

DECEMBER 30, 2013

THE YEAR IN PICTURES

TIME

PLUS
THE YEAR
IN MOVIES,
MUSIC,
BOOKS &
MORE



FRANKLIN INCOME FUND

A GREAT STORY SINCE 1948

"...THE GRANDDADDY
OF DIVERSIFIED
INCOME FUNDS"

—BARRON'S, JULY 8, 2013

"INCOME
AND GROWTH"

—INVESTMENT ADVISOR, SEPTEMBER 2006

"A STANDOUT
FOR ITS INCOME..."

—MUTUAL FUNDS MAGAZINE,
OCTOBER 1998*

GENERATIONS OF INCOME GENERATION

At 65 – an age when many retire – Franklin Income Fund is still going strong.

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INVESTMENTS

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All investments involve risks, including possible loss of principal. The fund's share price and yield will be affected by interest rate movements. Bond prices generally move in the opposite direction of interest rates. Thus, as the prices of bonds in the fund adjust to a rise in interest rates, the fund's share price may decline. Changes in the financial strength of a bond issuer or in a bond's credit rating may affect its value. Investments in lower-rated, higher yielding instruments include higher risk of default and loss of principal. These securities carry a greater degree of credit risk relative to investment-grade securities. Stock prices fluctuate, sometimes rapidly and dramatically, due to factors affecting individual companies, particular industries or sectors, or general market conditions.

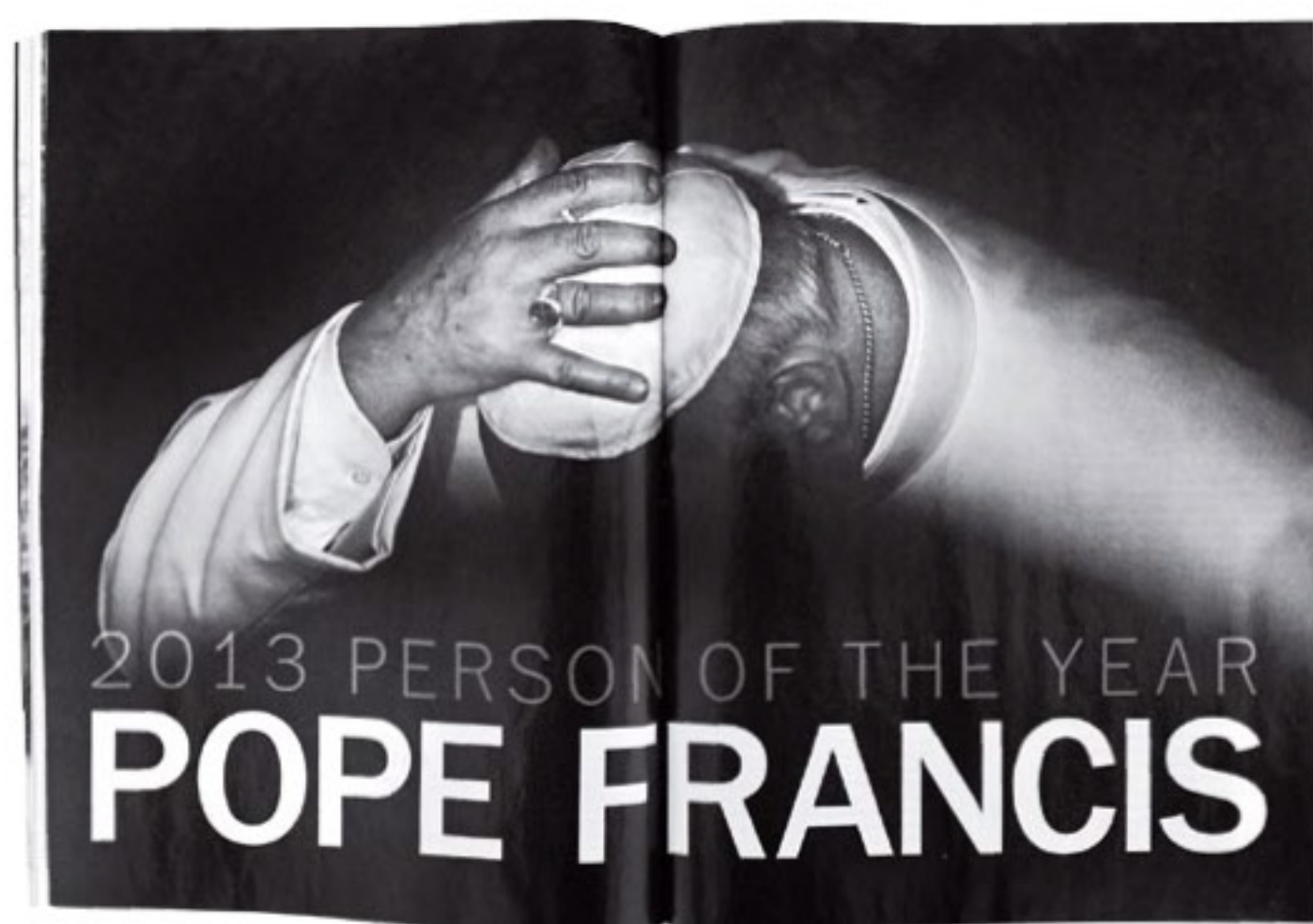
1. Dividends will vary, depending on the fund's income, and past dividends are not indicative of future trends.

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Conversation

What You Said About Person of the Year



THE GOOD Within 10 minutes of the announcement of **Pope Francis** as 2013's Person of the Year—made simultaneously on the *Today* show and Twitter—the news had been retweeted more than 7,000 times. Within an hour, it was a topic of discussion in some 130 countries. As Paul Feiner of Greenburgh, N.Y., put it, “One doesn’t have to be Jewish to love rye bread. And one doesn’t have to be Catholic to appreciate the new Pope. He inspires people of all religions to care about others and to be better human beings.” “He is lighting the way for all of us,” **Maria Shriver** said on Twitter. Maybe, wrote Petula Dvorak at the *Washington Post*, but “why is he so dazzling? Because we live in a culture that has largely accepted greed and bad behavior as the norm.” As if to prove the point, **the Vatican**

replied, “The Holy Father is not looking to become famous or to receive honors, but if the choice of Person of the Year helps spread the message of the Gospel—a message of God’s love for everyone—he will certainly be happy about that.”

THE BAD The most vocal critics of the issue were those who felt that National Security Agency leaker **Edward Snowden**, TIME’s runner-up, should have appeared on the cover instead. “No question the Pope is an important figure,” said **CNBC’s Eamon Javers**. “But also no question that no one affected global events this year as much as Edward Snowden.” Journalist **Glenn Greenwald**, who broke Snowden’s story at the *Guardian*, tweeted, “TIME Magazine: as edgy, bold, courageous and innovative as ever.” (He later tweeted a link to Michael Scherer’s story, which included an exclusive e-mail interview with Snowden.) Meanwhile, the paucity of female POYs in TIME’s archives prompted the Mashable headline ANOTHER YEAR, ANOTHER MAN FOR TIME.



THE FUNNY Many reminded us about those we overlooked. Among our favorites: actor **Jason Biggs**’ nod to **Kanye West**, who, Biggs joked, “has never hated the

Pope more,” and one by **Jimmy Kimmel** (*left*) to Toronto Mayor **Rob Ford**: “How much crack does a mayor have to smoke to win Person of the Year?”

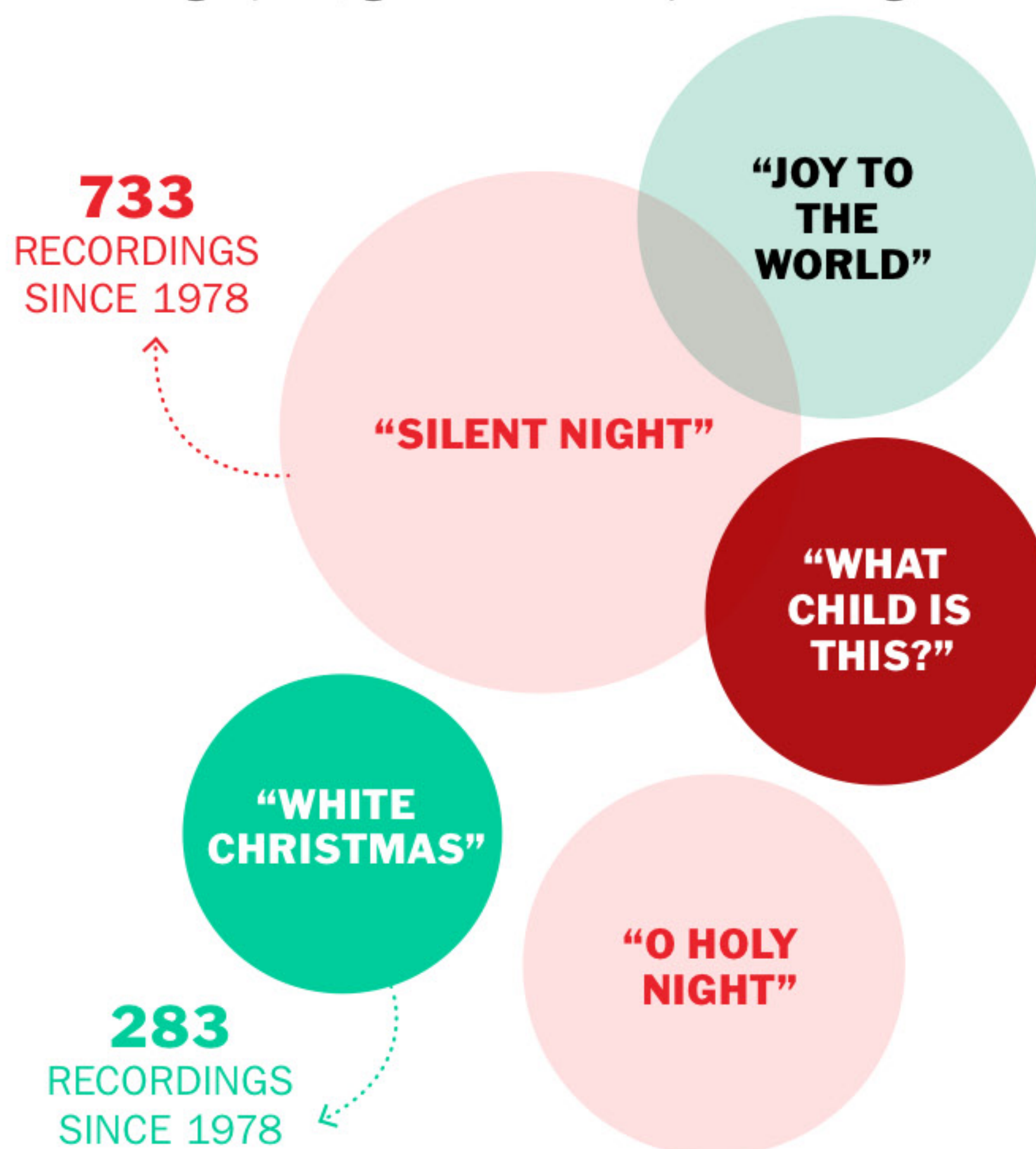
BEHIND THE COVER

Dubliner David Jenkins, who shot our cover image of a Cape fur seal narrowly escaping the jaws of a great white shark off the coast of South Africa, has for more than five years chronicled the dance between the two species. This summer he discovered that such agile getaways were not quite as uncommon as he thought. On a different outing near Seal Island, Jenkins caught the seal below eluding a great white by performing a circus act on the shark’s nose.



NOW ON TIME.COM

In an attempt to discern the most popular Christmas song of all time, TIME’s Chris Wilson studied the number of times each classic had been recorded and mapped them out accordingly. To see the full interactive graphic, go to time.com/xmassongs.



SETTING THE RECORD STRAIGHT

In “The Unlikely Activist” [Dec. 23], we incorrectly described the members of Thea Spyer’s family who did not approve of her relationship with Edith Windsor. They were Spyer’s relatives in New York.

SOCIAL MEDIA

LIVE FEED

TIME on Twitter

Tap to read feeds



**Harry
McCracken**
Technology



**Joel
Stein**
Culture



**Zeke
Miller**
Politics



**James
Poniewozik**
Television



**Sean
Gregory**
Sports



**Belinda
Luscombe**
Health



**Radhika
Jones**
Culture



**Lev
Grossman**
Books



**Patrick
Witty**
Photography



**Bryan
Walsh**
Environment



**Alice
Park**
Health



**Ishaan
Tharoor**
International

SCROLL TO READ MORE

REPLY | FOLLOW



Briefing

THE WEEK
CONGRESS
PASSED A
BUDGET

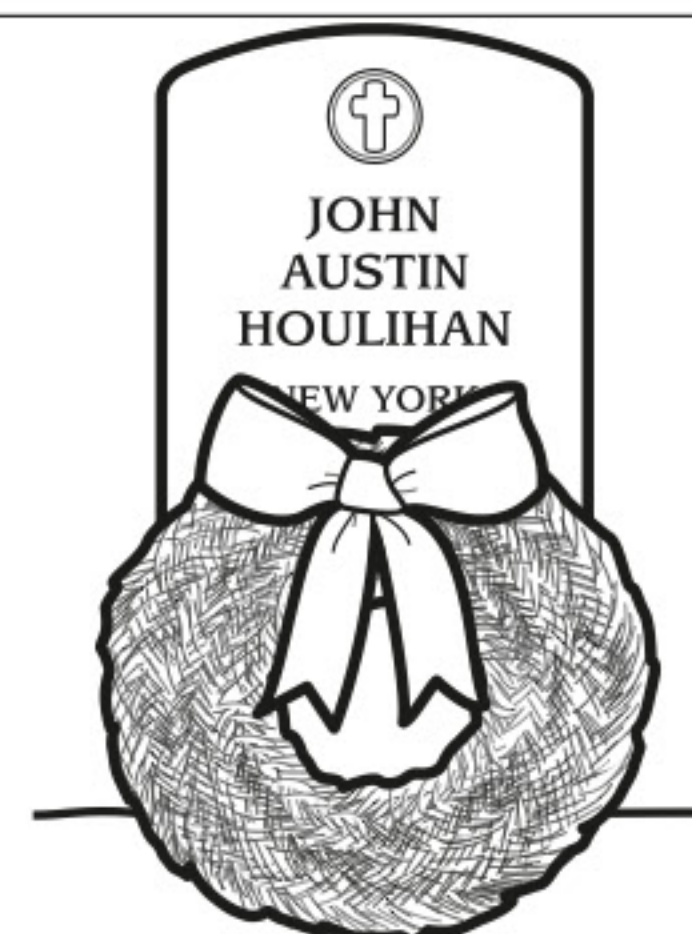


**‘Tell this old guy
not to lie.’**

JOSÉ “PEPE” MUJICA, Uruguayan President, to reporters, after a U.N. official claimed Mujica’s administration refused to meet with the International Narcotics Control Board before legalizing the production and sale of marijuana

**‘I was alone
in a very
dangerous
situation.’**

THAMSANQA JANTJIE, the fake sign-language interpreter at Nelson Mandela’s memorial, explaining that he was in the midst of a schizophrenic fit



143,000

Number of wreaths laid on veterans’ graves at Arlington National Cemetery as part of the annual Wreaths Across America movement



828,773

Number of copies sold of the album *Beyoncé* during its first three days on iTunes, an all-time record

'We cannot begin to understand why Karl did what he did.'

BARBARA AND MARK PIERSON, after their son, 18, shot a student at his Colorado high school before killing himself

MICROSOFT

Xbox One topped Amazon's list of most wished-for consoles, besting PlayStation 4

GOOD WEEK

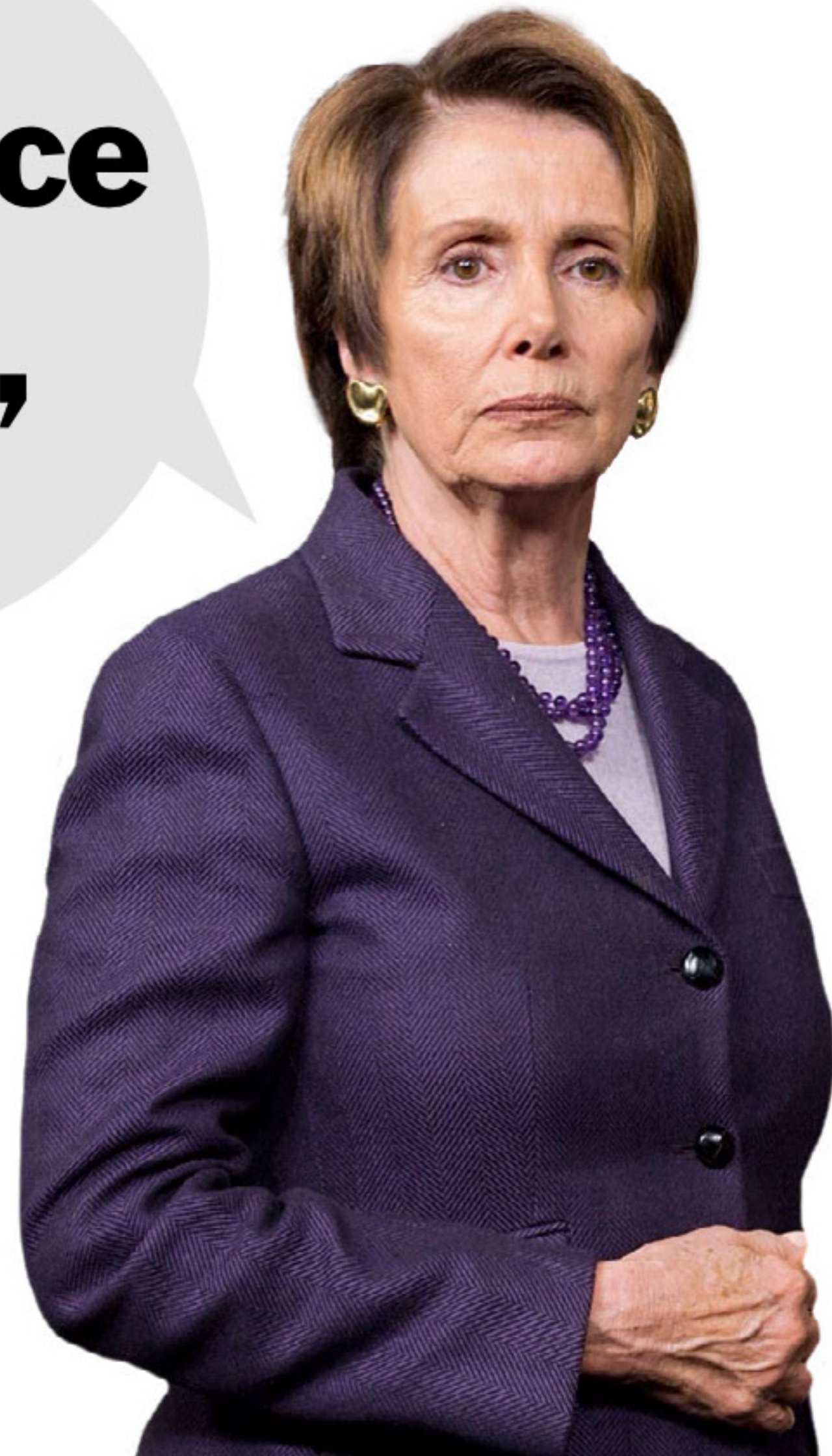
BAD WEEK

GOOGLE

Along with HP, had to recall melting Chromebook chargers

'Embrace the suck.'

NANCY PELOSI, urging House Democrats to compromise and pass a budget proposed by Republicans



\$52

Price of an Occupy Wall Street poster being sold at Walmart



'SURELY, SUCH A PROGRAM INFRINGES ON "THAT DEGREE OF PRIVACY" THAT THE FOUNDERS ENSHRINED IN THE FOURTH AMENDMENT.'

U.S. District Court Judge **RICHARD LEON**, in a ruling suggesting that the National Security Agency's data-monitoring program is unconstitutional

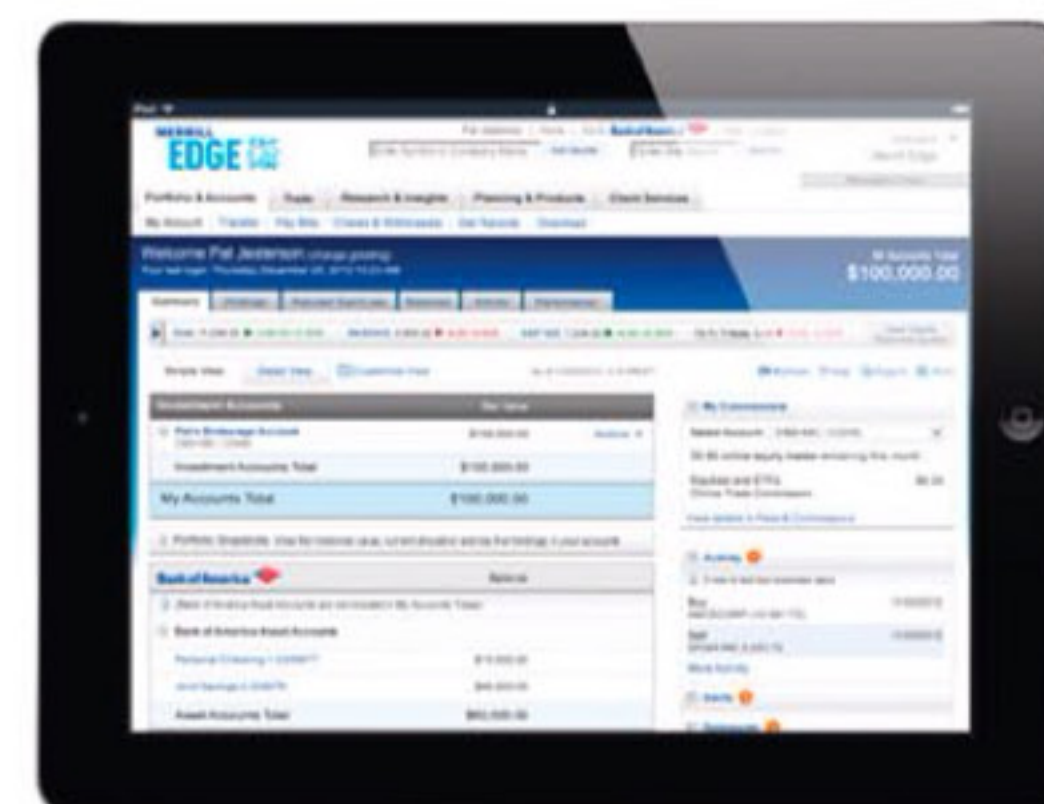
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Are Not FDIC Insured

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May Lose Value

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LightBox

The 10 Best Pictures of the Week

1 / 10



Santa's Underwater Sleigh

A man dressed as a water-adaptive St. Nick catches a ride with a zebra shark in Tokyo's Sunshine International Aquarium on Dec. 11.

