

Elizabeth Sage

From: Susan Cleary [scleary@ifta-online.org]
Sent: Friday, November 20, 2009 8:58 PM
To: william.lake@fcc.gov
Cc: Claudia James; Jean Prewitt; Elizabeth Sage
Subject: IFTA visit to FCC on November 17, 2009 - follow-up information
Attachments: Letter to William Lake Media Bureau November 20, 2009.pdf

Importance: High

Dear Mr. Lake,

It was a pleasure meeting with you and your staff on November 17th and discussing IFTA's position against the grant of the Petition for a Waiver of the SOC rules. Attached please find a cover letter and attachments, which provide *inter alia*, further information on release patterns for theatrical, VOD and DVD distribution. Thank you again for your time and consideration.

Kindest regards,

Susan Cleary
Vice President & General Counsel
Independent Film & Television Alliance
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November 20, 2009
Via email to William.Lake@fcc.gov

William T. Lake
Chief, Media Bureau
Federal Communications Commission
445 12th Street, SW
Room 3-C740
Washington DC 20554

Re: IFTA's November 17, 2009 meeting

Dear Mr. Lake,

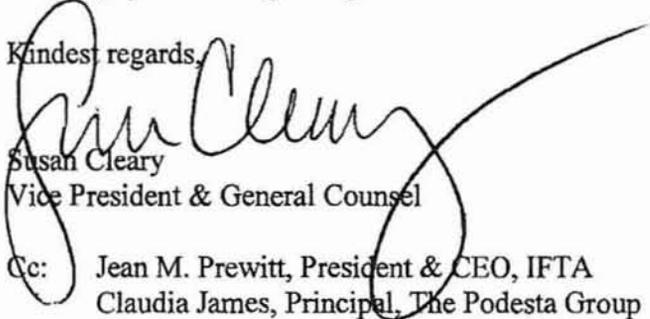
It was a pleasure meeting with you and your colleagues at the Media Bureau. IFTA and its Membership of independent production and distribution companies appreciates the time you took to better understand our position on the petition for Waiver of the SOC rule and on media consolidation's overall impact on the independent film and television industry.

I have attached for your reference the following information that may be helpful to you and your colleagues and to which I had referred during our meetings on November 17th:

- 1) Examples of Films Released through VOD services either prior to or simultaneously with the Theatrical or DVD release.
- 2) Related Articles cited in the "Examples" List.
- 3) U.S. Production 2002 – 2008: Independent v. Major
- 4) IFTA Member Best Picture Oscars 1982-2008

Once again, thank you very much for your time and consideration. Please let me know if you have any questions regarding this information or I can be of any further assistance.

Kindest regards,


Susan Cleary
Vice President & General Counsel

Cc: Jean M. Prewitt, President & CEO, IFTA
Claudia James, Principal, The Podesta Group

**Examples of films released through VOD services
either *prior to or simultaneously* with
the Theatrical or DVD Release**

For the past few years, both major studios and independents have utilized simultaneous release of films on VOD and DVD. Both studios and independents have also used a more accelerated release pattern by releasing films on VOD *prior* to DVD release. Most recently, independents have been using simultaneous VOD and theatrical release, as well as a “reverse window” in which a film is released on VOD *prior* to its theatrical release. In this “reverse” release pattern, the VOD release is the first release of the film in the marketplace.

Examples of release patterns are provided below as well as related articles on their use in the marketplace.¹ All release dates² are approximate³ U.S. release dates unless otherwise noted.

Simultaneous VOD and DVD Release:

Superman Returns - Warner Bros. released on VOD and DVD on December 3, 2006. Theatrical release was June 26, 2006,

The Astronaut Farmer - Warner Bros. released on VOD and DVD on July 10, 2007.⁴ Theatrical release was February 23, 2007.

Michael Clayton - Castlerock –Warner U.S. Distributor was scheduled for release on Comcast's HD video-on-demand service for the same day the movie was released on DVD (February 24, 2008). Other movies added to Comcast's lineup in February of 2008 as HD on-demand selections the same day they become available on DVD included Warner Bros.' *The Brave One* (February 10, 2008), *Rendition* (February 24, 2008) and *No Reservations* (February 17, 2008).

