

Michael J. Fox on *Back to the Future*

Newsweek[®]

A HOUSE
OF DYNAMITE
DIRECTOR
KATHRYN
BIGELOW
PUTS
BALLISTIC
MISSILES
BACK ON THE
AGENDA

BIGELOW GOES NUCLEAR

2 4 . 1 0 . 2 0 2 5

ISSN 2978-0918



9 772978 091007



ALBANIA €6.25
AUSTRIA €11.50
BELGIUM €8.00
CHINA RMB80
CYPRUS €8.00
CZECH REP CZK180
EGYPT E£ 65.00
FINLAND €7.60

FRANCE €8.50
GERMANY €8.90
GIBRALTAR £6.05
GREECE €7.50
HOLLAND €8.25
HONG KONG HK\$80
HUNGARY HUF 5,990
ISRAEL NIS35

ITALY €8.00
KUWAIT KD3.00
LATVIA €6.50
LEBANON L£110,000
LUXEMBOURG €9.50
MALAYSIA RM27.90
MALTA €8.00
MONTENEGRO €8.30

MOROCCO MDH70
NEW ZEALAND \$14.00
NIGERIA \$3.40C
OMAN OR 3.250
POLAND PLN32.99
PORTUGAL €8.00
QATAR QR65
ROMANIA LEI 42.00

SAUDI ARABIA SR35.00
S LEONE SLL30,000
SINGAPORE S\$11.95
SLOVAKIA €6.50
SOUTH AFRICA R55.00
SPAIN €8.00
SWITZERLAND CHF12.50
UAE AED45
UK £6.99
US \$10.99
ZIMBABWE ZWD4.00

Tomorrow's
capital projects
can't be built
with yesterday's
technology.

The US government is investing
trillions of dollars in capital programs.

Build a better tomorrow with Aurigo Masterworks Cloud
BUILD FASTER | BUILD SMARTER | BUILD STRONGER



Aurigo Masterworks, the leading capital planning and construction project management software, empowers America to build smarter for tomorrow. Easy to use and configure, it's the power at your fingertips that helps you plan, build and maintain your city's capital assets.

**BUILD A BETTER
TOMORROW**

aurigo

MASTERWORKS
CLOUD



FEATURES

18

'This Film Is... a Call to Action'

Oscar-winning director Kathryn Bigelow thinks people have forgotten world-ending nuclear weapons exist. She's on a mission to remind them with *A House of Dynamite*.

by H. ALAN SCOTT

26 Inside the Lethal Mission

Newsweek's Naveed Jamali gets an exclusive look at America's nuclear triad.
by ANDREW STANTON

28

America's Best Online Shops 2026

Newsweek and partner Statista identify the top 500 internet stores across 25 categories to help you shop with confidence.



A FULL BASKET Not all websites offer the same service and reliability. Knowing which sites you can trust can help you check off your to-do list with ease.

COVER Photograph by Alexi Lubomirski/Netflix for *Newsweek*

DEPARTMENTS



▼ In Focus

06 Jiaxing, China
Ride the Wave

08 Tel Aviv, Israel
Road to Peace

**Antananarivo,
Madagascar**
Youth Action

Portland, Oregon
United Front

▼ Periscope

10 Military
NATO's Defense
Blind Spot

14 Economy
Money Migration

16 Society
Family Benefits
of Working From
Home

▼ Culture

44 Books
It's All About
Chemistry

49 Spotlight
Jason Clarke

56 Parting Shot
Keira Knightley



ZOE MCCONNELL/NETFLIX; IGOR BARILO/GETTY

EDITOR-IN-CHIEF _ **Jennifer H. Cunningham**

VICE PRESIDENT, DIGITAL PUBLISHING _ **Chris Roberts**

SENIOR DIRECTOR, AUDIENCE & MAGAZINES _ **Paul Rhodes**

DIRECTOR OF OPERATIONS _ **Melissa Jewsbury**

SENIOR EDITOR-AT-LARGE _ **Josh Hammer**

EDITORIAL

Managing Editor _ **James Etherington Smith (U.K.)**

News Director _ **Alfred Joyner**

Senior Editor, Autos _ **Eileen Falkenberg-Hull**

Director of Audience _ **Emeri Montgomery**

Director, Newsletters _ **Shazia Haq**

Senior Editorial Operations Manager _ **Connie Sideras**

Deputy Managing Editor _ **Leea Jackson**

Editorial Director, Asia _ **Danish Manzoor**

SENIOR EDITORS

Senior Audience Editor _ **Ben Kelly**

Senior Editors _ **Shane Croucher, H. Alan Scott**

Senior Editors, Digital & Print _ **Carrie Anderson, Jennifer Wignall**

Senior Editor, Life & Trends _ **Marc Vargas**

Senior Editor, Politics _ **Jenni Fink**

Senior Editor, Operations _ **Meredith Wolf Schizer**

Senior News Editor _ **John Fitzpatrick**

EDITORS

Live Blogs Editor _ **Alex Backus**

News Editor _ **Matthew Cannon**

U.S. News Editor _ **Matthew Robinson**

Weekend Editor _ **Jason Lemon**

Audience Editor, Trends _ **Rebecca Flood**

DEPUTY EDITORS

Deputy Editors, Opinion _ **Philip Jeffery, Ramsen Shamon**

Deputy Editor Life & Trends _ **Kara Dolman, Charlotte Nisbet**

Deputy Editor, National Security & Foreign Policy _ **Tom O'Connor**

Deputy Entertainment Editor _ **Megan Cartwright**

Deputy News Editor _ **Anna Commander**

Deputy Science Editor _ **Ian Randall**

Deputy Planning Editor _ **Remi Odejimi**

CONTRIBUTING EDITORS

Editor at Large _ **Naveed Jamali**

Contributing Editor _ **John Feng**

Contributing Editor, Opinion _ **Lee Habeeb**

PUBLISHING EDITORS

Ed Cummins, James Debens, Trevor Davies, Yannick Demoustier, Shakeema Edwards, David Johnson, Emma Lee-Sang, Anthony Murray, Jason Nuckolls, Anthony Phillips, Dave Siminoff, Grayson Thomas, Sam Wilson

CORRESPONDENTS

Chief Royal Correspondent _ **Jack Royston**

Congressional Correspondent _ **Alex J. Rouhandeh**

Diplomatic Correspondent _ **David Brennan**

National Correspondent _ **Khaleda Rahman**

White House Correspondent _ **Daniel Bush**

SENIOR WRITERS

Jack Beresford, Brendan Cole, Katherine Fung, Alice Gibbs, Anna Skinner

WRITERS

Melissa Afshar, Giulia Carbonaro, Alyce Collins, Ellie Cook, Lauren Giella, Dan Gooding, Aliss Higham, Matthew Impelli, Soo Kim, Jesus Mesa, Nick Mordowanec, Ewan Palmer, Kate Plummer, Darragh Roche, Andrew Stanton, Mandy Taheri, Maria Volpe

MULTIMEDIA & CREATIVE

Senior Director Multimedia Operations _ **Jessica Durham**

Deputy Director, Video _ **Maghen Reynolds (U.S.)**

Managing Editor, Creative _ **Caroline Dobison**

Director, Video Content _ **Vivek Kemp**

Director, Podcasts and Radio _ **Jesse Edwards**

Art Director _ **Carrie Bremner**

Art Editor _ **Brenna Oria**

Digital Imaging Specialist _ **Katy Lyness**

Managing Editor, Multimedia Operations _ **Nandini Krishnamoorthy**

Senior Multimedia Producer _ **Olivia Cataldo, Luke Smith**

Multimedia Producers _ **Mickey Hutchings,**

Julius Kumi-Darfour, Gian Sacchetti

Video Producer, Special Projects _ **Renae Whissel**

Production Coordinator _ **Camille Medrano**

SOCIAL MEDIA

Head of Social Media _ **Mark Muir**

Deputy Head of Social Media _ **Grace MacRae**

Social Media Coordinator _ **Devin Robertson**

Social Media Associate _ **Jack Haley**

PUBLISHED BY

Newsweek Magazine LLC

Chief Executive Officer _ **Dev Pragad**

Chief Content Officer _ **Dayan Candappa**

Chief Operating Officer/Chief Financial Officer _ **Alvaro Palacios**

General Counsel _ **Zahreen Ghaznavi**

Chief Product Officer _ **Bharat Krish**

Chief Technology Officer _ **Michael Lukac**

Chief Information Officer _ **Sujay Nelson**

Chief of Staff _ **Roy Lee**

Chief Revenue Officer _ **Danielle Varvaro**

Executive Vice President, Newsweek International _ **Amit Shah**

Chief People Officer _ **Betsy Field**

Senior Vice President, Communications _ **Mark Neschis**

Senior Vice President, Events _ **Megan Knapp**

Senior Vice President, Research Strategy & Revenue _ **Ryan Kinney**

Senior Vice President, Strategy _ **Nalin Kaul**

Vice President, Brand Partnerships and Solutions _ **Kylie McCoy**

Editorial Director Newsweek Nexus _ **Gabriel Snyder**

Senior Director, Growth & Strategic Partnerships _ **Josh Smith**

Director, Brand Partnerships _ **Patricia A. Hartendorp**

Director, Strategic Partnerships _ **Adam Silvers**

Managing Editor, Rankings Content _ **Kyle McGovern**

Senior Manager of Operations, Rankings _ **Elizabeth Preston**

Operations Associate _ **Ed Barredo**

Senior Sales Director _ **Chantal Mamboury**

Head of Subscription Operations _ **Samantha Rhodes**

Newsstand Manager _ **Kim Sermon**

Newsweek

SUBSCRIBE TO FIND COMMON GROUND

Newsweek is where diverse voices and opinions meet — a place where curious and open minds come to get a broader understanding of the key issues shaping our world. We provide a forum that enables you to find common ground by participating in good-faith debate with others across political, social and cultural divides.



Order now at [Newsweek.com/Try](https://www.newsweek.com/try)

Unlimited access to
Newsweek.com

Browse the site
ad-free

Exclusive access to the
Newsweek app

Plus all newsletters
and podcasts

Subscriptions are charged annually at €49 in the Eurozone, £49 in the UK and US\$49 in the USA and all other territories. Offer is open to new subscribers.

The Archives

2015

"The cost over four years just for locking up these immigrants totaled \$5.8 billion, with local jails and state prisons spending \$1.7 billion. Today, that number is even higher, as efforts to capture and deport them have intensified," *Newsweek* wrote of a 2005 report. In August, Kristi Noem announced that in her first 200 days as Department of Homeland Security secretary, 1.6 million illegal immigrants had left the United States. So far this fiscal year through August, 470,213 deportation orders had been issued, with 50,122 in the month of August alone.



1997

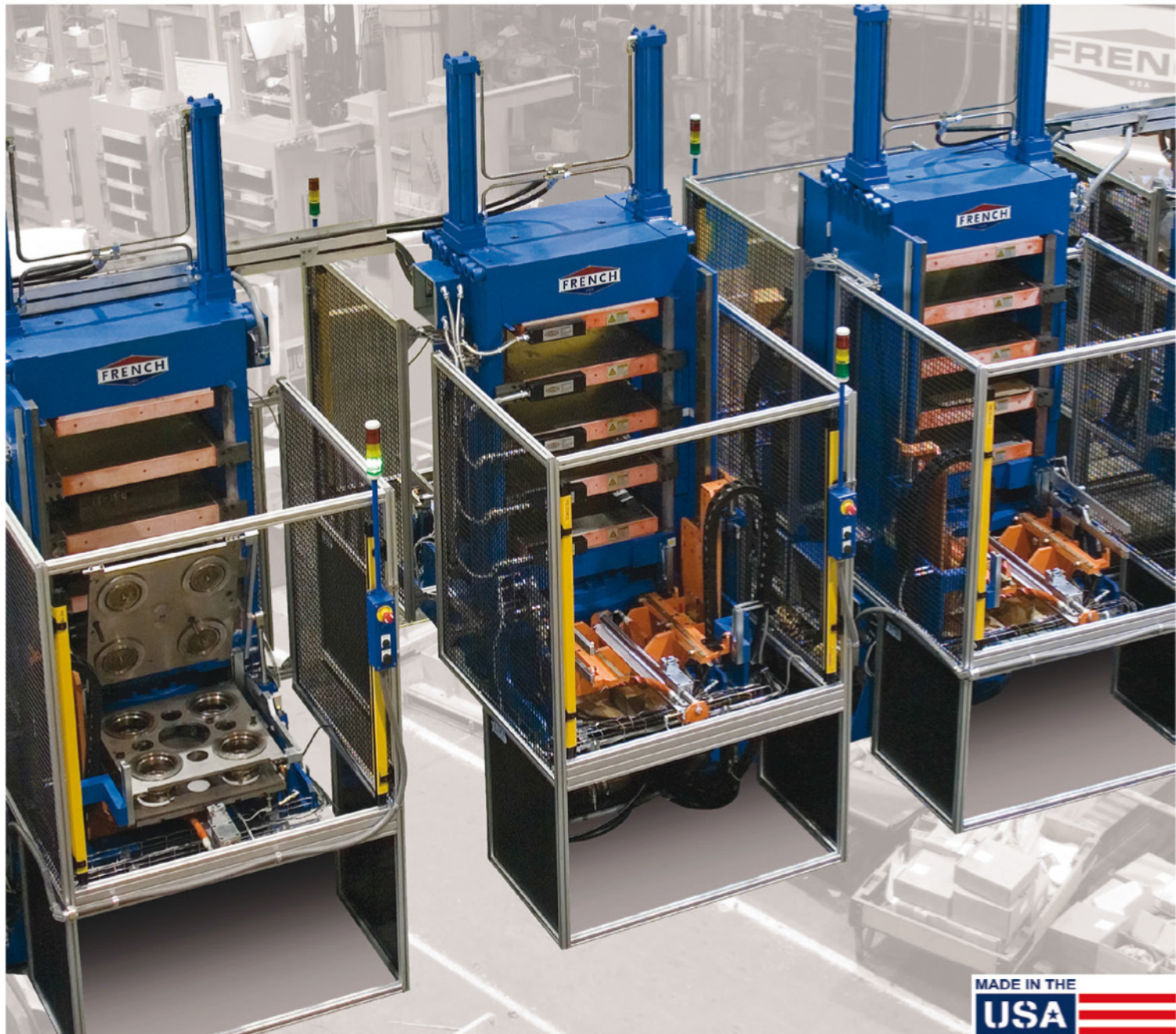
"According to 1996 figures, 2.6 million kids...were in publicly funded learning disabilities programs. In 1977, about 800,000...had been diagnosed," *Newsweek* wrote. The most recent data found 2.4 million U.S. school-age students had a specific learning disability, 32 percent of all students receiving special education services.



2004

"Not a single person has yet been cured by embryonic stem cells, but the early science is tantalizing," *Newsweek* wrote. Twenty-one years later, embryonic stem-cell-derived treatments still have no regulatory approvals, and leading programs remain in trials. Several adult-stem-cell therapies are FDA-approved and in use. **N**





American machines that make the world's products

HYDRAULIC PRESSES

for customers molding critical rubber and composite components in the automotive, defense, medical, sporting goods industries and more

French Oil Mill Machinery Company | Piqua, Ohio | www.frenchoil.com

In 1900 the French Oil Mill Machinery Company began as a new idea - an idea that improved manufacturing processes and challenged established industry methods. Always focused on innovation and engineering creativity, our fourth generation family-owned company continues this tradition for the benefit of our customers.

JIAXING, CHINA

Ride the Wave

Spectators line the banks of the Qiantang River in Zhejiang province on October 9 to observe its tidal bore. The phenomenon involves a rippling wave-like surge of water that pushes up against the current of a river where it meets the sea. While bores can occur throughout the year, this one is especially spectacular around China's Mid-Autumn Festival, as the gravitational alignment of the sun, moon and Earth creates stronger tides.

📷 VCG





TEL AVIV, ISRAEL

Road to Peace

Crowds fill Tel Aviv's Hostages Square on October 13 to watch a livestream of the release of the final 20 living Israelis held captive in Gaza for two years. Under the U.S.-brokered ceasefire between Israel and Hamas, the bodies of up to 28 hostages were also to be returned and nearly 2,000 Palestinian prisoners freed. President Donald Trump flew to the region to mark his peace deal.

▶ ALEXI J. ROSENFELD



ANTANANARIVO, MADAGASCAR

Youth Action

A boy looks on as tires burn amid Gen Z-led protests in Madagascar's capital on October 9. The unrest, which the United Nations said has left 22 people dead, began over water and power supply issues but evolved to broader calls for reforms and President Andry Rajoelina's resignation. An opposition lawmaker said on October 13 the president had left the country, a day after Rajoelina's office said that an attempted coup was underway.

▶ LUIS TATO/AFP



PORTLAND, OREGON

United Front

Protesters in tactical vests painted with the Puerto Rican flag and a heart hold hands during demonstrations on October 7 at a United States Immigration and Customs Enforcement facility. President Donald Trump called the city "war ravaged" and moved to deploy the National Guard, which a federal judge temporarily blocked. Portland Mayor Keith Wilson called some federal officers' actions "deeply disturbing."

