



# ANNUAL REPORT 2025

*JUNTOS* POR UMA  
NAÇÃO ESPORTIVA

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# INTRODUCTION

*The 2025 Annual Report of the Brazil Olympic Committee (COB) signals a transformation in the way the institution communicates its activities throughout the year. More than a concept, 'Together for a Sporting Nation' is a guiding principle of COB's management, and this direction is reflected in the way the document was conceived: more modern, organized by themes, and structured from an integrated vision that expresses an aligned, collaborative institution permanently committed to innovation.*

This new approach reinforces the idea of sport as a driver of social, cultural, and economic development, with the COB increasingly encouraging greater synergy between departments, ensuring that strategic projects are conducted collaboratively. The narrative highlights the importance of governance and innovation, showing how each area's actions contribute to the COB's main mission: to strengthen the Olympic Movement in Brazil.

Through this publication, the COB shares its 2025 achievements with all its stakeholders – Confederations, athletes and coaches, sports clubs, and Brazilian society in general. It also expresses gratitude to the three levels of government and to the branches of the Republic for approving and enacting fundamental legal frameworks for the development of Brazilian sport.



# MESSAGE FROM THE PRESIDENT



As we close the first year at the helm of the Brazil Olympic Committee, it is with pride that I share the advances we have achieved together. This was a period of great challenges, but also of achievements that reinforce our commitment to building a true sporting nation. With the objective of presenting the work developed by the Brazil Olympic Committee more clearly, the 2025 Annual Report highlights the institution's dedication to promoting greater integration, encouraging innovation, and consolidating the COB as a house with open doors to all those who work for the development of Olympic sport in Brazil.

In this report, there are important milestones and achievements, fruits of the dedication of our employees – always important to recognize the work done internally by everyone – which I highlight: the approval of the Sports Incentive Law, which broadens investment and development opportunities for all sports modalities; the excellent results at the Junior Pan-American Games Asuncion 2025, where our young athletes showed talent and dedication, signaling a promising future for Brazilian sport; the Team Brazil Race, which brought the population closer to the Olympic Movement and reinforced the importance of sports practice for health and social integration; and the achievement of financial equilibrium, ensuring responsible and transparent management, giving us confidence to move forward throughout the years of this Olympic cycle.

These achievements are the result of collective work and the trust of those who believe in the transformative power of sport. We will remain firm in our mission to inspire, support, and develop athletes, building a legacy that makes Brazil proud, based on responsibility, innovation, and sustainability.

Thank you very much for your support and partnership. The future of Brazilian sport is promising, and we will continue 'Together for a Sporting Nation'.

**Marco La Porta**

*President of the Brazil Olympic Committee*



1

# TEAM BRAZIL

*EXCELLENCE IN  
MOTION*



The medals won at a major multi-sport event are the materialization of the work carried out, in an integrated manner, by all areas of the Brazil Olympic Committee in partnership with the Confederations and clubs. In the first year of this Olympic cycle, which will culminate in the Olympic Games Los Angeles 2028, the major event featuring Team Brazil was the **Junior Pan-American Games in Asuncion, Paraguay**. In a historic edition, the Brazilian delegation concluded its participation with the highest number of medals ever won by the country, surpassing the Cali 2021 campaign and reaffirming the strength of the new generation. There were **70 gold medals and 175 podium finishes** in total, securing the top spot in the medal table.



## OVERALL MEDAL TABLE

					TOTAL
	BRAZIL	70	50	55	175
	UNITED STATES	54	43	45	142
	COLOMBIA	48	27	40	115
	MEXICO	29	45	55	129
	ARGENTINA	27	38	30	95
	CANADA	19	21	23	63
	CUBA	19	13	15	47
	CHILE	18	19	28	65
	VENEZUELA	12	15	19	46
	PUERTO RICO	7	7	13	27

When Team Brazil participates in a major competition, it counts on the involvement – direct or indirect – of all areas of the COB and their respective staff. At the forefront, as part of the Sports Directorate, is the Sports Planning and Management team, responsible for managing the work plans presented by the Confederations for the year – with well-defined strategic objectives and under a thorough cost-benefit analysis – whose ultimate goals are athletes' performances in major competitions. Within this planning, the performance in Asuncion was a great success.

