



TATA MOTORS' NANO, WILL BE SOLD IN INDIA FOR 100,000 RUPEES (\$2,500).

AUTOMOBILES

Economy Car Targets India's Middle Class

TATA MOTORS LTD. (TMM), a company that is among the top three makers of passenger vehicles in India, says its long-awaited ultra-economy vehicle, dubbed Nano, should be ready for domestic rollout by year's end. Introduced to the media in January, the Nano is expected to cost 100,000 rupees (roughly \$2,500) and seeks to draw India's growing middle class while meeting an increased demand for affordable cars, says Ravi Kant, managing director of Tata.

The Mumbai-based manufacturer reports that the four-seat Nano is slightly more than 10 feet long and five feet wide. A two-cylinder engine enables the vehicle to hit a top speed of 65 miles per hour. Kant says the car's modest price tag attracts an untapped market of

first-time buyers, many of whom now rely on two-wheel vehicles. He says after marketing the Nano in India for several years, Tata may branch out to other markets. "The Nano launch has changed external perceptions of India," Kant says. "In the automobile industry, India is now viewed as a country that has not only great software but also manufacturing excellence."

In the future, Tata reports, the company plans to offer a higher-priced deluxe version of the vehicle with additional features. Yet, Kant adds, the low cost of materials needed to make the car, which is smaller than many other economy vehicles currently on the market, will allow Tata to maintain affordable prices. — *Elaine Pofeldt*

PHILANTHROPY

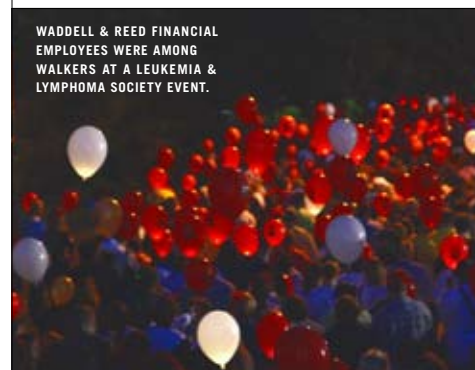
Walking the Walk

After an employee's three-year-old son was diagnosed with leukemia, **WADDELL & REED FINANCIAL INC.** (WDR) says it began a relationship with The Leukemia & Lymphoma Society. "As a company," says Bob Williams, Waddell & Reed's senior vice president of public affairs, "we felt compassion for this employee and his child." Since 2001, Williams says, employees have raised \$208,000, and hundreds have walked in the society's annual Kansas City Light the Night event.

Seven years ago, Waddell & Reed, an asset management and financial advisory firm, had 125 registered walkers and raised \$17,500 for the society. Executives wanted to do more, Williams says. A steering committee of 12 employees now meets annually to discuss ways to attract walkers and donations. Past ideas include a silent auction and selling vacation days and lunches with executives. In 2007, Waddell & Reed reports it raised \$52,500 and had 151 registered walkers.

The Kansas City, Mo.-based company wants to expand its commitment. "We have 2,300 advisers in 48 states," Williams explains. "There's no reason we couldn't generate support for this year's event in each of our sales offices."

"At Waddell & Reed," CEO Henry J. Herrmann adds, "we recognize what donating time and resources can mean to communities around the country." — *Lauren Donaldson*



WADDELL & REED FINANCIAL EMPLOYEES WERE AMONG WALKERS AT A LEUKEMIA & LYMPHOMA SOCIETY EVENT.

COURTESY RESPECTIVE COMPANIES





UPDATES TO NETEZZA CORP.'S PERFORMANCE SERVER BOOST POWER EFFICIENCY.

DATA WAREHOUSING

Server Efficiency

NETEZZA CORP.'s (NZ) recent updates to The Netezza Performance Server (NPS) appliance enhance the company's innovative approach to power-efficient data warehousing, Chairman and CEO Jit Saxena says. "The data around us continues to grow rapidly," he explains. "New innovations in system design must make it easy to deal with that growth and derive business intelligence out of data."

