In 1944, the 23-year-old engineer Norberto Odebrecht founded a company in Salvador, Bahia, Brazil, that would give rise to the Odebrecht Group. He had a great deal of work ahead of him, but he was sure of one thing: that people exist to serve their fellows. His solid upbringing imbued him with that and other principles, which would guide both his life and the course of the Odebrecht Group.

For 70 years, the ethos of service has been the decisive hallmark that sets the Odebrecht Group apart. It is impossible to translate that ethos into words, but it can be easily identified in the conduct of people who are always willing to perceive, understand, and meet the needs of others, whether they are a client, a co-worker or anyone linked to their work or personal lives.

Identifying and bringing in people endowed with that constant and steadfast desire to serve others has been Odebrecht’s main drive for seven decades. Thanks to them, things become simple, and everything else ensues naturally: the Client’s satisfaction, support for national development, the generation of social wealth, and the Group’s survival, growth, and perpetuity.

Odebrecht’s history is the story of people with the ethos of service. People who apply it on a daily basis, no matter what. It is in their blood, so for them, any time is a good time for serving others. For them, service is an ongoing commitment.
Service: An Ongoing Commitment

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“A true entrepreneur is a very special kind of human being. Their purpose in life is to serve their fellows, leading the production of wealth — that is, the goods and services that our species requires for its survival, growth and perpetuity.”

From Education through Work, by Norberto Odebrecht
ODEBRECHT 2014

THIS PUBLICATION SHOWCASES THE PERFORMANCE OF ALL THE ODEBRECHT GROUP’S BUSINESSES IN 2013. IN ADDITION TO PROVIDING CONSOLIDATED FINANCIAL DATA, IT PRESENTS OUR MAIN ACHIEVEMENTS AND THE KEY INDICATORS FOR OUR OPERATIONS, AS WELL AS UP-TO-DATE INFORMATION ON THE GROUP’S MACROSTRUCTURE.
A global organization of Brazilian origin, Odebrecht maintains an unwavering commitment to ensuring its clients’ satisfaction, generating value for shareholders, developing the communities where it is present, and ensuring its members’ personal and professional fulfillment.

Present in 23 countries with diversified businesses and a decentralized structure, the group is active in the engineering & construction and industrial sectors. It also develops and operates infrastructure and energy ventures, creating consolidated and innovative solutions that are significant for its clients and communities.

Its members are knowledgeable people who share a common touchstone, the Odebrecht entrepreneurial technology (TEO), which is formulated on the basis of philosophical concepts that guide them and keep them on the path of survival, growth, and perpetuity.
Odebrecht
Entrepreneurial Technology

Grounded on humanist values, the Odebrecht Entrepreneurial Technology is the basis for an entrepreneurial culture centered on action and focused on education and work. Its Principles, Concepts, and Criteria provide the ethical, moral, and conceptual pillars the Group’s Members require to work with unified thinking, a common strategic direction, and consistent actions.

Wherever they are in the world, and no matter what challenges they face, with the guidance and mentoring of Educational Leaders, Odebrecht Group Members cultivate and practice the desire to serve, confidence in people, and the power to grow, develop, and outperform previous results.

Code of Conduct

The Odebrecht Group’s Code of Conduct contains concepts and guidelines in addition to TEO that reflect developments in global legislation. Therefore, it is a Group Policy that must be adhered to in a disciplined manner by all Odebrecht Members. It particularly guides their external relations, as well as applying to the entire value chain in all the Businesses, geographic regions and societies in which we are present.
Worldwide Presence

The Odebrecht Group is active in Brazil and 22 other countries

COUNTRIES WHERE THE ODEBRECHT GROUP IS PRESENT

See the full list of projects being deployed under Odebrecht Group companies’ responsibility in Brazil and the other countries where they are active at www.odebrecht.com/relatorio2013.

20 million people use its services/day

TRANSPORTATION – HIGHWAYS – BASIC SANITATION

Exporting products to 70 countries

ALGERIA, ARGENTINA, BANGLADESH, BELGIUM, BENIN, BOLIVIA, BULGARIA, BURKINA FASO, CAMEROON, CANADA, CHILE, CHINA, COLOMBIA, CONGO, COSTA RICA, CROATIA, DENMARK, DOMINICAN REPUBLIC, ECUADOR, EGYPT, EL SALVADOR, FINLAND, FRANCE, GERMANY, GHANA, GREECE, GUATEMALA, GUADELOUPE, GUINEA, KENYA, KENYA, KOREA, KOREA, LEBANON, LIBYA, MALAYSIA, MALAWI, MEXICO, NETHERLANDS, NIGERIA, PAKISTAN, PANAMA, PARAGUAY, PERU, PHILIPPINES, PORTUGAL, ROMANIA, RUSSIA, SENEGAL, SOUTH AFRICA, SOUTH KOREA, SPAIN, SWEDEN, TANZANIA, THAILAND, TOGO, TUNISIA, UNITED KINGDOM, UNITED STATES, URUGUAY, VIETNAM AND ZIMBABWE.
Talent for growth
From 1944 to 2014, a record of non-stop development

1940s
1944 - 1948
In Salvador, Bahia, Brazil, engineer Norberto Odebrecht creates the company that gives rise to the Odebrecht Group.

1950s
1954
The Group’s original company is incorporated and becomes known as Construtora Norberto Odebrecht S.A.

1960s
1962
The Odebrecht Foundation is created.

1970s
1969 - 1973
The company expands into southeastern Brazil. Its first investment in the hydroelectric dam is completed.

1980s
1980
The Group begins operations in the United States. In the UK, it acquires SLP Engineering, specialized in oiling construction.

1990s
1991
Norberto Odebrecht transfers the presidency of Odebrecht S.A. to Emílio Odebrecht and concentrates on his role as Chairman of the Board.

2000s
2001
Acquisition at auction of controlling interest in Coppea, the naphta cracker for the Canaã Complex in Bahia.

2010s
2010
The Odebrecht Group is hailed as the World’s Best Family Business by the International Institute for Management Development (IMD) of Switzerland.

From 1944 to 2014, a record of non-stop development

1966
The Odebrecht Group is hailed as the World’s Best Family Business by the International Institute for Management Development (IMD) of Switzerland.

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1963
The Group’s original company is incorporated and becomes known as Construtora Norberto Odebrecht S.A.

1970
The Group begins working in Angola after signing a contract to build the Capicuru Dam.

1980
The Group begins operations in the United States. In the UK, it acquires SLP Engineering, specialized in oiling construction.

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The Odebrecht Group is hailed as the World’s Best Family Business by the International Institute for Management Development (IMD) of Switzerland.
Organizations do not grow old: they either renew themselves or die.

The Odebrecht Group is turning 70, thanks to the constant process of renewal that it implements in every sphere of the organization.

We learned this from Nature, which periodically renews plant and animal life through a permanent cycle of feedback, maintenance, renewal, and perpetuation.

The constant renewal of Organizations—and Communities in general—requires the identification and inclusion of Young Talent imbued with the Ethos of Service and willing to learn on the job through hard work.

That is the only way for them to grow, creating opportunities through the Role of Leadership—starting out as leaders of Small Firms and going on to lead a group of Companies as Coordinators and Consolidators, benefiting from their Calling, Education, and Circumstances.

During their careers, Leaders enrich their virtues of good sense, communication skills, and empathy to interact with other Human Beings, fostering the best possible environment for them to work side by side. They are also open to learning from experience and reflection, and therefore being able to lead their Teams by example.

Albert Schweitzer wrote, “Example is leadership.”

That is why Leaders must also work closely with their Team Members, because it is vital to practice the Pedagogy of Presence through which they share their time, knowledge, experience, and most important, example—while getting to know those Team Members and seeking to identify their successors.

More than that, it means perceiving and implementing the adjustments and adaptations required by new Circumstances involving the unique characteristics and traits of their Clients. In the case of the Odebrecht Foundation, those Clients are the Poor and dispossessed, whose needs must be viewed as a worthy, entrepreneurial Business, applying the Principles, Concepts, and Criteria of our Entrepreneurial Technology.

It is the convergence of Entrepreneurial and Social Vision and Practice, which are now inseparable.

Grooming Leaders. That is how the Odebrecht Group reached the age of 70. And that is what it must continue to do in the coming decades: constantly renewing the People who are the decisive agents of its Survival, Growth, and Perpetuity.
Message from the Chairman of the Board

EMÍLIO ODEBRECHT

As it marks its 70th anniversary, Odebrecht is an organization that serves clients and communities in 23 countries around the world. Now, our public service concessionaires serve 20 million people on a daily basis. Our businesses generate work and income opportunities directly for more than 181,000 people, and indirectly for another 105,000.

These numbers reflect the Ethos of Service of our Entrepreneur-Partners and the competence with which they undertake the responsibility of leading the large and small firms that make up our confederation of companies. The magnitude of these numbers justifies Odebrecht’s leading position, but with that leadership comes major responsibilities: to the future of the Group itself, to the people directly involved in our operations, whether they are clients or the users of our services, members or shareholders, and to the future of the client countries, markets, and key sectors of the economy in which we are present.

Today, the breadth of our operations gives us a capacity to influence that can be reflected in the decisions of agents of the public and private sectors. Therefore, our statements, positions, and actions must always be permeated by the aim of encouraging reflection aimed at what is best for the country, its development, better lives for our fellow citizens, and social justice.

After tallying up all the professionals involved in our activities and their families, we can safely state that the livelihoods of over a million people depend on our performance. By the end of 2014, the Group’s investments during the three-year period begun in 2012 should reach BRL 40 billion, and naturally, we expect they will have a considerable impact on many communities.

For all these reasons, we have had the discernment to make decisions that are always based on the public interest, with the conviction that we can only serve our shareholders by serving society as a whole. On the basis of the two forces that have brought us where we are today and will ensure our perpetuity — Confidence in People and the Ethos of Service — we seek to consolidate tangible and intangible results while working with simplicity, humility, selflessness, and generosity. As conscientious entrepreneurs, we do not abdicate our social and environmental commitments, while seeking to work with the State as partners to build solutions that enable the development of the countries where we are present.

When playing this role, our assessment of the situation in Brazil, our political-strategic base, is that the country needs to build a long-term agenda grounded in investment, growth, reinvestment, and competitiveness. That is the only way to maintain the gains of recent decades and continue seeking the future we want. The construction of this agenda requires Brazilians to rally in support of these commitments and maintain focus, setting aside individual or corporatist interests.

When running our Businesses, we always seek to harmonize our growth with national development. This is because we believe that we build our own future by helping create the future of our clients, anticipating their needs and meeting their expectations, relying on reciprocal, win–win relationships based on trust. Now, with the same conviction, we also want to be agents of that national mobilization, because this is the time for Brazil to establish itself as a world power. To delay that would be thwarting history. Now is the time to make our voice heard and lend our entrepreneurial optimism to public causes, because the only thing that can mobilize people is hope.

Brazilian leaders must not throw away the opportunity that the global situation offers to salvage our nation’s schools in the near future, prioritizing high-quality basic education with determination and action, and using the almost unlimited reach of the Internet to empower Brazilians’ self-development.

Similarly, on the international level, we will continue our efforts to induce closer ties of trust and the generation of synergies between nations. Present in the Portuguese-speaking community on three continents, we enjoy a privileged position for pooling resources and investment opportunities, as well as the supply and demand for goods and services in countries whose shared histories and cultural traits will favor such exchanges. The fact that we have established a presence in most Latin American nations in the course of 35 years of continuous operations throughout the continent puts us in a very favorable position to boost the competitiveness of the region’s exports, enabling the common use of geographical advantages such as Pacific and Atlantic ports.

The results we achieved in 2013, presented in this publication, clearly show that we are doing the right thing when we encourage cooperation and reject monopolies and predatory competition, when we seek ways to add value to all the links in our supply chains, and when we work to foster that cooperative mindset. It is our conviction that bolstering an atmosphere of mutual respect and consequent trust among workers, entrepreneurs, business leaders, clients, and governments is one of the main contributions we can make to the sustainable development of the countries we serve.

Without confidence and trust, there can be no investment, and without consistent investments, it would be impossible for any country to maintain a pace of growth that is compatible with the growth of its population and the expectations of its youth. Therefore, it is essential for these nations’ leaders to prioritize education, the arts and culture, infrastructure, innovation, and technology, areas where we find the tangible and intangible assets that are vital for sustainability and productivity, ensuring the competitiveness required to create the desired space for their countries’ products and services in the global marketplace.

That is what we have sought to do within the sphere of our organization throughout 70 years of history built on the principles, concepts, values, and beliefs of the Odebrecht Entrepreneurial Technology (TED) to stay on the path of survival, growth, and perpetuity.

“We when running our Businesses, we always seek to harmonize our growth with national development. This is because we believe that we build our own future by helping create the future of our clients, anticipating their needs and meeting their expectations, relying on reciprocal, win–win relationships based on trust.”
Message from the President and CEO

MARCELO BAHIA ODEBRECHT

The Odebrecht Group is a confederation of small firms, each of which has a leader — an Entrepreneur-Partner. These firms are active in the Engineering & Construction sector, Industry, and the development and operation of Infrastructure and Energy Projects. Because they work closely with their Clients, our Entrepreneurs can directly perceive their needs and serve them with the requisite speed, quality, and productivity while marshalling the resources needed to make that happen.