In 2025, for these approved plans, R\$265 million was allocated to the Confederations, with the COB managing the execution of resources, supporting projects, and monitoring expenditures in detail. In this way, the results achieved by Team Brazil in Asuncion synthesize the grassroots work carried out by the Confederations and the overall planning conducted by the COB – a combination that creates a solid sports ecosystem oriented toward high performance.

This is because the directorate today encompasses not only support for high-performance athletes competing in adult competitions, but also those in development, which are divided into two categories: transitional athletes, with chances of competing in Los Angeles 2028, and grassroots athletes, recognized as talents but with a view to competitions from Brisbane 2032 onwards. These were our representatives in Asuncion.



The consistent technical planning carried out with the Confederations also resulted, in Asuncion, in **48 direct spots – and 101 athletes with spots – for the Pan-American Games Lima 2027**, a strategic step in Olympic cycle planning. Achieving a spot for Lima is part of a process that, for some modalities, leads toward qualification for the Olympic Games in Los Angeles. The campaign in Asuncion reinforced the perception that the country has a solid, competitive, and prepared base to produce new protagonists of Brazilian Olympic sport. Below are the qualifications for the Pan-American Games Lima 2027:

#### OPEN WATER SWIMMING (10KM)

Cibelle Eichelberger

#### ATHLETICS

Sabrina Gabrieli Pena (800m)

#### MOUNTAIN BIKE CYCLING (CROSS COUNTRY)

Luiza Cocuzzi

#### WOMEN'S HANDBALL

(14 athletes)

#### MEN'S HANDBALL

(14 athletes)

#### KARATE

Andrey Frisanco (84kg)

#### JUDO

Bruno Nóbrega (66kg), Matheus Nolasco (73kg), Luan Almeida (81kg), Jesse Barbosa (90kg), Clarice Ribeiro (48kg), Rafaela Rodrigues (52kg), Bianca Reis (57kg), Eduarda Bastos (63kg) e Dandara Camillo (78kg).

#### WEIGHTLIFTING

Matheus Pessanha (98kg)

#### SWIMMING

Guilherme Caribe (50m freestyle and 100m freestyle), Stephan Steverink (200m freestyle, 400m freestyle, 800m freestyle and 400m medley), João Pierre Campos (1500m freestyle), Lucio Filho (100m butterfly), Gustavo Francisco (200m butterfly), Stephanie Balduccini (50m freestyle, 100m freestyle, and 200m freestyle), Leticia Romao (800m freestyle and 1500m freestyle), Agatha Amaral (200m breaststroke), Joice Otero Rocha (100m butterfly), and Ana Julia Amaral (200m butterfly)

#### FIGURE SKATING (INDIVIDUAL FREE SKATE)

Erik Leite

#### WOMEN'S RUGBY

(12 athletes)

#### SKATEBOARDING (WOMEN'S STREET)

Maria Lúcia Campos

#### SKATEBOARDING (MEN'S STREET)

Filipe Mota

#### TAEKWONDO

Henrique Marques (80kg)

#### TENNIS (MEN'S SINGLES)

João Pedro Bonini

#### ARCHERY (RECURVE INDIVIDUAL)

Isabelle Trindade

#### ARCHERY (COMPOUND INDIVIDUAL)

Rafael Magalhães

#### SPORT SHOOTING (TRAP)

Hussein Daruich

#### WOMEN'S VOLLEYBALL

(12 athletes)

#### MEN'S VOLLEYBALL

(12 athletes)

#### BEACH VOLLEYBALL

Jonathan Menezes

Isaac de Farias

#### SAILING (KITE)

Lucas Fonseca



When it comes to distribution, generally 50% of the resources are divided equally among the Confederations. For the other 50%, the allocation is based primarily on sporting criteria (performance, achievements, and others) and management criteria (accountability ranking and alignment with the GET program – Management, Ethics and Transparency). The budget is approved at the first Assembly of the year and all allocated resources are published on the COB website. In 2025, a significant change in resource distribution occurred with the inclusion of five new Confederations that will be part of the Los Angeles 2028 Olympic program (LA28): baseball, cricket, flag football, lacrosse and squash.

