Cosme Andrade, an apprentice at the Odebrecht Foundation’s Building Better Project in the Southern Bahia Lowlands. In 2010, the Odebrecht Foundation marked 45 years of social action.
People are the agents and targets of sustainable development

Titled *Odebrecht 2011*, this publication spotlights the results achieved by all our companies in 2010.

The outcome of our commitment to serving our clients with excellence and helping improve people’s living conditions, these results are down to our teams’ balanced practices when meeting economic needs, satisfying the communities’ social and cultural requirements, surmounting new environmental challenges and participating in political activities of public interest.

The economic, social, environmental, cultural and political indicators shown in the following pages only make sense for one reason, which is the basis for everything else: our confidence in people and their capacity and desire to grow and develop and achieve increasingly dignified living and working conditions.

For us, people are the beginning, means and end of all things, and investment in their growth and development is the factor that most consistently produces the sustainable dynamics we all desire.
Contents

From top: Vale’s Pier IV project in Maranhão, Braskem’s facilities in Rio Grande do Sul, the Santo Antônio hydroelectric plant in Roraima, Miami Airport in the USA, and ETH’s plant nursery in Mato Grosso do Sul
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Odebrecht is an organization of Brazilian origin with diversified businesses and global operations. Our subsidiaries provide services and manufacture products for clients on five continents.

Since 1944, when the Odebrecht Organization was founded, our members have been guided by the Organization’s own philosophy, based on humanistic values and consolidated in the form of the Odebrecht Entrepreneurial Technology (TEO).

As part of our corporate responsibility, by serving our clients and the communities in which we are present, our teams contribute to building economically prosperous, socially inclusive, environmentally sustainable, politically participatory and culturally rich communities and nations.

ODEBRECHT ENTREPRENEURIAL TECHNOLOGY (TEO)

TEO is an interconnected set of Principles, Concepts and Criteria, centered on education and work, providing the ethical, moral and conceptual touchstones for the action of all Odebrecht Organization members. It values people’s potential, particularly the willingness to serve others, the ability and desire to grow and develop, and the drive to surpass previously achieved results.

Its principles, concepts and criteria — including confidence in people, decentralized operations and productive reinvestment of results achieved — enable the Organization to work with a common strategic direction, unified thinking and consistent behavior, allowing its members, around the globe, to walk in the same direction.
ODEBRECHT ORGANIZATION’S MACRO-STRATEGY

There are always three generations interacting with each other within the Odebrecht Organization. The first, made up of older members, focuses on the political-strategic sphere; the second, consisting of mature business leaders, concentrates on the strategic-entrepreneurial sphere; and the third, formed by younger members, works in the entrepreneurial-operational sphere.
ODEBRECHT INFRAESTRUTURA
Engineering, construction and infrastructure projects in Brazil.
- Odebrecht TransPort
  Transportation, urban infrastructure and integrated logistics.

ODEBRECHT ENGENHARIA INDUSTRIAL
Major industrial engineering projects in Brazil and worldwide.
- Odebrecht Defesa e Tecnologia
  National Defense and Public Security technology and systems.

ODEBRECHT ENERGIA
Electric power generation ventures, prioritizing renewable sources.
ODEBRECHT AMÉRICA LATINA E ANGOLA
Engineering, construction and infrastructure projects in Latin America, the Caribbean and Angola.

ODEBRECHT VENEZUELA
Engineering, construction and infrastructure projects in Venezuela.

ODEBRECHT INTERNATIONAL
Engineering, construction and infrastructure projects in the United States, Europe and Africa.

**Holding Company: Odebrecht S.A.**

*Responsible for providing the Organization’s strategic direction and maintaining its cultural and philosophical unity, Odebrecht S.A. seeks to hone the businesses’ entrepreneurial practices, promote people’s growth and development and offer political strategic support to all of its subsidiaries.*
ETH BIOENERGIA
Production and sales of ethanol, energy from biomass and sugar.

ODEBRECHT ÓLEO E GÁS
Integrated solutions for the upstream oil industry.

ODEBRECHT REALIZAÇÕES IMOBILIÁRIAS
Residential, corporate, commercial and tourism real estate ventures in Brazil.

FOZ DO BRASIL
Environmental solutions for treating solid and liquid industrial waste, water and sewage, and solid urban waste.
ODEBRECHT FOUNDATION
A non-profit private-sector public utility institution that supports Southern Bahia Lowlands families in northeastern Brazil through a model for integrated and sustainable development.

BRASKEM
Production of thermoplastic resins with a focus on polyethylene, polypropylene and PVC.

ODEBRECHT PARTICIPAÇÕES E INVESTIMENTOS
Manages Odebrecht Organization’s equity and investments in new infrastructure businesses.

ODEBRECHT ADMINISTRADORA E CORRETORA DE SEGUROS
A captive brokerage that stewards the Organization’s assets by identifying, mitigating and managing risks.

ODEPREV ODEBRECHT PREVIDÊNCIA
A private pension fund for Odebrecht Organization members.
The commitment to sustainability has become an imperative for all businesses.

Striking the necessary balance among economic, social and environmental impacts must be an integral part of decision-making for entrepreneurs with long-term vision who want to become agents of prosperity for their communities.

Brazil and other countries have made real economic, social, environmental advances in recent years. But we are still seeking more comprehensive solutions that envisage a sustainable and integrated whole and encourage their assimilation by all agents of our civic life — ranging from governments to private citizens, and including businesses and social organizations.

Therefore, the Odebrecht Organization goes beyond sustainability’s economic, social and environmental dimensions to include its cultural and political dimensions in our vision of sustainability.

We include the cultural dimension because it is a symbolic way of affirming a collective identity and ensuring social inclusion, encouraging practices that value ethnic diversity and the preservation and dissemination of the communities’ artistic and cultural heritage.

In the political dimension, working in partnership with governments and other development actors, we promote and improve on governance practices and partnerships that encourage better public services through investments in education, health, safety, infrastructure and the environment.

We are keenly aware that companies do not replace the State as a regulator of the social system, or a planner and promoter of development. The objective of our political participation is to value and act on behalf of the public interest in order to carry out projects that take the public’s real needs into account.

Consolidating and balancing the five dimensions of sustainability therefore expands on the conventional concept of economic growth, which is anchored in traditional indicators (including gross domestic product and income per person, among others) and cannot envisage a sustainable and integrated whole. Therefore, as this Annual Report clearly shows, at our companies we are making steady advances toward formulating and classifying indicators that reflect the consolidation of all five dimensions of sustainability.

One clear example of the impact of integrated sustainable practices is sanitation (water and sewer), where the dimensions of sustainability are also present. Nothing can be more harmful to the environment and deleterious for human health than a lack of adequate sanitation. Furthermore, sanitation systems are directly responsible for cutting
health-care costs, by creating new work opportunities, improving the quality of people’s productivity and therefore enhancing their social inclusion.

Another little-noted example is the role the infrastructure sector plays in sustainable development by linking production nationwide with roads, railways, ports, airports, hydroelectric plants, dams, telecommunications systems, etc. Countries where infrastructure networks are well built and distributed have fewer regional imbalances, cheaper and faster transportation systems, a larger supply of water and power, and better communications among all actors in the system. As a result, everyone stands to benefit from more and better gains and productivity, which lead to increased competitiveness for all sectors of production, both domestic and international.

Brazil, in particular, is experiencing a growth cycle that requires the qualified expansion of its infrastructure so it can cope with the demands of growth and the major world events it will host in the next few years. Railways, power generation, shipping, subways for major urban centers, ports and airports, and broadband Internet access are just some of the nation’s urgent priorities. By meeting them, we can continue the virtuous social and economic cycle currently underway.

Economic and social challenges are combined with the environmental challenge. We must do all that while making rational use of natural resources, especially water, using it responsibly, with proper environmental protection. Not only that, but we must forcefully confront the reality of climate change, the contamination of rivers, oceans and groundwater and destruction of forests and environmental reserves.

Education plays a key role in the five dimensions of sustainability with which we are working. Only high-quality education can develop and disseminate knowledge and groom people capable of strengthening the economy and producing high-impact cultural goods. To do so, however, we must cast aside the rhetoric of simple agreement on and acceptance of the importance of education and move on to take concrete action to make the urgent changes required to drive our country’s growth, which calls for the participation of society in general and the Brazilian State in particular.

This is our core belief: we put our trust in people’s ability and desire to grow and develop. Therefore, all our efforts – both internally, within our Organization, and externally, in our interactions with the communities we serve – are focused on the individual’s development. Our Odebrecht Entrepreneurial Technology professes that people are the beginning, means and end of all things in our society. After all, it is people who will be the decisive agents for sustainable development.
The results that all our subsidiaries achieved in 2010 reflect a solid step forward in the direction of the global Organization we aim to build: made up of Knowledgeable People, committed to sustainable development, and a leader in the businesses and countries where it operates.

These results were made possible by the committed participation of our members and the trust of our clients, associates and partners. We extend our thanks to all of them.

Today we are over 120,000 people strong, people of over 65 nationalities working in 20 countries. In Brazil, in particular, the number of our members grew by 71%, from 45,000 in 2009 to 77,000 in 2010.

We are internationalizing more and more. For many years, our Engineering & Construction companies were the lead actors in our global operations, and now Braskem, Foz do Brasil and Odebrecht Óleo e Gás have joined them on the world stage.

In 2010, we expanded our operations in Africa and the Caribbean and maintained our long-term presence in nations where we were already active, especially the United States, where we have 20 years of experience. Our Engineering & Construction companies’ backlog outside Brazil grew by 11%, reaching approximately USD 14.4 billion.

We are also a more diversified organization. The merger of Quattor and Sunoco Chemicals’ resins division with Braskem increased the number of that company’s industrial units from 20 to 31. In 2010, Braskem also opened its first “green ethylene” factory and was on its way to becoming a world leader in sustainable chemicals. The first acquisition helped bolster Brazilian petrochemicals in one of the world’s most competitive industries, and the second marked the beginning of the internationalization of Braskem’s operations. Through these initiatives, that company has reinforced its commitment to the development of the sector’s supply chain and its proximity to clients around the globe.

ETH experienced a similar breakthrough. By acquiring Brenco’s assets in 2010, the company added 155,000 hectares to its sugarcane growing area and took a decisive step towards becoming the global leader in ethanol production. The company was responsible for increasing Brazil’s ethanol and biomass energy cogeneration production capacity by 40%. Its USD 960 million investment that year accounted for 20% of all Brazilian investments in that sector.