Those small firms generate the Group’s productivity, liquidity, and image. Organized synergistically, they form large companies or Businesses, whose results are consolidated under the holding company, Odebrecht S.A.

This structure is one of the main pillars of our sustainable growth. It is the ethos of the small firms — currently numbering over 350 at Odebrecht — that has enabled us to mark 70 years in 2014 with the same spirit with which my grandfather Norberto Odebrecht founded our organization in 1944.

As he always says, “The small firm is the Group’s source of life.” That is where we groom our teams through the daily quest to find the best solutions for the challenges they tackle. That is the “school” where we learn to be creative and productive. That is what generates our financial resources. That is where we forge our image in the eyes of our Clients and Communities.

Precisely for that reason, because we always work closely with our Clients, like a large tree with deep roots, we can grow sturdily and produce abundant fruit.

Today, we are an organization made up of over 181,000 Members. In the last ten years, our Gross Revenue has averaged 20% growth per year. Over the course of that decade, our worldwide presence as Engineering & Construction contractors showed organic, qualified growth achieved through Odebrecht Members’ ethos of service. More than just pursuing our clients’ satisfaction, our Members seek to share their dreams.

In real estate, our work is distinguished by the sustainability and consistency of our growth, which has reached a new level of results — and challenges. We have expanded our production of chemicals and petrochemicals through new units in the United States and Germany that will be joined by plants in Mexico, Venezuela, Peru, and Angola. We have invested BRL 9 billion in planting sugarcane and building industrial units in Brazil to produce ethanol and sugar. Despite the enormous cyclical challenges facing that sector, we are maintaining our commitment to its development with an optimistic long-term outlook. In the Oil & Gas segment, we have grown substantially in Brazil in recent years, and expect to do the same in Venezuela, Mexico, and Angola.

But the most important hallmark for our Group in recent times has been investment in public services, a sector where we have begun working to help the State overcome challenges in vital areas for the socioeconomic development of the countries where we are present. We have significantly diversified our Businesses through private-public partnerships and concessions. Today, we operate urban transport systems, highways, ports, airports, water, sewer, and irrigation systems, power distribution networks, and multipurpose arenas, among other services.

In 2013, our investments in public service concessionaires totaled BRL 5.3 billion (USD 2.2 billion). By the end of the three-year period between 2014 and 2016, our investments in projects in that sector should reach over BRL 18.5 billion (USD 7.5 billion).

The diversity of our operations is only possible because we are an organization with decentralized operations based on small firms through which we maintain daily and direct contact with our Clients and User-Clients. Through those interactions, our teams detect the communities’ needs and potential, and organize social/environmental and cultural programs for their benefit. In the last year alone, they carried out 690 programs in 1,859 communities in the countries where we are present, the result of a BRL 108-million (USD 46-million) investment that directly benefited nearly one million people.

In 2014, the year we are marking our 70th anniversary, 35 years in Peru, and 30 years in Angola, we are renewing our commitment to the Group’s perpetuity, to our permanent presence in the countries where we are active, and to the sustainable development of all the communities we serve.

We have absolute confidence in the future, which is always based on the production of tangible and intangible results that guarantee our sustainable growth and the development of the kind of image that matters and makes the difference: the one that our small firms build on the basis of each individual Client’s satisfaction and a commitment to the community’s well-being.

That way, we will continue establishing long-term relationships based on trust, and contributing to sustainability to win our rightful place among the most admired organizations in the world, a benchmark for value creation and sustainable development for our Clients, Shareholders, Members, and Society, in keeping with our Vision for 2020.

“We have significantly diversified our Businesses through Private-Public Partnerships and Concessions. Today, we operate Urban Transport Systems, Highways, Ports, Airports, Water, Sewer, and Irrigation Systems, Power Distribution Networks, and Multipurpose Arenas, among other Services.”

MARCELO BAHIA ODEBRECHT
Financial Indicators

Total Assets (in millions)
BRL 142,331
USD 60,758

EBITDA (in millions)
BRL 11,418
USD 4,874

Net Profit (in millions)
BRL 491
USD 210

Odebrecht S.A. Shareholder’s Equity (in millions)
BRL 18,303
USD 7,813

*USD 1.00 = BRL 2.346 (at December 31, 2013) for all the amounts shown in this report.
### Value Added Statement

<table>
<thead>
<tr>
<th></th>
<th>BRL thousands</th>
<th>USD thousands</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue from sales and services</td>
<td>96,975,425</td>
<td>41,396,493</td>
</tr>
<tr>
<td>Other revenue</td>
<td>74,220</td>
<td>31,681</td>
</tr>
<tr>
<td>Allowance for loan losses – reversal/provision</td>
<td>(2,748)</td>
<td>(1,272)</td>
</tr>
</tbody>
</table>

#### Payment of Third Parties (Inputs Purchased)

<table>
<thead>
<tr>
<th></th>
<th>BRL thousands</th>
<th>USD thousands</th>
</tr>
</thead>
<tbody>
<tr>
<td>Costs of products, goods and services</td>
<td>(61,072,724)</td>
<td>(26,070,487)</td>
</tr>
<tr>
<td>Raw materials, energy, outsourced Services and other</td>
<td>(7,044,150)</td>
<td>(3,089,990)</td>
</tr>
<tr>
<td>Recovery (loss) of assets</td>
<td>(2,161)</td>
<td>(8,061)</td>
</tr>
</tbody>
</table>

**Gross Value Added**

28,838,368 \( \text{BRL} \)  \( \text{USD} \) 12,319,420

**Depreciation and amortization**

(4,562,290) \( \text{BRL} \)  \( \text{USD} \) (1,947,533)

**Net Value Added Produced**

24,276,078 \( \text{BRL} \)  \( \text{USD} \) 10,362,887

**Value Added Received from Others**

<table>
<thead>
<tr>
<th></th>
<th>BRL thousands</th>
<th>USD thousands</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results of equity</td>
<td>300,447</td>
<td>128,254</td>
</tr>
<tr>
<td>Reversal(provision) for loss in investments</td>
<td>(12,223)</td>
<td>(5,218)</td>
</tr>
<tr>
<td>Financial revenue</td>
<td>4,075,454</td>
<td>1,977,059</td>
</tr>
<tr>
<td>Other</td>
<td>107,795</td>
<td>46,007</td>
</tr>
</tbody>
</table>

**Value Added for Distribution**

29,303,556 \( \text{BRL} \)  \( \text{USD} \) 12,508,989

**Distribution of Value Added**

<table>
<thead>
<tr>
<th></th>
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<th>USD thousands</th>
</tr>
</thead>
<tbody>
<tr>
<td>People</td>
<td>12,324,755</td>
<td>5,261,144</td>
</tr>
<tr>
<td>Taxes, tariffs and contributions</td>
<td>4,075,420</td>
<td>2,080,705</td>
</tr>
<tr>
<td>Return on Third-Party Equity</td>
<td>11,615,559</td>
<td>4,956,697</td>
</tr>
<tr>
<td>Return on equity (Shareholders)</td>
<td>490,617</td>
<td>209,433</td>
</tr>
</tbody>
</table>

**Distribution of Value Added**

29,303,556 \( \text{BRL} \)  \( \text{USD} \) 12,508,989

---

**Consolidated for Engineering & Construction**

Construtora Norberto Odebrecht S.A.

**Gross Revenue** (in millions)

- **BRL 32,928**
- **USD 14,056**

**EBITDA** (in millions)

- **BRL 3,163**
- **USD 1,350**

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Construtora Norberto Odebrecht S.A. is the corporation that consolidates the results of the following Businesses:

- Odebrecht Engenharia Industrial
- Odebrecht Infrastructure – Brazil
- Odebrecht Infrastructure – Africa, UAE and Portugal
- Odebrecht Infrastructure – Latin America
- Odebrecht United States

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*Coral Highway, Dominican Republic*
People
Odebrecht Group

Members

2011 159,077
2012 175,031
2013 181,556

Third Parties

2011 86,604
2012 93,533
2013 105,243
Anilton Conceição dos Santos, a welder on the Tênis Pires Dam project in Mato Grosso, Brazil.

<table>
<thead>
<tr>
<th>Business</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Odebrecht Engenharia Industrial</td>
<td>30,230</td>
</tr>
<tr>
<td>Odebrecht Infrastructure Brasil</td>
<td>47,864</td>
</tr>
<tr>
<td>Odebrecht Infraestructure Latin America</td>
<td>32,919</td>
</tr>
<tr>
<td>Odebrecht Infraestructure Africa, UAE and Portugal</td>
<td>14,213</td>
</tr>
<tr>
<td>Odebrecht United States</td>
<td>524</td>
</tr>
<tr>
<td>Odebrecht Realizações Imobiliárias</td>
<td>8,609</td>
</tr>
<tr>
<td>Odebrecht Ambiental</td>
<td>5,921</td>
</tr>
<tr>
<td>Odebrecht Latinvest</td>
<td>2,310</td>
</tr>
<tr>
<td>Odebrecht Oil &amp; Gas</td>
<td>3,137</td>
</tr>
<tr>
<td>Odebrecht Properties</td>
<td>321</td>
</tr>
<tr>
<td>Odebrecht Transport</td>
<td>5,194</td>
</tr>
<tr>
<td>Braskem</td>
<td>7,776</td>
</tr>
<tr>
<td>Odebrecht Agrindustrial</td>
<td>15,917</td>
</tr>
<tr>
<td>Enseada Indústria Naval</td>
<td>4,462</td>
</tr>
<tr>
<td>Odebrecht Defesa &amp; Tecnologia</td>
<td>1,432</td>
</tr>
<tr>
<td>Odebrecht Foundation</td>
<td>41</td>
</tr>
<tr>
<td>Odebrecht S.A. and Other*</td>
<td>686</td>
</tr>
</tbody>
</table>

*Includes Support Companies and support teams for Engineering & Construction companies.
### 2013 Distribution by nationality

<table>
<thead>
<tr>
<th>Nationality</th>
<th>2012 Members</th>
<th>2013 Members</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Brazilians</strong></td>
<td>127,366</td>
<td>118,108</td>
</tr>
<tr>
<td><strong>Other nationalities</strong></td>
<td>47,865</td>
<td>63,448</td>
</tr>
</tbody>
</table>

### 2013 Members by gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Men</strong></td>
<td>151,327</td>
<td>156,685</td>
</tr>
<tr>
<td><strong>Women</strong></td>
<td>23,704</td>
<td>24,871</td>
</tr>
</tbody>
</table>

### Other nationalities

- **Peruvians**: 10,541
- **Angolans**: 9,169
- **Mexicans**: 8,471
- **Venezuelans**: 8,379
- **Panamanians**: 7,184
- **Ecuadorians**: 4,848
- **Colombians**: 3,375
- **Mozambicans**: 2,997
- **Cubans**: 2,435
- **Argentines**: 1,637
- **Dominicans**: 1,553
- **Americans**: 1,975
- **Guatemalians**: 232
- **Portuguese**: 224
- **Bolivians**: 201
- **Paraguayans**: 198
- **Germans**: 171
- **Indians**: 126
- **Pakistanis**: 117
- **Nepalis**: 79
- **Sinhalese**: 72
- **Spaniards**: 57
- **Libyans**: 53
- **Filipinos**: 41
- **Chileans**: 34
- **Britons**: 22
- **Frenchmen**: 22
- **Nicaraguans**: 19
- **Ghanaian**: 17
- **Croatians**: 15
- **Dutchmen**: 15
- **South Africans**: 14
- **Polish**: 14
- **Uruguayan**: 14
- **Other**
  | 116 |


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*Inês do Joaquim, at the Cambambe Dam jobsite in Angola.*
People Development Programs

Education through Work

Odebrecht Group Companies develop in direct correlation to the development of the people who comprise them. One of our leaders’ most important tasks is Education through Work, which begins when interns and young partners join the Group. This means that leaders must devote their time and attention to their team members, being present as they make choices and face challenges while uniting all the generations working side by side within the organization.

Young people are preferably identified, recruited and selected as interns from educational institutions and entities that promote entrepreneurship. In 2013, about 55,000 youths applied for the opportunities available with the Odebrecht Group’s Businesses.
Education for Work

Education for Work Programs hone and enhance the knowledge acquired via Education through Work by developing skills and broadening technical expertise.

In 2013, the Group invested over BRL 50 million in these programs, including initiatives focused on developing Leaders and educational programs for Line and Support Teams.

The programs carried out that year include:

- Introduction to the Odebrecht Culture, for recently hired Members
- Grooming and Developing Young Partners (Trainees)
- Program for Developing Entrepreneurs (PDE)
- Group MBA

Partnerships with Universities and Educational and Research Institutions

Odebrecht Group companies maintain partnerships with 167 universities and educational and research institutions – 46 in Brazil and 121 in other countries.

Acreditar Program

Odebrecht created the Acreditar (Believe) Ongoing Professional Education Program to prioritize local hires in the regions where the Group operates. In Brazil, working through a partnership with the Ministry of Social Development, the program qualifies men and women for professions that meet the needs of the Group’s Businesses and prioritizes candidates taking part in the Federal Government’s Family Grant Program.

Odebrecht has also implemented the program in nine other countries where the Group is present.

