

**Remarks of Dan Glickman  
MPAA Chairman and CEO  
To ShoWest  
Las Vegas, NV—March 31, 2009**

**‘An Extraordinary Escape Valve’**

Thank you, John. It’s great to be back at ShoWest. It’s my fifth time here. Over the years, we’ve had a lot of conversations about the future of the movies. From the ratings system to protecting intellectual property and fighting piracy, the MPAA/NATO partnership has never been more important.

Obviously today, we’re in tough economic times. Hopefully they’re getting better. But it’s important to keep our perspective. Growing up, my dad would always say that there are two songs you can sing in the morning: ‘oh, how I hate to get up’ or ‘oh, what a beautiful morning.’

So often in our culture and throughout the world it’s movies that remind us to look at the bright side of life. We see it every weekend—with this phenomenal box office: the timeless role that movies—and specifically going to the movies—plays in lifting people’s spirits.

So long as the stories are good, movies are an extraordinary escape valve. As a result, we’re on a terrific run: A record year at the box office in 2008...up nearly 2%. But even more interesting are the attendance figures. Overall, down a bit for 2008...but surging over 7% in the fourth quarter. And, we’re off to a roaring start in 2009. Admissions are up nearly 8% for the first 10 weeks of the year. And, what a tremendous weekend...*Monsters v. Aliens* taking the multiplex by storm and a wide diversity of films showing attractive legs.

Consumers are voting with their tickets, and seven bucks nationally for a couple of hours of great entertainment is proving a terrific value. Why? Great movies. Tough times. Of course, we don’t wish the challenges we face today on anyone. But the fact is—when the going gets tough, the tough get going to the movies for some relief.

**‘Unity in the Face of Crisis’**

Globally the story just gets better. As I said, the U.S. box office was up just under 2% last year. Internationally, it soared 7%...pushing past \$28 billion for the first time ever...as global audiences embraced American films...local films...all kinds of stories.

This truly is a global medium, and that’s an important point right now. As we gather in Las Vegas, President Obama is heading to Europe to join other world leaders for the G-20 economic summit. There’s no question he’ll face all kinds of pressures...including the predictable calls for protectionism that always seem to emerge in challenging times.

President Obama’s doing the right thing. He’s calling for ‘unity in the face of crisis.’ This is an industry that, like no other, truly brings the world together...across our many differences...and, increasingly, behind the scenes, as well—creating jobs, economic opportunities and new collaborations around the globe.

Now is not the time to build walls. It's the time to work toward solutions of mutual benefit. Whether it's Indian films, UK films, French films, American films or the many others, it's important...culturally...diplomatically...economically...that we strive toward openness... that we share our stories around the world...and that we grow together rather than apart.

### **Strong 2009 Line-Up**

There's no question our industry faces significant, ongoing challenges. A free and open global marketplace is part of how we rise to the challenge. But this moment—standing here with all of you today—is one to stop and celebrate...the power of film...the role of your theaters in our communities...and the fact that—with the extraordinary line-up we have on tap—there's every reason to believe that this powerful connection: movies...theaters ...people around the world—will continue stronger than ever.

We just looked back at the big hits of 2008. And, Alan got us off to a great start this morning looking ahead to the rest of 2009:

We have origin stories...the genesis of *Terminator*...*Star Trek*...and *X-Men: Wolverine*.

...the return of fan favorites...*Harry Potter And The Half-Blood Prince*...Tom Hanks in *Angels & Demons*...*Transformers 2: Revenge Of The Fallen*...and having seen *Borat* seven times, I can tell you: I'll be the guy camping out for *Bruno*.

Families, too, can expect a terrific time at the movies. *Night at the Museum 2*...*Ice Age: Dawn of the Dinosaurs*...*Cloudy With a Chance of Meatballs*, based on the classic children's book...and Disney's *G-Force*, in which a “specially trained squad of guinea pigs is dispatched to stop a diabolical billionaire from taking over the world.” I tell you what: President Obama's probably ringing up Bob Iger from Air Force One right now...somebody's got to get those guinea pigs over to Treasury right away. And, how great is this: Disney-Pixar's *Up* will be the first 3-D film to open the Cannes film festival next month.

...a blockbuster bow for *Monsters v. Aliens*...*Up* opening Cannes...and James Cameron's *Avatar* waiting in the wings. This is it, folks: 2009 will be a breakout year for 3-D.

We've got comedy...action...romance...adventure...a perfect Sunday afternoon for the family—all coming to a theater near you. If there's a 'secret sauce' to this business, that's it. Different strokes for different folks. Extraordinary stories...told with passion and joy and creativity...as only film can do.

### **Creative Jobs & Economic Contributions**

Behind the curtain we're also working to tell another important story—and that's the story of this industry's contributions not only to our culture but our economy.

All of us here understand what a powerful growth engine this creative industry has become...\$60 billion in annual economic activity...1.5 million American jobs...ticket takers...concessionaires...actors, writers, set designers, costumers, make-up artists, stuntmen. Yes, we love our Toms and Wills and Brangelinas. But like any industry, the vast majority of folks in our business are middle-class workers earning a living wage.