Netezza, a provider of data-warehouse appliances used to manage and analyze large databases for clients such as **NYSE EURONEXT** (NYSE), reports that it sought to develop a compact appliance that can process huge amounts of data, does not require a lot of personnel and does not consume too much power. Saxena says the NPS system takes up roughly half the data-center space and consumes 25 percent of the power of competing systems. "We've developed an internal architecture that lets us process data very efficiently," he explains; this reduces the processing horsepower needed. Saxena notes that the NPS appliance is designed to process only the data essential to the request. "The system also filters out data that's not relevant to a particular query a customer is trying to run," he says.

New software algorithms in the NPS system help make customers' data analysis more energy-efficient, Saxena adds. "They reduce the movement of data and compress it," he explains, "requiring less power." — *Brian T. Horowitz*

COURTESY RESPECTIVE COMPANIES

29 MILLION THE APPROXIMATE INCREASE IN THE NUMBER OF MOBILE TELEPHONE SUBSCRIBERS IN THE U.S. BETWEEN DECEMBER 2005 AND DECEMBER 2006 (FROM 213 MILLION TO 241.8 MILLION), REPORTS THE FCC.

FACTOID

TECHNOLOGY

Students Tap New Payment System

It's no secret that today's college students love their cell phones, says Robert O. Carr, chairman and CEO, **HEARTLAND PAYMENT SYSTEMS INC.** (HPY). That, he adds, made the credit/debit/prepaid-card, payroll and check-processing company's decision to use cell phones for tap-and-go payment technology, which is already used in credit and debit cards, a no-brainer.

Heartland reports that it worked with Pennsylvania's Slippery Rock University to design the first U.S. contactless payment token that can be attached to the back of any cell phone and used as a debit card. Students and faculty can front-load their accounts, the company says, and then simply wave their cell phones across dedicated terminals to pay for everything from a soda out of a vending machine to their tuition fees. Each account is split into two "purses," Carr says, with one holding cash for the user's campus meal plan and the other holding cash for goods

and services at campus retailers and participating local stores. Merchants have to sign up to participate, he explains, and they need a scanner that reads tap-and-go cards. Users can check balances and transfer money over the Internet, and they can withdraw cash from ATMs equipped with readers.

"We're going after the modern college student who prefers to use his or her cell phone and the Internet," Carr explains. "That keeps our costs low." Carr adds that he expects to sign up at least five more universities by this fall. While these



A PHONE EQUIPPED WITH HEARTLAND'S TAP-AND-GO TECHNOLOGY.

tap-and-go cards are already widely used in Japan and Finland, where payment chips can be built directly into cell phones, the U.S. cellular market is still too fragmented to take advantage of cellular tap-and-go technology, Carr explains. But, he says, "I think it's going to sweep the country soon, and we hope to lead the way." — *Rebecca McReynolds*

WHAT CEOS ARE SAYING. VISIT www.nyse.com/CEOvideos



The NYSE's 4 On The Floor® CEO interview series delivers exclusive insights from global leaders. During live Q&A sessions, the following CEOs discuss the issues facing their companies:

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- > **JOHNS SAUTER**, CIO and managing director, THE VANGUARD GROUP (MGV)
- > **SOT MELLAND**, chairman, president and CEO, DICE HOLDINGS INC. (DHX)
- > **JOHNYOUNG**, president and CEO, COLFAX CORP. (CFX)

▶ **NINE OF EVERY 10 TONS OF COAL MINED IN THE U.S. ARE USED TO GENERATE ELECTRICITY, SAYS FOUNDATION COAL HOLDINGS INC. (FCL).** ▶

▶ **IN 2007 SILVER WHEATON CORP. (SLW) PRODUCED ENOUGH SILVER FOR USE IN MORE THAN 400 MILLION COMPUTERS.** ▶

CORPORATE ID
[NAME THIS COMPANY]



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

In 1928 this company produced the Gossiper, in which people could sit, use the telephone and store items.

During the Great Depression, people traded livestock, coal and wheat for this company's products when no money was available.

» In 2003 the stars of *Friends* each developed their own designs of the company's signature product to raise money for charity.

This company uses Jake, a wooden mannequin carved from rock maple, to help test its products.