In other aspects of diversification, we have grown in the low-income housing sector, particularly through the Federal Government’s “My House, My Life” program. We have intensified Foz do Brasil’s performance in the Industrial Plants and Environmental Services segments. We have entered the Defense business in Brazil, helping the country gain access to new technologies and ensuring the development of the domestic industry. We are also making investments to meet the demand arising from the discovery of pre-salt oil deposits in Brazil, which have made that country the owner of one of the world’s ten largest oil reserves, and have begun operating urban transport concessions through Odebrecht TransPort, through which we are already serving about 2 million people in Brazil.

All of these accomplishments have bolstered our clients’, shareholders’, partners’ and investors’ trust in our Organization.

In 2010, our partners apportioned USD 3.9 billion to our businesses, as well as investing their tangible and intangible assets, compounded by the Organization’s own investments totaling USD 6 billion.
Our clients have signed alliance contracts with us valued at a total of USD 4 billion, enabling us to carry out increasingly complex projects.

We have also had the satisfaction of being classified as “Investment Grade” by Fitch (in 2009, Moody’s gave us the same rating) and Braskem in March 2011 received that rating from Standard & Poor’s and Moody’s. Another important honor was being named the Family Business of the Year, worldwide, by IMD of Switzerland, based on our Organization’s values.

Striving to practice the five dimensions of Sustainable Development in all our businesses also gives rise to confidence and trust. Sustainable practices in our Organization have been improving year by year, with specific policies in place for each business. In 2010, we published our “Guidelines for Sustainability in the Engineering & Construction Business,” where we established the five areas of our operations with an emphasis on climate change. That initiative made it possible to carry out our first Greenhouse Gas Emissions Inventory covering 117 jobsites and 21 corporate offices in 15 countries.

In 2010, our companies’ social, environmental and cultural programs in the vicinity of our jobsites and industrial units had reached 761,000 people from 504 communities in several countries. We invested a total of USD 43.8 million of our own resources in those programs that year alone.

In this regard, it is important to underscore the Odebrecht Foundation’s 45th anniversary. Its work in the Southern Bahia Lowlands in northeastern Brazil has provided real conditions for that region’s integrated and sustainable development. Other highlights include the Acreditar (Believe) professional education program, which we started in Brazil and have taken to other countries; the Caia na Rede project, which is responsible for the digital inclusion of more than 10,000 people from communities near our jobsites; the Reciclar (Recycle) waste management project; the Kulonga Pala Kukula project in the Malanje region of Angola, among dozens of others we are carrying out in that country, consolidating projects focused on creating income and promoting health and education; and initiatives carried out along the routes of the IIRSA North and IIRSA South highways in Peru, including environmental preservation, health, education and civic activities.

We have also been directly responsible for creating the necessary conditions for increasing food production in several countries, due to irrigation and water diversion projects in nations like Venezuela (55,000 ha through the El Diluvio project and 35,000 ha through the Soy Project in El Tigre), Peru (43,000 ha through the Olmos project) and Angola (38,000 ha through the Pungo Andongo project).

As for the future, as always, our plans are ever more challenging. And it could not be otherwise, since the Odebrecht Entrepreneurial Technology, our greatest legacy, with which we are building the present and the foundations for the future, inspires us to improve continuously so we can continue to serve our clients cheerfully and responsibly and contribute to the sustainable development of the communities in which we are present.

According to the Odebrecht Organization’s Vision for 2020, by the end of this decade we will be present in over 30 countries and have 300,000 members. They will be sharing their clients’ dreams just as they do today, offering them innovative and integrative solutions, and making a decisive contribution to the creation of wealth and sustainable development for all.
Sustainability has been an integral part of all our teams’ practices since the Odebrecht Organization’s inception in 1944. Our founder, Norberto Odebrecht, began systemizing and publishing the principles, concepts and criteria of the Odebrecht Entrepreneurial Technology in 1970 in Points of Reference, his first book to cover that subject. Sustainability became firmly established as a principle of TEC in Survival, Growth and Perpetuity, originally published in Portuguese in 1981.

1993 – 1994
- Development of the first set of social/environmental guidelines for the Organization’s Engineering & Construction companies (E&C)
- OPP signs the UN’s International Declaration on Cleaner Production
- Odebrecht Foundation launches the “Only the Schools can Make Brazil Right” campaign in partnership with UNESCO
- Odebrecht S.A. publishes its first Social Responsibility Report
- “Social Significance” category is created for the Highlight Awards

1995 – 1996
- Creation of Odeprev to help members prepare for the post-career phase of life
- Certification of all OPP Petroquímica units under the ISO 14001 standard (environmental management)

1997 – 1999
- First certificate of compliance with the ISO 14001 standard for E&C
- OPP Petroquímica signs onto the Responsible Care program
- Odebrecht Foundation takes part in the Alliance with Adolescents for Sustainable Development in the Brazilian Northeast
2000 – 2001
- Creation of Occupational Health & Safety indicators in E&C
- Consolidation of Health, Safety and Environment programs (HSE) in E&C
- Social and environmental performance indicators are applied to all E&C projects

2002
- Odebrecht Organization approves its current Code of Ethics
- Global Business Coalition ranks Odebrecht’s Program to Combat HIV/AIDS as a benchmark for sustainability
- Revision and expansion of social/environmental guidelines for E&C in accordance with international standards
- Braskem undertakes a public commitment to sustainable development (the year it is created)

2003
- Creation of the Clarival Prado Valladares Prize to sponsor original research on the history of Brazil, consolidating the Odebrecht Organization’s cultural contributions, begun in 1959
- Odebrecht Foundation creates the Program for the Integrated and Sustainable Development of the Southern Bahia Lowlands

2004
- Braskem publishes its first Annual Report on Sustainability
- Odebrecht Organization drafts its Social and Cultural Action Policy

2005 – 2006
- Modern Project gets underway, marking the beginning of new standards in Brazil for environmental and social responsibility in hydroelectric projects
- Braskem establishes its Social Responsibility Policy
- Braskem is listed in B3’s Bovespa’s Corporate Sustainability Index (OSO)
- Braskem conducts its first Greenhouse Gas Emissions Inventory

2007
- Creation of E&C Biomass, with a focus on renewable energy
- Braskem signs onto the Global Pact, a UN initiative to promote sustainability
- Odebrecht magazine selects Braskem as a benchmark for Sustainability for the first time

2008
- Odebrecht Organization’s Sustainability Policy is approved
- Aedevad professional education program begins
- Launch of the Odebrecht Sustainable Development Award
- “Social Responsibility” category of the Highlight Awards expands to “Sustainability”
- Creation of Faz do Brasil
- All Odebrecht E&C projects are certified under the B3-14001 and ISO 9001-2008 standards
- Odebrecht Foundation marks its 45th anniversary
- Odebrecht Foundation invests additional USD 9.9 million

2009
- Odebrecht Members participate in COP 15 in Copenhagen, Denmark
- Odebrecht joins forces with other companies and organizations to publish the Open Letter to Brazil, which underlines commitments on climate change
- Saint-François hydroelectric project in Roraima carries out its first Greenhouse Gas Emissions Inventory
- Odebrecht Foundation marks its 45th anniversary

2010
- E&C companies’ projects carry out their first Greenhouse Gas Emissions Inventories
- LR ranks the largest number of E&C Greenhouse Gas Emissions Inventories
- Odebrecht Foundation marks its 45th anniversary
- Odebrecht Foundation marks its 45th anniversary

* Odebrecht Energia, Odebrecht Engenharia Industrial, Odebrecht Infraestrutura, Odebrecht América Latina & Angola, Odebrecht Venezuela and Odebrecht International.

** Investments in Brazil were converted into USD at the end of 2010 at the rate of 1 USD = 1.666 BRL (Dec 2010).
*** Odebrecht Foundation partners invested an additional USD 9.9 million.

Social, Environmental and Cultural Programs in 2010 *

<table>
<thead>
<tr>
<th>Country</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brazil</td>
<td>254</td>
</tr>
<tr>
<td>Other countries</td>
<td>126</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of Programs</th>
<th>380</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Beneficiaries</td>
<td>761,000</td>
</tr>
<tr>
<td>Communities Involved</td>
<td>284</td>
</tr>
<tr>
<td>Partner Organisations</td>
<td>472</td>
</tr>
<tr>
<td>Investments (USD)**</td>
<td>36.8 M***</td>
</tr>
</tbody>
</table>

** Investments in Brazil were converted into USD at the rate of 1 USD = 1.666 BRL (Dec 2010).
*** Odebrecht Foundation partners invested an additional USD 9.9 million.
For the Odebrecht Organization, sustainability is a multidimensional subject that encompasses and consolidates economic, social, environmental, cultural and political aspects.

An integral part of TEO since Odebrecht’s inception, this concept has been improved on over the years. Today, based on the Organization’s Sustainability Policy, our teams seek to hone their expertise and business practices and make them ever more complete, thereby contributing to the sustainable development of the countries and regions in which they are active.

**Financial Indicators**

**Gross Revenue 2006-2010** (in millions of USD)

<table>
<thead>
<tr>
<th>Year</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>11,278</td>
<td>17,716</td>
<td>17,524</td>
<td>24,325</td>
<td>32,325</td>
</tr>
</tbody>
</table>

*¹ The figures for 2010 and 2009 (resubmitted) are in accordance with the provisions of the Accounting Pronouncements Committee (CPC).

