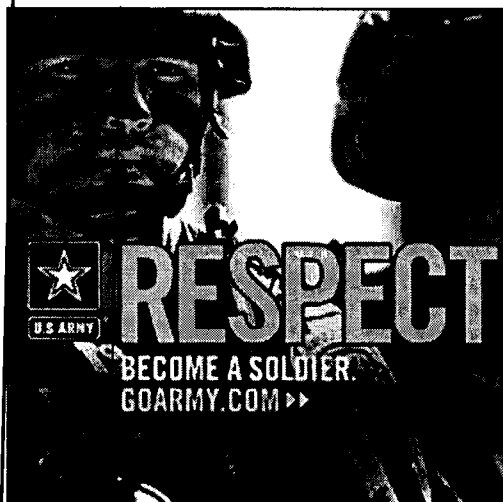
### About Virgin

The story of a troubled teenage girl named Jessie, trapped by the conservative Baptist beliefs of her family and neighboring townspeople. Jessie hides...more



### Yak Shak

Love it? Hate it? Like it? Lump it? Talk "Virgin" with other movie fanatics in the Yak Shack!



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**THICKENS**

**Cast:** Robin Wright-Per Elisabeth Moss , Stepha Gatschet , Peter Gerety Rubin-Vega , Sam Riley Mass

**N**

**Director:** Deborah Karr

**Producer:** Robin Wrigh Sarah Schenck , Carrie Mark Weiner , Deborah Kampmeier , Raye Dow

**Casting:** Jen Rudin

**Production Credits:** T Leonard

**Screenwriter:** Deborah Kampmeier

**M**

**Locations:** New York

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**Virgin (2004)**



**Director:** Deborah Kampmeier,  
**Starring:** Elisabeth Moss, Robin Wright Penn, Daphne Rubin Vega, Stephanie Gatschet, Peter Gerety, and Charles Socrades  
**Length:** 114 minutes  
**Rated:** NR

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**Intimate Storytelling**

by Jonathan W. Hickman  
 reviewed: 2004-08-11

**G**od is in all of us, Jessie professes as she stands before her small town church congregation expected to confess her sins. She is more innocent than she or anyone listening from the pews could know.

With "Virgin" we are given the frank, depressing tale of how Jessie ends up pressed before that close-minded church congregation. The film's lead character, Jessie, is an out of control 16 year old. She drinks and smokes but still manages to deliver papers on a newspaper route in the wee hours of the morning. Jessie's younger sister Katie (played by Stephanie Gatchet), is a healthy long distance runner who is embarrassed by her sister's lifestyle. After a race she informs Jessie that she "runs for God." The small town inhabited by these characters appears to be firmly in the grip of the local church led by an Ernest Ainsley type preacher (think deep South Evangelist, although the setting appears to have a Northern location). During the fire



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[A TALE OF TWO SISTERS](#) [NR] ★★★★★  
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and brimstone church services one expects the healing hands to be exposed.

One night at a party, Jessie gets very drunk and escapes into the woods with a young man, Shane (played by Charles Socarides), who has captured her heart. Shane slips her a drug (one imagines to be a date rape type drug) and while she is unconscious, he has his way with her. Jessie awakens later oblivious to what has happened. Through dreams, she becomes convinced that she is carrying the child of God because, after all, she hasn't had sex, right? Her revelation is "blasphemy" according to her father and the town's folk have no compassion for this mentally ill possibly promiscuous young lady in need of professional help.

"Virgin" is a painful feature debut from writer/director Deborah Kampmeier. Painful because we, like the folks in the small town in which Jessie lives, would rather not be reminded of all the terrible things that are done to young people in order to keep them from doing other terrible things (at least, that is the plan). The real question posed by "Virgin" is which is worse, the repression associated with organized religion or the dangerous slippery slope developing from uninhibited free will? Part of the answer, I think is in your view of basic human nature--fundamentally evil or basically good. Both are on display here: (1) in the person of Shane, the guilt stricken boy who took advantage of the drugged Jessie; and (2) the simple Michael (played by Sam Riley), another boy who believes he loves Jessie and will go to great extremes to prove true his infatuation.

The cynics will sneer at the extreme developments taking place in "Virgin," but few could deny the truth that youth is often lost in the shuffle of communities grappling for answers to everyday struggles. Little time is left for the personal troubles of one child and when those problems manifest themselves vividly in her belly, we, like the townsfolk, would rather turn away (Hell, run away and put our heads in the sand). Hundred million dollar blockbusters are constructed to avoid the tough questions with the intent to provide escape. But films like "Virgin" remind us that life is really here and it's ugly, depressingly grim, and often unpleasant. If you want an amusement park ride you are encouraged to seek out a local carnival.

Viewers familiar with television's popular "West Wing" series will know Elisabeth Moss (where she plays the President's daughter) who plays Jessie. Here Moss proves that she is an accomplished actress (with some gritty range for her youth). She has a face capable of conveying both agony and naive happiness. She is innocent to the very end, which is required for the role. Without a sincere performance such as this, the film would not have been as credible.



"Virgin" is dramatic to the extreme, which may be hard for some viewers to buy. At times, I found myself drifting but never rolling my eyes because I'm not too jaded to ignore the base problems that press us into awful decisions driven by impossible circumstances.

Jessie's mother is played by the skillful Robin Wright Penn. Wright Penn is not the focus of "Virgin" and much about her character's internal demons are left to the audience's imagination (I took it that she was having marital troubles and may suffer from emotional problems). She and Moss have several tender scenes with one another like when it is discovered that Jessie has been shoplifting from the local mall. I thought that the tragedy associated with the return and payment of the items stolen could have been captured a little more broadly with wider camera shots. This is a digital video production and, perhaps, the filmmaker was limited, however, the emotional intensity of the scenes in the mall were really only displayed on the face of the talented Wright Penn. I guess I wanted to see the reactions of the people in the stores to truly grasp the depth of the humiliation being experienced.