▶ STEPHEN LAM/SAN FRANCISCO CHRONICLE

GETTY [2]: AP







EVOLVING WARFARE

Ukrainian troops during a drone test flight in August in the Donetsk region, Ukraine. The nation's ongoing conflict with Russia has highlighted the relevance of UAVs as a cost-effective tool on the battlefield.

“There is...a family decision on the side of migrants to send as much as they can now.” ▶ P.14



MILITARY

NATO's Defense Blind Spot

The use of drones in warfare is not a new tactic, so why, experts ask, is the alliance struggling to deter perpetrators from attempting to violate its airspace?

 AS A RECENT WAVE OF DRONE INCURSIONS marks some of the most serious violations of NATO airspace in the history of the alliance, experts are warning that member states might find themselves unprepared to handle a sustained campaign by a foe like Russia.

Already, some argue, the world's most powerful military bloc appears to be scrambling to adapt to the new reality of an emerging form of modern warfare in which Moscow has heavily invested.

“NATO and individual NATO countries have been caught with their pants down and are rapidly trying to pull them back up,” Keir Giles, a leading expert on Russian military issues who serves as a senior consulting fellow at the Chatham House think tank, told *Newsweek*.

“Every time something like this happens, we hope that it will be the spur to impress upon individual NATO countries and NATO itself the urgency of putting in

place measures to prevent incidents like this from happening again,” he added. “But NATO moves still at the speed of NATO and individual countries do not share a common appreciation of how urgent the threat is.”

The Question ‘Everybody Is Asking’

While the ongoing Russia-Ukraine war has further highlighted the relevance of cost-effective unmanned aerial vehicles on the battlefield, the use of such drones on the front lines and beyond is nothing new. These platforms have long evolved from the initial larger systems debuted by the United States during the “War on Terror” at the dawn of the 21st century and still in use today into smaller, cheaper and more maneuverable assets.

The challenge posed by such tactics to conventional defense systems was previously put on display during the Second

by
**TOM
O’CONNOR**



Nagorno-Karabakh War of 2020, when Azerbaijan's use of drones substantially overwhelmed Armenian forces and their allies of the self-declared Artsakh Republic. Years earlier, militant groups such as the Islamic State had begun weaponizing commercially available drones to deadly effect in Iraq and Syria.

Now, the threat has crept further west, with Poland reporting a swarm of drones crossing from Belarus and Ukraine into Polish territory last month and directing accusations toward Russia, which has denied responsibility. Reports of drone activity later caused disruption at airports in Denmark and Norway, sparking fears of a long-term campaign that has yet to be officially tied to the Kremlin, despite prevailing suspicions.

Why, after so many years of observing the rise of drone warfare abroad, NATO is struggling to deter, defeat and even identify the perpetrators of such actions is "one of the open questions" the alliance faces today, Giles said.

"That's what everybody is asking," he said. "There's no doubt that drone incursions of this kind are a different air defense challenge to what NATO nations were traditionally set up to

counter, but there's no excuse for being surprised by them."

Giles added: "What happened in Poland was a tiny fraction of what Poland's neighbor, Ukraine, faces every night, and Poland has spent billions on reconstituting its armed forces, rearming itself to be relevant for the kind of war that Russia fights. So, it's doubly surprising that it does not have a drone-relevant air defense system."

And "in the case of droning airports, it's been over a decade that this has been a known problem and a known challenge," Giles said.

While investigations continue, Poland was quick to assign blame to Russia, with a local probe finding that the UAVs bore similarities to Russia's Gerbera model, a cheaper and simplified variant of the Geran, itself a modified, licensed version of Iran's Shahed loitering munition, or "suicide drone." The drones that landed in Poland were not believed to be armed but, nonetheless, spurred Warsaw to trigger Article 4 emergency

TACTICAL CHALLENGE Burning houses in Nagorno-Karabakh in 2020. Azerbaijan's drones overwhelmed Armenian forces and their allies during the conflict there.

consultations with NATO members. Denmark, too, reportedly considered Article 4 action after the recent incursions that caused the nation to suspend operations at airports—including its largest, Copenhagen—though the origin of the systems involved remains unknown.

Beyond this step, NATO states also pressed forward with Operation Eastern Sentry training exercises, which ran concurrently with the joint Russia-Belarus Zapad-2025 drills that included a number of partner countries.

'An Important Step'

Daniel Byman, a Georgetown University professor serving as director of the Center for Strategic and International Studies' Warfare, Irregular Threats, and Terrorism Program, referred to NATO's quick reaction to the unmanned aerial invasions as a means of demonstrating European powers could act swiftly without direction from the U.S.—where President Donald Trump initially suggested the incursions into Polish airspace may have been a "mistake" on the part of the Russian military.

"Russia has used drones for surveillance of NATO countries, especially those supporting the war in Ukraine, like Poland," Byman told *Newsweek*. "The drones are also a form of intimidation and a way of probing air defenses. The recent response, which involved European states acting together without the U.S. taking the lead, is an important step, both showing better NATO capabilities (minus the U.S.) and European determination."

But facing down such a protracted campaign in the long run could prove costly. Byman pointed out that "the drone threat is difficult to fight as it is cheap to put up many drones and expensive to shoot them down."





NATO CONCERN Clear-up operations in Lublin, Poland, after suspected Russian drones violated the nation's airspace on September 11, 2025.

pushed a little too far, especially in light of President Trump's renewed support for Ukraine."

'Symbolic Value'

Sandor Fabian, an academic and former deputy director of Force Readiness Directorate at the NATO Special Operations Headquarters, also noted the significance of steps taken thus far by the alliance.

"I think NATO's response demonstrates unity and quick action which is designed to send a clear message to Russia that NATO does not tolerate even the lowest level of incursions regardless of the platforms used," Fabian told *Newsweek*. At the same time, he noted that, thus far, "NATO's actions have more symbolic value than actual practical ones."

And in addition to harassing and testing enemy defenses in a way that "provides the Russians a certain level of plausible deniability," Fabian said Russia's objectives in drone warfare included "probing Polish and alliance resolve and unity."

Beyond this, he argued, Moscow's aims may simply be to sow panic and discord among rivals. "It is very hard to assess what benefits the Russians seek," Fabian said. "While many people think about Russian leadership as strategic geniuses, the truth is many times they just like to create chaos and manage results as things unfold."

He added: "Not all Russian action has well-thought-out and deliberate objectives." ■

► **Tom O'Connor** is *NEWSWEEK's* deputy editor, national security and foreign policy. Follow him on X @ShaolinTom

James Patton Rogers, executive director of the Brooks Tech Policy Institute at Cornell University and co-founder of the British International Studies Association's War Studies working group, said the nature of these kinds of operations suit Russia's distinct brand of hybrid warfare.

"Russia is using drones to harass and test NATO," he told *Newsweek*. "Each flight is about probing defenses, mapping our responses and reminding us of our vulnerabilities. They're cheap, small, deniable and hard to stop; the perfect gray-zone weapon."

Like Giles, Patton Rogers felt NATO was still fighting to keep up on efforts to counter such threats, which were designed to fall short of triggering the alliance's Article 5 collective defense clause.

"NATO is alert but still playing catch-up. Defenses exist, but they're fragmented, underfunded and uneven across the alliance," he said. "Russia benefits by keeping the pressure on and probing our weaknesses, all without crossing that Article 5 line."

But just because NATO has yet to respond forcefully, that does not

mean the drone incursions won't have far-reaching unintended consequences for Moscow.

Trump has adopted tougher language against the Kremlin since suggesting the drone incursion was a mistake, going so far as to assert that Ukraine could win back all of the territory seized thus far by Russian forces throughout the conflict. His comments mark a substantial shift from his prior talk of Kyiv needing to accept territorial concessions as part of a peace deal.

Now, with new tensions flaring over the recent drone incidents, Patton Rogers said "Russia may have just

"Each flight is about... reminding us of our vulnerabilities. They're cheap, small, deniable and hard to stop; the perfect gray-zone weapon."

ECONOMY

Money Migration

President Donald Trump's immigration crackdown has led to a surge in remittances being sent from the U.S. to Latin America

FEAR OF DEPORTATION HAS LEFT undocumented workers in the United States scrambling to wire home as much money as they can before they're potentially forced to leave. The result: a remittance surge that's funneling billions of dollars into some of Latin America's most fragile economies.

"I've been sending more money back home because you never really know what could happen," Kevin M., an undocumented Ecuadorian restaurant worker in Manhattan, told *Newsweek*. "I still have a few debts to pay in Ecuador, and I don't want to fall behind."

Since President Donald Trump returned to office in January, the administration says it has removed over 2 million people, 400,000 of whom were deported. For many migrants, this has created a new financial motivation.

Remittances from the U.S. to Latin America are now on pace to hit \$161 billion this year, up 8 percent from 2024, according to fintech outlet PYMNTS. In countries like Honduras, Guatemala, El Salvador and Haiti, money sent from abroad is often the largest source of household income. Honduras leads with a 25 percent increase in remittances in the first eight months of 2025 alone. "There is definitely a family decision on the side of migrants to send as much as

they can now," said Manuel Orozco, director of the migration, remittances and development program at the Inter-American Dialogue in Washington, D.C. "They won't be able to continue sending money once they return to their homeland."

Cashing Out

Orozco said the average remittance sent from the U.S. has climbed from around \$300 to nearly \$400. "It's unlikely to continue in 2026 because the average that migrants are sending is exceeding their income limitations," he said.

A decline could be economically devastating: just a 5 percent drop in remittances would cut Guatemala's GDP by a full percentage point, Orozco told *Newsweek*. Some migrants are sending

lump sums now to avoid repeated trips or future taxes. "They're cashing out," said Orozco. "People are treating this year like a deadline."

In 2024, the last full year of data available, over \$534 billion was sent in remittances worldwide, per World Bank data. Roughly a fifth of that came from the U.S., with countries with high levels of immigration to America benefiting most. Mexico, long the region's largest recipient of U.S. remittances, saw an unusual 5.8 percent decline in 2025. Economists attribute it to a maturing migrant population

by

**LEONARDO
FELDMAN
and
JESUS
MESA**



and fewer recent arrivals. "There's a strange irony here," Orozco said. "Trump's deportations—and now his tax threat—are triggering a short-term economic injection into countries he has otherwise tried to sideline."

Immigration policy, however, is only one factor. In July, Congress passed the One Big Beautiful Bill Act—a tax and spending package that includes a 1 percent tax on remittances sent abroad by cash, money orders or cashier's checks. Transfers via U.S. banks or with debit and credit cards are exempt, triggering even more urgency among undocumented workers, who often rely on informal cash-based systems.

"They're taking out their savings, everything they have," Aleyda Velásquez, a U.S. citizen who supports an elderly aunt in Colombia, told *Newsweek*. "If they own personal belongings, they try to sell them or



leave them with someone they trust as a power of attorney,” Velásquez said some friends, especially those sending money to Mexico, Honduras and Nicaragua, are worried their funds might get withheld or taxed in ways they can’t anticipate. “It’s a moment of uncertainty,” she said.

Remittance platforms have raised transfer fees in response to rising demand, she said. But many migrants are pushing ahead anyway, fearing their opportunity may soon vanish.

“To make it work, I’ve had to cut back on a lot of things here in New York,” said Kevin, the restaurant worker. “It’s not easy, but my family depends on that money more than ever.”

While the tax won’t take effect until January, its impact is being modeled in countries that depend on remittances. In Colombia, where 53 percent of it comes from the U.S.,

it could cut annual remittances by between \$60 million and \$360 million, depending on how many migrants shift to exempt financial channels, per estimates reported by Corficolombiana, a major Colombian financial services firm.

Even so, remittances to Colombia hit a record \$11.8 billion in 2024. Experts expect the economy to stay resilient, but households may take a hit as over 80 percent of remittance

**“Trump’s deportations
—and now his tax
threat—are triggering
a short-term economic
injection into countries
he has otherwise
tried to sideline.”**

income goes to food, housing, utilities and education.

Republicans in Congress insist on recouping some of the money migrant workers are sending home, arguing it should remain within the U.S. economy. Meanwhile, Ira Mehlman, media director at the Federation for American Immigration Reform, told *Newsweek* in June that remittances were a “double-edged sword” for countries.

“Yes, it does send money back to people in the home countries, but it also becomes a dependency,” he said. “If you’re going to be sending your best workers out of the country to work in another country and then wait for the money to come back, it impedes the development that needs to happen in those countries.”

A Cross-Border Cash Debate

Opponents of a remittance tax say it could drive more immigration to the U.S. rather than deterring it. Rubi Bledsoe, a research associate at the Center for Strategic and International Studies, told *Newsweek* that people who rely on it may look for work in the U.S. as a last resort if remittances are cut. Though she noted: “Undocumented migrants play a huge role in the U.S. economy, not only as they participate in the labor force, and part of this is that they do send money back home, but a large number of them actually do pay taxes.”

“They also participate in supporting social programs that Americans get access to, without necessarily being able to access them themselves.”

For migrants like Kevin, the calculation is simpler. “If I get sent back, I won’t be able to send anything at all,” he said. “So I send what I can now, while I can.” ■

► **Jesus Mesa** is a politics reporter and **Leonardo Feldman** is a White House reporter for *NEWSWEEK*.

SOCIETY

Family Benefits of Working From Home

Remote work could help solve the U.S. population problem, a new study finds

AS COUNTRIES WORLDWIDE seek ways to offset declining birth rates, a widespread remote-work model could provide a sizable baby boom, researchers and analysts said.

In August, a group of seven researchers established a “positive relationship” between remote work and procreation after analyzing data from 38 countries, including the U.S., where the fertility rate dropped to an all-time low last year of fewer than 1.6 children per woman.

“Respondents who WFH at least one day per week had more biological

children from 2021 to early 2025, and plan to have more children in the future compared to observationally similar persons who do not WFH,” researchers wrote. “Respondents whose spouse or domestic partner works from home also report higher recent and planned fertility.”

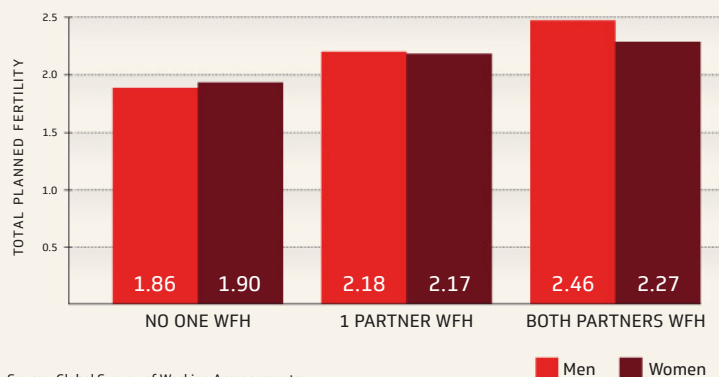
But when both partners worked remotely at least one day per week, total lifetime fertility increased by 0.2 children among the global sample and 0.18 children in the U.S., researchers found.

Nicholas Bloom, a professor of economics at Stanford University and co-author of the study,

by
JOSHUA RHETT MILLER

Flexibility Fuels Fertility

Average planned number of children climbs with remote work and peaks when both partners work from home



“Work from Home and Fertility,” said the research shows working from home “encourages couples to have children” and could make an immediate impact on lagging fertility rates. “This is hardly surprising, as being able to work from home one or two days a week makes child care easier,” Bloom told *Newsweek*. “You can more easily drop and pick up kids from school, take them to occasional appointments.... By saving about 1.5 hours on commuting, people that work from home have a lot more time, making it easier to have kids.”

Baby Push

Couples who both worked hybrid schedules averaged about a third more children than their counterparts. “Allowing the roughly 50 percent of Americans that can work from home at least one day a week to do so could increase fertility in the U.S. by perhaps 100,000 babies a year,” Bloom continued. Those additional mouths to feed would generate about \$100 billion a year in extra spending. “It is free for the government, it is easy to execute and it is highly effective,” he said.

The fertility rate in the United States has been in steady decline for nearly two decades, falling to 1.599 in 2024—well below the replacement rate of 2.1, the Centers for Disease Control and Prevention announced in July. President Donald Trump, meanwhile, issued an executive order in February to expand access to in vitro fertilization and has floated the possibility of \$1,000-per-child “baby bonuses” to encourage additional births as more women wait longer to have children or decide against being mothers altogether.

“Our results suggest that expanded WFH opportunities make it easier for people to balance work and family life, thereby encouraging an



FAMILY GAINS Research links hybrid work to higher birth rates, as flexible schedules make child care and family planning easier for couples.

Career Trade-off

That's a primary reason Carney believes subsidizing universal child care—like some Nordic countries—would not dramatically increase birth rates. “The cultures that have done that...some of them have just become more ‘workist,’” he said. “They’ve been...saying, ‘Don’t worry, we’ll take care of your kids for you. Go off and worry about your career.’ People don’t have more kids if their life is built around their career.”

To drive up birth rates, Carney said the federal government—the largest employer in the U.S.—should allow people to work from home as much as possible. “Any jobs that can be worked from home, I think should be,” he said. But the current administration has told federal agencies to “terminate remote work arrangements and require employees to return to work in-person...on a full-time basis.”

Carney added: “The baby bust has 100 causes, but the most important thing is: Do you have a culture where family is front and center in the minds of the people?”

“And I think the Western wealthy world is becoming less family focused as it becomes more individualistic. And part of that individualism is careerism.