**Value Added Statement**

<table>
<thead>
<tr>
<th>Millions of USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBITDA</td>
</tr>
<tr>
<td>3,735</td>
</tr>
<tr>
<td>Net Profit</td>
</tr>
<tr>
<td>1,673</td>
</tr>
<tr>
<td>Total Assets</td>
</tr>
<tr>
<td>45,044</td>
</tr>
<tr>
<td>Odebrecht S.A. Shareholder’s Equity</td>
</tr>
<tr>
<td>5,405</td>
</tr>
<tr>
<td>Odebrecht S.A. Shareholder’s Equity (not including minority shareholders)</td>
</tr>
<tr>
<td>3,928</td>
</tr>
</tbody>
</table>

**Indicators for 2010**

*Fitch classified Constructora Norberto Odebrecht as “Investment Grade” (in 2009, Moody’s gave it the same rating). Braskem in March 2011 received that rating from Standard & Poor’s and Moody’s.*

*The International Institute for Management Development (IMD) of Switzerland named Odebrecht S.A. the Family Business of the Year worldwide. To qualify for the award, companies must have global operations and annual revenues of over USD 500 million and be controlled by the same family for at least three generations.*

*The International Academy for Quality (IAQ) awarded the Marcos E. J. Bertin medal for Quality in Corporate Governance to Emílio Odebrecht for his contributions to the principles and practices of high-quality governance.*
**Per business**

- **Odebrecht S.A. & Other**: USD 269
- **Odebrecht Participações e Investimentos**: USD 798
- **Braskem**: USD 18,933
- **Odebrecht Transport**: USD 283
- **Engineering & Construction**: USD 10,001
- **Odebrecht Óleo e Gás**: USD 94
- **Odebrecht Realizações Imobiliárias**: USD 849
- **Foz do Brasil**: USD 549
- **Eth**: USD 549

*Odebrecht Energia, Odebrecht Engenharia Industrial, Odebrecht Infraestrutura, Odebrecht América Latina e Angola, Odebrecht Venezuela and Odebrecht International.*

**Per geographic area**

- **Brazil**: USD 21,146
- **South & Central America**: USD 6,547
- **Africa**: USD 1,156
- **North America, Asia/Middle East and Europe**: USD 3,476

**Total Assets** (in millions of USD / at 31.12.2010)

- **Other**: USD 6,590 (15%)
- **Braskem**: USD 20,692 (46%)
- **Odebrecht Óleo e Gás**: USD 3,164 (7%)
- **Engineering & Construction**: USD 9,951 (22%)
- **Eth**: USD 4,647 (10%)

* Odebrecht Energia, Odebrecht Engenharia Industrial, Odebrecht Infraestrutura, Odebrecht América Latina e Angola, Odebrecht Venezuela and Odebrecht International.
Odebrecht is one of Brazil’s leading service exporters. Its long track record, the quality of its community relations and its financial engineering expertise for major ventures have enabled the Organization’s companies to participate in significant projects for the countries where they are present.

**Exports**

Odebrecht Energia, Odebrecht Engenharia Industrial, Odebrecht Infraestrutura, Odebrecht América Latina e Angola, Odebrecht Venezuela and Odebrecht International.

**ENGINEERING & CONSTRUCTION**
(exports from Brazil, not including services provided in other countries)

- Foreign exchange generated for Brazil through exports of goods and services: **USD 743.4 million**
- Jobs created in Brazil, directly and indirectly: **148,682**
- Brazilian companies that supply goods and services for Odebrecht projects in other countries: **1,957**
  - Companies Exporting Goods: **1,449**
    - Medium and small: **580**
    - Large: **869**
  - Service Export Companies: **508**
    - Medium and small: **457**
    - Large: **51**
- Items exported: **37,536**
- Brazilian expats working on Odebrecht projects in other countries: **1,956**. Expats from other countries: **1,433**

**ETH**
- Ethanol: **USD 13.1 million** (27.5 million m³)
- Sugar: **USD 40.0 million** (135 million tons)

**BRASKEM**
- Thermoplastic resins and basic petrochemicals exported to over 60 countries: **USD 4.2 billion**
  - Exports of thermoplastic resins: **2 million tons**
  - Exports of basic petrochemicals: **1.2 million tons**

The following buyers represent 90% of sales in the international market: United States, Argentina, Switzerland, Netherlands, Singapore, United Kingdom, Mexico, Colombia, Barbados, Uruguay, Chile, Spain, China, Paraguay, Portugal, Italy, Bolivia, Belgium and Germany.

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* Odebrecht Energia, Odebrecht Engenharia Industrial, Odebrecht Infraestrutura, Odebrecht América Latina e Angola, Odebrecht Venezuela and Odebrecht International.
Odebrecht companies have the support of a captive brokerage, Odebrecht Administradora e Corretora de Seguros, which stewards their tangible and intangible assets by identifying, mitigating and entrepreneuring risks; making lines of surety bonds and insurance coverage available; and creating integrated solutions for projects and businesses.

Insurance Coverage (at December 31, 2010)

Total: USD 72.9 billion
- Engineering & Construction: USD 41.5 billion
- Braskem: USD 26.5 billion
- ETH: USD 3.8 billion
- Odebrecht Óleo e Gás: USD 1.1 billion

BONDS

Odebrecht Administradora e Corretora de Seguros maintains long-term relationships with the global insurance market, particularly in the area of surety bonds. It has operated an international line of insurance and bonds for 21 years, placing over USD 21.9 billion in surety bonds without filing a single claim.

Bond Coverage (at December 31, 2010)

Total: USD 7.7 billion
- Engineering & Construction: USD 7.4 billion
- Braskem: USD 225 million
- ETH: USD 93 million
- Odebrecht Óleo e Gás: USD 126.048
<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Members</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Odebrecht Energia</td>
<td>5,442</td>
<td>7,473</td>
<td>16,323</td>
</tr>
<tr>
<td>Odebrecht Engenharia Industrial</td>
<td>2,820</td>
<td>8,465</td>
<td>17,864</td>
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<tr>
<td>Odebrecht Infraestrutura</td>
<td>12,456</td>
<td>11,677</td>
<td>22,461</td>
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<tr>
<td>Odebrecht América Latina e Angola</td>
<td>37,456</td>
<td>30,029</td>
<td>22,401</td>
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<tr>
<td>Odebrecht Venezuela</td>
<td>5,229</td>
<td>7,256</td>
<td>6,213</td>
</tr>
<tr>
<td>Odebrecht International</td>
<td>3,721</td>
<td>4,907</td>
<td>6,962</td>
</tr>
<tr>
<td>Odebrecht Óleo e Gás</td>
<td>2,032</td>
<td>1,822</td>
<td>1,660</td>
</tr>
<tr>
<td>Odebrecht Realizações Imobiliárias</td>
<td>2,343</td>
<td>2,613</td>
<td>4,958</td>
</tr>
<tr>
<td>Foz do Brasil</td>
<td>992</td>
<td>1,166</td>
<td>1,746</td>
</tr>
<tr>
<td>ETH Bicenergia</td>
<td>4,315</td>
<td>6,656</td>
<td>11,400</td>
</tr>
<tr>
<td>Braskem</td>
<td>4,862</td>
<td>4,572</td>
<td>6,750</td>
</tr>
<tr>
<td>Odebrecht S.A. and other*</td>
<td>1,651</td>
<td>1,632</td>
<td>1,193</td>
</tr>
<tr>
<td><strong>Third Parties</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(Subcontractors and outsourced service providers)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2008</td>
<td>2009</td>
<td>2010</td>
<td></td>
</tr>
<tr>
<td>Odebrecht Energia</td>
<td>2,032</td>
<td>1,822</td>
<td>1,660</td>
</tr>
<tr>
<td>Odebrecht Engenharia Industrial</td>
<td>2,343</td>
<td>2,613</td>
<td>4,958</td>
</tr>
<tr>
<td>Odebrecht Infraestrutura</td>
<td>992</td>
<td>1,166</td>
<td>1,746</td>
</tr>
<tr>
<td>Odebrecht América Latina e Angola</td>
<td>4,315</td>
<td>6,656</td>
<td>11,400</td>
</tr>
<tr>
<td>Odebrecht Venezuela</td>
<td>4,862</td>
<td>4,572</td>
<td>6,750</td>
</tr>
<tr>
<td>Odebrecht International</td>
<td>1,651</td>
<td>1,632</td>
<td>1,193</td>
</tr>
<tr>
<td><strong>Interns</strong></td>
<td>567</td>
<td>698</td>
<td>512</td>
</tr>
<tr>
<td><strong>Young Partners</strong></td>
<td>371</td>
<td>531</td>
<td>953</td>
</tr>
</tbody>
</table>

* Odebrecht Administradora e Corretora de Seguros, Odebrecht Participações e Investimentos, Odebrecht Foundation, Odeprev and Engineering & Construction Support Teams.
Oscar Benito, Juan Zheng, Umut Artuk and Joni Caldwell, Odebrecht International members in the United States

ODEBRECHT MEMBERS PER NATIONALITY

<table>
<thead>
<tr>
<th>Nationality</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americans</td>
<td>609</td>
</tr>
<tr>
<td>Angolans</td>
<td>11,465</td>
</tr>
<tr>
<td>Argentines</td>
<td>989</td>
</tr>
<tr>
<td>Bolivians</td>
<td>45</td>
</tr>
<tr>
<td>Brazilians</td>
<td>78,659</td>
</tr>
<tr>
<td>Chileans</td>
<td>33</td>
</tr>
<tr>
<td>Colombians</td>
<td>507</td>
</tr>
<tr>
<td>Cubans</td>
<td>10</td>
</tr>
<tr>
<td>Dominicans</td>
<td>2,586</td>
</tr>
<tr>
<td>Ecuadorians</td>
<td>645</td>
</tr>
<tr>
<td>Egyptians</td>
<td>132</td>
</tr>
<tr>
<td>Ethiopians</td>
<td>17</td>
</tr>
<tr>
<td>Filipinos</td>
<td>60</td>
</tr>
<tr>
<td>Indians</td>
<td>27</td>
</tr>
<tr>
<td>Jordanians</td>
<td>24</td>
</tr>
<tr>
<td>Koreans</td>
<td>22</td>
</tr>
<tr>
<td>Liberians</td>
<td>692</td>
</tr>
<tr>
<td>Libyans</td>
<td>978</td>
</tr>
<tr>
<td>Mexicans</td>
<td>74</td>
</tr>
<tr>
<td>Mozambicans</td>
<td>2,146</td>
</tr>
<tr>
<td>Pakistanis</td>
<td>35</td>
</tr>
<tr>
<td>Palestinian</td>
<td>10</td>
</tr>
<tr>
<td>Panamanians</td>
<td>2,510</td>
</tr>
<tr>
<td>Paraguayan</td>
<td>20</td>
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<tr>
<td>Peruvians</td>
<td>7,833</td>
</tr>
<tr>
<td>Portuguese</td>
<td>261</td>
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<tr>
<td>South Koreans</td>
<td>22</td>
</tr>
<tr>
<td>Thais</td>
<td>757</td>
</tr>
<tr>
<td>Tunisians</td>
<td>311</td>
</tr>
<tr>
<td>Turks</td>
<td>78</td>
</tr>
<tr>
<td>Venezuelans</td>
<td>6,415</td>
</tr>
<tr>
<td>Vietnamese</td>
<td>756</td>
</tr>
</tbody>
</table>