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Also, there were other limits present in "Virgin" I could have done without (it's point having been made clearly already). I, like many of you I'm sure, question the film's concluding sequence involving the birth of the baby, although I was impressed by this scene's uncompromising approach. Also, I second-guessed the screenplay's many endings which may be one too many. Still, this Ken Loach style incremental social commentary is admirable and the gritty nature of the digital video employed to capture it is appropriate (regardless of my previous comments, there is an intimacy that is achieved here). EI readers may recognize Mr. Loach's name as the Brit social technician behind such uncompromisingly real films like last year's "Sweet Sixteen." In the real world, events are rarely wrapped up in one nice tidy concluding event. Even in death those surviving must go on and deal with next curve ball thrown.

The American tragedy is difficult to articulate in these days of growing prosperity in which we complain bitterly about the small things like not finding a close parking spot at the local Old Navy. Luckily, there is a place in the movies and in our hearts for the kind of unpopular social commentary present in "Virgin." Raising questions that gnaw at you for hours or even days after the film is over is testament to the success of a small feature like "Virgin." And I'm still trying to figure out the answers that may elude me for the rest of my days.

**Jonathan W. Hickman**

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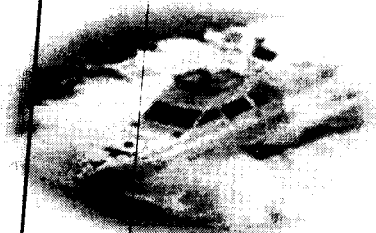
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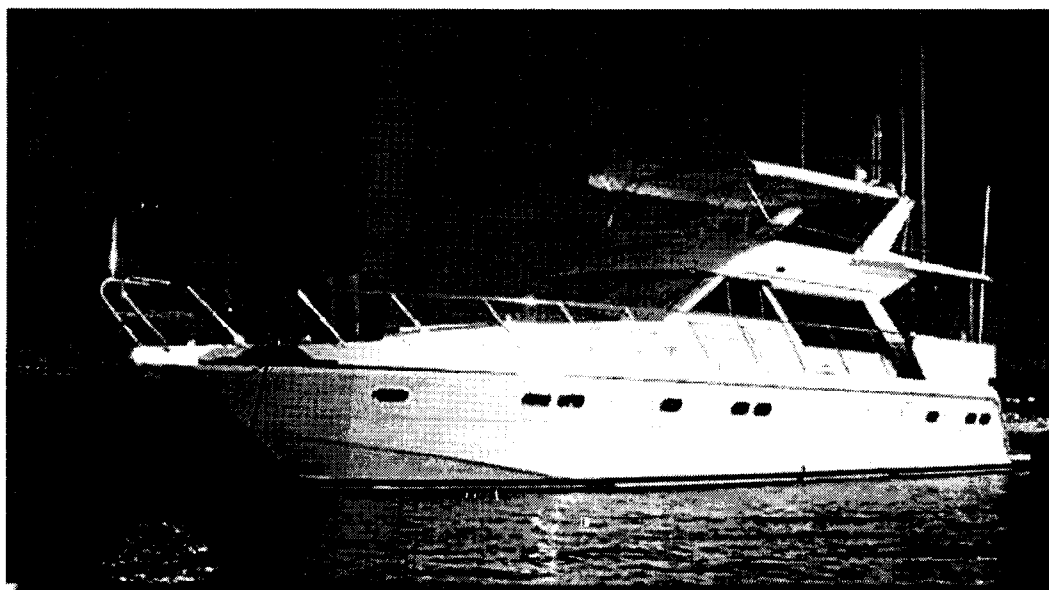
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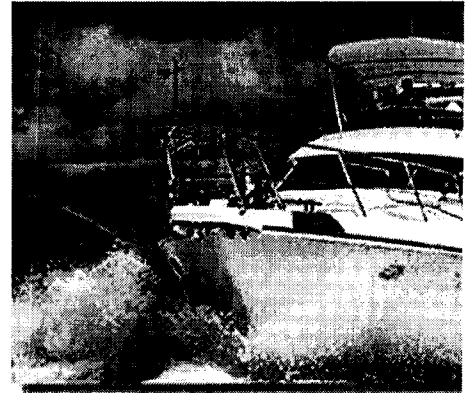
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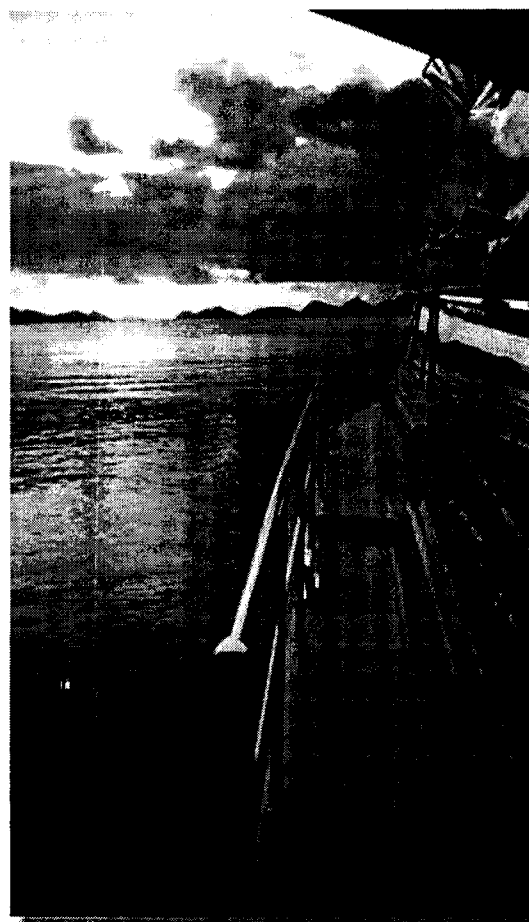
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## Virgin Birth?

By Hilel ben Avraham (Greg Killian)

---

In this paper I would like to examine the Christian teaching that His Majesty King Yeshua was born of a virgin. In this study, I draw heavily from the lessons of my beloved teacher, Hakham Dr. Yoseph ben Haggai.

Since His Majesty King Yeshua is the living Torah, and because His Majesty obeyed the Torah, it follows that His Majesty would honor the Torah's words and would not change them. His Majesty confirmed this position in:

*Matityahu (Matthew) 5:17 Think not that I am come to destroy the law, or the prophets: I am not come to destroy, but to fulfil.*

Therefore, we know that His Majesty could not contradict Moses and His Torah. With this in mind, lets look at the Torah to gain some insight into some terms which are often misunderstood.