“Where people’s hearts are is going to determine what they’re thinking about and what they’re planning and what they’re setting their life up for.” ■

► **Joshua Rhett Miller** is a senior news reporter at *NEWSWEEK*. Contact him by email, j.miller@newsweek.com

increase in realized and desired fertility,” researchers wrote in the paper. “This conclusion is consistent with other evidence that persons living with children place an especially high value on the opportunity to work from home part of the week.”

The big risk will be if companies and the government push employees into a full, five-day return to the office. He said: “This could reduce fertility rates by perhaps 100,000 a year compared to a regime of strong support for hybrid and remote work.”

Fifty-one percent of U.S. workers had hybrid roles as of May 2025, up from just 18 percent five years earlier, according to Gallup data. Twenty-eight percent reported working fully remote—down from 70 percent in 2020, at the height of the pandemic—while 21 percent work on-site daily. In January 2019, a year before the global public health emergency, 60 percent went to an office or worksite daily.

But the outlook for most families in

the U.S., particularly whether to add to their broods, will largely remain a personal choice, not heavily impacted by workplace shifts, another expert told *Newsweek*. “A big part of what determines whether or not a couple has a second kid or a third kid is how family focused they are,” said Timothy Carney, a senior fellow at American Enterprise Institute, a Washington-based public policy think tank. “Famelist is a word that some people use—how much of your life is built around your family versus your career or your recreation.”

“Allowing the roughly 50 percent of Americans that can work from home at least one day a week to do so could increase fertility...by 100,000 babies a year.”



‘THIS FILM IS...

A CALL TO ACTION’

OSCAR-WINNING DIRECTOR **KATHRYN BIGELOW**

THINKS PEOPLE *have* FORGOTTEN WORLD-ENDING
NUCLEAR WEAPONS EXIST. SHE’S *on a* MISSION
to REMIND THEM *with* ‘A HOUSE OF DYNAMITE’

by **H. Alan Scott**

THE MOST TERRIFYING THING ABOUT NUCLEAR weapons isn't the warheads, but how quiet we as a society have become about them. The Cold War-era fear of total annihilation has morphed into a dangerous cultural amnesia that Oscar-winning director Kathryn Bigelow finds deafening. With her newest film, *A House of Dynamite*, she is determined to make the world listen again.

"I think the fact that the conversation has drifted off has a lot to do with the fact that nuclear weapons have sort of been normalized," Bigelow tells *Newsweek*. "And that in and of itself is a pretty terrifying idea. And the fact that we don't look at it with the kind of global annihilation prospect that we should. I mean, we don't tend to take it very seriously."

The film itself is a searing political thriller starring Idris Elba, Rebecca Ferguson, Tracy Letts, Jared Harris, Jason Clarke and Anthony Ramos as government officials grappling with the real-time reality of an incoming nuclear missile. The film plunges audiences into a terrifying 18 minutes replayed from different vantage points within the American government as several agencies scramble to respond to an unidentified nuclear intercontinental ballistic missile hurtling toward North America.

"We wanted to tell the story in real time," says screenwriter Noah Oppenheim. "We wanted the audience to experience how short 18 minutes is."

For Bigelow, the film is hypothetical, designed to "unpack what would happen" in the halls of power during an unthinkable crisis.

The ignorance about the dangers of nuclear warfare can be traced back to a single moment in history, according to Oppenheim. "I think the end of the Cold War was a turning point," he says. "Once the Soviet Union collapsed, there was a sense of false relief that like, 'OK, the threat had ended.'"

But that threat didn't end. It mutated, becoming stronger and more complex. The numbers today paint a terrifying picture. "There are, at present count, over 12,000 warheads in the world today," Bigelow adds. "There's nine nuclear countries, only three are members of NATO."

The proverbial nuclear boogeyman, as it were,

never left. It just got quieter. Faced with this silence, what compelled Bigelow to make the loudest film of her career? A civil obligation.

Sounding the Alarm

BIGELOW IS NO STRANGER TO FILMS WITH POLITICAL ramifications that examine the high-pressure mechanics of American institutions under duress. With *The Hurt Locker*, she explored the impact of bomb squads in the Iraq War. For her work, she received the Academy Award for Best Director, becoming the first woman to win that prize. She followed that with intelligence analysts on the hunt for Osama bin Laden in *Zero Dark Thirty*. This journalistic curiosity into the inner workings of government institutions was never just about compelling stories for Bigelow; rather—and particularly with *A House of Dynamite*—it is meant to be an intervention of sorts for audiences.

"We're in a kind of hair trigger environment with so many military engagements around the world," Bigelow says. "And my hope is to discuss the reduction of the nuclear stockpile. I feel like this film is, for me anyway, a call to action."

"NUCLEAR WEAPONS HAVE SORT OF BEEN NORMALIZED. AND *that in and of itself* is A PRETTY TERRIFYING IDEA."





EROS HOAGLAND/NETFLIX © 2025 [2]; MICHAEL DUNNING/GETTY

IMPOSSIBLE MISSION Tracy Letts (top, left) as Gen. Anthony Brady and Rebecca Ferguson (left) as Capt. Olivia Walker in “A House of Dynamite.” As the pair await the impact of a nuclear missile, Walker is seen finding a toy dinosaur in her pocket—a scene that “brought in this sort of relatable momentum of humanity,” Ferguson says. Above: A stock image of a Titan nuclear intercontinental ballistic missile.

To universalize that exhortation, Bigelow and Oppenheim made a crucial decision not to identify a country of origin for the film’s fictional attack. By leaving this ambiguous, they’re able to focus the movie’s attention on the fragility of the system itself.

“It was important to Kathryn and [me] that there not be a villain in the movie,” Oppenheim says. “If it’s one country launching a missile that we know who’s responsible, it becomes a very different story. It becomes a story about that country’s villainy and that country’s aggression. Giving the audience one bad guy to blame is, I think, too easy, a cop-out.”

This apolitical approach extends to the depiction of the president in the film, presenting what Oppenheim calls a “best case scenario” of a person who is of “well-intentioned, thoughtful, responsible character.” By showing a capable president’s uncertainty amid an unthinkable attack, they’re able to demonstrate that the crisis isn’t about the person who holds the power, but rather the faults of a system that puts this much power into the hands of one person.

“The best case is you have somebody who is serious about the job, has thought about this issue at least a little bit and wants to do the right thing. And then you see a person like that, the sort of ideal, and then you realize, even with the perfect person in that seat, it’s an impossible scenario because there’s just no human being on the planet who should have the fate of all mankind in their hands and only three or four minutes to make the call. No person is capable of dealing with that kind of pressure and the weight of that kind of responsibility.”

Giving the audience the information in this way was key for Bigelow to start the conversation she hopes the film will inspire. But it will only be effective if it can reach a global audience. To Bigelow, a nuclear threat is a borderless problem that requires a borderless conversation. That’s why having the film distributed by the global streaming giant Netflix was particularly appealing.

“These are not problems that are discrete to a particular location. Netflix is the perfect launchpad for this because it is global, and that’s the only way to begin to embrace this as a problem.”

And this partnership with Netflix shows Bigelow’s commitment to get as many eyes on it as possible. Bigelow’s respect for and trust in the



audience is clear: they are not just consumers of entertainment, but rather active participants with real power to effect change. She sees *A House of Dynamite* as a transfer of responsibility from the screen to the viewer.

"My hope is the movie acts as a question and the audience has the opportunity to answer it," Bigelow says. "Will they move that ball forward? Will they take up the challenge? And that's the question that the film asks."

But for that problem to be wholly understood and the audience committed to it, they need to feel the weight of it. To convey this, Bigelow had to embrace a duality herself. On one hand, there's the forensic approach to accuracy. On the other, there are the small, fragile moments of humanity amid the chaos. And this reveals perhaps the most terrifying truth of *A House of Dynamite*: The agencies within the government tasked with protecting us and their processes may be meticulously designed, but the people tasked with protecting us are just as human as we are.

Authenticity Meets Humanity

BEFORE BIGELOW CAN EVEN SHOW THE IMPERFECT human at the core of the infallible machine, she first needs to build a world with impeccable realism. A signature of her filmmaking, this commitment to authenticity isn't just an artistic necessity, it's yet another responsibility she feels to her subject and audience.

"When you're inviting the audience into these locations, it's really important that you be responsible to those locations," Bigelow explains. "And that's why [Lt. Gen.] Dan[iel] Karbler and our various other tech advisers were so critical to this movie. I mean, Dan was there beside me every day we were shooting."

That adviser, a retired three-star general who once commanded U.S. Army Space and Missile Defense Command and also appears in the film, confirms and commends Bigelow's commitment.

"As a military guy, I've watched a ton of military movies, and all my buddies, you know the deal, they all sit there like, 'Can you believe that?'" Karbler

SCAN THE QR CODE



TO WATCH THE
EXCLUSIVE VIDEO OF
NEWSWEEK'S INTERVIEW
WITH KATHRYN BIGELOW
AND THE CAST OF *A
HOUSE OF DYNAMITE*

says. "You will not find any of those kinds of mistakes [in this film]."

This level of access to high-level consultants was only possible because of the credibility Bigelow has built with figures in the military industrial complex over the course of her career, Oppenheim says.

"As soon as they heard that Kathryn was the filmmaker," he notes, "a lot of doors opened."

But the accuracy of the details is not the end goal, it's only a starting point. Building this credible universe of the White House Situation Room, the United States Strategic Command center and the United States Army launch site at Fort Greely in Alaska only served as the backdrop for the film's real subject: the unpredictable humans at the heart of these institutions.

"If we don't treat this problem on a human scale, it can't just be on a mechanical scale," Bigelow insists. "It's a human problem because that's what we're looking at. Basically, the potential end of civilization."

**"THERE are, AT PRESENT COUNT,
OVER 12,000 WARHEADS IN the WORLD
TODAY...NINE NUCLEAR COUNTRIES,
ONLY THREE are MEMBERS OF NATO."**

VIEWER PARTICIPATION
Kathryn Bigelow on set (left) and (below, third left) with the cast at a screening of the movie on October 4 in London. She wants the film to act as a question and for the audience to have "the opportunity to answer it."

In another director's hands, the focus of a film like this would likely be on the action, with emotion as an afterthought. But Bigelow seamlessly blends them together in a way that is both relatable and terrifying.

A powerful symbol of this is Rebecca Ferguson's performance as Capt. Olivia Walker, who leads the White House command center. Amid the heart-pounding 18 minutes they have before the missile hits, Walker finds a toy dinosaur in her pocket, a reminder of the child at home she likely will never see again.

"The dinosaur was something that I just picked up.... It just brought in this sort of relatable momentum of humanity," Ferguson says. "Every person in that room has children or relationships or parents, but they're extremely good at what they do. And had we not brought in those little elements of fracture and humanity, it's very hard to relate to it."

"It could be looked at as a note of extinction," Bigelow adds. "It's a kind of wonderful, complicated little signifier there. And we're reminded that that's what's at stake. You don't come back from a nuclear engagement. I mean, you just don't."

Anthony Ramos, who plays Maj. Daniel Gonzalez in the Fort Greely command center, puts it more plainly.

"They're people, man," Ramos says. "They are people who get news that a bomb is coming their way. It don't get any more plain than that."

The Ultimate Question

IF THE PEOPLE TASKED WITH EXECUTING THESE orders to protect humanity are only human and prone to respond emotionally, why would we allow a system to exist that places the fate of the entire world in the hands of just one of them? This is why Bigelow and Oppenheim wanted to know from their source in the Pentagon and CIA how often



“IT’S *a* HUMAN PROBLEM
BECAUSE *that’s what* WE’RE
LOOKING AT. BASICALLY, THE
POTENTIAL **END OF CIVILIZATION.”**

the president practices for a scenario like the one depicted in *A House of Dynamite*. The answer they got was alarming.

“My friend, our source, said hardly ever at all,” Oppenheim says. “The president, who’s a civilian, gets elected, maybe gets a single briefing on the nuclear football that’s going to be following him around. Here’s how it would work. And then after that, doesn’t really engage with the issue in any meaningful way. And so that was terrifying to us because, when you think about the person who has all of the authority, [they have] the least expertise and the least practice, no matter who that person is, just by nature of being a civilian who’s just been elected president. And so that was particularly terrifying.”

The film ends with Idris Elba’s U.S. president making an impossible decision—to retaliate or wait it out, “suicide or surrender,” as the film and Karbler put it. Watching him react in a totally human way—shocked, scared, but focused—reveals the real linchpin of the argument of *A House of Dynamite*. It’s not that a well-intentioned yet ultimately flawed person in the role of president of the United States might make the wrong decision, but rather that the system forces even an ideal leader into an impossible decision.

“We had a lot of conversations with Senator Sam Nunn, who has a foundation called Nuclear Threat Initiative, and one of the subjects that’s most important to him is this idea of sole authority,” Bigelow says. “The president has sole authority to make a decision about a nuclear strike or nuclear retaliation or not. And it’s sole authority, meaning that person alone will make that decision. I guess what might be important to consider is when we vote, we may be voting for a person who may be possibly in that position and have to make that decision.”

It’s in offering audiences the knowledge to ask these questions of their leaders, and of the system they live under, that Bigelow sees as her ultimate legacy. When asked what she hopes people take away from her body of work, she echoes that journalistic curiosity that has driven her most impactful work.

“I’d love the takeaway, certainly from this film, for an audience to feel a little more informed. They have a little bit more context for what’s happening in the world,” Bigelow says. “And I think knowledge is power.” **N**

TERRIFYING REALITY

Anthony Ramos as Maj. Daniel Gonzalez. He says that despite the characters’ expertise, “They are people who get news that a bomb is coming their way. It don’t get any more plain than that.”



INSIDE THE LETHAL MISSION

NEWSWEEK'S **NAVEED JAMALI** GETS AN
EXCLUSIVE LOOK AT AMERICA'S NUCLEAR TRIAD

by **ANDREW STANTON**

SERVICEMEMBERS WORKING with the United States' nuclear weapons have to be prepared to launch a deadly mission at any moment.

Newsweek's Naveed Jamali recently joined some of those men and women on board a ballistic missile submarine—and in doing so became the first journalist to film all three branches of the nation's nuclear triad.

He began the project by filming from a B-52 bomber in January 2023 for a stand-alone episode of the *Unconventional* video series, which he hosts.

At the time, Jamali had “no idea” that he would cover the entire nuclear triad, he said in an interview.

But the journey then brought him to a Minuteman III intercontinental ballistic missile, or ICBM,

in April 2024, covering the land leg and setting the mission in motion.

Seven months later, an opportunity opened up for Jamali to film from a B-2 Spirit. He became the 820th person to ever fly in the super-secret stealth bomber, a unique honor marked by receiving his official spirit number: 820.

The veteran and former spy finally went aboard the USS Wyoming ballistic missile submarine in August this year.

Learning about the servicemembers working on America's nuclear weapons was a major takeaway for Jamali. He was struck by their ages, as many are in their early 20s, he said.

These men and women hail from across the country and socioeconomic backgrounds—but one thing they all have



in common is their commitment to the mission, Jamali said.

They have all worked hard to get where they are and face difficult living conditions on the job, whether it be an isolating journey on board a submarine or tight quarters working on an ICBM.

“A lot of this is young women and men below the ocean for months at a time, or young women or men working on missiles in the middle of nowhere in very austere, dangerous conditions,



ACCESS ALL AREAS

The B-52 is one of the two nuclear-capable bombers that Jamali documented up close. Below left: Pictured with the Minuteman III intercontinental ballistic missile.

their job: These nuclear weapons are a target for adversaries should conflict arise, and ICBMs are “missile sponges.”

Nuclear submarines are the most “survivable” of the nuclear triad with a critical mission, he said.

“The only two people in the world who know where the USS Wyoming is right now are the captain of the ship and the navigator. No one else in the world knows where that is,” Jamali said.

“The purpose for that is that should there be an attack on the United States, it would be impossible for an adversary to wipe out those submarines, and so those submarines assure a dedicated second strike.”

Filming the nuclear triad takes planning and significant security clearance that in some cases could go all the way up to the White House. There’s also an on-site security review.

While the U.S. military would review footage for national security purposes, essentially to ensure classified footage was not used, Jamali said he and others working on the project maintained “full editorial control.”

He said he was “honored” to share the stories of the young servicemembers engaged in this work each day, while also praising the crew who worked alongside him on the project. “I

have a wonderful crew—we are not a big team, but a crew that’s been with me through a lot of this. These are challenging things to film,” Jamali said.

“Spending four days on a ballistic missile submarine was not an easy thing, both physically or mentally, to do,” he added.

“I am really proud that we got to do this.”

A ‘Surreal’ Moment

Jamali said that finding himself face-to-face with a nuclear weapon while filming the Minuteman III was a “surreal” experience.

He reflected on a juxtaposition between the “power that man has created to literally eradicate life in the world” and the “fact that we have logic and restraint” to not use them in an “irrational manner.”

“My hope and my belief is that the people on the other side in Beijing and in Moscow, if you take the politics out of this, they understand the seriousness of what they’re doing as well,” Jamali said.

“And as long as that rational thought remains—the understanding that these terrible weapons can destroy the world, and there’s no way to use them in a decisive victory—I think that keeps everyone from ever using that.” 

knowing...everything they do is being watched by nuclear adversaries,” Jamali said.