*Returning to the Brazilian mission in Asunción, it is important to highlight the presence of new professionals and team leaders and the experience gained by young athletes in an international multisport competition. In this context, 80% of the delegation's athletes were first-time participants in Team Brazil missions, as were 75% of Confederation officials and 77% of team leaders – in addition to 26% of the COB team that was in Paraguay.*

# FEMALE REPRESENTATION

The COB also recorded significant progress in female representation among its technical staff in the Paraguayan capital. The number of female **professionals** grew **69.6%** compared to the Cali 2021 edition, rising from 23 to 39. In the first mission of the LA28 cycle, there was also growth in the number of **female team leaders**, from six to twelve – an **increase of 100%**. Similarly, the number of **female coaches** nearly doubled: from 11 to 21, an **increase of 90.9%**. In overall figures, including the COB team, female participation also grew. At Cali, there were 138 male professionals to 66 females, while in Asuncion we had 124 males to 103 females.





## FOR GOOD RESULTS, EFFICIENT LOGISTICS

*The first mission of the cycle, Asuncion 2025 also stood out for the solidity of the operational structure assembled for Team Brazil. Participation in the competition required broad logistical coordination, involving transportation, meals, uniform distribution, training organization, accreditation, and multidisciplinary support. The planning and execution of this structure are handled by the COB's International Games team, responsible for flights, accommodations, meals, accreditation, uniforms, and other services geared toward the Brazilian delegation.*



Previous experience in the host city – such as the South American Games Asuncion 2022 – helped anticipate challenges and minimize operational risks throughout the event. In many cases, small details, such as ensuring a few extra minutes of rest, avoiding queues in dining halls, or long journeys to training at external facilities, make a huge difference to an athlete’s performance.

The Games in Asuncion are just one example of what is planned and executed, and this includes not only the current year’s event but all those that are part of the Olympic cycle – and even the next. A series of technical visits to future Olympic venues were carried out throughout the year, with a view extending from 2026 to 2032. This led the team to visit the main facilities in Los Angeles, Brisbane, and Dakar (host of the 2026 Youth Olympic Games).

The main focus of the area was on preparations for the Olympic Games Los Angeles 2028. Technical missions, including participation in the second Open Day of the host city in September, were essential for deepening logistical and operational planning. The Trestles region, for surfing, and Long Beach were also visited to understand the best accommodation and transport options.

Demonstrating a long-term vision, the area had Brisbane 2032 on its itinerary. In this regard, inspection visits were made to potential partners that could host the Brazilian delegation for acclimatization and serve the COB as an operational base in preparing facilities and services for Brazilian athletes. An important action was getting to know the main cities that will host the Games, which will be spread across three main venues: Brisbane, Gold Coast, and Sunshine Coast.

In parallel, preparations for the Youth Olympic Games Dakar 2026 were intensified. Technical visits to Dakar were crucial for mapping local conditions and ensuring the best structure for young Team Brazil athletes. The IOC and the Games Organizing Committee held an Open Day in November 2025 so that representatives of Olympic Committees could visit the facilities that will host the Games and understand the local conditions.

