

LOMBARD ODIER
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Press Kit

**IMD-LOMBARD ODIER
GLOBAL FAMILY BUSINESS AWARD**

Excellence in Family Business

Press Release

The IMD-Lombard Odier Global Family Business Award, which highlights the indispensable role played by family businesses in the global economy, is celebrating its 15th anniversary and distinguishing the Brazilian group Odebrecht.

GENEVA, October 4, 2010 – Odebrecht, a Brazilian family group specializing in construction, engineering and petrochemicals, was awarded the 15th annual IMD-Lombard Odier Global Family Business Award at the 21st Family Business Network International Summit held in Chicago on October 1.

Awarded by Lombard Odier Darier Hentsch & Cie, one of the main firms of private bankers in Europe, and IMD, one of the world's leading international business schools, this prize is regarded by many as the most prestigious distinction for successful family companies. It recognizes the way in which such companies unite family interests with those of the business and combine tradition and innovation while demonstrating a clear commitment to their local community. The award also serves as a platform for family businesses to exchange best practices and analyze the economic backdrop.

For 15 years this award has distinguished prestigious family businesses from the most varied sectors, including LEGO, Hermès, Barilla, and Yazaki Corporation.

This year, the jury chose Odebrecht in view of the common approach that guides all of the Group's activities and the cultural and ethical values on which such activities are based. Odebrecht holds a stake in a large number of firms, whose managers, known as trusted partners, impart the key principles that govern the company. Odebrecht acts as a federation of entrepreneurs who are united by their long-term outlook and their focus on client satisfaction, returns, personal self-development and – above all – the reinvestment of profits in order to create new work prospects and foster the development of their local communities. The award also pays homage to the Group's ambitious and visionary diversification and internationalization strategy, which led to strong financial performance and exceptional growth in spite of the crisis: over the past decade the Group's revenue went from 4.2 billion dollars in 2000 to 23.3 billion in 2009 and its headcount rose from 21,000 to 87,000.

“Fifteen years of studies have shown us that family businesses are more solid and more successful over time than their competitors thanks not only to their long-term vision, human values and unparalleled spirit of innovation, but also to their capacity to take risks – a liberty that listed companies are unable to afford and that gives family businesses a real competitive advantage. The Odebrecht Group is a perfect example of this,” states Professor Dominique Turpin, President of IMD.

Family businesses are the oldest and most widespread business model throughout the world. A major source of revenue, employment and tax contributions, they are key players in the economic system and often serve as models for long-term growth, profitability, stability and survival through periods of crisis.

Mr. Thierry Lombard, Managing Partner of Lombard Odier Darier Hentsch & Cie and Chairman of the Family Business Network International, explains: “For 15 years we have bestowed this award to highlight the invaluable role and substantial – yet often underappreciated – contribution of family businesses to the global economy since they can constitute between 60% and 90% of a country’s economy. As a representative of the sixth generation of our firm of private bankers, I am convinced that family businesses are and will continue to be one of the most powerful engines of our economy, driving growth and progress for generations to come.”

The economic weight of this company model will garner even more importance on the world economic scene due to the influence family businesses such as Odebrecht play on emerging markets (BRICs). In Europe and the United States 60% of companies are managed by family structures whereas this figure is as high as 90% in South America, the Middle East, and Asia. Exchanging best practices and highlighting the excellence that family businesses are capable of thanks to their specificity are thus of utmost importance. These are two objectives of the IMD-Lombard Odier Global Family Business Award.

The award trophy, which is fashioned out of crystal, bears the shape of a tree – a symbol of family businesses. It was generously donated by the Scheufele family from Chopard and was crafted in that firm’s Geneva workshops – a further example of a successful family business in the global arena.

