



EMBRAER-EMPRESA'S NEW FLEET OF BUSINESS AIRCRAFT WILL MEET A RISING DEMAND.

AVIATION

Business Aircraft Demand Rises

The airline industry is facing turbulent times, given high oil prices and a flagging global economy. Still, the business aircraft market is thriving, says Frederico Fleury Curado, president and CEO of **EMBRAER-EMPRESA BRASILEIRA DE AERONÁUTICA SA (ERJ)**. The aircraft manufacturer reports that it will expand its business jet operations with aircraft that offer superior comfort and performance. When its new planes roll out, Embraer notes that the percentage of its revenues from the business aircraft market will jump to 25 percent from 15 percent.

Although the business aircraft market faces some of the same economic conditions as the airline industry, Curado explains, a time delay exists for the former. "The business aircraft demand is driven by the growth of the economy,

just like the airline business, but it also correlates to corporate profits and the growth of high-net-worth individuals," he says. The increasing wealth of certain individuals and new business models, such as fractional jet ownership and air taxis, have spurred demand, Curado says.

Embraer's Lineage 1000, Legacy 500 and Legacy 450 business-class models, which seat seven to 19 passengers, will have electronic control capabilities that reduce weight and improve energy efficiency. They will also offer advanced visual systems. The Phenom 100 and 300, which seat six to eight passengers, "offer pilots an intuitive cockpit interface with the latest technologies in air navigation and systems management, enabling safe operations with low pilot workload," Curado says. — *Brian T. Horowitz*

EDUCATION

Internet Classroom

Ron Packard says he didn't start **K¹² INC.** (LRN) in 1999 only to help parents home-school their children. He also aimed to reshape the way parents, teachers and policymakers think about public education. CEO Packard says during the 2007-08 school year, 40,000 kids in 17 states and Washington, D.C., enrolled in online public schools using the K¹² curriculum, which meets or exceeds standards for every state. But students using K¹² can progress at their own speed, so gifted students don't get bored and special needs children don't get left behind. And, Packard adds, every student is supported by a certified teacher who is only a personal visit, e-mail or phone call away. "Maybe just 2 percent to 4 percent of kids need this type of school system, but those who do end up more prepared to meet the world than they would be otherwise," he says.

K¹² says it's able to offer courses that smaller school districts can't, such as Chinese or advanced mathematics, and improve programs that are already in place. K¹² tested the efficacy of its learning systems at one major inner-city school where only 40 percent of the third-grade students were proficient in math. After one year of using K¹², 86 percent of those students were at or above the proficient level. "Just imagine how powerful that would be throughout the country," Packard says. — *Rebecca McReynolds*



IN 2007-08 40,000 KIDS USED K¹²'S INTERNET-BASED CURRICULUM.

COURTESY RESPECTIVE COMPANIES

TICKER TAKES [HOLIDAY TREATS AND GIFTS]



IN 2007 THE HERSHEY CO. (HSY) PRODUCED 1,817,990,490 KISSES FOR THE HOLIDAY SEASON.



SEMPRA'S LNG RECEIPT TERMINAL ON THE BAJA CALIFORNIA PENINSULA RECEIVED ITS FIRST LNG SHIPMENT IN APRIL 2008.

ENERGY

LNG in Mexico

SEMPRA ENERGY (SRE) says it has started operation of a liquefied natural gas (LNG) terminal in Mexico. In May the gas infrastructure company announced the opening of its LNG receipt terminal on the Mexican peninsula of Baja California. The plant, *Energía Costa Azul*, is the first LNG receipt terminal on the West Coast, says Neal E. Schmale, president and COO.

Previously, all natural gas arrived in the Baja region through pipelines in the southwestern U.S., Schmale explains. The new terminal will bring LNG shipments from faraway areas such as Indonesia and Russia. By processing LNG at this facility, Sempra will offer more sources of energy for electric generation and consumers in the Baja area of Mexico and the southwestern U.S., potentially lowering energy costs.

