



**ODEBRECHT
FOUNDATION**



We invite everyone to follow together:
The Path to Sustainability
Performance Report 2015

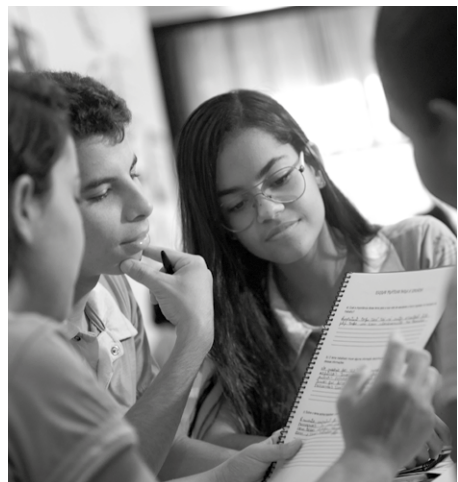




TABLE OF CONTENTS

Foreword	04
Presentation	07
Organization and Governance	09
Identity, Values and Vision of the Future	10
Organizational Structure	11
Entrepreneurial Strategy	12
Coordinated Programs	15
Tribute to the Future Program	16
Editorial Program	18
PDCIS Program	20
Partnerships	45
Relationship with Stakeholders	46
Testimony of Partners	47
Highlights 2015	49
50 years of an Infinite Commitment	50
Exchange of Experience	52
Article – Opportunities that Transform	54

Foreword



Eduardo Odebrecht de Queiroz
Executive President and Vice-Chairman of the Board of Trustees of the Odebrecht Foundation

"The social actions of companies shall make of people agents of their own destiny, able to provide for themselves decent living conditions".

Emílio Odebrecht

Article Published in the Newspaper Folha de São Paulo in 11/08/2009.

"Vision of the Future, solidarity and the perception that the best for each individual is the conscious and deliberate involvement of all in favor of the WHOLE".

Norberto Odebrecht

"The Wellbeing of humanity is under threat" 06/25/2014

Dear Reader

The year of 2015 was filled with motivating challenges. Besides being a year of celebrations for the 50th anniversary of the Odebrecht Foundation, it was also a year of hard work and dedication, when we had the opportunity, once more, to demonstrate to society our commitment and ability to mobilize people and institutions in support of a noble cause of social responsibility: the development of current and future generations.

In this Annual Performance Report we present some of the highlights of this journey, under the scope of the three social programs coordinated by the Odebrecht Foundation. We emphasize the execution of the socio-educational projects connected to the Tribute to the Future Program and the good results achieved in the last campaign, which mobilized about 8,000 people, moved to create opportunities for effective social transformation in the lives of children and adolescents. Despite the unfavorable scenario, more than R\$ 4 million in funds was raised for execution in 2016, for 100% of the projects selected for support.

With the Editorial Program, we reached the mark of over 60 administered copyrights and contribute to the dissemination and consequent valorization of our corporate culture. We edited and marketed the works which are part of the Odebrecht En-

trepreneurial Technology (TEO in Portuguese), which underlies the ethical, moral and conceptual values practiced by members of the Odebrecht Organization. In 2015, we highlight the release of the book "Succeed and be Succeeded", by Emílio Odebrecht.

Finally, we present the opportunities built throughout 2015 in the Development and Integrated Growth Program with Sustainability (PDCIS in Portuguese). Around 950 young graduates or in formation, more than 800 benefited farming families, 7,800 tons of food produced (pineapple, banana, manioc, cassava, fish and hearts-of-palm), 7,000 citizenship services provided and 9,000 hectares of preserved areas are some of the numbers that will be further displayed in this issue.

The Annual Performance Report reflects the effort of the Odebrecht Foundation's team to provide, in a responsible and transparent manner, relevant data and facts regarding the actions developed, the investments made and the achieved results. We believe that this is the way to build relationships based on discipline, respect and trust between all parties involved: government, private sector and civil society.

Strengthened by our Spirit of Service, we continue building opportunities so youths and their families are able to positively transform their realities. This has been and always will be our greatest commitment.

Good reading!



Presentation

The Odebrecht Foundation, a private, non-profit organization established by the Odebrecht Organization celebrated its 50th anniversary in 2015. Since its establishment, the Odebrecht Foundation has focused on contributing to the formation of a population structured in family-units, responsible for their own sustainable development. Its mission is Educating for Life, through Work, on the basis of Values and surpassing Limits.

The Foundation focuses on the development of the youth and its family to create solutions in conjunction with local communities, based on their capabilities and needs. The essence of the actions is based on the principles, concepts and criteria of the Odebrecht Entrepreneurial Technology, which focus on education and work, and enhances human capabilities, such as the willingness to serve and the desire to evolve. Currently, it coordinates three initiatives:

Tribute to the Future Program

Contributes to transform the reality of children and adolescents through socio-educational projects.

Editorial Program

Emphasis on the books of the Odebrecht Entrepreneurial Technology.

PDCIS

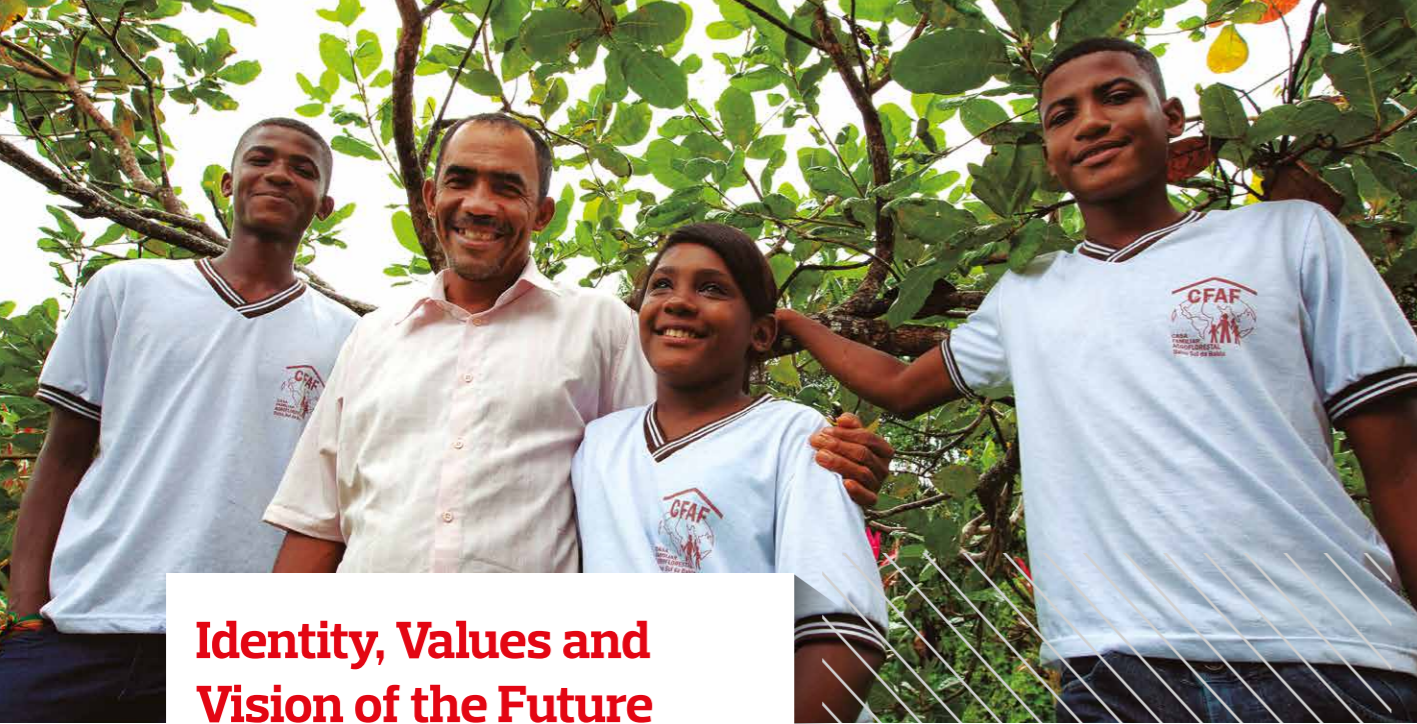
Development and Integrated Growth Program with Sustainability.

In the following pages, find out more about these initiatives and check out the results and indicators for each program in 2015.



01 Organization and Governance

- Identity, Values and Vision of the Future
- Organizational Structure
- Entrepreneurial Strategy



Identity, Values and Vision of the Future

One of the oldest corporate foundations in the world, the Odebrecht Foundation is a private, nonprofit institution, founded by Norberto Odebrecht in 1965 and instituted by the Odebrecht Organization. Its mission is "Educating for Life, through Work, on the basis of Values and surpassing Limits". As the basis for its actions, the Odebrecht Foundation has its priority on People, with the appreciation of the Human Being and the belief in its ability and desire to evolve. The essence is the principles, concepts and criteria of the Odebrecht Entrepreneurial Technology (TEO in Portuguese), the organizational culture that has given support for the evolution of the Odebrecht Organization and that today transcends geographical boundaries and language.

Its Vision of the Future, focus on the challenges and concentrations to attract and mobilize partners, giving scale to the social and environmental technology developed and improved in its Social Programs. The Foundation is committed to strengthening the institutional and corporate governance as a social business, with transparency, fairness, accountability and social and environmental responsibility. The Foundation strives also to promote, in an adjusted manner, the replication of its actions to other places inside and outside of Brazil, promoting the valorization of its brand and the perpetuity of its legacy.