SHIZUO KAMBAYASHI—AP

WWW.PDFMAGAZINES.ORG



Through the Looking Glass

Prior to the funeral of former South African President Nelson Mandela in his hometown of Qunu on Dec. 15, a boy peers out at the burial ground through the window of his home.

VANNIS BEHRAKIS—REUTERS



Silent Day

All is quiet in Newtown, Conn., on Dec. 14, the one-year anniversary of the school shootings at Sandy Hook Elementary that claimed the lives of 20 children and six adults. The town decided against holding a public memorial to mark the occasion.

JOHN MOORE—GETTY IMAGES



One Nation, Divisible

Newly erected barricades separate sections of Independence Square in Kiev, Ukraine, on Dec. 12 in the wake of heightened antigovernment protests, mostly by people from that nation's western half. The eastern half largely supports Russian-backed President Viktor Yanukovich.

SERGEY PONOMAREV—THE NEW YORK TIMES/REDUX



Vivid Diety

A Newari woman has painted her face and lips to resemble a goddess's before a parade celebrating the annual Yamari Puni festival in Kathmandu on Dec. 17. The festival is celebrated once a year, during the full moon.

NAVESH CHITRAKER—REUTERS



Figurehead Coach

West Point cadets prop up an oversize cutout of head coach Rich Ellerson during Army's annual football game against Navy, played this year on Dec. 14 in Philadelphia. The Black Knights fell to the Midshipmen 34-7. Ellerson was let go the next day.

MATT SLOCUM—AP



Breaking News

Subway commuters in Pyongyang on Dec. 13 read headlines in the public newspaper describing the execution of Jang Song Thaek, Kim Jong Un's uncle, who was labeled a traitor by the Supreme Leader.

DAVID GUTTENFELDER—AP



The Chase Is On

An escaped cow barrels after a farmer who had tried to capture it in China's Anhui province on Dec. 15. The 1,500-lb. (680 kg) cow was ultimately shot dead by local policemen after attacking several farmers in the vicinity of the initial escape.

CHINA DAILY/REUTERS



Polar-Bear Plunge

A woman paddles through a hotel pool in Jerusalem on Dec. 13 as a snowstorm blankets the city. The rare bout of severe winter weather made several roads impassable, stranding hundreds in their vehicles.

BRIAN SNYDER—REUTERS



Power Lunch

Leaders of the German government, including Chancellor Angela Merkel, in blue, convene after the signing of a coalition-government agreement in Berlin on Dec. 16. Merkel's conservatives have joined forces with Germany's Social Democrats to form a right-left government.

TOBIAS SCHWARZ—REUTERS



1 2 3
4 5 6
7 8 9



CHILE
The Four Biggest
Challenges Facing
Chile's Returning
President

**THE
EXPLAINER**
How to Make
Less E-Waste

BANGLADESH
Colors
of Rage

**NORTH
KOREA**
How Killing His
Uncle Could
Leave Kim Jong
Un Weaker

TRENDING IN

FINANCE

Ireland became the first euro-zone nation to repay its bailout loans, totaling \$116 billion, three years after getting them.

GETTY IMAGES



FILM

James Cameron announced that live-action portions of his three *Avatar* sequels would be shot in New Zealand in exchange for a heavy tax rebate.

AP

MAYBE TODAY,
CHRONIC MIGRAINE
WON'T STAND IN
YOUR WAY.



If you have migraines with 15 or more headache days a month, you're living a Maybe Life.
AND YOU MAY ALSO BE LIVING WITH CHRONIC MIGRAINE.
But knowing this thing you're going through has a name means knowing you can find treatments that are right for you.

**TO FIND A HEADACHE SPECIALIST
AND FOR MORE INFORMATION, VISIT**

MYCHRONIC
MIGRAINE.com

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Andrea Chalupa

Explaining the Conflict in Ukraine

What we are seeing today stems from a deadly famine that Stalin engineered back in 1932

IN UKRAINE, THE NATIONALISTIC west is Ukrainian-speaking and welcomes the E.U., while the Russian-speaking East, where current President Viktor Yanukovych rose to power, sees the Kremlin as an indispensable ally and wants to remain outside the E.U. This has given rise to massive demonstrations aiming to overthrow the government, police brutality and urgent meetings between the President and the Kremlin. A civil war or an official breakup of the country is a very real possibility. To better understand the origins of this conflict, one must realize that this divide is not natural but rather stems from murderous work by Joseph Stalin and one of the largest Western media cover-ups in history.

East Ukraine was once as nationalistic and Ukrainian-speaking as western Ukraine is today. The dramatic transformation of the area was a result of ethnic cleansing. In 1932 a famine engineered by Stalin killed up to an estimated 10 million people, mostly in East Ukraine. Beginning in 1933, the Soviets replaced them with millions of deported Russians. Western Ukraine, then part of Poland, was spared. Raphael Lemkin, who first coined the word *genocide*, used the Ukrainian famine as an example.

Despite scholarly evidence and public protests, Yanukovych toes the Kremlin line that the famine was not genocide. Coincidentally, this year marks the 80th anniversary of the famine, known as the *Holodomor*—Ukrainian for “death by hunger.” The toppling and

beheading of the statue of Lenin in Kiev was more than sending a message to Putin; it was an act of retribution for Soviet atrocities. Ukraine suffered far worse under Stalin than Russia, according to Timothy Snyder, a professor of history at Yale University and author of *Bloodlands: Europe Between Hitler and Stalin*.

Stalin engineered the famine to rid himself of a stubborn enemy. Ukrainians had fought for their independence during the Russian Revolution, and for a short time, they had beaten back the Reds. What's more, Ukraine, being the "breadbasket of Europe," had a rich and ancient culture of farmers who wanted to hold on to their language, their land and their identity. As a civilization, Ukraine is a thousand years older than Moscow. For Stalin, as for Putin today, this would be a very hard back to break.

Beginning in 1932, Stalin sent in soldiers from Russia to seize the agriculture industry in Ukraine. Impossible production quotas

were set, and the overzealous soldiers made sure every single ounce of grain went to meeting those quotas. Homes were searched, soldiers used spikes to stab the earth looking for buried grain, kulaks—rich landowning farmers—were rounded up and deported to Siberia, and the poorer, less established farmers who stayed behind were forced to join the newly built collective farms.

The brutal tactics accelerated. Soviet soldiers destroyed cooking utensils and ovens and killed pets—anything that could provide nourishment. With the borders of Ukraine sealed by the military, starving Ukrainians, wandering blind and delirious from hunger, were trapped to die a slow, excruciating death.

In Moscow, Western journalists knew what was going on. Lucky refugees who had managed to escape fled to the city to beg for food, to trade wedding rings for bread. "They gathered faster than the police could clear them away," wrote UPI reporter Eugene Lyons

in his confessional memoir *Assignment in Utopia*. Meanwhile, the West continued to believe that the Soviet Union was the workers' paradise. Willfully ignorant, leading intellectuals, most notably George Bernard Shaw, flocked to Moscow and declared the Soviet Union a utopia. As Lyons wrote, "Every correspondent, each in his own measure, was guilty of collaborating in this monstrous hoax on the world."

A naive 27-year-old Welsh journalist named Gareth Jones entered Ukraine, where he witnessed the ravaged countryside and interviewed survivors. His eyewitness account shocked the world. Much as the Kremlin controls the media in Moscow today, it pressured American and British journalists to publish articles condemning Jones as a liar. "There is no actual starvation or deaths from starvation but there is widespread mortality from diseases due to malnutrition," Walter Duranty wrote in the *New York Times*. Ever a social ringmaster, Duranty lived in a luxurious apartment inside the

Kremlin, was beloved internationally as "Our Man in Moscow" and had just won the Pulitzer Prize. Who would the world believe? Jones was silenced and two years later was murdered, research suggests, by the KGB.

For Ukrainians, E.U. membership means more than economic opportunities and mobility. It is about distancing themselves from Putin, who is said to revere Stalin, the very dictator who tried to erase Ukraine and managed to partition it, at least politically. If that weren't enough, just this past week, Putin tightened his control of the press by shutting down Russia's leading news agency, RIA Novosti. This is just another chilling reminder of the *Holodomor* to the Ukrainian people and a reason they continue to protest in arctic temperatures to get away from his grasp. ■

Chalupa, a columnist for Big Think, studied at the Harvard Ukrainian Research Institute and is the author of Orwell and the Refugees: The Untold Story of Animal Farm

Nation



The NSA Under Pressure

And now, the battle for public opinion

BY MICHAEL SCHERER

AS A RULE, AMERICA'S snoops and spooks don't like to talk about their work. But in recent days, National Security Agency director Keith Alexander has given one of the nation's largest intelligence outfits a different set of marching orders.

"We need to help the American people understand what we're doing and why we're doing it," he told CBS's *60 Minutes* on Dec. 15.

The reason for the urgency is that change is approaching. The leak of classified documents by Edward Snowden, a former NSA

contractor, has prompted President Obama, the federal courts and Congress to reconsider some of the NSA's most controversial programs, including the mass collection of American phone records. As a result, different parts of the government find themselves in the remarkable position of battling with one another to win over American public opinion.

But the NSA charm offensive, including limited tours of its top-secret headquarters in Maryland, has met with some fierce resistance. One day after the *60 Minutes* interview aired, U.S. District Judge Richard Leon issued a blistering ruling against the NSA's phone-record program, calling it "almost-Orwellian technology" that the Founding Fathers "would be aghast" to learn about. Then on Dec. 18, the

White House fought back by releasing a report from external advisers calling for such curbs on the NSA's power as ending the phone-record program and adding new restrictions on government collection of "mass, undigested, non-public personal information about U.S. persons."

Obama may not accept those recommendations in January, when he is set to announce his next move on the NSA scandal, and higher courts will get a chance to accept or reject Leon's ruling. (Many believe the Supreme Court will ultimately decide the matter.) Meanwhile, the NSA remains on defense, warning of pos-

sible fallout if the programs are curtailed. "We should not step back from the tools that we've given our analysts to detect these types of attacks," Alexander said.



THE CATALYST

Snowden's leaks have put the NSA on the defensive over its surveillance tactics

56%

Percentage of students who started college in fall 2007 and have completed their degrees, according to the National Student Clearinghouse

MARKETING

Ms. West, I Presume?

The voice on the end of the line is bright and engaging, even for someone selling insurance by phone. But something isn't quite right either. Samantha West, the name she goes by, lets out a charming laugh when asked if she is a real person or something digital. Then she balks at easy small talk: The main ingredient in tomato soup? She says she doesn't understand the question.

It turns out that West is a robot who denies she is a robot—and yet she may be the future of telemarketing. She functions much like a remote-controlled car, operated by a real person working at a call center outside the U.S., says John Rasman, a representative of Premier Health Plans, the company using her. Those human puppeteers choose from a series of recorded responses, using West's voice to hide their accents.

In the meantime, marketing firms have a brave new weapon in the sales game: an almost perfect telepresence, if one still limited in her range. —DENVER NICKS



BURNING BRIDGES

An obscure, months-old traffic jam in northern New Jersey is emerging as a speed bump for Chris Christie's national ambitions. Back in September, a local transportation official close to the governor shut down access lanes to the George Washington Bridge, snarling traffic on and around the nation's busiest span. Christie's political opponents claim the move was a ploy to punish the Democratic mayor of Fort Lee, who had declined to endorse Christie's re-election campaign. The traffic backups lasted several days and coincided with the start of the school year, infuriating drivers and local residents. The governor says he had no knowledge of or involvement in the lane closings. But a pair of his allies have resigned over the matter, and Democrats—perhaps fearful of Christie's potential in 2016—are calling for investigations. —ALEX ALTMAN

The White House Reboot

Can new faces revive Obama's agenda?

BY ZEKE MILLER

PERSONNEL IS POLICY," runs the old saw, so when a President shuffles the chairs in the West Wing, Washington takes notice.

The latest moves—a series of staff changes announced in mid-December—offer some hints about Barack Obama's direction in 2014. He named White House deputy communications director Katie Beirne Fallon as his legislative director and brought in a veteran Clinton aide, John Podesta, to serve in his inner circle. Neither has close ties to Republicans in Congress or a recent track record of cutting big bipartisan deals. But both are expert at messaging, especially to the Democratic base. Which tells you how the White House plans to turn the page on a disappointing year.

Podesta, founder of the liberal Center for American Progress and Bill Clinton's final chief of staff, has spent much of the past five



years backing up the President's left flank from his think tank. His new brief: help Obama work around an obstructionist Congress. Podesta also has deep ties to Hillary Clinton.

Fallon's task will be to patch over divisions that have emerged between the White House and congressional Democrats. Her focus will be on climate change, immigration and Obamacare—issues that have little legislative movement but could be important in the coming midterm elections.

The White House is also adding new hands to help limit the damage from the rollout of the Affordable Care Act, recruiting former staffer

Phil Schiliro to lead the complex law's implementation and former Microsoft executive Kurt DelBene to manage the troubled website.

The White House maintains that its new hires address specific problems and don't amount to a

larger shake-up. Republicans understandably see the changes as evidence that the Administration is uninterested in reaching across the aisle. What is certain is that after a turbulent 12 months, the White House is searching for a reset.



A Seller's Market

As Washington State officials spend the final days of December erecting a legal market for recreational marijuana from scratch, two big mysteries await them: Just how much weed will people buy? And will there be enough dope to meet demand?

The questions have vexed state officials as they decide how many stores

to license for pot sales and how much marijuana they'll allow to be grown. "We've always been worried about supply and demand," says Brian Smith, a spokesman for the Washington State Liquor Control Board, which will regulate the pot market. "You base it on the best data you have available."

That data just got a little bit better. The Rand Corp., a nonprofit think tank, released a report on Dec. 18 estimating that Evergreen State residents are consuming roughly 175 metric tons of weed per year—twice what the state initially projected. That works out to about 70 joints per year for each resident ages 21 and older. The board based its final rules on a projection closer to Rand's findings, but Smith says they could still be wrong; they'll know after the market opens.

While Washington's pot shops won't be ready until late spring, recreational marijuana goes on sale in Colorado on New Year's Day, and Denver officials estimate that just 10 stores will be open for business in time. Demand, says city councilman Charlie Brown, could exceed supply. If so, what's being called Green Wednesday could look more like Black Friday. —KATY STEINMETZ

THE NEXT

BIG

THING

IS HERE™

Samsung GALAXY Note 3 + Gear™

Video

BONUS
DIGITAL
CONTENT

Obamacare for College Students | BY TIME VIDEO



Do young Americans need to pay attention to the Affordable Care Act?

Video

BONUS
DIGITAL
CONTENT

The Postal Service's Busiest Day | BY TIME VIDEO



The load of more than double the daily output on Dec. 23 will have many around the U.S. appreciating the fast, affordable carrier

Tech

Oh, Snap! How photo messages could make texting obsolete

BY VICTOR LUCKERSON

WHEN 16-YEAR-OLD Marly King, a high schooler in Birmingham, Ala., wanted to tell friends how excited she was about her brother's return from college, she could have sent a text. Two years ago, she definitely would have.

But now, she says, she doesn't "have a need" for that; she uses photo-messaging instead. "It's a more interactive way of communicating," says King, who sends 50 to 100 photos each day—including, at one point, a selfie with her sibling to alert friends about her brother's return—using Snapchat, the app that lets users exchange images (either plain or with virtual scribbles) that disappear after a few seconds. Says Hannah

What's in A Frame?

Five photo-messaging perks that are luring teens away from texts

TAP CIRCLES FOR MORE

CONTEXT

Visual cues (like the plate or bedroom wall, left) negate the need to describe where you are and what you're doing.

NOVELTY

"When my lights are off, I'll send a Snapchat of the dark but with words on it, even though I could text the same thing," says Hannah LeComte, 15.



LeComte, a 15-year-old from Tuscaloosa, Ala.: “It’s easier to send someone a picture of how you’re feeling than to put it into words.”

This may well be the future of mobile communication—and not just among tech-savvy teens. As a whole, people are texting less than they used to: the average U.S. cell-phone user now sends 628 text messages per quarter, down 8% from a year ago, according to Chetan Sharma Consulting, a telecommunications research firm. Meanwhile, snapping photos has become the most widely used function of mobile phones, and a slew of new services—including Snapchat, the just-launched Instagram Direct and lesser-known apps like Kik and Wickr—are making person-to-person picture-messaging more accessible than ever.

Although the most voracious

photo-messagers are teens and, to a lesser extent, 20-somethings, the benefits of image-based communication are universal. Texting the phrase *I’m bored*, for example, necessitates a follow-up: Why are you bored? Where are you bored? How bored are you? But scribbling that same message across a photo of your empty workstation offers instant context: I’m bored because I’m at work and there’s nothing to do. “This is about layered communication, the ability to have multimedia human exchanges in ways that we weren’t able to do before,” says Scott Campbell, a professor of telecommunications at the University of Michigan.

The conceit is clearly resonating. Snapchatters send 350 million photos and videos each day, up 600% from last year. And that’s all in addition to the billions of photos sent via wireless carriers and

**‘It’s easier to send someone
a picture of how you’re feeling than
to put it into words.’**

—HANNAH LECOMTE, A TEEN FROM TUSCALOOSA, ALA.

native mobile-messaging clients like iMessage. “It’s not just that kids are too tired of typing,” says Sandra Cortesi, the director of the Youth and Media Project at Harvard University. “Sometimes an image can be more personal and intimate. As those tools and devices become more ubiquitous, photo-messaging is going to become more popular.”

If this narrative sounds familiar, that’s because it is. Both texting and social networking started as youth fads but were eventually harnessed by companies and people of all ages to streamline virtual communication.

To that end, Facebook, which owns Instagram, has spent the past year trying to build a photo-messaging app with mass appeal. After its Snapchat clone, Poke, failed to resonate in 2012, it reportedly tried to buy the real thing for \$3 billion in November, but Snapchat refused. Instagram Direct, which allows users to send one another private photos, is Facebook’s latest play for dominance. “It’s worried about people creating a network outside of the social network they’re already participating

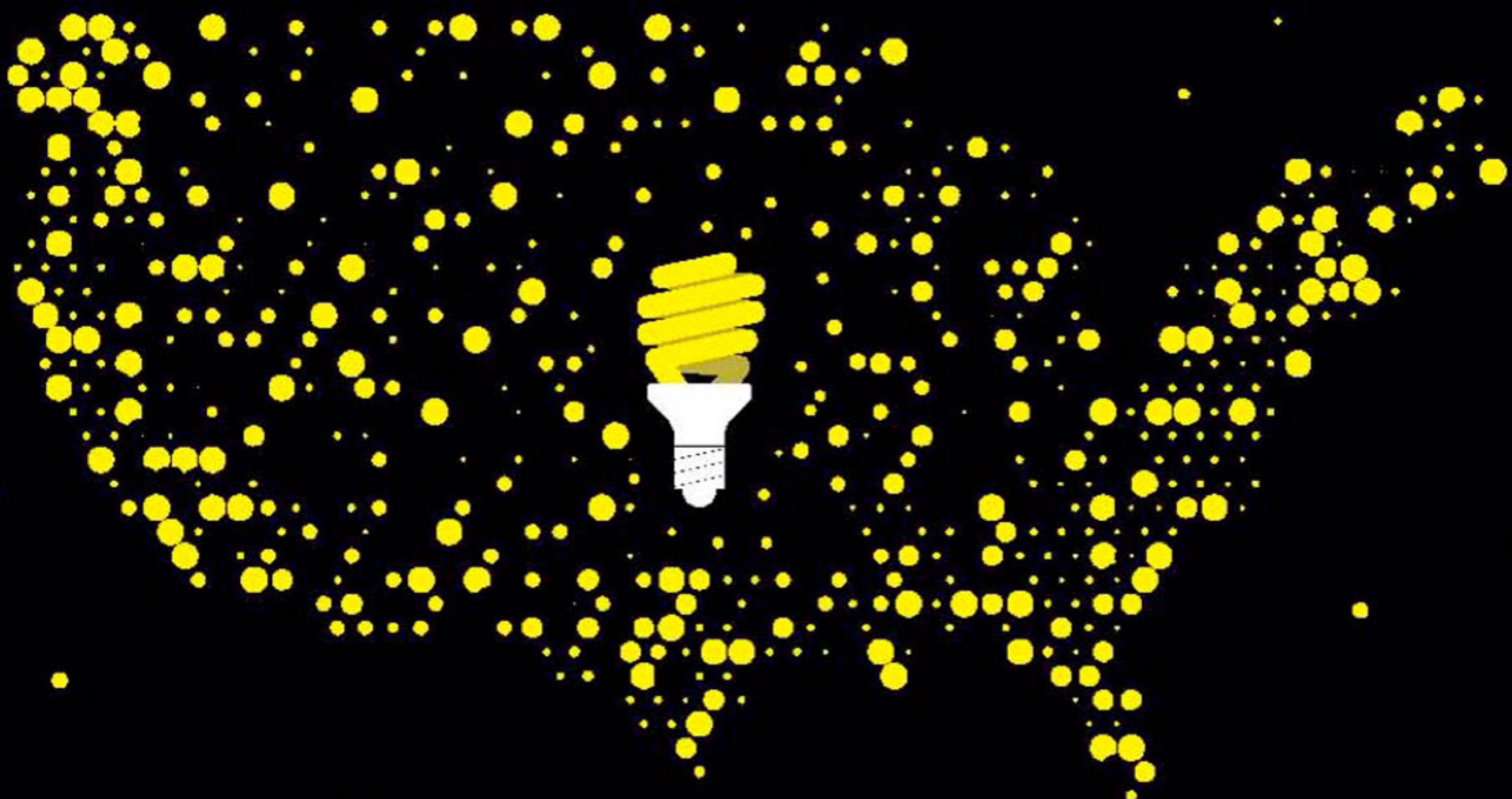
in,” says Rick Summer, an analyst at Morningstar. Twitter has also tweaked its interface to allow users to direct-message photos.