The Bourne Ultimatum - Universal Pictures

American Gangster - Universal Pictures

Both films released on VOD and DVD (February 24, 2008) simultaneously through Cablevision's *Popcorn DVDs On Demand* service. This service offers simultaneous VOD viewing and DVD purchase with the DVD copy of the film shipped to the consumer.⁵

¹ All DVD and Theatrical releases were confirmed at www.imdbpro.com, a subscription database for information regarding the production and distribution of films and television programming. IFTA is a subscriber to www.imdbpro.com. Alternatively, www.imdb.com is accessible to the public at no charge, but does not include the extensive information at www.imdbpro.com. Unfortunately, IMDBpro does not include information on VOD release dates.

² All VOD releases were confirmed from independent news reports and articles describing individual films' release patterns.

³ Note that a “premiere” can be considered the theatrical “release date”, but note that the wide theatrical release will often occur a week after the “premiere” and thus there may be a slight discrepancy on the exact date of “theatrical release” date.

⁴ See attached article entitled “Windows test benefits sell-thru, VOD” at <http://www.videobusiness.com/article/CA6448544.html>.

⁵ See attached article entitled “Cablevision offering up new DVD releases through VOD” at <http://www.engadgethd.com>.

State of Play - Universal – released on VOD and DVD on September 1, 2009. Theatrical release was April 17, 2009.

Away We Go - Universal – released on VOD and DVD on October 4, 2009. Theatrical release was June 5, 2009.

VOD Release Prior to DVD Release:

Hancock - Sony streamed the film through Sony Bravia Internet-connected HDTVs on October 28, 2008 – November 10th, DVD release on November 30, 2008. Theatrical release was July 1, 2008.⁶

Dark Knight - Warner Brothers released in Korea on VOD on Dec 5, 2008⁷ through IPTV providers Mega TV, owned by Korea Telecom; Broad & TV, owned by SK Telecom; and digital cable TV provider Home Choice. The VOD release of *Dark Knight* was two weeks prior to the DVD release in Korea.

Ghosts of Girlfriends Past – New Line Cinema through Warner Bros. & Comcast - VOD release on Sept. 24, 2009 & DVD release on Sept. 27, 2009 Theatrical release was May 1, 2009.

Observe and Report - Warner Bros. & Comcast - VOD release on Sept. 24, 2009 & DVD release on Sept. 27, 2009⁸. Theatrical release was April 10, 2009.

Many films still in their theatrical release window are released via VOD to hotel rooms. For example, on November 16th, the VOD service at the Hyatt Hotel in Washington D.C. was offering "movies that are still in theaters" and listed Universal's *Inglorious Basterds*, which is still in U.S. theaters and reporting box office gross receipts.

Simultaneous VOD and Theatrical Release

Sleep Dealer - Maya Entertainment - VOD and Theatrical releases were on April 17, 2009⁹.

Anti-Christ - Zentropa Entertainments - VOD (through *IFC Festival Direct on Demand Service*) and theatrical release on October 29, 2009.

⁶ See attached article entitled "Studios Reportedly Eyeing Pre-DVD 'Home Theatrical' Window" at <http://www.homemediamagazine.com>.

⁷ See attached article entitled "Warner Bros. to release *Dark Knight* on VOD before DVD in Korea" at <http://www.screendaily.com>, and a related attached article entitled "Beyond Day and Date DVD release: Reversing the Release Windows" at <http://www.multimediantelligence.com>.

⁸ See attached article entitled "Warner Bros. Tests VOD Release of Some New Movies Before DVD" at <http://finance.yahoo.com/news>.

⁹ See attached article entitled "*Sleep Dealer* to Hit Theaters, VOD Market Simultaneously" at <http://paidcontent.org>.

Serious Moonlight - Night and Day Pictures/Magnolia Pictures. Currently available on VOD and Theatrical release scheduled for December 4, 2009.¹⁰

“Reverse window” – VOD release prior to Theatrical Release

IFC in Theaters - A VOD service which brings critically acclaimed independent movies to viewers at home the same day they premiere in theater. A full listing of films is found at <http://www.ifcfilms.com/in-theaters-on-demand>.