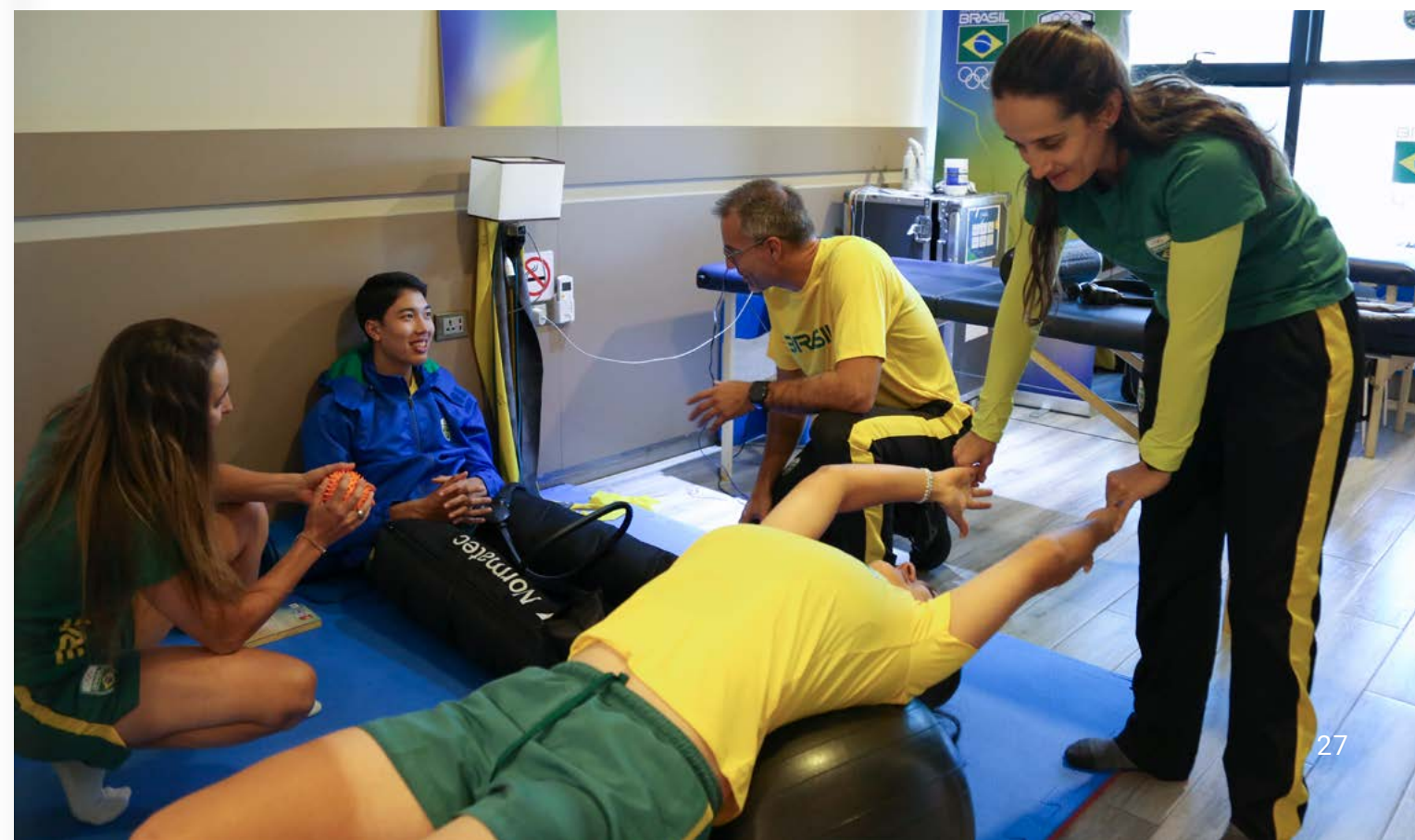
# CARE AND PREPARATION

For good performance in multi-sport events, but also in training and competitions throughout a demanding season, physical preparation and preventive health care are a fundamental part of an athlete's routine.

The COB's Olympic Laboratory was a key component in this preparation and contributed decisively to achieving significant international results throughout 2025. Located at the Team Brazil Training Center (CTTB), the Laboratory – managed by the Performance Services team – provided 11,231 appointments for 583 athletes from 47 different sports modalities linked to 33 confederations, related to services in performance analysis, biomechanics, coaching, physiology, nutrition, physical preparation, and sports psychology.