Our Mission:



Educating for Life, through Work, on the basis of Values and surpassing Limits.



Organizational Structure

The Odebrecht Foundation's Board of Trustees is chaired by Emilio Alves Odebrecht and composed of 12 members, responsible for setting priorities and guidelines and perpetuating the legacy of its founder, Norberto Odebrecht. Eduardo Odebrecht Queiroz the Board's Vice-Chairman, has been appointed to lead its administrative structure as Executive President.

Odebrecht Foundation's governing body has as its members Graciela Mendes Ri-

beiro Reis, Vice-President of Organization & Governance, Delcy Machado Filho, Vice-President of Sustainability Operations PDCIS - Development and Integrated Growth Program with Sustainability, and Joaquim Cardoso Filho, Special Advisor to the Executive President. With about 30 members, the Odebrecht Foundation count with Governance & Juridical; Partnerships and Social Investments; Educational Coordination; People, Organization and Finances; Communication and Corporate Security areas.

Macrostructure



Emilio Alves Odebrecht
Chairman of the Board of Trustees



Eduardo Odebrecht de Queiroz
Executive President



Joaquim Cardoso
Special Adviser



Graciela Mendes Ribeiro Reis
VP of Organization & Governance



Delcy Machado Filho
VP of Sustainability Operations PDCIS



Clients - Present and Future Generations

Entrepreneurial Strategy

The Odebrecht Foundation coordinates specific technologies and integrates results around actions that contribute to the formation of a protagonist population, responsible for its own sustainable development. Through its Social Programs, it promotes contextualized education, generating work and income, with citizenship and respect for the environment. To achieve its results and create opportunities for true social transformation, counts on the strength of the Participatory Governance through the joint efforts of the Public Authorities (Federal, State and Municipal), the private sector and the civil society. And in order to do this, manages resources originated from the Odebrecht Organization and more than 50 partners and social investors. In 2015, the total amount was of approximately R\$ 50 million.

The great advantage of its actions is not only to provide financial support but also to share the principles, concepts and criteria of the Odebrecht Entrepreneurial Technology (TEO in Portuguese) with the supported institutions, providing corporate vision, transforming these resources into impactful results and contributing to

their sustainable development. It offers management know-how through the Shared Services Center (CSC in Portuguese – Southern Bahia Lowlands), thus contributing to the continuous improvement of administrative, financial, accounting and tax processes, ensuring corporate security, equity and the provision of qualified accounts.

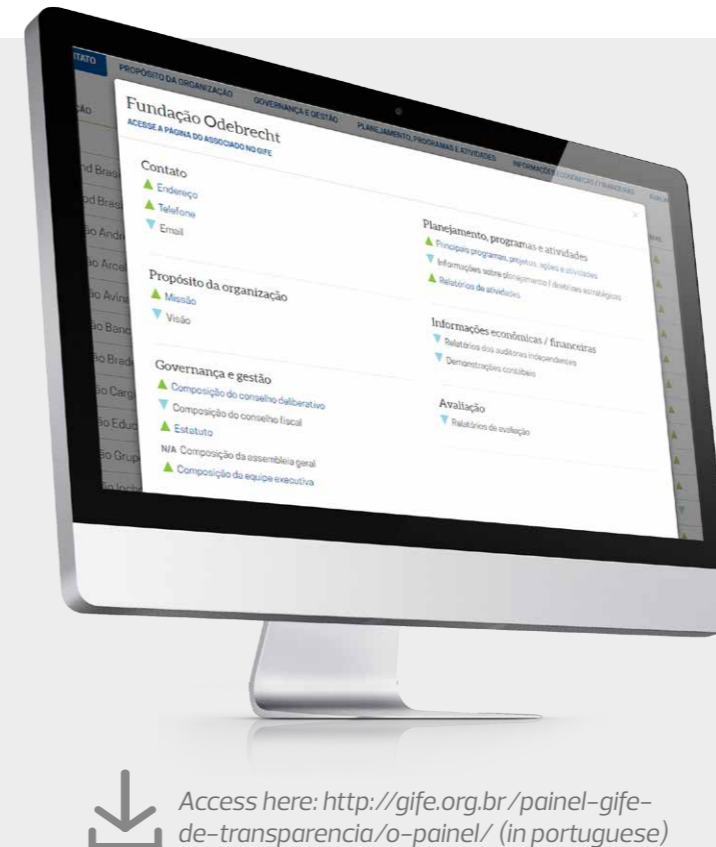
Odebrecht Foundation
Administration of Resources 2015
Approximately

R\$ 50 million
(USD 14,21 million)

in resources from the Odebrecht Organization, Partners and Social Investors applied on four fronts – associated with the programs Tribute to the Future, Editorial and PDCIS: 1. Education; 2. Work and Income; 3. Citizenship and; 4. Environment.

Code of Conduct

In 2015, the Odebrecht Foundation launched and implemented its Code of Conduct. Handed to its partners and members, the Code follows the principles and concepts consolidated in the Odebrecht Entrepreneurial Technology, that guide the corporate activities of the Odebrecht Organization. The guidelines focus on the internal and external relations of members, clients, suppliers and partners together and integrated with the Organization's policies. The Code is practiced on a daily basis by members and stimulated mainly by the Leader-Led relationship.



↓ Access here: <http://gife.org.br/painel-gife-de-transparencia/o-painel/> (in portuguese)

Transparency

The Group of Institutes, Foundations and Companies (GIFE in Portuguese) developed the GIFE Transparency Panel. It is a unique instrument in the country that organizes and provides relevant institutional information about the associates of GIFE using a group of indicators.

In this sense, the Odebrecht Foundation, one of GIFE's founders, has reinforced the need and importance of adhering to the Transparency Panel since its inception.



02 Coordinated Programs

- Tribute to the Future Program
- Editorial Program
- PDCIS Program
 - Human Capital
Contextualized Education
 - Productive Capital
Work and Income
 - Social Capital
Citizenship
 - Environmental Capital
Environmental Conservation



Tribute to the Future
Odebrecht Foundation



The Tribute to the Future Program, coordinated by the Odebrecht Foundation, encourages and assists in enabling the members of the Odebrecht Organization, its partner companies and any citizen to contribute with social and educational actions for the benefit of children and adolescents, through donation and/or destination of part of their Income Tax. In both cases, resources are allocated directly to Municipal Funds for the Rights of Children and Adolescents (FMDCA in Portuguese), managed by the respective Municipal Councils for the Rights of Children and Adolescents (CMDCA in Portuguese).

With the funds raised by the Tribute to the Future Program's 2014/15 campaign, seven educational and social projects benefited, throughout 2015, more than 5,000 children and adolescents from 150 communities of 16 municipalities in Bahia. The Initiatives focused on four main areas of activity: Contextualized Education and Education through Work, Guarantee of Rights for the Children and Adolescent, Youth Protagonism and Formation of Municipal Councils. In total, over 14,500 people were benefited directly and indirectly.

Seven educational and social projects directly benefited throughout 2015, with more than:

5,000
Children and Adolescents

150
Communities

16 **Municipalities from the State of Bahia**

Campaign 2015/16

Main Highlights and Indicators

The fundraising campaign executed in 2015 for the application of resources in 2016, had as its theme "Social Transformation: the future is in our hands." The Tribute to the Future Program reached the milestone of approximately 8,000 participations and raised funds surpassed R\$ 4 million (USD 1,2 million). This result was achieved with the support of around 260 Agents of the Future - Members of the Odebrecht Organization who volunteered to mobilize about 80% of the participants for the cause.

The 2015/16 Tribute to the Future Program's campaign reached the milestone of approximately

8,000 Participations
and more than
R\$ 4 million
(USD 1,2 million) raised

In 2016, the projects - which shall be executed by non-profit institutions which are part of the Odebrecht Foundation's PDCIS Program - aimed at the formation of a responsible and protagonist generation. Formation of Future Young Rural Entrepreneurs, Treading Paths, Culture of Mediation in the School and Counselors in Action - Pathways to Social Protagonism are the areas of action defined for 2016.



This is not just one hectare of hearts-of-palm, it is my business. At the Family House, I could understand what I want for the future. It is my compass.



Camila Rocha, 17 years old, graduated of the Rural Family House of Igrapiúna, she had the support of the Tribute to the Future Program by means of the Future Young Rural Entrepreneurs Formation Project.



The Tribute to the Future is an effective way to contribute to the formation of a new rural middle class in the Southern Bahia Lowlands, allowing adolescents to develop their own regions and their families.

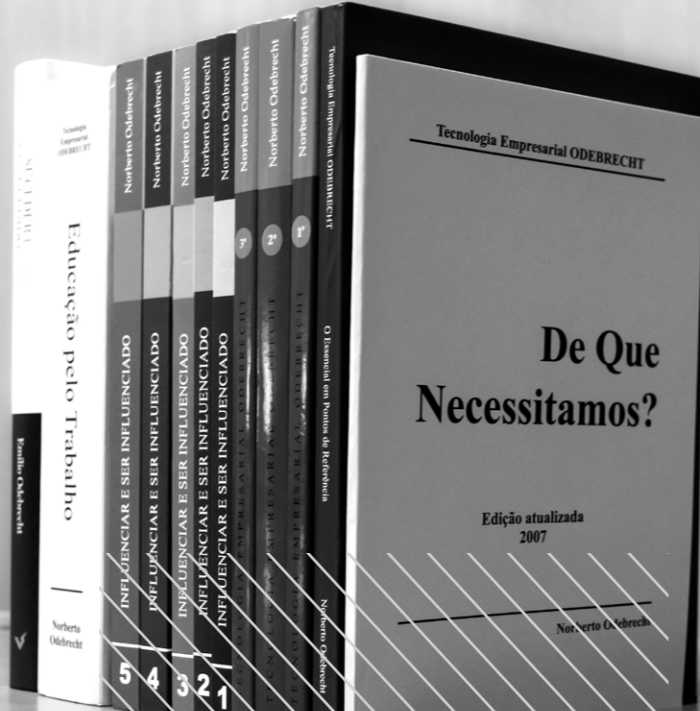


Marco Poiatti, leader of the Shared Services Center (CSC in Portuguese) of Construtora Norberto Odebrecht, participates of the Tribute to the Future Program.