He saw that commitment firsthand aboard the B-52, when there was a “significant malfunction” that caused heat so intense that they were unable to touch any of the metal around them.

“The pilots and crews—just the character and professionalism—they still had to fly the mission,” he said.

Although many

Americans may not realize it, these nuclear weapons are being used each day as a critical form of deterrence.

“Each one of these crews understand that means they have to be able to carry out a terrible mission,” he said.

“Obviously the first commitment is to deterrence—but if that fails, there has to be a second commitment to a second type of mission.”

Jamali also noted that servicemembers understand the risk of

SCAN THE QR CODE



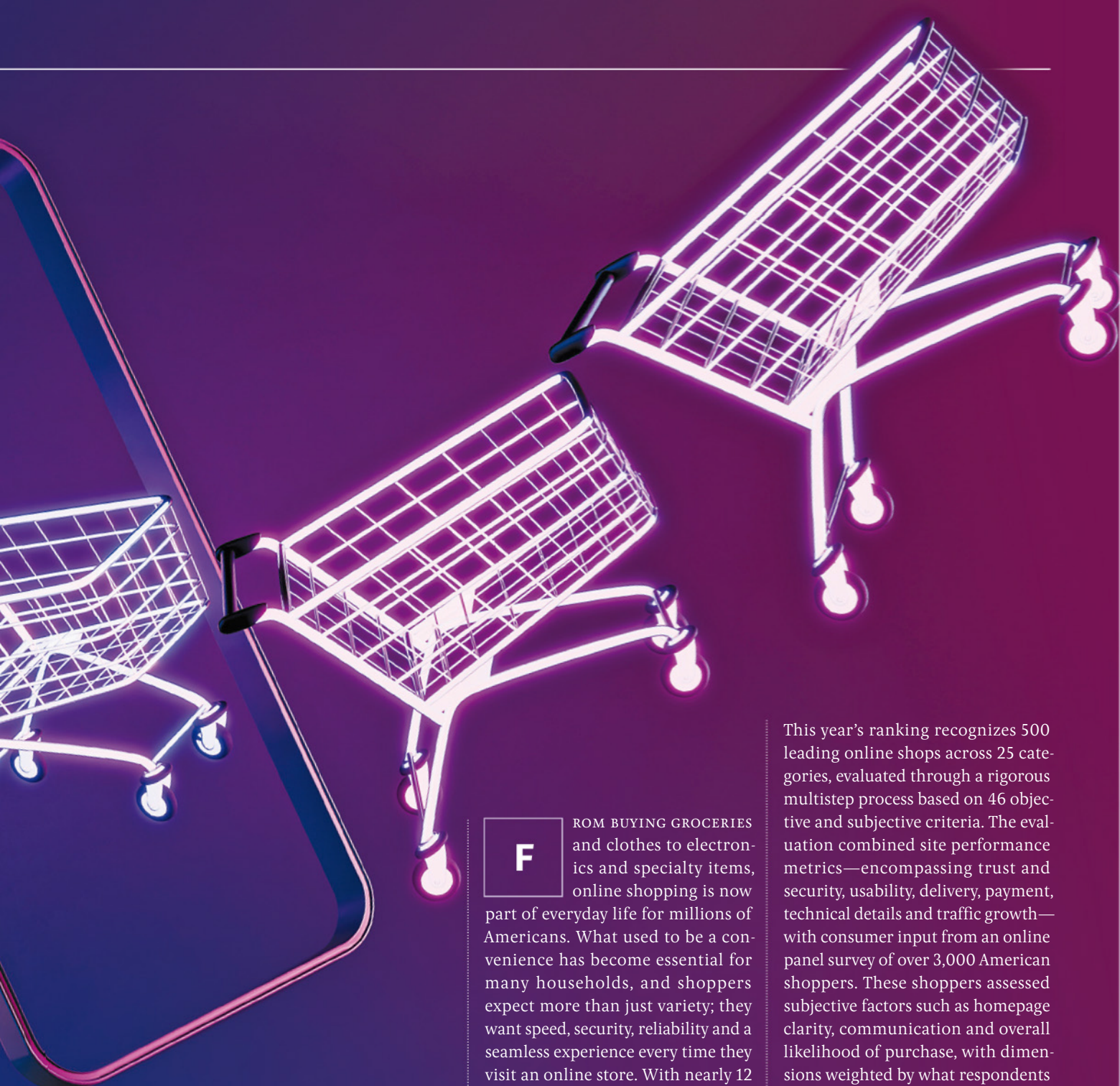
TO WATCH ALL
EPISODES OF THE
UNCONVENTIONAL
SERIES

America's Best



Online Shops 2026

ANTONIO SOLANO/GETTY



F

ROM BUYING GROCERIES and clothes to electronics and specialty items, online shopping is now part of everyday life for millions of Americans. What used to be a convenience has become essential for many households, and shoppers expect more than just variety; they want speed, security, reliability and a seamless experience every time they visit an online store. With nearly 12 million online stores active in the U.S. as of 2025, choosing where to shop can be overwhelming, and finding retailers that deliver both quality and trust is more important than ever. To help consumers navigate this crowded marketplace, *Newsweek* and global data intelligence firm Statista are proud to present America's Best Online Shops 2026.

This year's ranking recognizes 500 leading online shops across 25 categories, evaluated through a rigorous multistep process based on 46 objective and subjective criteria. The evaluation combined site performance metrics—encompassing trust and security, usability, delivery, payment, technical details and traffic growth—with consumer input from an online panel survey of over 3,000 American shoppers. These shoppers assessed subjective factors such as homepage clarity, communication and overall likelihood of purchase, with dimensions weighted by what respondents indicated mattered most to them. Online shops recognized in this year's ranking include Chewy, Hobbii, Joss & Main, Northern Tool, RealTruck and Speedo. Whether you're purchasing daily essentials or something extra special, we hope this ranking helps you shop online with confidence. ► **Jennifer H. Cunningham**, *Global Editor in Chief*

Methodology

AMERICA'S BEST ONLINE SHOPS were identified through a multistep evaluation based on 46 objective and subjective criteria. Overall, 500 online shops have been recognized in 25 categories.

First, a list of more than 9,500 online shops in the United States was compiled using Statista's proprietary research database along with public online databases, online directories and price comparison websites. The online shops with the most visitors from the U.S. and the revenue in 2024 in the U.S. were selected as candidates for further evaluation. Online shops selling mainly digital goods (e.g., netflix.com), subscription-based shops, C2C marketplaces (e.g., ebay.com), B2B online shops, showcase websites and online shops that do not display their site in English were excluded from further evaluation to ensure comparability among the remaining candidates.

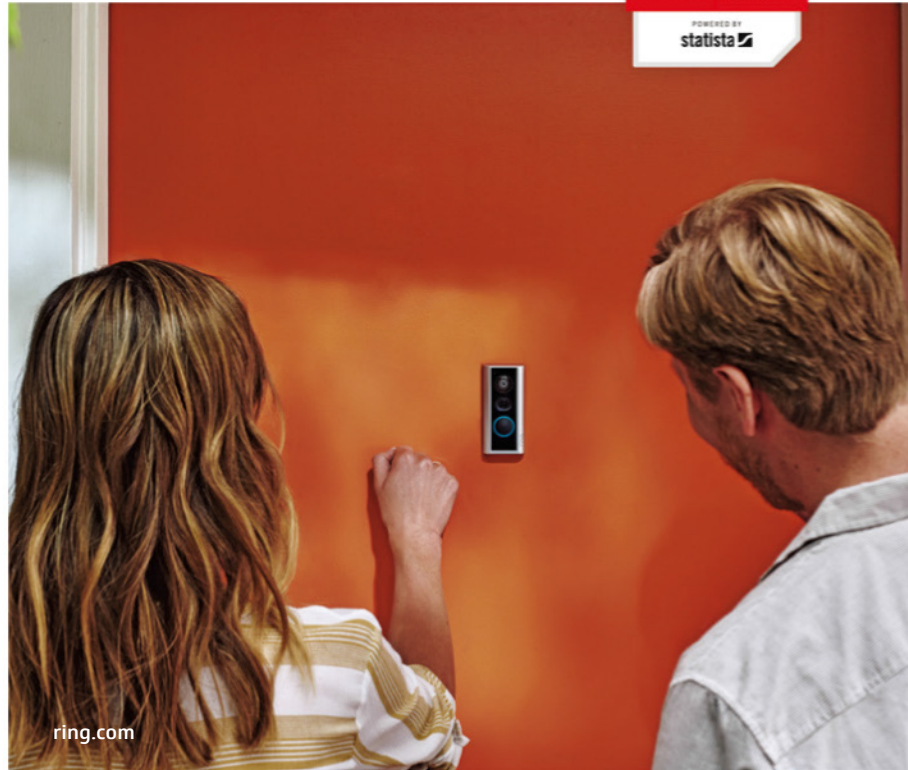
The online shops that passed the initial screening were then evaluated based on 36 objective criteria and 10 subjective criteria across eight dimensions: Trust & Security, Purchase & Delivery, Structure & Usability, Service & Communication, Technical Details, Payment, Likelihood of Purchase and Traffic Growth.

Alongside the objective test, an online panel survey of more than 3,000 American online shoppers was conducted to assess the appearance of the online shops in 10 subjective criteria (e.g., "The homepage is very clear and well structured"). Dimensions were weighted according to what respondents had indicated was most important to them.

After the test phase was over, a subscore for each dimension was calculated. Based on these results, a score out of 10 was determined for each online shop. The top 500 online shops with the highest scores were then awarded "Best Online Shops 2026" and listed on the *Newsweek* website.

The rankings comprise exclusively online shops that are eligible regarding the scope described in this text. Placement in the ranking is recognition based on 46 subjective and objective KPIs. The ranking is the result of a rigorous evaluation process which, due to the interval of data collection and analysis, is a reflection of the time period between April to August 2025. Furthermore, events occurring after September 9, 2025, and/or pertaining to individual persons affiliated/associated with the online shops were not included in the metrics. As such, the results of this ranking should not be used as the sole source of information for future deliberations. The information provided in this ranking should be considered in conjunction with other available information about online shops.

The quality of online shops that are not included in the rankings is not disputed.



GARDEN & CRAFTS

BUILDING SERVICES

1	ring.com	8.33
2	flooranddecor.com	8.02
3	electricgeneratorsdirect.com	7.90
4	vintagetub.com	7.87
5	wyze.com	7.82
6	signaturehardware.com	7.76
7	deltafaucet.com	7.56
8	ecobee.com	7.54
9	menards.com	7.54
10	aquasana.com	7.52
11	superbrightleds.com	7.48
12	lightbulbs.com	7.43
13	build.com	7.36
14	cabinets.com	7.30
15	voltlighting.com	7.29

16	tileshop.com	7.18
17	homedepot.com	7.07
18	hdsuppliesolutions.com	7.00

DIY, TOOLS & SUPPLIES

1	northerntool.com	8.36
2	tilebar.com	8.30
3	garrettwade.com	8.16
4	acehardware.com	8.09
5	architecturaldepot.com	7.94
6	jbtools.com	7.91
7	agrisupply.com	7.89
8	vevor.com	7.84
9	acmetools.com	7.74
10	toolnut.com	7.73
11	harborfreight.com	7.72
12	domyown.com	7.70
13	leatherman.com	7.66

14	weldingsuppliesfromioc.com	7.62
15	redtoolstore.com	7.61
16	worx.com	7.57
17	tractorsupply.com	7.40
18	factorypure.com	7.35
19	store.cyberweld.com	7.30
20	boltdepot.com	7.21
21	maxtool.com	7.14
22	factoryauthorizedoutlet.com	7.08
23	ohiopowertool.com	7.08
24	woodcraft.com	6.96

FLOWERS & PLANTS

1	fiftyflowers.com	8.16
2	hollandbulbfarms.com	7.89
3	trueleafmarket.com	7.59
4	heirloomroses.com	7.52
5	ftd.com	7.51
6	whiteflowerfarm.com	7.50
7	johnnyseeds.com	7.30
8	gardengoodsdirect.com	7.21
9	americanmeadows.com	7.17
10	greatgardenplants.com	7.17
11	jacksonandperkins.com	7.13
12	rareseeds.com	7.07
13	tytyga.com	6.98

GARDEN FURNITURE & SUPPLIES

1	polywood.com	7.47
2	doheny.com	7.40
3	vivosun.com	7.01

SPARE PARTS

1	dkhardware.com	8.04
2	discountfilters.com	7.79
3	supplyhouse.com	7.74
4	partstown.com	7.59

5	partselect.com	7.40
6	partstree.com	7.38
7	partsdr.com	7.17
8	appliancepartspros.com	7.11

HOME LIVING

FURNITURE

1	jossandmain.com	8.32
2	birchlane.com	8.32
3	worldmarket.com	8.14
4	perigold.com	8.12
5	livingspaces.com	8.10
6	frontgate.com	7.85
7	dwr.com	7.81
8	rh.com	7.76
9	upliftdesk.com	7.74
10	lovesac.com	7.67
11	article.com	7.59
12	roomandboard.com	7.56
13	arhaus.com	7.53
14	pbteen.com	7.53
15	mybobs.com	7.53
16	americansignaturefurniture.com	7.51
17	chairish.com	7.48
18	allmodern.com	7.48
19	dealbeds.com	7.47
20	homary.com	7.43
21	interiordefine.com	7.33
22	cityfurniture.com	7.33
23	polyandbark.com	7.32
24	raymourflanigan.com	7.27
25	roveconcepts.com	7.26
26	gardner-white.com	7.26
27	bludot.com	7.25
28	thuma.co	7.19
29	roomstogo.com	7.19
30	rcwilley.com	7.16

31	furniturerow.com	7.14
32	potterybarnkids.com	7.14
33	valuecityfurniture.com	7.12
34	wayfair.com	7.07
35	ethanallen.com	7.06
36	ballarddesigns.com	7.05
37	colemanfurniture.com	7.04
38	costway.com	7.04
39	zinus.com	6.96

HOME DECOR & TEXTILES

1	rugsusa.com	8.32
2	cozyearth.com	8.26
3	thecompanystore.com	8.19
4	rugs-direct.com	8.15
5	puffy.com	8.02
6	rejuvenation.com	7.92
7	selectblinds.com	7.83
8	hunterfan.com	7.80
9	brooklinen.com	7.78
10	rugs.com	7.74
11	artfulhome.com	7.74
12	lightingnewyork.com	7.70
13	blinds.com	7.60
14	lightingdirect.com	7.52
15	helixsleep.com	7.48



16	balsamhill.com	7.47
17	avocadogreenmattress.com	7.44
18	pictureframes.com	7.42
19	dreamcloudsleep.com	7.41
20	store.moma.org	7.41
21	lumens.com	7.39
22	collectionsetc.com	7.34
23	elephantstock.com	7.32
24	grahambrown.com	7.31
25	luluandgeorgia.com	7.30
26	bollandbranch.com	7.29
27	serta.com	7.25
28	saatva.com	7.23
29	theshadestore.com	7.21
30	the-citizenry.com	7.20
31	serenaandlily.com	7.20
32	sleepnumber.com	7.12
33	touchofclass.com	7.11
34	yankeecandle.com	7.11
35	brooklynbedding.com	7.07
36	countrydoor.com	6.97

HOUSEHOLD APPLIANCES

1	pccrhard.com	8.23
2	kitchenaid.com	8.08
3	alpinehomeair.com	7.97
4	sharkclean.com	7.81
5	abt.com	7.78
6	ninjakitchen.com	7.71
7	frigidaire.com	7.62
8	seattlecoffeegear.com	7.34
9	sylvane.com	7.23
10	wholelattelove.com	7.23
11	breville.com	7.18
12	cafeappliances.com	7.13
13	lowes.com	7.12
14	foodsaver.com	7.07

HOUSEHOLD GOODS

1	corelle.com	8.62
2	lenox.com	8.58
3	surlatable.com	8.13
4	oxo.com	7.99
5	carawayhome.com	7.74
6	yeti.com	7.73
7	all-clad.com	7.67
8	greenpan.us	7.65
9	mikasa.com	7.61
10	simplemodern.com	7.41
11	levenger.com	7.40
12	pfaltzgraff.com	7.38
13	lecreuset.com	7.35
14	hexclad.com	7.20
15	tervis.com	7.14
16	royaldesign.com	7.00

LEISURE, GAMES & HOBBY

ARTS & CRAFTS

1	hobbii.com	8.71
2	dickblick.com	8.47
3	knitpicks.com	8.30
4	herrschners.com	8.26
5	sewingpartsonline.com	8.17
6	hobbylobby.com	8.16
7	jerrysartarama.com	7.99
8	marymaxim.com	7.92
9	gouletpens.com	7.90
10	shabbyfabrics.com	7.87
11	fabricwholesaledirect.com	7.82
12	utrechtart.com	7.80
13	jetpens.com	7.77
14	yarnspirations.com	7.73
15	heatpressnation.com	7.63



16	papier.com	7.57
17	singer.com	7.48
18	tandyleather.com	7.35
19	fatquartershop.com	7.33
20	hallmark.com	7.31
21	lionbrand.com	7.17
22	scrapbook.com	7.16
23	purlsoho.com	7.15
24	papersource.com	7.12
25	123stitch.com	7.04
26	connectingthreads.com	7.00