Since we are going to investigate the book of Matityahu, it is worthwhile understanding how this book is interpreted.

The Sages indicate that there are seventy levels of interpretation which are built according to the acronym: **PaRDeS**.

**xsrP - PaRDeS** is the Hebrew word for garden. It is also used as an acronym which stands for:

**P - PSHAT** - "simple" the plain meaning of (e.g.) a Scriptural passage. Rashi's commentary was written at this level.

**r - REMEZ** - "hint" the interpretation of Scripture at the level of allusive implication. Gematria is a form of remez. Many of the explanations in the Talmud are based on rather obvious hints in the Torah such as extra words, extra letters, missing letters, missing words big letters, little letters, and the spacing between words and letters.

**S - DERUSH** - "search" the non-literal, homiletic interpretation of Scripture (moralistic meaning), as in the Midrash, or Talmudic, aggadot. This level of understanding is based on a detailed logical analysis of Talmudic rules of logic. "The word 'derush' means 'investigation,' implying a level understanding arrived at only after one has delved beyond the black and white letters and words.

**X - SOD** - "secret" is the Kabbalistic or mystical, superrational dimension illuminated by the teachings of the Kabbalah. Normally studied at night.

Now, each of the four gospels was written at one of these four levels. We will soon see that Matityahu is written at the drash level and is intended to read and understood by kings. For this reason, many kngly aspects of Mashiach are brought forth in this book. The following chart details the books, their level, and their intended audience:



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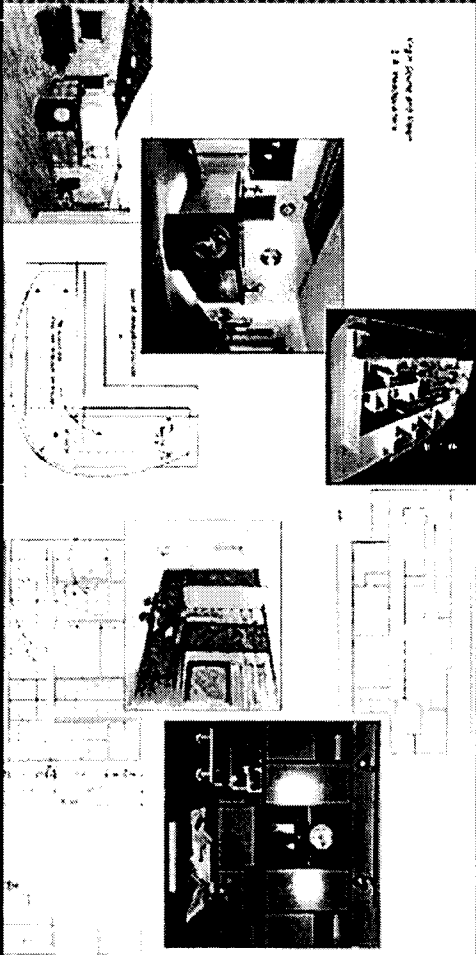
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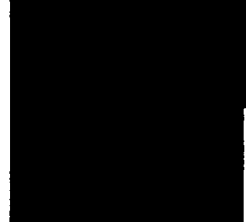


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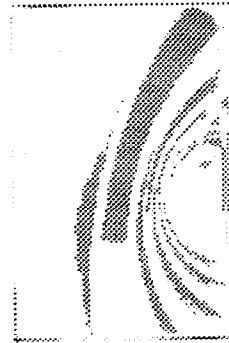
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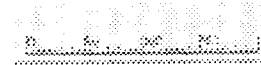
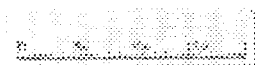


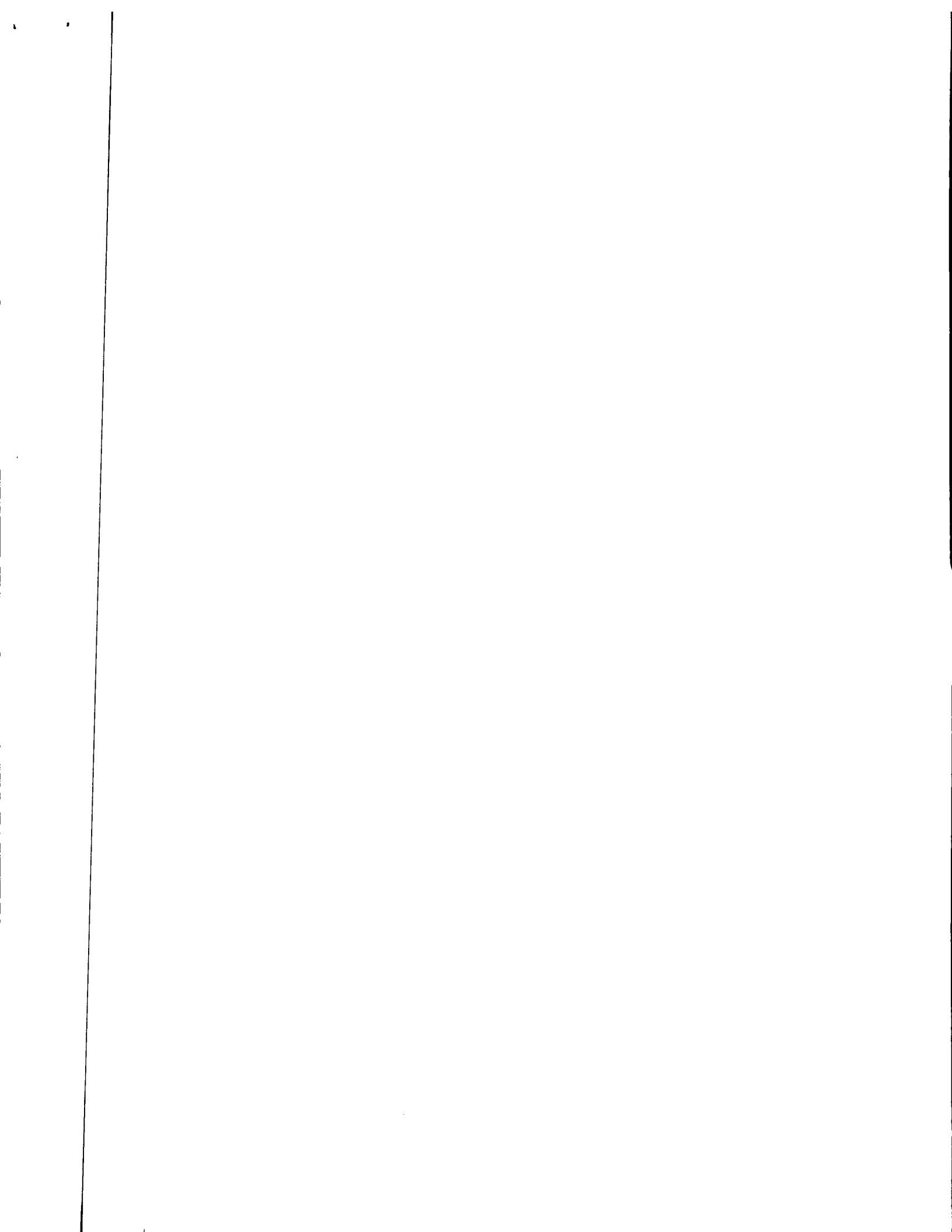
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Since 1981, in a small village in Bosnia-Herzegovina, the Blessed **Virgin Mary** has been appearing and giving messages to the world.  
Category: [Virgin Mary Apparitions > Medjugorje](#)  
[www.medjugorje.org](http://www.medjugorje.org) - [More from this site](#)
- 3. Like A Virgin Album & Vision Quest OST** 