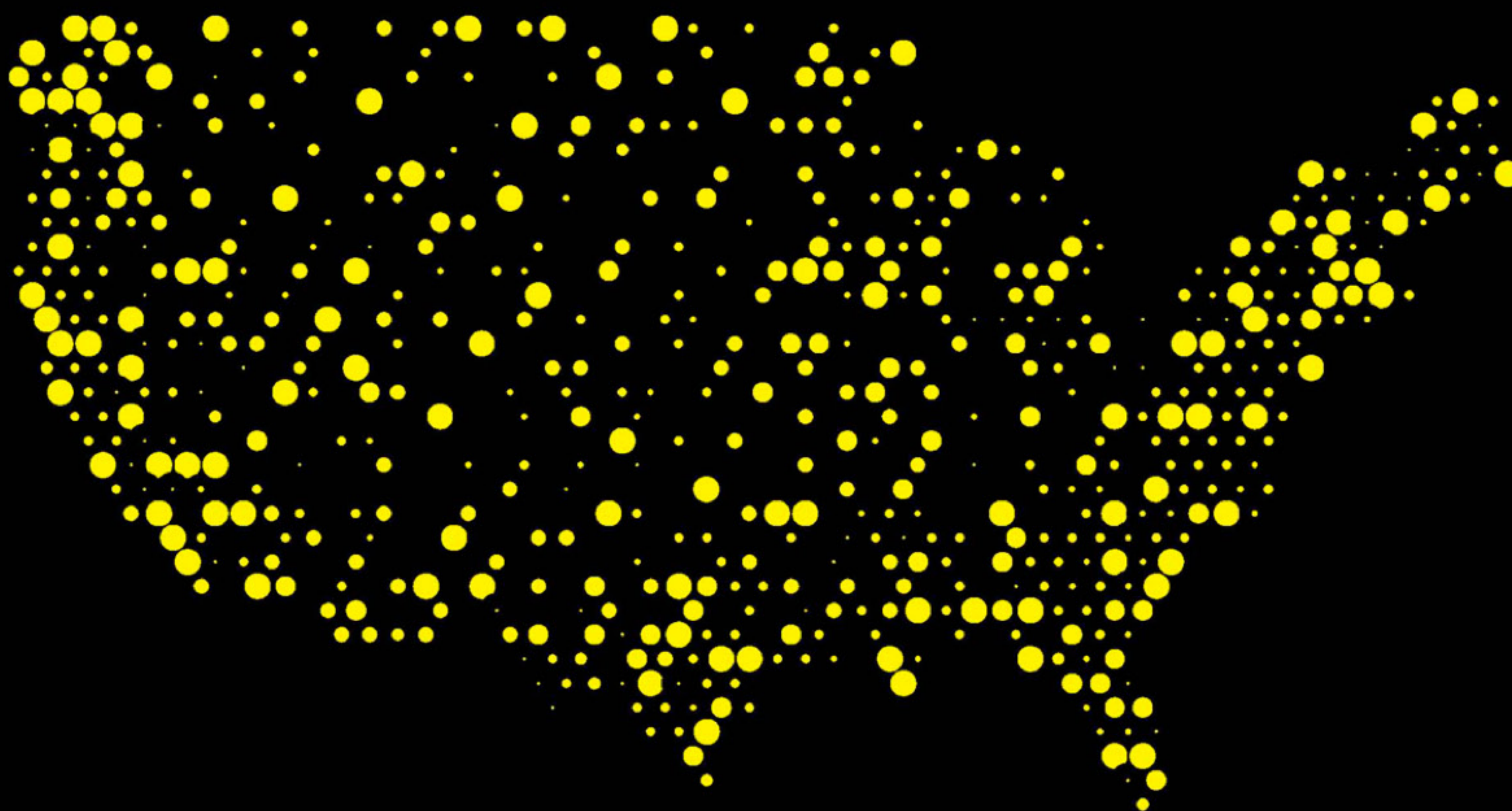
Of course, myriad issues remain. For one, as many teens note, it’s tough to photo-message about serious subjects—the whole practice, as it is now, lends itself much better to casual conversation. The bigger challenge, however, is a business one: Can this stuff be monetized? Despite receiving \$50 million in new funding, Snapchat generates no revenue (though it has floated the idea of “exploding coupons” that last a few seconds). Line, a popular chat app in Japan, generates some—it sells emojis and virtual stickers for messages. But it’s clearly a work in progress.

Nonetheless, analysts agree: even if an individual app flames out, photo-messaging will endure. “The motivations are there to share yourself in a symbolic way, in an economical way, in a more in-the-moment way,” says Campbell. Or as LeComte, the 15-year-old Snapchatter, puts it, “It’s not, like, lazy. But it’s easier.”

If every U.S. home replaced one light bulb with a compact fluorescent bulb, the energy saved could light how many homes?

- a. 1 million
- b. 2 million
- c. 3 million





c. 3 million

By 2030, investments in energy efficiency could help Americans save \$300 billion each year. **Energy lives here.**

Take the energy quiz: exxonmobil.com/quiz

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#energyquiz

Video

BONUS
DIGITAL
CONTENT

Even Robots Get Sad | BY DENVER NICKS



The effort to determine whether Samantha West is a robot raises deep questions for us all

Health

Scrubbs with potentially harmful chemicals like triclosan account for nearly half of U.S. soap sales



The Dirt on Soap

Antibacterial scrubs may do more harm than good

BY ALICE PARK

LIKE MOST AMERICANS, you've probably contributed to the \$450 million market for antibacterial soaps, under the impression that they would ward off any number of harmful microbes. (Staph, strep and *E. coli*, for example, have all been found on bathroom doorknobs.) But according to a new proposal from the Food and Drug Administration (FDA), those extra dollars may have been a total waste.



\$28 million

Amount Americans spent in 2010 on vitamins, which according to new research may have been useless, since there is scant evidence of their effectiveness

A growing number of studies suggest that antimicrobial chemicals like triclosan—used in soaps from Henkel (maker of Dial), Procter & Gamble (maker of Safeguard) and other companies—may cause harms like hormone disruption. Citing that research, the FDA is requiring manufacturers to justify the potential risks by verifying that their products are more effective than ordinary soap and water at lowering the risk of infections like the kind that cause stomach ailments.

Companies have a year to provide the requested data, which the industry says is available. But they will have to do more long-term, real-world trials—as opposed to the lab studies that make up most of the evidence now—to meet the FDA's new standards. If the results aren't convincing, they'll have to remove antibacterial ingredients from their products and relabel them as old-fashioned soaps—an effort that may cost up to \$368 million.

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Better sound through research

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Video

BONUS
DIGITAL
CONTENT

General Motors for Life: From Intern to CEO

BY BILL SAPORITO

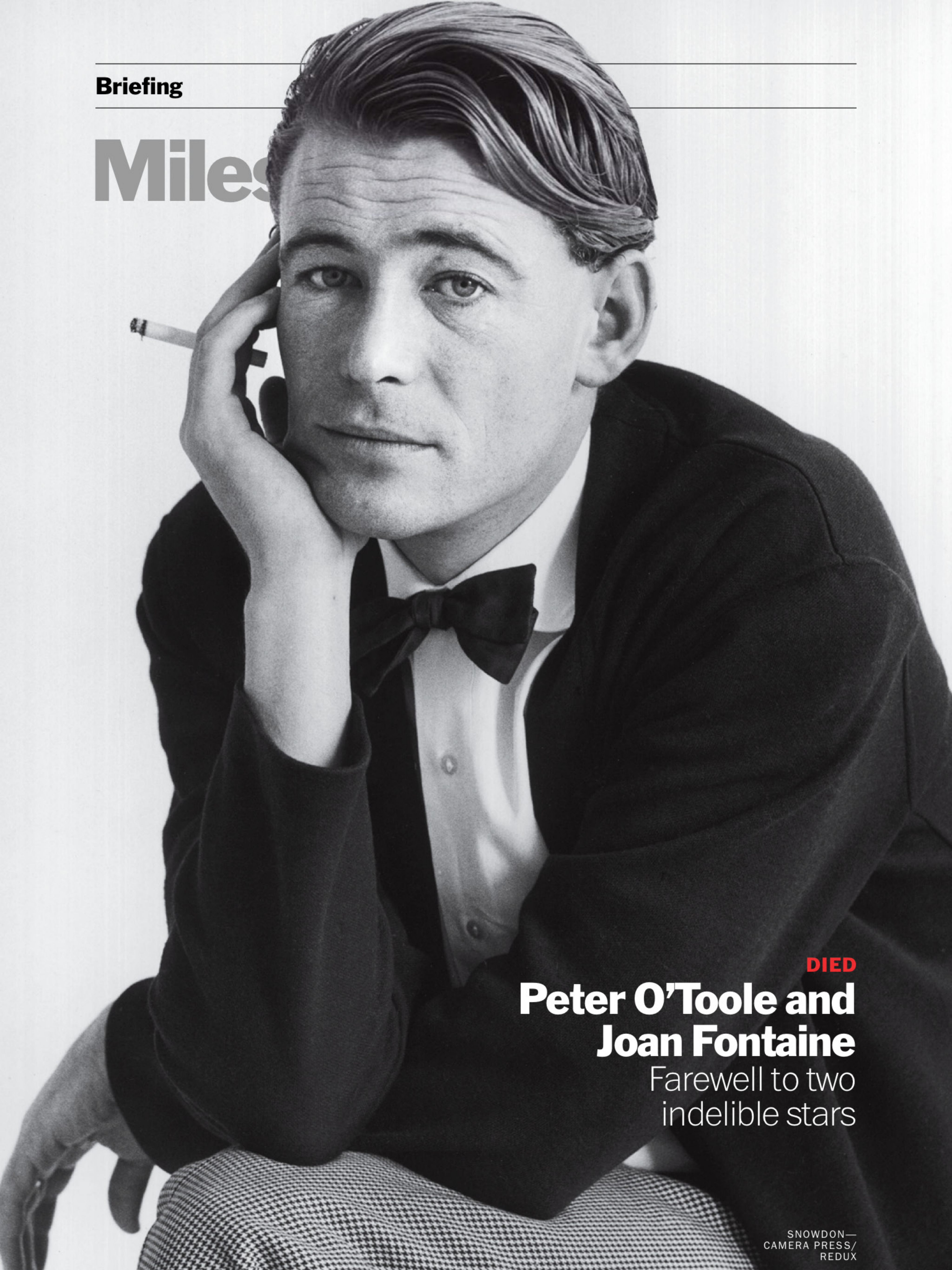


Mary Barra is the first woman to lead a major automaker. Can she grow GM to dominate as it did 50 years ago?

WWW.PDFMAGAZINES.ORG

Briefing

Miles



DIED
**Peter O'Toole and
Joan Fontaine**
Farewell to two
indelible stars

SNOWDON—
CAMERA PRESS/
REDUX

A GENERATION APART, EACH burst into fame in a great director's movie that won the Academy Award for Best Picture: Joan Fontaine in Alfred Hitchcock's *Rebecca* (1940), Peter O'Toole in David Lean's *Lawrence of Arabia* (1962). They also represented two classic, nearly vanished styles of film acting. Fontaine played the gracious lady, quiet and querulous, unsure of her allure. O'Toole was the master thespian, lasering his reckless charisma to the farthest balcony. She was all emotional precision, he theatrical bravado. They took those styles with them when they died: O'Toole at 81 on Dec. 14 in a London hospital, Fontaine at 96 the next day at her home in Carmel, Calif.

The son of an Irish bookmaker and a Scottish nurse, Peter Seamus O'Toole had appeared in only a few stage plays and movies when Lean tested him to play the British adventurer T.E. Lawrence. Whether the 6-ft. 2-in. O'Toole was much like the 5-ft. 5-in. Lawrence, he surely

proclaimed his subject's immense stature; he was the spirit of swash-buckling film adventure, a mad, utterly gorgeous Englishman out in the Middle Eastern sun. "If you'd been any prettier," Noël Coward told him, "it would have been *Florence of Arabia*."

Nominated for eight Oscars but never winning—except an honorary lifetime-achievement award in 2003—O'Toole embodied kings (Henry II in both *Becket* and *The Lion*



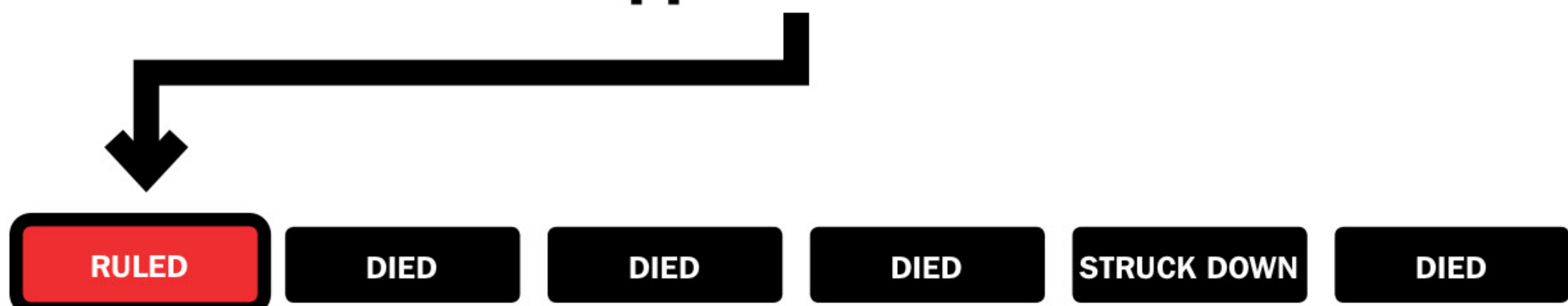
in *Winter*) and other daft, regal creatures: the furious director in *The Stunt Man*, the inebriated star actor in *My Favorite Year*. O'Toole, who battled booze, was never a fitness freak. "The only exercise I take," he said, "is walking behind the coffins of friends who took exercise."

Fontaine, born Joan de Beauvoir de Havilland in Tokyo, grew up in the shadow of her older sister Olivia de Havilland, herself a two-time Oscar winner. But Fontaine won hers first, in Hitchcock's *Suspicion* (1941). Fontaine's small, sad smile and delicate gestures made her ideal for romantic heroines slow to realize their own

strength. Opposite Orson Welles in *Jane Eyre* and Louis Jourdan in Max Ophüls' *Letter From an Unknown Woman*, she created indelible portraits of shy girls who could stand up to stubborn, imperious men.

Her lifelong rival was her sister; the two had not spoken in decades. When asked by PEOPLE in 1978 how she would like to die, Fontaine replied, "At age 108, flying around the stage in *Peter Pan*, as a result of my sister cutting the wires. Olivia has always said I was first at everything ... If I die, she'll be furious, because again I'll have got there first!" Talk about stubborn. —RICHARD CORLISS

**By U.S. District Judge Richard Leon,
that the NSA's domestic phone
data mining is unconstitutional. The decision
will not bar the agency from collecting
such information until the federal government's
certain appeals are resolved.**



TAP TO READ ADDITIONAL MILESTONES

We lost everything in a fire.



The Red Cross
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On a cold morning, the Red Cross
was there for Angelina and her family
with shoes, warm clothes and shelter.
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Angelina

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Rana Foroohar

The Exceptions That Prove

Despite the approval of the Volcker rule, banks still aren't safe enough



DESPITE THE HOOPLA over the approval of the Volcker rule, which restricts banks from making certain types of speculative investments, our financial system isn't much safer than it was before 2008. The fine print in the rule—named for inflation-quashing former Fed chair Paul Volcker—shows the extent to which our system is still vulnerable. Banks used to be the servants of American business. Now they are its masters.

FDIC vice chairman Tom Hoenig, perhaps the smartest banking reformer around, helped sharpen this point in a recent speech in which he noted that from 2008 to 2011, commercial and industrial loans to American businesses declined from \$1.6 trillion to

\$1.24 trillion. While banks would say this is because demand sank during the crisis, the Alliance for American Manufacturing argues that it was because credit tightened so dramatically, even businesses with strong prospects couldn't get loans. I'm inclined to believe the manufacturers, since they've actually experienced a substantial renaissance in recent years.

To be sure, the Volcker rule has strengthened some of the language regarding how and when banks can do risky securities trading, which is much more profitable than the plain-vanilla lending they've been moving away from since the 1980s. The rule is a step in the right direction. But it is naive to pretend that the too-big-to-fail problem is gone. For starters, the biggest banks are even

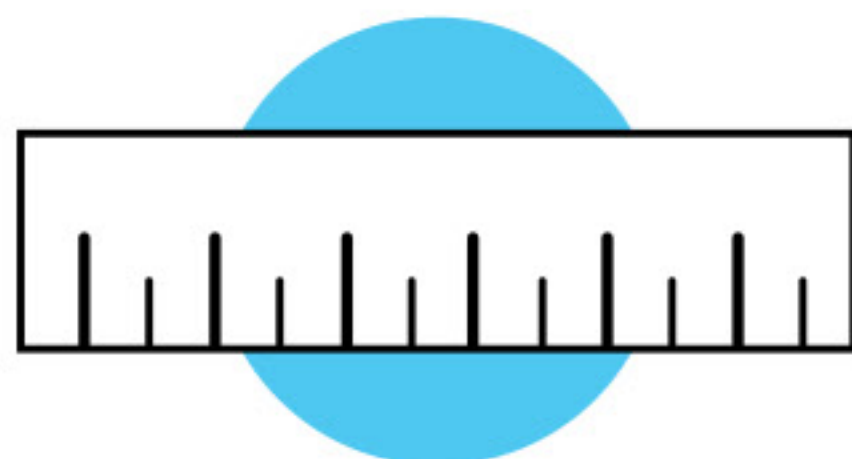
bigger now than they were before the crisis: the eight largest financial institutions in the U.S. control nearly \$15 trillion worth of assets, or about 90% of GDP. As Hoenig sums it up, “I don’t know any manager who can safely handle a single institution that’s holding \$3 trillion to \$4 trillion worth of assets.” In other words, he is warning, the banks are not only too big to fail but also too big to manage.

A major reason for the continued complexity and risk in the financial system is lobbying power. The Volcker rule as Volcker originally envisioned it was a brief document that did something simple:

it separated federally insured commercial lending to businesses and individuals from high-flying trading of the kind that can result in London Whale-type losses. The Volcker rule as it stands now has been turned into Swiss cheese by bank lobbyists, who represent the second biggest corporate special-interest bloc after the health care complex, spending nearly half a billion dollars a year on lobbying, according to the nonprofit, nonpartisan Center for Responsive Politics. So while the rule limits federally insured banks from trading for its own sake, they are still allowed to hedge their portfolios,



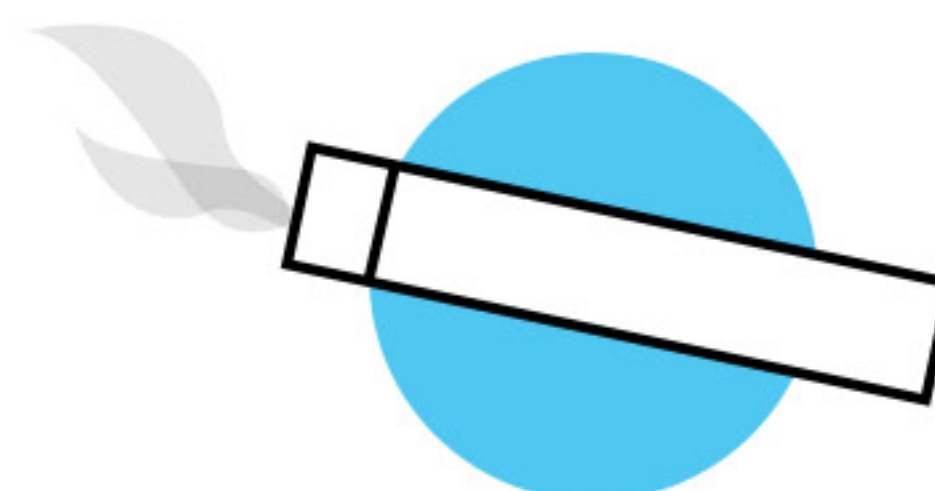
THREE FACTS ABOUT PAUL VOLCKER



He’s **6 ft. 7 in.** (200 cm), earning him the nickname Tall Paul



He’s **thrifty**: he flies coach, carries his own luggage and takes buses instead of cabs



He loves **cheap, smelly cigars**

which opens up a lot of gray territory for trading. The truth is, it will take years to know how effectively the current version of Volcker will mitigate risk in the banking system. And ultimately it will depend on how much time, money, technology and legal services the banking industry throws at keeping the most profitable portion of its business going.

There's a case to be made that the industry might grow more robustly if bankers were forced to separate lending from trading. Many of the largest and most complex firms trade at a discount from their book value, suggesting that the market isn't so confident about their future performance. Certainly having more lenders rather than fewer would help other kinds of businesses, and having trading walled off from lending would encourage that. The fact that the five largest U.S. financial holding companies control 55% of industry assets—compared with 20% in 1990—keeps competition low and credit constrained.

SO WHERE DO WE GO FROM here? Hoenig believes that in the

next two to five years, there will likely be another crisis or trading loss of the kind that reignites the debate over closing trading loopholes and creating a truly safer financial system. Reformers like him believe that there should be limits, for example, on the amount of borrowed money that banks can use to conduct their daily business. Right now, banks complain about rules that would require them to hold a mere 5% of their assets in high-quality, low-risk capital (known as Tier 1 capital), despite the fact that in any other industry, doing business with less than 50% of your own cash would be considered extreme.

There is a rising chorus of reform voices that would like to see banks holding more like 15% to 20% of their own capital. That was the average held by the major New York-based institutions in the run-up to the financial crisis of 1929—which is one reason none of them went under back then. As the U.S. recovery gains steam and memories of the 2008 crisis fade, here's hoping we haven't lost our last, best chance to create a safer system. ■

WHY IS
he called
'BOSS'
—— BUT ——
SHE'S CALLED
'BOSSY'?

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Video

BONUS
DIGITAL
CONTENT

Financial-Crisis Fallout | BY CHRIS MATTHEWS



A look at what has happened to some of the big players behind the economic meltdown

Camille Paglia

2013: The Year Men Became Obsolete?