COLLECTIBLES

1	crownawards.com	8.48
2	trainworld.com	8.43
3	moneymetals.com	8.16
4	heruniverse.com	8.14
5	jmbullion.com	8.10
6	littletoncoin.com	7.88
7	sdbullion.com	7.85
8	bullionexchanges.com	7.82
9	walthers.com	7.80
10	apmex.com	7.77
11	store.nba.com	7.67
12	shop.nhl.com	7.67
13	store.nascar.com	7.65
14	dacardworld.com	7.61
15	midtowncomics.com	7.59
16	pokemoncenter.com	7.56
17	store.usps.com	7.48
18	milbstore.com	7.46
19	fanatics.com	7.45
20	rockabilia.com	7.34
21	shop.steelers.com	7.29
22	boxlunch.com	7.26
23	hasbropulse.com	7.03
24	fye.com	6.97



HOBBY & LEISURE ITEMS

1	smokingpipes.com	9.01
2	spirithalloween.com	8.46
3	holts.com	8.41
4	vampirefreaks.com	8.35
5	sportys.com	8.29
6	hobbytown.com	8.18
7	nicokick.com	8.15
8	rcplanet.com	8.07
9	estarland.com	7.92
10	ansgear.com	7.75
11	pipesandcigars.com	7.73
12	northerner.com	7.65
13	bestcigarprices.com	7.51
14	vat19.com	7.46
15	coolstuffinc.com	7.41

16	amainhobbies.com	7.34
17	famous-smoke.com	7.22
18	zola.com	7.20
19	vapesourcing.com	7.13
20	nobleknight.com	7.03

MUSIC EQUIPMENT

1	thomannmusic.com	8.01
2	tmradio.com	7.89
3	zzounds.com	7.87
4	martinguitar.com	7.61
5	guitarcenter.com	7.43
6	musicarts.com	7.40
7	turntablelab.com	7.24
8	vintageking.com	7.19
9	sweetwater.com	7.13
10	taylorguitars.com	7.12



lego.com

11 fullcompass.com 6.95

PET SUPPLIES

1 chewy.com 8.20

2 thepetlabco.com 8.03

3 petsupermarket.com 7.75

4 allivet.com 7.52

5 sstack.com 7.48

6 ruffwear.com 7.44

7 joshsfrogs.com 7.41

8 petsmart.com 7.36

9 valleyvet.com 7.31

10 1800petmeds.com 7.29

11 liveaquaria.com 7.25

12 statelinetack.com 7.19

13 jefferspet.com 7.13

14 petco.com 7.05

15 bark.co 7.05

16 petwellbeing.com 7.00

17 litter-robot.com 6.99

PHOTOS & PRINTS

1 mpix.com 7.96

2 chatbooks.com 7.53

3 currentcatalog.com 7.52

4 vistaprint.com 7.44

5 personalcreations.com 7.43

6 photoaffections.com 7.33

7 avery.com 7.27

8 lovepop.com 7.26

9 allposters.com 7.13

10 snapfish.com 7.03

TOYS & BABY

1 aeroflowbreastpumps.com 8.65

2 lego.com 8.57

3 disneystore.com 8.48

4 primary.com 8.44

5 burtsbeesbaby.com 8.13

6 carters.com 8.13

7 buildabear.com 8.02

8 hannaandersson.com 7.94

9 ergobaby.com 7.89

10 teacollection.com 7.80

11 gymboree.com 7.76

12 fatbraintoys.com 7.70

13 janieandjack.com 7.69

14 babylist.com 7.64

15 chiccoua.com 7.61

16 melissaanddoug.com 7.52

17 nuggetcomfort.com 7.43

18 shop.chuckecheese.com 7.36

19 discountsschoolsupply.com 7.31

20 sanrio.com 7.26

21 gracobaby.com 7.26

22 lakeshorelearning.com 7.24

23 babyletto.com 7.24

24 skiphop.com 7.24

25 cadenlane.com 7.08

OFFICE, ELECTRONICS & MEDIA

CONSUMER ELECTRONICS

1 cyberpowerpc.com 8.28

2 buy.gazelle.com 8.19

3 ibuypower.com 8.18

4 jlab.com 8.01

5 brother-usa.com 7.82

6 brickhousesecurity.com 7.75

7 brandsmartusa.com 7.66

8	microcenter.com	7.56
9	crutchfield.com	7.38
10	lukiegames.com	7.28
11	harmanaudio.com	7.27
12	lorex.com	7.06
13	usa.canon.com	7.01

CONSUMER ELECTRONICS (ACCESSORIES)

1	otterbox.com	8.30
2	inkjets.com	8.26
3	parts-express.com	7.91
4	getcasely.com	7.87
5	sonicelectronix.com	7.81
6	wildflowercases.com	7.72

7	shopjimmy.com	7.64
8	velvetcaviar.com	7.61
9	pelacase.com	7.46
10	officesupply.com	7.38
11	popsockets.com	7.25
12	inkcartridges.com	7.22
13	batteriesplus.com	7.15
14	dxengineering.com	7.14
15	eero.com	7.03

MEDIA (E.G., BOOKS, CDS, DVDS, SOFTWARE)

1	hpb.com	8.09
2	bookoutlet.com	8.02
3	booksamillion.com	7.86

4	calendars.com	7.59
5	deepdiscount.com	7.56
6	thriftbooks.com	7.46
7	shoutfactory.com	7.19
8	jwpepper.com	7.09

SPORTS, OUTDOOR & MOTOR

BICYCLES & E-BIKES

1	nashbar.com	8.60
2	performancebike.com	8.33
3	voromotors.com	8.30
4	danscomp.com	8.15
5	bikesonline.com	7.39
6	foxracing.com	7.34



ruffwear.com

CARS, MOTORCYCLES & BOATS		
1	realtruck.com	8.60
2	detroitaxle.com	8.33
3	americantrucks.com	8.28
4	roughcountry.com	8.21
5	tirerack.com	8.12
6	classicindustries.com	8.10
7	superatv.com	8.07
8	utires.com	8.00
9	giga-tires.com	7.92
10	ecklers.com	7.89
11	cyclegear.com	7.88
12	turnermotorsport.com	7.87
13	skaraudio.com	7.72
14	down4soundshop.com	7.68
15	lkqonline.com	7.63
16	polaris.com	7.60
17	defender.com	7.58
18	simpletire.com	7.57
19	customwheeloffset.com	7.57
20	toyotapartsdeal.com	7.50
21	indianmotorcycle.com	7.47
22	touchupdirect.com	7.44
23	partzilla.com	7.42
24	hondapartsnow.com	7.37
25	kiapartsnow.com	7.35
26	marineengine.com	7.35
27	jpcycles.com	7.34
28	lethalperformance.com	7.32
29	quadrtec.com	7.31
30	fordpartsgiant.com	7.30
31	extremeterrain.com	7.29
32	dieselpowerproducts.com	7.29
33	speedwaymotors.com	7.26
34	revzilla.com	7.24
35	fcpeuro.com	7.24

36	denniskirk.com	7.23
37	prioritytire.com	7.23
38	rockymountainatvmc.com	7.22
39	tires-easy.com	7.21
40	boats.net	7.20
41	1aauto.com	7.18
42	xtremediesel.com	7.17
43	americanmuscle.com	7.13
44	vikingbags.com	7.13
45	truckspring.com	7.11
46	texas-speed.com	7.07
47	moparpartsgiant.com	7.06
48	napaonline.com	7.04
49	jegs.com	7.03
50	sportbiketrackgear.com	6.98
51	amsoil.com	6.97
52	goodyear.com	6.96
53	maperformance.com	6.96

OUTDOOR

1	publiclands.com	8.41
2	llbean.com	8.36
3	jackery.com	8.04
4	kuiu.com	8.03
5	fishusa.com	7.90
6	sunandski.com	7.88
7	mountainhardwear.com	7.73

8	merrell.com	7.69
9	coleman.com	7.68
10	igloocoolers.com	7.68
11	sportsbasement.com	7.64
12	lancasterarchery.com	7.52
13	tacklewarehouse.com	7.50
14	mypatriotssupply.com	7.40
15	mysteryranch.com	7.28
16	cotopaxi.com	7.27
17	sierra.com	7.25
18	sitkgear.com	7.14
19	511tactical.com	7.09
20	evo.com	7.06

SPORTS PRODUCTS (GENERAL)

1	als.com	8.15
2	vuoriclothing.com	8.12
3	wilson.com	7.82
4	holabirdsports.com	7.49
5	shop.lululemon.com	7.39
6	bsnsports.com	7.38
7	adidas.com	7.23
8	blackdiamondequipment.com	7.14
9	us.puma.com	7.11
10	reebok.com	7.10
11	big5sportinggoods.com	7.04
12	athleta.gap.com	7.01

Statista R

is a world leader in the creation of company, brand and product rankings and top lists, based on comprehensive market research and data analysis: Statista R recognizes the best. With a team of over 100 expert analysts and in cooperation with more than 40 high-profile media brands across all continents, Statista R creates transparency for consumers and business decision-makers and helps companies build trust and recognition across a plethora of industries and product categories. Visit [r.statista.com](https://www.r.statista.com). Statista R is a division of Statista. The leading data and business intelligence portal provides an extensive collection of statistics, reports and insights on over 80,000 topics from 22,500 sources in 170 industries. Find out more at [statista.com](https://www.statista.com). *The full rankings and methodology are available online.*



**SPORTS PRODUCTS
 (SPECIALIZED)**

1	us.speedo.com	8.60
2	saucony.com	8.53
3	aloyoga.com	8.46
4	rawlings.com	8.44
5	jolyn.com	8.41
6	tactics.com	8.28
7	hoka.com	8.27
8	worldwidegolfshops.com	8.21
9	justbats.com	8.18
10	brooksrunning.com	8.15
11	manduka.com	8.05
12	titan.fitness	7.98
13	runningwarehouse.com	7.93
14	fit2run.com	7.92
15	callawaygolfpreowned.com	7.88
16	tennis-warehouse.com	7.86

17	fleetfeet.com	7.86
18	marathonsports.com	7.73
19	baseballsavings.com	7.70
20	bauer.com	7.67
21	soccer.com	7.60
22	golfworks.com	7.49
23	gfore.com	7.39
24	discountdance.com	7.34
25	demarini.com	7.33
26	callawaygolf.com	7.23
27	everlast.com	7.22
28	skatewarehouse.com	7.19
29	taylormadegolf.com	7.18
30	globalgolf.com	7.17
31	2ndswing.com	7.15
32	repfitness.com	7.08
33	goruck.com	7.07
34	purehockey.com	7.06
35	doversaddlery.com	7.05

36	tennisexpress.com	7.04
37	gymreapers.com	7.03
38	swimoutlet.com	7.02
39	ping.com	7.01
40	hockeymonkey.com	6.97

UNIVERSAL PROVIDERS

GENERAL

1	walmart.com	8.33
2	thepaperstore.com	8.31
3	target.com	8.23
4	gianteagle.com	8.10
5	boscovs.com	8.08
6	vermontcountrystore.com	8.08
7	lakeside.com	7.95
8	ruralking.com	7.85
9	hsn.com	7.72
10	markandgraham.com	7.69
11	dailysteals.com	7.59
12	aosom.com	7.56
13	kohls.com	7.45
14	lehmans.com	7.43
15	sharperimage.com	7.41
16	north40.com	7.38
17	doitbest.com	7.34
18	ginny's.com	7.30
19	quill.com	7.24
20	farmandfleet.com	7.13
21	heartlandamerica.com	7.13
22	overstock.com	7.12
23	bjs.com	7.11
24	pulsetv.com	7.10
25	muji.us	7.09
26	bestbuy.com	7.08
27	macys.com	7.00
28	starmarket.com	6.99
29	wbmason.com	6.97

FROM EDO TAVERNS TO AI CONFECTIONS

BLENDING CENTURIES-OLD TRADITIONS, NATURAL ABUNDANCE, AND CUTTING-EDGE INNOVATION, JAPAN'S CUISINE CELEBRATES HERITAGE WHILE REIMAGINING FOOD FOR A GLOBAL FUTURE. *By Daniel de Bomford and Bernard Thompson*

Japan's food culture is a living harmony of tradition, environment and innovation. From centuries-old sake brewing and tea cultivation in volcanic soil to AI-crafted confections and globalized sweets, it is a cuisine that honors the past while shaping the future. Every bite tells a story of heritage, nature's gifts and a relentless drive to reimagine flavor.

Traditional Roots for Modern Cuisine

The country's traditions stretch back centuries and are carried on by sake brewers like Toshimaya, which has a history spanning over 400 years. The company's founder, Juemon, opened the country's first *izakaya* (Japanese-style tavern). President Toshiyuki Yoshimura considers the company's recent opening of the Otoshimaya Sake Shop in Tokyo, which blends Edo-era traditions with modern sensibilities. "We serve tofu dengaku, just as in the Edo era, but we also created a new snack we call Otoshimaya Butter—made by blending butter with sake lees and dried fruit."

Tablemark is recreating traditional Japanese favorites and making them accessible by prioritizing simplicity and authenticity. President Yosuke Matsuda states that replicating traditional craftsmanship is a complex process, and the company strives to stay as true to the original as possible. "Every product we release must strictly follow the methods that have been used by Japanese people over time," he explains. "Our goal is to reproduce that authenticity while also

mass-producing these items at scale." Its signature product, Sanuki Udon, can be prepared in the microwave in three minutes.

AI Craftsman, THEO, created by JUCHHEIM, is helping preserve the art of Baumkuchen. President Hideo Kawamoto says THEO is dispatched across the country, much like craftsmen of old. "Our aim is to take the recipes, design data, and technical know-how of master confectioners, digitize them, and create a recipe and technique 'data bank' in the cloud," he explains. As THEO works with masters of the craft, it can record their technique and recipes, protecting the IP rights for the original creator, while allowing anyone to reproduce their Baumkuchen.

Nurtured by the Environment

Japan's unique environment is a boon for food like *nori* (seaweed) manufacturer Nagai Nori, based in Aichi, which benefits from the region's mineral-rich waters. President Kazuhiko Hisada notes that the biggest differentiator for Japanese *nori* is its taste; each production area has a distinct flavor profile. "This is why we carefully select regions known for offering the best combination of taste and nutritional value," Hisada states.

Tea producers Shimodozono have an ideal location in Kagoshima, where the temperate climate and the volcanic soil create perfect conditions for higher yields and faster growth. President Mami Shimodozono says the company's Bio farm in Kodono has perfected the taste of organic tea. "That allows consumers to make a choice" ▶



<https://rokkatei.us>

ROKKATEI BRINGS TREATS STATESIDE

ROKKATEI IS SHARING ITS ICONIC SWEETS ABROAD, WITH AMERICA FIRST IN LINE TO TRY ITS FAMOUS TREATS. *By Daniel de Bomford, Cian O'Neill and Kyann Edouard*

The four distinct seasons in Japan have given rise to a culinary culture just as varied. Hokkaido's Rokkatei embodies this change in their sweets, having created seasonal delicacies and irresistible sweets since 1933. "Our approach to confectionery values seasonality and the subtle differences that each moment brings," Rokkatei President Fumihide Oda says.

Rokkatei brought its famous sweets to the United States, with its first store opening in California. Alongside, the company is bringing its philosophy of using local ingredients, such as raisins grown in California, to produce delicious treats that reflect the flavor and nature of the area.

"It's not just about taste; it's about capturing that fleeting instance in nature and transforming it into a confection," Oda affirms.

The company has showcased its signature sweets, including Marusei Butter Cookie Sandwiches, White Chocolate Strawberries, buttery cookies, rich milk chocolates and madeleines.

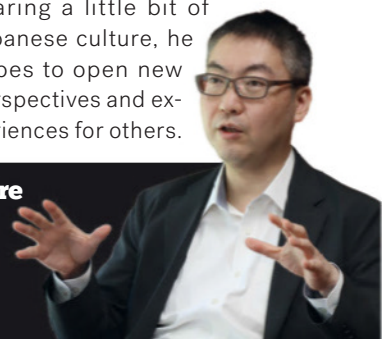
The symbol of Rokkatei is its Marusei Butter Sand, its first and most beloved treat. Made with rich Hokkaido buttercream, white chocolate, and rum raisins

layered between two buttery cookies, it captures the spirit of Rokkatei's craftsmanship: simple yet luxurious, nostalgic yet timeless.

For Oda, the company's American expansion is both strategic and about sharing culture. The United States, particularly California, is a place where many Japanese aspire to work and live. Oda himself was among them. By sharing a little bit of Japanese culture, he hopes to open new perspectives and experiences for others.

"Experiencing another culture broadens your perspective."

Fumihide Oda
President, Rokkatei



▶ based on their lifestyle or personal values, without having to compromise on flavor," she says. Fed by the pristine Iwashimizu spring water, Bio farm exemplifies the company's harmony with nature.

Evolving To Delight Modern Tastebuds

With the global rise of Japanese cuisine, niche ingredients like *menma* (bamboo shoots) are finding new life. While the ingredient has almost been inseparable from ramen, Marumatsu Bussan President and CEO Daisuke Matsumura says his company is dedicated to taking *menma* global. "As a pickled bamboo shoot company, our goal is to make our products globally recognized and an integral part of diets around the world," Matsumura says.