The Girlfriend Experience – 2929 Productions through Magnolia Pictures. Released on VOD on April 30, 2009. Theatrical release on May 22, 2009. DVD release is October 4, 2009.¹¹

Brief Interviews with Hideous Men - Salty Features. Released on VOD on Sept. 23, 2009 through *IFC Festival Direct on Demand Service*. Theatrical release on Sept. 25, 2009.

Rob Zombies' The Haunted World of El Superbeasto - Film Roman – Released on VOD on Sept. 7, 2009 through Starz. Limited theatrical release on Sept. 12, 2009. Released on DVD on September 29, 2009.¹²

Afterschool - Borderline Films – Released on VOD on Sept. 30, 2009 through *IFC Festival Direct on Demand Service*. Theatrical release on October 2, 2009.

¹⁰ See <http://seriousmoonlightfilm.com/>.

¹¹ See <http://www.girlfriendexperiencefilm.com/>

¹² See attached article entitled *“Starz tests movie via VOD before theaters, DVD”* at <http://www.afterdawn.com/news/archive/19253.cfm>.

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Windows test benefits sell-through, VOD

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By Jennifer Netherby - Video Business, 6/4/2007

JUNE 4 | Releasing movies on video-on-demand and DVD the same day boosts sales of both significantly but cuts into disc rentals, according to initial results from a two-market test between Comcast and six studios begun last year.

With that data in hand, Warner Home Video will build on the test by beginning to offer a few titles day-and-date on VOD and DVD nationwide, including July 10 release *The Astronaut Farmer*, a drama starring Billy Bob Thornton that pulled in \$10 million in theaters.



Warner's *The Astronaut Farmer* will have a day-and-date VOD and DVD release.

On average, VOD buy rates in the Comcast test were 50% higher in the two test markets than in control markets, while DVD sales were up 10% on average and DVD rentals fell 2%, according to Warner Bros., which analyzed data from Comcast and Rentrak. The studio looked at activity on releases from all participating studios between November and April.

Warner and other studios have extended the test with Comcast, which began in late November in Pittsburgh and Denver. Studio participants include Warner Home Video, Paramount Pictures, The Walt Disney Co., NBC Universal, 20th Century Fox and Lionsgate.

As part of its agreement with Comcast, Warner required the cable company promote its new releases as being available on DVD and VOD.

Warner Bros. digital distribution VP of on-demand Andy Mellet said the studio is still analyzing the data for the DVD rental business, however, he added that DVD sales are the studio's priority.

"We'd love to see it help all the segments," Mellet said. "Just seeing the messaging out there could boost the rental business as well. But the sell-through portion is what's truly important for us."

Mellet couldn't say whether the gains in VOD revenue were enough to make up for the 2% drop in DVD rental, but he noted that the company gets better margins on VOD sales than on DVD rentals.

"The lift in the VOD business is something that's significant to us, and from a margin perspective, it's good for the company," he said.

Mellet said VOD rentals also benefit the studio by cutting out some previously-viewed sales. Rental retailers often sell off extra copies of DVDs after they run their rental course, and Warner believes that those previously-viewed sales cut into new DVD sales, he said.

VOD buy rates varied by film, depending on box-office take and genre. Horror and comedy titles saw the biggest gains, with VOD buy rates up 62% and 58%, respectively, in the test markets, according to Warner. Films with box-office grosses of more than \$100 million, which tend to sell better than they rent on DVD, showed relatively little improvement on VOD, Mellet said.

Beerfest, which Mellet said falls into the VOD "sweet spot," showed some of the biggest gains for Warner. In test markets, VOD buy rates for the title were up 55%, DVD buy rates were up 32% and DVD rentals were up 30%.

Superman Returns, the first release in the test, saw more modest gains: VOD buys were up 15% on average, DVD buys were up 4% and DVD rentals were off 4%.

Mellet said VOD buy rates in test markets grew as consumers became more aware of the day-and-date releasing.