As men lose ground in school and the workforce, here's what feminists get wrong about the stronger sex

IF MEN ARE BECOMING obsolete, as some feminists argue, then women will soon be extinct. A peevish, grudging rancor against men has been one of the most unpalatable and unjust features of second- and third-wave feminism. Men's faults, failings and foibles have been seized on and magnified into gruesome bills of indictment—including by ideologues at our leading universities.

Is it any wonder, then, that so many high-achieving young women, despite all the happy talk about their academic success, find themselves in the early stages of their careers in chronic uncertainty or anxiety about their prospects for an emotionally fulfilled private life? When an educated culture routinely denigrates

masculinity and manhood, then women will be perpetually stuck with boys. And without strong men as models to either embrace or resist, women will never attain a centered and profound sense of themselves as women.

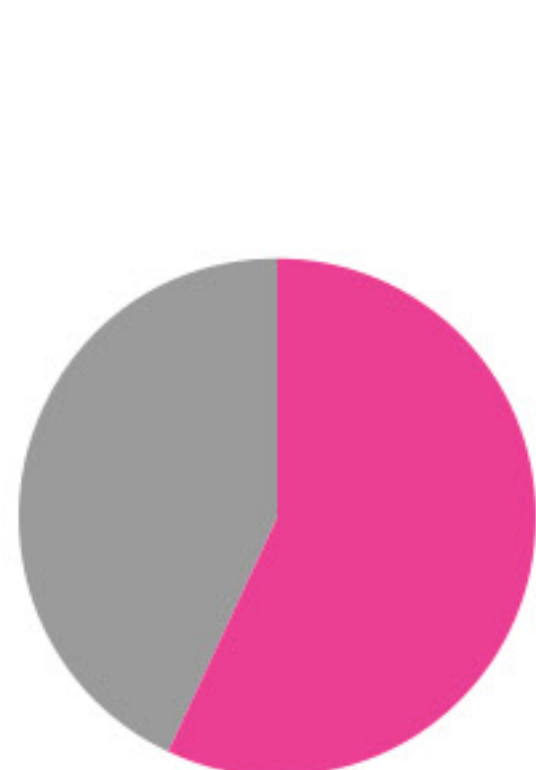
FROM MY LONG OBSERVATION, which predates the sexual revolution, this remains a serious problem afflicting Anglo-American society, with its Puritan residue. In France, Italy, Spain and Latin America, by contrast, many ambitious women seem to have found a formula for asserting power and authority in the workplace while still projecting sexual allure and even glamour. This is the true feminine mystique, which cannot be taught but flows from an instinctive recognition of

sexual differences. In today's punitive atmosphere of sentimental propaganda about gender, the sexual imagination has understandably fled into the alternate world of online pornography, where the rude but exhilarating forces of primitive nature rollick unconstrained by religious or feminist moralism.

It was always the proper mission of feminism to attack and reconstruct the ossified social practices that had led to wide-ranging discrimination against women. But surely it was and is possible for a progressive reform movement to achieve that without stereotyping, belittling or demonizing

men. History must be seen clearly and fairly: obstructive traditions arose not from men's hatred or enslavement of women but from the natural division of labor that had developed over thousands of years during the agrarian period and that once immensely benefited and protected women, permitting them to remain at the hearth to care for helpless infants and children. Over the past century, it was labor-saving appliances, invented by men and spread by capitalism, that liberated women from daily drudgery.

What is troubling in too many books and articles by feminist journalists in the U.S. is, despite



57%

The estimated percentage of all **bachelor's degrees earned by women** in 2013. Women are also expected to have received 60% of all master's degrees and 52% of all doctorate degrees.



A WOMAN'S WORLD?

6.2

PERCENTAGE POINTS

The **increase in the labor-force participation rate for women** from 1980 to 2012. The labor-force participation rate for men declined by 7.2 percentage points over the same period.

their putative leftism, an implicit privileging of bourgeois values and culture. The particular focused, clerical and managerial skills of the upper-middle-class elite are presented as the highest desiderata, the ultimate evolutionary point of humanity.

But that triumphalism seems startlingly premature. History teaches us about the cyclic rise and fall of civilizations, which, as they become more complex and interconnected, also become more vulnerable to collapse. The earth is littered with the ruins of empires that believed they were eternal.

AFTER THE NEXT INEVITABLE apocalypse, men will be desperately needed again! Oh, sure, there will be the odd gun-toting Amazonian survivalist gal who can rustle game out of the bush and feed her flock, but most women and children will be expecting men to scrounge for food and water and defend the home turf.

Indeed, men are absolutely indispensable right now, invisible as it is to most feminists, who seem blind to the infrastructure that makes their work lives possible.

It is overwhelmingly men who do the dirty, dangerous work of building roads, pouring concrete, laying bricks, tarring roofs, hanging electric wires, excavating natural gas and sewage lines, cutting and clearing trees and bulldozing the landscape. It is men who heft and weld the giant steel beams that frame our office buildings, and it is men who do the hair-raising work of inseting and sealing the finely tempered plate-glass windows of skyscrapers 50 stories.

Every day along the Delaware River in Philadelphia, one can watch the passage of vast oil tankers and towering cargo ships arriving from all over the world. These stately colossi are loaded, steered and off-loaded by men. The modern economy, with its vast production and distribution network, is a male epic, in which women have found a productive role—but women were not its author.

Surely, modern women are strong enough now to give credit where credit is due! ■

Adapted from Paglia's opening statement at the Munk Debate, "Resolved: Men Are Obsolete," held in Toronto

Soraya Roberts

Have We Nothing Left to Say Off-Line?

We already know everything about all our friends. So what else is there to talk about?

“SO, WHAT’S NEW?”

It’s little more than a conversational starter pistol—a trigger pulled as often by friends as by family—but one that increasingly signals the start of my anxiety. Because the answer, invariably, is “nothing.” Not a nothing covering up a variety of secret somethings, just that—nothing. Nothing that hasn’t already been said on Facebook or Twitter or Gchat, anyway, or even on Instagram. The daily selfie has preceded the real self—or even replaced it entirely, as in the case of President Obama at Nelson Mandela’s memorial—and like the aging couple with nothing left to share, our virtual relationships have desiccated their real-life counterparts. Because when all is said and done online, what left is there off-line to say or do?

No longer satisfied to lead lives

of quiet desperation, we are causing a din. Millions of us digitally dish not only our daily exploits but also our thoughts about each one—usually more than once. Our status updates have morphed into proxies for our social lives to the point that many of our conversations are punctuated with “I saw on Facebook/Twitter that you ...” The spontaneous response is not to fill in the blanks but to ask, “Why didn’t you comment?” Even outside the confines of virtual reality, a discussion online trumps a discussion in person.

Where we do not use words, we use photos. Each sepia-toned image is worth a thousand dinner-date conversations. Pictures of people, places and things create illustrated sentences that would have previously been intoned over a glass of wine. Even off-line we tend to lean

on our digital vocabulary, flipping through Instagram to describe a weekend, displaying a chat in order to relay it.

And with nothing of our own to share, we share the lives of others. Over Thanksgiving, a then little-known producer of *The Bachelor* got entangled in a catfight (which turned out to be a hoax) with a fellow airline passenger. The argument devolved into a midair tit for tat and culminated in a slap from a woman who was supposedly wearing a “medical mask over her idiot face.” With a story like that, Elan Gale would have won his family’s Thanksgiving. Instead, he live-tweeted each blow and won Thanksgiving for the rest of us. Unable to shame our own family members, we settled for shaming seat 7A with them.

That is not to say everyone shares in my conversation anxiety. Last week my boyfriend and I ate silently with my mother even though we hadn’t seen her for a month. In the interim, however, we had all frantically exchanged texts and messages like iPhone-carrying castaways. “We have nothing to talk about anymore because we already know everything,” my mother said as a matter of course

as she sucked the marrow out of a chicken bone. At a party I attended days later, a woman I spoke to agreed that she found it progressively difficult to maintain a conversation with her friends. “There are definitely less surprises,” she acceded with a shrug. I almost prefer spending time with people I don’t know. That way everything old is new again.

Or perhaps all this is much ado about nothing, as my boyfriend says. “Although I have online accounts, I don’t waste all my good lines on the Web,” he recently said via Gchat (what else?). While it is arguable whether any of my boyfriend’s lines are actually good, it is true that he is often the one buoying our discussions at the close of each day. Funnily enough, these are the odd times I do not crackle with anxiety. While my boyfriend searches his mind for anecdotes, I relax, secure in the knowledge that mine are all saved online. ■

Roberts writes about arts and culture for the Daily Beast, Salon, Slate and various other publications. A former online entertainment editor for the New York Daily News, she is now based in Toronto, where she is finishing her first book.



THE YEAR IN PICTURES



1/ WITNESS

2/ TRANSFORM

3/ EXPLORE

4/ TRIUMPH

5/ CONNECT

THE LANGUAGE of photography hints at the power we sense in it: we take pictures, we shoot photos, we capture a face in the frame. It is the language of force because the photographer both observes and extracts, seizes from a moment a relic that remains fixed even as the moment passes. For years after the first cameras were introduced, they were viewed with alarm; people feared that their spirits might stay with the picture after they died rather than moving on to the next life. There was something unnerving about an image so alive and yet so eternal.

So what happens when everyone you know has a camera in hand every waking minute? For one thing, it transforms the role images play in our lives, our relationships, our sense of the world and our ability to explore it. More than 250 billion photos have been uploaded to Facebook alone;

we take them, tweet them, post them, print them, collectively creating a record of events unmatched in human history.

In the pages that follow, we have curated the most striking of the pictures that defined this year: those that record great and terrible events, that discover new corners of the universe, that delighted or bemused or confounded us so much that we felt we just had to share them. The photographers featured here may have risked their lives to get the picture—or invented an entirely new way to take it. On TIME.com are many hundreds more: the best photos of the year and the most surprising. They were taken by the greatest living photojournalists and by you or your neighbor or the cop on the beat—the witnesses to history who stumbled on a triumph or tragedy, reached into a pocket or purse and pulled out the camera that let the rest of us feel we can be everywhere at all times, because hardly anything goes unseen anymore. —NANCY GIBBS



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is the shot you want.**



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THE
YEAR IN
PICTURES



PART 1
WITNESS

PHOTOGRAPHERS CONFRONTED
TRAGEDY AND HEARTBREAK TO SHOW THE
STORIES THAT BECAME HISTORY

1/ WITNESS

2/ TRANSFORM

3/ EXPLORE

4/ TRIUMPH

5/ CONNECT



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‘AROUND 2 A.M., I FOUND A COUPLE EMBRACING EACH OTHER IN THE RUBBLE. I FELT LIKE I KNEW THEM. EVERY TIME I LOOK BACK TO THIS PHOTO, I FEEL UNCOMFORTABLE. IT HAUNTS ME. IT’S AS IF THEY ARE SAYING, WE ARE NOT A NUMBER, NOT ONLY CHEAP LABOR AND CHEAP LIVES. WE ARE HUMAN BEINGS LIKE YOU.’

—TASLIMA AKHTER



TIME'S EDITORS CHOSE THIS
AS ONE OF THE YEAR'S TOP 10.
TAP TO SEE ALL THE PICKS

FINAL EMBRACE In April, a nine-story garment factory in Savar, Bangladesh, collapsed, killing 1,127. This image of an unidentified couple entwined in death emblemized the loss and humanity of the disaster. The collapse is considered the deadliest accidental structural failure in history.

Photograph by Taslima Akhter





TAP
TO
MOVE
TO
NEXT
PAGE

APRIL 19, 2013

THE END OF A MANHUNT

107 minutes alongside the authorities
who captured Dzhokhar Tsarnaev

Five tense days in Boston ended here—in a boat stored in a yard in Watertown, Mass., 7½ miles from a Boston Marathon finish line still disarrayed and deserted. As a photographer for the Massachusetts State Police, Sergeant Sean Murphy deployed with hundreds of officers assigned to capture Dzhokhar Tsarnaev, a suspect, along with his brother Tamerlan, in the Boston Marathon bombings, which killed three and injured hundreds. On the evening of April 19, police received the tip that brought them to this northwestern suburb. As police surrounded the



TAP TO WATCH
MURPHY
DISCUSSING HIS
EXPERIENCE

area, Murphy, about 75 feet away, photographed Tsarnaev as he emerged from the boat with his hands up and in the sights of nearby snipers. “It was surreal,” Murphy says. “This was the guy who had executed a police officer. This was the guy who

set the bombs off at the finish line of the marathon. This was the guy who had hurt Boston.” Murphy’s photos would likely have remained unseen if not for *Rolling Stone* magazine’s decision to put Tsarnaev on the cover months later, leading some to complain that he was being glamorized. “I knew the image I had of the bad guy in the boat was the real face of terror,” says Murphy, who felt compelled to share his photos with *Boston* magazine without authorization. Murphy later retired with an honorable discharge, but he doesn’t regret what he did. “Sometimes, doing what’s wrong is the right thing to do,” he says. —JOSH SANBURN

Photographs by Sergeant Sean Murphy

APRIL 19, 2013

THE END OF A MANHUNT

107 minutes alongside the authorities who captured Dzhokhar Tsarnaev



6:02:14 P.M. Tactical police officers converge on the Watertown home where they believe Tsarnaev is hiding



▼ **SCROLL TO READ MORE** ▼

APRIL 19, 2013

THE END OF A MANHUNT

107 minutes alongside the authorities who captured Dzhokhar Tsarnaev



6:15:04 State troopers prepare for their final assault



▼ SCROLL TO READ MORE ▼

APRIL 19, 2013

THE END OF A MANHUNT

107 minutes alongside the authorities who captured Dzhokhar Tsarnaev



7:39:48 The red dot of a rifle laser can be seen on Tsarnaev's forehead



▼ SCROLL TO READ MORE ▼

APRIL 19, 2013

THE END OF A MANHUNT

107 minutes alongside the authorities who captured Dzhokhar Tsarnaev



7:46:48 A medical crew responds to Tsarnaev, who is badly injured



▼ SCROLL TO READ MORE ▼



JAN. 4, 2013

SHELTER IN THE SEA

An amateur photographer captures a massive Australian bushfire as the flames reach the water's edge

The land wouldn't do, so they tried the ocean. In the small coastal town of Dunalley in Southern Tasmania, an island south of the Australian mainland, a bushfire broke out in early January, forcing Tim Holmes and his wife, along with their five grandchildren who lived nearby, to take refuge underneath a jetty, or small pier. As massive columns of flame that Holmes later described as



TAP TO SEE A
GALLERY OF 2013'S
365 BEST PHOTOS

“tornadoes of fire” consumed virtually everything around them, the family clung to the wooden pier as the blaze crept toward the water's

edge. “The jetty became our shelter,” Holmes says. “The water was cold and the fire was intensely hot on our faces, but the biggest problem was the lack of air to breathe.” Holmes and his family were able to locate a shallow zone of breathable air between the smoke and the water. As the fire refused to let up, the pier itself caught fire. The family was able to put it out with seawater and spent two and a half hours underneath it until the flames lessened. Holmes, who is not a news photographer, took this picture with his wife's iPhone to send a text message to his daughter to assure her that they were all together. The Holmes family survived but lost their houses and all their possessions. —J.S.

Photograph by Tim Holmes

AP





TAP
TO
MOVE
TO
NEXT
PAGE

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A MASSACRE REVEALED

Erbin News, a Syrian activist group, used images to **chronicle this year's chemical-weapons attack** on the ground



(1)

MASS GRAVE

A chemical-weapons attack occurred in Syria in August, killing an estimated 1,400 people and sickening thousands

(2)

MOURNING THE DEAD

The attack prompted the U.S. to threaten action against Syrian President Bashar Assad, which ultimately led to the regime's agreeing to give up its chemical-weapons program



(3)

LETTING THE WORLD KNOW

With few organizations working inside Syria, Erbin News worked to disseminate photos like these to outside news agencies

THE
YEAR IN
PICTURES

PART 2
TRANSFORM

EVOLVING TECHNOLOGIES FOR CREATING AND
CAPTURING IMAGES LET US SEE THE UNIVERSE IN
WAYS WE NEVER THOUGHT POSSIBLE

1/ WITNESS

2/ TRANSFORM

3/ EXPLORE

4/ TRIUMPH

5/ CONNECT

THE YEAR IN PICTURES **TRANSFORM**



I'M SURPRISED AT HOW SURPRISED I AM BY THE BEAUTY OF THESE IMAGES. THIS IS A STORY OF HUMAN ACCOMPLISHMENT. HOW CAN ANYONE NOT BE EXCITED BY THAT?'

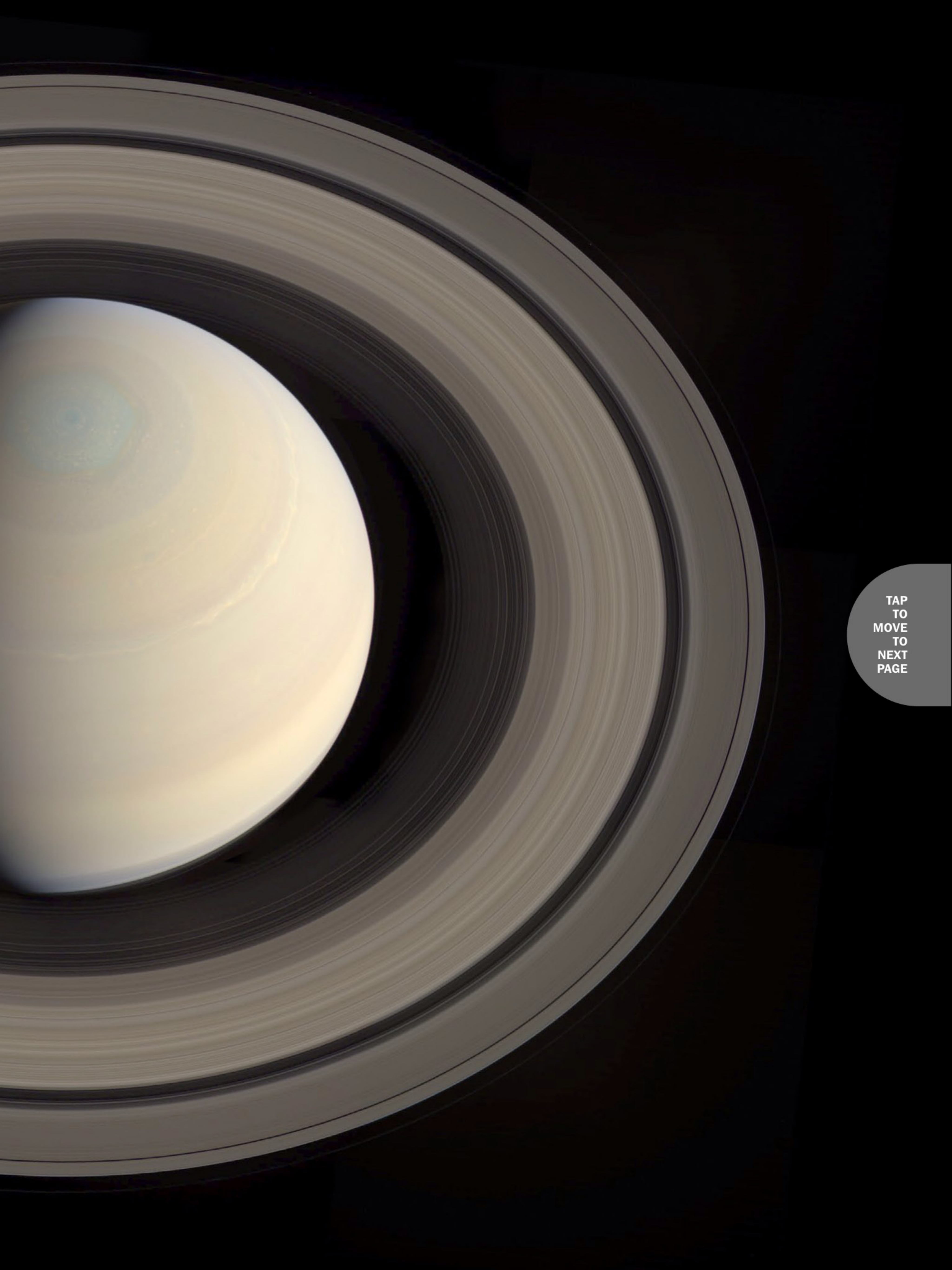
—**CAROLYN PORCO**, leader of the Cassini imaging team, when the spacecraft first arrived at Saturn

UNEARTHLY VISION You may not recall where you were on Oct. 10, 2013, but this is where the Cassini spacecraft was: 1 billion miles (1.6 billion km) from Earth, barnstorming Saturn. A mosaic technique was used to assemble 35 images, giving an unprecedented view of the planet—including a mysterious hexagonal weather pattern at its north pole.