Like A **Virgin** & **Vision Quest OST**. Like A **Virgin** featured 5 Singles. Like A **Virgin**. Material Girl. Angel. Into The Groove. Dress You Up. **Vision Quest OST** featured 2 Singles. Crazy For You. Gambler. Commercial Versions  
[www.cartman.u-net.com/likevirgin/likevirgin.htm](http://www.cartman.u-net.com/likevirgin/likevirgin.htm) - [More from this site](#)
- 4. BBC News | BUSINESS | Virgin's 200mph East Coast vision** 

Sir Richard Branson's **Virgin** group plans a £5bn bid for the London to Edinburgh line, promising the fastest trains in Europe. ... Virgin's 200mph East Coast **vision**. The East Coast line is based at King's Cross in London ... just over three hours. **Virgin** is bidding for the next 20-year ...  
[news.bbc.co.uk/1/hi/english/business/newsid\\_667000/667373.stm](http://news.bbc.co.uk/1/hi/english/business/newsid_667000/667373.stm) - 26k - [Cached](#) - [More from this site](#)
- 5. Virgin Cosmetics Vision** 

Innovative, affordable beauty products available through the nationwide network of stores and 9000 independent **Virgin** consultants, [www.myvirgincosmetics.co.uk](http://www.myvirgincosmetics.co.uk). ... Try Our Products. **Virgin Spa**. Our Company. **Vision**. Mission Statement ... there's a philosophy that runs through every **Virgin** company, it's the desire to be different ...  
[www.virgincosmetics.com/Public/ourCompany/vision.asp](http://www.virgincosmetics.com/Public/ourCompany/vision.asp) - 7k - [Cached](#) - [More from this site](#)
- 6. discount virgin sound & vision computer products** 

**virgin sound & vision** products at up to 60% off retail prices ... the **virgin sound & vision** on-line connection! save up to 60% on genuine **virgin sound & vision** computer products, **virgin sound & vision** peripherals, supplies and more! ...  
[www.codemicro.com/ad/content766.html](http://www.codemicro.com/ad/content766.html) - [More from this site](#)
- 7. NPR : Vision of the Virgin Mary** 

Thirty-four year old Marija Lunetti says she's been having visions of the **Virgin Mary** for 18 years. This week, she's in Birmingham, Alabama, returning to the field where she says she first saw the **Virgin Mary** in 1988. Melanie Peebles reports ...  
[www.npr.org/features/feature.php?wflid=1067758](http://www.npr.org/features/feature.php?wflid=1067758) - [More from this site](#)

8. **Nature's Vision Coconut Oil Organic Virgin (N) - 16 Ounces - at Yahoo! Shopping**  
Yahoo! Shopping is the best place to comparison shop for Nature's **Vision** Coconut Oil Organic **Virgin** (N) - 16 Ounces Liquid . Compare products, compare prices, read reviews and merchant ratings.  
[shopping.yahoo.com/p:Nature's \*\*Vision\*\* Coconut Oil Organic \*\*Virgin\*\* \(N\)...](http://shopping.yahoo.com/p:Nature's Vision Coconut Oil Organic Virgin (N)...) - [More from this site](#)
  
9. **Vision & Motion >> Virgin Experience – Viral Marketing Campaign**  
Multi-disciplinary creative company specialising in branding, motion graphics, film & video production, web design, streaming media & DVD authoring. ... **Vision & Motion** was appointed to produce two 30 second viral marketing video clips for **Virgin Experience** by ... four-way pitch. **Virgin Experience** offers various activities from action ...  
[www.visionandmotion.com/virgin](http://www.visionandmotion.com/virgin) - 15k - [Cached](#) - [More from this site](#)
  
10. **Guardian | Vision of man from Virgin**  
**Vision** of man from **Virgin**. Richard Bowker, Strategic Rail Authority chairman. Geoffrey Gibbs and Keith Harper. Tuesday January 15, 2002. The Guardian. Richard Bowker, 35, was poached from Richard Branson's **Virgin** group where he was co-chair of **Virgin Rail**.  
[www.guardian.co.uk/print/0,3858,4335355-103690,00.html](http://www.guardian.co.uk/print/0,3858,4335355-103690,00.html) - 3k - [Cached](#) - [More from this site](#)

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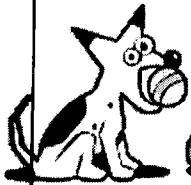
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No Suggestions Found.

Did you mean: virgin vision?