Acreditar Program – Brazil

Acreditar Program – Worldwide

Acreditar Junior Program

Preparing young people between the ages of 14 and 17 for the job market. Candidates must be enrolled in at least the sixth grade. The youths are hired for jobs that require professional training, according to the terms of the Young Apprentice Law.
Health, Workplace Safety and Environment

The Group’s consolidated Health, Workplace Safety and Environment programs prioritize the protection of life and the quality of the work environment. Based on the culture of prevention, they centralize risks and impacts, and ensure compliance with legal requirements and alignment with the Group’s Sustainability Policy.

In the work environment of Odebrecht companies, the same values and programs guide Members, Sub-Contractors and Suppliers.
Environmental Indicators

**Engineering & Construction**
Odebrecht Infrastructure (Brazil / Africa, UAE and Portugal / Latin America) and Odebrecht Engenharia Industrial

Greenhouse gas (GHG) emissions management
- Inventory of 67 construction projects and 9 offices in Brazil, and 98 projects and 13 offices in 16 other countries.
- The results of the inventory are published annually on the Brazilian GHG Protocol Program website.

Odebrecht Realizações Imobiliárias
- Brazil’s first environmental services company to participate in the development of a model for an International Seal for responsible water use – Alliance for Water Stewardship (AWS).
- The Cachoeiro do Itapemirim Water Treatment Plant became energy self-sufficient when its 3.8-MW small Hydroelectric Plants went online.

Ecoefficiency indicators for 2013
- Use of 2.4 million m³ of recycled or reused water in internal processes, which represented 35% of internal water consumption (20.3% in 2012).
- Generation of 0.17 kg of waste per m³ of treated effluent (0.62 kg in 2012).
- Reuse and recycling 29% of waste generated in internal processes (49% in 2012).
- Consumption of 0.45 kWh per m³ of treated effluent.
- Consumption of 0.69 kWh per m³ of water produced.
- Emissions of 0.94 kg CO₂eq per m³ of treated sewage.

**Environmental Monitoring**
- 194,000 of 375,000 metric tons of solid waste generated were reused or recycled.
- 95% of construction projects implemented waste sorting and solid waste recycling programs.
- 97% of projects carried out environmental education programs.
- 24% of projects adopted rational water use practices, resulting in water savings of 1.5 million cubic meters.

**Environmental Indicators**

Odebrecht Ambiental
- Brazil’s first environmental services company to participate in the development of a model for an International Seal for responsible water use – Alliance for Water Stewardship (AWS).
- The Cachoeiro do Itapemirim Water Treatment Plant became energy self-sufficient when its 3.8-MW small Hydroelectric Plants went online.

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Odebrecht Agroindustrial

Biodiversity
- Biomonitoring of the impact of sugarcane on biodiversity in the savannah region near Emas National Park (PNE), focusing on eight local wildlife species, particularly jaguars, which are at the top of the food chain. No significant differences were observed between the wildlife species found inside and outside the PNE. The presence of jaguar cubs in the cane fields indicates that wildlife is balanced.

GHG Emissions
- Completion of the first assessment of emissions during the life of Odebrecht Agroindustrial products, which highlighted the positive contribution of land planted with sugarcane to the capture and sequestration of CO2.
- CO2 emissions during the production cycle: 990,000 t CO2 eq
- Emissions prevented by the use of ethanol and energy sold: 2.6 million t CO2 eq
- Carbon sequestration due to the change in soil use: 612,000 t CO2 eq.

Water consumption
- 1.12 m3 of water consumed per metric ton of sugarcane processed.

Braskem

Ecoefficiency indicators for 2013 (compared with 2012)
- Water consumption: 4.30 m3/t (up 1.7%)
- Wastewater generated: 1.22 m3/t (up 4.3%)
- Waste generated: 2.20 kg/t (down 3.5%)
- Energy consumption: 10.67 GJ/t (up 1.1%)
- Relative indicators (per metric ton of product) for water consumption, waste generation and energy consumption were slightly higher than 2012, mainly impacted by maintenance shutdowns, blackouts and a 3% reduction in the company’s planned annual production.
- The indicator for waste generated showed an Improvement of about 4% compared with 2012, the best result in the company’s history since 2002.
- Water reuse index: 29.5% (up 24%). The operations of the Aquapolo and Água Viva represented total water reuse of approximately 13 million m³/year at the Greater ABC Petrochemical Complex in São Paulo State and the Camaçari Industrial Complex in Bahia.

Regarding GHG emissions management:
- In 2013, GHG emissions intensity was 0.63 t CO2e / t of product, keeping the same level as 2012 with a 12.5% reduction compared to the results of the base year, 2008. An emissions management module was deployed, integrated with Braskem’s entrepreneurship system to make the results more reliable.
- Recognized by Carbon Disclosure Project (CDP) as the best Brazilian company in carbon management, for excellence in performance and transparency.
- For the third consecutive year, it was rated “gold” in the GHG Inventory of the Brazil GHG Protocol Program.
- Included in the São Paulo Stock Exchange’s (Bovespa) ICD, portfolio and, for the ninth consecutive year, in the Corporate Sustainability Index, making the company a benchmark in climate change. For the second consecutive year, it was listed in the New York Stock Exchange’s DJSI (for Emerging markets), created in 2012.

Enseada Indústria Naval

- Replanted 10 hectares of mangroves.
- Construction of 13 km of fences and deployment of a monitoring system for restored Permanent Protection areas.
- Construction and maintenance of a second biofactory in São Roque do Paraguaçu, Bahia. Run by the community, it can produce up to 40,000 native plant seedlings annually.
- Introduced composting to reuse waste generated by the shipyard’s cafeterias.
- Dredged 2,840,000 m³ of the estuary area, considered a benchmark for minimizing environmental impact, with independent verification.

Odebrecht Defesa e Tecnologia

- 59 of the 119 metric tons of solid waste generated by the Itaguaí Construtores Navais shipbuilding company were recycled and 5 metric tons were composted.

Aquapolo Ambiental water treatment facility in Santo André, São Paulo

Sugarcane planting area of Odebrecht Agroindustrial’s Eldorado Unit in Mato Grosso do Sul, Brazil

Water consumption per metric ton of sugarcane processed (m3/tc)
Encouraging Creativity,
Productivity, and Knowledge
Generation and Reuse

Odebrecht Award for
Sustainable Development

This award encourages college students (undergraduates) to think about engineering from the perspective of sustainability and produce knowledge on that subject.

In 2013
- Held in Angola, Argentina, Brazil, Colombia, Dominican Republic, Ecuador, Panama, Peru, the United States and Venezuela.
- 507 projects submitted
- Involved 967 students and 375 professors from 219 universities.

Knowledge Communities

The aim of these communities is to generate and disseminate the knowledge that Group companies produce throughout the organization. They bring together over 6,700 Members who share common interests. They generate and share their expertise and innovations, forming environments that foster the practice of in-house consulting.

In 2013
- 3,839 new entries
- 13 meetings held, involving a total of 1,145 participants from 18 countries and all of the Group’s Businesses
- 386 web forums generated 992 interactions to share suggestions, answer questions and provide support for Group Members’ challenges

Honing Skills

When the need for technical education is identified, Knowledge Community leaders develop programs to hone their members’ skills.

- 317 enrollments in 2013.
- Three new programs on the subjects of Contract Management, Paving, and SisEng were introduced and new editions of the Procurement and Logistics, Tunneling and Equipment programs were organized.

Communities

- Agribusiness (created in 2013)
- Communication
- Contract Management
- Dams and Power Plants
- Engineering Systems
- Environmental Engineering
- Equipment
- Information Technology (created in 2013)
- Procurement and Logistics
- Rail Transportation
- Real Estate Ventures
- Roadways
- Subsea Infrastructure
- Sustainability

Best Practices Bank (BBP)

Launched in 2013, the BBP provides an opportunity to streamline the recording and dissemination of Group Members’ best practices.

- In its first year, 113 Members shared 226 best practices.

Highlight Awards

Odebrecht teams are encouraged to increase their creativity, productivity and innovation and reuse the knowledge generated through their work experience. This annual, in-house competition provides an incentive for that practice, reinforces the culture of recording and disseminating knowledge, and consolidates a unified archive of the Group’s methods, processes and creative solutions. Since this program’s inception, 8,500 Members have submitted 4,272 entries.

2013 Edition
- 787 entries from 17 countries.
- Participating countries: Angola, Argentina, Brazil, Colombia, Cuba, Dominican Republic, Ecuador, Germany, Guinea, Mexico, Mozambique, Panama, Peru, Portugal, United Arab Emirates, United States, and Venezuela.
- Categories: Added Value for Clients, Community Relations, Continuous Improvement, Environment, Health & Workplace Safety, Innovation, Knowledge Reuse, and Young Partners.
Social/Environmental and Cultural Indicators

Odebrecht’s social programs focus on the development of the regions and countries where the Group is present. Prioritizing education and health, while promoting initiatives that generate work and income opportunities, these programs are carried out by the Group’s subsidiaries and the Odebrecht Foundation.

![Image of a child and an adult participating in an educational program]

<table>
<thead>
<tr>
<th>Region</th>
<th>Beneficiaries</th>
<th>Programs</th>
<th>Partner Organizations</th>
<th>Communities Involved</th>
<th>Investment (IN MILLIONS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brazil</td>
<td>665,063</td>
<td>690</td>
<td>632</td>
<td>1,067</td>
<td>BRL 108 USD 46</td>
</tr>
<tr>
<td>Other Countries</td>
<td>325,925</td>
<td></td>
<td>317</td>
<td>792</td>
<td>BRL 33.9 USD 3.6</td>
</tr>
</tbody>
</table>

Third-Party Investments

In addition to the BRL 180 million that Odebrecht invested directly in 2013, Third Parties also contributed funds to Group-run programs. These contributions totaled BRL 94.8 million, including BRL 60.9 million in Brazil and BRL 33.9 million in other countries. For every BRL 1.00 that the Group invested directly, our partners invested BRL 0.88, boosting the results of investments for the benefit of the communities.

![Pie charts showing distribution of beneficiaries, programs, partner organizations, and communities involved]

See all of the Odebrecht Group’s social/environmental and cultural programs for 2013 at www.odebrecht.com/relatorio2013
Cultural Programs

Aiming to enhance the cultural heritage of the communities and countries where it operates, since 1959 Odebrecht has sponsored major cultural projects within and outside of academia. By allocating resources and facilities for the completion of these projects, Odebrecht energizes the arts and culture, promotes the affirmation of diverse identities, and helps preserve traditions for future generations.

Odebrecht Historical Research – Clarival do Prado Valladares Prize

Awarded annually to an original research project that addresses subjects related to the History of Brazil, this prize encourages national history writing by fully funding the completion of the chosen project. The results of that research are published in the form of a beautifully produced and lavishly illustrated book. The prize marked its 10th anniversary in 2013.

• The Map that Invented Brazil by Júnia Ferreira Furtado, from the Federal University at Minas Gerais, was launched in 2013. The winner of the eighth edition of the Prize, this book focuses on the collaboration between a Portuguese diplomat and a French cartographer in the 18th century to produce the Carte de l’Amérique Méridionale, a map of South America that established the boundaries of what is now Brazilian territory.

• Research began for “The Long Journey of Governor Luis de Albuquerque de Melo Pereira e Cáceres from Lisbon to Rio, Goiás, Mato Grosso and the Amazon (1771-1791),” a project by Janaína Amado and Leny Caselli Anzai, both of whom hold doctorates in History. Publication date: November 2014.

Frontiers of Thinking

Held annually in the Brazilian cities of São Paulo and Porto Alegre, this international seminar’s lecture format enables the Brazilian public to come into contact with leading scientists, artists, and intellectuals who stand out for their bold approach to thinking about the contemporary world. In 2013, the program’s participants included British historian Karen Armstrong, Spanish sociologist Manuel Castells, Australian philosopher Peter Singer, and the young American neuroscientist Paul Zak, the founder of neuroeconomics.

Other Initiatives

Brazil

• Braskem Theater Award, bestowed on the best productions in the state of Bahia’s theater world, and the Audiovisual Workshop for young people.

• Braskem On Stage Award, for the best productions of the Porto Alegre em Cena theater festival’s participants.

• Support for the Brazilian Government’s Science without Borders exchange program, aimed at internationalizing science and technology.

• Support for the Cachoeira International Literary Festival (FLICA 2013) in Bahia.

• Reading Circle Project: encouraging literacy and writing in communities near Maragogipe, Bahia.

Dominican Republic

• Sponsorship of República Dominicana: paisaje – cultura (Dominican Republic: Landscape – Culture), a book on the country’s cultural and regional diversity.

• Sponsorship for a production of the opera La Bohème at the Eduardo Brito National Theater in Santo Domingo.

Panama

• Decorative Arts Program: encouraging the creation of works of art made from everyday objects, emphasizing the cultural life of Panama City.

Peru

• Mobile Library Program: encouraging literacy in 11 communities near the IIRSA North Highway.

• Support for the Romanza Musical Arts Cultural Association: educating people and developing musical activities and products.
Odebrecht Engenharia Industrial

Márcio Faria, CEO

Provides integrated engineering, procurement, construction, electromechanical assembly, pre-operation, maintenance, and management services for major industrial projects in various sectors of basic industry, such as oil & gas, chemicals & petrochemicals, mining, steel, pulp & paper, thermal power, fertilizers, and bioenergy in Brazil and other countries.

