

# EXHIBIT 14

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Novel Now, But Not For Long  
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We like to think we're so advanced, you know? We're so modern. We're not like our ancestors, whom we picture exclusively in black-and-white, running around in jerky fast motion. How quaint they were with their Model T's and gas lamps!

Well, hate to break it to you, but we're going to look just as quaint to our own descendants. We still hunt around for a coffee shop when we need a wireless Internet connection. We still buy movies on plastic discs. Some people still read "newspapers."

But at least we're still making progress. The year's not quite over yet, but it's over enough to observe a few of the most interesting high-tech highs, lows and trends of 2009. Besides, it's Thanksgiving -- a perfect time to contemplate the future that's starting to take shape.

**PICO PROJECTORS** The first pico projector hit the market late last year: a pocketable, rechargeable, iPod-size box that could project a six-foot image onto a wall, a sheet or an airplane ceiling (my favorite). This year, several rivals appeared -- and now companies have started building projectors into other gadgets.

Nikon, for example, released the first camera with a built-in projector, a shirt-pocket model called the Coolpix 1000pj. No more connecting cameras to TVs or downloading to computers; you just say "Hey guys, come 'ere!" and push a button for a communal slide show. It's novel, amazing and surprisingly useful.

Cellphones, obviously, will be next.

Now, your Thanksgiving-dinner candles probably put out more lumens than today's pico projectors; the image is far from high-def, and it's pretty dim unless you turn out the lights. But baby steps, people, baby steps.

**CAMERAS TACKLE LOW LIGHT** From the beginning of digital-camera time, the rule was: if you want to take no-flash photos in low light, you'd better buy yourself one of those big, black, heavy S.L.R. cameras. Too often, the pocket cameras that make up 90 percent of camera sales produce blurry or grainy shots in low light.

This year, the camera companies finally abandoned their decade-long obsession with megapixels. Instead, several of them began working on things that really count -- like bigger sensors for better pictures.

Panasonic and Olympus teamed up to create the Micro Four Thirds format: coat-pocketable cameras that take near-S.L.R.-quality photos. Fujifilm and Sony released new shirt-pocket models whose redesigned sensors do exceptionally well in low light. And Canon's PowerShot S90 combines an unusually large sensor (for a little camera) and a remarkable lens to produce amazing low-light shots.

Still, even these cameras may someday seem laughably crude; already, high-end cameras like the Canon EOS 5D MKII actually "see" better in low light than you do. Trickle-down theory, do your thing.

**CARRIERS GET SCRUTINY** For years, the Verizons, Sprints, T-Mobiles and AT&Ts of the world have quietly and profitably gone about their business, creating policies and fees that the masses accepted as Just the Way Things Are.

This year, though, the grumbling turned to outrage, the Federal Communications Commission began investigating, and critics began to shine a light on some of the nastiest carrier practices. (Heaven knows, I was among them.)

Why do text messages, which cost the carrier nothing to transmit, cost 20 cents each -- double what they did a couple years ago? Why, after 40 years of answering machines, do carriers still make us listen to 15 seconds of instructions ("When you have finished recording, you may hang up") every time we leave a message? Why do they round up to the nearest minute? If we're reimbursing the carriers for our heavily discounted smartphones over the course of our two-year contracts, then why doesn't our fee drop at the end of two years?

And so on.

Change may not be coming soon. But with luck, all the scrutiny, bellyaching and pushing back will make the carriers less inclined to dream up new consumer-hostile schemes -- and will give them good will points if they start playing nice.

**THE RISE OF THE APPS** "Apps," of course, are those 100,000 wildly creative, infinitely fascinating free or cheap programs that you can download to your iPhone or iPod Touch. For maybe \$1 or nothing, you can turn your phone into a barcode reader, musical instrument, carpenter's level, video-editing station, game machine or just about anything else. These days, entire dinnertime conversations center on people showing each other their favorite apps, and more than one programmer has become a millionaire just from selling a whole lot of copies -- at \$1 apiece.