It's a fact that too often gets lost in the debate about how to move our economy forward...and how our industry can help.□ Too often in our politics, "Hollywood" gets cast as a stock villain in a tired tale. But all of us here today know differently. It's a perception challenge, and I've seen it before. When I was in President Clinton's Cabinet, nothing would get folks more excited than a call from "the White House." Each time an aide burst into my office with the news, I'd ask: "Who is the White House? Is the building calling, an intern or the big man himself?" We need to apply a similar skepticism to the prevailing and false notion of "Hollywood."

Contrary to what we read in *Us Weekly*, the American film and television industry is a national community of diverse people who work in nearly every state in our union. In the old days, our primary grassroots presence outside of Hollywood and New York—was all of you—the folks running theaters in communities across our country. Your voices continue to be extraordinarily important. But increasingly, you are not alone. More and more states are recognizing that show business is a terrific hometown business. The typical on-location shoot pushes about \$200,000 a day into the local economy. When Batman swooped into Chicago to film *The Dark Knight*, he left behind \$35 million in local stimulus in two months.

So it's no surprise that we see innovative policies rolling out the welcome mat for local film and television production not only in California and New York, but Louisiana, Illinois, New Mexico, Michigan, Connecticut, Rhode Island, Texas and many other states.

It's smart policy. In New York alone, production incentives created 32,000 jobs and \$2 billion in spending just this past year. With Detroit reeling, Michigan is racing to diversify its economy. Thanks to constructive policies, they're about to open a state-of-the-art production facility in—of all places—Pontiac, Michigan...with 3,600 new, permanent, full-time jobs. What a powerful symbol of the opportunities creative industries can help deliver.

So when folks talk about how well the box office is doing, it's nothing to be ashamed of...or to apologize for...the point is: we can make a real difference not only in lifting people's spirits, but in lifting our nation's economy. As JFK liked to say, "the time to fix the roof is when the sun is shining." And, that's what we're trying to do today.

This is a critical message for us to convey, particularly in Washington. Next month, John will join us for our economic symposium—walking folks through the business of show business...making our case that it's not just in our interest but the national interest to have constructive policies that protect intellectual property and that don't give second-class citizenship to creative jobs, but rather encourage the economic growth we can deliver.

We want to make sure that we don't have a bias in the policies of this country against the profound growth and innovation coming from the rising number of Americans who create value with their minds. In my view, whether we build cars or make movies shouldn't matter in the least today. What matters is getting folks back to work and reviving our economy...and getting everyone contributing to these important goals.

### **New Consumer Choices**

Of course, the pre-requisite is health. No question we're in a 'glass half full' situation today. But as thrilling as the story is right now at the box office, we have a sober epic underway in

home video. To keep the jobs going and the great films coming, we've got to find the next ways to connect with consumers. At the movies, that's digital and 3-D. Outside the movies, it's making sure we can offer consumers the authentic, genuine article—when, where and how they want to it—at the cinema...in their homes...waiting in line...wherever they like...and hopefully all of the above.

As you know, the MPAA is advocating for new ways to respond to consumer demand. John and I have had serious discussions about this. No doubt they'll continue. But I think we all know that the business models are changing because the world is changing. That said, it's important for us all to keep our perspective: If the theatrical side does not do well, then this industry does not do well. The theater is where you get the story out and generate the buzz that fuels additional opportunities.

As someone who believes with every fiber of my being that the theater is the heart and soul of this medium, I take great pleasure in the fact that—notwithstanding our love affair with technology—folks are flocking to the simplicity and escape of the theater. I don't see that changing. I don't think it's realistic or sustainable that we can be against the future. We need to be for the future. But I believe that future will include not just more ways to enjoy films, but ongoing recognition and respect for the fact that just as magical as movies themselves...just as cherished in our culture...is the communal, theatrical experience.

### **Why We Fight**

...the fact that in the dark...in the theater...we are one...and if only for a few hours on a Saturday afternoon, nice guys finish first...underdogs have their day...and whether it's autobots versus decepticons...Harry versus Voldemort...humans versus cyborgs...or guinea pigs versus billionaires...the good guys carry the day...and the little guy can take on the system and win. In the global cinema, this is known as the American ending—the happy ending. But as we see at the box office today, it has near universal appeal around the world.

At the movies we lay down our burdens...share a laugh...go on an adventure...and make a choice. It is the choice to believe that today is a beautiful day and tomorrow can be even better. I believe this for our industry. And, I firmly believe it will be true once more for our country, as well...thanks in no small part to the stories we tell, the experience we make possible together and the real-life growth, innovation and opportunities that this unique creative industry is delivering throughout our nation and around the world.

On behalf of our member studios, I thank NATO for this extraordinary partnership. What a terrific year for the movies. And, if I were a betting man, I'd be 'all in' right now for an extraordinary sequel in 2009. Thank you.