*other nationalities: Germans, Australians, Austrians, Barbadians, Britons, Canadians, Cape Verdeans, Chinese, Croats, Dutch, French, Guineans, Haitians, Hondurans, Iranians, Iraqis, Italians, Jamaicans, Kenyans, Lebanese, Mauritanians, Moroccans, Nepalese, Nicaraguans, Puerto Ricans, Salvadorans, Santomeans, Sierra Leonians, Singaporeans, Sinhalese, South Africans, Spaniards, Swazis, Ukrainians, Uruguayans and Zimbabweans

NUMBER OF MEMBERS PER COUNTRY/REGION

<table>
<thead>
<tr>
<th>Region</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>670</td>
</tr>
<tr>
<td>Europe</td>
<td>306</td>
</tr>
<tr>
<td>Brazil</td>
<td>76,540</td>
</tr>
<tr>
<td>Africa</td>
<td>14,535</td>
</tr>
<tr>
<td>USA</td>
<td>670</td>
</tr>
<tr>
<td>Europe</td>
<td>306</td>
</tr>
<tr>
<td>Brazil</td>
<td>76,540</td>
</tr>
<tr>
<td>Africa</td>
<td>14,535</td>
</tr>
</tbody>
</table>

MEMBERS PER AGE GROUP

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 and under</td>
<td>22.6%</td>
</tr>
<tr>
<td>26 – 35</td>
<td>33.4%</td>
</tr>
<tr>
<td>36 – 45</td>
<td>29.2%</td>
</tr>
<tr>
<td>46 – 60</td>
<td>13.5%</td>
</tr>
<tr>
<td>Over 60</td>
<td>1.3%</td>
</tr>
</tbody>
</table>
ODEBRECHT SUSTAINABLE DEVELOPMENT AWARD

Targeted at undergraduates, this award encourages students to envision engineering from a sustainable perspective and produce knowledge on that subject. In 2010, the competition was held in Brazil (for the third time), as well as Angola, the Dominican Republic, Peru and Venezuela. Participants from all five countries submitted a total of 128 projects. The 16 winning entries received cash prizes for the students, their academic advisors and universities worth a total of USD 375,400.

PARTNERSHIPS WITH UNIVERSITIES AND EDUCATION AND RESEARCH CENTERS

The Organization maintains partnerships with 32 institutions in Brazil and 58 in other countries, including Angola, Argentina, Canada, Chile, Dominican Republic, Ecuador, Netherlands, Panama, Peru, Portugal, Spain and Venezuela.

Neide Braga dos Santos, Professor Flávio Leal Maranhão and Beatriz Rossignol Vieira Cardoso, from São Judas Tadeu University, São Paulo, the winners of the Odebrecht Sustainable Development Award
Genicleide dos Santos, a truck driver on the Transnordestina Railway project in Pernambuco, she received the Acreditar Program’s 1,000th diploma.

**TECHNICAL AND OPERATIONAL PROGRAMS**

All Odebrecht companies organize technical education programs for people working in operational areas.

- In 2010, **31,564** members took part in the Organization’s main programs.

**ACREDITAR PROGRAM**

Carried out in partnership with the Brazilian Ministry of Social Development, the Acreditar (Believe) Program grooms skilled professionals to work in the construction industry.

- Over **92,000** Brazilian workers have enrolled in the program.
- Beneficiaries of the Federal Family Grant Program take part in this program, which began in 2008 at the Santo Antônio Hydroelectric Plant construction project in Porto Velho, Roraima. Eighty-five percent of the people hired to work on that project are Acreditar graduates.

- The Organization has replicated this initiative on other Odebrecht projects in the Brazilian states of Minas Gerais, Paraná, Pernambuco, Piauí, Rio Grande do Sul, Rio de Janeiro and São Paulo. In 2010, Acreditar went to Angola and Peru.
- Another project implemented at the Santo Antônio Hydroelectric Plant jobsite is Acreditar Junior, a program for members’ children aged between 14 and 17 who are at least in the 6th grade.

**STRATEGIC PROGRAMS**

Focused on improving the skills of strategic members and broadening their multidisciplinary expertise.

- **2,260** members took part in the main programs in 2010.
Encouraging Productivity, Creativity and Knowledge Reuse

HIGHLIGHT AWARDS

The Odebrecht Organization's teams are encouraged to exercise increasing productivity and creativity and reuse the knowledge acquired through their work experiences. Held annually as an in-house competition, the Highlight Awards encourage this practice by bringing together and consolidating creative initiatives, thereby bolstering the culture of recording and disseminating knowledge. Since its inception in 1992, this awards program has built up a collection of 2,531 studies.

2010 HIGHLIGHT AWARDS

- Entries submitted — 415 (from 13 countries)
- Participating companies: Odebrecht Energia, Odebrecht Engenharia Industrial, Odebrecht Infraestrutura, Odebrecht América Latina e Angola, Odebrecht Venezuela, Odebrecht Internacional, Odebrecht Óleo e Gás, Odebrecht Realizações Imobiliárias, Foz do Brasil, ETH and Braskem.
- Categories: Innovation, Young Partner, Environment, Health and Workplace Safety, Community Relations, Knowledge Reuse, Competitiveness, Added Value for Clients and Continuous Improvement.

KNOWLEDGE COMMUNITIES

Knowledge Communities help disseminate the knowledge produced at the different companies that comprise the Odebrecht Organization. The program brings together members with similar interests who are willing to share lessons learned and innovations. The 11 communities include Management and Contracts, Dams and Power Plants, Citadon (Collaborative Sharing System for Documents Relating to Projects in Execution), Equipment, Real Estate Ventures, Environmental Engineering, Sub-Sea Infrastructure, Siseng (Internal System for Planning, Budgeting and Supervision of Construction Works), Procurement and Logistics, Sustainability and Rail Transportation.

- In 2010, the communities held eight meetings involving 600 participants representing all the countries where the Organization's companies are active.
Preparing for Post-career Life

ODEPREV ODEBRECHT PREVIDÊNCIA

Odebrecht offers a private pension plan that enables its members to build up assets for the post-career phase of their lives. Called the Oderev Monthly Income Plan, it was created in 1995 as a supplement to basic Social Security benefits. The Oderev Plan is flexible and caters to professionals with different backgrounds and needs. Its assets are made up of resources contributed by participants and sponsor companies.

MAIN INDICATORS FOR ODEPREV IN 2010

- Participants’ contributions: BRL 87,988,821.06
- Subsidiaries’ contributions: BRL 36,300,021.38
- Number of participants: 11,377
- Number of pensioners: 83
- Total assets managed: BRL 818,911,866.16

Nuno Quintela and Rita Munhá, Portuguese members of Odebrecht International
Odebrecht’s Health, Safety and Environment programs are consolidated through a policy that outlines the guiding principles and procedures to be followed in all of the Organization’s activities. They are based on a culture of risk prevention and management, including all the requirements established in environmental permits, treatment of wastewater and emissions and proper storage and disposal of hazardous products, as well as reducing and recycling waste and restoring degraded areas. All company members, subcontractors and suppliers take part in environmental education and emergency preparedness programs.

LIFE AND HEALTH

Odebrecht Administradora e Corretora de Seguros Ltda. manages all of Odebrecht’s life and health insurance policies and offers programs focused on improving people’s quality of life.

Members serviced by Life and Health Programs*
- Medical/Hospital: 67,666
- Dental: 21,844
- Life Insurance: 116,883
- Travel Insurance: 2,654

* Policies in effect at December 2010.
### HEALTH AND WORKPLACE SAFETY INDICATORS

#### TFR (Total Frequency Rate)* at the Organization’s Engineering & Construction service companies**

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>19.59</td>
<td>17.45</td>
<td>15.86</td>
<td>13.75</td>
</tr>
</tbody>
</table>

*The TFR is the total frequency rate of accidents with and without lost time and requiring outpatient care per 1 million man-hours worked.

**Odebrecht Energia, Odebrecht Engenharia Industrial, Odebrecht Infraestrutura, Odebrecht América Latina e Angola, Odebrecht Venezuela, Odebrecht Internacional, Odebrecht Óleo e Gás, Odebrecht Realizações Imobiliárias and Foz do Brasil.

#### LNAFR (Lost-Time and Non-Lost-Time Accident Frequency Rate) at Braskem*

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4.9</td>
<td>6.1</td>
<td>4.6</td>
<td>2.02</td>
</tr>
</tbody>
</table>

*The restated figures for 2007, 2008 and 2009 include rates for Quattor and Braskem America.

#### LNAFR (Lost-Time and Non-Lost-Time Accident Frequency Rate) at ETH*

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>40</td>
<td>30</td>
<td>11.6</td>
<td>4.7</td>
</tr>
</tbody>
</table>

*Calculation period corresponding to the crop year (April to March of
GREENHOUSE GAS EMISSIONS INVENTORY

The Engineering & Construction area companies carried out their first Greenhouse Gas (GHG) Emissions Inventory in 2010. The method used followed the Greenhouse Gas Protocol, the most widely used standard in the world, and the ISO 14.064 standard.

Main numbers for the GHG Emissions Inventory in 2010

- 451 Odebrecht people were directly involved in conducting the inventory.
- The amount invested in the inventory and the development of plans to obtain carbon credits totaled USD 1.5 million.
- The program involved 53 construction projects and 11 offices in Brazil and 64 projects and 10 offices in 13 other countries.

ENVIRONMENTAL MONITORING

On construction works, in addition to efforts to minimize our projects’ environmental risks and impacts, we also seek to enhance their positive impacts by making effective gains in environmental quality. Every project is classified on the basis of its risks and impacts, in accordance with requirements recommended by the World Bank and the Equator Principles.

Main environmental monitoring figures for 2010

- 192,625 tons of the 691,490 tons of solid waste produced were recycled (28% of the total).
- 80% of projects used selective solid waste collection.
- 77% projects implemented programs for more efficient water and energy use.
- 56% of projects organized social/environmental programs in local communities based on the Millennium Goals.
Achievements in Brazil

MAIN ENVIRONMENTAL INDICATORS AT BRASKEM

Braskem in 2010 obtained the best environmental performance in its history. Compared with 2009, the highlights were:

- 11.8% less wastewater production
- 7.7% less solid waste production
- 5.5% less energy consumption
- 11% fewer greenhouse gas emissions.