This year, the idea caught fire. New app stores opened for the BlackBerry, Palm phones (the Pre and Pixi) and Windows smartphones. They join the existing stores for the iPhone/iPod Touch and phones that run Google's Android phone software.

Those stores are all smaller than Apple's, of course. But as they grow, they'll have to maneuver carefully to avoid the problems that now plague Apple's app store. For example, Apple's gatekeepers, who vet each app before releasing it, occasionally ignite firestorms online when they reject an app that the public wants.

Maybe a bigger problem is that the app-discovery tools haven't caught up with the app store's sheer size. A few hundred apps get featured placement on Apple's featured or best-selling lists, but many of the other 99,500 never see the light of day. Maybe 2010 will be the year that problem gets solved.

**NETBOOKS** These cheap (\$300-ish), light (3-pound-ish), limited (no CD drive) laptops occupy a new, underserved spot on the size spectrum between cellphones and laptops.

Like any new gadget category, the early models, last year, were slow and awkward. This year's models improved rapidly, although they're still better suited for writing, e-mail and Web surfing than for games, Photoshop or video. In any case, these cheap laptops sure came along at the right time -- their arrival coincided perfectly with the Great Recession of 2008-9.

**E-BOOKS GET SERIOUS** Amazon's Kindle e-book reader, a lightweight plastic slab designed for reading books and newspapers -- extremely sharp black-and-white type on a light gray background -- was an intriguing experiment, a gadget hound's toy.

But in 2009, e-readers seemed to become ready for the mainstream. There was a second-generation Kindle, a larger-screen Kindle and a series of new rivals from Sony. Then Amazon opened up its e-book store (containing more than 380,000 books) to people who don't own Kindles; you can read those books on an iPhone, iPod Touch or, shortly, your Mac or PC. Slowly, the concept of reading pixels instead of print seemed less and less unusual.

The whole thing heated up considerably with Barnes & Noble's entry into the market. It opened up its e-bookstore and its reading software (for Mac, PC, iPhone/Touch) before it had an actual reading gadget to announce.

Now that announcement has been made. At least on paper, the Barnes & Noble Nook offers much that the Kindle lacks: a second screen -- a color touch-screen strip -- for navigation, Wi-Fi for downloading new books, unlimited free reading in Barnes & Noble stores and even the option to lend an e-book to a friend.

So far, it's all theoretical. Customers have yet to see the Nook itself (the company says its preorders sold out.) Amazon scoffs at the Nook's greater weight and shorter battery life, and nobody knows how many publishers will go along with the free-reading-in-bookstores and book-lending pieces. But two things are for sure: e-books are evolving at a screaming pace, and their appeal goes well beyond gadget freaks.

In short, 2009 was a year like any other year: filled with breakthroughs and breakdowns, progress and pushback. Still, we stand at an amazing point in high-tech history. Our airplanes offer wireless Internet, we can make free Skype calls to China and talk for hours, and our children edit video for homework.

You know what our grandchildren will say: "How quaint!"

**PHOTO:** The Optoma pico projector, the size of an iPod, can project a six-foot image onto a wall or ceiling. (pg.B6)

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**COMPANY:** PANASONIC CORP; TAIWAN VIDEO SYSTEM CO LTD; PANASONIC; AMAZON; GOOGLE INC; FEDERAL COMMUNICATIONS COMMISSION; PICO FAR EAST HOLDINGS LTD; BARNES AND NOBLE INC

**NEWS SUBJECT:** (Economics & Trade (1EC26))

**INDUSTRY:** (Internet (1IN27); Wireless Networking (1WI62); Consumer Electronics (1CO61); Electronics (1EL16); Online & Electronic Publishing (1ON84); I.T. (1IT96); Internet Media (1IN67); Wireless Pagers & Handsets (1WI07); Networking (1NE45); Consumer Products & Services (1CO62); Publishing (1PU26); Telecom Consumer Equipment (1TE03); Next Generation Wireless Technology (1NE48))

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Getting a line on app economy: the growing use of software for smart phones offers L.A. the chance to take the lead in a new market.