DEVELOPING MARKETS

Focus on Water Management

Leaders at **CASCAL NV** (HOO) say economic growth depends on a sustainable water supply. So developing countries around the world have partnered with Cascal to improve their water and wastewater services, says Brian Winfield, chief growth officer. Using local subsidiaries and holding companies, he explains, Cascal delivers its services to Chile, China, Indonesia, Panama, the Philippines, South Africa and the U.K.

Through its Hong Kong-based subsidiary China Water, Cascal reports, it manages five water service contracts in China. Its most recent one is a 30-year contract with the local government of Yancheng in Jiangsu Province. The project has converted the state-owned local water company into a public-private partnership that provides services to a population of more than 600,000 users in Yancheng.



A WATER INTAKE PUMP STATION IN CHINA WHERE CASCAL MANAGES WATER SERVICES

"We have management control of the operation, including the right to appoint key personnel and hire staff," Winfield notes. Day-to-day regulation is a crucial feature of each of Cascal's ventures, Winfield says, because it ensures that the company is able to introduce consistent financial and operating standards.

All projects are monitored at Cascal's corporate headquarters near London. From there, Winfield adds, management can readily track the relative performance of each of its projects.

With a successful blueprint in place, Cascal reports that it will look for more opportunities for partnerships around the world. "As long as we do a good job, consult with our clients and customers, and listen to what they have to say," Winfield says, "it all works quite well." — *RM*

FACTOID

0.6

PERCENT THE DECLINE IN TOTAL WATER CONSUMPTION IN CHINA FROM 2006 TO 2007, WHEN IT REACHED 576 BILLION CUBIC METERS, REPORTS THE NATIONAL BUREAU OF STATISTICS OF CHINA.

SOLAR ENERGY

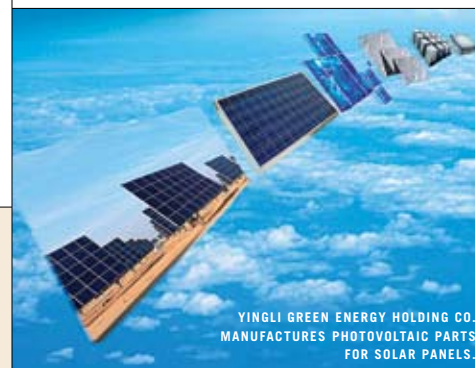
A Vertical Approach

Involvement in all steps of the production process is essential for a photovoltaic (PV) company that wants to provide a competitive product, says Liansheng Miao, chairman and CEO, **YINGLI GREEN ENERGY HOLDING CO. LTD.** (YGE). That strategy, he says, has given the Baoding, China-based vertically integrated PV manufacturer an edge in the green-energy market.

Helping to forge every link of the PV value chain — from manufacturing ingots, wafers, cells and modules to installing PV systems and organizing effective R&D initiatives — allows Yingli to lower production costs, enhance the quality of its processes and guarantee on-schedule delivery to customers, Miao says. "Vertical integration means more competitive advantages," he adds.

Vertical integration has also allowed Yingli to build solid relationships with its large top-tier customer base and sustain long-term competitive advantages. The company's growing brand name and notable product quality, Miao says, have paved the way for Yingli's expansion into new PV markets, such as Korea and France.

As Yingli continues to expand production capacity, the strong quality control and cost savings offered by the integration strategy will further enhance the company's competitive strengths, Miao says. — *BTH*



YINGLI GREEN ENERGY HOLDING CO. MANUFACTURES PHOTOVOLTAIC PARTS FOR SOLAR PANELS.

COURTESY RESPECTIVE COMPANIES; CORPORATE ID ANSWER: LA-Z-BOY INC. (LZB)

▶ THE STILLWATER MINING CO. (SWC) MINE IN NYE, MONT., HAS 67 MILES OF TUNNEL-LIKE PRIMARY OPENINGS.



▶ THE RIO TINTO PLC (RTP) BINGHAM CANYON MINE IS 3,000 FEET DEEP, OR TALLER THAN TWO STACKED SEARS TOWER BUILDINGS.

All facts obtained from respective listed companies