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Cablevision offering up new DVD releases through VOD

by Darren Murph posted Feb 6th 2008 at 10:07AM

Popcorn DVDs OnDemand

No sooner than Comcast announced that it would soon be offering up select films via HD VOD the same day they landed on DVD, Cablevision has come along and attempted to stay level. Unfortunately for it, the firm's Popcorn DVDs On Demand service, which is available to 10 TV customers, looks to be SO only for now. Of course, it still enables subscribers to watch new releases on launch day from the comfort of their couch, but a twist is thrown in by forcing renters to have the film shipped to their door (on DVD) as well. Unfortunately, there doesn't seem to be an option for only renting right now, so you'll be coughing up \$19.95 (plus shipping) for any DVD / VOD purchase you choose to make. As it stands, *The Bourne Ultimatum*, *The Kingdom*, *Eastern Promises* and *Sydney White* are slated to kick things off, with *American Gangster* becoming available on February 19th.

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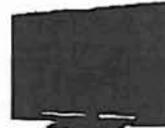
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Studios Reportedly Eyeing Pre-DVD 'Home Theatrical' Window

By : Erik Gruenwedel | Posted: 03 Sep 2009
erikgruenwedel@questlex.com



Facing sluggish DVD sales and a surge in lower-margin disc rentals, some Hollywood studios are reportedly considering offering new movies via Internet-enabled high-definition televisions prior to the DVD/Blu-ray Disc release.

BusinessWeek Aug. 30 reported that Sony Electronics has approached studios about delivering new-release movies at premium prices via the Internet on its Web-enabled Sony Bravia HDTVs weeks before their DVD/Blu-ray street date. The Japanese consumer electronics giant, which also owns Sony Pictures and Sony Pictures Home Entertainment, tested the concept last year with the Will Smith-starrer *Hancock*, which was offered to Bravia owners from Oct. 28 to Nov. 10 for \$9.99 (for 24 hours) — 11 days before the title's release on DVD, Blu-ray and cable VOD.

The publication reported that consumer reaction to the *Hancock* exclusive, which included the Blu-ray edition, was mixed. The story attributed the mixed response to the dearth of Web-enabled Bravia HDTVs in U.S. homes at the time — an amount that has now grown to about 500,000 units.

In addition to establishing a new premium release window, the report, citing sources familiar with the concept, said Sony also underscored the delivery channel's so-called "closed system" that prevented piracy.

A Sony Pictures Home Entertainment spokesperson referred inquiries to Sony Corp.

Sony Corp. chairman and CEO Howard Stringer earlier this year at the Consumer Electronics Show in Las Vegas reiterated his desire that business groups within the company work harder to cross-pollinate marketing and distribution opportunities.

Indeed, Sony Computer Electronics last year inked distribution deals with third-party studios to allow digital streams of content to its PlayStation 3 and PlayStation Portable users.

Separately, studios reportedly are lobbying the Federal Communications Commission to waive its prohibition on selectable output controls on set-top boxes — a move that would allow studios to release new movies in high-definition to cable subscribers prior to the DVD/Blu-ray release.

Kevin Tsujihara, president of Warner Bros. Home Entertainment Group, which includes Warner Home Video, in 2006 discussed the idea of an exclusive pre-packaged media release window for VOD movies delivered via cable.

"We, like everyone else, are trying to figure out what is the right window for pay-per-view in regards to the distribution food chain to maximize profits," Tsujihara told *Home Media Magazine*. "From my perspective you have to work backwards from the consumer. What makes sense to the consumer and what offerings are you going to make to the consumer and when."

Independent analyst Rob Enderle said earlier access to premium content could circumvent piracy since access typically trumps price. But he said charging much more than twice standard VOD pricing would curtail consumer demand.

"People do like and will pay for exclusivity so this could actually work," Enderle said.

Author

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The studio plans to continue testing day-and-date releasing before coming to any final conclusions, Mellet said. In addition to the Comcast test, the same studios also began a similar test with Time Warner earlier this year.