Carpenter, Rob

HAVE YOU ever used one of those neat applications from the iPhone or BlackBerry app stores? You know, the ones that allow you to check sports scores in real time, manage your bank account, buy and sell blue chip stocks, or play Pacman in the lunch line?

If you answered yes, you are like a growing number of Angelenos--and Americans--who can't wait for the next app that will help make life more convenient, lively and fun. It is, after all, a very good thing that we are able to order chicken wings through Pizza Hut's e-commerce mobile app or locate nearby restaurants, gas stations and department stores with location-based application software.

But what we must now understand about these new "convenience" apps, however, is that they have much larger implications than simply making life more manageable. They are now part of an explosively lucrative financial sector being built around them: the "app economy." And it is quickly--and quietly--morphing into the biggest thing since Google's search and Facebook's social networking.

Not only will this new economy be a financial juggernaut, but it could affect you, your company and our region more directly than you might think. In this regard, we should no longer think of ourselves merely as consumers of these mobile and social networking apps; we should also begin to think of ourselves as producers of them.

And the reason for this is because the so-called app economy is still leaderless--it is only two years old--and literally up for grabs within most industries on both the local and national levels. It's leaderless in the sense that unlike the companies that have created the gigantic developer platforms (i.e., Apple, Facebook, etc.) that provide a framework for these apps, there are very few companies that are actually dominant within these platforms outside of virtual gaming. And the more traditional companies that do currently operate within them usually just offer informational applications.

In other words, there are very few businesses, local or national, that seriously play in this potential multibillion-dollar sandbox and even fewer companies that actually offer their own purchasable goods and services within these apps like an eBay digital storefront. Yet not only is this a great new market but it's also the next iteration of the online world: Web 3.0.

This means that we as individuals, companies and a region should now compete in this 21st century virtual gold rush by taking the lead in developing this new financial ecosystem--for our local economy as well as for the larger national economy. It does make a lot of sense that the City of Angels is poised to do this: Our economic diversity is representative of American industry, we have an unmatched global talent pool of engineers and programmers to design these new apps, and we have historically proved time and again we have the ability to pioneer new industries (i.e., motion picture, fashion, aerospace, digital animation, etc.) that give our companies and our economy a natural edge.

[ILLUSTRATION OMITTED]

One of a kind

After all, if we've already led the way in creating these aforementioned megasectors in Los Angeles and throughout the country, why can't we lead the way in creating the new app economy, too? We can leverage our one-of-a-kind financial ecosystem and strategically utilize our local businesses to win in local, regional, and national application markets with our unique assets and history.

But we can only do so if our local companies start actively thinking about innovative ways to offer their purchasable products and services through this new app economy. El Segundo-based DirecTV has successfully figured out how to do this with their wildly successful iPhone app, and all of our local businesses need to figure it out, too.

L.A.'s many small ethnic restaurants, for example, that operate traditional storefronts and attract mainly local patrons, should follow DirecTV's model by creating an app for takeout and delivery services as a way to distinguish themselves from their competition, attract new customers and increase loyalty. In doing so, they would not only see financial benefits for themselves, but they would contribute to the broader local app economy.

The same principle applies to bigger chain restaurants headquartered in Los Angeles County. They could compete on a national scale but could reach more consumers, create more financial value and help build the broader U.S. app economy if they threw a little skin in the game like DirecTV.

In other words, whether a local company is big or small, competes mostly in Los Angeles or throughout the country, real eggs need to be put into this innovative economic basket because real money hangs in the balance. A virtual network of linked commercial applications is going to be a hugely transformative part of our future and we shouldn't let it pass us by.