At the peak of construction, the project employed more than 3,000 workers and infused more than \$350 million into Baja's economy, Schmale notes. Costing roughly \$975 million, *Energía Costa Azul* is "part of our ongoing plan to develop critically needed natural gas infrastructure throughout North America," says Donald E. Felsing, chairman and CEO.

Sempra expects to complete construction of a second LNG receipt terminal south of Lake Charles, La., at the end of 2008, Schmale notes. "For Sempra," he says, "our LNG plants represent the company's emergence as a significant player outside of the utility business." — *BTH*

COURTESY RESPECTIVE COMPANIES

44

PERCENT THE APPROXIMATE PERCENTAGE OF CONSUMERS WHO WANT TO USE MORE NATURAL HOUSEHOLD CLEANING PRODUCTS IF THEY DO THE JOB WELL, ACCORDING TO CONSUMER RESEARCH CITED BY THE SIERRA CLUB.

FACTOID

PARTNERSHIPS

Clorox Adopts Cause Marketing

When **THE CLOROX CO. (CLX)** first contacted the Sierra Club, the oldest environmental organization in the U.S., to propose a cause-marketing relationship for promoting the manufacturer's new Green Works line of natural cleaners, the group's members were a bit skeptical. "It was not a call they were expecting," says Don Knauss, Clorox chairman and CEO. "But as we spoke to them about it, they got very excited."

That's because both the Sierra Club and Clorox recognized that consumers are eager for green options that are reliable, affordable and accessible. Clorox says its biodegradable cleaning products are made from plant-based ingredients and are packaged in recyclable materials. The products, priced from \$2.99 to \$3.99, are sold at food, drug and mass retail outlets. "We're excited to help give a giant kick-start to the market for safe, green, affordable household



cleaning products," says Carl Pope, executive director of the Sierra Club. "It's important to help make it easier and affordable for Americans to buy eco-friendly products." The process of vetting the Green Works line of five different

household cleaners took some six months to complete. "The Sierra Club takes its role very seriously," Knauss says, calling the 1.3-million-member organization "the gold standard of what it means to be green."

Knauss says the Green Works cause-marketing relationship with the Sierra Club is just beginning. The two organizations are now talking about how Brita water filters, another Clorox product, can be promoted to reduce the waste from bottled water. "We're not sure how our long-term relationship with the Sierra Club will specifically develop," Knauss says, "but we're excited to find more ways we can work together." — *Nikos Valance*

NYSE EURONEXT SPONSORS GLOBAL ENTREPRENEURSHIP WEEK



FROM NOVEMBER 17-23, 2008, **Global Entrepreneurship Week** will connect young people around the globe through a variety of local, national and global activities that encourage them to embrace their innovative spirits. NYSE Euronext will host a panel discussion with leading entrepreneurial CEOs moderated by **Alexis Glick of Fox Business Network** on November 21, 2008.

For more information, visit www.nyx.com/mentoringmadness.

▶ IN 2007 \$32.5 MILLION WAS COLLECTED IN THE SALVATION ARMY'S RED KETTLES BY WAL-MART STORES INC. (WMT). ▶



▶ IT TAKES MORE THAN 400,000 CUBIC FEET OF HELIUM TO INFLATE THE BALLOONS IN MACY'S INC.'S (M) THANKSGIVING DAY PARADE. ▶

CORPORATE ID
[NAME THIS COMPANY]



SEE ANSWER IN RIGHT MARGIN. ALL CLUES PROVIDED BY THE COMPANY.

- This company was founded as American Family Life Insurance Co. on Nov. 17, 1955, by three brothers, John, Paul and Bill Amos.
- In 1958 this company introduced one of the world's first cancer expense insurance policies.
- This company has the largest on-site child-care facilities in Georgia: Imagination Station and Imagination Station Too. Together the facilities have the capacity for 540 children.
- In 2005 this company's advertising icon became one of the first corporate icons to be enshrined on Madison Avenue Advertising Walk of Fame.