Last year, Warner quietly debuted *Duma* and *Kiss Kiss, Bang Bang* on VOD nationwide the same day they were released on DVD.

If Warner and other studios decide to do away with the pay-per-view window, that could also benefit movie download services such as MovieLink, Amazon and Wal-Mart, which all sell rental downloads. Rental downloads are considered VOD by studios and as such are currently available in the same PPV window that follows DVD.

Asked about the test results in recent earnings calls, execs from Disney and Viacom have said DVD sales were up in test markets, but they haven't disclosed numbers.

VOD test results are expected to be one of the topics touched on by Warner Bros. chair and CEO Barry Meyer, Television Group president Bruce Rosenblum and Home Entertainment Group president Kevin Tsujihara during the Deutsche Bank Media & Telecom Conference June 4 in New York.

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Warner Bros to release Dark Knight on VOD before DVD in Korea

3 December, 2008 | By Jean Noh

Warner Brothers Digital Distribution in Korea will put *Dark Knight* out on video-on-demand (VOD) Dec 5 - two weeks before the DVD release, making it the first time a major Hollywood studio gives a blockbuster a 'pre-DVD VOD' release.

Dark Knight will go on IPTV providers Mega TV - owned by Korea Telecom (KT), and Broad&TV - owned by SK Telecom, as well as digital cable TV provider Home Choice.

Warner Bros stated, 'The digital infrastructure is in place in Korea and we're using it as a test market for pre-DVD VOD service. We're taking action against illegal film downloads, and plan to expand our digital distribution business in Korea.'

With Christian Bale and the late Heath Ledger starring, *Dark Knight* took 4 million admissions in Korea when it opened last August.

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Beyond Day and Date DVD Release: Reversing the Release Windows

SCOTTSDALE, Ariz., October 8, 2008— Warner Bros. Entertainment recently decided to release movies on-line before releasing them on DVD... at least in South Korea. This reverses the long-established Hollywood distribution model and may open the door to a major increase in movie downloads. How long until this becomes the norm in North America?

Film piracy is rampant in South Korea. Arguably, Warner Bros has little to lose by releasing their films online first, before they hit the video stores. However, they have much to gain if they can find a scenario that limits piracy. We view Warner Bros actions in South Korea as an experiment, where high broadband data rates and penetration points represents where the US market will be in 3-5 years.

First, online film distribution is arguably more secure than DVD. The CSS digital rights management (DRM) technology that protects consumer DVD is already compromised. Consumers worldwide can readily obtain free software that strips the CSS protection and makes digital copies. For professional pirates, there might as well be no DRM at all. Conditional access (CA) and DRM solutions that protect online distribution are more modern and most importantly, renewable. This means if the security is compromised, it can be "renewed" again to re-secure the content.

Second, new technology, such as digital transactional watermarking, can enable better tracking of illegally copied films. Transactional watermarks, also referred to as forensic or serialized watermarking, embed information specific to a particular transaction into a digital watermark. Thus, the watermark is embedded into the premium video as it is delivered to the consumer. If copyrighted content is subsequently illegally distributed, the transactional watermark enables the infringing content to be tracked back to the source for prosecution. This not only enables enforcement, but the publicity is intended to act as a deterrent to copyright infringement.

The system is not fool-proof, but it does not necessarily need to be. No DRM or CA system is pirate-proof, but at least this scenario slows down the pirates. The longer a title can be protected before it becomes widely available (even measured in days or weeks), the more potential revenue from legitimate rental and sell through. Moving the more secure online system earlier in the release window simply keeps the "free" content out of the public domain that much longer.

Clearly, MultiMedia Intelligence sees Warner Bros. initiative in Korea as being the start of a trend in implementing early release window content online. Already television studios are experimenting with online distribution windows that precede TV broadcasts. It is only a matter of time before we see other content producers embrace Warner Bros. initiative and see the initiative extend to other markets such as North America and Europe.

The key enabling technologies are next-generation renewable DRM and the ability to encode watermarks into the content in real time. Digital Watermarking and fingerprinting are important content identification technologies that are enabling applications that are positioned to pass US\$500 million worldwide by 2012.