ETH’S ENVIRONMENTAL HIGHLIGHTS

- The Brazilian Business Council for Sustainable Development declared the Land Vegetation Management and Monitoring Program at the Araguaia Hub in Goiás a benchmark for biodiversity preservation in Brazil.
- Three ETH units began delivering biomass electricity generated from sugarcane bagasse. Each supplies enough power for a city of 600,000 people.
- ETH signed onto the Agro-Environmental Protocol, which sets out commitments for companies in São Paulo State, including the early end of sugarcane pre-harvest burning by 2014 (for mechanized farming areas) and 2017 (for non-mechanized areas). By 2010, all of the company’s planting and harvesting operations had been mechanized.
Achievements in other countries

Odebrecht Energia carries out ventures in the electric power sector, prioritizing renewable energy sources. It works as a construction company in Brazil and as an investor in Brazil and other countries. The company’s current backlog includes several hydroelectric plants: Santo Antônio, RO, Belo Monte, PA, Teles Pires, MT, Simplicio, RJ/MG, and Dardanellos, MT, in Brazil, and Chaglla in Peru.

HIGHLIGHTS in 2010

The company in 2010 was ahead of schedule on various projects supplying electric energy in Brazil, where consumption is expected to grow by 5% per year through to 2019.

- Santo Antônio hydroelectric plant, Roraima (3,150 MW): start-up date changed to December 2011 — the original deadline was May 2012.
- Baguari hydroelectric plant, Minas Gerais (140 MW): completed, 21.17 months — four months early.
- São Salvador hydroelectric plant, Mato Grosso (260 MW): went online two months ahead of schedule.
In Brazil, Odebrecht Energia signed contracts to build the following hydroelectric plants:

- Belo Monte, Pará (11,233 MW), as part of a joint venture.
- Teles Pires, Mato Grosso (1,819 MW).

In Peru, the company won the auction for the Chaglla hydroelectric plant concession, in which it will participate as an investor. The USD 1-billion plant will have a generating capacity of 406 MW.

AWARD

- Public Opinion Award — Public Relations and Community: Environmental and Social Responsibility category, from the São Paulo Regional Public Relations Council (Conrerp) for its Communications Program with Riverside Communities during construction of the Santo Antônio hydroelectric plant in Roraima, Brazil.
Odebrecht Engenharia Industrial provides integrated services, including engineering, procurement, construction, electromechanical assembly and management of major industrial projects in Brazil and other countries. It is active in the following segments: Oil & Gas, Chemicals & Petrochemicals, Mining, Steel, Pulp & Paper, Thermal Power, Fertilizers, Bioenergy and National Defense and Public Safety (through Odebrecht Defesa e Tecnologia).

HIGHLIGHTS IN 2010

The discovery of pre-salt oil reserves in Brazil has opened up vast prospects for operations, products and services for Odebrecht Engenharia Industrial, which is meeting part of that demand with contracts for refining units, shipbuilding, oil rigs and petrochemical plants.

- In 2010, the company completed four major projects, including Brazil’s first Green Ethylene Plant.
- Continued working on 19 other projects in various industrial segments for clients in Brazil, Argentina, Mexico and Venezuela.

AWARDS AND RECOGNITION

- Gold Trophy, awarded by the Bahia Quality Management Prize.
- Hailed by Great Place to Work as one of the 10 Best Companies to Work For in Argentina.
Created in early 2011, Odebrecht Defesa e Tecnologia supplies integrated technologies and systems to the National Defense and Public Safety area, helping Brazil develop and implement national security technology facilities.

Through high-performance teams qualified to offer their clients strategic and innovative products, the company is carrying out the Submarine Development Program – Prosub for the Brazilian Navy in association with DCNS of France. The program includes construction of five submarines – four conventional and one nuclear – and the Naval Base and Shipyard in Itaguaí, Rio de Janeiro.
Odebrecht Infraestrutura provides engineering and construction services for infrastructure projects in Brazil, covering a range of sectors: transportation, mining, sanitation (water and sewer), irrigation, sports arenas, schools, government centers and exhibition facilities, among others. Through Odebrecht Transport, invests in and operates transportation and logistics.

HIGHLIGHTS IN 2010

This company is engaged in an effort to overcome various bottlenecks in Brazil’s infrastructure that require public and private investments for continued economic growth, as well as meeting the needs of two major sporting events in the coming years: the FIFA World Cup (2014) and the Rio Olympics (2016).

Contracts won in 2010 included:
- Construction of the Pernambuco Arena in Recife, PE, and Corinthians stadium, SP, the remodeling of Maracanã Stadium, RJ, and reconstruction of Fonte Nova stadium, BA, for the World Cup in 2014;
- Revitalization of Rio de Janeiro’s docklands (Porto Maravilha);
- Construction of Metro Line 4, the Transoeste express corridor and the BRT (Bus Rapid Transit) corridor, also in Rio de Janeiro;
- Construction of section 7 of Line 5 of the São Paulo Metro.
AWARDS AND RECOGNITION

- Hailed as the most admired Engineering & Construction company in Brazil by *Carta Capital* magazine and the newspaper *DCi*.
- “Best in the Light Rail Sector” Award in the Contractors category from *Revista Ferroviária*.
- Habitat Brazilian Quality and Productivity Program Award in the Sanitation category for the Clean Water Project (Vitória, ES), from the Ministry of Cities.
- Project of the Year award for the Complexo do Alemão Urban Development Project from the Getulio Vargas Foundation and *Revista Mundo PM*.
- Top Contractor in Espírito Santo Award from the Federation of Industries (FINDES-IEL System).

Odebrecht TransPort

*Invests in and operates transportation, urban infrastructure and integrated logistics businesses in Brazil.*

Odebrecht TransPort’s assets include stakes in:

- concession companies operating the following roadways: Bahia Norte, BA, Rota das Bandeiras, SP, Rota dos Coqueiros, PE, and Litoral Norte, BA;
- Super Via urban train concession companies that transport passengers between 11 cities in the Rio de Janeiro metropolitan region, and Via 4, the concession for Line 4 of the São Paulo Metro, SP;
- the Embraport port-road terminal in Santos, SP, and Logum integrated ethanol logistics system, composed of a multiproduct pipeline and terminals linked to waterways.
Odebrecht América Latina e Angola provides engineering, construction and infrastructure services in Latin America, the Caribbean and Angola. In Angola, it also invests in infrastructure projects and the diamond, sugar/ethanol, agribusiness and real estate sectors in partnership with companies from Angola and other countries.

HIGHLIGHTS IN 2010

Odebrecht América Latina e Angola delivered 17 contracts in 2010 and continued working on another 53 projects in the countries where it is active.

In Angola
- Completion of nine contracts.
- Continuation of 25 others, including sanitation (water and sewer), hydropower, urban infrastructure, road, airport and building projects.

In Colombia
- Award of the second phase of the 528-km Ruta del Sol highway, linking Bogota to the Caribbean coast. Odebrecht will operate the route for 15 years.

In Dominican Republic
- Acquisition of 50% of the Autopista del Coral concession company, and consequently controlling interest in that company.
- Completion of the Samaná Aqueduct (stages 1 and 2).
In Panama
- Award of contracts to build Line 1 of the Panama City Metro, the Curundu social reinclussion project and stage 2 of the Panama-Colón Highway.
- Completion of the Remigio-Rojas Irrigation Project and the canalization of the Caldera River.

In Peru
- Award of concessions for the Chaglla, Cumba, Chadim and Tambo 40 hydroelectric plants.
- Completion of the ports of Melchorita, Callao and Bayovar and the Sisa-Curunbuque Highway.

*Odebrecht Energia will carry on with the development of this project as its owner and investor.

AWARDS AND RECOGNITION

Angola
- Recognition for the Program to Combat HIV/AIDS in the Regional Assessment on HIV report.
- Recognition from the Pastoral of the Child: Odebrecht: Partner in the consolidation of the Pastoral’s activities in Angola.
- Recognition of the Safe Blood Program by the National Blood Center/Ministry of Health (MINSA).

Argentina
- Recognition by the City of Tigre for the Rational Water Use campaign to raise environmental awareness and commitment.

Dominican Republic
- Recommendation for approval of the Palomino hydroelectric plant as a CDM (Clean Development Mechanism) Project in compliance with the Kyoto Protocol and the UN Convention.

Mexico and Panama
- Recognition as one of the best companies to work for, according to the Great Place to Work Institute.

Peru
- The client (Vale) recognized the company for 3.5 million MHW (man-hours worked) with zero lost-time accidents on the Porto Bayovar project.
- Recognition from the client (DP World) for 4 million MHW with zero lost-time accidents on the Porto Callao project.
- Recognition of the Northern Interoceanic Highway as the Best Management Project in the World by the International Road Federation (IRF).
- Q’ente Award for Contributions to Tourism Development in the Department of Cusco, from the Regional Tourism Department (Direcetur) for the Southern Interoceanic Highway.
- Recognition from the Peruvian Environmental Ministry for the first four Madre de Dios Private Conservation Areas through the Tambopata Project, developed by the Odebrecht Peru Association in alliance with Conservation International and the Pronaturaleza Foundation.
Odebrecht Venezuela provides engineering and construction services and invests in infrastructure, real estate, industrial, oil & gas, petrochemical and agricultural ventures for clients in the public and private sectors. It has played a significant role in expanding the Caracas Metro and building other social infrastructure facilities in that country.

HIGHLIGHTS IN 2010

In Caracas
- Won the contract to build stage two of the Metro’s Line 3, including construction of three intermediate stations and the widening of the tunnel.
- Completed the San Agustin cable-car system linking the Metro to the San Agustin del Sur community, carrying up to 40,000 passengers daily.
Nine more projects are also underway in that country:
- Line 5 of the Caracas Metro.
- The Guarenas-Guatire Project, a 42-km urban subway and suburban train system with 16 stations.
- Cabletren Bolivariano, a 2.1-km elevated train system.
- Mariche-Macuto cable-car system in Caracas.
- Agrarian Socialist Maracaibo Plain irrigation project.
- Line 2 of the Los Teques Metro.
- Integral Socialist José Inacio de Abreu e Lima Irrigation Project covering a 35,000-ha area.
- Tocoma Hydroelectric Plant.
- Third Orinoco River Bridge.

RECOGNITION

- Recognition of the San Agustín del Sur Metrocable cable-car project by the KPMG Infrastructure Journal as one of the 100 most interesting projects in the world.
Odebrecht International provides engineering and construction services in the United States, Europe and Africa, with a focus on infrastructure projects such as highways, road systems, bridges, airports, sanitation (water and sewer) and mining. It operates through its own units as well as subsidiaries and joint ventures.

HIGHLIGHTS IN 2010

The diversity of the countries in which this company operates allows it to transfer knowledge and technology aimed at driving sustainable development in the regions most in need of social and economic investment.