So let's get off the sidelines, Los Angeles, and create our own local app economy--and one for the rest of America while we're at it, too. The financial payouts will be well worth it.

Rob Carpenter is an entrepreneur and writer. He lives in Los Angeles.

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COMPANY: RAGE ADMINISTRATIVE AND MARKETING SERVICES INC; DIRECTV GROUP INC (THE); DIRECTV; PIZZA HUT INC; RLW INC (LAS VEGAS NV)

NEWS SUBJECT: (Economics & Trade (1EC26))

INDUSTRY: (Internet (1IN27); Consumer Electronics Technology (1CO38); Consumer Electronics (1CO61); Electronics (1EL16); Online Social Media (1ON38); Retail (1RE82); Online Financial Services (1ON87); I.T. in Bank-

ing (1IT59); Internet Media (1IN67); Financial Services (1FI37); I.T. in Financial Services (1IT24); Consumer Products & Services (1CO62))

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### Power Failure? How to Keep Working When It's Lights Out

Michael S. Rosenwald

WASHINGTON — You work from home and there's no power. You work from an office and there's no power. You are a worker without a work station.

But your boss would still like some work to be done, even if the power company's talking about keeping you in the dark till sometime in August. Fear not. In a digital, mobile world, little 1s and 0s dart all around us, even in 95-degree heat, even in the dark.

Here's how the digital nomads who bounce from coffee shop to bookstore to home get their work done on the move:

**IN A PINCH:** Many mobile phones can tether to laptops, via Bluetooth or cables, to get computers onto the Internet. The speeds are pretty fast. Call your mobile phone provider to see whether your phone has the capability. You can, in some cases, add a tethering feature for a limited period. iPhones can now tether, as can many Android devices.

**CREATING POWER:** Your car is perfectly capable of charging computers, cellphones, DVD players, etc. Go to Best Buy, [RadioShack](#), Office Depot, [Staples](#) or another retailer and ask for a vehicle power inverter. Inverters run about \$60 and turn your cigarette lighter into a full-fledged power provider capable of charging multiple devices at once.

**ANOTHER POWER IDEA:** If the above idea fails because you keep running into declarations of "sold out," ask for a portable power pack. These are essentially portable batteries that you can charge anywhere — [Panera Bread](#), Starbucks, you get the idea — and then you can plug your gadgets into them to charge at home or wherever. Duracell, Energizer and other battery manufacturers make them. Many come pre-charged, ready to go. Most electronic stores sell them, as do Target and Wal-Mart.

**WHERE TO FIND FREE WIFI:** The world reached the tipping point of free wireless when Starbucks took the price off Wifi earlier this month. It's free and it's fast. [Panera Bread](#) has had free wireless for years and is a favorite spot of digital nomads. McDonald's has free Wifi. So do many hotel lobbies. (Note: Although the Wifi is free, don't be a freeloader. Order lunch. Eat several snacks. Don't be cheap.)

Most cellphone app stores — iPhone, Android, BlackBerry — are filled with apps that use your location to list free (or paid) Wifi hotspots near you. Also, check with your cable provider, as many packages include free access to oth-

erwise for-pay Wifi hot spots.

bc-tech-outage

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COMPANY: MCDONALDS RESTAURANTS LTD; WAL MART STORES INC; MCDONALDS; STARBUCKS CORP; MCDONALDS FRANCE SA; WAL MART DE MEXICO S A B DE CV; MCDONALDS IMMOBILIEN GMBH; MCDONALDS RESTAURANTS OF CANADA LTD; DAREEN INTERNATIONAL (L L C )

INDUSTRY: (Electronics (1EL16); Consumer Electronics (1CO61); Mobile Phones & Pagers (1WI07); Small & Home Office Equipment (1SM98); Office Equipment (1OF21); Consumer Products & Services (1CO62); Telecom Consumer Equipment (1TE03))

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Section: Technology

App Stores Offer Feast For Window-Shoppers  
Applications abundant for iPhone, BlackBerry, Android smart phones  
PAUL KORZENIOWSKI  
FOR INVESTOR'S BUSINESS DAILY

A smart phone is anything but a mere phone nowadays.