This MultiMedia Intelligence brief is based on our market research report, "Beyond Traditional DRM: Moving to Digital Watermarking & Fingerprinting in Media Monetization." The report provides research, analysis and forecasts for key fingerprinting and digital watermarking applications and technologies, including transactional watermarking in set-top boxes. It also identifies key media and DRM trends that are aligning to drive demand for fingerprinting and watermarking. The report includes forecasts and assessments of the digital media ecosystem, the digital watermarking and fingerprinting value chain, and the key segments and players in each application segment.

MultiMedia Intelligence also has additional related research on DRM, content piracy and Peer-to-Peer media distribution.

For more information, visit www.MultimediaIntelligence.com or contact

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About Multimedia Intelligence- MultiMedia Intelligence, a market research and consultancy firm, specializes on the markets and technologies for delivering and monetizing digital content and services across multiple platforms. We look beyond the classic 'three screens,' which include TVs, mobile handsets, and computers. We put markets into the broader context of the industry ecosystems that are converging and changing traditional business models.

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Warner Bros. Tests VOD Release Of Some New Movies Before DVD

paidContent.org

By Tameka Kae
On 8:13 pm EDT, Tuesday September 29, 2009

Warner Bros. may be trying to keep its new DVD releases away from Redbox and "Netflix" until it's had about a month to sell them in stores, but the studio isn't against giving cable subscribers access to new releases before the DVD even comes out. In an Atlanta-based trial with "Comcast", Warner Bros. debuted two films, *Observe and Report* and *Ghosts of Girlfriends Past*, on VOD a few days before the films were released on DVD.

Warner Bros. has been releasing films on DVD and cable VOD simultaneously since 2007, but *Video Business* reports that this is the first time the studio has tried digital distribution before a DVD launch—and the first VOD before DVD release by a major Hollywood studio in general. It's a practice that smaller studios like IFC have made commonplace; with some, like Maya Entertainment, even choosing to premiere their movies on VOD the same day they hit theaters.

To be clear, risking box office revenues for a simultaneous VOD/theater premiere is not something that most big studios would even think about—but Warner Bros.' trial of the VOD before DVD release is a signal that at least one studio is willing to see whether giving people digital access to certain films first, will negatively impact DVD sales in the long run.

Worth noting is that for the Atlanta trial, Warner Bros.' messaging still focused on driving actual disc sales, with the tagline: "Watch on video-on-demand now and buy it Tuesday," spokesman Jim Noonan told *Video Business*. The studio is also choosing to push back the cable VOD release of films like *Harry Potter* and the *Half-Blood Prince* and *The Hangover*, until after the DVDs hit stores—though Noonan maintained that Warner Bros. is delaying the digital release to help "drive even bigger [disc] sales", not out of fear of cannibalizing them.

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'Sleep Dealer' To Hit Theaters, VOD Market Simultaneously

In a push to gain more exposure (and possibly more revenues) for its upcoming sci-fi thriller *Sleep Dealer*, Maya Entertainment has decided to make the film available for on-demand the same day it lands on the big screen.

While Maya Entertainment isn't the first studio to shorten the release window for a film (indie darlings like IFC sometimes debut art-house films in theaters and on-demand at the same time), release windows typically keep mainstream films from hitting VOD for about three to six months. But according to Doug Sylvester, president and COO of TVN Entertainment, a VOD provider that is working with Maya on *Sleep Dealer*, those windows are shrinking; Sylvester told *Multichannel News* that the wait times would "be eliminated altogether," particularly as studios scramble to maximize revenues from their content.

Fear of cannibalizing ticket sales has stopped many studios from simultaneous VOD and theatrical releases, but Maya Entertainment co-chairman Jeff Valdez told *Multichannel* that the company actually expects a box-office boost. (He says the buzz from having the movie more widely available will help drive ticket sales.) Valdez also said the VOD option would help prevent piracy: "I think people like having choices and if you don't give them the choices, they'll make them for you." *Sleep Dealer* will be available on-demand in more than 10 million homes when it premieres April 17.