Highlights in 2013

Brazil
- Completion of the POY / PET Project for Petroquímica Suape in Pernambuco; the P-60 jackup platform for Petrobras; the Ethanol Pipeline and Fuel Terminal in Ribeirão Preto, São Paulo, for Logum Logística; the Long Steel Mill for CSN in Rio de Janeiro; and planned maintenance shutdowns for Braskem’s plants at the Camaçari Industrial Complex in Bahia.

Argentina
- Completion of 170 km of gas pipelines and gas compressor plants (General Conesa, San Jeronimo, Dolavan, Cerri and Garayalde) for Cammesa; and the Continuous Catalytic Reformer Unit for YPF’s Ensenada Refinery.
- Awarded contracts to revamp and expand Buenos Aires’s power distribution system for Foro Regional Electrico de la Provincia de Buenos Aires (FREBA).

Mexico
- Construction of the Ethylene XXI project through an alliance between Braskem and Idesa, considered the largest petrochemical project underway in the Americas.

Venezuela
- Completion of the first stage of the Puerto la Cruz Refinery construction projects for PDVSA.
- Awarded contract to retrofit the Guanare sugar and ethanol plant for PDVSA Agrícola.

Awards and recognition

- In Argentina, ranked as the Largest Engineering & Construction Company for the fifth consecutive year; and awarded the Great Place to Work Prize as one of the 10 best companies to work for the fourth consecutive year.
- In Brazil, received the Top Social / Environmental and Human Resources award from the Sales and Marketing Managers’ Assaciation (ADVB) for the RNEST project in Pernambuco.

Gross Revenue
(in millions)
BRL 5,574
USD 2,379

“WE WILL CONTINUE INVESTING IN THE INCLUSION OF KNOWLEDGEABLE PEOPLE AND THE EDUCATION OF YOUNG PEOPLE, BASED ON THE FOUNDATIONS OF OUR CORPORATE CULTURE AND ENTREPRENEURIAL ACTION, BUILT UP OVER THE COURSE OF 70 YEARS. THAT WAY, WE WILL BE INCREASINGLY CONSOLIDATING OUR PRESENCE IN BRAZIL AND OTHER COUNTRIES AND SATISFYING OUR CLIENTS, SHAREHOLDERS AND PARTNERS.”
“ODEBRECHT INFRASTRUCTURE CONTRIBUTES TO BUILDING A DEVELOPED AND SUSTAINABLE BRAZIL THROUGH CONSTRUCTION PROJECTS AND STRUCTURED VENTURES THAT MAKE THE COUNTRY MORE COMPETITIVE AND INCREASE THE QUALITY OF LIFE OF THE COMMUNITIES WE SERVE. WE KNOW THAT THE COMPANY’S MAIN MISSION IS MAKING OUR CLIENTS’ DREAMS COME TRUE WHILE GROOMING PEOPLE TO ENSURE OUR GROWTH AS WE FULFILL OUR VISION FOR 2020.”

Benedicto Junior, CEO

Odebrecht Infrastructure
Brazil

Provides Engineering & Construction services for projects in a wide range of sectors: transportation & logistics (metre systems, roads, railways, ports, and airports), mining, energy, sanitation (water and sewerage), urban development, and public and private facilities (sports arenas, schools, administrative centers, and exhibition and convention centers, among others). Its main differentiators are projects structured through private-public partnerships (PPPs) and alliance contracts.

Highlights in 2013

By the year’s end, the company had completed 9 projects in 6 states, in particular 3 arenas hosting matches at the 2014 FIFA World Cup and buildings that enhance the productive capacity of the country and well-being of society. It won 15 new contracts, 6 of them by working synergistically with other Group companies. Odebrecht Infrastructure – Brazil is making major progress toward fulfilling its commitments to the Rio 2016 Olympics and has 25,000 members active in Rio de Janeiro State.

Completed Projects
• Factory for the Petrópolis Group in Alagoinhas, BA
• Itaipava Fonte Nova Arena in Salvador, BA
• Pier IV for the Ponta da Madeira Terminal in São Luís, MA
• Canopi Railway expansion, MA/PA
• Itaipava Pernambuco Arena in São Laurence da Mata, PE
• Bairro Novo Terra Nova housing units, Nova Friburgo, RJ
• Renovation of Maracanã Stadium in Rio de Janeiro, RJ
• Trensurb Metro expansion in the Porto Alegre metropolitan region, RS
• Embraport Port Terminal in Santos, SP

Contracts Awarded
• Sertão Channel, AL
• Renovating Barra Oceanfront, Salvador, BA
• Expansion of Golârnia Airport, GO
• Construction of LRV system in Golârnia
• Manso River Water System in Brumadinho, MG
• Rehabilitating route BR-163 between Itiquira and Sinop, MT
• Water and sewerage projects in Recife metropolitan region, PE
• Refurbishing Rio International Airport – Galeão, RJ
• Maracanã Multimodal Station in Rio de Janeiro, RJ
• Bairro Novo Terra Nova housing units in Nova Friburgo – Phase 2, RJ
• Dredging and revitalizing the Imboacu River in São Gonçalo, RJ
• Metropolitan Arch, metal viaducts in the Rio de Janeiro metropolitan region, RJ
• Affordable housing for the Morar Feliz (Happy Living) project – Phase 2, in Campos dos Goytacazes, RJ
• Line 6 (Orange) of the São Paulo Metro, SP

Gross Revenue
(in millions)
BRL 7,592
USD 3,240

Awards and recognition
• Most Admired Company in Brazil for the 10th consecutive year, in the Heavy Construction category, from Revista Ferrovoltos.
• Pernambuco Medal of Merit for Military Firemen, the highest decoration from the state’s fire department, for the construction of the Itaipava Pernambuco Arena.
• One of the Companies that Communicate Best with Journalists, from Negócios da Communication magazine.
Odebrecht Infrastructure
Africa, UAE and Portugal

Ernesto Baiardi, CEO

“We believe and invest in increasingly differentiated opportunities, being selective in choosing priority projects that contribute to sustainable development in the countries where we operate. We face the enormous challenges of grooming and assimilating local leaders, capturing synergies with the Group’s other businesses, and working hard to boost productivity gains and efficiency at our jobsites and investments.”

Provides Engineering & Construction services for transportation (road, rail, air and sea), energy (hydropower dams and transmission lines), agroindustry (irrigation and logistics), sanitation (water and sewerage), housing and mining infrastructure. Develops financial engineering for projects and invests in essential sectors to sustainable development, serving clients in the public and private sectors with operations that are an integral part of their local realities. Together with investments from the Odebrecht Africa Fund, it has over 20,000 members of 41 nationalities.

Gross Revenue
(In millions)
BRL 4,247
USD 1,813

Highlights in 2013
Odebrecht Infrastructure marked 25 years of operations in Portugal and 10 years in the United Arab Emirates. Awards of and performance on major projects, partnerships with new countries and growing investments reaffirmed its commitment to the communities it serves. Its teams created new work and income generation opportunities for the communities and developed sustainable social/environmental programs, including an ongoing contribution to people’s education.

Angola
- Awarded contracts for the Civil Construction and Electromechanical Assembly of the 2,057-MW Lúaca Dam, the largest project Odebrecht has ever built in that country, and the largest hydroelectric plant under construction in Africa.
- Completed the retrofitting of Plant 1 of the Lomami Dam, and made progress on the dam raising project and construction of Plant 2, as well as electromechanical assembly, which will increase the dam’s power generating capacity to 960 MW.
- Awarded the earthmoving contract for the Lobito Refinery, and made progress in building roadways, a sea terminal and gated community.
- Completed the Benguela–Baía Farta Highway, Namibe Airport and the Belas Business IV Building.
- Completed the Benguela–Baía Farta Highway, Namibe Airport and the Belas Business IV Building.
- Support for establishing bases for Odebrecht Oil & Gas and Odebrecht Ambiental in that country.

Mozambique
- Continued expanding the industrial facilities of the Moatize coal mine through an alliance contract with Vale.
- Completed the new runway for Nacala International Airport.
- Signed commercial contracts for the BRT, a solution for urban mobility in that country, and the Industrial Free Trade Zone, infrastructure for investors in the city of Nacala.

Ghana
- Began mobilizing to build the Eastern Corridor road project Odebrecht’s first contract in that country.

United Arab Emirates
- Completed diaphragm walls and continued digging the shaft for the Pumping Station project in Abu Dhabi, the deepest and most complex sewage pumping station under construction in the world today.

Awards and Recognition

Angola
- Benchmark for Environmental Management and Best Participation awards, bestowed by the 3rd International Environment Fair.
- Sustainability Prize, bestowed by the 11th International Construction, Public Works, Urban Planning and Architecture Equipment and Materials Fair (Projekta).
- Luiri Foundation Award for contributions to social projects.
- Tribute from the Association of Brazilian Business Leaders in Angola (AEBIRAN) for Odebrecht’s enterprising contributions to that country.

Portugal
- Best Construction Company in Portugal, from Exame magazine.
- Renewal of certificates: Workplace Safety and Health (OISHAS 18001), Environment (NP EN ISO 14001), Social Responsibility (SA8000) and Quality (NP EN ISO 9001), making it the first company on the Iberian Peninsula to obtain all these certifications.

Lobito Refinery jobsite in Angola
Odebrecht Infrastructure
Latin America

Odebrecht Infrastructure

Provides engineering & construction services for infrastructure in Latin America and the Caribbean (except Brazil and industrial projects). It has operations in Argentina, Colombia, Cuba, the Dominican Republic, Ecuador, Guatemala, Mexico, Panama, Peru, and Venezuela.* Active in the following segments: transport (roads, railways, metro systems, airports and ports), sanitation (water and sewerage), irrigation, hydropower, urban renewal, and housing, among others, working for Clients in the public and private sectors.

luiz mameri, ceo

*A The Engineering & Construction Business in Venezuela is helmed by Alessandro Gomes, the Senior Officer for that country, reporting directly to the President and CEO of Odebrecht S.A.

Highlights in 2013

The company was awarded contracts worth USD 4 billion, including 13 new projects. It completed 10 construction projects and continued working on another 31. Altogether, its Social/ Environmental and Cultural Programs (143 projects) directly benefited 122,000 people.

Argentina
- Construction of the Panamá project (water treatment plant) and Soterramiento de Sarmiento (Buenos Aires-Moreno subway line).

Colombia
- Construction of the Ruta del Sol (a 528-km highway) and rehabilitation of the Boyacá Corridor (15 km of roads linking several municipalities to the Ruta del Sol).

Cuba
- Awarded a contract to refurbish and expand Havana airport.

Colombia
- Construction of the Ruta del Sol (a 528-km highway) and rehabilitation of the Boyacá Corridor (15 km of roads linking several municipalities to the Ruta del Sol).

Cuba
- Awarded a contract to refurbish and expand Havana airport.

Dominican Republic
- Completion of Hermanas Mirabal and Samaná aqueducts.
- Completion of road projects: BTE – Boulevard Tusculum del Este; La Romana Beltway; San Pedro – La Romana Highway; and Piedra Blanca – Cruce de Ocoa Highway (Ocoa – Piedra Blanca section).

Ecuador
- Awarded contracts to build the La Esperanza water pipeline (93 km, connecting the San Vicente Dam to the future Pacífico Refinery) and the Pastasales – Cuenca multipurpose pipeline (220 km).

Guatemala
- Rehabilitating and expanding a 140-km stretch of the CA 02 highway, linking the cities of Tecún Umán and Cacaos.

Panama
- Completed the Curundú Project (1,008 housing units), the Madden–Colón Highway – Phase 2 (45-km) and Panama City Sanitation – Phase 2 (one of the best companies to work for in Argentina and Mexico, according to the Great Place to Work Institute).

Peru
- Completed the Carhuaz–San Luis Highway (99 km).
- Awarded contracts for the Vias Nuevas de Lima Project (rehabilitating the city’s main access roads), Via de Evitamiento in Cusco (improving circulation of pedestrians and vehicles) and the Port of Matari (mineral storage and transportation on Islay Bay).

Venezuela
- Began operations of Guacaipuro Station and completed Independencia Station for Line 2 of the Los Teques Metro; began operations of the Bolivarian Cable Car in Petare (phase 1) and the Mariche Express Urban Cable Car System; began the Caracas – La Guaira – Cuatrea Railway Project (basic engineering) and delivered 440 apartments for the El Chorrillo housing project.

Awards and recognitions

- One of the best companies to work for in Argentina and Mexico, according to the Great Place to Work Institute.
- Cemex Social Interest Projects, bestowed on the Curundú Project in Panama by Cementos Mexicanos.
- The Coral Highway Project in the Dominican Republic received the Global Best Projects Award from ENR – Engineering News-Record.
- Annual Prize from the Venezuelan Construction Chamber in the Social Responsibility Category for the Los Teques Metro’s Art and Craft program.

"AS THE GROUP MARKS ITS 70TH ANNIVERSARY, WE ARE ALSO CELEBRATING 35 YEARS OF CONTINUOUS OPERATIONS IN PERU, WHERE WE BEGAN OUR INTERNATIONAL TRAJECTORY. MAINTAINING A FOCUS ON PERMANENCE, WE ARE AT THE SERVICE OF THE SUSTAINABLE DEVELOPMENT OF THE TEN COUNTRIES WHERE WE ARE NOW PRESENT, SEEKING TO GENERATE WEALTH TO REPAY THOSE WHO HAVE ALWAYS PUT THEIR TRUST IN US."
Odebrecht United States

Euzenando Azevedo, CEO

Engineering & Construction services focused on the road, bridge, airport, port, and light rail segments. Odebrecht has been working in this country since 1990, delivering vital infrastructure projects for clients in the private and public sectors. It is currently active in the states of Florida, Texas and Louisiana.