Editorial Program

Odebrecht Foundation



The Odebrecht Entrepreneurial Technology (TEO in Portuguese), one of the greatest legacies of Norberto Odebrecht, was cast on values received through family education. The principles, concepts and criteria of this philosophy are embodied in the books published between 1968 and 2011. In 1983, Norberto Odebrecht gave the copyright and property rights of his editorial legacy to the Odebrecht Foundation. These publications are part of the Editorial Program's collection, an initiative that centers the responsibility for the entire process, including editing, translation, marketing and distribution. In addition to these books, the Foundation manages more than 60 copyrights.

Five publications, written by Norberto Odebrecht, are currently being marketed: "What Do We Need?"; "The Essentials on Points of Reference"; "Survival, Growth and Perpetuity"; "Education through Work" and "Influence and Be Influenced"; and one written by Emílio Odebrecht Alves: "Succeed and be Succeeded." You can purchase the books, some of them in three languages and also in digital version (eBook), through the Foundation's website. In 2015, approximately R\$ 160 thousand (USD 45 thousand) was raised. The revenues are reverted to social programs supported by the Foundation.

In 2015:

-  More than **60** Copyrights managed.
-  More than **1,700** Books Marketed.
-  Over **20 Countries** Contemplated in the marketing where there are operations of the Odebrecht Organization.



“TEO's ethical, moral and conceptual foundations make everyone have unity of thought and coherence in action. That is why anywhere in the world and in any business in which we are present we feel part of the same organization.”

Mônica Odebrecht, Vice President of Corporate and Fiduciary Affairs at Odebrecht S.A..



“TEO is the basis of everything, a lesson for life. Today I think in the future with a different perspective. I have the desire to keep my sustainable rural property as an example and want to stay in the countryside, with quality of life.”

Robenilson dos Santos, Technician in Agribusiness graduated from the Rural Family House of President Tancredo Neves, which is part of the PDCIS Program, also coordinated by the Odebrecht Foundation.



The Odebrecht Foundation also coordinates the PDCIS (in Portuguese)- Development and Integrated Growth Program with Sustainability. Focused on building the development and growth model of a territory on a sustainable basis, it provides opportunities for, through contextualized education, the occurrence of family agriculture activities in a harmonious and balanced way with an appreciation of citizenship and respect for the environment. Today, the activities are concentrated in 11 municipalities of the Southern Bahia Lowlands, with low Human Development Index (average of 0.63), home to about 285,000 people (IBGE Census 2010).

The initiative builds its results through Participatory Governance, ie, involving the community, Public Authorities (Federal, State and Municipal), the private sector and civil society. In order to promote the socio-economic and environmental development of rural areas, focusing on families, the PDCIS Program strategy is to foster simultaneously four capitals: 1. Human - Contextualized Education (vocational-technical training adapted to the reality of the countryside),

Four Capitals



Human
Contextualized Education



Productive
Generation of Work and Income



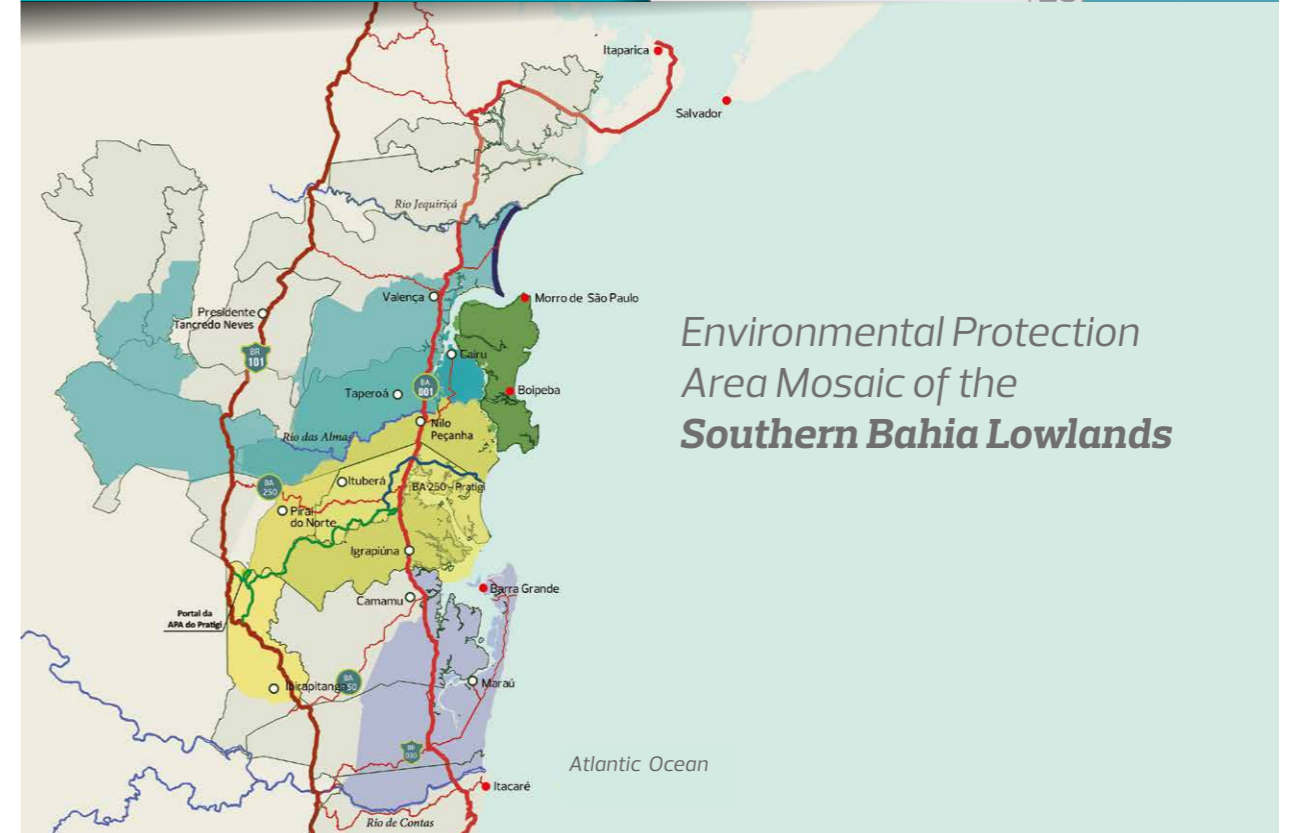
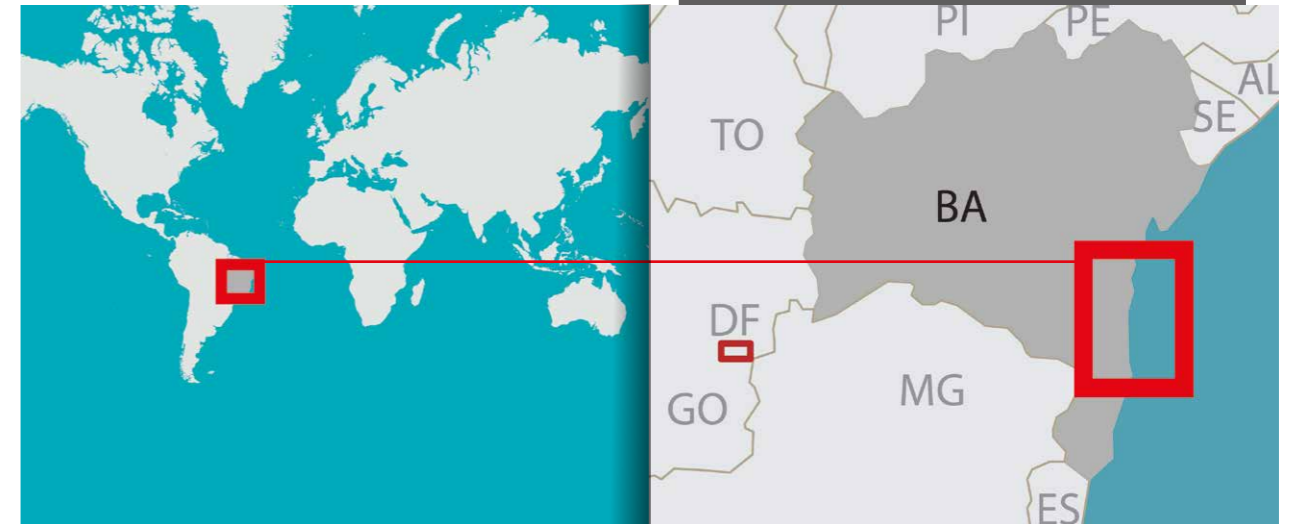
Social
Citizen inclusion



Environmental
Environmental Conservation

2. Production - Generation of Work and Income (incentive to cooperativism), 3. Social - construction of a more Just and Egalitarian Society (valuing citizenship) and 4. Environmental - Environmental Conservation (ensures to future generations sustainable access to natural resources).