Tameka Kee

Apr 13, 2009 4:28 PM ET

Posted In: Entertainment, Movies, Media & Publishing, TV, VOD

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Starz tests movie via VOD before theaters, DVD

7 September 2009 21:10 by Andre "DVDBeckZ3" Yoskowitz | 2 comments



Starz has annou the VOD releas of the Rob Zombi film The Haunt World of El Superbeasto, testing a new method in which the company debuts the films via on-demand weeks before it premier in theaters or on DVD.

The film will cost \$6.99 USD however, if customers choose to watch it earlier.

The Starz Media senior VP of digital media, business development and strategy Marc DeBevoise did note however that the new VOD debut was simply a test, and the company was testing the waters for possible future releases.

"It's the right timeframe," DeBevoise said, via VB. "It's a totally different piece of content than you see anywhere else. We felt this was the one to really experiment it on."

Horror films have, in the past, performed well on VOD.

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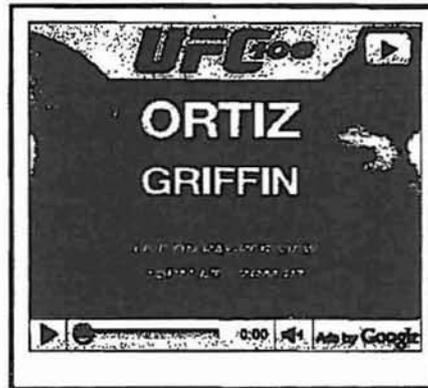
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U.S. Production 2002 - 2008: Independent v. Major

Year	Independent Productions	Indie / Major Co-prod	Major Studio Production	Intl Co Production	Total
2002	377 74%	14 3%	105 21%	12 2%	508 100%
2003	251 66%	12 3%	104 27%	13 3%	380 100%
2004	434 77%	50 9%	63 11%	16 3%	563 100%
2005	435 74%	33 6%	91 16%	25 4%	584 100%
2006	393 78%	22 4%	78 15%	11 2%	504 100%
2007	477 77%	24 4%	103 17%	18 3%	622 100%
2008	317 75%	21 5%	77 18%	5 1%	420 100%
7 Year Average	383 75%	25 5%	89 17%	14 3%	512 100%

* Source: IFTA analysis of weekly production listings published in the Hollywood Reporter and Daily Variety.

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IFTA MEMBER
"BEST PICTURE" OSCARS
1982 – 2008*
as of November 19, 2009

Year	Title	Member Company
1982	<i>Gandhi</i>	Goldcrest Films - Producer
1984	<i>Amadeus</i>	Orion Pictures – US Distributor
1986	<i>Platoon</i>	Hemdale Films - Producer Orion Pictures – US Distributor
1987	<i>The Last Emperor</i>	Hemdale Films – Intl. Sales
1989	<i>Driving Miss Daisy</i>	Majestic Films – Producer & Intl. Sales
1990	<i>Dances with Wolves</i>	Majestic Films – Producer Orion Pictures – US Distributor
1991	<i>Silence of the Lambs</i>	Orion Pictures – Producer & US Distributor
1995	<i>Braveheart</i>	Icon Entertainment – Producer
1996	<i>The English Patient</i>	Miramax – Producer & US Distributor J & M Entertainment – Producer
1998	<i>Shakespeare in Love</i>	Miramax – Producer & US Distributor
2002	<i>Chicago</i>	Miramax – Producer & US Distributor
2003	<i>Lord of the Rings: The Return of the King</i>	New Line – Producer & US Distributor
2004	<i>Million Dollar Baby</i>	Lakeshore Entertainment – Producer & Intl. Sales
2005	<i>Crash</i>	Yari Film Group - Producer Lions Gate – US Distributor
2006	<i>The Departed</i>	Initial Entertainment Group – Producer Media Asia – Financier
2007	<i>No Country for Old Men</i>	Paramount Vantage – Producer Miramax – Producer & US Distributor
2008	<i>Slumdog Millionaire</i>	Pathe International – Intl. Sales

27 years

17 Best Picture Awards (63% of awards given)

* The year for which the award was won. Not the year in which the awards ceremony took place.