*Located at the Team Brazil Training Center (CTTB), the Laboratory – managed by the Performance Services team – provided 11,231 appointments for 583 athletes from 47 different sports and affiliated with 33 confederations, covering services such as performance analysis, biomechanics, coaching, physiology, nutrition, physical preparation and psychology.*

In addition to prevention itself, medical care provided by the Athlete Health team is fundamental in injury recovery. Throughout the year, medical, physiotherapy, and massage therapy appointments were provided at the Team Brazil Training Center, in field training, at other locations where COB-supported athletes train, and at major competitions such as the Asuncion Games.





# SUPPORT INFRASTRUCTURE

*Part of this essential support system for athletes is the Team Brazil Training Center, which also houses other essential equipment such as a gym and sports halls.*

The Sports Infrastructure team – composed of architects who also plan Team Brazil’s bases at major international competitions and other facilities for COB-organized events – actively participates in the ongoing modernization of the CTTB, with sustainability as an important axis. Examples of this were implemented in 2025, such as new lighting projects based on energy efficiency and rainwater reuse. The team was also responsible for the entire refurbishment of the COB’s office, with the aim of offering employees a more pleasant environment, strengthening institutional identity and culture, and generating a sense of belonging.

# SPECIAL PROJECTS

*One of the major innovations in the innovation concept proposed by the COB was the creation, in 2025, of the Special Sports Projects area.*

Like an incubator, it functions to assist in the development of projects presented by other COB sectors or Confederations, from conception to delivery – a synonym for integration, innovation, sustainability, and management dynamism. Several projects were developed, as described below, without any order of importance:

## SPORTS TACTICAL PLAN

The COB's Sports Tactical Plan, developed for the 2025-2028 cycle, represents the materialization of the institution's strategic guidelines, transforming them into practical actions to support sports areas. It is an unprecedented initiative, built in an integrated and participatory manner, based on team engagement, management leadership, analysis of international models, and definition of action plans, indicators, and clear goals. The Sports Tactical Plan serves as a guide for decisions, alignment of actions and priorities, and seeks to inspire the daily work of Sports Directorate employees, oriented toward maintaining and improving the performance of Brazilian athletes in the international sports arena.

## TRAINING CENTER CERTIFICATION

A COB certification project for the country's sports facilities, aimed at mapping and standardizing existing facilities, improving the quality of facilities in the medium and long term by establishing certification levels, and creating a package of benefits for those that are certified, encouraging improvement.

## ATHLETE RECOVERY PROGRAM

Monitoring all phases of an athlete's recovery, with support for surgical processes in 2025 and plans to fund 45 surgeries in 2026. This is a great support not only for the athlete but also for clubs and Confederations. The program is geared toward athletes called up to represent the country and encompasses their entire recovery, to be carried out at the CTTB Team Brazil. For this, the importance of the partnership with Dasa, with plans for more than 1.1 million tests, including imaging, blood tests, X-rays, among others.

## AFFILIATION AND CERTIFICATION OF NEW CONFEDERATIONS

The Olympic Games Los Angeles 2028 will feature five new sports modalities: baseball, cricket, flag football, lacrosse, and squash. With this, with the exception of baseball – which underwent restructuring and is already eligible to receive new resources – the COB led the affiliation and certification processes for the other confederations, with three of them already completed.

## SUSPENDED CONFEDERATIONS

Assistance to the following Confederations in resolving pending issues so they can resume receiving resources: basketball, baseball, aquatic sports, handball, and karate – baseball has already regularized its financial situation, as mentioned earlier. A diagnosis of each confederation's situation was conducted by the area, together with the legal department and the accounts department, and three of them are already operating in the black.