11 Municipalities
involved directly and
350 beneficiary communities



Environmental Protection Area Mosaic of the Southern Bahia Lowlands



Human Capital

Contextualized Education

This area of operation promotes educational projects formatted to the reality of the countryside, focusing on education for (theory) and through (practice) work. The purpose is to invest in the human capital, focusing on capacity building and valorization of the rural youths as protagonists of their own destiny and potential agents of social transformation for their family and community. Initiatives such as the Family Houses, civil associations that create favorable conditions for access to education directed towards the reality of the countryside, are supported.

The four Family Houses in activity, which have already benefited about 950 young people, are integrated to the Odebrecht Foundation's Governance Pact, through the PDCIS (in Portuguese) Program. Three are accredited to offer technical courses integrated to Secondary Education. One of them is in preparation to start the accreditation phase with the Ministry of Education - meanwhile; it offers a free qualification course, with a one-year duration.

Over three years of formation the students learn about cooperativism, rural management, soil management, irriga-

tion, drainage, in addition to the proper techniques for various crops, including fish farming and the core national curriculum. The students go through different stages and, from the very beginning, they have contact with productive practices related to their course.

Around
950 young
benefited

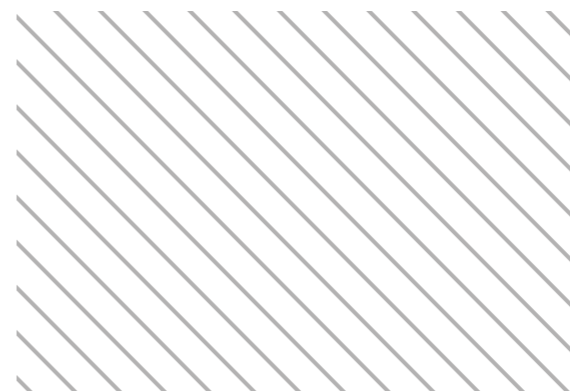
In addition to the Family Houses, also inserted in this context is the Civil Society Organization of Public Interest (OSCIP in Portuguese) Youth House, which promotes quality education to the countryside through the development of an educational technology targeted for the rural work. The Youth House is the result of a joint action between the Civil Society, Public Authorities (state and municipal) and the Private Initiative. The educational campus supported by the OSCIP offers Basic Education: kindergarten and elementary, besides the secondary education and Education for Youths and Adults.

280

Rural Seminars conducted by Family Houses Students impacting directly over:*

8,100
 People

**During the Rural seminars, youths interact with the community, through lectures on topics aligned to the reality of the countryside, disseminating information and knowledge to other families.*



Educational Institutions



Indicators



Analysis of the Year Synergistic Integration

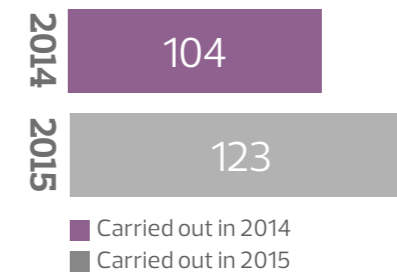
The complete development of the countryside is the main objective of the investments that the Odebrecht Foundation and its partners have been making in PDCIS (in Portuguese). This evolution takes place to the extent that a new generation of young farmers, influenced by contextualized knowledge placed at their disposal, obtains increased productivity, which allows them to produce more than what they consume, generating a surplus that will be marketed to qualified customers. In the Family Houses of the Southern Bahia Lowlands, as well as in the Youth House, this new generation, that little by little integrates itself to the productive processes of their families and communities and causes the desired positive changes, is being developed.

In this context, taking into account the classes completed by 2015, more than 760 youths have graduated in the Family Houses. Altogether 223 families of these students have joined the cooperative model perpetrated by the PDCIS Program, and among those 123 youths became themselves members.

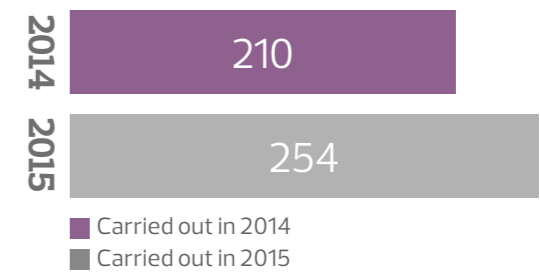
In 2016, with the support of the Tribute to

the Future Program and the partnership with social investors, particularly Braskem and the Mitsubishi Corporation, the Family Houses will continue in its purpose of improving and expanding knowledge in the countryside through contextualized education.

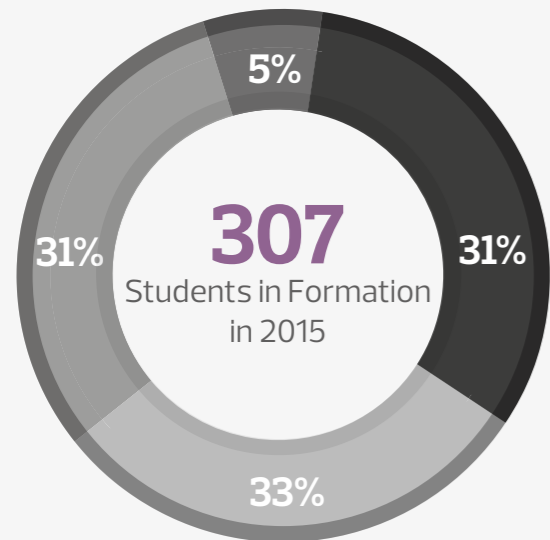
Cooperated students



Educational Productive Project* (Implementation)



*Educational Productive Project: allows students to practice in their property the technical expertise acquired in the teaching unit.

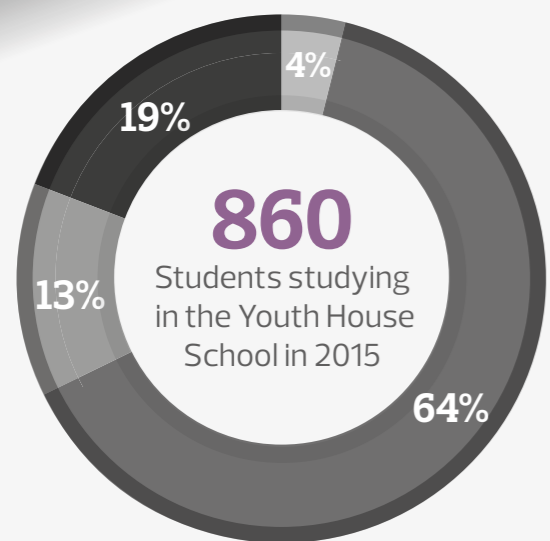


Since 2006
764 Students Graduated
from the Family Houses

223 Family-Units
joined in cooperatives motivated by the contact with the Family Houses

Number of students in Formation in Family Houses – 2015

- Agroforestry Family House (100 students)
- Rural Family House of Igrapiúna (96 students)
- Rural Family House of President Tancredo Neves (94 students)
- Water Family House (17 students)



Since 2005
573 young graduated at the Secondary Education

Number of students studying in the Youth House School - 2015

- Primary (554)
- Young and Adults – EJA (in Portuguese) (164)
- Secondary (108)
- Elementary (34)

Highlighted Case Example that comes from home

Roseane Conceição, 17, is embarking on her journey in family farming. Daughter of Ramiro Conceição and Railda dos Santos, the young woman is in the third year of formation of the Rural Family House of President Tancredo Neves (CFR-PTN in Portuguese), an institution that integrates the PDCIS Program, and dreams of becoming a rural entrepreneur. "If I were asked what I wanted for the future, I would not have been able to answer. Today, I have all figured out: I want to continue on the farm with my family and invest more and more to increase our crops and income," she says.

On the property, located in the Riachão do Chorão community, in President Tancredo Neves (Bahia) municipality, the family has banana, cassava and manioc areas, with production delivered for processing

and marketing from the Rural Producers Cooperative of President Tancredo Neves (Coopatan in Portuguese), by means of Ramiro's filiation to it.

Roseane also puts into practice the knowledge related to farming techniques and ensures extra income with a productive project, supported by the Odebrecht Foundation's Tribute to the Future Program. "With the profit, I want to expand my area and continue investing," says the young woman.

In 2015, about 240 young people from the Family Houses were followed in their 450 Educational Productive Projects



Highlights of the Year Family Houses

National Secondary Education Examination (Enem in Portuguese) 2014

Family Houses have been acknowledged as figuring among the best in Brazil in the ranking of private institutions that serve students from low or very low socio-economic status. The Enem was established in 1998 with the objective of evaluating student development at the end of basic education, seeking to contribute to the improvement of the quality of this level of education. From 2009 onwards, it also began to be used as a selection mechanism for admission to higher education.



International Certificate UNESCO

Family Houses have been selected to join the Associated Schools Project Network (ASPnet) - UNESCO, an international network of educational institutions.

They are the first certified Rural Schools in the country. As a specialized United Nations educational scientific and cultural organization, UNESCO is concerned in joining efforts with the Brazilian government and civil society around common goals for the development of the country.



“

Today, I have all figured out: I want to continue on the farm with my family and invest more and more to increase our crops and income.

Roseane Conceição

”



Productive Capital
Work and Income

The PDCIS Program focuses on the enhancement of the productive capital through strategic cooperativism with the intention to provide work and income opportunities so that the young can remain in the countryside, next to their family and community.