In the United States

- The company marked 20 years of operations.
- It completed construction of Miami Airport’s South Terminal and urban projects in New Orleans, and had
- Several works in progress, including Miami Airport’s North Terminal and flood-prevention projects in New Orleans.

In Africa

- It carried out projects in Libya, Liberia and Mozambique, and
- Began working in Guinea-Conakry.
In Portugal
- It continued building the Baixo Sabor River Dam and the Baixo Tejo Highway, and
- Completed the Lisbon Beltway (CRIL).

In Djibouti
- It completed construction of the Doraleh container terminal.

AWARDS IN THE UNITED STATES
- Best Companies to Work for in Florida award from Florida Trend Magazine.
- Craftsmanship Award from the Construction Association of South Florida.
- Best Project Award for Miami Airport’s North Terminal from Southeast Construction Magazine.
Odebrecht Óleo e Gás (OOG) provides integrated solutions for the upstream oil industry (the part of the supply chain that precedes refining). It is qualified to provide a wide range of services to its clients, from engineering, project management and delivery of integrated services, up to and including the operation of drill rigs and offshore production, as well as the new challenges involved in deepwater and pre-salt operations. OOG’s services include platform installation and maintenance and the manufacture and installation of sub-sea infrastructure focused on Brazil and present in other Latin American countries and Angola, with prospects for further development and investments in the near future.

**HIGHLIGHTS IN 2010**

The oil and gas boom in Brazil and worldwide is creating fresh opportunities for OOG, which has expanded the range of services it provides to Petrobras, including:

- industrial maintenance for platforms;
- planned terminal shutdowns;
- offshore unit maintenance;
- chartering drill rigs Norbe VI, VIII and IX to provide oil and natural gas drilling services to a depth of 10,000 meters.
AWARDS

- Deal of the Year award in the Emerging Markets Latin America Bonds category from International Finance Review, for the Bond Project for the Norbe VIII and Norbe IX drillships.
- Latin America Bond Deal of the Year award from Project Finance Magazine, for the bonds negotiated for the Norbe VIII and Norbe IX drill rigs.
- Deal of the Year award from Marine Money, for financing obtained for Norbe VIII and Norbe IX.
- Award from the Bond Radar financial website in the Latin America category for the bond deal negotiated for Norbe VIII and Norbe IX.
- Recognition from the Mobilization Program for the National Oil and Natural Gas Industry (Prominp), for a partnership agreement to hire professionals graduated by the program’s qualification course in 2009 and 2010.
Odebrecht Realizações Imobiliárias (OR) develops residential, corporate, commercial and tourism real estate ventures in Brazil. Through its OR brand, the company serves middle- and high-income clients and investors.

Through its Bairro Novo (New Neighborhood) brand, it is taking part in the Brazilian Government’s “My House, My Life” low-income housing program.

As a founder of the Green Building Council Brazil, OR develops real estate projects with a focus on sustainability in all the regions where it is active.

HIGHLIGHTS IN 2010

OR in 2010 launched major corporate, commercial, residential and multipurpose projects and delivered housing units for the “My House, My Life” program. The highlights also included the development of a large number of Green Building corporate projects.

More highlights

- OR began operations in Santos, São Paulo, where it launched two residential projects — The Garden and The Blue — and in Brasilia, DF, with the launch of the Brisas do Lago residential hotel, all with successful sales.
- On Costa dos Coqueiros, Bahia, it introduced the innovative Fractional Ownership concept in the Quintas Private Residences gated community.
In São Paulo City, it acquired a tract of land from the former Monark Factory on Marginal Pinheiros Avenue, where it broke ground for the Odebrecht Organization’s office building in that city.

In Salvador, BA, it launched Hangar, a business and hotel complex, and completed Mundo Plaza, a complex containing an office tower and an apartment tower.

In Pernambuco, it completed Morada da Península, the first gated community in Reserva do Paiva.

**Awards**

- Award from *Epoca Negócios* magazine – 1st place in the Construction, Development and Rental category.
- The Most Admired Companies in Brazil, Award from *Carta Capital* magazine in the Construction category (OR was among the top five).
- Ademi Award for the following projects: Morada da Península (Reserva do Paiva, PE – 1st place in the Best Gated Community category); Murano (Niterói, RJ – Top Real Estate Prize – 1st place in the Special Major Luxury Residential Development category); and Dimension (Rio de Janeiro, RJ – 1st place in the Major Commercial Building Project category).
Foz do Brasil provides environmental solutions in the areas of industrial waste and wastewater treatment, sanitation (water and sewer) and solid urban waste management in Brazil and other countries.

In the sanitation area, it works through public and private concessions from city governments and state sanitation companies.

In the industrial area, working through Lumina Soluções Ambientais, it serves clients in the oil, mining, steel and petrochemicals sectors.

HIGHLIGHTS IN 2010

In 2010, the number of people Foz do Brasil serves jumped from 3 million to 4.5 million.

The company won nine contracts, including:

1. In the Water segment, the concession to operate the sanitation system in Blumenau, SC, and water and sewer concessions in Mairinque and Santa Gertrudes, SP.
2. In Industrial Plants, operations of utilities for the Thyssen Krupp CSA Siderúrgica do Atlântico steel mill, RJ, and the beginning of operations in the pulp & paper industry by operating utilities for Klabin’s Otacilio Costa unit, SC.
3. In the Environmental Services segment, it won its first soil remediation contract outside Brazil, with Petrobras as the client.
More highlights
In São Paulo State, Foz do Brasil carried on with the Aquapolo project. Considered the largest water reuse initiative in the Southern Hemisphere, it recycles treated sewage to produce water for industrial applications.

AWARD

- National Quality in Sanitation Award for the Cachoeiro de Itapemirim, ES, concession from the Brazilian Association of Sanitary and Environmental Engineering.

From left, Fadlo Haddad (Braskem), Guilherme Paschoal (Foz do Brasil) and Emyr Diniz Costa Junior (Odebrecht Infraestrutura), at the Aquapolo Project construction site: synergy among the Organization’s companies
ETH Bioenergia produces and markets ethanol, biomass electricity and sugar. Its nine agro-industrial units can produce up to 3 billion liters of ethanol and 2,700 GWh of electricity per year, milling 40 million tons of sugarcane per harvest.

ETH’s clients include fuel distributors, the chemical industry, overseas refineries, raw sugar buyers and power companies. In addition to establishing ethanol as a source of clean, competitive energy, the bioenergy industry is fueling economic and social development and benefiting the planet on the climate issue.

HIGHLIGHTS IN 2010

ETH Bioenergia’s merger with Brenco (Companhia Brasileira de Energia Renovável) has made it the leading company in ethanol production and electricity generation from biomass. The merger put the company’s business plan three years ahead of schedule, as it began operating in four Brazilian states and increased its members from 5,600 to 11,400.

In 2011, ETH will open two more units: Costa Rica, in Mato Grosso do Sul, and Água Emendada, in Goiás.
More highlights

- Two new units opened, one in Morro Vermelho, in Mineiros county, Goiás, and the other in Alto Taquari, Mato Grosso.
- The multimodal (road/rail) logistics system began operations to ship production from ETH’s hubs in Araguaia (Morro Vermelho, Alto Taquari, Costa Rica and Água Emendada units) and Goiás (Rio Claro unit) to market.
- ETH sold 549,000 m³ of ethanol, 157,000 tons of sugar and 258,000 MWh of energy, garnering the company net earnings of USD 423 million.
- Its teams planted 58,000 ha of sugarcane in 2010. In 2011, they will plant 112,000 additional hectares.
- Exported the first shipment of industrial ethanol.

AWARD

- “Euromoney and Ernst & Young Renewable Energy” award in the Business of the Year category, for the merger of ETH and Brenco.
Braskem produces thermoplastic resins with a focus on polyethylene, polypropylene and PVC.

It is Latin America’s leading company in the plastic resin market and the global leader in biopolymers, and exports products to over 60 countries.

The company owns 31 industrial units, including 28 in Brazil (in the states of Alagoas, Bahia, Rio de Janeiro, São Paulo and Rio Grande do Sul) and three in the United States (in the states of Pennsylvania, Texas and West Virginia). All of the company’s units were classified as “above average” based on safety inspections. Braskem is Latin America’s sponsor of the GPS (Global Product Strategy) project’s implementation, an International Council of Chemical Associations (ICCA) initiative, which publicizes the risks of using chemical products.

HIGHLIGHTS IN 2010

Braskem increased its industrial units to 31 through the acquisition of Quattor Petroquímica in Brazil and the propylene assets of the US company Sunoco Chemicals (now Braskem America).

More highlights

- Its industrial units produced 6.5 million tons of thermoplastic resins and 6.4 million tons of basic petrochemicals, generating net earnings of USD 16.7 billion.
- The company opened its first factory producing ethylene derived from sugarcane ethanol at the Triunfo Petrochemical Complex, RS, which will enable the production of 200,000 tons per year of “green polyethylene.”
- Breaking ground for a “green propylene” industrial unit for the production of “green polypropylene,” with initial production scheduled for the second half of 2013.
AWARDS AND RECOGNITION

- Transparency Trophy for financial statements, awarded by the National Association of Finance, Administration and Accounting Executives.
- 14th National Quality of Life Award, from the Brazilian Quality of Life Association, for the Sempre Saúde (Health Always) Program.
- DCI Award — 2010 Most Admired Companies in the Chemicals & Petrochemicals sector, from the newspaper Diário do Comércio e Indústria.
- Recognition by Latin Finance magazine for the purchase of Quattor as the best acquisition of the year.
- Named Outstanding Company for Value Creation in Oil & Gas, Chemicals & Petrochemicals from 2007 to 2009 by the Brazilian Association of Publicly Traded Companies.
- Recognition as a Model Company by the Exame Sustainability Guide 2010.
- Environmental Distinction Award from entities representing the chemical industry of Rio Grande do Sul.
Odebrecht Participações e Investimentos is responsible for the Odebrecht Organization’s holdings and investments in new businesses in the infrastructure sector (sports arenas and government centers) and infrastructure assets in Latin America and the United States, particularly transportation and logistics and irrigation projects. Funding for investments is obtained through project financing, based on Private-Public Partnership (PPP) projects and concessions.

HIGHLIGHTS IN 2010

Investments in Brazil

1. Through the Consórcio Cidade da Copa, a consortium whose partners also include the ISG (International Stadia Group) and AEG Facilities, OPI developed solutions for winning the contract to build the Pernambuco Arena in Recife.
2. OPI is also taking part in the reconstruction of Fonte Nova Stadium in Salvador, BA.

