



NATIONAL FLAG/ COMPANY'S FLAG

Foguel, Sergio

Member of the Board Directors
Odebrecht

Member of the Board – Odebrecht S.A., the holding company of the Odebrecht Organization, and former senior vice president (1977-2001) for Corporate Governance, Strategic Planning, and Human and Organizational Development, with significant participation in the succession processes occurred at Odebrecht. Consultant for Founders and Business Leaders on Governance Strategy, including succession processes, aimed at organization development and perpetuation. Currently Member of the International Board of the Dom Cabral Foundation, the Herity Board of Honour (Rome), Member of the Pampara Family Business Institute Council (India), and the International Academy for Quality, among others. Research and doctoral studies on organization learning and development at the Massachusetts Institute of Technology (MIT) and Harvard University, Cambridge, USA; M.Sc. in Business Administration - University of California at Los Angeles, USA; B.Sc. in Civil Engineering - Federal University at RS, Brazil. Former Visiting Professor at the Graduate School of Management, Boston College, and the Federal University of Bahia (graduate programs). Co-author of Corporate Governance: Quality at the Top, U.S.A.: Goal/QPC, 2007 and editor of the Brazilian edition, Qualitymark, 2007; editor and co-author of *Cultura Brasileira da Hospitalidade*, Qualitymark, 2007; co-author of *Desenvolvimento e Deterioração Organizacional* (Organizational Development and Deterioration), São Paulo: Editora Atlas, 1980, in its 10th edition; author of several other book chapters, and articles.

ODEBRECHT S.A.

Odebrecht is a Brazilian organization with global quality standards, currently present in 23 countries in the Americas, Europe, Africa and the Middle East. Odebrecht is Latin America’s leading company in Engineering & Construction and Chemicals & Petrochemicals. It is also active in Sugar-Ethanol & Bioenergy, Infrastructure & Public Services, Environmental Engineering, Oil & Gas and Real-Estate. With 180 thousand members, Odebrecht is one of the pioneers in sustainability. In addition to its business commitments, it invests in education, health and environmental projects and supports social and cultural initiatives - thus, widening its scope of contribution towards the development of the countries it serves. The ethical and cultural unity of these operations is ensured by the application of the Odebrecht Entrepreneurial Technology, a set of principles, concepts and standards developed since 1944, when the Group was founded by Norberto Odebrecht.