This cooperativeness aims at consolidating the synergy between primary production, manufacturing/processing and marketing, with the return of the achieved results to the farmer, respecting the regional agricultural vocation of each site. This is what happens in the three cooperatives supported by the Odebrecht Foundation in the Southern Bahia Lowlands.

These cooperatives accrete family farmers and fish farmers responsible for farming tons of food per year, such as pineapple, banana, manioc, cassava, fish and hearts-of-palm, distributed mainly to the Northeast and Southeast regions of Brazil. The members access technologies that enable them to increase productivity and add economic and social values to their crops. They also rely on partnerships to market their production, established with retailers with the support of the Odebrecht Foundation. As a result, the families have a higher return of income.

Cooperative members Production
2015

4.392,407

Hearts-of-palm's rod units
equivalent to 627 tons of hearts-of-palm

2,376

Tons of cassava roots

2,527 Tons of banana

540,931

Pineapple units
equivalent to 541 tons

692 Tons of manioc

1,043 Tons of fish

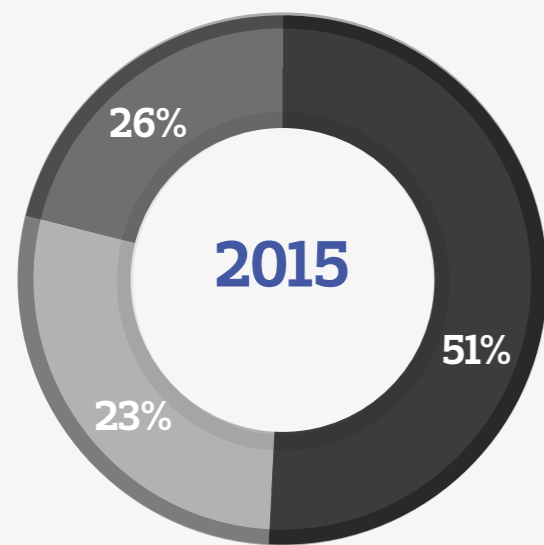
Cooperatives

More than

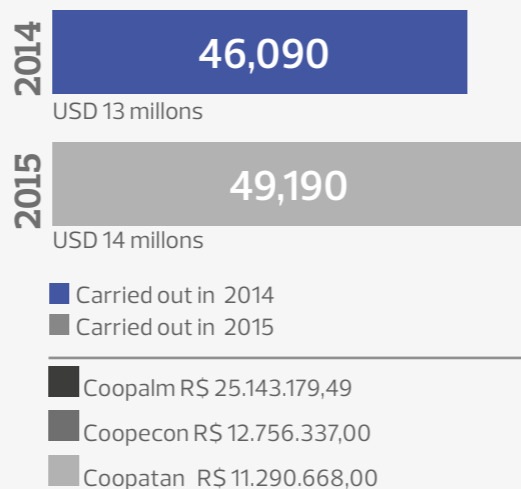
7,800
Tons of food
produced by small farmers



Indicators



Revenues R\$ thousand



Analysis of the Year Qualified markets

The year of 2015 put to the test the resilience of small producers in the Southern Bahia Lowlands who are part of the cooperatives that have signed the Odebrecht Foundation's Governance Pact through PDCIS (in Portuguese). The challenges were present in the countryside, where natural phenomena such as El Niño imposed producers a very rainy first semester and a sharp drought in the last quarter of the year, causing an imbalance in the plans made. This situation had repercussions on the ability to qualifiedly serve customers, causing, at times, a drop in sales. However, through a big marketing effort with our commercial partners, they obtained a turnover of around R\$ 50 million (USD 14 million).

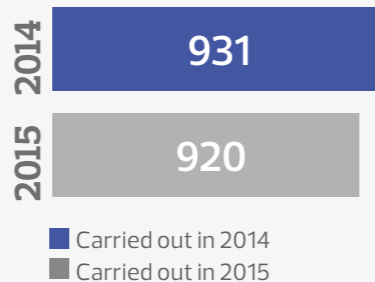
uncertain, the concentration shall be even greater in the efficiency of production structures, both in the countryside as well as in the industry, so that the end products acquire competitiveness and allow increasing results for the generation of work and income.

Around
R\$ 50 million
(USD 14 million) Billed by the three cooperatives in 2015

With total production of over 7,800 tons of food (fish, cassava, manioc, pineapple, banana, hearts-of-palm), the contribution of the PDCIS Program's strategy for regional development consolidates, generating average monthly income to the cooperative members of more than R\$ 1,500 (USD 420).

For 2016, with the country having a macroeconomic scenario still fragile and

Number of cooperative members



Students Associated to Cooperative

Highlighted Case Work and knowledge

“With work and knowledge, I could get here.” Two years ago, Dionísio de Jesus, 39, would not imagine that his life could change so much – and for the better. Living in his father’s house with three children and no money for a living, he found the opportunity he lacked through the creation of tilapia in floating cages in the municipality of Igrapiúna, Bahia. “I worked with my father in the field, with crops like rubber plant and cocoa, but what was left over at the end of the month was little, sometimes nothing. Today I have my own house and I can offer my family things that I previously could not”. Proudly says.

As a member of the Continental Waters Fish Farmers' Cooperative (Coopecon in Portuguese), Dionísio has access to knowledge through technical assistance

aimed at continuous improvement and increased productivity. Per month, the fish farmer delivers an average of six thousand kilos of tilapia for processing and subsequent marketing in the form of fillet, to the major retailers in the north-east and southeast of the country. With the monthly income, Dionísio begins to invest in a larger property to live with his family in the future. “I’m happy and I’m not ashamed to say that I won. I conquered many things,” he says.

*Per month, Dionísio delivers an average of **six thousand kilos of tilapia** for processing and subsequent marketing*



I worked with my father in the field, without support or guidance, but what was left over at the end of the month was little, sometimes nothing. Today I have my house and I can offer my family things that I previously could not.



Dionísio de Jesus



Highlights of the Year Cooperatives

Biodiesel

The Continental Waters Fish Farmers' Cooperative (Coopecon in Portuguese) became the first cooperative of Bahia, in the aquaculture sector, to market fish oil for the production of biodiesel. Now part of the Federal Government's National Biodiesel Production Program (PNPB in Portuguese), the cooperative signed a contract with Petrobras, which will enable the sale of 130 tons of oil per year.



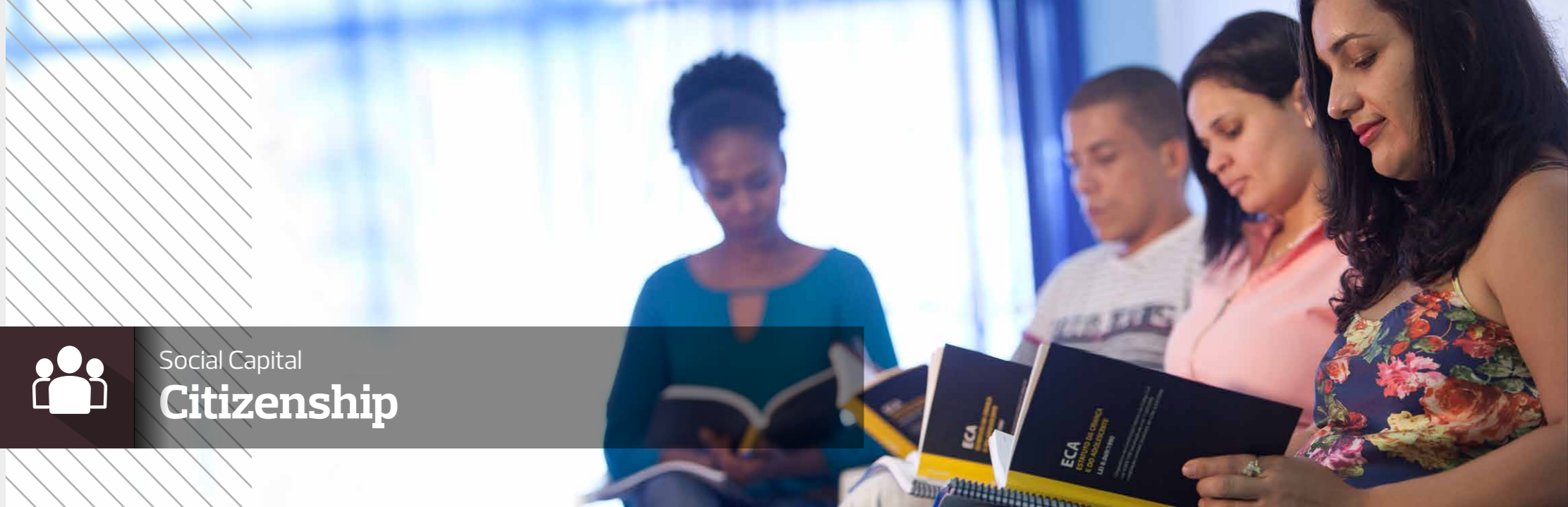
Industrial Modernization

Inauguration of the new Cassava Flour Factory of the Rural Producers Cooperative of President Tancredo Neves (Coopatan in Portuguese), the most modern in the Northeast and one of the most modern in Brazil. With its increased capacity, one of the strategies is to focus on the production of clients' own brands.





Social Capital
Citizenship



Citizen inclusion

The Citizen component, fomented by the Odebrecht Foundation's PDCIS Program, through the Right and Citizenship Institute (IDC in Portuguese), contributes to the construction of a more just and egalitarian society, from the exercise of citizenship and access to public policies. For this, the IDC operates on three fronts. The first, the Center for Citizen Assistance, provides issuing of basic civil documentation as well as conflict mediation services. In the latter, the two parties are encouraged to reflect, discuss and decide on the course of their stories.