- 1. Virgin: a retrospective The 60s.They say if you remember it, you were n...
... Page 2. 1983: VirginVision (later to become Virgin Communications) formed to distribute films and videos in the television and broadcasting sector. Vanson Developments formed. ...
http://www.virgin.com/filedownloads/aboutvirgin/th... [Found on Google]
2. virgin.com - Welcome to the online home of all the Virgin companies - global gateway
Remember my location. United Kingdom United States Canada South Africa Australia Continental Europe Asia
http://www.virginvision.com/ [Found on Yahoo!]

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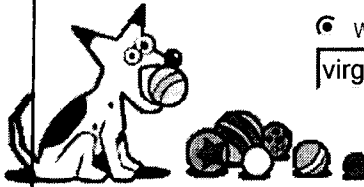
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Blockbuster Video New Releases

Blockbuster New Release

Blockbuster Video Release

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- 1. **virgin.com** - Welcome to the online home of all the **Virgin** ...  
Remember my location. United Kingdom, United States, Canada, South Africa, Australia, Continental Europe, Asia. United Kingdom United States ...  
<http://www.virgin.com/> [Found on Google, Yahoo!]
- 2. **#1 on apparitions, miracles, visions, prophecies of the Virgin Mary** ...  
... These Apparitions, visions, and prophecies to the seer Veronica Lueken recapitulate and update Jesus' and the **Virgin Mary's** messages at past true apparition ...  
<http://www.rosesfromheaven.com/> [Found on Google, LookSmart]
- 3. **BBC News | BUSINESS | Virgin's 200mph East Coast vision**  
... Monday, 6 March, 2000, 10:43 GMT Virgin's 200mph East Coast **vision**. The East Coast line is based at King's Cross in London. Sir Richard ...  
[http://news.bbc.co.uk/hi/english/business/newsid\\_6...](http://news.bbc.co.uk/hi/english/business/newsid_6...) [Found on Google, Yahoo!]
- 4. **Direction for Our Times: New Book Series**  
New divine revelations from Jesus and Mary in 2004. Fascinating, divine inspired, must-read Catholic book series. Get now from the Catholic Gift Store for only \$5 per volume.  
Sponsored by: <http://www.thecatholicgiftstore.com> [Found on Overture]
- 5. **Night Vision Goggles, Scopes and Binoculars by ATN**  
Night **Vision** by ATN - Night **Vision** Scopes, Goggles and Binoculars is the worlds most trusted brand of night **vision** products  
Sponsored by: <http://www.atncorp.com> [Found on Search Partner Network]
- 6. **vsv.com**  
<http://www.vsv.com/> [Found on Google]
- 7. **Film Literature Index >> Browse Corporate Names**  
... Birmingham, Great Britain) **VIRGIN GROUP VIRGIN MOVIE MUSIC VIRGIN NEWVISION VIRGIN RECORDS AMERICA VIRGIN TELEVISION VIRGIN VIDEO VIRGIN VISION VIRGIN VISION** ...  
<http://webapp1.dlib.indiana.edu/fli/browseLetter.d...> [Found on Google]

8. The Medjugorje Web - Apparitions of the **Virgin** Mary in Medjugorje  
 Apparitions Of The **Virgin** Mary In Medjugorje: Messages from Medjugorje. ... Medjugorje in Bosnia-Herzegovina (map), The Blessed **Virgin** Mary has been appearing and giving messages to the world ...  
<http://www.medjugorje.org/> [Found on Yahoo!]
9. Filmlexikon FILME von AZ - Lightyear Entertainment/RCA/**Virgin** ...  
 ... Diese Suche an den Butler senden!Ihre FilmSuche "Lightyear Entertainment/RCA/**Virgin** Vision" ergab 1 Treffer. Darunter aus folgenden Kategorien: ...  
<http://www.filmevona-z.de/filmsuche.cfm?wert=Light...>  
 [Found on Google]
10. discount **virgin** sound & **vision** computer products  
**virgin** sound & **vision** products at up to 60% off retail prices ... the **virgin** sound & **vision** on-line connection! save up to 60% on genuine **virgin** sound & **vision** computer products, **virgin** sound & **vision** peripherals, supplies and more! ...  
<http://www.codemicro.com/ad/content766.html> [Found on Yahoo!]
11. Night **Vision** Goggles, Scopes and Binoculars by ATN  
 Night **Vision** by ATN - Night **Vision** Scopes, Goggles and Binoculars is the worlds most trusted brand of night **vision** products  
 Sponsored by: <http://www.atncorp.com> [Found on Search Partner Network]
12. Night **Vision** Goggles, Scopes and Binoculars by ATN  
 Night **Vision** by ATN - Night **Vision** Scopes, Goggles and Binoculars is the worlds most trusted brand of night **vision** products  
 Sponsored by: <http://www.atncorp.com> [Found on Search Partner Network]
13. <http://www.filmevona-z.de/filmsuche.cfm?wert=Virgin%20Vision&sucheNach=videoverleih>  
<http://www.filmevona-z.de/filmsuche.cfm?wert=Virgi...>  
 [Found on Google]
14. NPR : **Vision** of the **Virgin** Mary  
 Thirty-four year old Marija Lunetti says she's been having visions of the **Virgin** Mary for 18 years. This week, she's in Birmingham, Alabama, returning to the field where she says she first saw the **Virgin** Mary in 1988. Melanie Peebles reports ...  
<http://www.npr.org/features/feature.php?wfId=10677...>  
 [Found on Yahoo!]
15. Nature's **Vision** Coconut Oil Organic **Virgin** (N) - 16 Ounces - at Yahoo! Shopping  
 Yahoo! Shopping is the best place to comparison shop for Nature's **Vision** Coconut Oil Organic **Virgin** (N) - 16 Ounces Liquid . Compare products, compare prices, read reviews and merchant ratings.  
<http://shopping.yahoo.com/p:Nature's Vision Coconu...>  
 [Found on Yahoo!]
16. Home page : North West **Vision**  
 North West **Vision** is pleased to announce **Virgin** Shorts

2005', the short film making scheme for new and emerging talent in the North West. ...  
http://www.northwestvision.co.uk/ [Found on Google]

17. Nave's Topical Bible - "VIPER" to "VOPHSI"  
Nave's Topical Bible includes over twenty thousand topics. Also included is the ability to perform searches on all topics. ... -See **VIRGIN**. VIRTUE ... -Of Isaiah .Of the Lord and his glory in the temple Isa 6 .Of the valley of **vision** Isa 22 ...  
http://www.apostolic-churches.net/bible/ntb/ntb050... [Found on Yahoo!]