Contacts

If you would like more information, please visit:

www.odebrecht.com, www.lombardodier.com, www.imd.ch, www.chopard.com or contact:

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About the winner

The Odebrecht Organization

Founded in 1944, Odebrecht is a Brazilian organization that operates in the sectors of engineering, construction, infrastructure, environmental engineering, real estate development, energy, oil and gas, petrochemical and bio energy. Present in 20 countries, Odebrecht is the holding company for Construtora Norberto Odebrecht S.A., the biggest engineering and construction company in Latin America, Braskem S.A., the largest petrochemicals producer in Americas, and ETH Bioenergia.

The Odebrecht Organization is majority family-owned and fully family-controlled, with family representatives having successfully steered the company's fast growth through phases of internationalization and diversification. Over the last decade, the Organization managed an increase of its gross revenue from 4.2 billion dollars in 2000 to 23.3 billion in 2009, with a corresponding increase in employees from 21,000 to 87,000.

The Odebrecht family emigrated from Germany to Brazil in 1856, starting a strong legacy of innovation and pioneering in engineering. The first construction-related businesses were established in 1919, but it was truly the creation of CNO S.A. in 1944 by Norberto Odebrecht (90) that laid the foundation stone of today's Odebrecht Organization. He successfully translated strong family values into a powerful management system and corporate culture, described as the "Odebrecht Entrepreneurial Technology". In 1991, Norberto's oldest son Emilio Odebrecht assumed the CEO role. Throughout the company's history, family members have always been at the helm of the company, exercising direct executive control most of the time, except for a transition period between 2002 and 2009, when a non-family director held the chief executive position while Marcelo Bahia Odebrecht, Norberto's grandson, was being groomed for the CEO role. The holding company Odebrecht S.A. has a majority interest in all its companies and fully controls them. It is closely managed by the family holding, Kieppe Participações, which is chaired by Norberto's oldest son Emilio Odebrecht, who also holds the position of Chairman of the Board for Odebrecht S.A.

The core ingredients of Odebrecht's success are a deeply rooted entrepreneurial instinct, combined with strong family values and the necessary firm trust in others to facilitate the delegation of responsibility throughout the chain of command and the promotion of extremely close links to key clients. These elements will continue to form the basis of the Group's future growth and its ambition to become "one of the 50 most admired organizations in the world" by 2020.

About the Award

IMD-Lombard Odier Global Family Business Award

The IMD-Lombard Odier Global Family Business Award was created in 1996. The aim of the award, which provides a unique platform for sharing best practices and analyzing the economic backdrop, is to promote family businesses by highlighting the exceptionally high standards they are capable of and the many forms they may take.

Former winners

1996	LEGO Group, Denmark	2004	Barilla Group, Italy
1997	Hermès S.A., France	2005	Votorantim Group, Brazil
1998	Corporación Puig, Spain	2006	Lluís Carulla Foundation, Spain Ivey Foundation, Canada Lopez Foundation, Philippines
1999	Henkel Group, Germany	2007	Yazaki Corporation, Japan
2000	Zegna Group, Italy	2008	Roca Corporación Empresarial, Spain
2001	Murugappa Group, India	2009	Merck Group, Germany
2002	Samuel C. Johnson Family Enterprises, United States		
2003	Bonnier Group, Sweden		

About the Award Jury

Voting members:

Mr. Thomas G. Bata, Bata Brands, Luxembourg

Mr. Hans-Jacob Bonnier, Bonnier Group, Sweden

Mr. Andrew D. Keyt, Loyola University Family Business Center, United States

Mr. Subbiah Murugappa, Murugappa Group, India

Mr. Mariano Puig, Corporación Puig, Spain

Mr. Alexander Scott, Sand Aire Ltd., United Kingdom

Non-voting members:

Prof. Dominique Turpin, IMD President

Prof. Benoît Leleux, IMD

Mr. Thierry Lombard, Managing Partner, Lombard Odier Darier Hentsch & Cie

Mr. Sylvain Massot, Head of Equity Research, Lombard Odier Darier Hentsch & Cie

Criteria of Excellence

1. Family values

- Adherence to shared vision across generations.
- Active collaboration across generations.
- Faithfulness to values and the transfer of heritage.
- Reinforcement of core family and business values.
- Loyalty to employees, shareholders, clients, suppliers, and the community.
- Company family-owned for at least three generations.