At the Centre for Citizenship Education are held trainings of municipal councilors for the Rights of Children and Adolescents and Tutelary Councils. In this area of operation, it is also inserted the Treading Paths Project, which promotes the formation of adolescent protagonists and aimed at developing the critical potential and citizenship.

IDC's third line of work focuses on Socio-Productive Inclusion. The Institute supports farming family, facilitating access to the Food Acquisition Program (PAA in Portuguese) of the Federal

In 2015

6,867

Consultations conducted

652

People trained

Government, which seeks to articulate local production, contribute to income generation and meet the nutritional food supplementation demands for daycares, shelters, hostels, public hospitals etc. In this sense, the IDC also supports farmers in obtaining Agricultural Aptitude Documentation (PAD in Portuguese), required to access the special lines of public funding, such as the PRONAF (in Portuguese) - National Program for Strengthening Family Agriculture.

Operational fronts

01

Center for Citizen Assistance

02

Center for Citizenship Education

03

Socio-productive inclusion



Indicators



Analysis of the Year Citizen transformation

Believing that education for the practice of citizenship is the heart of the process of social transformation, the IDC developed actions for the strengthening of social participation and participatory governance. These actions reached leaders, municipal councilors, young protagonists, farming families and the community in general.

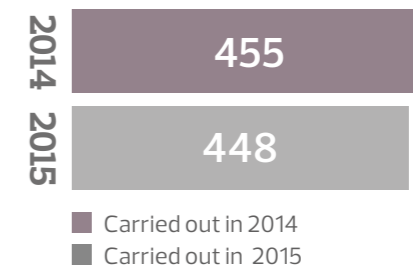
In 2015, we highlight the Technical Cooperation Agreement signed between the IDC and the Prosecutors Office of the State of Bahia and the Federal Comptroller General's Office. Both in order to join efforts to strengthen the Citizenship, Guarantee of Rights and Social Control in the Southern Bahia Lowlands, through the implementation of specific projects.

The results achieved with the Food Acquisition Program (PAA in Portuguese) evince the generation of work and income opportunities for farmers. In the year 2015, with the IDC's support, around 450 family-units participated in the PAA, moving more than R\$ 2 million (USD 560 thousand).

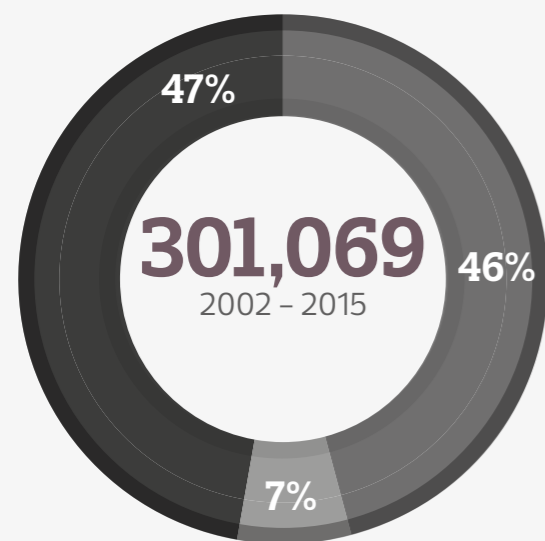
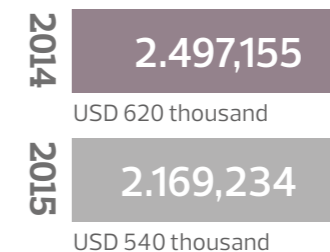
The challenges for 2016 are related to the

consolidation of ongoing projects and the development of new ones, such as the "Culture of Mediation in School" to be executed in a public school of President Tancredo Neves municipally. Another important action front is the systematization of contents, designs and procedures for adapting our work methodology in other municipalities.

Benefited Producers - Food Acquisition Program (PAA)



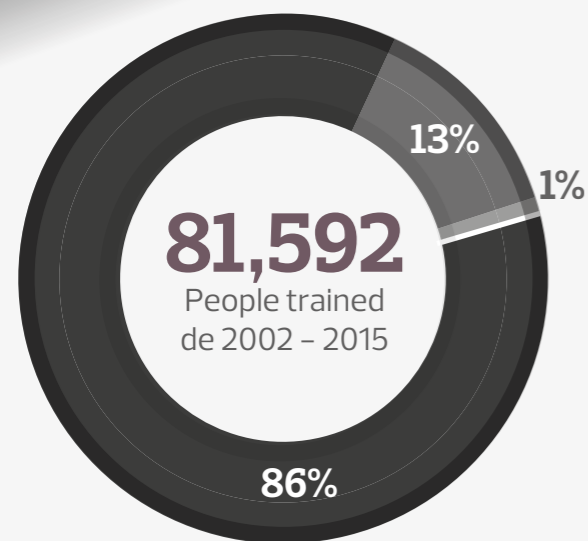
Raised Funds in PAA with IDC's Support - R\$



Consultations Performed

2002 - 2015

- General Social Consultations (140,874) (Guidelines, Registry of Rural Land Tax, etc.)
- Documents Issued (139,893)
- Legal and Conflict Mediation (20,302)



In the year of 2015
271 Young Protagonists Trained

922 Municipal Councilors

Traineds

- Rural Producers, Seniors and Women (70,315)
- Students (10,084)
- Councilors (922)
- Young Protagonists (271)

Highlighted Case Citizens of the Future

The Treading Paths enables adolescents as Luciene Souza, 17, to promote in an integrated manner their personal, social and vocational training and expand critical and citizenship development. "We carry out actions in the community in the first year. Soon after, we professional courses were offered. Today I can see the consequences they had in my life," says the young woman, who has completed the two-year formation.

This project is sponsored by the IDC and supported by the Tribute to the Future Program. The beneficiaries, aged between 14 and 17, learn social issues and develop leadership and computer skills. For Luciene, the experience was remarkable: "Since the first workshop, I was delighted. I was able to become a better person and know that I have a bright future ahead. In life, you can take everything away from a person, except the knowledge it accumulates."

“
I was able to become a better person and know that I have a bright future ahead. In life, you can take everything away from a person, except the knowledge it accumulates.”

Luciene Souza



In 2015

40 young

completed the course of the **Treading Paths Project**, which lasts two years and receives support from the **Tribute to the Future Program**.



Highlight of the Year Right and Citizenship Institute

FIA Booklet of the Prosecutors Office of the State of Bahia (MP-BA in Portuguese).

Odebrecht Foundation, Right and Citizenship Institute and Regional Accounting Council, along with MP-BA, sign a partnership and elaborate a booklet on the Fund for Childhood and Adolescence.



Link to download the booklet: (in portuguese) <http://www.mpba.mp.br/sites/default/files/html/flippingbook/2015/cartilhaeducativa/index.html>





Environmental Capital

Environmental Conservation

The Land Conservation Organization (OCT in Portuguese) is part of the Odebrecht Foundation's Governance Pact, through the PDCIS Program, and operates in the Pratigi Environmental Protection Area (EPA), located in the Southern Bahia Lowlands region, which has 171 thousand hectares and is part of the Atlantic Rainforest Central Corridor. Reforestation, Agroforestry Systems insertion, support for social and environmental certification, combined with capacity building for better use of natural resources, are part of the institution's scope and contribute so that the environmental agenda is intrinsically related to the economic development of farming families.

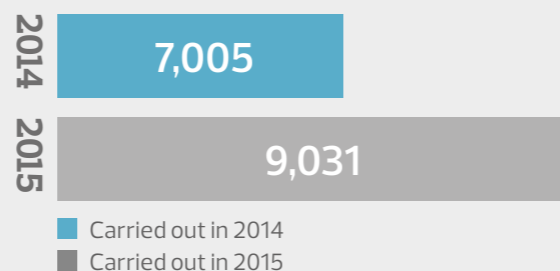
The institution has spurred three initiatives. Through the Environmental Conservation, develops Environmental and Natural Resource Strengthening services. In this context, it coordinates projects that recover springs, favoring the water capacity of the region and carbon offsetting. Moreover, technically guides farmers on the planning and regularization of their properties.

The second initiative is the Productive Conservation, which stimulate the implementation of agricultural crops with low environmental impact, encouraging reforestation and the occupation of the property with crops that contribute to sustain the ecosystem's balance. Finally, with the Environmental Planning it is possible to identify areas apt to receive low-impact crops, biodiversity research and territorial planning (communities or EPAs) in order to guide the sustainable agricultural production in the region.

In the year of 2015
2,302 Tons
 of Carbon Neutralized

76 Hectares
 of Restored Areas

Conserved Area - hectares



Respect for the Environment

Indicators

72	Springs Recovered and Recovering
1,519	Families Served Of these, 17 are the first in Brazil to be certified with the Rainforest Alliance Seal
738	Properties Regularized Rural Environmental Registry
4,692	Families representing more than 19,000 people, organized into 48 productive associations, diagnosed for socio-productive strengthening





Analysis of the Year Sustainable Farmers

In 2015, the OCT, in its Environmental Conservation initiative, through the Environmental Services Program, established the micro basins as a landscape unit, developing activities to optimize existing public policies and to create new ones. In order to do so, OCT continuously works with Payment for Environmental Services. In 2015, it remunerated around 50 farmers.