Odebrecht Infraestrutura is a partner in the joint-venture contractors building both projects.

Felipe Jens
President and CEO of Odebrecht Participações e Investimentos
Investments in Colombia
- The Ruta del Sol highway project, which Odebrecht América Latina e Angola is building to link Bogota to the Caribbean coast.

Investments in Panama
- Investing in the reconstruction of the Madden-Colón highway, a 42-km section completing the road link between the two cities.

Investments in Peru
- OPI is investing in construction of the IIRSA North and IIRSA South (sections 2 and 3) highways, part of the road system interconnecting South America.
- The Olmos irrigation project, which will create 40,000 jobs and add 38,000 hectares of new farmland for that country.
Social Programs, Cultural Programs and Political Participation

Social Programs

Odebrecht’s social programs aim to boost development in the regions and countries where it is present, focusing on three areas: bolstering citizenship and governance; education for children and youth, and professional education for adults. These programs are interlinked to generate productive initiatives that create opportunities for work and income. They are carried out by the Organization’s subsidiaries (see map showing all their activities on page 64) and the Odebrecht Foundation.

ODEBRECHT FOUNDATION

Taking on the challenge of building a model of integrated sustainable development in a rural area with major environmental assets, the Odebrecht Foundation supports families in the Southern Bahia Lowlands, a region that encompasses 11 counties with a total population of 270,000. Natural wealth and agricultural potential continue to co-exist with poverty and illiteracy, which hinder development. The aim is to create the necessary conditions for keeping young people in the countryside by developing projects that result in dignified employment and fair wages.

This initiative has the support of the United Nations, the Inter-American Development Bank (IDB), Brazil’s National Economic and Social Development Bank (BNDES), the Brazilian Government, the State of Bahia, county governments in the Southern Bahia Lowlands and other partners from the public and private sectors. Odebrecht members can invest in the Foundation’s initiatives through the Tribute to the Future Program, which allows taxpayers to allocate up to 6% of their income tax to social projects.
HIGHLIGHTS IN 2010

- The cooperatives associated with the Program for the Integrated and Sustainable Development of the Mosaic of Environmental Protection Areas in the Southern Bahia Lowlands (PDIS) reached the milestone of 1,000 members who produce hearts-of-palm, cassava, piassava fiber and fish.
- The Tribute to the Future Program raised BRL 4.6 million from 3,805 investors in 2010.
- The Cultiverde brand of hearts-of-palm produced by the Cooperative of Southern Lowlands Hearts-of-Palm Producers (Coopalm) was the biggest seller in the Northeast and the second-biggest in Brazil. Coopalm in 2010 received the Cooperative of the Year award in the Quality Management category from the Organization of Brazilian Cooperatives (OCB), the National Cooperativism Education Service (Sescoop) and Globo Rural magazine.
- Construction and paving works began for Citizenship Park Road, which will benefit four counties and 83,000 residents in the Pratigi Environmental Protection Area (APA).
- The Odebrecht Foundation invested BRL 26.1 million in its social programs in 2010, and received additional contributions totaling BRL 16.5 million from its institutional partners.

AWARDS

- Public Service Award (1st place in Latin America and the Caribbean), granted by the United Nations for the Program for the Integrated and Sustainable Development of the Mosaic of Environmental Protection Areas in the Southern Bahia Lowlands (PDIS) in the “Improving civic participation in public decision-making processes through innovative mechanisms” category.
- National Benchmark in School Management Award, received by Youth House State High School (elementary 2, secondary and technical — farming/ecology), sponsored by the Odebrecht Foundation, selected from among 2,775 Brazilian public schools.
Since 1959, Odebrecht has sponsored initiatives that retrieve artistic values and help preserve historical heritage.

**Cultural Programs**

**CLARIVAL DO PRADO VALLADARES PRIZE**

Awarded annually to an original research project that addresses issues related to the history of Brazil, this prize encourages national historiography by fully funding the completion of the selected project, from research to the publication of an illustrated book.

- In 2010, *The Church and Convent of São Francisco in Bahia*, the winner of the fourth Clarival do Prado Valladares Prize, won the Jabuti Award in the Graphic Design category. The Jabuti is the most prestigious book prize in Brazil.
- *Theodoro Sampaio – In the Backlands and Cities* was launched as the culmination of a research project by Ademir Pereira dos Santos, the winner of the 2008 edition.

**BRASKEM FRONTIERS OF THINKING**

Through a lecture series format, this international seminar brings the Brazilian public in contact with renowned scientists, artists and intellectuals who are distinguished by their bold ideas about the contemporary world.

- In 2010, Peruvian author Mário Vargas Llosa, that year’s winner of the Nobel Prize for Literature, took part in the program.

**OTHER INITIATIVES**

- **Brazil**
  - Launch of the Environmental Calendar in partnership with the Rio Claro County Department of Education, SP, based on drawings by local students.
  - Organization of the Knowledge Cycle, lectures and debates on the development of the state of Rondônia and its capital, Porto Velho.
  - Setting up Arts and Culture Hubs in the counties where ETH is active, offering guitar, dance and painting classes, among others.
Angola

- Publication of *The Future under Construction: Odebrecht and Angola – 25 Years of Partnership*.

Peru

- Publication of *Guide to the South Inter-Oceanic Highway – from Cusco to Rio Branco*.

Portugal

- Works to preserve the Águas Livres Aqueduct, a water collection, supply and distribution system built in the 18th century in Lisbon, with a total of 35 arches.

SUPPORT FOR THE FOLLOWING CULTURAL INSTITUTIONS

- Brazilian Academy of Letters
- Zumbi dos Palmares College, São Paulo
- Maria Luisa and Oscar Americano Foundation, São Paulo
- Brazil-Colombia Culture Institute – Ibraco
- Sérgio Motta Institute, São Paulo
- Santa Casa da Misericórdia da Bahia
- Castro Alves Theater, in Salvador, Bahia

Weaver from the region where the Southern Interoceamic Highway is being built in Peru.
The Odebrecht Organization’s businesses are increasingly taking responsibility for their political role in society — not in terms of public governance, but in the sense of safeguarding the public interest. Working in partnership with government and private entities, they participate in initiatives aimed at developing projects that help improve the communities’ standard of living.

**Political Participation**

**PARTICIPATION IN AGREEMENTS AND INSTITUTIONS**

- Braskem is a member of the Brazilian Global Pact Committee. The Global Pact is a UN program to bolster corporate social responsibility in several countries. Braskem is also a founding member of the Brazilian Business Council for Sustainable Development (CEBDS).
- ETH Bioenergia is a member of all the steering committees for the associations representing its sector: Única — the Sugarcane Industry Union (SP and nationwide), SIFAEG — the State of Goiás Ethanol Manufacturing Industry Syndicate, Biosul — the Mato Grosso do Sul Association of Bioenergy Producers, and Sindalcool — the Sugar/Ethanol Industry Syndicate (Mato Grosso).
- Foz do Brasil is a member of the Brazilian Association of Infrastructure Industries, the Brazilian Association of Private Sanitation Concessionaires, the Trata Brasil Institute and the Piracicaba, Capivari and Jundiaí Rivers Consortium (São Paulo).

**ACTIVITIES IN THE SPHERE OF CLIMATE CHANGE**

- Helped draft the Open Letter to Brazil on Climate Change, which sets forth 22 organizations’ voluntary commitments to minimize the impacts of climate change.
- Joined the Brazilian delegation at the United Nations Climate Change Conference — COP 16, in Mexico.
- Participated in the Latin American Carbon Forum in the Dominican Republic, organized by the UN, the Latin American Energy Organization, the Inter-American Development Bank and the World Bank.
- Sponsored the International Conference on Renewable Energy and Climate Change in Ecuador.
Social, Environmental and Cultural Programs in Brazil

PARTNERSHIPS

On the initiative of ETH, the State of Goiás Federation of Industries (FIEG), the State of Goiás Ethanol Manufacturing Industry Syndicate (SIFAEG) and the government of Mineiros County have joined forces to introduce the first unit of the SENAI industrial education complex in Araguaia.

The Brazilian Navy and Odebrecht Infraestrutura have signed a partnership agreement to carry out the Brazilian Navy-Odebrecht Olympics Project. The aim is to encourage and train young people to practice Olympic sports, with an eye to the 2016 Olympic Games.

Odebrecht and the Ministry of Social Development, together with SESI and SENAI, are partners in the Acreditar professional education program.

Odebrecht has partnered with the Government of Angola and UNICEF to carry out polio vaccination campaigns in that country.

In Peru, Odebrecht is participating in the Program for Strengthening Local Governance through the IIRSA North and IIRSA South projects.

Braskem is participating in the On the Right Track program to combat the sexual exploitation of children on the roadways. Heliel by the World Childhood Foundation Institute (WCF-Brazil) and the Ethos Institute, the program has the support of UNESCO, the International Labour Organization (ILO) and over 160 companies and organizations.

ETH is one of the Brazilian companies taking part in the New Leaders of the Earth Group, with a focus on making business organizations more sustainable.
Brazil
Odebrecht projects carried out the GHG Emissions Inventory, Caia na Rede (digital inclusion) and Accreditation (professional education) programs in several Brazilian states.

The Organization also organized two nationwide prizes: the Odebrecht Sustainable Development Prize for engineering students at the university level, and the Cláudio de Prado Saldañas Prize, which encourages historical research and publishing in this country.

