



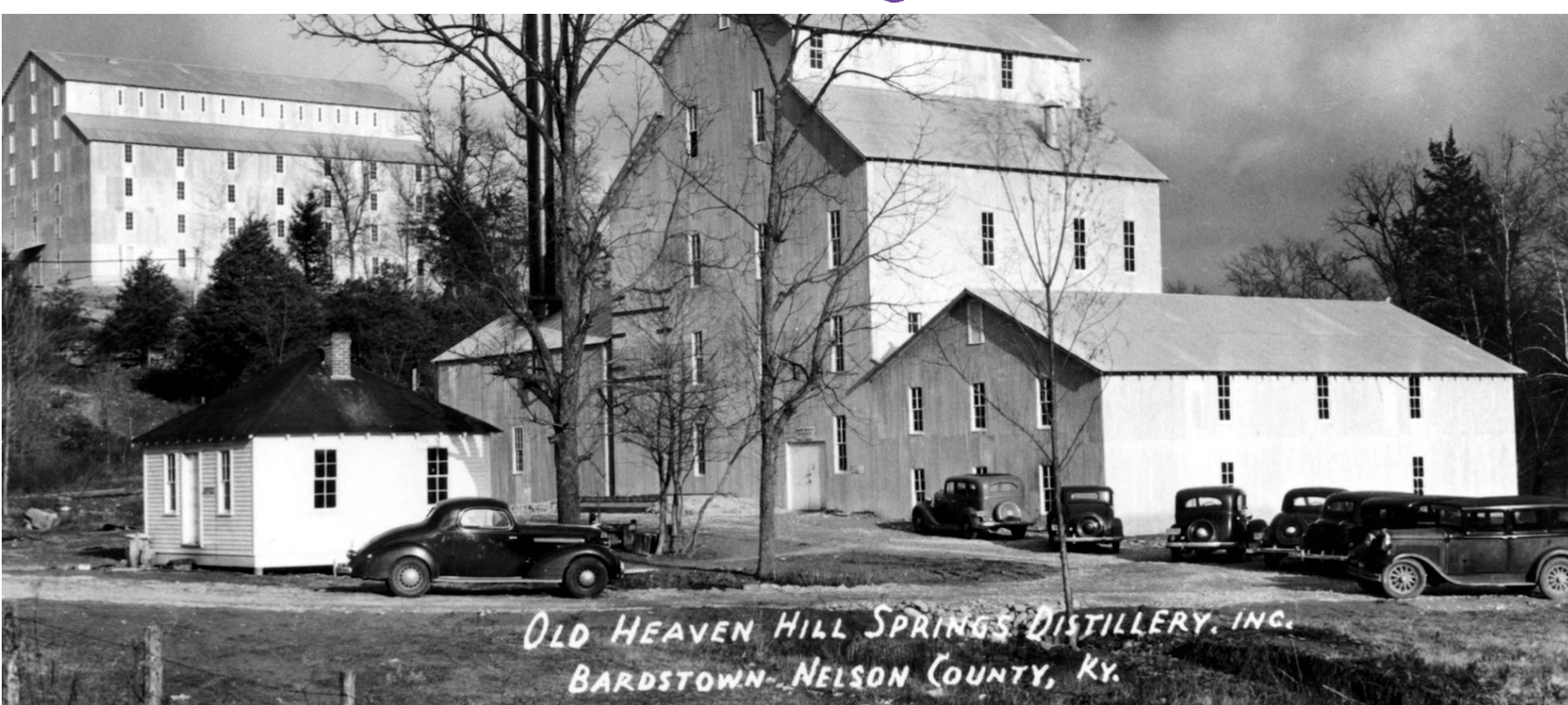
# MAX SHAPIRA

**MAX SHAPIRA** was born in 1944 in Louisville, Kentucky and spent his childhood in the neighboring city of Bardstown. Although there was not a prominent Jewish community in Bardstown--his family was one of two Jewish families living there at the time -- Max recalls that his family kept a kosher home. He credits this early exposure to and acceptance from a mostly non-Jewish community for his development of an open mindset.

*"I really didn't know. . Jewish versus not being Jewish--it never even really occurred to me."*

Max lived in Bardstown until he was a high school junior when he moved to Louisville. Not long after, he moved to Lexington, Virginia to complete his undergraduate schooling at Washington and Lee University and followed that with two years at Harvard Business School where he received his MBA. After graduate school he did a stint on Wall Street but eventually made his way back to Louisville in the early 1970s to work in the family alcohol business at Heaven Hill Distilleries.

*"My life has revolved around business and family, and family and business, and business is family."*



While the family business did not start out in alcohol nor was Heaven Hill Brands always located in Louisville, it is now the largest family-owned and operated producer of distilled spirits. Max attributes its success to the development and maintenance of strong relationships, some of which date back to earlier generations.

His family's business ventures begin with Max's grandfather, also named Maxwell Shapira, who started out as a peddler selling threads and sewing notions by cart. Maxwell later made his way to New Haven, Kentucky to open several junior department stores in the region. It was Max's father, Ed Shapira, who first made the decision to invest in the alcoholic beverage industry not long after the 1929 crash on Wall Street. In 1935, Ed, along with his four brothers and a group of investors, founded Old Heaven Hill Springs Distillery in Bardstown, only fifteen miles from New Haven.



A detail-oriented visitor to the Bourbon Heritage Center, which is a part of Heaven Hill Distilleries and the Kentucky Bourbon Trail, might notice the two stars of David visible in the tasting room's ceiling. Subtle but sturdy, the beams are not unlike the Shapira's Jewish heritage which Max describes as an important part of their identity, but not something they feel the need to wear on "their sleeve." He also believes that their Jewish values subtly influence their business practices which emphasize being a "mensh" (or being a good person) and "doing the right thing." Keeping with the tradition of family involvement, his daughter, Kate S. Latts; son, Andy Shapira; and son-in-law, Allan Latts are all part of Heaven Hill's management team.

*"The biggest thing that I've ever done is to get the next generation involved in this business-- sharing the passion and interest and the work ethic that is necessary to make sure that the business prospers and moves forward in a--uh, in the future."*