The actions for carbon neutralization allowed the compensation of 2,302 tons of CO₂ - approximately 150 Individuals and two events: the Odebrecht 2015 Annual Meeting and the Odebrecht 2015 Sustainability Award. The institution also executed the State Registration for Forest and Rural Properties of almost 740 productive units, which contributed to the conservation of more than 9,000 ha of forest. In partnership with the National Water Agency and the Pratigi Environmental Protection Area Intermunicipal Consortium (CIAPRA in Portuguese), OCT executes a 40 km of rural roads adequacy model project, seeking to improve the quality of rivers and streams.

Another important result was the organization of 21 farmers as landscape managers, forming a group called Farmers Sustainable Agriculture Multipliers (AMAS in Portuguese), agents of change in their sphere of action, which led to a man-

180,000

*Native trees of the
Atlantic Rainforest
have been planted in
forest restoration*

agement guide on and implementation of Agroforestry Systems (SAF in Portuguese) prepared by the farmers and guided by OCT.

In 2015, the social and environmental certification of the first group of farming families with the Rainforest Alliance Certified seal in Brazil also took place. OCT's support, through capacity building and technical assistance, was crucial for this achievement. The adjustments that were carried out over three years, allowed the producers to meet the required parameters by following criteria that respect the conservation of natural resources such as water and soil, protect the forest, the wildlife and the ecosystems in decent and safe working conditions.

Highlighted case A Path of Transformations

In the Southern Bahia Lowlands, there are hearts-of-palm, cocoa, plantain, cassava and rubber producers, among other typical cultures of the region. One of these is Jovan do Nascimento, 45. Before opening his doors to the OCT, he complained that the water tank used in his home, in the municipality of Igrapiúna, Bahia, "smelled and tasted like rust." The tone changes when he describes the current situation. "Now we have plenty of water - and not just because it's raining," he exclaims. "I am happy. Imagine if this water is not here in the future? What would be of my grandchildren?" His wife, the farmer Adenilda Santos, 40, adds: "The water we use to wash clothes and dishes, bathing and cooking also became quite clean."

Nascimento, with OCT's support, also implemented an Agroforestry System (AFS in Portuguese) with plantain, cocoa, annatto and rubber trees. "It's almost like a supermarket," laughs the farmer. The products are consumed by the family

and marketed - "it is all organic, no chemicals." The gross income increased by these actions and the financial incentive of the Pratigi Water Producer program, increased from R\$ 1,100 to R\$ 2,500 (USD 300 to USD 700).



Now we have plenty of water - and not just because it's raining. I am happy. Imagine if this water is not here in the future? What would be of my grandchildren?



Jovan Nascimento



Highlights of the year Lands Conservation Organization

Adding value - Public Policy

Pioneering spirit in the Ibirapitanga municipality, Bahia, in the formation of the Management Committee of the Pratigi Water Producer project, an initiative coordinated by the OCT in partnership with the National Water Agency in the Southern Bahia Lowlands.

International Certification

First group of farming families to receive in Brazil the Rainforest Alliance Certified seal.



03 Partnerships

- Relationship with Stakeholders
- Testimony of Partners



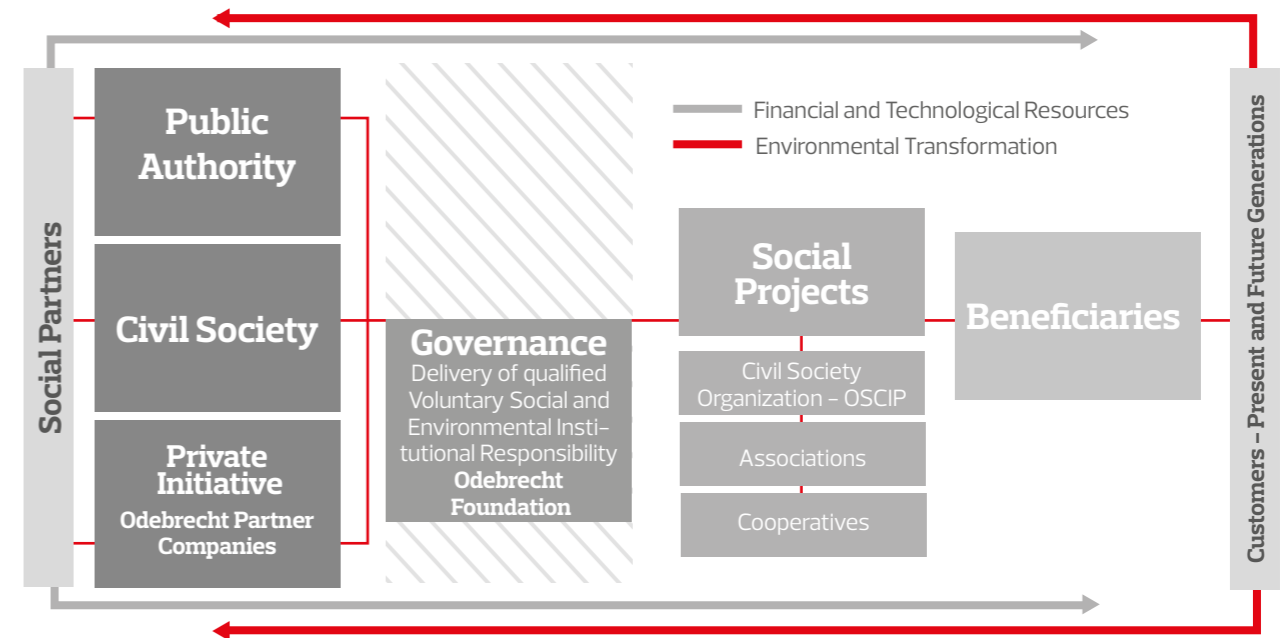
Relationship with Stakeholders

Each year, the Odebrecht Foundation seeks to strengthen its relationships with partners and Social Investors. In addition to the renewed agreements and terms of cooperation and the publication of the Performance Report for the 1st semester, the interaction has been intensified in 2015 through in-person meetings, invitations to interviews with representatives of institutions and the disclosure of support from our partners in actions around the 50th anniversary of the Foundation.

The Odebrecht Foundation believes that the work for the Whole materializes itself as the private sector, the organized civil society and the public authorities sign amongst them a Governance Pact around a common, superior and noble goal: contribute to the formation of a structured and protagonist population, responsible for its own sustainable development. Accordingly we have accounted for more than 50 Strategic Institutional Partners voluntarily mobilized to serve the beneficiaries of the initiatives we support and related to our mission of "Educating for Life, through Work, on the basis of Values and surpassing Limits". The sustainable relationship of trust established with our social partners presupposes discipline and respect, starting with the

qualification and respective accountability of invested resources, either financial and/or technological. In this way, the Foundation cares for the transparency and credibility of the monitoring procedures for resources applied, while seeking to empower and improve the technical quality of the work force of the local Partner Institutions that implement social technologies for the public beneficiary. This is what we call Business Security. And to keep the qualified institutional communication with all involved audiences, the Odebrecht Foundation updates its website and social media channels with news and information regarding the programs that it coordinates. It also has newsletters, containing its main highlights sent by e-mail, bimonthly, in Portuguese, and quarterly in English and Spanish.

The result of this interaction between the social partners and the beneficiary public is what assures the Foundation, as Fomenting Coordinator and Integrator of the social responsibility synergistic purposes, a virtuous, harmonious and continuous cycle of financial and technological resources that nurture social and environmental transformation and renew itself dynamically, as we represent:



Testimony of Partners



IDB/MIF – "The Odebrecht Foundation mobilizes Public Authorities (Federal, State and Municipal), private sector and civil society. It is something very difficult to find because the projects usually operate within a single sector. In the Southern Bahia Lowlands, the actions permeate the whole region in different scopes, resulting in a greater integration. I follow the PDCIS since I joined the IDB/MIF and am seen the maturation of its actions over the years".

Luciana Botafogo,
MIF Sector Specialist.



The Mitsubishi Corporation – The Mitsubishi Corporation – "We share a common goal of a sustainable society. Our engagement approach both for companies and for society,

as well as our management philosophies, creates an effective synergy for both companies to develop together social responsibility activities".

Aiichiro Matsunaga, CEO of the Mitsubishi Corporation of Brazil.



Odebrecht Angola – "If we have in our DNA the Odebrecht Entrepreneurial Technology, where the principles, concepts and criteria are, we have the example and the knowledgeable people to reverberate all the good that has been and that is been done here. May the Odebrecht Foundation be our water supply in relation to all the work we perform, and may they be examples to be taken to the whole world".

Adriano Freire, Manager of Social Programs in Odebrecht Angola.



04 Highlights 2015

- 50 years of an Infinite Commitment
- Exchange of Experience



50 years of an Infinite Commitment

In 2015, the Odebrecht Foundation celebrated the milestone of 50 years of its creation. The institution reaches its fiftieth anniversary collecting rich and dynamic challenges that pervade right from the focus on the provision of social assistance – in the early years – to the coordination of consistent social programs and that promote effective conscious and deliberate social transformation of communities.

To mark these achievements and highlight the deeds of this story, Odebrecht Foundation, still in 2014, started the planning and construction of the communication plan to celebrate the 50th anniversary before its stakeholders: partners, social investors, communities and supported institutions, Odebrecht Organization, the media and society in general.

Below the main actions implemented during 2015:



50th anniversary commemorative Stamp

50th anniversary commemorative Stamp

In March, the Odebrecht Foundation launched its 50th anniversary commemorative Stamp, in primary and secondary versions in Portuguese, English and Spanish. The Stamp used the symbolism of the infinity to reinforce the commitment and continuity of the Foundation's actions.