18. Gen. Contractor **Vision** Homes  
**Vision** Modular Homes is a leading provider of modular homes or system built housing. We offer a variety of standard and custom plans.  
Sponsored by: http://www.bestmodularhomes.com [Found on Search Partner Network]

19. A **vision** of Britain though time  
... St Mary the **Virgin**, parish, Bart. Administrative Units. Most of the information in the "Vision of Britain" system is held for administrative units, such as ...  
http://www.visionofbritain.org.uk/Travellers/place... [Found on Google]

20. The Perfect Vision: Where To Buy  
High Performance Home Theater Journal, The Perfect **Vision** ... The Perfect **Vision** is available throughout North America at Barnes & Noble, Borders ... **Virgin** Megastore, Anaheim. **Virgin** Megastore, Burbank. **Virgin** Megastore, Costa Mesa. **Virgin** Megastore ...  
http://www.theperfectvision.com/wheretobuy.html [Found on Yahoo!]

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Did you mean: [virgin vision](#)

[Porn Picture alt.binaries.pictures.erotic.animated.gifs ...](#)

Automated picture newsgroups archive, Porn Picture alt.binaries.pictures.  
erotic.animated.gifs [VirginVision.gif](#). AUBA xusenet updates ...

alt.binaries.pictures.erotic.animated.gifs.xusenet.org/.../VirginVision.gif.html - 26k - [Cached](#) - [Similar pages](#)

[www.orientalfilms.co.uk/archive/distribution/virginvision.htm](http://www.orientalfilms.co.uk/archive/distribution/virginvision.htm)

[Similar pages](#)

[\[PDF\] Virgin: a retrospective The 60s.Theysayifyouremember it,youweren ...](#)

File Format: PDF/Adobe Acrobat - [View as HTML](#)

... [VirginVision](#)(latertobecomeVirginCommunications)

formedtodistributefilmsandvideosinthe. televisionandbroadcastingsector.

VansonDevelopmentsformed. ...

[www.virgin.com/filedownloads/aboutvirgin/thewholestory.pdf](http://www.virgin.com/filedownloads/aboutvirgin/thewholestory.pdf) - [Similar pages](#)

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*In order to show you the most relevant results, we have omitted some entries very similar to the 5 already displayed.*

*If you like, you can repeat the search with the omitted results included.*

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you hit "Cached" on the Google  
search of "virginvision".

ENRIQUE RODRIGUEZ  
Ery

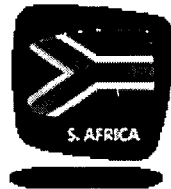




Welcome to the online home of all the Virgin companies.

Refresh your location and see how it affects the site.

Remember my location



United Kingdom United States Canada South Africa Australia Continental Europe Asia

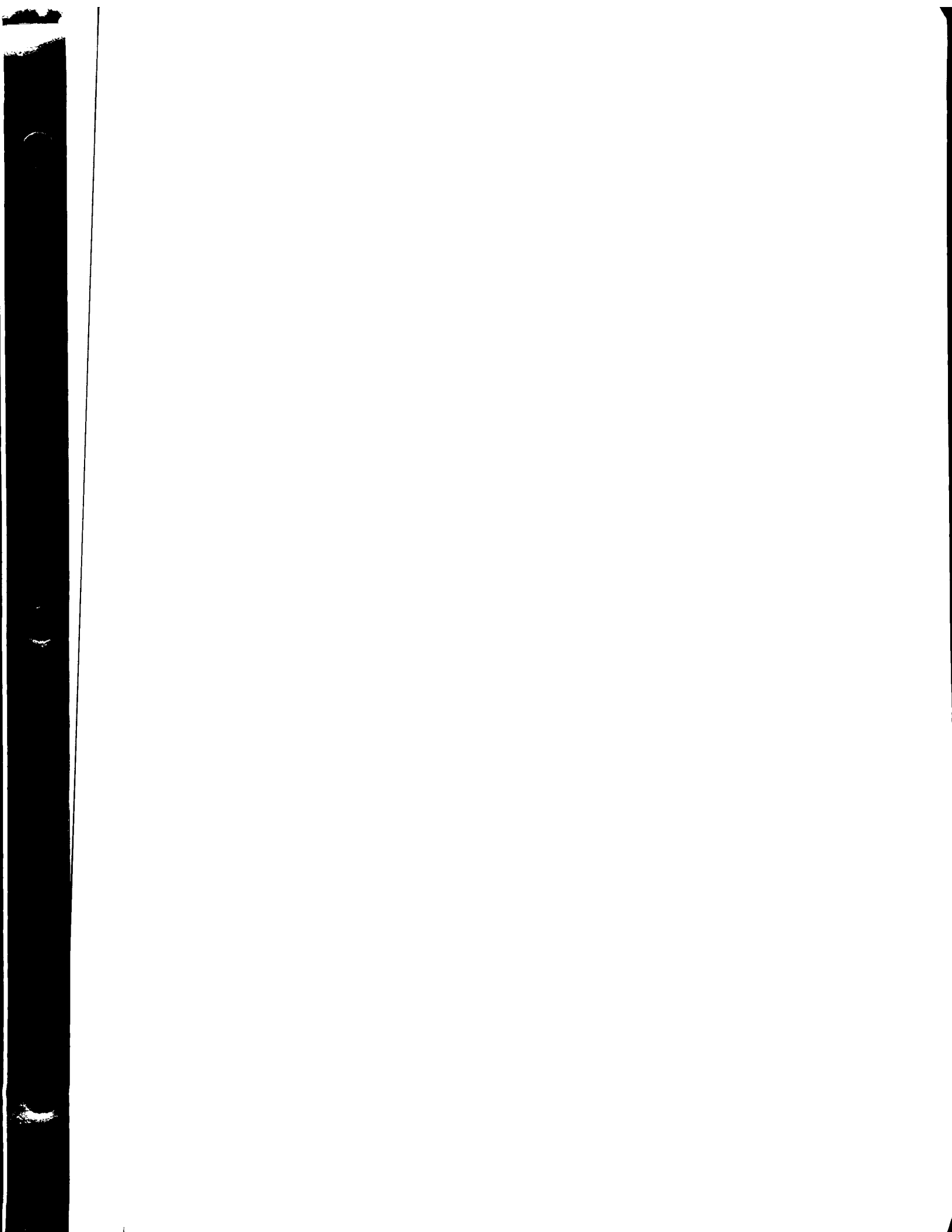
This page came up if you  
hit "www.virginvision.com" on the Google  
Search of "virginvision"

ENRIQUE RODRIGUEZ

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This page came up if you  
hit "V.Hot Redirect" on the Google  
Search of "virginvision".