The name of the game: apps.

"Application stores enable customers to take a cell phone and customize it to fit their own personality," said Frank Dickson, an analyst at market research firm In-Stat.

Apple ([STOCK[AAPL]]) popularized the idea of smart-phone apps stores with its iPhone, a big success that soon spawned app stores among most cell phone makers and services providers.

When users poke around smart- phone app stores, they find a wide range of applications. They range from workplace collaboration tools — videoconferencing apps, sharing PowerPoint apps and more — to the ... more frivolous. One iPhone app is designed to have the phone mimic someone hard at work — shuffling papers and the like — while the worker sneaks in a quick catnap.

Apple says it has more than 250,000 applications available for download at its App Store. Prices range from free to \$129, it says.

Many of the programs started off with a consumer focus, but the lines are blurring. Apple says it can't say just how many of its apps are business and how many consumer, because so many have multiple uses.

"Recently, Apple has been turning its attention more to the business market," said Jack Gold, principal of J. Gold Associates, a research firm focused on mobile devices.

The largest makers of business software, including Oracle ([STOCK[ORCL]]) and SAP ([STOCK[SAP]]), now offer mobile applications to aid business users in such area as payroll and accounting.

With so much choice, finding the best apps can be tough. To help, Apple has divided its applications into 18 categories, such as business, finance and productivity. Developers must categorize their apps into one of those 18.

## New And Newsworthy

Apple further divides its apps under various subheadings, such as top paid, top free, what's hot, new and newsworthy, and staff picks.

Apple keeps a tight reign on the application approval process. The company has a lengthy set of stipulations that developers must adhere to before their applications are sold in its App Store.

"I have been amazed that someone has not challenged Apple's approval process in court," Gold said.

A couple of high-profile issues have surfaced, however. Apple has not approved Adobe Systems' ([STOCK[ADBE]]) Flash or Google's ([STOCK[GOOG]]) Google Voice for sale in its App Store. Observers expect the door to be opened to both applications at some point, but that's not yet been the case.

Some observers view Apple's App Store policies as anti-competitive.

"You look at Apple's refusal to allow Adobe and Google to launch their applications and wonder if there were technical or competitive reasons for the company's position," said In-Stat's Dickson.

Google's Android operating system has, like iPhone, quickly emerged as a major player in the smart-phone market.

Google makes the open-source OS available free to phone makers. Motorola ([STOCK[MOT]]), HTC and Samsung are among the handset makers that have released Android smart phones. (Google gets no direct money from Android, but the OS is designed to work well with Google's search and other services.)

Google won't be alone in providing Android app stores. Other companies have plans to do so, reportedly including Kindle e-book reader maker Amazon.com ([STOCK[AMZN]]).

Market tracker NPD Group says more Android smart phones were sold in the second quarter in the U.S. than iPhones. They ranked Nos. 1 and 2, respectively.

Google, though lags behind Apple in apps, though its Android Market app store opened just three months after Apple's, in October 2008 vs. that July.

Google says its app store has more than 80,000 applications available for download, with prices ranging from free to \$200.

It, too, identifies its top paid and top free programs. Paid app distribution, however, continues to be limited to a relatively few countries, which of course is an issue in the developer community.

## Open-Source Attraction

The open-source Android OS is freely open to app developers. That's the good news for app developers. The bad news is that handset makers are allowed to tweak Android, and do so as a way of differentiating their products.

As a result, "because the underlying hardware is different, there is no guarantee that an application will run on every Android phone," Gold said.

BlackBerry maker Research In Motion ([STOCK[RIM]]) had worked with third parties in the past. It didn't open its own app store until spring 2009. It started with 1,000 apps and now has about 10,000, ranging in price from free to more than \$100.