Gross Revenue
(in millions)
BRL 291
USD 124

 Highlights in 2013

The year was marked by over ten important prizes ranging from local honors to global awards. They include recognition from the client US Army Corps of Engineers, as well as ENR magazine for Miami International Airport’s North Terminal as the best global project. Odebrecht United States continues to invest in local partnerships, generating opportunities for work and people development in the communities where it is present.

In 2013, the company had Members of 33 nationalities.

• Mobilized and broke ground for the Grand Parkway project in Texas.
• Awarded and built SR 836/L-395 for the Florida Department of Transportation (FDOT). Delivered ahead of schedule, the project received Florida’s best performance rating and had the highest percentage of minority businesses in the state.
• Completed the Sam Houston Tollway in Texas.
• Concluded the critical stage of construction of the runway for Fort Lauderdale Airport, enabling paving to begin in time for the official opening in 2015.
• Completed LPV-9.2, on Lake Pontchartrain in Louisiana.
• Finished building the infrastructure that will enable the Port of Miami to handle “super-cargo” ships on route to the Eastern Seaboard of the USA following the opening of the new Panama Canal.

Awards and recognition

• The first contracting company to achieve VPP Star Status in OSHA Region VI, influencing recognition for Excellent Performance by the client US Army Corps of Engineers as the best company focused on occupational safety in the District of New Orleans and the Mississippi Valley Division.
• One of America’s Safest Companies, according to EHS Today magazine.
• Florida Transportation Builders’ Association Superior Achievement, award for the third consecutive year.
• Best Global Project of the year from the Global Best Projects award for Miami International Airport’s North Terminal, from ENR magazine, which also bestowed the Award of Merit on the MIA Mover; LPV-3.2b and AirportLink projects.
• Best project in the Airport Transportation category and best project in the Safety category for the AirportLink Metrorail Extension, from ENR Southeast magazine.
• One of the Best Companies to Work For in Florida, according to ENR Southeast magazine and to Florida Trend magazine (for the 5th consecutive year).
• Special recognition from the Board of the Brazilian International Press Award for the initiative of sponsoring the installation of the Carybé Murals at Miami International Airport.

“OUR OPERATIONS IN THE USA HAVE PROVIDED MAJOR ENGINEERING CHALLENGES IN A HIGHLY SOPHISTICATED ENVIRONMENT, AND WE TAKE ON THOSE CHALLENGES WITHOUT NEGLECTING THE HUMAN ASPECT OF SUSTAINABLE DEVELOPMENT. THE CURRENT CHALLENGE IS TO COORDINATE THE SYNERGIES OF THE GROUP’S BUSINESSES TO ENSURE OUR PRODUCTIVE PARTICIPATION IN QUALIFIED OPPORTUNITIES IDENTIFIED DURING THE PERIOD OF RESUMED ECONOMIC GROWTH WHICH THAT COUNTRY IS EXPERIENCING.”

Infrastructure works in the Port of Miami, Florida
Odebrecht Realizações Imobiliárias

Paulo Altit, CEO

Highlights in 2013

Decentralized operations through teams that are fully integrated into the communities of each city where they are present made it possible to develop projects with a focus on innovation and quality with the steadfast goal of ensuring clients' satisfaction. These developments led OR to launch eight selective and outstanding projects, including new operating locations, such as the Cidade Viva project in Santo André, São Paulo, and Vox Residencial in Campinas, São Paulo. It also delivered 11 projects, all of them on time, within budget, and with the expected quality.

Ventures launched in 2013

- Praça Capital, Brasília, DF
- Verano, Cabo de Santo Agostinho, PE
- Porto Atlântico, Rio de Janeiro, RJ
- Wind Residencial, Rio de Janeiro, RJ
- VDX Residencial, Campinas, SP
- Homenagem Jacaré, São Paulo, SP
- Cidade Viva, Santo André, SP
- Praça São Paulo, São Paulo, SP
- Atractive, São Paulo, SP

Ventures delivered in 2013

- Hangar, Salvador, BA
- Brisas do Lago, Brasilia, DF
- Jardins Mangueiral (two blocks), São Sebastião, DF
- Vila dos Corais, Cabo de Santo Agostinho, PE
- Rio Corporate, Rio de Janeiro, RJ
- Murano, Niterói, RJ
- Terra Nova (two blocks), Nova Friburgo, RJ
- The Garden, Santos, SP
- Alpha Park, Barueri, SP
- Vila Olímpia Corporate, São Paulo, SP
- Odebrecht Building, São Paulo, SP

Awards and recognition

- International Property Awards in the Mixed Use Development and Mixed Use Architecture categories, for the case study on Parque da Cidade, SP, which also won the Top Marketing Prize.
- Top Real Estate, as one of the developers that launched the largest number of ventures in the São Paulo metropolitan region.

“ODEBRECHT REALIZAÇÕES IMOBILIÁRIAS (OR) WAS CONCEIVED TO MAINTAIN A FULL FOCUS ON ITS CLIENTS’ SATISFACTION, ADHERING TO MODERN PRINCIPLES OF SUSTAINABILITY AND RIGOROUS ENGINEERING PROCESSES TO PRODUCE TANGIBLE AND INTANGIBLE RESULTS AT ALL STAGES OF THE REAL ESTATE CYCLE. OUR PROJECTS ARE DEVELOPED BY EXCLUSIVELY DEDICATED LEADERS AND TEAMS, ENSURING THAT OUR CLIENTS RECEIVE UNIQUE AND OUTSTANDING VENTURES.”

Gross Revenue

(In millions)

BRL 2,549
USD 1,088

Shareholding structure

85.5% ODEBRECHT S.A.
14.5% GÁVEA INVESTIMENTOS

“Odebrecht Realizações Imobiliárias develops residential, business, commercial and mixed-use ventures that meet the needs and specifics of each location and different audiences, while maintaining the standard of excellence that characterizes the Company’s projects. Each venture is developed by exclusively dedicated leaders and teams who seek to ensure their Clients’ satisfaction through products and services that combine selectivity, quality and sustainability.”

Hercílio Lins dos Santos with her granddaughter Anee Lins dos Santos Paixão and daughter Cláudia Maria dos Santos (right), residents of Vila dos Corais in Reserva do Paiva, Pernambuco, Brazil

Odebrecht Realizações Imobiliárias develops residential, business, commercial and mixed-use ventures that meet the needs and specifics of each location and different audiences, while maintaining the standard of excellence that characterizes the Company’s projects. Each venture is developed by exclusively dedicated leaders and teams who seek to ensure their Clients’ satisfaction through products and services that combine selectivity, quality and sustainability.
Odebrecht Ambiental

Fernando Reis, CEO

“ODEBRECHT AMBIENTAL’S FIFTH YEAR WAS MARKED BY ITS CONSOLIDATION. OVER THE COURSE OF 2013, WE DEMONSTRATED OUR CAPACITY FOR MOBILIZATION. WE TOOK ON OPERATIONS FOR THREE CLIENTS THAT BROUGHT IN 6.5 MILLION NEW USERS. AND THROUGH OUR INDUSTRIAL UTILITIES OPERATIONS, WE INCREASED THE AMOUNT OF TREATED WASTEWATER BY 40%. THAT CONSOLIDATION ALSO EXTENDED TO OUR RELATIONSHIPS WITH OUR MAIN STAKEHOLDERS. FI-FGTS INCREASED ITS STAKE IN ODEBRECHT AMBIENTAL BY 30% AND FUNCEF ACQUIRED 17.2% OF THE ODEBRECHT UTILITIES BUSINESS UNIT.”

Through partnerships with public and private companies, and local and state governments, this company develops solutions that contribute to the preservation of the environment and quality of life. It is active in three segments: operating water and sewerage services, supplementing the public investment needed to ensure quality services, serving 13.2 million people in more than 160 municipalities; in utilities, enabling utilities plants to outsource their services, running companies’ environmental management services; and in the waste segment, performing diagnostics and remediation of contaminated areas and atmospheric monitoring, among other services.

**Highlights in 2013**

To expand its business portfolio and offer better services to its Clients, Odebrecht Ambiental continued its ongoing search for new projects while consolidating the contracts already awarded, through excellence in services.

The company increased its National Long-Term Rating from BBB+(bra) to A(bra). In the corporate arena, FI-FGTS increased its stake in the company and the Espírito Santo Bank became a stakeholder.

**Water and Sewerage Services**

- Began operating sewer systems and commercial management of services in the Recife metropolitan region and the city of Goiânia, Pernambuco, the largest private-public partnership to expand sanitation services in Brazil, serving 3.8 million people.
- Signed a contract with Saneago to provide sewer and commercial management services in the municipalities of Aparecida de Goiânia, Rio Verde, Jataí and Trindade, Goiás.
- Awarded the PPP contract for expansion of the Marx River system, which supplies the Belo Horizonte metropolitan region in Minas Gerais, with about 1.6 million inhabitants.

**Utilities**

- Management of the following units:
  - Aquapolo Ambiental, for Braskem and other companies in the ABC Petrochemical Complex in São Paulo State.
  - Santa Cruz, for ThyssenKrupp, Companhia de Siderurgia do Atlântico (TNCIA), RJ.
  - Jeceaba, for Vallourec & Sumitomo Tubos of Brasil (VSB), MG.
  - Otacílio Costa: Treatment and final disposal of wastewater and waste from the Camaçari Industrial Complex, BA.

**Waste management**

- Grajau Construction Waste Treatment Plant, SP
- Air monitoring services in Rio de Janeiro, RJ
- Industrial Waste Treatment Plant in Camacari, BA
- Management of environmental liabilities and remediation for industrial plants in the states of Alagoas, Bahia, Ceará, Maranhão, Minas Gerais, Paraíba, Rio Grande do Norte, and Rio de Janeiro.

**Awards and recognition**

- PNQS – National Quality Award in Sanitation, Level 1 in the Commitment to Excellence category, for the operation in Mauá, SP.
- Fourth place in the Sanitation ranking of the Trata Brasil Institute for operations in Limeira, SP.
- In Tocantins, the PNQS award in the Bronze category for operations in Gurupi; the PNQS Certificate of Commitment to Excellence for operations in Palmas; the Chico Mendes Social/Environmental Award, for the Tiquarussu Project; and the Corporate Profile in the Outstanding in Tocantins category.
- FIESP Water Conservation and Reuse Prize, awarded to Aquapolo Ambiental.
- FINEP Innovation Prize for 2013, awarded to Cetrel de Água, conquistado pela Aquapolo Ambiental.
- Prêmio FINEP de Inovação 2013, conquistado pela Cetrel.

**Gross Revenue**

- BRL 1,951
- USD 833

**EBITDA**

- BRL 343
- USD 146

**Shareholding structure**

- 69.45% ODEBRECHT
- 30% FI-FGTS
- 0.55% ESPÍRITO SANTO BANK

<table>
<thead>
<tr>
<th>Water and Sewerage Services</th>
<th>EBITDA (in millions)</th>
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</thead>
<tbody>
<tr>
<td>Operations in the following states: Bahia, Espirito Santo, Goiás, Minas Gerais, Pernambuco, Rio de Janeiro, Rio Grande do Sul, Santa Catarina, São Paulo and Tocantins.</td>
<td>BRL 343</td>
</tr>
<tr>
<td>Began operating sewer systems and commercial management of services in the Recife metropolitan region and the city of Goiânia, Pernambuco, the largest private-public partnership to expand sanitation services in Brazil, serving 3.8 million people.</td>
<td>USD 146</td>
</tr>
</tbody>
</table>

Matheus Paiva Brasil and Thais Baião Daltro at the Peixinhos Sewage Treatment Plant in Olinda, Pernambuco, Brazil
Odebrecht Latininvest

Jorge Barata, Executive Director

“ODEBRECHT LATINVEST IS THE FIRST GROUP COMPANY FOCUSED ON INVESTMENT IN LOGISTICS AND INFRASTRUCTURE IN LATIN AMERICA, THEREBY CONSOLIDATING THE INTERNATIONALIZATION OF ITS BUSINESSES. AS WE MARK OUR 70TH ANNIVERSARY, OUR INVESTMENTS REAFFIRM ODEBRECHT’S COMMITMENT TO THE SUSTAINABLE DEVELOPMENT OF THE COUNTRIES WE SERVE.”

Founded in 2012, Odebrecht Latininvest designs projects, mobilizes capital and makes investments to run infrastructure assets in the segments of roads, urban mobility and pipelines, with priority given to Colombia, Mexico, Panama, and Peru. It works with a focus on operational excellence and adding value for Clients and Shareholders. Invests capital and operates concessions developed or acquired by the Odebrecht Group, benefiting about 168 million Users per year on the more than 2,250 km of roadways it operates.

Affiliates

• IIRSA Norte – 955 km highway running through northern Peru, linking the seaport of Paita to the city of Yurimaguas.
• IIRSA Sur – 656 km highway connecting the mountains of Cusco in Peru with the Brazilian border.
• Rutas de Lima – 115 km of urban roadways connecting the main access routes to the Peruvian capital, traveled by over 280,000 users per day.
• Ruta del Sol – 528 km highway linking Puerto Salgar and San Roque, Colombia’s main national highway, traveled by 20,000 vehicles daily.