Historical video animation: in November, the Odebrecht Foundation released a video animation that told its story. The technology chosen for the material was the pop-up book, hand-built and containing virtual animations. Access through the link:

<http://www.fundacaoodebrecht.org.br/Midias/en/Galeria-de-Videos/Video/95/50-years-Odebrecht-Foundation>

Special Publication: The Infinite Commitment*

this production brought reports that recall the history and contextualize the current challenges and future vision. With 68 pages, it was launched in December 2015, in three languages, and had a total circulation of 8,800 copies.

* Image at the top of this page.

Exhibition 50 years - The Infinite Commitment:

the exhibition, which presented the history of five decades of the Odebrecht Foundation, was open to the public from October to December. Installed in the Odebrecht Building São Paulo, it displayed a large sculpture in the form of the "infinite" plotted with images of actions and beneficiaries, panels with the timeline of the institution, an interactive screen with recorded video-interviews with people who have marked and still mark the history of the Foundation, as well as an interactive panel which allowed visitors to record a video message.

Social networks:

in June the Odebrecht Foundation planted definitely its presence in the Digital Medias and began to rely on other digital channels to showcase its performance. It created its own pages on Facebook, Instagram and Twitter, while optimizing the already existing YouTube channel.

Trophy:

as a way to recognize the commitment to the future and to sustainability, partner companies received the Odebrecht Foundation trophy Inspired by the symbol of the infinity.

Image results – Indicators:

- 50,000 followers on Facebook in less than six months | 92% of comments and positive interactions.
- 200 visitors/day on average in the exhibition.
- Video-animation with about 4 thousand views in a single month on Facebook.



Exhibition 50 years - The Infinite Commitment



Recipients for the 2014th edition of the Odebrecht Mexico Award for Sustainable Development.

Experience exchange

Highlights of the Visits

In 2015, approximately 40 institutions and partner companies visited Bahia in order to know the work of the Odebrecht Foundation and its supported institutions. Among these visits, it is worth noticing, those made by the Minister of Fisheries of Angola - Victoria de Barros Neto and the Ambassador of Angola in Brazil - Nelson Cosme, besides the winners of the Odebrecht Award for Sustainable Development Mexico 2014.

Record of more than 150 institutional actions involving around 3,000 people, including the mobilizations of the Tribute to the Future Program.

More than

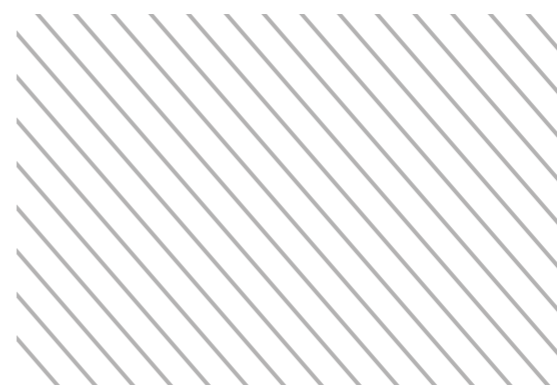
150 Institutional Actions

3,000 People involved

Institutional Partnership Highlights

- Knowledge exchange on Social and Environmental Responsibility actions with the business of the Odebrecht Organization, the City School Apprentice Association (partner of Telefonica Foundation), the Government of Bahia, the Pão de Açúcar Group, Brazil Honeywell, Mitsui Brazil, Mexico PEMEX, Sebrae and UNESCO Brazil.
- Production of a variety of content for presentations, publications and events of the Organization's companies.
- Tribute to the Future Program - Qualified Hearing for campaign formatting and institutional presentation in the Businesses.
- Carbon Offset - Offices and members Odebrecht Oil and Gas.
- Participation in the Young Builder Latin America.
- Host of the 2016 Planning Meeting - SC Braskem.

- Production of Sustainable Institutional Gifts.
- Carbon Offset for the Odebrecht Annual Meeting.
- Renewal of partnership with Public Prosecutors Office for two years with the signing of a Technical Cooperation Agreement.
- Publication of Educational Primer about the Rights of the Child and Adolescent Fund, the result of a partnership established between Public Prosecutors Office of the State of Bahia, the Bahia Regional Council of Accounting, Right and Citizenship Institute and the Odebrecht Foundation.
- Opening of the Flour Mill plant and facilities of the Agroforestry Family House mark partnership with the Brazilian Development Bank - BNDES (in Portuguese).
- Certification of Family Houses supported by UNESCO Associated Schools Project Network
- Signing of the Technical Cooperation Agreement with the Federal Comptroller General's Office and Rights and Citizenship Institute, an institution supported by the Odebrecht Foundation, for the promotion of ethics and public transparency.



Opportunities that Transform

Who has contact for the first time with the values and the Odebrecht Foundation's work philosophy is often impacted by our simultaneous work on behalf of causes that are as relevant and interdependent between them as they are distinct. After all, this is not a standard, especially in the case of private institutions of the Third Sector, which usually elect a particular audience or topic in order to concentrate its efforts.

My grandfather, Norberto Odebrecht, defended that an entrepreneur must understand integration and synergy as requirements to achieve effective results. "Everything at the same time, now" was a phrase repeated by him to showcase the relevance of focusing on different contexts concomitantly and, above all, not to leave anything for the next day, contributing in the present as a way to build the future we want. And it is this spirit that moves the Odebrecht Foundation.

Our priority is to develop opportunities for people to transform their realities in a positive manner – for themselves and their surroundings. And creating these opportunities requires immediate action and can generate effective changes in the scenarios where they are inserted. It is for this reason that we focus not only on providing a contextualized and qualified education, but also in promoting decent work and fair income distribution, with access to public policies, citizenship and respect for the environment.

In 2015, we celebrate our 50 years of experience with important milestones linked to the three social programs that we coordinate. Through the Editorial Program, we are enabling the access of members of the Odebrecht Organization and society in general to books written by Norberto Odebrecht, contributing to the promotion and dissemination of the principles, concepts and criteria of the Odebrecht Entrepreneurial Technology, the basis of our culture and ethical and moral values.

In the framework of the Tribute to the Future Program, the great highlight is the mobilization of citizens and businesses to benefit children and adolescents. Around 8,000 participants joined this cause and contributed voluntarily for the accomplishment of social and educational projects that offer new opportunities for thousands of people. And with the Development and Integrated Growth Program with Sustainability (PDCIS in Portuguese), we materialize our spirit of service, providing to the families of the Southern Bahia Lowlands the needed conditions to remain in their places of origin with dignity and a vision of future, cutting involuntary migration, while helping to build local development on a sustainable basis.

The Odebrecht Foundation has been fulfilling its role of social and environmental responsibility as the Organization's of social business, with transparency, fairness and focus on providing qualified accounts. This represents the guarantee of governance that will make the Foundation progressively an attractive tool to promote social transformation. We will continue working to attract and mobilize partners to scale to the social technology developed and refined in our social programs.

Yes, we build opportunities. However, the effective and positive transformation only occurs if there is empowerment and the desire to be an agent of their own destiny. The path to sustainability is only possible if trodden in synergy and with the partnership of all.

Our challenges are immense. However, our commitment to realize that is even greater.

Eduardo Odebrecht de Queiroz

Executive President and Vice-Chairman of the Odebrecht Foundation's Board of Trustees



“Everything at the same time, now”.

Norberto Odebrecht

Expedient

ODEBRECHT FOUNDATION

Board of Trustees:

Chairman: Emílio Alves Odebrecht
Vice-Chairman: Eduardo Odebrecht de Queiroz

Geraldo Dannemann
Gilberto Pedreira Sá
Luiz Antonio Almeida
Luiz Fernando Villar
Newton Sérgio de Souza
Pedro Augusto Novis
Pedro Henrique Mariani
Renato José Baiardi
Rubens Ricupero
Sergio Foguel

Executives:

Executive President:
Eduardo Odebrecht de Queiroz

Vice-President of Organization & Governance:
Graciela Mendes Ribeiro Reis

Vice-President of Sustainability Operations PDCIS:
Delcy Machado Filho

Special Adviser to the Executive President:
Joaquim Cardoso Filho

Acknowledgements:

To all who contributed to the construction of the results presented in this publication.

Images

Odebrecht Foundation Collection, Almir Bindilatti, Holanda Cavalcanti, Márcio Lima and Thais Ito.

Production:

Odebrecht Foundation Communication Area

Translation:

Sérgio Senna

Questions and suggestions:

E-mail: fundacao@odebrecht.com
Phone.: +55 (71) 3206-1752

This is a publication of the Odebrecht Foundation – Av. Luís Viana, 2841, Ed. Odebrecht Paralela – Zip Code 41730-900, Salvador BA – Brazil

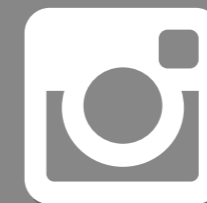
www.fundacaoodebrecht.org.br/en

The content of this publication may be reproduced, provided the source is cited.

Meet the Odebrecht Foundation's Social Channels!



/FundacaoOdebrecht



/FundacaoOdebrecht



/FundacaoOdb



/FundacaoOdebrecht

Follow and Share!

ODEBRECHT FOUNDATION

The logo consists of a solid red rectangular block at the bottom center of the page. The text "ODEBRECHT FOUNDATION" is centered within this red block in a white, bold, sans-serif font. The background of the page is a dark gray gradient, with a central vertical band of lighter gray containing a pattern of thin, white, diagonal lines.

**ODEBRECHT
FOUNDATION**