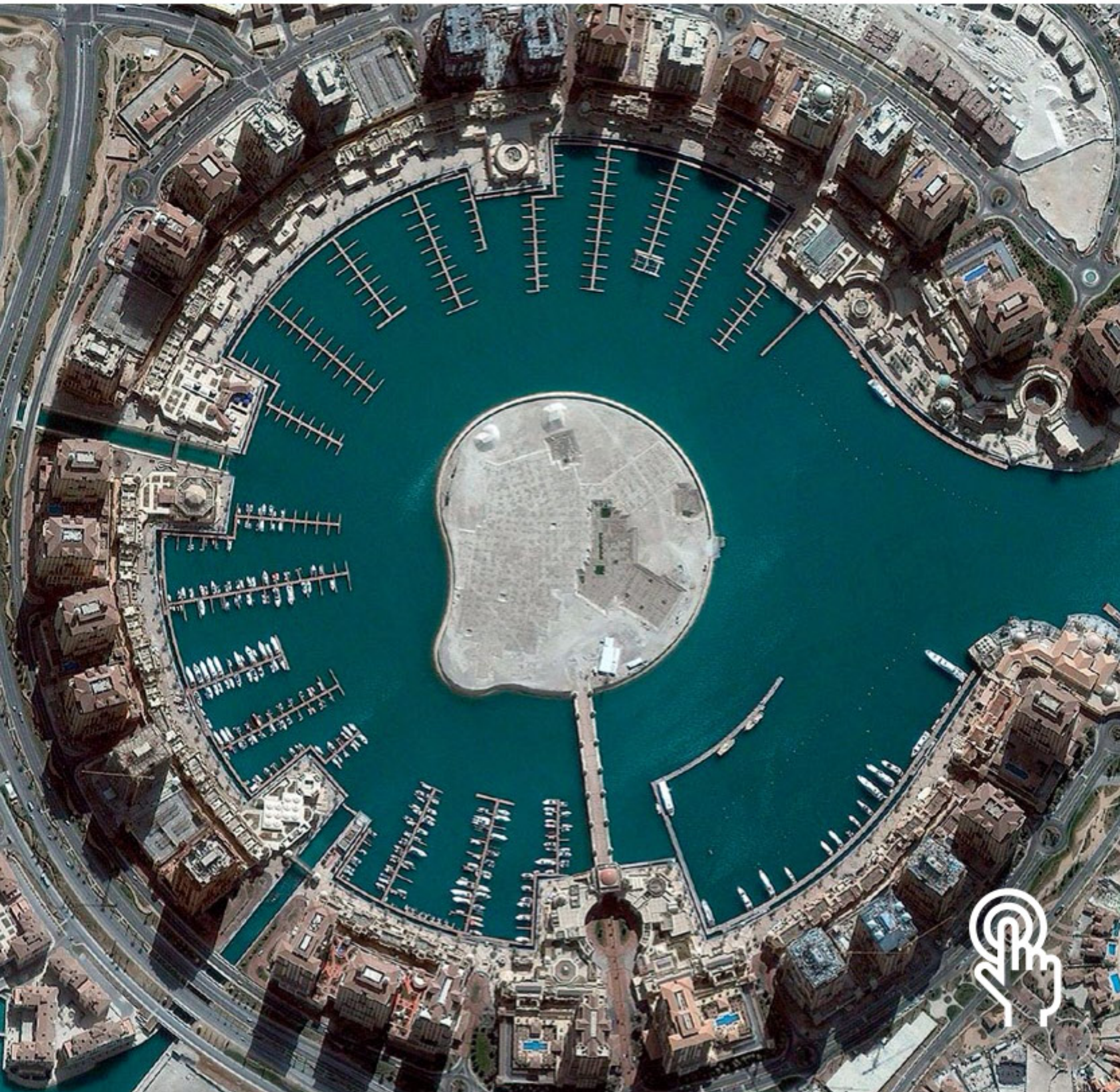
Photo mosaic by Gordan Ugarkovic

NASA JPL-CALTECH/EPA





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ABOVE IT ALL Satellite photography offers a unique perspective on the work of humans and nature alike. This once rare view is now pervasive: the company DigitalGlobe, which captured these pictures, constantly scans the ground with a fleet of five satellites, snapping 1.1 million sq. mi. (2.8 million sq km) of imagery each day. The results can show how people are engineering the planet in the present as easily as they can remind us how the planet has changed life in the past. The Pearl-Qatar, top, photographed on March 4, is an artificial island in Doha that is planned to include 31 residential towers, 450 townhouses and more than 1 million sq. ft. (92,900 sq m) of retail space. Mount Vesuvius, right, was photographed on Feb. 19—1,934 years after it wiped out Pompeii. Its most recent eruption was in 1944.

Photographs by DigitalGlobe/
Getty Images



TAP TO SEE MORE
BREATHTAKING IMAGES AS
SEEN FROM SPACE



WOMB WITH A VIEW

Advances in prenatal scans combine **3-D ultrasound** with visual imaging for a staggering high-def look inside the uterus. A transvaginal probe provides illumination; babies provide the wonder.

These images are of different fetuses, ranging from 12 to 32 weeks.



THE
YEAR IN
PICTURES

PART 3
EXPLORE

IMAGES TOOK US INTO THE HEART OF NATURE'S
DRAMA, REVEALING POWER AND MYSTERY



1/ WITNESS

2/ TRANSFORM

3/ EXPLORE

4/ TRIUMPH

5/ CONNECT

‘EVERYTHING ABOUT THE PICTURE WAS A SURPRISE. IT WAS LITERALLY HITTING ME LIKE LIGHTNING, SHOWING ME THAT MOMENTS OF SIGNIFICANCE CANNOT BE PLANNED OR FORESEEN. THEY CAN ONLY BE RECEIVED.’

—ROLF MAEDER

ELECTRIC EVENING It’s a myth that lightning never strikes the same place twice. The Empire State Building, for instance, gets struck more than 100 times a year. But catching multiple lightning strikes in a single picture is a rare accomplishment. When a thunderstorm began building at the Grand Canyon on Aug. 30, photographer Rolf Maeder recorded this ferocious barrage. The bolts transformed one of nature’s most spectacular vistas—if only for a moment—into something truly otherworldly.

Photograph by Rolf Maeder

REX/REX USA



THE YEAR IN PICTURES **EXPLORE**





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CAT FISHING A pride of lions investigates a camera attached to a remote-control buggy in the Khwai region in Botswana. Chris McLennan operated the camera from nearby, driving the buggy into the middle of the pride. The buggy didn't survive a lion's jaws, but fortunately the camera did.

Photograph by Chris McLennan



TAP FOR MORE OF THE YEAR'S MOST SURPRISING IMAGES





FLAME TREE An ancient oak burns in the Silver Fire near Banning, Calif., on Aug. 7. The fire occurred about 90 miles (145 km) outside Los Angeles and eventually consumed more than 20,000 acres (8,090 hectares) of forest.

Photograph by David McNew



BUNNY MEETING YOU HERE

A rabbit jumps to avoid a 5-month-old leopard cub during a test of the cub's instincts at a wildlife park in Qingdao, China, on Sept. 10. The tests are commonly carried out on recently born lions, tigers and leopards.

Photograph by Yu Fangping

HITCHHIKER'S GUIDE Nicolas Reusens was in Costa Rica trying to capture two different pictures of a tree frog and a Hercules beetle. As he prepared to shoot, however, the frog jumped away, landing on the back of the beetle. Luckily for the frog, the powerful beetle was asleep.

Photograph by Nicolas Reusens



THE
YEAR IN
PICTURES

PART 4
TRIUMPH

SCENES OF COURAGE AND STRUGGLE—OFTEN
AT GREAT COST OR AGAINST LONG ODDS—
CONVEYED THE POTENCY OF THE HUMAN SPIRIT

1/ WITNESS

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THE YEAR IN PICTURES TRIUMPH





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‘HE WAS JUST TOTALLY EXPOSED TO THE TEAR GAS. HE STOOD THERE AND WAVED THE FLAG FOR A FEW MINUTES UNTIL HE COULDN’T TAKE IT ANYMORE AND COLLAPSED. HE WENT BACK UP AGAIN AND DID THE SAME THING—WAVE THE FLAG, COLLAPSE, GO BACK.’

—DANIEL ETTER

NO SURRENDER On June 1, a day after police violently cleared demonstrators from Istanbul’s Gezi Park, a man shields his eyes from tear gas while waving the Turkish flag. Late spring had seen mounting protests by Turks accusing Prime Minister Recep Tayyip Erdogan of taking their country in a more authoritarian and pro-Islamist direction: commissioning a mosque on one of Istanbul’s highest hilltops, limiting alcohol sales and singling out critics. Erdogan’s popularity dropped, and sporadic protests have continued since their peak in the summer.

Photograph by Daniel Etter

REDUX





JAN. 28, 2013

SWELL OF A LIFETIME

Conquering a
towering enemy

It's a real-life moment that looks more like a Hollywood special effect. American pro surfer Garrett McNamara, known as GMAC, barrels down what is believed to have been a 100-ft. (30 m) wave. (It wasn't officially measured, but its enormousness was clear to all present.)

GMAC's wild ride took place off the coast of Nazaré, Portugal, where some of the world's biggest—and most dangerous—gales occur during winter. A deep undersea canyon gets shallower as it approaches land and, upon meeting the continental shelf, compresses incoming waves upward to peak just before the rocks.

Big-swell pictures are common, and depth of field can be deceiving, but Portuguese photographer Tó

▼ **SCROLL TO READ MORE** ▼

BLUE RAVE Boston police officer Steve Horgan celebrates as Detroit Tigers outfielder Torii Hunter falls over the right-field wall at Fenway Park. Hunter was futilely trying to prevent a grand slam by the Red Sox's David Ortiz during Game 2 of the American League Championship Series on Oct. 13. Ortiz's home run tied the game, which the Sox won 6-5. Photographer Stan Grossfeld's image went instantly viral. "People are reading into it," he says. "They're seeing a V for victory, a W for win." Boston went on to win the World Series.

Photograph by Stan Grossfeld

THE BOSTON GLOBE/GETTY IMAGES





DYNAMIC DUO This time, Batkid saved the day—and fans across the world cheered. Five-year-old Miles Scott was transformed into a superhero with help from the Greater Bay Area chapter of the Make-a-Wish Foundation. Miles, who was diagnosed with leukemia when he was 18 months old and is now in remission, received tips from grownup Batman. Miles went on to “save” a damsel in distress on cable-car tracks in San Francisco on Nov. 15. Thousands of people lined the streets of “Gotham City” to show their support. Twitter users posted photos and followed #SFBatKid as he stopped the Riddler from robbing a bank, rescued San Francisco Giants mascot Lou Seal from the villainous Penguin and received a key to the city.

Photograph by Jeff Chiu

THE
YEAR IN
PICTURES

PART 5
CONNECT

ONLINE SHARING EXTENDED THE REACH OF PICTURES
BOTH EVERYDAY AND EXTRAORDINARY



1/ WITNESS

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THE PHOTO TEAM CONFIRMS THE FROG IS REAL AND WAS CAPTURED IN A SINGLE FRAME BY ONE OF THE REMOTE CAMERAS USED TO PHOTOGRAPH THE LAUNCH. THE CONDITION OF THE FROG, HOWEVER, IS UNCERTAIN.

—STATEMENT FROM NASA

A HUGE LEAP FOR FROGKIND It's not possible for a human to get close enough to the liftoff of the Minotaur V spacecraft to get off a shot. But a camera on a sound-activated trigger captured this unusual photo of an amphibious intruder amid the smoke billows of a Sept. 6 launch from Wallops Flight Facility in Virginia. NASA's Lunar Atmosphere and Dust Environment Explorer was set to orbit the moon; the frog may well have reached its final frontier.

Photograph by Chris Perry

NASA



THE VIEW FROM NORTH KOREA

Instagram is lifting the Hermit Kingdom's veil

Social media are providing a better view inside one of the world's most isolated nations. With North Korea relaxing cell-phone restrictions for foreigners, David Guttenfelder, the Associated Press's chief photographer in Asia, became a prominent presence on Instagram, giving followers around the world a real-time look at an enigmatic place. Guttenfelder had already pioneered coverage of the country; he and his AP colleague Jean H. Lee opened a full-time bureau in Pyongyang in



TAP TO SEE MORE
OF GUTTENFELDER'S
PHOTOS

2012. Since 2000, Guttenfelder has made about 30 trips to North Korea, most of them in the past 2½ years, and now visits once a month. His Instagram feed—you can follow him at @dguttenfelder—captures news when it arises. But Guttenfelder is also there for everyday moments that otherwise wouldn't be recorded: the whimsical, melancholy, surreal. The work prompted TIME's editors to declare Guttenfelder the Instagram Photographer of the Year. And the images add up to an unprecedented mosaic of what life is like in North Korea. "I'm not trying to make one picture," Guttenfelder says. "I'm trying to make pieces of the puzzle." —ANDREW KATZ

Photographs by David Guttenfelder

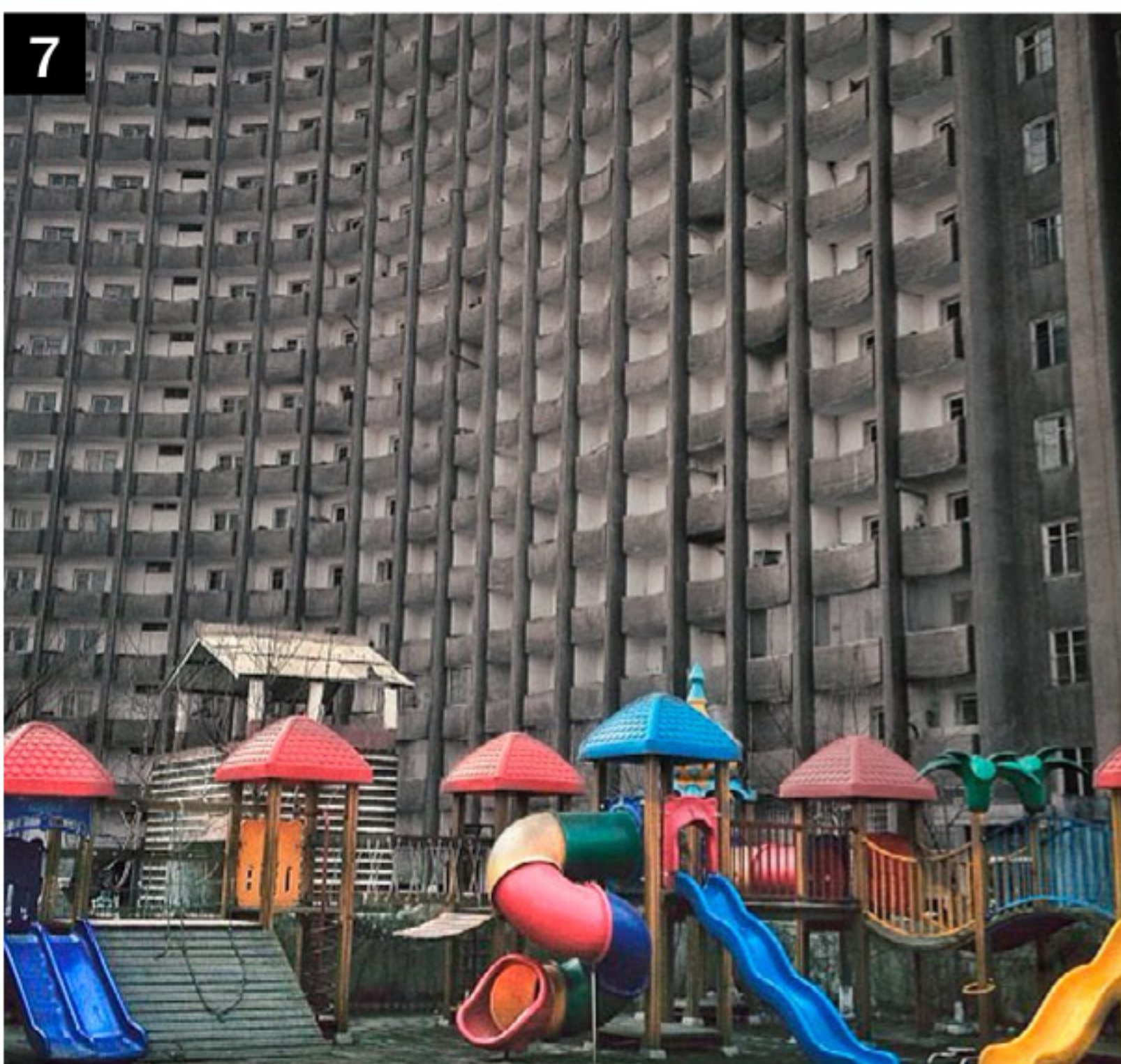


(1)
UP CLOSE AND PERSONAL Korean War veterans enter a cemetery for felled countrymen to mark the anniversary of the 1953 armistice in late July.

(2)
ROOM WITH A VIEW An overhead view of a cold Pyongyang from a hotel-room window; posted on Jan. 9.

(3)
STYLE OF TRADITION A woman wears silver heels and a traditional dress “as colorful as an Easter egg” in Pyongyang; posted on April 10.

(4)
JOB WELL DONE Portraits of nine construction workers hang below “Honors”; posted on April 13.



(5)

POST-RUN BREATHER

Men rest at the finish line of the 26th Mangyongdae Prize Marathon at Kim Il Sung Stadium; posted on April 14.

(6)

EARLY CHILDHOOD EDUCATION

A cartoon showing a military tank plays on a television in an empty day-care room in Pyongyang; posted on Sept. 21.

(7)

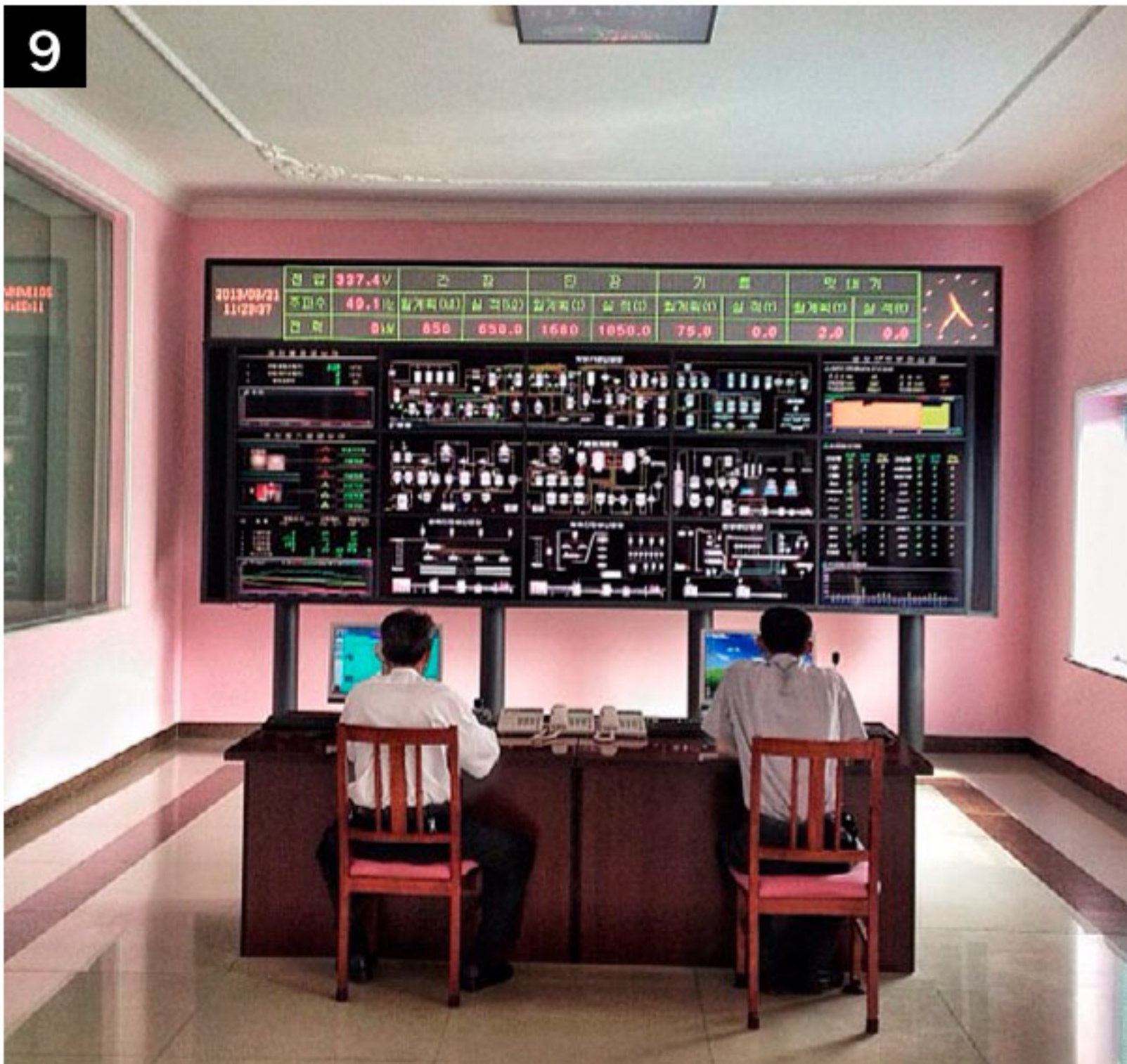
COLD AND BARREN

An apartment block in Pyongyang towers above an empty school-yard playground; posted on March 12.

(8)

MUSICAL NURSES

Women sing and play an accordion at a nursery on May 20 as children receive supplements and deworming pills.



(9)

MEN AT WORK

Two men sit at computers in front of a large control board at a factory.

(10)

UNIFORMITY

Students shuttle to an Air Koryo flight to Beijing at Pyongyang Sunan International Airport; posted on Sept. 24.

(11)

FLOWER POWER Model rockets and missiles sit among the flower arrangements at the “Kimilsungia” exhibition; posted on April 12.

(12)

FOLK PARK

A man controls the soundboard for a performance in Pyongyang; posted on April 11.

MY CAMERA LOVES ME

The year in self-portraiture

History will record 2013 as the year when taking a photo became less compelling to vast numbers of people than taking a photo while being in the photo too. Shooting and sharing an arm's-length self-portrait—almost universally known as a selfie—is now so simple that it's beginning to look a little like a ritual. No significant event takes place without it, even some that probably should. Here are some of the selfies that attracted the most attention.

—BELINDA LUSCOMBE



WHAT, ME WORRY?

Malik Whiter, a free-spirited junior at Coral Springs Charter School in Florida, snapped this as teacher Susana Halleck, who was seven months pregnant, went into premature labor. It ended well: she delivered two months later, in December.



PHOTOBOMBING BALL Kelly Nash, a regional TV reporter covering the Tampa Bay Rays, took an innocent snap of her first trip to Fenway Park. It was only after she looked at this shot on her phone that she noticed the baseball that looks like it's about to bean her. "I didn't feel the ball, I didn't see the ball, I didn't hear the ball land," she said later. "I had no idea [it was there] until I was walking up the steps to leave."



President Obama made selfie news with Britain's David Cameron and Danish leader Helle Thorning-Schmidt by posing—at the memorial service for Nelson Mandela

THAT FACE IS FAMILIAR

Eddie Wheeler, a dad from Ontario, Ore., put up pics of himself copying the expressions of his 4-week-old daughter Macy for her relatives. Then the Internet decided they were the cutest thing ever, and they went viral. In this instance, the Internet might not be wrong.