# TRUST

*THAT BUILDS  
THE FUTURE*

# INTEGRITY PROGRAM: INSTITUTIONAL FOUNDATIONS FOR AN ETHICAL AND RESPONSIBLE ENVIRONMENT

*The promotion of safety and integrity is a central commitment of the Brazil Olympic Committee and guides a set of programs and initiatives aimed at the protection of people, the credibility of competitions, and society's trust in Brazilian sport. More than mere compliance with rules, this agenda seeks to strengthen an ethical, safe, and responsible sports environment, grounded in prevention, education, and the adoption of best practices.*

The Integrity Program acts in the implementation, dissemination, and maintenance of compliance and adherence projects related to ethical conduct, internal regulations, and current legislation. It is a specific Compliance program for the prevention, detection, and remediation of harmful acts, focusing on the occurrence of bribery and fraud in procurement processes and in the execution of contracts with the public sector. The COB applies these same principles in its relations with private companies. By establishing guidelines, codes of conduct, and formal mechanisms for prevention and response, the program contributes to the institutional security of sport, protecting the organization, its partners, and the credibility of relationships established within the scope of the Olympic Movement.



# SAFE SPORT: PROTECTION OF PEOPLE IN THE SPORTS ENVIRONMENT

*The Safe Sport Program (SSP) is the COB's main initiative aimed at promoting safety in the sports environment, with a focus on protecting people and preventing different forms of violence and rights violations. Its objective is to foster a culture of prevention, recognition, and response to situations that compromise safety, well-being, and integrity in sport, in compliance with current legislation.*

The program covers topics directly related to safety in sport, such as physical and psychological violence, moral harassment, gender violence, neglect or omission, sexual harassment and abuse, racism, doping, and manipulation of competitions. From these axes, educational actions, courses, guidance materials, and awareness initiatives aimed at the sports community are developed.

As the best path to prevention is knowledge, the Safe Sport Program offered, in 2025, the following courses: Mental Health in Sport; Leveling the Playing Field: Gender Equality in Sport – for adults; Prevention of Harassment and Abuse in Sport; Anti-Racist Sport: Everyone Wins; Ethical Conduct in Practice; Abuse and Harassment Off the Field – for young people aged 12 to 17; Achieving Gender Equality in Sport – for young people aged 12 to 17; and Combating Match-Fixing. In total, more than 38,400 people were trained through these courses.

In major multi-sport events – such as the Olympic Games, Pan-American Games, and Youth Games – the SSP, through face-to-face and online educational actions, also contributes to safer, more informed environments aligned with Olympic Movement values.

Within this theme, the Safe Sport Program for Organizations (SSPO) is an extension of the SSP. It aims to provide support and resources to all sports organizations or those that relate to sport, with the mission of implementing effective actions and creating educational campaigns on essential topics for building a culture of safety. Through the SSPO, the COB freely shares knowledge, information, promotional materials, in addition to offering training, courses, and encouraging the creation of reporting channels. Throughout the year, more than 40 organizations participated in the SSPO.



# PREVENTION OF MATCH-FIXING

*Included in the scope of the Safe Sport Program, the prevention of match-fixing is treated as a strategic topic for the safety of competitions and for society's trust in sport. Manipulation represents a direct threat to sporting justice and Olympic Values, which is why the COB prioritizes prevention and education actions, especially among athletes and sports organizations. In 2025, the 'Combating Match-Fixing' course was launched.*

## II SAFE SPORT FORUM

This topic was the main agenda item of the II Safe Sport Forum, held in Rio de Janeiro, which brought together around 160 representatives from national confederations, clubs and partner organizations, such as the National Sports Betting and Economic Development Secretariat of the Ministry of Sport, demonstrating the importance of joint efforts in preventing match-fixing. The highlight of the event was the opening roundtable on the theme of Ethics and Integrity in Sport, led by Donata Taddia, IOC Ethics and Compliance Policy Officer.