HYBRID SUVs

100 Miles to the Gallon

Rising gasoline prices make Americans think twice about buying gas-guzzling SUVs. But **RASER TECHNOLOGIES INC.** (NYSE Arca: RZ) says its plug-in hybrid SUVs could put the larger vehicles back in favor. The Provo, Utah-based technology-licensing company is developing two hybrid versions for Pacific Gas and Electric Co., which co-founded the Plug-In Hybrid Development Consortium with Raser in 2005. Currently PG&E, a San Francisco-based subsidiary of **PG&E CORP.** (PCG), is converting its entire fleet of vehicles to hybrids.

A global automaker will manufacture the vehicles, expected in late 2009, using Raser's Symetron electric powertrain technology, which produces more power and performs more efficiently than conventional motors, says Patrick Schwartz, Raser's president. "The SUVs will



RASER'S SYMETRON ELECTRIC MOTOR

average 100 miles per gallon, operate near zero-emission mode and run exclusively on electricity for the first 40 miles," he says. Then a gasoline generator turns on to recharge the battery.

Raser says it hopes other auto manufacturers will use plug-in technology to reduce U.S. dependence on gasoline. "We're looking at 5 cents per mile for the electricity versus 20 cents per mile for gas," explains James Spellman, vice president of business development in the transportation division. Raser reports that it is in discussions with a number of manufacturers that have shown interest in adopting its technology for the consumer market.

Schwartz cites U.S. Department of Transportation data showing that half of Americans drive less than 25 miles daily. "If that's true," he adds, "they can drive all year in one of our SUVs and never fill up the gas tank." — *Lisa Fields*

FACTOID

42 PERCENT THE PROJECTED AVERAGE REDUCTION IN CARBON EMISSIONS PER MILE IN THE U.S. FROM VEHICLES RUNNING ON ELECTRICITY INSTEAD OF GASOLINE, REPORTS THE U.S. DEPARTMENT OF ENERGY.

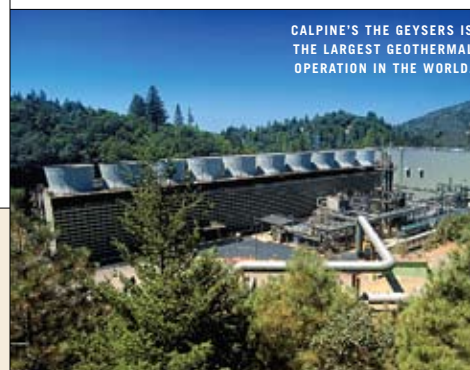
ENERGY

Geothermal Push

With fuel costs rising and pressure building to lower greenhouse gas emissions, **CALPINE CORP.** (CPN) is going back to its roots, says President and CEO Jack A. Fusco. Founded in 1984 to sell power generated in the geyser fields of Northern California, the utility has launched a \$200 million project to expand its geothermal energy output. During the next five years, Calpine expects to push an additional 80 megawatts through its natural-steam-powered turbines.

Located about 100 miles north of San Francisco, The Geysers is the largest geothermal operation in the world, generating 725 megawatts of renewable energy and representing roughly 25 percent of California's renewable energy production, reports Calpine. The expansion will include a two-year multirig drilling program to increase steam production and identify new sources of geothermal power. Calpine will also rebuild eight older geothermal turbines to make them more energy efficient, Fusco says.

California's legislature mandates that the state generate 20 percent of its energy using renewable resources by 2010. "In time, more legislation will target heavy emitters and provide economic incentives not to operate using high-emitting fuels, such as oil and coal," Fusco says. That's why Calpine is already considering further development at The Geysers. — *RM*



CALPINE'S THE GEYSERS IS THE LARGEST GEOTHERMAL OPERATION IN THE WORLD.

COURTESY RESPECTIVE COMPANIES; CORPORATE ID ANSWER: AFLAC INC. (AFL)



MEREDITH CORP.'S (MDP) BETTER HOMES AND GARDENS TEST KITCHEN USES 4,000 CUPS OF SUGAR PER YEAR, ENOUGH TO MAKE 8,000 BATCHES OF CINNAMON WREATH COOKIES FEATURED IN ONE OF THE MAGAZINE'S RECIPES.