**MAKE ROOM FOR HIS HOLINESS**

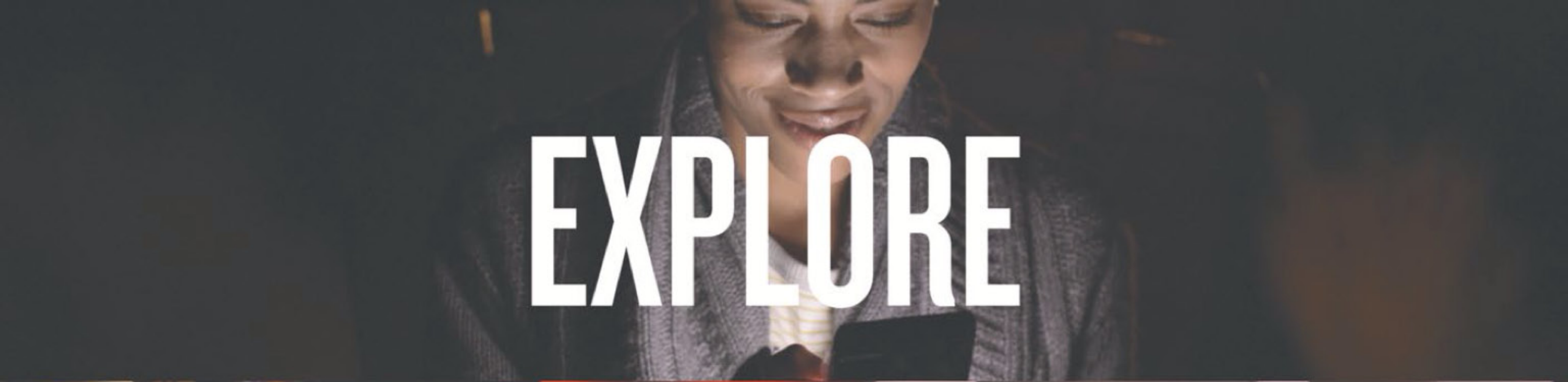
St. Peter's Basilica turned into selfie gold for young Fabio Ragona on Aug. 28 when he got Pope Francis in his shot.

AT LEAST THE PHONE IS DRESSED UP

No chronicle of selfies would be complete without one from Miley Cyrus, who shared a lot of herself (some might say too much). In this instance, she was paying Halloween homage to rapper Lil' Kim, who wore a very similar outfit at MTV's Video Music Awards in 1999.

**BFFS 4 ABOUT 5 SECONDS**

Initially thought to be a Beyoncé photobomb, this selfie was snapped by a fan with the obliging singer during a concert in Melbourne, Australia, in October.



EXPLORE



WATCH



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The Culture



MOVIES

Amy Adams electrified *American Hustle* and her; **Jared Leto** shone in *Dallas Buyers Club*

MUSIC

In a year of ambitious new releases, Kanye West was the utterly unhumble king

TELEVISION

Season and series finales pushed the best shows to do groundbreaking work

BOOKS

From land-speed racing to karmic reinvention, writers captured our need to connect



Photographs by Peter Hapak for TIME

LETTERING BY ALEX TROCHUT FOR TIME

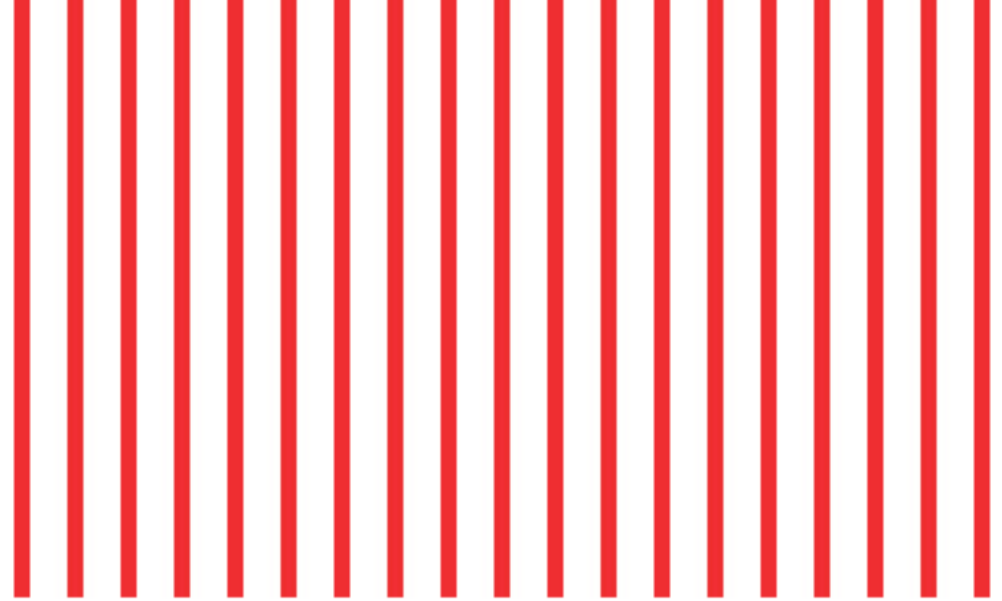
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MOVIES

BY RICHARD CORLISS



Amy Adams
appeared in two
of our Top 10
films, *American
Hustle* and her



Photograph by
Peter Hapak
for TIME

(1)

GRAVITY

When NASA travelers Sandra Bullock and George Clooney get lost in space, all awe breaks loose. Losing contact with Mission Control as well as their oxygen supply, they are alone together, with time and options running out. An epic of desperate peril and profound wonder, Alfonso Cuarón's thrilling 3-D drama is a testament to human grit and technical ingenuity. It deserves to be seen once for the wow factor and a second time to figure out how Cuarón and his digital savants managed to make the impossible seem so cinematically plausible. Because Cuarón is a movie visionary of the highest order, you truly can't beat the view.

(2)

THE GREAT BEAUTY

"What's the matter with nostalgia?" asks an old poet in this Italian masterpiece of divine decadence. "It's the only thing left for those of us who have no faith in the future." Writer-director Paolo Sorrentino views modern Rome through the jaded eyes of a gossip columnist (Toni Servillo) who might have stepped out of Fellini's

1960 epic *La Dolce Vita*. Giving even cynics a faith in the vibrancy of movies, it's the year's most exhilarating film that takes place on earth.

(3)

AMERICAN HUSTLE

The FBI's late-'70s Abscam investigation becomes a tale of romance and recklessness. In director David O. Russell's third consecutive movie about mismatched couples and their crazy families, a con artist (Christian Bale) juggles a mouthy wife (Jennifer Lawrence) and a cunning girlfriend (Amy Adams) while reluctantly cooperating with the sting—supervised by a federal agent (Bradley Cooper)—of a New Jersey mayor (Jeremy Renner). The five stars form a fabulous ensemble cast in the year's most knowing explosion of flat-out fun.

(4)

HER

In a future Los Angeles, Theodore Twombly (Joaquin Phoenix) has a job composing love letters for others. Profligately romantic and bruised by divorce, he falls truly, madly, deeply in love with his operating system, which calls itself

Samantha (Scarlett Johansson). This virtual affair might be a springboard to satire, but writer-director Spike Jonze creates a splendid anachronism: a modern rom.com that is utterly serious. Or, if you will, utterly Siri.

(5)

THE GRANDMASTER

Wong Kar-wai's dreamy biopic of Ip Man (Tony Leung Chiu-wai) portrays the martial-arts master as a poet of gestural precision in combat scenes choreographed by the great Yuen Wo Ping (*The Matrix*). Leung's partner in reverie (Ziyi Zhang) is a fellow martial artist's daughter who exudes a goddess's solemn grandeur and is given a diva's final aria—a fittingly elegiac climax for a filmmaker who's always in the mood for lost love.

(6)

FURIOUS 6

Planes, trains and automobiles collide spectacularly in the fourth *Fast & Furious* movie directed by Justin Lin. In a reunion of Vin Diesel, the late Paul Walker and DSS agent Dwayne Johnson, *Furious 6* vrooms from Tenerife to Moscow

to London, with astounding stunts in each location. It's a poetic limning of the closest camaraderie many men can ever know: with their cars.

(7)

FROZEN

Princess Elsa has powers of sorcery beyond her control: she can and does cast a nuclear winter on her kingdom. Her sister Anna is the normal one, falling in love at the first sight of any eligible male, yet bound to confront her sister and save their realm. The first animated feature in the Walt Disney studio's history to offer two princess heroines, *Frozen* transforms Hans Christian Andersen's "The Snow Queen" into a fable of modern, timeless sisterhood.

(8)

THE ACT OF KILLING

In 1965, the Indonesian government hired Anwar Congo to stamp out communism. He and his fellow gangsters formed paramilitary squads that tortured and killed more than 1 million innocents. Now Joshua Oppenheimer's amazing documentary gives Anwar the chance to re-enact their atrocities.

Making movies about them, which vault from film noir to bizarre musical, eventually gets under Anwar's skin, and the killer is afflicted with nightmares. For viewers, the effect is no less haunting.

(9)

12 YEARS A SLAVE

Whites of the pre-Civil War plantation aristocracy believed themselves God's chosen and their slaves inhuman. This searing film shows that the masters were the madmen, inferior but in charge. Working from a script based on the 1853 memoir of Solomon Northup, a free New Yorker abducted into

servitude, director Steve McQueen immerses viewers in the magnolia-scented hell to which Northup (Chiwetel Ejiofor) was exiled.

(10)

THE HOBBIT: THE DESOLATION OF SMAUG

With Bilbo, Gandalf and the dwarfs finally done with introductory dawdling, they dive into a non-stop adventure among noble elves, rough-hewn humans and the ferocious dragon Smaug. Who could guess, after the meandering first feature, that Peter Jackson had such a vigorous and thrilling middle episode in store?

BEST MOVIE PERFORMANCES

1) ROBERT REDFORD

All Is Lost

He has no name or known past. Except for a farewell message intoned at the beginning, he barely speaks. His is the only face we see in J.C. Chandor's engrossing, stripped-to-the-essence parable of survival. Yet we know all about the weathered fellow stranded in the Indian Ocean on his disabled 39-ft. (12 m) yacht, frantically applying sailor skills to staying alive, because he is played by—he *is*—Redford. We are

reminded of the self-sufficiency of the Redford character; embracing solitude on the slopes (*Downhill Racer*), in the mountains (*Jeremiah Johnson*) or on a ranch (*The Horse Whisperer*). One of the smartest films he has ever made, the actor's one-man show may be his testament.

2) AMY ADAMS

American Hustle and her

So often Adams' work is upstaged by co-stars: Meryl Streep in *Julie & Julia*, Melissa

Leo in *The Fighter*, Jennifer Lawrence in *American Hustle*, even Miss Piggy in *The Muppets* and the voice of Scarlett Johansson in *her*. We bless the work of her rivals while calling attention to a level of emotional and artistic investment that may be taken for granted. Is it that her name is so plain and her beauty that of the girl who placed second in the prom-queen vote? This year, she aced Lois Lane in *Man of Steel* and the best-friend role in *her*. In *Hustle*, Adams carries the first half of the film as Sydney, a bland blonde whose iron will and malleable personality transform her into a vixen. It's another spectacularly subtle portrait in her gallery of modern American women.

3) JUDI DENCH

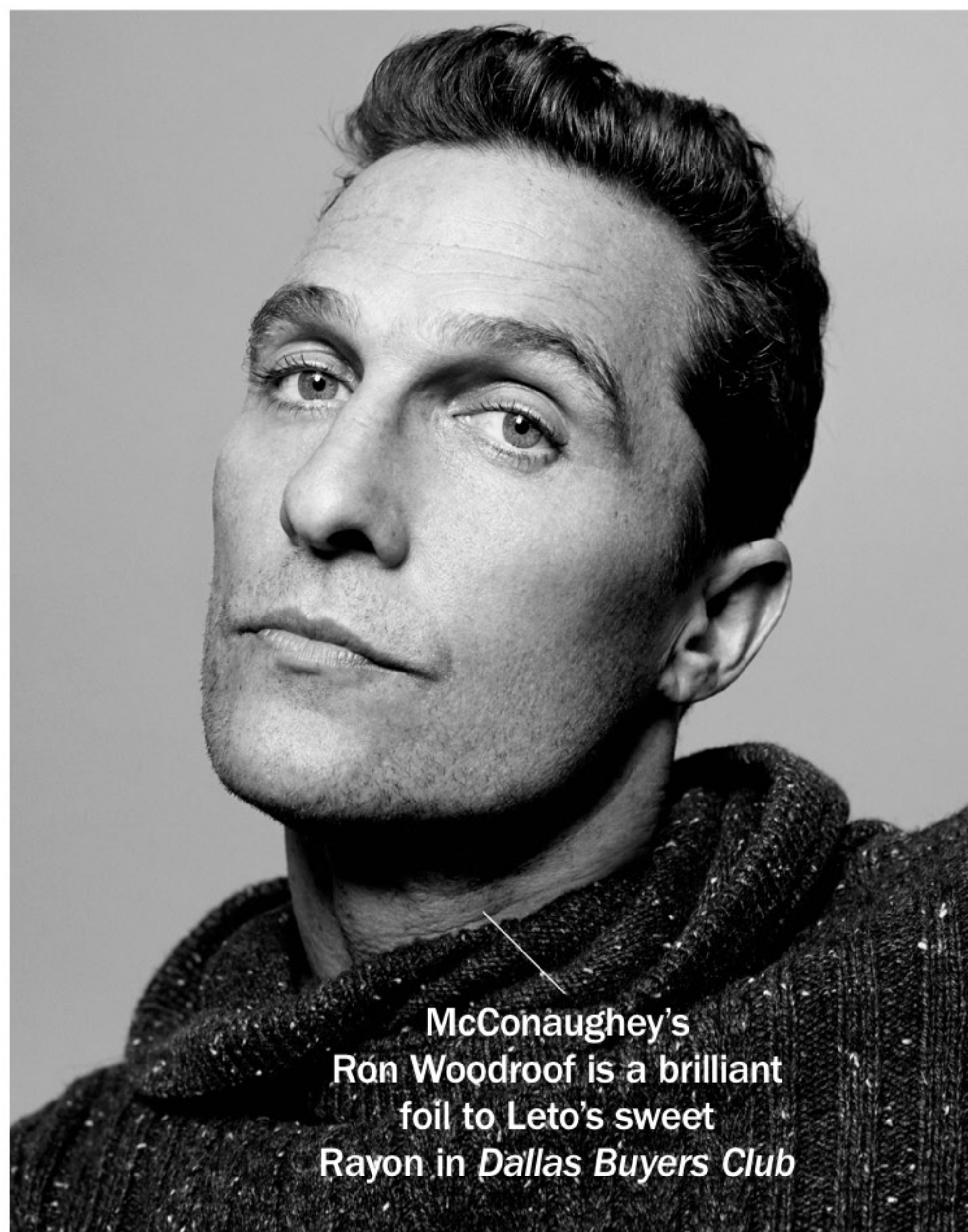
Philomena

In so many films she seems to have stepped down from a throne or out of a refrigerator. Cool as Freon, she is a queen or dictator in sensible shoes—notably as the ruthless M in seven James Bond films. But at 79, Judi Dench provides another revelation in Stephen Frears' *Philomena*, the true-life exposé and quasi comedy about an Irishwoman who, when young, was forced by nuns to give her infant son to an American couple and, 50 years later, determines to find him. The humor comes from her clashes of class with journalist Martin Sixsmith (Steve Coogan), the human pain from Philomena's enduring love for her stolen child. The lady's persistent, sometimes nattering good nature shows a welcome sunny side to Dame Judi. The old regal glower has turned to radiance.

4) MATTHEW MCCONAUGHEY AND JARED LETO

Dallas Buyers Club

McConaughey lost 47 lb. (21 kg) from his already trim frame to play Ron Woodroof, the



McConaughey's Ron Woodroof is a brilliant foil to Leto's sweet Rayon in *Dallas Buyers Club*

Texas electrician, rodeo enthusiast and homophobic who contracted AIDS, then helped gay men endure the plague by selling medications not yet approved by the FDA. In Jean-Marc Vallée's biopic, the erstwhile rom-com dreamboat is committed and terrific, as he is in this year's *Mud* and *The Wolf of Wall Street*. But Leto shares, and almost seizes, the film's emotional center as the transgender Rayon. Thirteen years after his scalding turn as the junkie son in *Requiem for a Dream*, Leto captures the sweet intensity and saintly good humor of a glamorous, poignant and downright divoon creature—a blithe Camille who may surrender her health but never her panache.

WORST MOVIES

Adam Sandler was infantile in *Grown Ups 2*

Jeff Bridges couldn't keep *R.I.P.D.* from being DOA

1) **GROWN UPS 2**

Four repulsive guys (Adam Sandler, Chris Rock, David Spade and Kevin James) wander around confronting the big themes: Urination, defecation, drooling and bad things happening to their scrotums.

2) **SALINGER**

The score alone could have landed this documentary about the author of *The Catcher in the Rye* on this list. Incessant, obtrusive and hysterical, it soars to what feels like 100 alleged dramatic peaks that are, in reality, just bits of trivia.

3) **THE HOST**

An adaptation of a Stephenie Meyer novel: words that strike fear into the hearts of film critics. But at least this is just a one-off; no sequel looms. The dismal box office should be the final stake in its heart.

4) **AFTER EARTH**

Will and Jaden Smith co-star as a domineering father and a resentful son. That the settings are intergalactic, the time frame postapocalyptic and the space suits flattering does nothing to elevate their conflict beyond the tedium of everyday dinner-table squabbles. —MARY POLS

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Movies

Anchorman 2: A Modest White Burgundy **The sequel to the 2004 comedy hit is amusing but insubstantial**

By Richard Corliss



IN THE “CANCELED” EPISODE from the sublime seventh season of *South Park*, Eric Cartman requires an anal probe to remove a device implanted by aliens and insists that his fourth-grade rival,

Kyle, perform the job. Each time Kyle gets near ground zero, Cartman farts in his general direction. Twice. Four times, as Cartman and his friends Stan and Kenny giggle at each blast, and Kyle steams in

fury. After the sixth fart, Chef, the adult monitoring the operation, says, “It stopped being funny about 40 seconds ago.” A tense pause, and—a seventh fart. “O.K.,” says Chef, “now it’s funny again.”

The scene could be taught in a comedy master class as an expert example of building laughs through repetition and timing. Try a gag several times and it wears out its welcome. Wait for just the right time, then do it again: genius.

Will Ferrell as star and co-writer, and Adam McKay as co-writer and director, have waited nine years since the opening of *Anchorman: The Legend of Ron Burgundy*. In the interim, the 2004 movie has achieved its own renown, approaching legend, as a prime lesson in anarchic comedy. The tale of a fatuous newsreader and his all-male posse who are threatened and

aroused by the arrival of a sexy female journalist in 1970s San Diego, *Anchorman* launched a string of hits for producer Judd Apatow and for Ferrell. The group sing of “Afternoon Delight,” the punting of a dog off a bridge, Steve Carell’s declared love of carpet, lamp and grizzly bear—scenes like these built the legend and have sustained it for nearly a decade.

Having spent the same amount of downtime as was spent between episodes of Richard Linklater’s *Before Sunrise/Sunset/Midnight* movies, Ferrell and McKay finally birthed *Anchorman 2: The Legend Continues*. Is the timing right? Is this movie a comedy loser like *Airplane II: The Sequel* or a winner like *Hot Shots: Part Deux*? Is it the all-too-familiar sixth Cartman fart, or the magical seventh?

Actually, it’s the same, but more

Try a gag several times and it wears out its welcome. Wait for just the right time, then do it again: genius

so. It reconvenes the old gang—stud reporter Brian Fantana (Paul Rudd), cowboy sports dude Champ Kind (David Koechner), beyond-dim weatherman Brick Tamland (Carell) and rising anchorwoman Veronica Corningstone (Christina Applegate)—transporting all of them seven years later from “San Di-AH-go” to New York City and from local news to the ’80s dawning of international cable news.

Fired from his weekend network job co-anchoring with Veronica as she is promoted to the vaunted weekday slot, Ron gets the chance to host on the 24-hour Global News Network and rounds up his old team. Brian is now the pre-eminent glamour photographer of cats; Champ runs a fast-food franchise that can’t afford chicken and so serves fried bat; Brick is reported dead but shows up as a eulogist at

his own funeral. With a new set of polyester suits and a near fatal RV accident, they’re off to GNN.

Ron is still the same exasperating, borderline-lovable dude—not mean-spirited, just a hopelessly anachronistic, madly competitive box of testosterone. His rival anchor this time is the meta-handsome Jack Lime (James Marsden), who having lost a bet with Ron must identify himself on air as “Jack Lame,” a jape at the sixth-Cartman-fart level. And Ron is still shocked when anyone other than a white male rises to prominence. Recall that when Veronica first invaded the Channel 4 newsroom, Ron greeted her by turning his trousers into an involuntary-erection tepee. His reaction to meeting his GNN boss, the African-American Linda (Meagan Good), is a Tourette’s-like

**Ron Burgundy isn’t mean-spirited.
He’s just a hopelessly anachronistic,
madly competitive box of testosterone**

squawking of “Black! Black!” The erection comes later.

The movie even ventures a little media satire. The owner of GNN is Kench Allenby (Josh Lawson), a colorful Aussie billionaire who blends Ted Turner’s strident enthusiasm with Rupert Murdoch’s journalistic cunning. Stuck in the 2 a.m. graveyard slot, Ron gets an inspiration. “Why do we need to tell the people what they need to hear?” he wonders aloud. “Why can’t we tell them what they *want* to hear?” In a trice, he transforms GNN from Turner’s original CNN to Murdoch’s Fox News Network (and the later CNN), where the uninflected reporting of important international stories is replaced by slow-speed car chases and patriotism laid on with a trowel.

That part is for the few adult minds in the audience. The rest is a reprise or refashioning of the first picture’s tropes. Ron still apostrophizes bizarrely; “By the beard of Zeus!” is now “By the bedpan of Gene Rayburn!” and “By the hymen of Olivia Newton-John!” Brian’s cache of colognes is now condoms,

Ron again uses the jazz flute as an aphrodisiac, and there’s another free-for-all battle of news teams. We’re sworn not to reveal which celebrities show up in the climactic face-off, but some of them can be anagrammed into Jerry Mica, Lilt Whims, Norio Matricidal, Home Replay and Aba Scanner Hooch.*

At times the movie plays like *Saturday Night Live* in its current fallow period: reruns of previous sketches, given the illusion of novelty by the appearance of surprise guest stars. (Here, at least, the actors don’t squint to read their lines off a teleprompter. They seem to have actually memorized them.) *Anchorman 2* is more like *SNL* in the sharper years (1995–2002), when McKay was a writer and Ferrell one of the Not Ready for Prime Time Players. Expect no more and you should be satisfied. Wine connoisseurs would call this a new Burgundy with an old bouquet. ■

**Don’t read these de-anagrammed star names: Jim Carrey, Will Smith, Marion Cotillard, Amy Poehler, Sacha Baron Cohen*

The search for "God Particle."