The Forum established itself as a landmark in the Brazilian sports agenda by bringing together authorities, executives, athletes, and experts to debate strategies for preventing and addressing match-fixing in Brazilian sport. The meeting reinforced the importance of joint action among different institutions and continued investment in information and awareness as central protection tools.

In addition to the focus on match-fixing and responsible gambling, the Forum also covered other relevant topics on the Safe Sport agenda, such as ethics and integrity in sport, regulation and legislation, and prevention and detection of irregularities, broadening the debate and strengthening a culture of safety and integrity in the sports environment.



# ANTI-DOPING

*The prevention of doping is an essential axis of the sports safety agenda, directly related to the protection of athletes' health and the **preservation of Clean Play**. The COB acts continuously in guidance, awareness, and anti-doping education, understanding information as a fundamental tool to reduce risks, avoid involuntary violations, and promote responsible choices throughout an athletic career. This action reaches athletes and the sports entourage – coaches, multidisciplinary teams, directors, and family members – expanding their protection networks.*

The topic is handled in a structured manner by the COB, with guidance on the List of Prohibited Substances and Methods, Therapeutic Use Exemption (TUE), use of supplements, medication consultation, and the functioning of the anti-doping system, in alignment with national and international guidelines. The institution also highlights the whereabouts obligations – a mandatory location system for elite athletes, in which they must inform the World Anti-Doping Agency (WADA) and local agencies, such as the Brazilian Doping Control Agency (ABCD), quarterly about their addresses, training schedules, and a daily 60-minute window for out-of-competition surprise tests.

To highlight some actions taken during the year, the COB was present at the WADA Congress in Busan, South Korea, where important measures in favor of Clean Play in Olympic sport were discussed, and organized Anti-Doping lectures for all Brazilian modalities participating in the Junior Pan-American Games Asuncion 2025.

3

# EDUCATION,

*OLYMPIC CULTURE  
AND SUSTAINABILITY*

*Throughout 2025, the COB reaffirmed education as a fundamental axis for sports development from different perspectives, with emphasis on initiatives conducted by the Brazil Olympic Institute (IOB). Among these were the achievements of the Athlete Career Program (PCA), the Advanced Sports Management Course (CAGE), the Individualized Mentoring for Reflection and Action (MIRA), linked to the Women in Sport area, and the unprecedented first steps of the COB Alumni Community. All of these involved the massive participation of leaders, coaches, and especially athletes.*





In the Athlete Career Program – Career Transition Nucleus (PCA Transition), athletes develop their skills in face-to-face and remote activities (lectures, workshops) with the goal of achieving success in the job market. In 2025, the 11th class of the PCA featured several prominent athletes, such as gold medalists Arthur Zanetti (artistic gymnastics, London 2012) and Alison Cerutti (beach volleyball, Rio 2016). In the 13th class of the Advanced Sports Management Course (CAGE), approximately 40 leaders in sports institutions (federations and confederations) were certified, while the Brazilian Coaches Academy (ABT), through its courses – such as the Fundamentals of Sports Training – trained around 240 coaches.



For the first time, our institution promoted the COB National Alumni Meeting during this year's COB Expo. The meeting featured alumni of the Advanced Sports Management Course (CAGE) and the Executive Masters in Sports Organisation Management (MEMOS), from the IOC. Three successful CAGE projects and three MEMOS projects were selected for presentation, with the objective of sharing experiences and cases of implementation and positive results in sports organizations. The Alumni Community aims to strengthen the professional network and drive the continuous personal and institutional development of the students involved in these programs.

Still in the realm of training, but specifically in the **Women in Sport** area, 2025 brought the enhancement of the Individualized Mentoring for Reflection and Action (MIRA) program for female coaches. In its second edition, MIRA involved the participation of 21 female technical professionals from 21 different modalities (athletics, 3x3 basketball, boxing, sport climbing, flag football, artistic gymnastics, rhythmic gymnastics, field hockey, judo, swimming, water polo, rugby 15, surfing, tennis, table tennis, sport shooting, triathlon, sailing, beach volleyball, court volleyball, and wrestling) in two face-to-face meetings at the Team Brazil Training Center, in addition to online mentoring.