CHINA WATCH



THE OPENING OF THE 2008 SUMMER OLYMPIC GAMES IN BEIJING, CHINA

BEIJING OLYMPICS

NYSE Euronext Trumpets Chinese Listings

As the Olympic Torch blazed in Beijing this summer, **NYSE EURONEXT** (NYX) celebrated China's economic achievements through a series of events that highlighted its Chinese companies.

In the two weeks prior to the opening ceremony, the global exchange group welcomed **CHINA DISTANCE EDUCATION HOLDINGS LTD.** (NYSE Arca: DL) and **CHINA MASS MEDIA INTERNATIONAL ADVERTISING CORP.** (CMM). China Distance became the first Chinese IPO to list on NYSE Arca on July 30, and China Mass Media, which listed on Aug. 6, is NYSE Euronext's first Chinese advertising company. On Aug. 14, NYSE Euronext's Alternext Paris market welcomed **CHINA PHOTOVOLTAIC GROUP** (Alternext: ALCNP), bringing NYSE Euronext's roster of Chinese listed companies to 58, with a combined global market capitalization that exceeds \$1.2 trillion.

Kicking off the celebration was the Aug. 8 interview with NYSE Euronext CEO Duncan Niederauer and executives of **CNBC** (a unit of **GENERAL ELECTRIC CO.** [GE]). Among other topics, CNBC's Maria Bartiromo and Niederauer discussed NYSE Euronext's Beijing office, the first opened by an exchange in China. "[With] a foothold there, it's easier for us to service [our Chinese] companies," Niederauer said.

An NYSE Euronext roundtable entitled "Doing Business in China" aired on nyse.com and cnbc.com the same day. Bartiromo and participants Niederauer; **SYBASE INC.** (SY) Chairman, President and CEO John Chen; and a *The Wall Street Journal*

staff reporter discussed China's economic emergence. "People will be amazed around the world to see what China has progressed to in Beijing," said Chen, a Chinese-American business leader who took the helm at Sybase in 1997. During the discussion, Niederauer said NYSE Euronext has worked with Chinese regulators to list on the Shanghai Stock Exchange early next year, making NYSE Euronext the first foreign company to list on the A-share market.

Joining Catherine R. Kinney, NYSE Euronext head of global listings, on Aug. 7 for another discussion about business in China during a media event were **SUNTECH POWER HOLDINGS CO. LTD.** (STP) Chairman and CEO Dr. Zhengrong Shi and **NEW ORIENTAL EDUCATION & TECHNOLOGY GROUP INC.** (EDU) Chairman and CEO Michael Minhong Yu.

Throughout the games, a special section of nyse.com featured a different Chinese company every day and offered select content about its Chinese listings published by CNBC.



TOP: VISA EXECUTIVES PARTICIPATED IN A REMOTE RINGING OF THE OPENING BELL™ FROM BEIJING ON AUG. 22. BOTTOM: U.S. SWIM TEAM MEMBERS WALKED THE TRADING FLOOR BEFORE THE OPENING BELL™ ON SEPT. 9.

NYSE Euronext capped its Olympics-inspired events with the Aug. 22 remote ringing of The Opening Bell™ from Beijing by executives of Olympic sponsor **VISA INC.** (V).

Following the games, the Team Speedo medalists rang The Opening Bell™ on Sept. 9 to celebrate their achievements in

swimming. They were joined by executives from **THE WARNACO GROUP INC.** (WRC). — *Lauren Donaldson*

FROM TOP: AP/GETTY IMAGES; COURTESY NYSE EURONEXT (2)

HASBRO INC. (HAS) HAS CREATED 900 MILLION POUNDS OF PLAY-DOH SINCE THE COMPOUND'S INCEPTION IN 1956.



BUILD-A-BEAR WORKSHOP INC. (BBW) USES ALMOST 25 MILLION POUNDS OF STUFFING ANNUALLY.