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MUSIC

BY DOUGLAS WOLK

Julian Assange introduced M.I.A. via Skype at a show promoting *Matangi*, calling her “the most courageous woman working in Western music”



Photograph by
Peter Hapak
for TIME

(1)

YEEZUSKanye West

Has there ever been another great album this bitter, this entitled, this abrasively unsatisfied—or this self-aware about it? *Yeezus* is brief, spare, nasty and as charismatic as a cult leader. Its music grinds sourly or lurches like an old roller coaster; West's voice drips contempt or hides behind frigid Auto-Tune effects. But *Yeezus*, has he ever got raw power.

(2)

MODERN VAMPIRES OF THE CITYVampire Weekend

Vampire Weekend does with music what clever writers do with words. You can spend days unpacking its third album's allusions and juxtapositions, or you can just ride the ripples of its wry, absurdly catchy meditations on the shift from overcomfortable youth to uncertain maturity.

(3)

MBVMy Bloody Valentine

Twenty-two years after My Bloody Valentine's epochal *Loveless*, guitar-

M.I.A. RAPPING ON HER TRACK "MATANGI":

"LOOK-ALIKE,
COPYCAT,
DOPPELGÄNGER,
FRAUD. THEY
AIN'T GOT NOTHING
ON ME, NOW I'M
GETTING BORED. IF
YOU'RE GONNA
BE ME, YOU NEED A
MANIFESTO.
IF YOU AIN'T GOT
ONE, YOU BETTER
GET ONE PRESTO."



ist-singer Kevin Shields shows he's the kind of perfectionist who can actually let go of something once it's perfect: *MBV*'s torrential wash of million-layers-deep guitars and purring honey-power voices is as glorious as he wanted it to be.

(4)

WHO IS WILLIAM ONYEABOR?William Onyeabor

From the late '70s to the mid-'80s,

Onyeabor released eight albums in Nigeria, then dropped out of public view. The peculiar genius of his percolating synthesizer grooves was lost to all but fanatical record collectors. This survey is riveting and unfailingly funky.

(5)

THE WORSE THINGS GET, THE HARDER I FIGHT, THE HARDER I FIGHT, THE MORE I LOVE YOU

Neko Case

You can't even call Case alternative country anymore, despite the twang that will never leave her voice and the ache that casts a warming shadow over her music. To see her lyrics on a page, you'd think they were arch art songs; when you hear her sing them, they cut as deeply as a friend's late-night confession.

(6)

ELECTRICITY BY CANDLELIGHT

Alex Chilton

In February 1997, the power went out at the club where the cult hero Chilton was playing—but somebody had an acoustic guitar and somebody else had a cassette re-

BEST SONGS

1) "GET LUCKY"

Daft Punk

2) "THE WIRE"

Haim

3) "CONTROL"

*Big Sean
featuring Jay
Electronica and
Kendrick Lamar*

4) "OHM"

Yo La Tengo

5) "I GOT A BOY"

Girls' Generation

6) "CUT COPY ME"

Petula Clark

7) "WE CAN'T STOP"

Miley Cyrus

8) "LOVE IS LOST (HELLO STEVE REICH MIX BY JAMES MURPHY)"

David Bowie

9) "CUPS"

Anna Kendrick

10) "ROYALS"

Lorde

corder, and his thrilling, off-the-cuff set of covers was preserved. It documents a great entertainer on a ridiculously good night.

(7)

CUT 4 ME

Kelela

Kelela Mizanekristos' debut is built on the half-time beats and unsettling negative space of "bass

music.” It’s forbidding stuff, but it meshes with her ’90s R&B inflections. Her aesthetic, as she puts it, is “Brandy but weirder.”

(8)

THE ELECTRIC LADY

Janelle Monáe

Part soul revivalist, part retro-Afrofuturist and all robot, Monáe will one day be the subject of Ph.D. dissertations. Meanwhile, her pastiche of Stevie Wonder, the Jackson 5 and Prince is convincing.

(9)

MOLE CITY

Quasi

Twenty years on, singer–

guitarist–keyboard abuser Sam Coomes and feral drummer Janet Weiss are on such a roll that their ninth album is a double, just ’cause. They’re as wittily indignant as ever, and Coomes aims his bile inward as often as outward.

(10)

MATANGI

M.I.A.

Pop provocateurs tend to age awkwardly, and M.I.A. frequently tries too hard to foment outrage. Still, her fourth album is plenty provocative: dance music that’s twitchy like a slug of third-world-exploiting coffee shot through with neon-bright digital distortion.

TOP MILEY CYRUS MOMENTS OF 2013

BY LILY ROTHMAN

MARCH

Miley hires Larry Rudolph as her manager

She enlists the man best known as Britney Spears’ manager to oversee her transition from teendom

APRIL 4

Miley makes a guest appearance in a Snoop song

The track “Ashtrays and Heartbreaks” makes clear that her new style is something a little bit out there

JUNE 3

“We Can’t Stop” is a worldwide hit

The “la da di da di” hook is the ear worm of summer, and the song makes it to No. 1 in the U.K. and No. 2 in the U.S.

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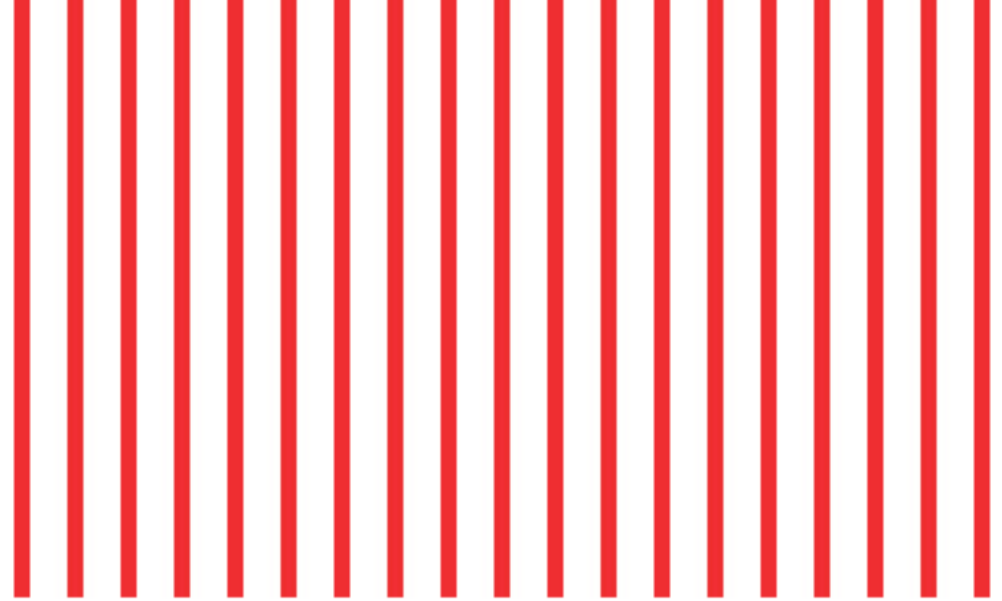
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TELEVISION

BY JAMES PONIEWOZIK



In *Orange Is the New Black*, Taylor Schilling, left, plays inmate Piper Chapman, who is pursued romantically by Uzo Aduba's Suzanne "Crazy Eyes" Warren

Photograph by
Peter Hapak for TIME



(1)

**ENLIGHTENED
(HBO)**

In the second and final season, New Age crusader Amy Jellicoe (Laura Dern) exposed corruption at work while wrestling with life post–nervous breakdown. An unsparing but hopeful look at how much work it is to be good.

(2)

**BREAKING BAD
(AMC)**

Forget Chekhov's gun; the final act of this meth morality drama started with an arsenal—a machine gun, a ricin capsule, Walter White's cancer, a pile of money and several barrels full of secrets.

(3)

**ORANGE IS THE
NEW BLACK
(NETFLIX)**

Netflix emerged as a TV force with *House of Cards* and *Arrested Development*. But its most original voice was this prison ensemble drama in which every jailbird had a song worth hearing.

(4)

**GAME OF THRONES
(HBO)**

GOT was TV's best drama about politics. The battle for the Iron Throne of Westeros became a complex study of power, leadership and the difference between the two.

(5)

THE GOOD WIFE (CBS)

This legal drama had it all: humor, sexiness, political smarts and moral complexity. How do you improve that? By blowing it all up with a thrilling boardroom war in which the audience won.

(6)

BOB'S BURGERS (FOX)

In its fourth season, *Bob's* was the most grounded family sitcom on TV. In the spirit of *The Simpsons* and *King of the Hill*, its eccentricities only made it more universal.

(7)

RECTIFY (SUNDANCE)

Sundance found a niche for slow-burn series like *The Returned*, *Top of the Lake* and this tale of

a man who served 19 years for murder then had his conviction overturned.

(8)

THE AMERICANS
(FX)

Matthew Rhys and Keri Russell played KGB agents trying to make a forced marriage work in the Virginia suburbs. Their identities were fake, but the emotions were real.

(9)

MAD MEN
(AMC)

With the end of the '60s (and the series) approaching, the show found sly angles on the sky-falling zeitgeist of 1968 and ended with chameleon Don Draper on the verge of his life's most intriguing change.

(10)

ORPHAN BLACK
(BBC AMERICA)

Tatiana Maslany played the role of the year as a series of clones who discover they're connected by genetic material and a dark conspiracy.

BEST EPISODES

1) BREAKING BAD

"Ozymandias" (AMC)

Walter White's dreams shattered into the red dust as the violence he unleashed cost him his family and most of the fortune he sold his soul to cook up. Look on this work, ye mighty TV creators, and despair.

2) GIRLS

"One Man's Trash" (HBO)

Hannah's lost weekend at the brownstone of a handsome neighbor made her realize, sadly, that for all her hipster adventurism, "I want what everyone wants."

3) JUSTIFIED "Decoy" (FX)

No show loves words more than *Justified*, and this episode, built around a siege, had action, suspense and plenty of time for storytelling, negotiating and BSing as dramatic as any shoot-out.

4) THE GOOD WIFE

"Hitting the Fan" (CBS)

The minute-by-minute breakdown of Lockhart Gardner played out like a guerrilla battle, with verbal bullets flying through the suites.

5) 30 ROCK "Hogcock/Last Lunch," series finale (NBC)

Tina Fey's bizarro NBC was a love story: for friends, co-workers and TV itself. Jenna sang it best, if unintelligibly, in the closing *Rural Juror* theme: "These were the best days of my flerm."

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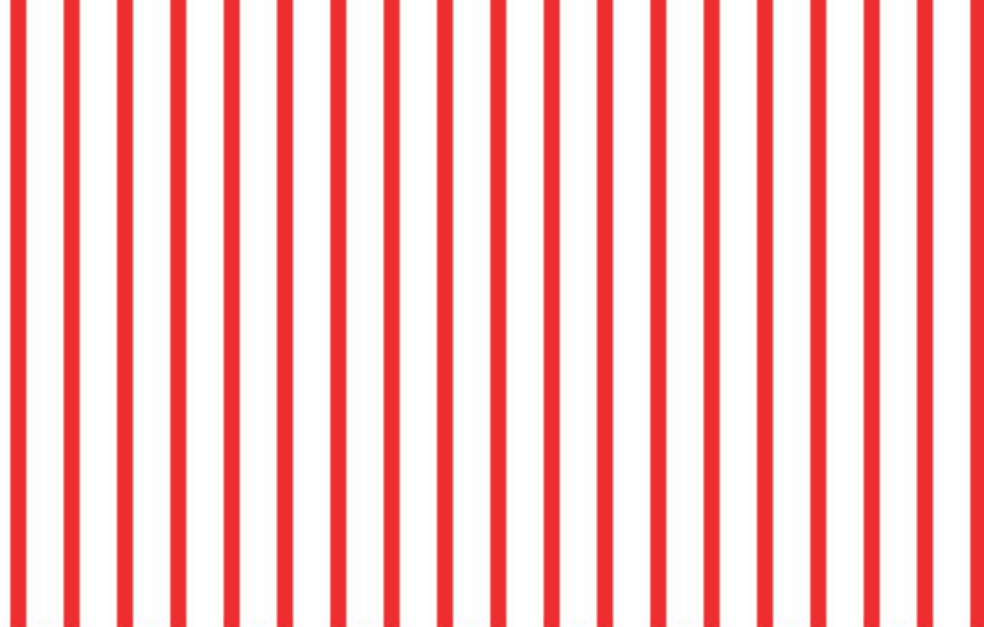
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BOOKS

BY LEV GROSSMAN AND
RADHIKA JONES



Rachel Kushner wrote
of Reno, an artist and
land-speed racer, in
The Flamethrowers



FICTION

(1)

LIFE AFTER LIFE

Kate Atkinson

“Dying is an art, like everything else,” Sylvia Plath wrote in “Lady Lazarus.” “I do it exceptionally well.” So does Ursula Todd, who is born in England in 1910 and dies again and again. Whenever Ursula dies—at birth, from drowning, or at the hand of an abusive husband—her life restarts by some magic, and she tries to correct her past mistakes. Ursula wishes only to live her best life. Watching her try, fail and triumph in this basic human task was the most thrilling experience fiction had to offer this year.

(2)

TENTH OF DECEMBER

George Saunders

A premier American satirist, Saunders lays bare our shallow, corporate-infused discourse. This story collection reveals what lies beneath that Orwellian

language—not spiritual emptiness but love, hope and compassion. Individually, the stories showcase an array of voices: the mother of an unmanageable child, a cancer patient determined to die with dignity, a boy torn between disobedience and heroism. Together, they emphasize how little divides us in our desire to be understood.

(3)

THE FLAMETHROWERS

Rachel Kushner

Kushner’s second novel follows Reno, a young woman coming of age in a man’s world of land-speed racing, the gritty 1970s New York art scene and radical Italian politics—three disparate settings realized in vivid prose. Reno is a bracing twist on the archetypal artist as a young man, caught in the nebulous act of self-making.

(4)

THE LOWLAND

Jhumpa Lahiri

Lahiri writes of two brothers from Calcutta: one dies young, in an act of political violence; one lives on, trying to make sense of his

brother's death and gather loose threads left behind, including a pregnant wife, whom the survivor marries. Her graceful prose registers precisely and with deep pathos the surprising, melancholy and occasionally wonderful changes that time wreaks.

(5)

THE SIGNATURE OF ALL THINGS

Elizabeth Gilbert

Gilbert's memoir *Eat, Pray, Love* made her a household name; now she offers this novel about sensual and scientific enthusiasms in the 19th century. Alma Whittaker is a cerebral, insatiably curious spinster who wanders the globe in search of exotic flora but stumbles on that more elusive and baffling natural phenomenon, love.

(6)

NOS4A2

Joe Hill

It takes a thorough knowledge of the soul to frighten properly, and Hill's ken is fully apparent. *NOS4A2* is the license plate of the Rolls-Royce Wraith in which a man abducts children and takes them to a thoroughly demonic

theme-park world called Christmasland. It falls to Vic, a woman with a gift for finding things, to stop him. This is a horror novel but also a rich study of evil.

(7)

THE OCEAN AT THE END OF THE LANE

Neil Gaiman

A rural English boy is accidentally drawn into the struggle between an evil spirit and his neighbors, the Hempstocks, who are much more powerful—and less human—than they appear. It's a beautiful and frightening fairy tale; it's also the master fantasist's most emotionally raw, personal novel to date.

(8)

THE INTERESTINGS

Meg Wolitzer

Six oddballs meet at an artsy summer camp and dub themselves the Interestings. Wolitzer follows their futures as ambitions, crushes, jealousies and flaws mold them into unexpected shapes. Wolitzer's vision is so broad that it embraces the entire tapestry of their interwoven

fates, mapping the bonds between them with magnificent precision.

(9)

LEXICON

Max Barry

Secret societies are ubiquitous in fiction today, but Barry has founded one of the most intriguing: the poets, a shadowy group that has so mastered the persuasive arts that normal people always do exactly what they say. Told with infectious humor, *Lexicon* starts at top speed and never slows down.

(10)

**THE ENCYCLOPEDIA OF
EARLY EARTH**

Isabel Greenberg

A man from the North Pole travels to the South Pole, where he falls in love with a woman only to discover that because they're from different poles, they repel each other and can never touch. To fill the void, they spin stories—fantastical, often touching yarns, which graphic novelist Greenberg tells and illustrates with warm, whimsical beauty.

NONFICTION

1) BOOK OF AGES

Jill Lepore

Of 17 children, Benjamin Franklin was the youngest son, while Jane was the youngest daughter. He was among the most celebrated Americans of his era; she married, at 15, a ne'er-do-well with whom she bore 12 children that he kept in squalor. Lepore writes against the grain of history, scouring archives to illuminate a life that society habitually buried and forgot. But Jane's indomitable voice and hungry intellect shine through; she will not be forgotten, and the world is richer for it.

2) COMMAND AND CONTROL

Eric Schlosser

It's not an obvious progression, going from *Fast Food Nation* to a history of the U.S.'s nuclear arsenal. But the same meticulous research and narrative flair are on display. The book has two parallel threads: the story of a ghastly 1980 accident at an Arkansas missile silo and a chronicle of the awful chances we took building those weapons and how close we came to losing control of them.

3) THE BULLY PULPIT

Doris Kearns Goodwin

Goodwin appears to have gone from the sublime, Abraham Lincoln, to the ridiculous, William Howard Taft. But if her new subjects are less godlike than in *Team of Rivals*, their stories are no less rich: Teddy Roosevelt groomed Taft as his successor then became his bitter opponent. A third party is the crusading press, with which Roosevelt formed a strategic alliance unlike anything before or since.

4) FORTY-ONE FALSE STARTS

Janet Malcolm

In this magnificent collection of criticism, Malcolm directs her eternally curious gaze at painters, writers, photographers, the *Gossip Girls* novels and *New Yorker* editor William Shawn. It almost doesn't matter what the subject is; she has the essayist's gift of rendering interesting anything that interests her.

5) THE BOOK OF MY LIVES

Aleksandar Hemon

Born in Yugoslavia, Hemon departed for Chicago in 1992. While he was there, the siege of Sarajevo began and the world of his childhood destroyed itself. Even as he learned English and haltingly made a new home, he searched news footage for faces he knew. He records it all in this mournful, strangely funny memoir.

6) FIVE DAYS AT MEMORIAL

Sheri Fink

The tragedy of Hurricane Katrina didn't end with high winds and floods. Amid the fall-out at a New Orleans hospital, Fink weaves the stories of patients whose deaths were hastened by the storm into a parable of the end-of-life-care dilemmas that affect all Americans.

7) GOING CLEAR

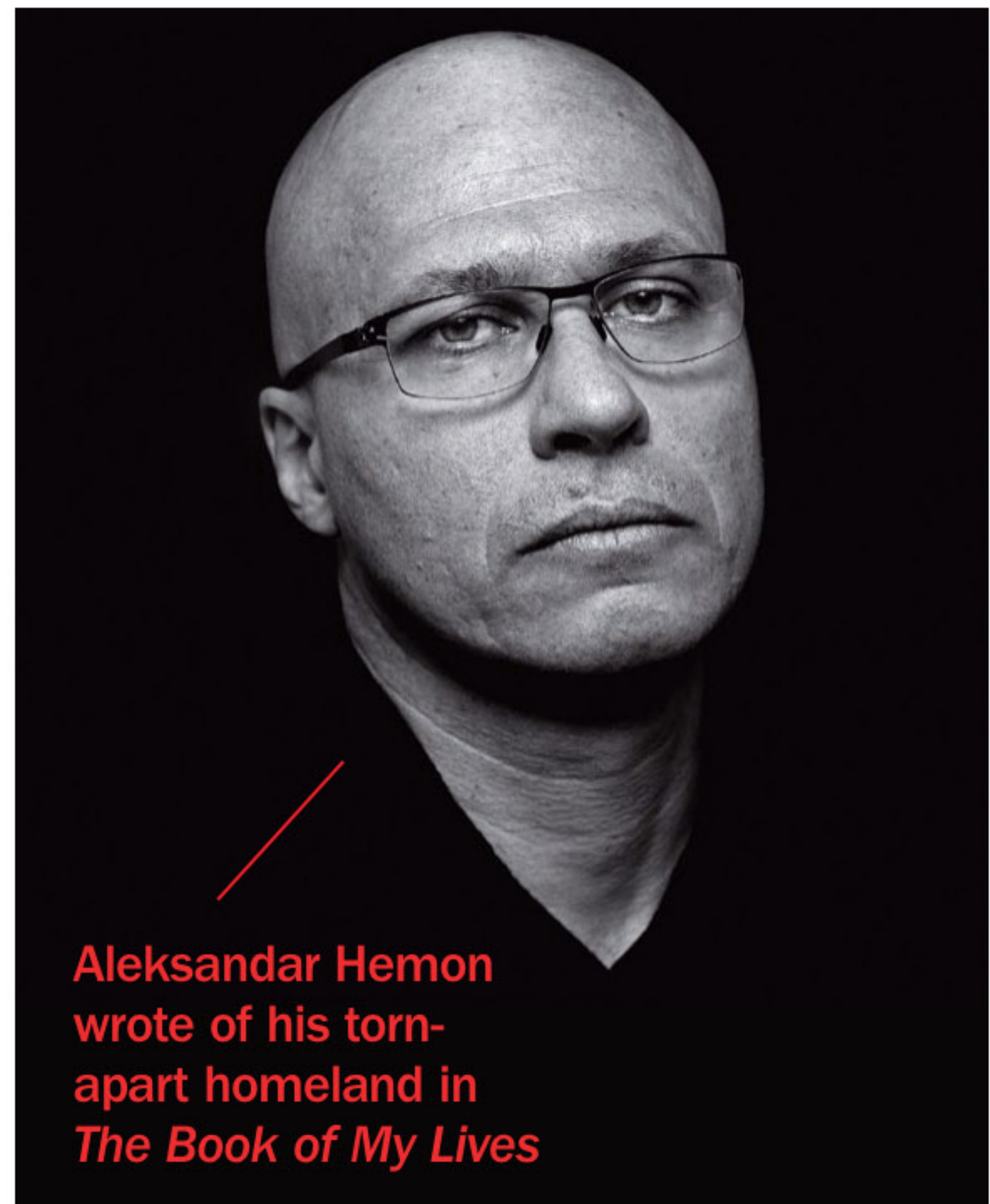
Lawrence Wright

Since its origins in the 1950s, Scientology has fought to control its image. In *Going Clear*, Wright—who won a Pulitzer Prize for *The Looming Tower*, his history of al-Qaeda—fights back, turning a merciless journalistic eye on a bizarre history that has until now been difficult to piece together.