"When it comes to sweets, Japan has a deep tradition, one where old and new coexist in daily life," says sweets manufacturer Rokkatei President Fumihide Oda. Rokkatei emphasizes the use of local ingredients that change with the seasons, offering a diverse

range of experiences. The company has just opened its first store in California, offering its signature sweets, including the Marusei Butter Cookie Sandwiches.

Likewise, Mary Chocolate offers customers a variety of unique flavors and experiences. President Yoshiteru Koyamatsu observes that customers are willing to pay a premium for products that align with their personal tastes. Speaking on Valentine's Day, he says, "In recent years, there's been a clear shift toward people choosing products that reflect their own values and with which they feel a personal connection." The company aims to remain agile, creating chocolates for various occasions, and seeks to go beyond by creating personalized chocolates.

Japanese cuisine is a conversation between history, environment, and innovation. Rooted in centuries-old craft, nurtured by rich landscapes, and propelled by modern creativity, it embodies balance and reinvention. Tradition grounds it, nature sustains it, and innovation ensures its place at the global table.

TOSHIMAYA: 400 YEARS OF SAKE

DISCOVER FOUR CENTURIES OF AUTHENTIC TOKYO SAKE TRADITIONS, AS TOSHIMAYA BRINGS AWARD-WINNING EDO SAKE OJI WORLDWIDE.

By Daniel de Bomford and Paul Mannion

Like many of the great sake brewers, Toshimaya can trace its roots back hundreds of years. The company's founder, Jue-mon, opened the country's first *izakaya* (tavern) over 400 years ago, and today, President Toshiyuki Yoshimura follows in the founder's footsteps with the Toshimaya Sake Shop in Kanda, Tokyo.

The intimate setting and the traditionally crafted sake strike at the heart of the Toshimaya philosophy, "Continuity with Change." Yoshimura explains, "We must preserve tradition where it matters most, but we must also adopt new technologies where they add value." The company strives to maintain credibility, trust and sincerity,

while adopting new strategies for marketing, product development and distribution.

Toshimaya is expanding its exports of sake to new markets with innovative products. The company's award-winning "Edo Sake Oji (Edo Sake Prince)" is made entirely from ingredients sourced in Tokyo and is exported to the United States, France, Italy, Singapore, and other countries.

The company's focus on preserving tradition is giving sake enthusiasts around the world the opportunity to experience authentic sake culture, and Yoshimura hopes that they will hold these experiences of enjoying sake and carry the tradition into the future.

Toshiyuki Yoshimura, Ph.D.,
16th President,
Toshimaya Corporation



MARUMATSU BUSSAN EXPANDS MENMA GLOBALLY

MARUMATSU BUSSAN IS GROWING THE REACH OF MENMA INTERNATIONALLY, BEYOND THE RAMEN BOWL, THROUGH ITS EXPORTS TO THE UNITED STATES, EUROPE AND ASIA.

By Daniel de Bomford and Cian O'Niell

As appreciation for Japanese food continues to grow around the world, Marumatsu Bussan aims to introduce *menma*, bamboo shoots, to the world. Menma is a staple in ramen dishes and is rich in dietary fiber. While president and CEO Daisuke Matsumura is betting on its association with ramen, he sees opportunities to localize the ingredient for new markets. The business is currently exploring new ways to incorporate menma at the table, citing global health trends as a particular area of opportunity, with dishes like vegan ramen proving popular overseas. "Our goal is to make our products globally recognized and an integral part of diets around the world," Matsumura explains. "Marumatsu Bussan is a company dedicated to taking menma global."



"Our greatest strength lies in our flexible approach."

Daisuke Matsumura

President & CEO,
Marumatsu Bussan Co., Ltd.



follow us:



www.marumatsu-mb.co.jp



SHIMODOZONO BREWS GLOBAL GROWTH

SHIMODOZONO, JAPANESE TEA LEADERS FROM KAGOSHIMA, EXPANDS GLOBALLY WITH ORGANIC SENCHA, MATCHA AND HOJICHA, BLENDING CULTURE AND MODERN TECHNIQUES TO REACH NEW TEA LOVERS WORLDWIDE. *By Daniel de Bomford and Cian O'Neill*

Boil the water, steep the leaves, enjoy the aroma, serve the tea. A simple ritual practiced for thousands of years across the world. A simple habit that has followed humanity, connecting us, whether through a reverent ceremony or a simple conversation between lifelong friends.

extensive tea-growing experience, it has ensured the strictest quality controls while maintaining the same great taste of the tea.

At Bio Farm, the company cultivates seven hectares of organic, fertilizer-free tea. Rooted in Heian-era tradition and nourished by pure Iwashimizu spring water, the farm grows 12 varieties, including Yutakamidori and regional



In Japan, tea is an art, ceremony, and fellowship all in one. The country's rich tea culture has transcended tradition, and now Shimodozono is bringing it to global drinkers, from novice enthusiasts to aficionados alike.

President Mami Shimodozono says that while matcha remains Japan's most popular tea, the country's wealth of varieties, such as *sencha*, *hojicha*, and *genmaicha*, are gaining global attention as health and environmental consciousness become increasingly important to consumers.

"Our main point of differentiation lies in our roasting techniques and technology," the president explains. "The flavor we're able to produce through our proprietary methods is something other companies can't replicate—that's what makes our tea unique."

Quality begins with cultivation, and the company's location in Kagoshima is ideal for tea cultivation. The temperate climate and mineral-rich volcanic soil prevent the tea from being waterlogged during the season, resulting in faster growth and higher yields.

Shimodozono has worked with its farmers to establish its organic Bio Farm in Kodono, Kawanabe Town. Leveraging the company's

species. By embracing nature, biodiversity, and mountain microclimates, Shimodozono produces high-quality Kagoshima teas.

"I want to create a space where we can truly share and convey the value of Japanese tea—and for me, that place is our bio-farm," the president says. "Personally, I see it as a kind of power spot; it's somewhere I can relax and recharge."

Education is key to adding value and driving demand and Shimodozono is looking to leverage Bio Farm to that end. "We're considering ways to invite people to visit our bio-farm, where they can engage in hands-on experiences and learn more about tea cultivation," she states.

While Europe is already familiar with loose-leaf tea, it remains a novelty in America, where matcha is more prevalent. President Shimodozono wants to change that. "I believe that there are many more ways to enjoy sencha. In fact, sencha allows you to adjust and tailor the taste to your preference," she says.

Shimodozono is carrying Japanese tea culture to the next generation, ensuring that the rituals and fellowship that surround the beverage are safeguarded.



"Shimodozono is a company that is constantly innovating and striving to bring happiness."

Mami Shimodozono
President, Shimodozono Co., Ltd.



下堂蘭
Shimodozono

<https://shimo.co.jp/english-page>

follow us



HOW NAGAI NORI BRINGS JAPANESE NORI WORLDWIDE

NAGAI NORI IS BRINGING THE JAPANESE FAVORITE TO THE WORLD, WITH BOTH TRADITIONAL AND MODERN REIMAGININGS OF THE STAPLE INGREDIENT. *By Daniel de Bomford and Arthur Menkes*



Kazuhiko Hisada
President, NAGAI NORI CO., LTD.



永井海苔株式会社



follow us:



www.nagainori.co.jp/english/index.html



Every region of Japan has its own character, and each city offers its own specialties and flavors. That distinctiveness comes from the ingredients themselves and the traditions that shape how they are grown, harvested and prepared. In Aichi Prefecture, seaweed has long been at the center of that story. The region's rivers, rich in minerals, create conditions that give local nori its depth of flavor. It is here that Nagai Nori built its reputation, transforming a regional specialty into products that have earned recognition both at home and abroad.

Founded in 1947, Nagai Nori was instrumental in shaping nori manufacturing in Aichi Prefecture. President Kazuhiko Hisada states that the region is renowned for its three rivers, which carry essential minerals vital for nori production. Twenty years ago, Japan was producing over 10 billion sheets of nori annually, and the competition was intense. "We focused on ensuring a stable supply and maintaining high quality. By prioritizing taste and consistency, we were able to build trust with many reliable customers—and with strong customer relationships comes strong profitability," he explains.

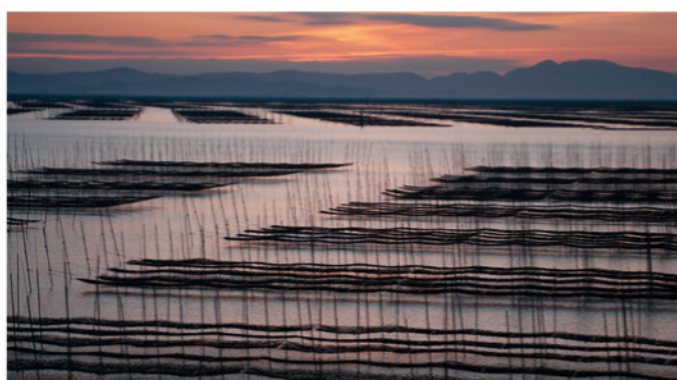
The company produces a variety of nori-based products, from the staple roasted sheets to seasoned pieces and toppings. It's Korean-inspired Jaban Nori won the Monde Selection award six consecutive years. The flavor has been adapted to suit Japanese taste, which Hisada attributes to its wide-

spread acceptance in Japan. Furthermore, its Korean roots make it popular in Korea. "There are similar products on the market, but I think our carefully fine-tuned flavor appeals to the broadest possible audience," he states.

Nagai Nori has expanded into adjacent food segments, such as health foods and shiitake mushrooms. As a type of dry food, the company is already familiar with the production process, and Hisada says that it "felt like a natural progression." The company is also developing new products made with nori, which is a key part of its strategy.

Consumption of Japanese cuisine, *washoku*, has quickly grown in the past decade, and total exports are comparable to Japan's traditional strong export sectors. With sights set abroad, the company is eyeing the United States market, as well as Southeast Asia. However, Hisada anticipates a challenge. In Southeast Asia, especially, Chinese and Korean nori suppliers and products are already well entrenched. "That's why it's important to promote the distinctive taste of our products and highlight their superior flavor."

That adaptability gives the company confidence as it looks abroad. The company's role has evolved from being a mere supplier to being a tastemaker, introducing people from around the world to the wonders of nori. By doing so, Nagai Nori hopes to turn a local specialty into a familiar presence on tables worldwide.





AI PRESERVES JAPAN'S CAKE CRAFT

JUCHHEIM BLENDS HERITAGE WITH HIGH-TECH. ITS AI ASSISTANT THEO PRESERVES BAUMKUCHEN RECIPES, SUPPORTS ARTISANS, AND ENSURES CRAFTSMANSHIP THRIVES IN JAPAN'S RAPIDLY CHANGING FOOD INDUSTRY. *By Daniel de Bomford and Cian O'Niell*

The hand of a skilled craftsman can turn the mundane into something incredible. In an era of mass-produced goods, the time and care of the craftsman are becoming increasingly difficult to find, and fewer young people are embarking on the lifelong journey to mastery. However, in the modern era, technology is not intended to replace masters but to augment them and assist in preserving their knowledge and skills for future generations.

Baumkuchen-masters Juchheim are using AI and robotics to create a tool for baking artisans to preserve and share their techniques. Also known as "tree cake" or "log cake," the German delicacy arrived in Japan in the early 20th century and quickly became a popular sweet treat.

Juchheim was instrumental in spreading the cake throughout Japan, and with its headquarters in Kobe, it stands at the nexus of the digital revolution in Japan. Its new initiative, "THEO," is an AI-powered baking assistant. "THEO is not designed to replace artisans but to support them, to help transfer skills, and to ensure consistency without sacrificing craftsmanship," says President Hideo Kawamoto.

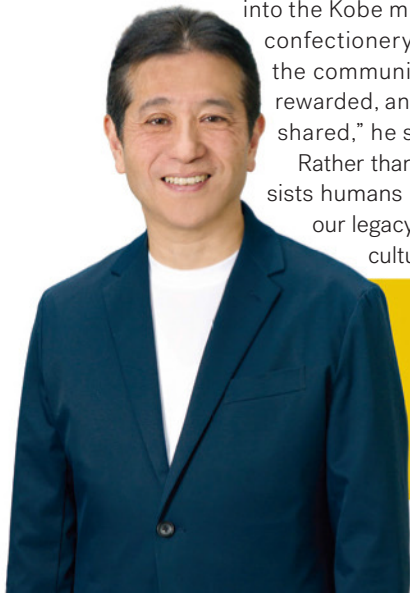
THEO has an in-built system to preserve recipes and baking techniques, which allows artisans to retain ownership while benefiting from sharing their personal skills through a "recipe copyright."

Positioning itself as an "AI craftsman," THEO has been dispatched across the country to share the skills of master craftsmen, which Kawamoto likens to the way skilled artisans were in years past.

The company aims to take recipes and techniques, store them in the cloud, then distribute them with THEO, thereby training the next generation. "This system will allow anyone operating THEO to access and reproduce authentic artisanal quality," Kawamoto explains.

At the same time, the company can track recipes and pay royalties to the recipe inventors. These funds can be reinvested into the Kobe municipal initiatives and local confectionery associations. "In this way, the community benefits, the artisans are rewarded, and their craft is preserved and shared," he says.

Rather than replacing humans, THEO assists humans in carrying on a small part of our legacy, ensuring that a little piece of culture maintains its human touch.



"It is not simply about efficiency, but about joy, heritage, and human connection."

Hideo Kawamoto
President, Juchheim Co., Ltd.

ユ-ハイム
Juchheim

www.juchheim.co.jp/en

follow us:





Bringing Authentic Washoku Worldwide

TableMark blends authentic Japanese craftsmanship with modern convenience, transforming traditional dishes like udon and okonomiyaki into accessible frozen favorites enjoyed by households worldwide. *By Daniel de Bomford and Arthur Menkes*

Japanese cuisine is winning hearts across the globe, with more than 200,000 restaurants now serving washoku abroad and exports topping JPY 1.5 trillion. At the forefront of this wave is TableMark, a pioneer in frozen foods that fuses centuries-old culinary craftsmanship with cutting-edge innovation. Through offerings like convenient yet restaurant-quality udon and okonomiyaki, the company has built its reputation on bringing authentic Japanese flavors to kitchens everywhere.

"Our mass-produced products follow the traditions of Japanese craftsmanship, refined over decades," says President Yosuke Matsuda. "Our goal is to reproduce that authenticity while also mass-producing these items at scale."

TableMark's purpose of "Bringing Joy to Meals and Fun to the Table" captures its desire to deliver happiness through surprise and innovation. Today, that philosophy extends beyond Japan. Instead of simply exporting products, the company develops offerings tailored to local tastes, ensuring its mission resonates with families and communities worldwide.



Gotsu-umai Okonomiyaki



Sanuki Udon

TableMark has built its reputation on making authentic Japanese meals simple and accessible. In 1962, the company first answered Japan's labor shortages with quick-cooking frozen fried shrimp that eased the burden on schools and workplaces. By 1974, it introduced what would become its signature: Sanuki Udon.

Fast forward to 2024, and that same product holds a Guinness World Record as the world's best-selling frozen noodle. Traditional udon takes time and effort to prepare, but TableMark's udon delivers a unique firmness that gives a pleasant bite in just three minutes. "Preserving the traditional methods behind these dishes is central to our mission, but we

also want to make them easy and convenient for everyone to enjoy," says Matsuda.

Udon itself is far from one-size-fits-all. With variations in length, width and softness, it reflects a wide range of tastes. TableMark's R&D keeps pace with those shifting preferences, fine-tuning its noodles while applying the same expertise to ramen and other staples. As Matsuda explains, "Our job is to meet all of these different requirements and continue to innovate within the category."

Innovation has also fueled TableMark's expanding lineup, from classic favorites like okonomiyaki to new lifestyle offerings such as its plant-based Beyond Free brand. Designed for consumers with allergies, dietary restrictions or personal preferences, Beyond Free reflects the company's commitment to inclusivity. "Beyond Free allows us to reach those customers and broaden the inclusivity of our product lineup," says Matsuda.

Looking ahead, TableMark sees international expansion as the natural next step. The United States remains its largest over-



"Our mass-produced products follow the traditions of Japanese craftsmanship, refined over decades."

Yosuke Matsuda,
President, TableMark Co., Ltd.
www.tablemark.co.jp/english



seas market, but the company is actively exploring opportunities across Asia and beyond. Through future collaborations with a diverse range of partners, TableMark is ambitiously working to adapt its recipes to local tastes while staying true to its Japanese roots. For Matsuda, the goal is clear: to make washoku not just a niche cuisine but an everyday option worldwide.

By marrying Japan's culinary traditions with modern convenience, TableMark makes dishes once limited to specialty restaurants available in kitchens worldwide. From three-minute udon to plant-based meals, the company turns authentic flavors into everyday experiences, ensuring more people can savor the taste of Japan—simply, quickly, and joyfully.

As Matsuda explains, "Ultimately, our goal isn't merely to introduce our products to international audiences but to offer an experience that conveys true flavor, delight and fun."





BEDROOM EYES

There was instant chemistry between Fox and Thompson. But for Fox's character, Marty McFly, it was awkward to wake up without pants to meet his own mother...as a teenager.