2. Business values

- Excellence in performance standards.
- Dominance of family values.
- Growing and profitable company.
- International presence.
- Clear communication strategy => corporate sponsorship (marketing), reputation (identity/branding).
- Personal, hands-on involvement of several members of the family.
- Minimum annual revenue of USD 500 million.

3. Transfer

- Excellence in governance – selection, development, independence, consolidation of family relations.
- Expertise passed on within the family.
- Ability to adapt over time and through the generations.
- Preparation, involvement, education of next generation => succession.

About the Award Partners

Lombard Odier

Lombard Odier Darier Hentsch & Cie has been a family business of private bankers since 1796. As such, its values of responsibility, continuity, loyalty, and independence underpin the quality of the services it provides to its private and institutional clients. The Firm has over 1,900 employees and is active in the world's leading financial centers, with a network of more than 20 offices all over the globe.

The Group is reputed for its vast experience in international asset management and has become a major player in the alternative investment field. It offers its private and institutional clients a wide range of advisory services in the areas of wealth management, financial products, and specialized services.

Lombard Odier Darier Hentsch & Cie is headed by eight Managing Partners, who represent up to the seventh generation of bankers running the Firm. Given their dual function as both owners and managers, they are equally involved in the Group's strategic management and in serving its clients. As a key ally of family businesses worldwide the Firm has long supported research in the field of family enterprises. Mr. Thierry Lombard is also the Chairman of the Family Business Network International, which counts more than 3,200 family business leaders in over 50 countries.

IMD

Based in Switzerland, IMD is consistently top-ranked among business schools worldwide. With more than 60 years' experience, IMD takes a real world, real learning approach to executive education. IMD offers pioneering and collaborative solutions to address clients' challenges in a complex global environment.

IMD is ranked first in executive education outside the US and second worldwide (*Financial Times, 2008-2010*). IMD's MBA is ranked number two in Europe (*The Economist, 2010*).

IMD has exceptional international experience in the field of management education for family businesses. The IMD Family Business Center's flagship program "Leading the Family Business" (LFB) has featured in its prospectus since 1988 and is the longest-running program in the world dedicated to family businesses. The managers of more than 800 family businesses throughout the world, their spouses and the next generation have taken part in LFB. Lausanne is considered the world capital of management education for family businesses.

Chopard

Renowned in the luxury goods industry for its watch and jewelry collections as well as its *Haute Joaillerie* and *Haute Horlogerie* creations, Chopard & Cie is a family business in the true sense of the term. Founded in 1860, the company is thus celebrating its 150th anniversary this year. Mr. Karl Scheufele is the Chairman of the group, while his children, Mr. Karl-Friedrich Scheufele and Mrs. Caroline Gruosi-Scheufele, serve as CEO's and Co-Presidents.

One of the rare family-run businesses operating in this sector, Chopard currently employs a total of 1,700 people worldwide spread across three production sites, along with 13 distribution subsidiaries and 120 boutiques around the globe, from New York to Hong Kong. In Chopard's vertically integrated manufacturing structure, all production phases take place in-house in order to maintain quality control over the entire process and to ensure independence, in the true respect of its values of tradition, innovation, and creativity. Each of the 45 professions at the group plays a critical role at a specific stage of production. Given the wealth of know-how within the company, Chopard is naturally concerned with the lasting survival of these artistic professions. Chopard therefore runs its own training center to ensure that today's apprentices will become the artisans who will perpetuate the traditions of tomorrow.

About Family Businesses

Family businesses are the oldest and most widespread business model throughout the world. A major source of revenue, employment and tax contributions, they form the backbone of our economic system.

With their long-term perspective and stakeholder orientation, family-owned businesses represent capitalism with a human face – combining social responsibility with a commitment to economic success. Particularly in hard times they benefit from their competitive advantages. Recent studies show that excellent family-owned companies around the globe outperform public companies in terms of long-term growth, profitability, and stability.