Highlights in 2013

• Awarded concession for an 80-km stretch of the Ocacha-Gamara highway, with an investment of USD 537 million.
• Road Safety education for more than 30,000 people on Rutas de Lima.
• User satisfaction survey showed approval ratings of 80% on the IIRSA Norte, 71% on the IIRSA Sur and 94% on the Ruta del Sol.
• Conservation of 11,000 hectares of forest on the IIRSA Sur and generation of over USD 250,000 in income from sales of products from Interoceanic Sur Initiative (iSur) projects.
• Began full operation of the Rutas de Lima concessionaire in July 2013.
• Road Safety Education for over 800 people, benefiting 60,000 more, in Colombia.
• Support from Ruta del Sol for the inclusion of the Traffic Education Program in the compulsory school curriculum, reaching over 6,000 children and 270 teachers from 80 Colombian primary schools.

Awards and recognition

• Finalist, among over 60 entries from 18 countries, for the Inter-American Development Bank (IADB) 360° Infrastructure Award.
• Pacifico Seguros Award for best practices in Workplace Health and Safety, for the IIRSA Norte and IIRSA Sur concessionaires.
• Certification of the Interoceanica Sur concessionaire on sections 2 and 3, and the operator Odebrecht Latininvest Perú Operaciones y Mantenimiento, under the triple standard (ISO 9001, ISO 14001 and OHSAS 18001), the first Odebrecht Group concession to achieve that result.

Gross Revenue

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<th>(in millions)</th>
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<tr>
<td>BRL</td>
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<tr>
<td>USD</td>
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EBITDA

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<tr>
<td>BRL</td>
<td>376</td>
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<tr>
<td>USD</td>
<td>160</td>
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</table>

Ricardo Ugarte, from the Rutas de Lima support team, providing roadside assistance.
Odebrecht Oil & Gas

Roberto Ramos, CEO

Odebrecht Oil & Gas provides integrated solutions for the upstream oil & gas industry in Brazil, Angola, Mexico, Venezuela, and Argentina, in investment phases and operations (Capex and Opex). Active in the following segments with a focus on operational excellence and added value for Clients and Shareholders: Offshore Drilling, Subsea Construction, Operating Offshore Production & Logistics Units, Offshore Maintenance and Services, E&P (Exploration and Production) Management Services and Specialized Well Services.

Highlights in 2013

- Began operating the Cidade de Itajaí FPSO, with total production of over 12 million barrels.
- Awarded a contract to charter and operate the Norbe VIIII offshore drill rig for Total.
- Awarded a contract to operate another PLSV, in partnership with Ceona Chartering Ltda.
- Awarded two offshore maintenance and services contracts: Maintenance and Safety Unit (UD–Rio) and Campos Basin Operations Unit (UD – BC).
- Began operating the ODIN Tay IV Drilling Unit for Petrobras.
- Peak production of 6,200 barrels of oil per day, with total production of 3.1 million barrels of oil produced through a specialized well services contract with Petrotandanet, a mixed-ownership company (Odebrecht, 40%; PDVSA, 60%).
- Discovered oil in the Cubal-1 field in Block 16 in Angola.
- Project bond issued to finance units ODIN I, ODIN II and Norbe VI, due in October 2022 (raising USD 1.69 billion).
- Focus on international expansion, prioritizing Angola, Mexico, and Venezuela.
- Groomed and shipped out 43 Members through the Embark Program (the main initiative for educating offshore operational teams), including 22 Young Technicians, 17 Young Partners (trainees) and six Members working on offshore units.

Awards and recognition

- Latin American Offshore Drilling Deal of the Year 2013, from Project Finance Magazine.
- Latin America Oil & Gas Deal of the Year 2013, from Project Finance International.
- Project Bond Deal of the Year 2013, from World Finance magazine.

“WITH OVER 30 YEARS’ EXPERIENCE IN THE OIL & GAS INDUSTRY, WE TAKE PRIDE IN SERVING OUR CLIENTS IN BRAZIL AND VENEZUELA, EXPANDING OUR FRONTIERS IN 2014 TO ANGOLA AND MEXICO AND CONTRIBUTING TO THE DEVELOPMENT OF THE COUNTRIES WHERE WE ARE PRESENT.”

Shareholding structure

81.43% ODEBRECHT S.A.
13.57% TEMASEK HOLDING (ATLANTIC OILFIELD)
5% GÁVEA INVESTIMENTOS (GIF IV FIP)

Gross Revenue (in millions) EBITDA (in millions)
BRL 2,192 USD 936
USD 991 USD 423

Operations Engineer Alessandro Pasini (seated) and Drilling Superintendent Brian Sciortino in the control room of ODIN I.
Odebrecht Properties
Felipe Jens, CEO

Created in 2012, Odebrecht Properties (OP) is boosting the Odebrecht Group’s construction capacity by providing solutions that also include the operation of new real estate assets. Working synergistically with Odebrecht Infraestructura – Brazil and Odebrecht Realizações Imobiliárias, OP identifies and devises projects, structures investments, identifies potential partners, provides support for construction, and finally, operates public and private real estate assets, providing supplementary services to thousands of Users. Odebrecht Properties has a diversified portfolio of real estate assets concentrated in areas with high growth potential in Brazil.

Gross Revenue
(in millions)
BRL 913
USD 390

EBITDA
(in millions)
BRL 48
USD 20

Assets of Odebrecht Properties

Entertainment
- Itaipava Fonte Nova Arena in Salvador, Bahia; Itaipava Pernambuco Arena in São Lourenço da Mata, Greater Recife, PE; the Maracanã Complex (Stadium and Gymnasium) in Rio de Janeiro, RJ; multipurpose facilities that offer the public new experiences, including soccer, entertainment and cultural events.

Public Properties
- Inova BH in Belo Horizonte, MG; the Federal District Administrative Center in Brasília, and Porto Maravilha and Olympic Park in Rio de Janeiro, RJ; operating public assets in the fields of education, public administration and urban planning.

Private Properties
- Odebrecht Headquarters Building in Salvador, BA; Odebrecht São Paulo Building, the headquarters for the Group’s companies in that city; the future Odebrecht Rio de Janeiro Building in Porto Maravilha; operating real estate assets for private-sector Clients.

Highlights in 2013

Entertainment
- Ten-year naming rights contract with Itaipava for the Fonte Nova and Pernambuco arenas.
- 35-year concession to run, maintain, and upgrade the Maracanã Complex.
- Partnerships with the Bahia, Fluminense, Botafogo, Flamengo, and Náutico soccer clubs to hold their home games at the arenas in their respective cities.
- Brazilian pop singers recorded live DVDs: Ivete Sangalo (Itaipava Fonte Nova Arena) and Claudia Leitte (Itaipava Pernambuco Arena).

Public Properties
- Inova BH began operations with the opening of four Municipal Pre-Schools in Belo Horizonte, MG.
- Discussed the financial engineering for Olympic Park, a PPP to build, operate and maintain Olympic Park for the 2016 Rio Olympic Games.
- Began operating the Binário route and demolishing the Perimetral route as part of the Porto Maravilha project in Rio de Janeiro.

Private Properties
- Managing the Odebrecht Headquarters Building in Salvador and the Odebrecht São Paulo Building.

Awards and recognition
- 80% approval rating from users, players, and managers from Datafolha surveys conducted at the Itaipava Fonte Nova and Itaipava Pernambuco arenas and Maracanã Stadium.

“WE ARE COMMITTED TO WORKING SYNERGISTICALLY WITH OTHER GROUP COMPANIES TO PLAN, DEVELOP, AND OPERATE OUTSTANDING REAL ESTATE ASSETS TO ENSURE NEW AND BETTER EXPERIENCES FOR THOUSANDS OF USERS.”

Ketiucy Pedrosa Pacheco and Pedro Augusto Pacheco Junior with their children (on the big screen) in Maracanã Stadium, Rio de Janeiro
Odebrecht TransPort develops projects, invests, establishes, and operates companies active in the sectors of urban mobility, roads, integrated logistics systems, ports, and airports. It makes long-term investments in improving Brazil’s infrastructure and providing public services. At the same time, it contributes to boosting the nation’s economic productivity, helping improve the public’s quality of life through its services. At the end of 2013, it had 19 companies in its portfolio, of which 11 are operational and 8 are under development. They are public concessions, private-public partnerships and ventures carried out synergistically with other private-sector companies.

Gross Revenue (In millions)
BRL 1,835
USD 783

EBITDA (In millions)
BRL 286
USD 122

"OUR ACCOMPLISHMENTS IN 2013 DO MORE THAN DEMONSTRATE BRAZIL'S INFRASTRUCTURE NEEDS. THEY ARE NEW CHALLENGES FOR US, BUT ABOVE ALL, THEY ARE FRESH OPPORTUNITIES TO Emphasize TWO OF OUR COMPANIES’ MAJOR OBJECTIVES: HELPING REDUCE THE NATION’S LOGISTICS DEFICIT AND OFFERING THE PUBLIC FAST, EFFICIENT, SAFE, AND COMFORTABLE TRANSPORTATION SYSTEMS."

Paulo Cesena, Executive Director

Highlights in 2013
• Contracts awarded: Rio International Airport (Galeão); VLT Caricola (LRV system in Rio de Janeiro); Western Route (BR 163); Line 6 of the São Paulo Metro, and Goiânia’s LRV system.
• Began operating new assets: Otimma, ConnectCar, Logum, Embraport, and Rota do Atlântico.

Awards and recognition
Otimma
• São Paulo Columnists 2013, from the Brazilian Association of Marketing and Advertising Columnists.
• Advertising Outlets 2013, from Editora Referência.
• Idea Brasil 2013 Silver, in the Social Impact Design category, from the Objetiva Brazil Association in partnership with Apax-Brazil.
• Good Design Award 2013, for the Structured Chaos bus shelter model.

Rota das Bandeiras
• RAC – Sanasa Environmental Responsibility Award, an initiative of the RAC Group and the Sanasa company to encourage best environmental practices.
• Third Best Roadway in Brazil according to the National Transport Confederation (CNT).

SuperVia
• Best Passenger Transport Operator in 2013, from Revista Ferroviária
IN THE LATE 1970S, THE GROUP TOOK TWO SIMULTANEOUS OPTIONS – INTERNATIONALIZING ENGINEERING & CONSTRUCTION AND DIVERSIFYING ITS OPERATIONS IN BRAZIL BY ENTERING THE PETROCHEMICAL INDUSTRY. BRASKEM IS THE RESULT OF THAT DIVERSIFICATION AND NOW IT, TOO IS INTERNATIONALIZING. TODAY IT OPERATES 36 INDUSTRIAL PLANTS IN THREE COUNTRIES, SERVING ITS CLIENTS IN THOSE COUNTRIES AND ANOTHER 70 NATIONS THROUGH THE EXPORTS OF ITS PRODUCTS.

Braskem is active in the chemical and petrochemical sector through 36 industrial units located in Brazil, the United States and Germany. It serves its clients in several sectors including the auto industry, manufacturers of household utensils, cleaning products, toiletries and cosmetics, packaging, appliances, toys, clothing and footwear, construction, water and sewer systems, fuel additives, and agroindustry. Formed in 2002 through the consolidation of Odebrecht Group and Mariani Group subsidiaries, Braskem has made a number of acquisitions and spearheaded the process of consolidating Brazil’s petrochemical industry. Today, it is the leading producer of thermoplastic resins in the Americas. This publicly listed company’s shares are traded on the following exchanges: BMF&Bovespa (Brazil), NYSE (USA) and Latibex (Spain).

Exports
- USD 6.75 billion in exports of thermoplastic resins and basic petrochemicals to over 70 countries.

Awards and recognition
- Carbon Efficient (ICO2) index on the BM&F Bovespa stock exchange.
- Exame Sustainability Guide, from Exame magazine for the fifth time.
- Whirlpool Sustainability Award, for the Being + Enterprising Program of social inclusion.
- Sustain Award 2013 for I’m Green™ “green” polyethylene at the 6th Forum for Sustainable Development.
- Época Green Company Award, from Época magazine: one of the 20 companies with the best environmental practices in Brazil.
- Best Practices in Sustainability: fourth place for the Água Viva (Living Water) project, awarded by the Benchmarks Institute.
- Transparency Award 2013, bestowed for the fifth time by the National Association of Finance, Management and Accounting Executives (Anefac).
- Human Being Award 2013, awarded during the 39th National Congress on Personnel Management (CONARH).

Gross Revenue (in millions) EBITDA (in millions)
BRL 47,770 BRL 4,813
USD 20,392 USD 2,055

Shareholding structure

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<th>Voting stock</th>
<th>ODEBRECHT</th>
<th>PETROBRAS</th>
<th>OTHER*</th>
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<td>ODEBRECHT</td>
<td>50.0%</td>
<td>38.3%</td>
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<tr>
<td>PETROBRAS</td>
<td>47%</td>
<td>36.1%</td>
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<tr>
<td>OTHER*</td>
<td>2.9%</td>
<td>36.1%</td>
<td>20.2%</td>
</tr>
</tbody>
</table>

*Not including shares held in treasury (0.1% of total equity).