FOCUSING ON TRAGEDY

Jason Clarke on avoiding caricatures in his new show, *Murdaugh: Death in the Family*. ▶ P49



BOOKS

It's All About Chemistry

Forty years after its release, Michael J. Fox relives the filming of *Back to the Future* and the sparks that flew during his first meeting with Lea Thompson

When *BACK TO THE FUTURE* became the highest-grossing film of 1985, Michael J. Fox surged from his FAMILY TIES sitcom roots to Hollywood stardom. After starring as the trilogy's main character for the next five years, Fox became a household name. Now, 40 years later, his new book *FUTURE BOY: BACK TO THE FUTURE AND MY JOURNEY THROUGH THE SPACE-TIME CONTINUUM* describes the juggling act that Fox accomplished in order to film two very different roles simultaneously. In this exclusive excerpt, Fox discusses his first day on the set of *BACK TO THE FUTURE* with co-star Lea Thompson. Their working relationship, which started out coolly, ultimately blossomed into a strong lifelong friendship.

BEDROOM EYES: AN EXPRESSION WE'VE ALL heard many times without fully understanding what it means. The eyes that regarded me now were dreamy, sexy, curious, inviting. Yes, Lea Thompson had one goddamn mesmerizing set of bedroom eyes. In this dimly lit boudoir, I felt as though they were reaching for me. Her hands were reaching for me, seeking and finding purchase. Her voice, a papery whisper, offered its own seductive musicality. How did we get here? Well, Marty McFly got hit by a car and woke up in this bedroom, tended by a girl who seemed eerily familiar. The situation was awkward (at least, that's the way it was scripted). But the magic transcended the page. It

felt right. Lea and I had what is referred to in acting parlance as chemistry.

There was no way of knowing that we'd fall into this organic, undeniable connection. In fact, Lea later admitted that she did not expect much from me. I had stumbled into her movie, mid-production, replacing a lead actor with whom she had a shared history, both professional and personal. The way she saw it, her former co-star had been suddenly and inexplicably dismissed after weeks of filming, only to be replaced by a sitcom refugee. But the eyes didn't lie. Something special was happening. This was good stuff.

As the work unfolded, it didn't seem much like work at all. The script was so

by
MICHAEL J. FOX
and
**NELLE
FORTENBERRY**

well written that the lines just flowed:

INT. DARKENED

BEDROOM—NIGHT

MARTY is lying in bed, lit by ambient light from a doorway. FEMALE HANDS place a cold compress on the bruise on his forehead. Marty groans and stirs.

MARTY: Mom? Is that you?

WOMAN: There, there now. Just relax.

It sounds like his mother. He opens his eyes. All he can see is her silhouette.

WOMAN: You've been asleep for almost nine hours now.

MARTY: I had a horrible nightmare. I dreamed I went back in time. It was terrible.

WOMAN: Well, you're safe and sound, back where you belong, in good old 1955.

MARTY: 1955?

She turns on the bedside lamp. It's the same girl George was spying

on, and Marty recognizes her just as we do . . .

MARTY: Oh my God.

You're—you're my—my—

LORRAINE: My name's Lorraine.

Lorraine Baines.

Marty stares at her for a long moment.

MARTY: But—but you're so thin!

LORRAINE: Just relax, Calvin. You got quite a bruise on your head.

MARTY: (looks under the blankets)

Uh . . . where are my pants?

LORRAINE: (points)

Over there on the chair.

“I was falling in the scene, and in spite of her initial reaction, Lea was falling in like with me.”

(notices the color of his underwear) I've never seen purple underpants before, Calvin.

Marty covers himself up.

MARTY: Calvin? Why do you keep calling me Calvin?

LORRAINE: Well, isn't that your name—Calvin Klein? It's written in your underwear.

(suddenly realizing)

Oh—I guess people call you Cal.

MARTY: No, well, actually people call me Marty.

LORRAINE: Well, I'm pleased to meet you, Marty.

She comes over and sits on the bed right next to him. She's very interested in him.

LORRAINE: Mind if I sit here?

MARTY:

(gulps, nervous)

Uh . . . no . . .

Marty moves as far away as he can without falling off the bed. He holds the blanket tight around his waist. She looks at him, fascinated.

LORRAINE: That is a big bruise you have there . . .

She gently strokes his bruised forehead . . . and then runs her hand through his hair.

Marty moves even further—and falls off the bed! He covers himself with the blankets.

STELLA (O.S.): Lorraine?

Are you up there?

We hear FOOTSTEPS coming up the stairs.

LORRAINE: (to Marty)

It's my mother! Quick, put your pants back on!

She throws him his pants.

Lea Thompson and I met for the first time 10 minutes before we

GREAT SCOTT! Lorraine only has eyes for Marty, while Marty must make sure she falls in love with his father, George, back in 1955.



filmed this scene. Lea accurately describes herself as “cranky” during our initial hellos. She and Eric Stoltz, the actor originally cast as Marty, had costarred in a previous film, *The Wild Life*, and they had formed a friendship. She felt loyal to him, protective of his place in the movie and bitter about how he had been let go after six weeks of filming *Back to the Future*. I was the recipient of those feelings. Lea went from missing Eric to having to adjust to a whole new approach to the lead role, which also changed Lorraine’s dynamic with Marty.

As for me, I was in survival mode. I’d been on the job for only a handful of days, and I didn’t have the luxury of considering other people’s perspectives. I had my own perspective to worry about. There was also the potential that I could melt down from sheer exhaustion, or from over-adrenalized anxiety. I just needed to get through each production day (or night—the two became increasingly conflated).

I had been thrown into this movie with no preparation. Operating mostly on instinct, I chose a tack and committed to it, following a philosophy promoted by drug and alcohol recovery programs: Act as if. If you don’t fully understand how to reach your goal or how to achieve the ends you strive for (sobriety, clarity, honesty), just “act as if” you do. When you fully believe in it, you can see the opportunity for a breakthrough. But if you’re afraid to open that door, it won’t become manifest. That’s the creative chemistry of acting and why I love working with other actors. Anything is possible.

After the first few takes, I felt comfortable enough to risk a few suggestions, which our director, Robert Zemeckis—cautiously at first, and then enthusiastically—welcomed. It



LONG FRIENDSHIP Thompson and Fox at the opening night gala for *Back to the Future: The Musical* in July 2023. They “clicked” during filming.



occurred to me that Lorraine could get another laugh in this scene by revising a line of her dialogue. I ran the joke by Bob Gale before sharing it with my leading lady. As Marty nervously realizes that he’s clothed only in his Calvin Klein underwear, he asks Lorraine, “Where are my pants?” Instead of the scripted reply, “On the chair,” we tried my line on the next take. Lea delivered it perfectly: “Over there. . . on my hope chest.”

The *Back to the Future* crew managed to stifle their reactions until Bob’s “Cut!”—and then they surprised me with a round of genuinely delighted laughter. Lea flashed a smile at me, followed by a shy wink. I answered her with one of my own.

I knew we were humming.

So far, so surreal.

I stared into those bedroom eyes and thought, this girl is really good. I hoped she was looking into my eyes and thinking, this sitcom guy isn’t so bad, after all. Lea and I were falling into the scene. Well, I was falling in the scene, and in spite of her initial reaction, Lea was falling *in like* with me. Either way, there was a lot of falling.

Our first scene ended after Lorraine’s mother called her from downstairs. Lorraine panicked and forcefully sidearmed Marty’s clothes into his midsection. “Quick, put your pants back on!” As scripted, I collected the pants and tumbled off the side of the bed, disappearing from view. Not scripted: I added an impromptu “button” to the scene (sitcom parlance for the final laugh). I hopped up from the floor, one leg already in my trousers, and while attempting to thread in the other foot, I executed a no-defenses pratfall, my body toppling

like a tree. I landed off camera with a thud, a comic coup de grâce.

Again, the crew waited for the cut until they laughed. Bob could hardly suppress his own giggle. “Okay, let’s do that again,” he said. “But for gawd’s sake, get the man a cushion this time.”

I was used to these comedic rhythms. When it came to the potential for humor, my body was not my temple—it was a resource to be ransacked and pillaged. Lea took notice. She recalls, “The way you tripped on your pants and fell off the bed; the way you cracked your voice; the physical precision that you had. I immediately saw this incredible skill that was super impressive to me.” I felt the same about Lea’s chops. I found her smart and demure, and I sensed we were developing a rapport, notwithstanding how we both got there. Much more important was where we were going. After that, we bonded pretty quickly. “We clicked,” Lea agrees. ■

► Excerpted by permission of Flatiron Books from *FUTURE BOY*. Copyright ©2025 Michael J. Fox and Nelle Fortenberry.

ORLANE

PARIS

EXTRAORDINAIRE.
YOUTH IS BACK.

**firmer
skin**

97%

**wrinkles
fade**

88%

**moisturized
skin**

97%

**radiant
skin**

97%



PATENTED

Available at neimanmarcus.com and bergdorfgoodman.com

* Results from self-evaluation tests on 40 women after 28 days.

Jason Clarke

TO PLAY ALEX MURDAUGH, JASON CLARKE WASN'T going to turn the man into a caricature, telling producers, "I'm not going to play a bad guy here." Instead, Clarke focused on the "tragedy of Roman proportions" in Hulu's *Murdaugh: Death in the Family*, based on the true story of a South Carolina man convicted in 2023 of murdering his wife and son. "We're not here to sensationalize it or even to replay it. We're there to open it up." Clarke has two other big projects this year. The first is the Apple TV+ series *The Last Frontier*, where he plays a U.S. Marshal in Alaska hunting fugitives who escaped a plane crash. "It's a gut thing. Do I feel like doing eight months in the snow and the winter and the action? You know what? Yes." Then there's *A House of Dynamite*, about which he says director Kathryn Bigelow has "stripped back a lot of the usual tools of cinema." This diversity in roles is exactly why Clarke does what he does. "The times I'm grumpy, I'm frustrated, I'm hurting, I realized just how lucky I am and also what I'm capable of, and that if you find the right things, you can really disappear into them." —*H. Alan Scott*



JASON SPEAKS ABOUT...

"I wanted to make sure that when I walked on set, nobody...could sum me up."

PLAYING ALEX MURDAUGH ▶

"It's one of those roles I just couldn't say no to. You think, before you even speak to anyone...Am I capable of doing this? Am I willing to undertake it? This is going to hurt me and it's probably going to hurt my family. And am I excited by it? I really was. I'm going to throw myself into this. It'll bring me out in a very strange place. I was excited to disappear into it."

FINDING THE CHARACTER ▶

"I had key notes.... [The judge], in sentencing him, talked about never knowing this man. Nobody knew this man. I wanted to make sure that when I walked on set, nobody... could sum me up. That I was always coming...from a direction which is fun, gregarious, so you could never say, 'Ah, that's who you are.' Because I don't think anybody can still say, 'That's who that man is.'"

HIS EXTRA BUSY YEAR ▶

"It was great. A lot are happy coincidences, but you realize it doesn't come along all the time. I've got three very different projects of which I'm genuinely proud—what they are, what they bring and all the people. It's really lovely to go to festivals with people I've worked with for years. You say to these young guys, 'Enjoy it. It's not always like this.'"

ECO INNOVATION POWERS JAPANESE BRANDS

JAPAN'S COMPANIES ARE EMBRACING SUSTAINABILITY LIKE MARATHONERS CHASING THE FINISH LINE. STEADY, INNOVATIVE STRIDES ENSURE RESILIENCE, GROWTH, AND LASTING IMPACT IN A CHANGING GLOBAL MARKET.

By Daniel de Bomford and Bernard Thompson

Awaiting the starting gun, the tension is palpable. Marathon runners arranged in rows, each intensely focused, ready. The gun fires, and the response is an explosion of movement as competitors fiercely battle for the front of the pack. Much like a marathon, the longevity of businesses is tied to their ability to manage and adapt to changes in market conditions.

In 2025, driven by environmental challenges, sustainability is becoming a key focus for both manufacturers and consumers. At the same time, established markets are ripe for technological transformation. Japanese companies have long been renowned for their innovative spirit and are facing these challenges, proving to the world that they have not lost their creative edge.

Sustainability as a Focus, Rather Than Afterthought

For ASICS, sustainability is a pillar of its business. Alongside the CEO, President Mitsuyuki Tominaga reviews the company's progress on sustainability on a bi-annual basis. "Climate change is not just a global issue—it directly affects our business. Extreme heat impacts outdoor sports, so CO₂ reduction is a priority," he says.

The most significant opportunity for ASICS lies upstream, where a shoe redesign can slash CO₂ emissions through a reduction in components, optimized materials and construction. Furthermore, the company actively works to improve the recyclability and material sustainability of its products.

ASICS are exemplars of Japan's attitude toward innovation and corporate responsibility, continually striving to improve operations through strategic planning and investment. The company is collaborating with institutions to accurately record and label the carbon footprint of each product, while moving to digital sampling to reduce waste.

Despite the costs, Tominaga believes that sustainability is a necessary investment and learning process. "Over time, we aim to make

our production more efficient and cost-effective while minimizing environmental impact," he says. While ultra-light, single-use shoes are becoming increasingly prevalent in elite competition, ASICS clearly delineates what each level of athlete, from casual runner to elite athlete, needs, centering innovation and balance at the heart of each runner's needs.

Diverting Away From Landfill

For BOOKOFF, sustainability is built into the business model. From its inception, the company has resold used books, expanding its inventory to include a wide range of items, such as books, toys, electronics, and clothing, thereby diverting usable goods from landfills. Even more importantly, President and CEO Yasutaka Horiuchi says the company's philosophy is centered on local communities. He explains, "Local customers bring in items to sell, and other members of the same community purchase them, so the benefits stay within that area."

BOOKOFF aims to bring its local focus to its overseas operations, with locations in the United States and France, as well as its Jalan Jalan Japan (JJJ) stores in Malaysia and Kazakhstan. JJJ synergizes well due to the contrasting climate between the two regions. "Malaysia's warm weather makes it an ideal market for summer clothing, while Kazakhstan's colder climate allows us to sell winter apparel," Horiuchi says.

Creativity That Pushes Innovation Boundaries

Innovation is a key component of meeting sustainability challenges, and Japan continues to uphold its reputation as a hub of agile and innovative companies.

That innovative spirit is also carried by Base-ment Factory Design, as seen in its CARE PRO and non-heated hair irons. CARE PRO leverages ultrasonic waves, rather than heat, which causes shampoos and active ingredients to penetrate and be absorbed by the hair quickly and effectively. "Our iron makes it possible to offer highly profitable premium services while customers enjoy better results—longer-lasting

effects and a memorable experience," President and CEO Taiji Nakamura says. Nakamura aims to confront long-standing dynamics by applying innovative solutions to age-old challenges.

Evolving With Decades of Manufacturing Expertise

Pearl Musical Instruments remains a leader in instrument manufacturing, particularly in the production of drums. It has spent decades perfecting its Superior Shell Technology, which has become the cornerstone of its approach to professional drum manufacturing, according to CEO and President Max Iishi. "Frankly, our longevity isn't the result of luck or a miracle," he explains. "It stems from our continued efforts and unwavering commitment to our goals."

Now, the company is venturing into the world of digital drums with its e/MERGE series, leveraging a partnership with KORG, which combines digital expertise with its own acoustic mastery. "The result is an innovative drum product that has resonated well with the public."

Japanese textile processor Sotoh is redefining the industry with proprietary technologies, including NeoStretch and deep-black formal fabrics, while advancing in synthetic fiber innovation. Founded more than a century ago, Sotoh has evolved from a dye house into a vertically integrated producer with B2C ventures. The company weathered world wars and economic crises, remaining agile and adapting with the times. President Yasuhiko Ueda stated that the company's edge stems from "flexibility, customizability, and a relentless focus on value-enhancing processing." With its brands MOVE, Jenio, and G Stage, the company is shifting its focus to product development and B2C, continuing its evolution.

Much like runners enduring mile after mile, businesses that commit to sustainability pace themselves for long-term success. The race is not won in a single sprint, but through steady strides, resilience, and innovation. By adapting to change, they ensure the finish line is not survival, but lasting impact.



ASICS NIMBUS MIRAI



You can buy second-hand manga from any BOOKOFF across Japan



MOVb Luxury Jersey Wear

ASICS: A STEP AHEAD

ASICS LEVERAGES DIGITAL TRANSFORMATION, DIRECT-TO-CONSUMER SALES AND ECO-FRIENDLY DESIGN TO EXPAND INTERNATIONAL MARKET PRESENCE.

By Daniel de Bomford, Cian O'Niell, Bernard Thompson and Kyann Edouard

When one thinks of ASICS, certain words come to mind: performance that inspires, innovation rooted in science, endurance that pushes boundaries, and balance that unites body and mind. These qualities capture the spirit of “a sound mind in a sound body.”

Founded in the aftermath of World War II by Kihachiro Onitsuka, the company grew from his conviction that sports could offer children living in poverty hope and opportunity. On that belief, he built ASICS into a brand dedicated to changing lives through sports. “This conviction became the guiding principle of our brand, ‘Anima Sana In Corpore Sano - Sound Mind In A Sound Body,’ and it continues to define everything we do today,” explains President Mitsuyuki Tominaga.