8) MEN WE REAPED

Jesmyn Ward

From 2000 to 2004, five men close to



Aleksandar Hemon wrote of his torn-apart homeland in *The Book of My Lives*

Ward—a brother, a cousin, friends—died violently: guns, cars, drugs, suicide. Ward weaves their stories through her own to create a picture of life as a young black person in the rural South and what it took for her to get out.

9) FALLING UPWARDS

Richard Holmes

Out of an ostensibly placid activity, hot-air ballooning, Holmes conjures an extraordinarily vivid, violent, thrilling history full of bizarre personalities, narrow escapes and fatal plunges.

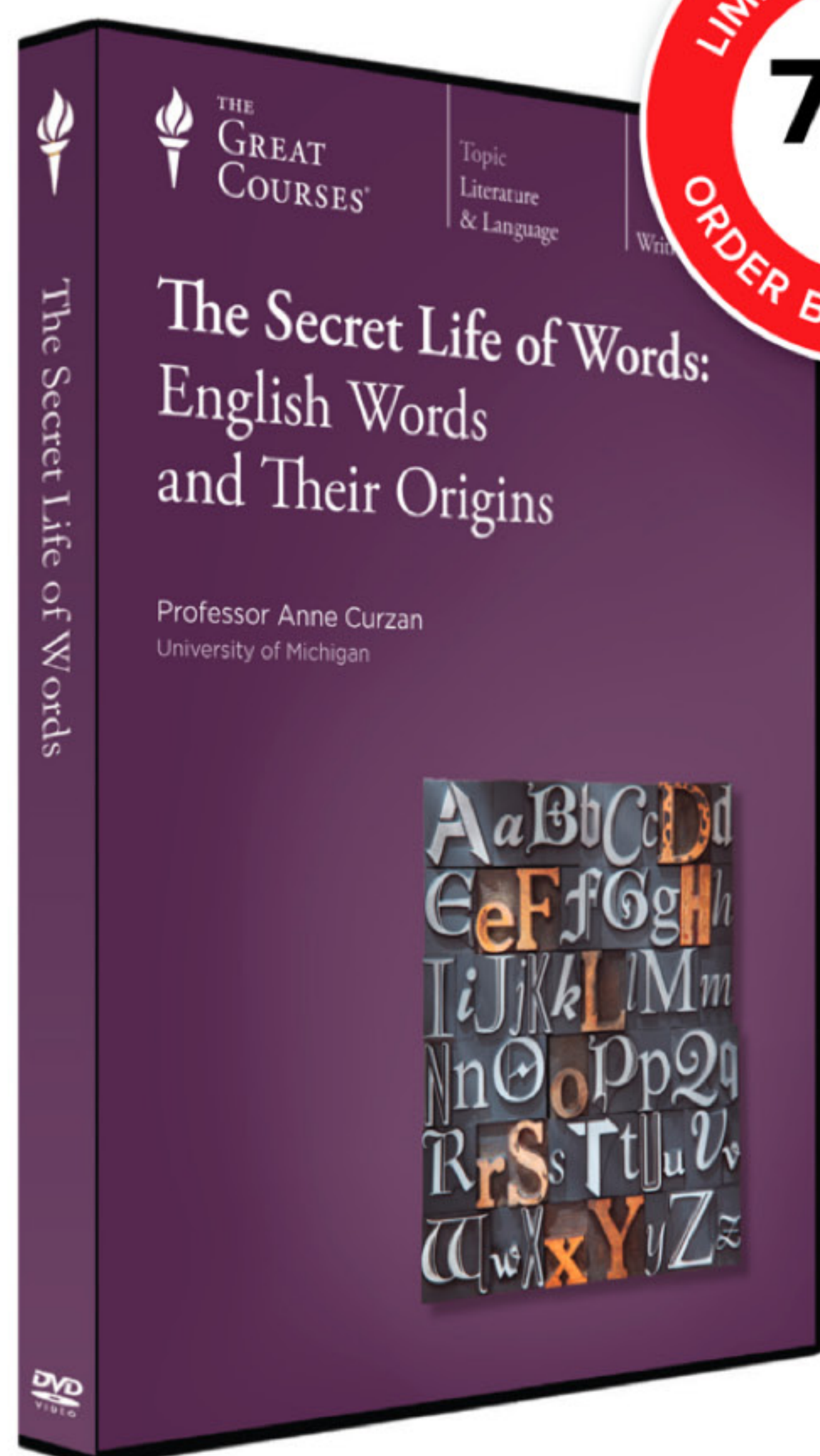
10) THE SELECTED LETTERS OF WILLA CATHER

Andrew Jewell, Janis Stout (editors)

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16. Desultory Somersaults—Latin Roots
17. Analogous Prologues—Greek Roots
18. The Tough Stuff of English Spelling
19. The *b* in *Debt*—Meddling in Spelling
20. Of Mice, Men, and Y'All
21. I'm Good ... Or Am I Well?
22. How *Snuck* Sneaked In
23. Um, Well, Like, You Know
24. Wicked Cool—The Irreverence of Slang
25. Boy Toys and Bad Eggs—Slangy Wordplay
26. Spinster, Bachelor, Guy, Dude
27. Firefighters and Freshpersons
28. A Slam Dunk—The Language of Sports
29. Fooling Around—The Language of Love
30. Gung-Ho—The Language of War
31. Filibustering—The Language of Politics
32. LOL—The Language of the Internet
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THEATER

BY RICHARD ZOGLIN



Alan Cumming's one-man version of *Macbeth* retold the story as the ravings of a violent madman

(1)

MATILDA

Passed over for Best Musical at the Tony Awards (in favor of *Kinky Boots*), this musical version of Roald Dahl's story about a supersmart little girl misunderstood by almost everyone, including her appalling

parents, is full of invention and high spirits but is also edgy, unsentimental and never patronizing. Bertie Carvel got deserved raves for his cross-dressing turn as the slimy headmistress Miss Trunchbull. But every performance and production detail, from the whimsical sets to

Tim Minchin's one-of-a-kind score, is lovingly crafted and right.

(2)

HERE LIES LOVE

In a year when immersive theater—work in which the audience is incorporated into the action—became the rage, this musical about former Philippine First Lady Imelda Marcos forced its audience to stand for 90 minutes on a disco floor. Nobody complained—we were all too entranced by David Byrne's melodic song cycle and Alex Timbers' inventive staging, which makes use of newsreel footage, video projections, pop backup singers and a disco DJ to tell the story.

(3)

THE MODEL APARTMENT

Who knew that Donald Margulies, author of popular comedy-dramas like *Dinner With Friends*, had this dark family play in his trunk? An elderly Jewish couple spend a night in the model apartment of their new condo complex when the abusive, damaged daughter they've been running from shows up. After a 1995 off-Broadway run, the play was remounted superbly by director

Evan Cabnet, with a shocking and brilliant performance by Diane Davis as the daughter.

(4)

BELLEVILLE

They seem like a typical young American couple in Paris, dealing with the usual relationship drama. But as Amy Herzog's disturbing play unfolds, the fabric of their lives comes unraveled. Herzog has no peer in creating real, instantly recognizable characters and then turning their comfortable, ordered lives upside down.

(5)

THE FLICK

Three geeky employees at a faded movie house spend their days gossiping about old films, arguing over who's going to run the projector and wallowing in aimless lives. Annie Baker's long, nearly plotless comedy tests your patience but rewards it with an oddly absorbing group portrait.

(6)

DOMESTICATED

What happens after the sex scandal? Jeff Goldblum is the politician

who resigns after being caught with a hooker; Laurie Metcalf is the wife who must live with him. Bruce Norris' play—as mean as David Mamet and twice as funny—moves relentlessly, like a shark toward prey, as it exposes the divide between men and women.

(7)

NATASHA, PIERRE AND THE GREAT COMET OF 1812

Every audience member has a front-row seat (and vodka and *blini*) in this immersive musical based on *War and Peace*. The show tackles the vast narrative with appealing cheekiness, Dave Malloy's pop-rock score is easy to listen to, and the experience leaves you feeling drunk on more than vodka.

(8)

ST. JOAN

The Bedlam theater company brings to life George Bernard Shaw's great 1923 drama about the 15th century saint in a

stripped-down, amped-up production. Just four actors play every role, and the audience is required to get up and change seats to follow the action. Shaw's epic clash of faith and politics has never seemed so powerful or relevant.

(9)

MACBETH

Shakespeare's plays have been all over Broadway this fall, but none is as gripping as Alan Cumming's one-man deconstruction from the National Theatre of Scotland. As an inmate in a mental institution, performing all the roles under the watchful eyes of two hospital attendants, Cumming is furiously engaged and altogether extraordinary.

(10)

A GENTLEMAN'S GUIDE TO LOVE & MURDER

Jefferson Mays plays eight snooty heirs to an English title. Bryce Pinkham is the black sheep bumping them off in this frivolous but fun musical take on the 1949 movie *Kind Hearts and Coronets*.

Broadway freshman Oona Laurence plays the title role in the musical *Matilda*





South Sudan

the correspondent
www.tcfeatures.com

Building from the Ground Up

With the resources and determination to succeed, this nascent nation is already attracting investors from around the world

This July, South Sudan, the world's newest nation, celebrated the second anniversary of its independence, an event that brought tens of thousands of people onto the streets of the capital, Juba. With decades of war behind them, South Sudan's people showed through the festivities that they are enormously optimistic about the future, despite the many challenges the infant country faces.

But as Kornelio Koriom Mayik, governor of the Central Bank of South Sudan, points out, these challenges are also tremendous opportunities for the inter-

national investment community. This is a country that is being built from the ground up, funded by an oil industry that is now fully back in action. "Thanks to our liberal investment policies, investors are now starting to see the potential in South Sudan. Investors are coming in," he says. "We make no distinction between foreign and local investors; the rules of the game are the same for everyone."

The country has already attracted large-scale agricultural investors, notably from the United States, China, India and the Gulf states. The government is working hard to raise international awareness: In early December, the South Sudan Investment

Authority organized a two-day conference in Juba outlining the government's diversification program. It attracted business delegations from around the world, aware of the importance of making an early entry to this new market.

The appeal of a new market in a new country has already attracted some regional multinationals. Southern Sudan Beverages Ltd. (SSBL), part of the SAB-Miller Group's South African operation, was the first major private company to build a brewery in South Sudan, even before independence. The government was looking for an anchor investor, says managing director Ian Alsworth-Elvey: "The government has done much to create an investor-friendly environment. The most positive things here are willingness and determination of people to make it a success. As a country that suffered so much,

Refreshing a new Nation



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and some people wanting us to fail, you must tell some people that we have managed to succeed and we are going to make sure that from all levels, government and private sector, we will succeed."

A relative newcomer is RMA South Sudan, part of the Thailand-based RMA Group, which sees long-term potential in the country. "Even though we only started operations in November 2012, we are currently servicing 150 vehicles per month, which might not seem like a lot but in a couple of months is a lot," says country manager William Endley. "We provide service outside of Juba as well, where we take mechanics and the necessary technicians. If we have to fly or drive anywhere in South Sudan, we are available to do so to provide our total service concept." He says that the investment community in South Sudan is mutually supportive: "We talk to each other and help each other, even though we might be competition, but we work out problems. The market is big enough that we support each other."

Regional banks have also been attracted by the potential of a new market, as have

several homegrown lenders, all of which are being kept busy meeting the intense demand for financial services. "The number of foreign banking institutions has been increasing," says Mr. Mayik. "However, understandably, the Central Bank's capacity to supervise and regulate all these new coming institutions efficiently is still limited. In order to tackle this constraint, we are assembling and building the capacity of our regulators and supervisors, so they will be able to cover the necessary requirements of these institutions."

One of the first local players in the market was Ivory Bank. In 2008 it moved its headquarters from Khartoum to Juba, having opened branches in South Sudan's eight states. By the end of this year, it aims to have a presence in all 10, explains Gabriel Changson Chang, the bank's former chairman.

"Ivory Bank will move forward with its counterparts and foreign banks to take up bigger projects and developments, with the possibility of partnerships with the government or private companies," he says. "The automation of banking serv-

es and the banking system is on its way. Ivory Bank has started to transform itself to being a modern banking institution. We have connected all of our branches so that they are able to communicate on a daily basis about transfer funds, email systems and internal communication. We have acquired 10 ATMs for our branches and we shall be installing those in the near future. We will also introduce credit card services, including the ability to use international credit cards."

Eden Commercial Bank was set up by its CEO, Festus John, who left the country during the war to work in the United States, which has provided him with international experience and good contacts there. "Eden Commercial Bank operates within a modern management framework," he says. "We have developed unique banking software along the lines of Western Union, which allows our clients to transfer money across the country at a very low cost. Secondly, we are a national bank that brings international experience and local know-how together, while empowering the banking sector in South Sudan."



INVEST WITH THE BEST

With the vision to be the leading indigenous bank in South Sudan, Ivory Bank is positioned to be the financial partner of choice for investors looking into the newest investment destination in the world

IVORY BANK



Nile Commercial Bank was set up during the independence struggle and after a restructuring is now one of the main players in the sector. Managing director Michael Marino Wusang advises foreign investors to deal directly with South Sudanese institutions. "Foreign investors usually rely on foreign banks, such as Kenyan or South African banks, which in turn deal with the local institutions. Why take the long route? The services and funds will be consumed in South Sudan; it makes no sense to incur extra expenses. We can provide a quality service to our clients and partners; both foreign and local banking institutions are already using our services."

FAST-GROWING ECONOMY

South Sudan will be among the world's fastest-growing economies in 2013, after the country's economy crashed 18

months ago when the South Sudanese government shut down the nation's entire oil production. South Sudan resumed production in April, meaning that the country's economic growth during 2013 will be well into double figures.

An International Monetary Fund (IMF) team visited Juba in September, noting that South Sudan's economic outlook is improving and that oil production is rising and inflation is declining. IMF welcomed the government's 2013-14 budget, noting that it "strikes the right balance between increasing spending on priority areas and maintaining economic stability." It added that over time, careful and transparent management of South Sudan's abundant natural resources and investments in health, education, and public infrastructure could put the country on a path of sustained growth and poverty reduction. "As

public investment is scaled up in the near term, sound project selection and prudent debt management should also be priorities," concluded the IMF.

USING OIL WISELY

South Sudan has about 10 years to enjoy substantial oil revenues, with oil production potentially returning to 300,000 barrels per day from now on. Therefore, it must establish sound internal governance and the basis for a productive economy in the long term. The United States, determined to see South Sudan succeed, is assisting. The African country has some of the world's best agricultural land, a globalized population and a tremendous reservoir of international concern. At the same time, South Sudan's future depends on its ability to build a mutually beneficial relationship with its northern neighbor. ●



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SOUTH SUDAN INVESTMENT AUTHORITY

As part of its brief to create a business-friendly environment, the South Sudan Investment Authority (SSIA) has set up the One Stop Shop Investment Centre (OSSIC), which works with the relevant ministries to make it quick and easy for investors to apply for and receive permits and licenses. OSSIC guides investors step by step through the investment process from beginning to end, simplifying and streamlining procedures, offering advice, processing paperwork, and providing technical and after-care service. In less than two years since South Sudan's independence, the SSIA has streamlined procedures and attracted more than \$200 million in FDI, registering 17,000 businesses.



Bank of South Sudan

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10 Questions

Preacher, AIDS activist and author **Rick Warren** talks about his diet book, his son's suicide and Christmas parties

***The Daniel Plan*, your first book in 10 years, is a diet book. Isn't weight loss sort of an earthly concern for someone in your profession?**

In the '90s I wrote a book called *The Purpose Driven Church*, which is about church health. In the 2000s I wrote *The Purpose Driven Life*, which is about spiritual health. This book is even more foundational. I noticed that many people want to make changes in their lives but don't have the energy to do it. If we can get people's



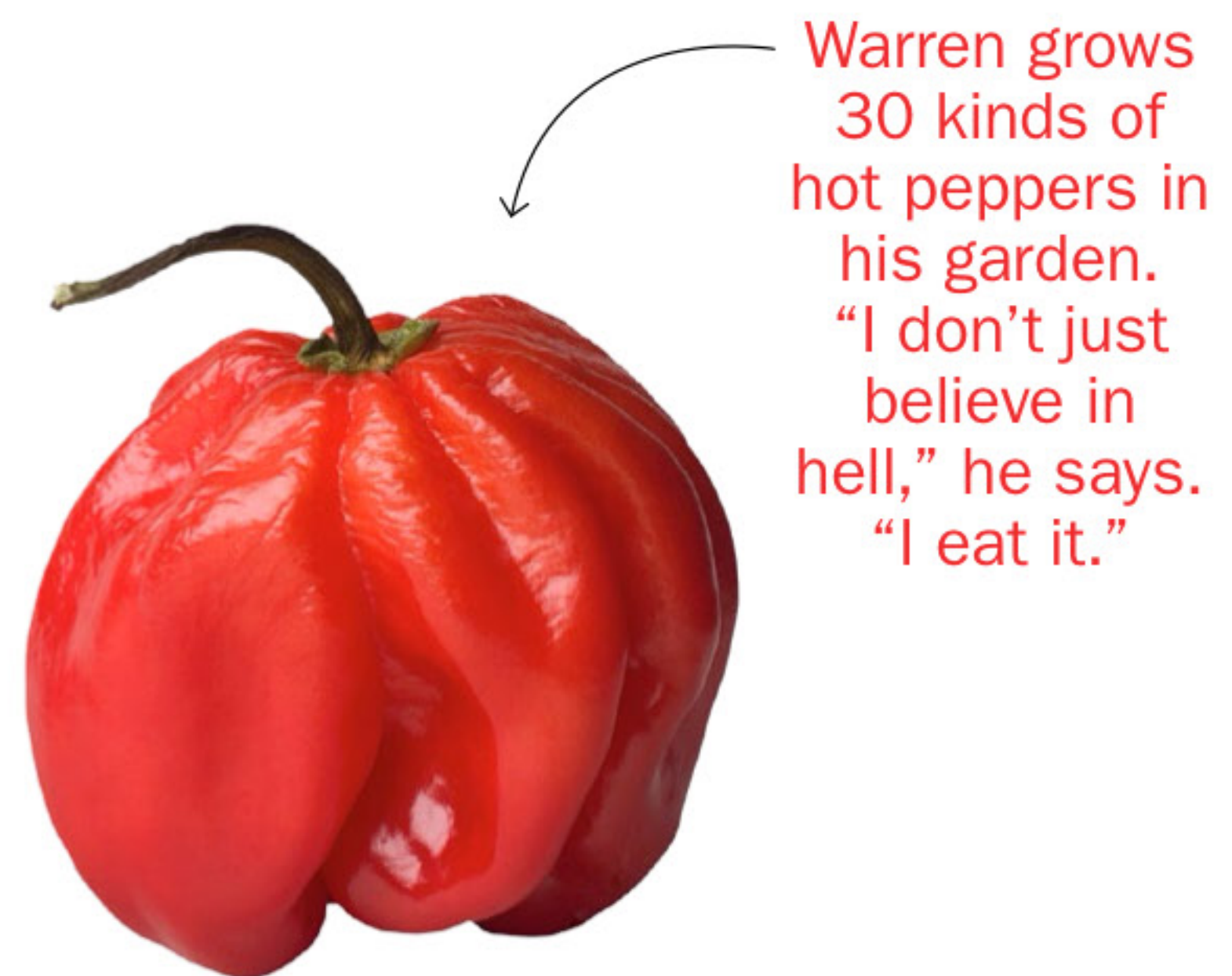
energy up, then maybe they'd be able to work on their marriage, finances, career and the things they care about.

A new year is coming up. If you could get people to change one thing, what would it be?

I'd get them to stop believing everything they think. We lie to ourselves more than anybody else. Jesus said the truth will set you free—but first it makes you miserable.

As a guy who likes the Christ part of Christmas, how do you feel about Rockin' Santa?

I'm not opposed to the party parts of Christmas. Actually, I think the three purposes of Christmas are found in the three statements we get at the first Christmas. The angel says, "I bring you good news of great joy. Unto you is born this day a Saviour. And peace on earth, goodwill toward men." I call this celebration, salvation and reconciliation. Christmas is a party. You gotta party.



Warren grows 30 kinds of hot peppers in his garden. "I don't just believe in hell," he says. "I eat it."

Do you prefer Christmas or Easter?
Both.

Oh, that's a cop-out.

Absolutely both. There would be no Easter without Christmas, but there would be no point in Christmas if there weren't Easter.

Your church wanted to empty Rwanda's orphanages by 2014. Why?

In 1994, when the genocide hit, it left 1 million orphans in a nation of 10 million people. If I were to give you a list of 25 things to do with orphans, an orphanage would be No. 25. It's better to give money to an aunt who could take in two

‘There would be no Easter without Christmas, but there would be no point in Christmas if there weren’t Easter.’

more kids if she were able to support them financially. We are now down to fewer than 1,800 orphans in Rwanda in orphanages.

Did your son Matthew’s suicide make you rethink the purpose-drivenness of life?

No. What it made me rethink was how much our biology affects our personality. My wife was pregnant, and she got some kind of disease that left a rash on her body and left her crippled. Kay lived. Matthew lived. But Matthew struggled with mental illness his entire life.

What would you say to parents who have a kid like Matthew?

Today people don’t even know where to get help. Since the Reagan Administration, our government has systematically been spending less on mental-health care. There’s

one-tenth the number of psychiatric beds than there were 30 years ago.

Rob Bell has suggested Christians put too much emphasis on hell. Do you agree?

Absolutely not. Most don’t even talk about it.

Do you think the church has lost the same-sex-marriage fight?

I’m going to pass on that. I don’t know.

At what age would you like to die?

I’ve already lived such a blessed life. I could die right now a happy man. If Matthew could talk to me from heaven—which I don’t believe is possible—he’d say, Dad, you were wrong. It’s so much cooler than you imagined, and I can’t wait for you to get here.

—BELINDA LUSCOMBE

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