Lab Technician Edison José Marson at Braskem’s PP 3 Industrial Unit in Paulínia, São Paulo

Braskem
Carlos Fadigas, CEO
IN A CHALLENGING YEAR MARKED BY A CYCLICAL CRISIS IN THE SUGAR-ENERGY SECTOR, WE FOLLOWED THE STRATEGIC VISION THAT BIOFUEL IS A BUSINESS WITH MAJOR POTENTIAL FOR BRAZIL. THE CHALLENGES AHEAD WILL BE SIGNIFICANT AND WE WILL SURMOUNT THEM BY FOCUSING ON PRODUCTIVITY AND THE CAPACITY FOR ACCOMPLISHMENT AND COMMITMENT OF OVER 17 MEMBERS, WHO TRANSFORM OBSTACLES INTO OPPORTUNITIES, GENERATING DEVELOPMENT AND SUSTAINABILITY.

Odebrecht Agroindustrial produces and sells ethanol and sugar to the Brazilian and international markets, and generates electricity from biomass. The company has invested nearly BRL 9 billion in new agroindustrial units located in four Brazilian states (São Paulo, Goiás, Mato Grosso and Mato Grosso do Sul). All told, they have the installed capacity to mill 40 million metric tons of sugarcane and produce 3 billion liters of ethanol, 700,000 metric tons of sugar and 2,700 GWh of electricity.

Highlights in 2013

Odebrecht Agroindustrial ended the 2013–2014 season with 22.5 million metric tons of sugarcane milled, enough to produce more than 1.5 billion liters of ethanol and 525,000 metric tons of sugar, in addition to co-generating 2,300 GWh of electricity. To expand the area of its cane fields, by the end of the season the company had planted over 105 hectares with sugarcane.

• Over BRL 1 billion invested in the 2013–2014 harvest to produce clean energy.
• Partnership with the Danish company Inbicon to accelerate the development of technologies for production of second-generation ethanol made from sugarcane straw and bagasse.
• Expansion of the Social Energy for Local Sustainability program, which has already received BRL 14 million in investments since its inception in 2009, with 50,000 beneficiaries.

Exports

Sugar
458,000 metric tons (USD 181.3 million) exported to 30 countries.

Ethanol
96,600 m³ (USD 57.6 million) exported to 6 countries.

Awards and recognition

• Child Friendly Company Seal, from the ABRINQ Foundation.
• Best Social and Environmental Practices in the Sector, for the Social Energy for Local Sustainability Program, awarded by the Sugarcane Industry Association (UNICA).
• One of the Best Companies for Communications with Journalists, for the third consecutive year, awarded by Negócios da Comunicação magazine.

Gross Revenue (in millions) EBITDA (in millions)
BRL 2,824 USD 1,205
BRL 1,737 USD 741

Shareholding structure

Odebrecht Agroinvestimentos 69.10%
Bandeirantes 14.40%
Ashmore 13.10%
Tarpon Investimentos 2.40%
Other 1%

Juvanil Fernandes and Elita Martins Silva, at Odebrecht Agroindustrial’s Costa Rica Unit
By early 2015, Enseada will deliver a state-of-the-art shipyard to the group, followed by six drill ships and four FPSO hulls. However, we want to go much further and win more contracts, working synergistically with other businesses and forming new technological partnerships. With that goal in mind, we will work together to lead the Brazilian shipbuilding industry, creating value for clients, shareholders, members, suppliers, sub-contractors, and the communities where we are present.

Enseada Indústria Naval

Fernando Barbosa, Executive Director

Enseada Indústria Naval has a backlog of orders worth USD 6.5 billion to convert the hulls of four oil tankers for Petrobras and build six drill ships for Sete Brasil. In Bahia, it is building a modern and sustainable shipyard for the Paraguaçu Unit, worth BRL 2.6 billion, the largest private-sector investment in that state in the last 10 years. In Rio de Janeiro, it operates the Inhaúma Shipyard, leased from Petrobras since 2010.

Highlights in 2013

The company made major progress in revitalizing the Inhaúma Shipyard and converting the four oil tankers. The construction of the shipyard in Bahia reached 49%, supported by obtaining BRL 1 billion in financing from the Merchant Marine Fund. It acquired the key packages for the construction of the drill ships, including, drilling, electrical, accommodations and HVAC (heating, ventilation, and air conditioning) systems, and began cutting steel plates and pipes.

Paraguaçu Unit

- Alliance contract (BRL 2.6 billion) with the Odebrecht, OAS and Constran joint venture to build the shipyard.
- Obtained BRL 1 billion from the Merchant Marine Fund with a BRL 706-million outlay.
- Dredged 2.8 million m³ of waste in a closed system without overflow.
- Began pipe cutting and outfitting in Japan for the hull of the first drill ship.
- Acquired drilling, electrical, accommodations and HVAC (heating, ventilation, and air conditioning) packages for the drill ships with a high percentage of local content.
- Development of the supply chain in Bahia by the Federation of Industries of the State of Bahia and the Brazilian Ministry of Development, Industry and Foreign Trade.

Inhaúma Unit

- Preliminary services for the hulls of P-75, P-76 and P-77 in China and completion of the purchase of large packages of equipment.
- Conversion of the hulls of the four ships advanced 38%.
- Revamping of the shipyard’s facilities reached 97%, including the renovation and purchase of cranes.

Awards and recognition

- Honorable mention in the Innovation in Offshore Engineering category in the Be Inspired Awards organized by the software manufacturer Bentley, for the drill ship accommodations design.
A provider of innovative solutions for the development of Brazil’s national defense industry, Odebrecht Defesa e Tecnologia devises, deploys, consolidates, and manages highly complex projects, technologies, and products for military and civilian use. It operates in the context of the implementation of the Brazilian Government’s National Defense Strategy (END), whose objectives include modernizing the sector and restructuring the Brazilian industry, ensuring that the Armed Forces meet their needs for modernization with the use of national technologies.

Awards and recognition
• FINEP Innovation Award 2013, bestowed following evaluation of four strict criteria: quantitative data for the last three years, innovation management, innovation and internationalization, and partnerships for the development of innovation.
• Qualification of Mectron as an SDE (Strategic Defense Company) by the Brazilian Defense Ministry.

Highlights in 2013
The main highlight of the company’s operations was the development and application of Brazilian technologies to build projects and design products. This led to some achievements and accomplishments, including:
•Began construction of SBR 1: a Brazilian conventional submarine.
•Successful launch of the MAR missile for the Brazilian Air Force in the Cachimbo Mountains, PA/MT.
•Completion of development of the A-Darter missile and manufacture of the prototype.
•Successful telemetry for the Exocet anti-ship missile.
•Integration of the TTCS (Telemetry, Tracking and Command Subsystem) Transponder and DDR (Digital Data Recorder) for satellites CBERS 3 and 4.
•Awards Software Defined Radio (SDR) for Defense contract, for the Brazilian Army.
•Continued developing the Link BR 2 Project — a secure communications link for Brazilian Air Force aircraft.

Odebrecht
Defesa e Tecnologia
André Amaro, Executive Director

“We aim to help the Brazilian government and the armed forces of Brazil meet the challenge of ensuring the technological autonomy required to guarantee national sovereignty. Our challenge is fulfilling the commitments undertaken in our contracts, ensuring the assimilation and development of critical technologies for this country, and getting results for our clients and shareholders, which are the basis for our growth.”

Affiliates:
• Itaguaí Construções Navais (ICN), focused on building conventional and nuclear submarines for the National Submarine Development Program (Prosub).
• Consórcio Baía de Sepetiba (CBS), the consortium responsible for planning, supervision, management and administration of liaison with Prosub.
• Mectron, focused on developing and manufacturing high-tech products and complex systems for military and civilian use.

Gross Revenue
(In millions)
BRL 117
USD 50

André Amaro observes the construction of Brazilian submarine SBR 1 at the Metal Structures Fabrication Unit (UFEM) in Itaguaí, Rio de Janeiro.
Investment Funds

Odebrecht Africa Fund

Develops and entrepreneurs a selective portfolio of strategic investments that reaffirm Odebrecht’s commitment as a long-term investor in Africa and create crosscutting business opportunities within the Group.

Assets
- NossoSuper, Angola’s largest supermarket chain, with 31 outlets.
- Companhia de Bioenergia de Angola – Biocom, a company that produces sugar, ethanol and electricity.
- Belas Shopping, Luanda’s largest shopping mall.
- Sociedade Mineira de Catoca mining company.
- Concession for Block 16 in Angola’s oil-producing basin.

Highlights in 2013
- Expansion of the NossoSuper supermarket chain by opening two more outlets, reaching the mark of 97% Angolan company members and 87% customer satisfaction according to a survey.
- Built 92% of the industrial facilities and planted 55% of the sugarcane required by Biocom, which began selling its own brand of sugar: Kapanda.

Fundo Odebrecht Brasil

A fund that manages assets in the energy sector in Brazil and makes investments that leverage projects for the Group’s Engineering & Construction businesses in that country.

Energy assets in Brazil
- Santo Antônio Dam (3,568 MW), RO.
- Teles Pires Dam (1,820 MW), MT/PA.
- Senandes Corridor Wind Power Complex (198 MW from four wind parks), RS.
- Odebrecht Renewable Energy (370 MW from three cogeneration power assets).

Leveraging investment for Engineering & Construction
- Residencial Olímpico housing complex, RJ.

Highlights in 2013
- Seven generating units (GU) went online at the Santo Antônio Dam, totaling 15 GU’s in operation.
- Expanded the Santo Antônio Dam’s capacity by acquiring six additional GU’s.
- Auctioned cogeneration power from the Eldorado Plant (52.2 MW).
- 88.5% of the Senandes Corridor installed.

Odebrecht Latin Fund

Consolidates investments that leverage Engineering & Construction projects in Latin America. Its portfolio focuses on two segments: Energy and Irrigation.

Main assets
- Trasvase Olmos Concession Company (Peru) – located in the Lambayeque region, this project is divided into three phases. Odebrecht is responsible for phases I (diverting the Olmos River) and III (irrigating the Olmos Valley). Phase I – Diversion: construction, operation and maintenance of diversion works for the Olmos River, with the right to run, maintain, and operate the assets as a concession and provide water diversion services. Phase III – Irrigation: sustainable irrigation concession in the Olmos Valley. The asset is responsible for designing, building and financing surface water collection, transportation, distribution, and delivery.
- Chaglla Dam (Peru) – Located in the department of Huánuco, Peru, its aim is building, operating, and maintaining this hydroelectric plant and selling the energy generated.

Highlights in 2013
- First year of full operation for phase I of the Trasvase Olmos concessionaire.
- Concluded structured financing for the Chaglla Dam.
- Olmos irrigation project is 80% complete, and the Chaglla Dam is 60% complete.
- Approval of investment in a multi-purpose asset in Mexico, which will be responsible for the construction, operation, and maintenance of water collection and transportation and renewable energy generation system in the city of Xalapa.
Odebrecht Serviços de Exportação

Odebrecht is a leading Brazilian exporter of goods and services. Its extensive track record, the quality of its relations with the Communities in which it operates and ability to develop financial engineering for major ventures enable the Group’s companies to participate in large international projects.

Odebrecht Serviços de Exportação (Odebrecht Export Services; OSE) helps Odebrecht Group companies meet the challenges of importing and exporting goods and services, global sourcing, and expatriating company members.

Support Companies

Engineering & Construction

Generated USD 1,180 million in foreign exchange for Brazil through exports of goods and services.

Value of goods exported: USD 320 million

Number of items exported: 67,732

<table>
<thead>
<tr>
<th>Goods</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>618 small firms</td>
<td>1,495 small firms</td>
</tr>
<tr>
<td>928 large firms</td>
<td>166 large firms</td>
</tr>
</tbody>
</table>

Work opportunities created directly and indirectly in Brazil: 236,108

Brasilian expatriates: 2,257

Brasilian companies that supply goods and services to projects in other countries: 3,207

Odebrecht Serviços de Exportação

Odebrecht Corretora de Seguros

Odebrecht Group companies have the support of a captive brokerage, Odebrecht Corretora de Seguros, to safeguard the Shareholders’ tangible and intangible assets by identifying and mitigating risks through innovative risk transfer solutions involving the Brazilian and global insurance and reinsurance markets, in line with the Group’s Policy on Insurance.

Surety bonds

Odebrecht Corretora de Seguros works with insurance and reinsurance companies, and multilateral and export credit agencies to entrepreneur international lines of surety bonds, in keeping with the Group’s Policy on Financial Affairs and Surety. It has placed over USD 26 billion in bonds in the last 24 years without any losses for the surety industry.

The FPSO Cidade de Itajaí, operating in the Santos Basin with total production of 12 million barrels of oil: one of the assets insured by Odebrecht Corretora de Seguros

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Insurance and Bond Indicators

- Total Insurance Coverage (at December 31, 2013)
  - Engineering & Construction: USD 44.7 billion
  - Assets: USD 36.9 billion

- Total Bond Coverage (at December 31, 2013)
  - Engineering & Construction: USD 13.7 billion
  - Assets: USD 388.9 million

Life and Health Indicators

- Members covered by Odebrecht Corretora de Seguros
  - Life and Health Programs: 201,584
  - Dental Insurance: 119,238

- Odebrecht Corretora de Seguros is responsible for managing all Life and Health policies for the Odebrecht Group’s Members.