This mission remains central as ASICS charts its next era of growth through digital innovation and sustainability. The company engineers shoes for everyone, from elite athletes to everyday trainers, blending cushioning, stability, and lightweight performance with advanced foams, technology such as carbon plate running shoes, and sustainable design. Products such as the NIMBUS MIRAI™ running shoe, designed with recycling in mind, and GEL-LYTE™ III CM 1.95 sneaker, reduced carbon footprint, showcase its commitment to circularity and reducing environmental impact, reinforcing broad appeal and lasting trust.

Then there is the METASPEED™ series which fuses athlete insights with cutting-edge science to create ultra-light, carbon-plated racing shoes designed to serve distinct running styles. With breakthrough

foams and precision engineering, it delivers unmatched speed, efficiency, and confidence, setting a new standard in performance running.

ASICS’ ability to combine social responsibility with advanced research and development has driven its recent growth. Through the ASICS Institute of Sport Science in Kobe, it channels real-world athlete feedback into product innovation. The company has also implemented structural reforms, such as the shift to category management, and advanced sustainability goals, including CO₂ reduction and circular design. Central to this transformation is ASICS’ disciplined PDCA cycle (Plan-Do-Check-Act), which guides both its digital strategies through personalized platforms like OneASICS and its use of digital tools to optimize supply chains and resource allocation.

The OneASICS platform integrates training apps, early access to gear, event registration, and finish-line experiences while tailoring digital marketing to each individual. Alongside this digital transformation, sustainability is another key pillar of the business. “Climate change is not just a global issue—it directly affects our business,” Tominaga says. “Extreme heat impacts outdoor sports, so CO₂ reduction is a priority.”

Looking ahead to 2030, the company aims to lead in running and tennis while expanding its lifestyle lines. Tominaga describes ASICS as delivering a sound mind in a sound body to people and communities worldwide. “If people hear that phrase and think of ASICS, then we’ve succeeded.”



“Delivering a sound mind in a sound body to people and communities worldwide.”

Mitsuyuki Tominaga

President and COO, Representative Director, ASICS

asics

sound mind, sound body



follow us



<https://corp.asics.com/en>



METASPEED™ RAY



NIMBUS MIRAI™

GEL-LYTE™ III CM 1.95





BOOKOFF leads reuse revolution



"Our core philosophy is to operate as a store rooted in the local community."

Yasutaka Horiuchi,
President and CEO,
BOOKOFF GROUP
HOLDINGS LIMITED.

Stepping into a BOOKOFF store is akin to entering a gallery of the lives of friends you have never met. On the shelves of Japan's leading reuse retailer, you'll find books that changed lives, a dress worn on a first date and figurines from someone's favorite anime. It's intimate, exciting and a profoundly insightful look into the lives of the people you pass on the street each day.

This connection to the community is intentional and woven into the fabric of the business. President and CEO Yasutaka Horiuchi says each BOOKOFF store's opera-

Reuse retailer BOOKOFF is closing the loop and reducing waste by finding a second life for people's beloved possessions. *By Daniel de Bomford and Bernard Thompson*

tions are rooted in the local community, and goods bought within the local community are sold in that same place. "Local customers bring in items to sell, and other members of the same community purchase them, so the benefits stay within that area," he states.



Figures in a showcase at BOOKOFF USA

The group strives to nurture this local focus in its international stores, which can be found in the United States, France, Malaysia and Kazakhstan. Initially targeting Japanese expatriates in overseas cities like New York, the group experienced a surge in international interest during the COVID-19 pandemic, when Japanese culture gained popularity as people began watching Japanese programs through social media and streaming services like Netflix.

The group isn't targeting specific cities in the United States; instead, it aims to open anchor

stores in major metropolitan areas and establish specialized satellite stores in their vicinity. "Ideally, we would open an anchor store in each large city—stocked with books, figurines, video games, and the full range of items we buy and sell," Horiuchi explains.

BOOKOFF launched Jalan Jalan Japan (JJJ) in Malaysia in 2016. What started as an effort to manage surplus inventory in Japan has evolved into a thriving business, now operating over 23 stores in Malaysia and Kazakhstan, including franchised locations, as of the end of fiscal year 2025. Items that would have otherwise been discarded find new life in bright displays. The group meets demand cre-



Apparel display at Jalan Jalan Japan

ated between these two countries by selling winter clothing for Kazakhstan's cold climate

and summer clothing for Malaysia's warm climate.

Where possible, the group re-



Main entrance of Jalan Jalan Japan

uses items, such as CDs and DVDs, into new products like trays. But for more difficult items, BOOKOFF is developing a method of recycling plastics into new materials. "The idea is to repurpose old plastic into new plastic products, and we're actively working on that initiative now," Horiuchi says.

Through BOOKOFF and JJJ stores, the group is aiming to contribute to a society where nothing is discarded. By finding a second life for people's beloved possessions, BOOKOFF will close the loop and help realize a greener, better society.

BOOKOFF
GROUP HOLDINGS

www.bookoffgroup.co.jp/en

INSIDE PEARL: CRAFTING ICONIC INSTRUMENTS

THE LEGENDARY INSTRUMENT MAKER CONTINUES TO PUSH WHAT'S POSSIBLE IN MUSIC BY MARRYING INNOVATION WITH DECADES OF EXPERTISE. *By Daniel de Bomford, Arthur Menkes and Paul Mannion*

In a stadium filled with the screams of dedicated fans, some of whom arrived at first light to secure their spot on the center stage, the mood is one of anticipation, and as the lights dim, it can be felt in the air. A drumbeat pierces the silence; the rhythm builds the energy of the crowd, which swells until they are ready to burst into an explosive frenzy when the ensemble joins the fray.



Pearl Musical Instrument President and CEO Max Iishi describes the relationship between instrument maker and musician, the expertise and the creativity, as impacting lives. Attaining that level of trust from musicians has been an effort almost 80 years in the making.

The company manufactures a variety of instruments, with its iconic drums being renowned worldwide and favored by some of the world's most recognizable drummers. Founded in 1946, the company expanded into drums & percussion in 1953 and began exporting internationally as an OEM manufacturer. 1968 was a significant milestone with the Pearl President Series, which was released to acclaim from professional musicians.

Pearl Musical Instrument continued to push the boundaries of innovation over the following decades, from which the iconic Pearl drum sound was born. The company's Superior Shell Technology is created through a unique, innovative process that combines proprietary adhesive and heats the wood, while putting it under immense pressure.

"This results in an exceptionally strong and perfectly round shell that allows for a high level of resonance, giving rise to the iconic Pearl drum sound," Iishi says. Today, the company continues to push the boundaries of what is possible with digital and hybrid drum kits. Furthermore, the

is strengthening its investment in the classical musical segments and further expanding its presence in flute making and sales.

Recalling the launch of the new Reference and Masters series in 2023, the company worked with some of the world's most beloved drummers, Omar Hakim, Dennis Chambers and Mike Mangini.

Iishi says they were blown away when they tested the kit. "I saw their reactions firsthand, and it felt like a crowning achievement for us at Pearl Musical Instrument," he says.

The reaction from the audience was just as profound, and Iishi believes everyone went home inspired. "To me, artists are more than collaborators—they are our most valuable partners."

The company's goal is to reach customers all around the world. It maintains a robust global distribution network and evaluates partnerships based on its ability to engage with potential customers effectively.

The United States remains Pearl Musical Instrument's number one market, while various business environmental shifts in China have resulted in sales contraction. In response, the company looks to emerging markets, such as South America and Southeast Asia, where demand for high-quality instruments is increasing.

Like a drum solo played to a roaring crowd, Pearl Musical Instrument continues to push the boundaries of sound with innovative instruments of unmatched quality.



"Our strength lies in our dedication to exceptional design and outstanding sound quality of our instruments."

Max Iishi

CEO and President,
Pearl Musical Instrument Co.

Pearl
https://pearldrum.com

follow us:



INSIDE SOTOH'S 100-YEAR LEGACY

SOTOH, A CENTURY-OLD JAPANESE TEXTILE LEADER, DRIVES INNOVATION IN WOOL, SYNTHETICS AND FORMALWEAR FABRICS, POWERING LUXURY FASHION AND EXPANDING GLOBALLY THROUGH ITS MOV B BRAND. *By Daniel de Bomford and Cian O'Niell*

In Japan, textiles are canvases upon which culture and artistry are expressed. The *shitate-ya*'s deft hands shape the kimono; each thread carries both beauty and purpose. This reverence for fabric has endured through centuries, evolving into a modern mastery where reliability, precision and innovation are part of the fabric of the manufacturing process. Sotoh carries on this spirit as the company continues to weave its legacy.

Sotoh is a Japanese textile company with more than 100 years of history. The firm has evolved from a dye house into an integrated producer specializing in wool, synthetic and blended fibers. Sotoh's innovations include proprietary finishes such as Aqua-Off and NeoStretch, as well as its signature deep black formalwear fabrics. "Japan's greatest advantage lies in reliability—in the repeatability and consistency of quality," President Yasuhiko Ueda says.

Founded as a dye house, Sotoh has endured world wars, oil shocks and the Lehman collapse by adapting to shifting markets. A significant milestone was reached in 1978 with the addition of machinery for producing cellulosic fibers, such as cotton and linen, thereby widening its reach beyond wool.

Beyond Bible Black

In the early 2000s, Sotoh perfected its deep black processing, revolutionizing Japan's formalwear market. The 2009 acquisition of Iwanaka's textile division



marked its transformation into a vertically integrated manufacturer.

The company has invested significantly in perfecting black fabrics. "Achieving that ultra-deep black requires a carefully coordinated combination of washing, dyeing and finishing processes," the president states. Now, around 70 percent of formal black Japanese suits use Sotoh's textiles.

"While wool remains at the center of our expertise, we also process a wide variety of blended and synthetic fabrics—polyesters, cellulosic fibers, and more," Ueda says. "This versatility has naturally expanded our range of finishes."

Sotoh's portfolio spans specialized processing technologies that enhance textiles for durability, comfort and performance. Its Aqua-Off finish enhances water resistance, while NeoStretch provides natural elasticity without the use of polyurethane, making it ideal for tailored garments.

From Mills to Menswear

The company also pioneered "The Ultimate Black," a fabric finish that achieves



"Our core mission is to meet the needs of our textile-manufacturing clients."

Yasuhiko Ueda
President, Sotoh Co., Ltd.

株式会社ソト

MOV B 



<https://sotoh.co.jp>

exceptional depth of color for formal wear. By applying wool-processing equipment to synthetic fibers, Sotoh develops niche, high-value products that set it apart from larger competitors, reinforcing its reputation for precision and reliability.

The company now supplies European luxury brands, is expanding into China, and reaches consumers directly through its MOV B apparel brand. Launched in 2020, MOV B marks Sotoh's entry into the B2C market with a focus on knitwear and menswear. By acquiring apparel labels Jenio and G Stage, the company gained design expertise to complement its processing strengths.

MOV B products are sold online, at Ginza Six in Tokyo, and through Hankyu Department Stores. The brand offers Sotoh's valuable consumer insights to guide future textile innovations.

Sotoh's journey reflects Japan's enduring marriage of artistry and precision. From its origins as a dye house to its role as a trusted partner for luxury brands, the company has preserved the spirit of craftsmanship while embracing innovation. Its mastery of finishes, reliability and expansion into consumer fashion through MOV B are a legacy woven with tradition and modernity. In every fabric, Sotoh carries forward Japan's devotion to textiles as both a cultural and a craft tradition.





BASEMENT FACTORY DESIGN REINVENTS SALON HAIRCARE

BASEMENT FACTORY DESIGN'S INNOVATIVE CARE PRO PRODUCTS HAVE REINVENTED THE SUCCESS FORMULA FOR SALON HAIRCARE. NOW, IT SETS ITS SIGHTS HIGHER, FOR NEW PRODUCTS AND NEW MARKETS. *By Daniel de Bomford and Kyann Edouard*

Some industries have been around for so long that it feels as if there is nowhere left to innovate. Hair salons are one such place, the formula having been thought to have been perfected decades ago. Basement Factory Design has proved that assumption wrong. The company launched its professional beauty brand, CARE PRO, in high-end salons in 2017. Today, 45,000 beauty salons throughout Japan are using CARE PRO Professional alongside a rapidly increasing number of global salons.

PRO apply the treatment quickly and effectively, and lead to longer-lasting results. "Previously, professionals relied heavily on manual techniques," Nakamura says. "Now, our CARE PRO makes it possible to offer highly profitable premium services while customers enjoy better results."

The company offers both a professional model and a consumer-grade model that utilizes the same patented technology. Inside the devices, there is a chip programmed to deliver ultrasonic output.



The CARE PRO line consists of non-heated hair irons that use ultrasonic technology to improve the penetration of the active ingredients in hair treatment, allowing them to be absorbed by the hair more effectively. This innovation was born from President and CEO Taiji Nakamura, who looked at the innovative stagnation of the hair care industry and asked a simple question: "What would happen if we added strategy and creativity?"

Traditionally, hair treatments required 10-minutes of manual massage. The ultrasonic vibrations of CARE

Nakamura compares the technology to a massage. "Applying the same pressure to the same spot doesn't work," he explains. "Results come from variations in strength and movement."

Basement Factory Design's products are already widespread in Japan, so the company is looking to new markets abroad. It has already begun introducing its CARE PRO products into salons in China and Southeast Asia, replicating its Japanese strategy of partnering with major distributors that have ties to local salons.

While the company focuses on Southeast Asia, it has its sights set on the European and U.S. markets. With such a positive response, Nakamura hopes to continue innovating. "Seeing people's joy is my reward, my *ikigai*."

"Rather than creating a new service, our device enhances all existing hair treatments – a key strength."

Taiji Nakamura

President and CEO,
Basement Factory Design Co., Ltd.





PARTING SHOT

Keira Knightley

▶ KEIRA KNIGHTLEY IS THE FIRST ONE TO SAY HER NEW FILM *THE WOMAN IN CABIN 10* (Netflix) is “rather tense.” That said, “part of the joy of making something that’s sort of so tense and twisted and strange is when you’re working with really lovely people, you can also have a bit of a giggle.” Knightley plays Laura Blacklock, a journalist on an assignment on a superyacht with billionaires who don’t believe her when she stumbles on a gruesome secret. She says the film is “definitely playing with the idea of, like, women are not believed,” but that gave her the opportunity to do something she’s never done before. “Love being the hero, as well. It was very exciting.” In fact, she joked about telling a co-star, “I don’t care that you can run that fast. You don’t get to catch me because I’m the hero, OK?” [laughs] While she doesn’t have the nostalgic relationship with her past films that many fans have, she does look back on quite a few fondly, particularly *Bend It Like Beckham*. “There is still not another film about women’s soccer. And it did have a place in that cultural landscape. And I think it did help to tell girls that it was OK to like...and play soccer.”



“Love being the hero, as well. It was very exciting.”

What made you want to do this film?

The reason I wanted to do this was because of [director] Simon Stone. I’d seen his film *The Dig* and lots of his theater that was so brilliant. I thought, It’s really interesting he wants to make this kind of a thriller. And I’ve always been a fan of a thriller, so I was really excited about it.

Were there limitations of filming on a real superyacht?

The boat was so expensive, we weren’t allowed to touch any of the walls, step on any carpets or sit on the furniture. We were crammed together trying desperately not to touch anything. As soon as they said “cut,” a crewmember from the boat would come up, going, “Sorry, could you get off?”

What do you love about thrillers?

I really enjoy those ’70s thrillers. You’ve normally got a male lead, they’re trying to figure it out. They’re always shot beautifully. It’s always been on my bucket list. It’s like, Yeah, I want to be Warren Beatty in *Parallax View*. The director was like, “I want Warren Beatty,” and I’m like, “Yes, I never get to play these guys. This is really fun.”

What is it about the enduring legacy of *Love Actually*?

I was 18 when it came out, saw it at the premiere and I’ve never seen it again. And yet, it has become this thing for so many people. How amazing, right? It’s an amazing thing that it has a life and it means something to people. —H. Alan Scott

▶ Visit [Newsweek.com](https://www.newsweek.com) for the full interview

Airline technology that opens the world of e-commerce shipping.

Every online shopping site is looking for reliable solutions for fast delivery of their products.

Airlines and their supply-chain partners own the assets to meet the growing demand for speed in delivery by e-commerce retailers worldwide.

Connecting this demand with an airline's supply of capacity can bring a nice revenue increase via air cargo.

SmartKargo provides the technology and know-how to help airlines and their partners connect from the desktop to the doorstep.

Learn more

Contact us at hdq@smartkargo.com or scan the QR Code below to read a case study.



SmartKargo 

Enabling e-commerce. Delivered.





BONTONI.COM @BONTONI

Preserving And Transforming The Art Of Italian Shoemaking

BONTONI
calzoleria italiana

BERGDORF GOODMAN | NYC HARRODS | LONDON OGER | AMSTERDAM PAUW | AMSTERDAM SANTA EULALIA | BARCELONA BEYMEN | ISTANBUL
HARRY ROSEN | TORONTO/VANCOUVER/MONTREAL WILKES BASHFORD | SAN FRANCISCO/PALO ALTO SHOES AND SHIRTS | MAASTRICHT
STANLEY KORSHAK | DALLAS BOYDS | PHILADELPHIA RICHARDS | GREENWICH MITCHELLS | WESTPORT MARIOS | SEATTLE/PORTLAND