RIM originally aimed its BlackBerry at business users. Its users can download a range of white papers and Webinars on various business topics.

Because security is always a top concern with businesses, the company historically has followed a tight approval process.

Its BlackBerry App World store is helping RIM expand its reach into the consumer market. App World features keyword and category searches.

It offers Top 25 lists in the categories of new, popular, themes, paid and free, as well as a regularly rotated list of featured applications.

What About Microsoft?

Microsoft ([STOCK[MSFT]]) is the wild card. The company's Windows Mobile operating system has seen its market share drop like a stone in the face of strong competition from iPhone, Android and BlackBerry.

Market tracker Gartner says Microsoft's global market share fell to 5% last quarter from 9.3% a year ago.

"There are questions about Microsoft's long-term future in the smart-phone space," Gold said.

But Microsoft plans to open its first app store with the launch of its Windows Phone 7.0 operating system sometime before the holiday shopping season.

Microsoft says Windows Marketplace for Mobile will have 2,200 apps available at launch, including games. It says 5,300 software vendors have registered to build applications for Windows Mobile.

--- INDEX REFERENCES ---

COMPANY: ADOBE SYSTEMS BRASIL; ADOBE SYSTEMS GMBH; GOOGLE LIMITED LIABILITY COMPANY GOOGLE OOO; MOTOROLA SAS; STOCK; ADOBE SYSTEMS NEW ZEALAND LTD; SAP AG ADR; HTC CORP; DP ACQUISITION 2006 LLC; ORACLE NORGE AS; ORACLE CORPORATION UK LTD; ADOBE SYSTEMS S R O; RAYNAL ET ROQUELAURE; AUTOMATIQUE DE PROFILAGE SAS{SAP}; MICROSOFT CORP (TEXAS); AGENTIA PROPRIETATII PUBLICE; SAP AG; AMAZON COM INC; MICROSOFT CORPORATION (INDIA) PVT LTD; GOOGLE SWEDEN AB; ORACLE CORP; MOTOROLA BV; RESEARCH IN MOTION BELGIUM BVBA; ORACLE DANMARK APS; ORACLE; GOOGLE DENMARK APS; ASIA PULP AND PAPER CO LTD; ADOBE SYSTEMS CO LTD; MOTOROLA GMBH (MOTOROLA INC); APP INTERNATIONAL FINANCE COMPANY BV; ADOBE SYSTEMS SOUTH AFRICA (PROPRIETARY) LTD; GOOGLE SPAIN SL; OS CO LTD; APPLE GMBH; ADOBE SYSTEMS INC; ADOBE SYSTEMS DANMARK APS; ADOBE SYSTEMS ENGINEERING GMBH; ORACLE CORPORATION JAPAN; GOOGLE CZECH REPUBLIC S R O; SAP; RESEARCH IN MOTION CORP; ADOBE SYSTEMS PTE LTD; ADOBE SYSTEMS ROMANIA SRL; MOTOROLA INC; ADOBE SYSTEMS FEDERAL LLC; APPLIED PLASMA PHYSICS AS; RESEARCH IN MOTION LTD; MICROSOFT CORP; RAEBER INFORMATION MANAGEMENT; MOTOROLA ISRAEL BEAM; MICROSOFT CORP (NORTH CAROLINA); APPLE PROFESSIONALS

INC; APPLE RETAIL ITALIA SRL; MICROSOFT CORP (SEATTLE); GOOGLE INC; HANGZHOU STEAM TURBINE CO LTD; MOTOROLA CAPITAL TRUST I; ORACLE SVENSKA AB; MICROSOFT DEVELOPMENT CENTER COPENHAGEN APS; MOTOROLA; AMAZON COM; MICROSOFT LTD; ADVANCED PHARMACEUTICAL PACKAGING CO; APPLE INC; MUNICIPALITY OF OS; AMAZON COM LLC

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