- Odebrecht Corretora de Seguros
  - Engineering & Construction: USD 13.7 billion
  - Assets: USD 388.9 million

- Life Insurance: 201,584

- Dental Insurance: 119,238
Odebrecht Previdência

Odebrecht Previdência’s mission is to help Group Members build up assets that they can use during the post-career phase of their lives. It does so by managing a supplementary pension plan (Odeprev Plan) and carrying out educational projects on finance and pensions.

Number of participants: 20,573
Number of pensioners: 123
Total assets managed: BRL 1,607,551,106.85
Accumulated return in 2013: 2.54%

Odebrecht Comercializadora de Energia

Provides support for Odebrecht Group companies in buying and selling electric energy required and produced, as well as related services, such as market intelligence and regulation and risk management in the electric energy sector in Brazil and other markets.

Its mission is to:
• Create a unique platform and capture synergies with economies of scale and increased visibility in the energy market;
• Consolidate institutional representation. The shareholders of Odebrecht Comercializadora de Energia (OCE), each with equal stakes, are Odebrecht Energia, Odebrecht Transport, Odebrecht Ambiental, Odebrecht Agrindustrial and Braskem.

Main Indicators for 2013
12 generator units
26 free consumption units

Odebrecht Previdência Indicators
(at December 2013)

- Number of participants: 20,573
- Number of pensioners: 123
- Total assets managed: BRL 1,607,551,106.85
- Accumulated return in 2013: 2.54%

Odebrecht Engenharia de Projetos

Odebrecht Engenharia de Projetos (OEP) is active in all Odebrecht Group businesses, developing intelligent and innovative Project Engineering solutions that are applicable to all stages of a venture: studies, conceptual and basic design, pre-detailing and detail design.

Highlights in 2013
• Detail design for the Anhembi and Aracatuba terminals for Logum’s ethanol pipeline.
• Conceptual design for Braskem’s Energy Valorization Unit.
• Basic design for treating water from the Guando River for Campera, a Petrobras company.
• Conceptual and basic design for the Luanda thermal power plant in Angola.
• Detail design of storage terminals and pumping stations for the Pascuales-Cuenca multipurpose pipeline, for Petroecuador.

Awards and Recognition
• Platinum Pipe Award, in the Engineering & Schematics category, 1st place in Hexagon’s international competition (Intergraph).
• ISO 9001 and TS 29001 certification.
• CRCC (Certificate of Registration and Classification) from Petrobras.

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Although it has undergone many transformations over the course of its nearly 50-year history, the Odebrecht Foundation is connected to a guiding thread that has always been present: the family unit, which is the focus of efforts. We will continue to concentrate primarily on young people, seeking to provide decent jobs and fair incomes while conserving environmental heritage and ensuring productive social inclusion, bolstering the foundations for an effective society of trust.

A nonprofit private institution for the public good maintained by the Odebrecht Group. Created in 1965, it celebrated the 25th anniversary of its current mission in 2013: preparing young people for life through work, on the basis of values and limits. It is one of the creators of the Development and Integrated Growth Program with Sustainability for the Southern Bahia Lowlands Environmental Protection Areas Mosaic (PDCIS), the result of a partnership among the public and private sectors and organized civil society. The PDCIS focuses on youths and their families, changing the realities of rural communities and creating the conditions for making them productive and taking charge of their own future. Organized as Strategic Cooperatives, these families have access to knowledge and technologies related to farming that increase productivity. As a result, they are empowered and qualified to become Rural Entrepreneurs who can optimize results that generate wealth and construct the ideal convergence between Labor and Capital, leading to Growth with Sustainability.

Maurício Medeiros, Executive President

Highlights in 2013

• The Odebrecht Group invested BRL 43.3 million in PDCIS projects involving 805 communities, directly benefiting more than 23,000 people and indirectly benefiting 85,000.
• Partnership with the Presidente Tancredo Neves Rural Family House and Presidente Tancredo Neves Rural Producers’ Cooperative (Coopatan) to create the Land Access Fund, which provides financial assistance for income generation and development in the countryside.
• Expanded its partnership with Brazil’s National Bank for Economic and Social Development (BNDES) for the renovation and expansion of the headquarters of the Igrapiúna Rural Family House and Nilo Peçanha Agroforestry House. The program also obtained financing to build Coopatan’s new cassava flour mill, which will be one of the most modern facilities of its kind in Brazil.
• Signing of a Memorandum of Understanding, with the Brazilian Army, which will enable the upgrading and paving of Park Road, and a Cooperation Agreement with the Military Academy Graduates’ Association (ADESG), seeking to replicate the PDCIS elsewhere through units of the association.
• The Tribute to the Future Program in 2013 totaled more than 7,500 investors, raising over BRL 5.6 million used to provide support directly or indirectly to 38,000 people.

Awards and recognition

• The Continental Waters Fish Farmers’ Cooperative (Coopecon) Fish Processing Unit received Family Farming certification from the Brazilian Ministry of Agriculture and Supply’s Federal Inspection Service (SIF). Their products can be sold in Brazil and exported.
• The Rainforest Alliance certified the Pratigi environmental protection area’s (APA) carbon reducing forest restoration projects, boosting the credibility of the Pratigi Carbon Neutral Program, an initiative of the Land Conservation Organization.
• Capital Finance International recognized the Odebrecht Foundation through the CFI Awards Programme, which identifies organizations with the best practices worldwide.
Executives of the Odebrecht Group

ODEBRECHT S.A.
Honorary Chairman
Norberto Odebrecht

Board of Directors of Odebrecht S.A.
Emilio Odebrecht, Chairman
Aluizio Rebelo de Araujo
Gilberto Sá
Luiz Almeida
Luiz Vilar
Pedro Mariani
Pedro Novis
Renato Baiardi
Rubens Ricupero
Sergio Foguel

President and CEO of Odebrecht S.A.
Marcelo Bahia Odebrecht

Senior Officers Responsible for Entrepreneurship Support
Finance
Marcela Drehmer
Marco Rabello, Finance Engineering & Construction

Fiduciary Affairs and Governance
Newton de Souza
Mauricio Ferro, Legal Affairs

People & Organization
Daniel Vilar
Sergio Bourroul, Communication

Operations
Paulo Lacerda de Melo
Sergio Leão, Sustainability

Structured Operations
Hilberto Silva

Political/Institutional Relations
Claudio Melo Filho

Special Advisers
Venezuela Market
Euzenando Azevedo

Strategic Relations with Communications and Media Companies
Marcos Wilson

Entrepreneurial and Business Strategy
Renato Martins

ODEBRECHT ENGENHARIA INDUSTRIAL
Entrepreneurial Leader (CEO)
Márcio Faria

Senior Officers
Flávio Faria, Argentina
Francisco Penteado, Venezuela
Renato Rodrigues, Brazil – South, Southeast and Odebrecht Engenharia de Projetos
Saulo Vinicius, Brazil – North, Northeast, Mid-West and Petrochemicals

Senior Officers Responsible for Entrepreneurship Support
Finance
Marília Alves, Finance Engineering & Construction

Fiduciary Affairs and Governance
Newton de Souza
Mauricio Ferro, Legal Affairs

People & Organization
Daniel Vilar
Sergio Bourroul, Communication

Operations
Paulo Lacerda de Melo
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ODEBRECHT INFRASTRUCTURE – BRAZIL
Entrepreneurial Leader (CEO)
Benedicto Barbosa da Silva Junior

Senior Officers
André Vital, Bahia and Sergipe
Augusto Roque, Energy
Fabio Gandolfi, Spain
João Pacífico, Northeast and Mid-West
Leandro Andrade, Rio de Janeiro
Luiz Bueno, São Paulo and South
Sergio Neves, Minas Gerais, Espírito Santo and North

Senior Officers Responsible for Entrepreneurship Support
Finance
Marcela Drehmer
Marco Rabello, Finance Engineering & Construction

Fiduciary Affairs and Governance
Newton de Souza
Mauricio Ferro, Legal Affairs

People & Organization
Daniel Vilar
Sergio Bourroul, Communication

Operations
Paulo Lacerda de Melo
Sergio Leão, Sustainability

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Strategic Relations with Communications and Media Companies
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Entrepreneurial and Business Strategy
Renato Martins

ODEBRECHT INFRASTRUCTURE – AFRICA, UAE AND PORTUGAL
Entrepreneurial Leader (CEO)
Ernesto Baiardi

Senior Officers
Daiha Blando, Angola
Fábio Janadilha, Portugal, Libya and UAE
Miguel Pereira, Mozambique
Pedro Pinheiro, Ghana
Yuri Kertzman, Equatorial Guinea

Senior Officers Responsible for Entrepreneurship Support
Finance
Marília Alves, Finance Engineering & Construction

Fiduciary Affairs and Governance
Newton de Souza
Mauricio Ferro, Legal Affairs

People & Organization
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Entrepreneurial and Business Strategy
Renato Martins
ODEBRECHT PROPERTIES
Entrepreneurial Leader (CEO)
Felipe Jens

Senior Officers
Carlos Barretto, Private Properties Odebrecht Brazil
Denio Cidreira, Entertainment
Geraldo Villin, Public Properties

Senior Officers Responsible for Entrepreneurship Support
Cristiane Giansante, People
Marcos Lima, Planning, Sustainability, IT and Facilities
Otavio França, Finance
Regênia Baudista, Odebrecht Brazil Fund
Suzany Barroso Campos, Legal Affairs

ODEBRECHT TRANSPORT
Entrepreneurial Leader (CEO)
Paulo Cesena

Senior Officers
Carlos José Cunha, SuperVia
Juliana Balbiardi, Logistics
Lucie Teixeira Rocha, Rodovias Internacionais
Renato Melo, Acquaypa
Rodrigo Carneia, Urban Mobility

Senior Officers Responsible for Entrepreneurship Support
Adriano Maia, Legal Affairs
Carlos Prado, Business Development
Irineu Meirelles, Business Development
Marcelo Felberg, Finance
Marcio Fontes, Communication
Michael Machado, Business Development
Paulo Quaresma, People & Organization

BRASKEM
Entrepreneurial Leader (CEO)
Carlos Fadigas

Executive Vice Presidents
Fernando Mota, United States and Europe Unit
Luciano Guadilou, Project Management
Renato Melo, Acquaypa
Rodrigo Carneia, Urban Mobility

Senior Officers Responsible for Entrepreneurship Support
Décio Oddone, Investments
Edmundo Aires, Innovation and Technology
Gustavo Valderde, Legal Affairs and Corporate Governance
Marcelo Arantes, People & Organization, IT and Procurement
Marcelo Lyra, Institutional Relations and Sustainability
Mário Augusto Silva, Finance and Investor Relations
Pedro Freitas, Corporate Strategy

ODEBRECHT AGROINDUSTRIAL
Entrepreneurial Leader (CEO)
Luiz de Mendonça

Senior Officers
Carlos Mathias, BioCero Angola
Célia Ferreira, Operations and Engineering
Luiz Marques, Corporate Management
Marcelo Machado, Sales, Logistics, Procurement and International Business

Senior Officers Responsible for Entrepreneurship Support
Alexandre Perazzo, Finance, IT, Planning and Investor Relations
Amaury Pekelman, Institutional Relations
Genésio Couto, People & Organization, Sustainability and Communication
Luciano Dequech, Legal Affairs
Marcelo Nunes, Planning and Innovation

ENSEADA INDÚSTRIA NAVAL
Executive Director
Fernando Barbosa

Senior Officers
Guilherme Guacagui, Operations
Mário Porfírio, New Businesses

Senior Officers Responsible for Entrepreneurship Support
Humberto Rangel, Institutional Relations and Sustainability
Ricardo Lyra, People & Organization, Planning, Governance and IT
Ricardo Ricardo, Finance

ODEBRECHT DEFESA E TECNOLOGIA
Executive Director
André Amaro

Senior Officers
Guilherme Almeida, Logistics, Travel and Offshore Systems
Marcelo Marx, Corporate Communication and Command and Control Systems

Senior Officers Responsible for Entrepreneurship Support
André Paraná, People & Organization and Planning
Oswaldo Oliveira, Institutional Relations
Pedro Sa, Finance
Rodrigo Salvador, New Business Development
Valter Rodrigues, Technology
In 1944, the 23-year-old engineer Norberto Odebrecht founded a company in Salvador, Bahia, Brazil, that would give rise to the Odebrecht Group. He had a great deal of work ahead of him, but he was sure of one thing: that people exist to serve their fellows. His solid upbringing imbued him with that and other principles, which would guide both his life and the course of the Odebrecht Group.

For 70 years, the ethos of service has been the decisive hallmark that sets the Odebrecht Group apart. It is impossible to translate that ethos into words, but it can be easily identified in the conduct of people who are always willing to perceive, understand, and meet the needs of others, whether they are a client, a co-worker or anyone linked to their work or personal lives.

Identifying and bringing in people endowed with that constant and steadfast desire to serve others has been Odebrecht’s main drive for seven decades. Thanks to them, things become simple, and everything else ensues naturally: the Client’s satisfaction, support for national development, the generation of social wealth, and the Group’s survival, growth, and perpetuity.

Odebrecht’s history is the story of people with the ethos of service. People who apply it on a daily basis, no matter what. It is in their blood, so for them, any time is a good time for serving others. For them, service is an ongoing commitment.