ENRIQUE RODRIGUEZ  
CJ



**IN THE UNITED STATES PATENT AND TRADEMARK OFFICE  
BEFORE THE TRADEMARK TRIAL AND APPEAL BOARD**

\*\*\*\*\*

**VIRGIN ENTERPRISES LIMITED,**     )  
  )  
                                  **Opposer,**     )  
  )

**Opposition No. 91-125729**

v.     )  
  )  
**ENRIQUE RODRIGUEZ,**             )  
  )  
                                  **Applicant.**     )  
  )

**AFFIDAVIT OF ENRIQUE RODRIGUEZ**

**TERRITORY OF THE VIRGIN ISLANDS**     )  
**DIVISION OF ST. THOMAS & ST. JOHN**     ) **SS:**

**I, Enrique Rodriguez, being duly sworn, on oath, depose and say as follows:**

1. That I am over the age of 21 years, a resident of the Virgin Islands and the Applicant in the above-captioned matter and as such, I am fully aware with the facts set forth herein;
  
2. The trade name application submitted by the Applicant, VIRGINVISIONS, pertains to a product created by the Applicant, specifically a screensaver postcard. The product and the concept are unique and the Applicant came up with the name, the product concept, created the product and commenced to market and sell it in May, 2000. At the time that the name was created I searched the Patent and Trademark Office's registered names and neither VIRGINVISION, VIRGIN VISION, VIRGINVISIONS or VIRGIN VISIONS were in use. In addition, when I registered the domain name VIRGINVISIONS on the Internet on June 4, 1999 there was no registration for VIRGINVISIONS. An individual had registered the domain name VIRGINVISIONS.COM, however, there were no products or evidence of any use of any product under that name. From June 1999 until sometime in 2000 when Virgin Enterprises Limited purchased/acquired/obtained VIRGINVISION.COM, a customer doing a general search under Yahoo or Google for VIRGIN VISION, VIRGINVISION, VIRGIN VISIONS or VIRGINVISIONS would have yielded my website VIRGINVISIONS under any of those searches. After Virgin Enterprises Limited purchased/acquired/obtained VIRGINVISION.COM the only way to have the VIRGINVISIONS website come up is if the person searching types "virginvisions", if any of the letters were missing, the VIRGINVISIONS website would not appear.
  
3. The product is sold in tourist destinations that correspond with the images contained on the screensaver. It is marketed to tourist in those destinations as an alternative to purchasing a postcard with a single image that corresponds with an image in the geographic area that the tourist is visiting. The screensaver postcard is addressed by the purchaser and mailed to his/her friend or family or kept by the purchaser as a keepsake of their vacation. If the screensaver

postcard is mailed, the recipient then has the option of loading the CD into their computer and photographic images of the geographic location visited by the purchaser will come up on their computer screen as would a normal screensaver. The product is not a downloadable screensaver, which can be downloaded off the Internet. Rather, the product is a postcard that contains a CD inside of it.

4.No one who purchased Applicants products has, to date, indicated that it ever considered the product to be in any way connected with Opposer's mark. In addition, to date, no one has accessed VIRGINVISIONS' website under the belief that they were accessing a Virgin Enterprise Limited website.<sup>1</sup> All contacts to the VIRGINVISIONS website have been for the sole purpose of obtaining technical support regarding the use of the screensaver postcard purchased by Applicant's customers, to request that additional screensaver postcards be mailed to them or inquire as to where can they purchase a screensaver postcard.

5.None of Applicant's products are sold in any of Opposer's retail stores or on Opposer's websites. In addition, Applicant's products are not sold by Target, Best Buy or WalMart. Therefore, there are no similarities with respect to the trade channels that Applicant's product is sold and Opposer's products are sold.

6.Exhibits 2, 3 and 4 , were obtained from the Internet by doing a general search in Yahoo for Target, American Airlines and Verizon. Exhibit 5 was an Internet search for the most prominent vodkas. Exhibit 6 was an Internet search for the top brands or marks. Exhibit 9 are the emails received by customers who visited the VIRGINVISIONS website for technical support . Exhibit 11 was obtained by searching in Yahoo for MCEG. Exhibit 12 was obtained by doing a general search in Yahoo for "virgin" the search revealed 25,700,000 hits and the exhibits are merely a few results and by no means a complete collection of the other usages of the name virgin. Exhibit 13 was obtained by doing a general search in Yahoo, Dogpile and Google for virginvision and virgin vision. Attached to the search results is the supporting documentation as to how opposer has redirected searches using VIRGINVISION or VIRGIN VISION through V. Hot Redirect.

7.A search for VIRGINVISIONS in Internet search engines Yahoo, Google, Dogpile and Turbo 10 yielded no sites linked to the VIRGIN mark therefore no confusion exists in this realm between the mark VIRGIN and VIRGINVISIONS other than that specifically created by Opposer. As set forth above. See Exhibit A

---

<sup>1</sup> It has now come to my attention that Opposer has since 2000 purchased/acquired/obtained from a prior owner the domain name "VIRGINVISION.COM" and that Opposer is now using the name VirginVision to link customers to its Virgin websites. See Exhibit 13. Opposer has done this prior to a ruling by the Board on its opposition to the registration by me of the trade name VIRGINVISIONS. This action by Virgin is in direct contravention of the law and it has no legal right to claims the name VirginVision as a link to its websites. Until and unless the Board rules against me, Opposer has no right or claim to the name VirginVision. Accordingly, it is respectfully requested that the Board issue a cease and desist order against Opposer and require Opposer to terminate its use of the domain name VirginVision.