Alagoas
- Green Belt: environmental preservation area in Maceió
- Lagoa Viva Environmental Education Program

Bahia
- Sponsorship: Diongnes Rebouças and Mirabeau Sampaio collections, Santa Casa de Misericórdia da Bahia and the “8th Coura de Arros” seminar
- Cidade do Sol: soccer/volleyball project for children and adolescents in Camapuari
- Children’s Day in the Viseu-Tobad and Porto das Caius communities
- Forest Factory: planting seedlings of native trees on the north coast of Bahia
- Model for the Integrated and Sustainable Development of the Southern Bahia Lowlands
- Prêmio Pauco: training program for bricklayers and carpenters
- Community meetings about the day Fonte Nova Stadium was imploded

Brasilia
- Support for the Competitive Brazil Movement
- Esporte Santo
- Social and environmental projects in Cachoeiro do Itapemirim
- Roots of our Land: cultural valorization program in São Brás de Suaçui

Geiás
- Professional Education Centers in partnership with SENAI, in Cachoeiro Alta and M browser
- Community garden in Ribeirão das Pauñas, Sustainability Culture and Healthy Lifestyle Hub in Cachoeiro Alta
- Land Vegetation Management and Monitoring Program
- Social and environmental projects in Caçu

Mato Grosso
- Casas Alto Taquari, low-income housing financed by the Federal Government
- Mato Grosso do Sul
- Donation of a mobile ICU to Costa Rica County
- Young Sprouts Program, literacy and school reinforcement in Deodápolis
- Projects in Nova Alvarada do Sul: Professional Education Center in partnership with SENAI, Sustainability Culture Hub, selective trash collection, circular gardens and farmer’s market

Minas Gerais
- Social and environmental projects in communities near the Samploio Hydro-construction project
- Creation and distribution of environmental education books to schools in the rural area of Jeópida
- Membership in the Committee of Organizations Fighting Hunger and Supporting Life in São José da Barra

Pard
- Social and environmental projects for communities in the vicinity of the Satilo Project

Pernambuco
- Support for artisans in communities near the Reserva do Pau da real estate development
- Support for developing cooperatives to produce textiles and food products
- Training recyclers

Rio de Janeiro
- Support for the Brazilian Academy of Letters
- Play Safe — Away from the Construction Site, in communities near Compry
- Community service center: information about the Guanabara Metro
- Distributing seedlings to the community near Compry
- Information for the community about the Shipyard Naval Base project in Itaguaí
- Schools in Action Program: sports, cultural and professional education activities for students in Macuxi
- Educational and professional qualification courses in Complexo do Alemão
- Environmental recovery of Sepetiba Beach
- Saúde em Dia: health lectures for the community in the vicinity of the channel restoration works in Campos
- Web Digital program and bike path in Rio das Ostras

Ric Grande do Sul
- Frontiers of Thinking: open debates with guest lecturers on various subjects
- Sponsorship of the last four editions of the Porto Alegre em Cena: theater, music and dance festival
- Recital Sal: productive social inclusion of waste-pickers
- Parrughpulha Week: event for the community and company members in Novo Hamburgo

Rondônia
- Acediar Junior, for the children of members building the Santa Antônio Hydro
- Support for the Porto Velho Book Fair and the Minhas Raizes, Amigo da Orquestra and Rio Bumé Flor do Campo cultural groups
- Support for the Professor Samuel Benchimol Prize and the Banco da Amazônia Consciousness Entrepreneurship Prize
- Cycle of Knowledge: lectures for the academic community in Rondônia

São Paulo
- Pro-Culture Movement Village in Limeira
- Support for the Maria Luisa and Oscar Amora-Foundation, the Municipal Fund for the Rights of Children and Adolescents, based on the Ruaza-net Law, Zumbi dos Palmares College, the Bachian Philharmonic Orchestra, directed by its founder, conductor João Carlos Martins
- Lyra Band, for at-risk children and youth in Mauá
- Pocket of Citizenship and cultural support for the book Memórias Biográficas (Biographic Memories), in Limeira
- Environmental calendar and support for Environmental Engineering studies at UNESP in Rio Claro
- Civic Education, in partnership with the city of Maia
- Brasilem Recycling Grand Prix, during the Formula I Grand Prix
- Creation of Friendship Park in Paulínia
- Look Alive: Oil and Water don’t Mix — raising schoolchildren’s awareness about collecting used cooking oil in Rio Claro
- Social Energy Program: educational, income-generation, health, citizenship, social inclusion and sports programs in the counties where ETH is present
- Releasing 10,000 tigerfish in the Currambatu River
- Demo units for sustainable production on family farms and the Sustainability Culture Hub in Mirante do Paranapanema

Download the full PDF attachment.
IN OTHER COUNTRIES

Social and environmental programs created in Brazil, such as Acreditar (professional education) and Gás na Rede (digital inclusion), the Odebrecht Sustainable Development Award and the GHG emissions inventory, were also carried out in several of the countries where Odebrecht is present.

Angola
- Support for polio vaccination campaigns
- Nursery for children of working mothers, professional education and literacy for women and initiatives related to agriculture and health in the Gove region
- Educational campaigns on health and environment and projects to create jobs and income for the Cabo Leste community
- Rubenga Pala Kukula, sustainable development and income creation
- Paragem do Brilho, social inclusion in Luanda
- Mangle Project: health, safety, security, infrastructure and education
- Dom Bosco Sports Project, an initiative of the Dom Bosco Salesians
- Publication of the book The Future of Construction: Odebrecht Angola – 25 Years of Partnership

Argentina
- Cultural and health activities for local communities near the Paraná water supply project
- Professional education in construction-related skills in the city of Tigre

Côte d’Ivoire
- New Life Program to combat teen prostitution in the Canoaas Tunnel areas

Democratic Republic
- Approval of Palomino hydroelectric project as a CDM (Clean Development Mechanism)
- Campaign for environmental education in schools, and communities near the Palomino jobsite
- Construction of ecological coffee processing center in Palomino
- Donation of 6,000 seedlings for native species to the Federal Government
- Participation in beach cleaning program in the Santo Domingo region
- Restauration of an area of Olympic Park in Santo Domingo

Ecuador
- Support for the San Miguelito de la Chala community
- Support for the Educational Excellence in Ecuador Program
- International Conference on Renewable Energy and Climate Change

Liberia
- Social Responsibility and Volunteer Committee in three communities in Buchanan, in Grand Bassa County
- Technical and management training in the Grand Bassa community

Mexico
- Support for cultural projects in communities near the Misiónacan Irrigation Project

Mozambique
- Night Clinics: partnership with USAID to build two clinics in Tete province
- HIV/AIDS awareness and prevention programs for workers on the Moatize Coal Project

Panama
- Sewing skills training and income generation program for women in Higuerón de Gualaca
- Income creation program for fish sellers and cleaners in communities near the Coastal Highway construction site in the nation’s capital
- Sale of materials (steel, copper, batteries, oil, paper, etc.) used by the Dos Mares hydro to recyclers and investment of funds raised in social work programs in schools near the construction site

Peru
- Environmental action in the Tambopata National Preserve, Madre de Dios region
- Arts activities for youth
- Discovering Talent, focused on youth, along the Northern Interoceanic Highway
- Sustainable Development Program on the Southern Interoceanic Highway
- Publication of the book Guide to the Southern Interoceanic Highway - from Cusco to Rio Branco

Portugal
- Logistical support and sponsorship for athletes
- Learning to Entrepreneur
- Conservation and appreciation of rural heritage
- Entrepreneurship for Social Inclusion — for children and adolescents
- New Opportunities — professional education
- Sponsorship of the book/CD 1910-2010 — Railways in Portugal
- Preservation of the Aguas Livres Aqueduct

South Korea
- Donations to NGOs supporting children abandoned after the Korean War and assistance to elderly women and people with special needs

United States
- Support for the reconstruction of Haiti’s International Airport
- Support for the YMCA (Young Men’s Christian Association) in Miami, which organizes community programs
- Louisiana Children’s Museum educational program
- Environmental education programs at Miami public schools
- Volunteering to clean up beaches in Miami

Venezuela
- Civic programs for children and adolescents in the Paracabur region
- La Granja Project: support for fattening, slaughtering and sale of chickens
Businesses

ENGINEERING & CONSTRUCTION
EL (CEO) of Odebrecht América Latina e Angola
EL (CEO) of Odebrecht Energia
EL (CEO) of Odebrecht Engenharia Industrial
EL (CEO) of Odebrecht Infraestrutura
EL (CEO) of Odebrecht International
EL (CEO) of Odebrecht Venezuela

CHEMICALS & PETROCHEMICALS
EL (CEO) of Braskem

ENVIRONMENTAL ENGINEERING
EL (CEO) of Foz do Brasil

REAL ESTATE DEVELOPMENTS
EL (CEO) of Odebrecht Realizações Imobiliárias

ETHANOL & SUGAR
EL (CEO) of ETH Bioenergia

OIL & GAS
EL (CEO) of Odebrecht Óleo e Gás

Clients

VP OPERATIONS E&C

OCS
OPI
ODEPREV

SENIOR OFFICERS RESPONSIBLE FOR ENTREPRENEURSHIP SUPPORT AT THE ORGANIZATION

Results

President and CEO
Marcelo Bahia Odebrecht

SENIOR OFFICERS RESPONSIBLE FOR ENTREPRENEURSHIP SUPPORT

Finance
Luciano Guidolin

Investments
Felipe Jene

Legal Affairs
Newton de Souza

Structured Operations
Hilberto Silva

Planning & Development
André Amaro

Institutional/Political Relations
Claudio Melo Filho

Engineering & Construction Operations
Paulo Lacerda de Melo, Vice President
- Márcio Polidoro, Communication
- Roberto Dias, Institutional Relations
- Sergio Leão, Sustainability

Special Advisors to the President and CEO
Carlos Hupsel
Marcos Wilson
Renato Martins
ODEBRECHT ENERGIA
Entrepreneurial Leader (CEO)
Henrique Valladares
Senior Officers
Augusto Roque
Delio Galvão
Fernando Chein
Senior Officers Responsible for Entrepreneurship Support
Adriano Maia, LEGAL AFFAIRS / GOVERNANCE
Edwaldo Tamberg, ENGINEERING
Enio Silva, PEOPLE & ORGANIZATION / COMMUNICATION
Gabriel Ybarra, CORPORATE MANAGEMENT
Luiz Augusto Nogueira, BUSINESS DEVELOPMENT
Luiz Gabriel Azevedo, SUSTAINABILITY
Marco Rabello, INVESTMENTS, FINANCE & COMPTROLLERSHIP
Marcos V. Gusmão, MARKETING & REGULATION

ODEBRECHT ENGENHARIA INDUSTRIAL
Entrepreneurial Leader (CEO)
Marcio Faria
Senior Officers
Fernando Barbosa, OFFSHORE
Flávio Faria, ARGENTINA
Francisco Penteado, VENEZUELA & MEXICO
Renato Rodrigues, BRAZIL – SOUTH & SOUTHEAST
Roberto Simões, ODEBRECHT DEFESA E TECNOLOGIA
Saulo Vinicius, Brazil – NORTH, NORTHEAST, MID-WEST & PETROCHEMICALS
Senior Officers Responsible for Entrepreneurship Support
Cesar Rocha, FINANCE
Fausto Aquino, PLANNING / PEOPLE & ORGANIZATION
Gerson Ricardi, ENGINEERING
Guilherme Britto, LEGAL AFFAIRS
Manoel Nogueira, BUSINESS DEVELOPMENT
Marcelo Jardim, BUSINESS DEVELOPMENT
Rogerio Araújo, BUSINESS DEVELOPMENT

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