8. A search within Opposer's website, VIRGIN.COM, using Opposer's website's internal search engine yielded no matches to either VIRGINVISION or VIRGINVISIONS therefore Opposer has no viable claim to the use of VIRGINVISIONS. See Exhibit.

9. A search in the United States Patent and Trademark Office website revealed a mark named VIRGIN BOURBON that is not owned by Opposer even though Opposer has a mark for another distilled spirit, VIRGIN VODKA, therefore Opposer can not claim exclusive right to the mark VIRGIN and therefore the mark VIRGINVISIONS. See Exhibit C.


Further Affiant Sayeth Not.

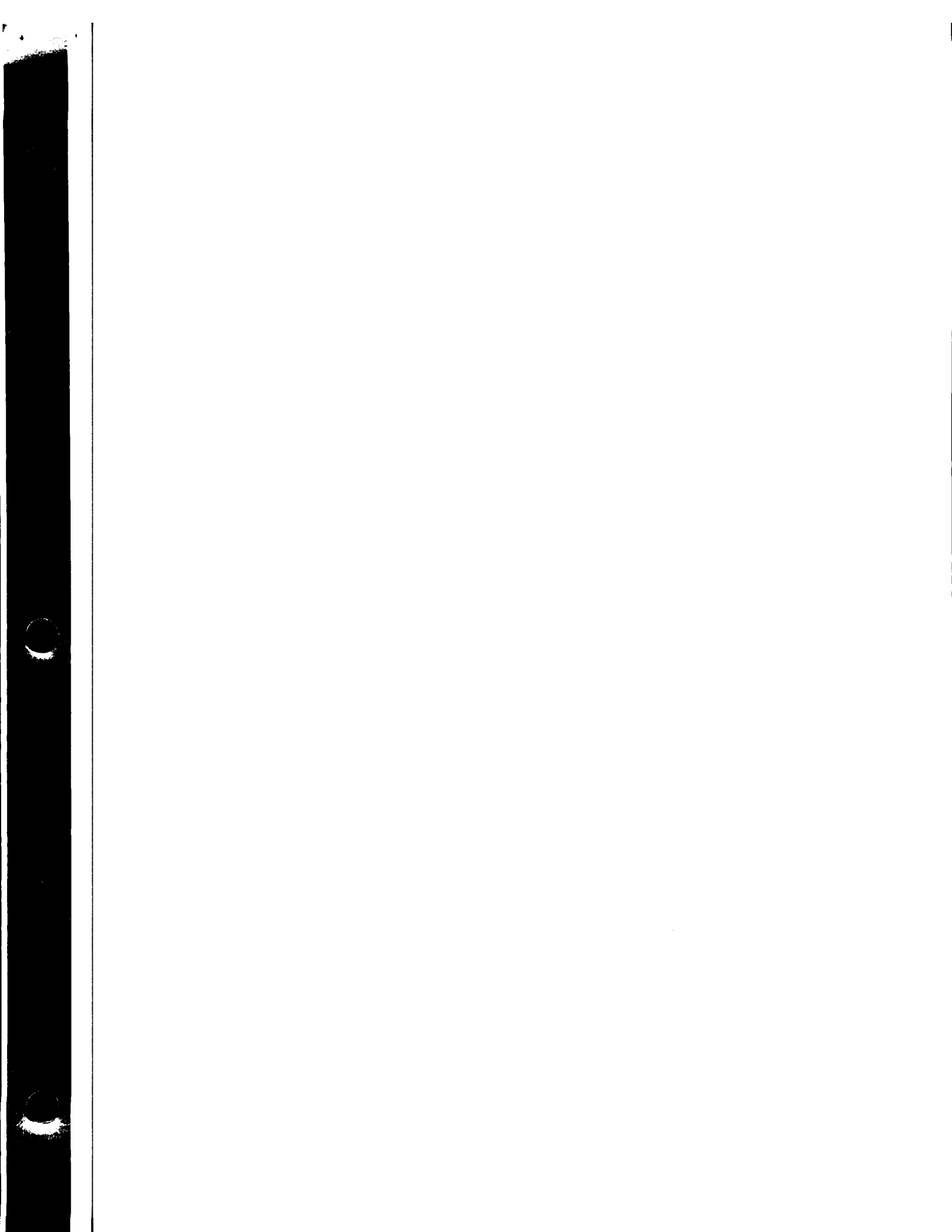
Dated: January 16, 2005

  
\_\_\_\_\_  
Enrique Rodriguez, Applicant

On this 15<sup>th</sup> day of January 2005 before me appeared Enrique Rodriguez, to me known and known to me to be the individual described in and who executed the foregoing instrument, and he acknowledged that he executed the same for the purposes and consideration therein expressed in the capacity therein stated.

**IN WITNESS WHEREOF, I have hereunto set my hand and official seal.**

  
\_\_\_\_\_  
Notary Public *ANA FRIENOMELY*  
My Notary Commission No. *LNP-016-04*  
My Notary Commission Expires *July 20, 2008*





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No Suggestions Found.

Did you mean: virgin visions?

- 1. [Virgin Visions](#)  
VIRGIN VISIONS. Questions of faith, proof, and town management are raised in this video about apparitions of the Virgin Mary in Marlboro, NJ. ...  
<http://www.termite.org/episodes/season3/virginvisions/>
- 2. [VirginVisions](#)  
**VirginVisions** ... any difficulty using one of our products please contact us at the following email link. [tech@virginvisions.com](mailto:tech@virginvisions.com) ...  
<http://www.virginvisions.com/>
- 3. [Index of /episodes/season3](#)  
... Parent Directory 11-Dec-2003 20:23 - [virginvisions/](#) 16-Dec-2001 21:42 - [urban/](#) 16-Dec-2001 21:42 - [triangles/](#) 16-Dec ...  
<http://www.termite.org/episodes/season3?N=D>
- 4. [Index of /episodes/season3](#)  
... 11-Dec-2003 20:23 - [season3.html](#) 11-Dec-2003 20:23 13k [virginvisions/](#) 16-Dec-2001 21:42 - [urban/](#) 16-Dec-2001 21:42 ...  
<http://www.termite.org/episodes/season3?S=D>

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