There was also a restructuring of the Women in Sport Commission and Resolution RES-PRES-013, with an internal election for female employees and appointment of new members. The commission also participated in public hearings at the Senate's Sports Committee and the Chamber of Deputies to present the actions developed in this area. Throughout the year, various engagement actions were carried out, including a virtual auditorium on female representation and the holding of the first coaches' meeting during COB Expo, which also featured panels on female leadership.

In addition, the Women's Sports Development Program (WSDP/ PDEF) supported 18 projects from Brazilian confederations in 2025, divided into three categories: seven projects in Category A+ (rhythmic gymnastics, artistic swimming, trampoline, surfing, sailing, judo, and rugby), four in Category A (taekwondo, field hockey, triathlon, and wrestling), and seven in Category B (artistic swimming, para-artistic swimming, tennis, squash, fencing, sport climbing, and sport shooting).



# II WOMEN IN SPORT FORUM: DIALOGUE AND REFLECTION

*In April, the COB held the second edition of the **Women in Sport Forum** in Rio de Janeiro. The event brought together around **300 guests** to debate the advances and persistent challenges of the female role in the sports universe, establishing itself as an important forum for discussion on women's participation in various areas, from management and high performance to performance, coaching, and sports medicine. The program featured the participation of major names in Brazilian sport, with two-time Olympic champion Fabi Alvim as master of ceremonies. Among the sports personalities present were Agatha Rippel, Jade Barbosa, Isabel Swan, Rosangela Santos, Leila Barros, and Yane Marques, as well as Olympic coaches Martha Rocha, Gianetti Bonfim, and Camila Ferezin.*

The II Women in Sport Forum concluded with the inaugural presentation of the **Melania Luz Award** to athletes Joanna Maranhao and Rosangela Santos, celebrating the legacy of women who transformed the national sports scene. The award honors Melania Luz, the first Black Brazilian woman to compete in the Olympic Games, at London 1948, who broke significant barriers at a time when only 50 years had passed since the abolition of slavery in Brazil.



# BRAZILIAN OLYMPIC CULTURE

*The Brazil Olympic Committee reaffirms its commitment to strengthening Olympic culture in the country, recognizing sport as a powerful tool for transformation and educational and cultural development. By promoting initiatives that unite culture, education, and Olympic Values, the COB acts to broaden opportunities and inspire generations, building a lasting legacy that goes beyond medals and records, contributing to the formation of individuals in the country.*

The COB fulfills its mission of disseminating the Olympic Values of friendship, excellence, and respect, as well as promoting and preserving Olympic memory. Its initiatives encompass the rescue, conservation, and dissemination of this cultural heritage, in addition to the production of publications and the management of its library, an important source of knowledge and research. The COB also works to strengthen institutional sustainability, seeking to drive the transformation of organizational culture in this direction.





One of the innovations in the educational sphere was the relaunch of the **Brazilian Olympic Academy (BOA/AOB)** in September 2025. The Academy aims to encourage research projects on Olympism, Olympic Education, Olympic Values, and related subjects, and the training of new researchers on these themes. The COB thus strengthens its connection with the academic community in the field of Olympic studies, deepening knowledge on the subject and financially supporting researchers. In addition to supporting research through the Brazilian Olympic Academy, the COB will support participation in opportunities offered by the International Olympic Academy (IOA).

Olympic Memory is continuously preserved by the COB through a specialized team that manages the collection and organizes cultural events, such as the eight exhibitions held in 2025, promoted at the COB's own events or in initiatives developed in partnership with other institutions. In addition to the collection itself, this team has been dedicated to creating a collection on Brazil's history in the Olympic Games through the Brazil Olympic Memory

program, which receives donations of items from athletes, whether active or retired, and collects their testimonies. These life stories become part of the institution's intangible heritage. In 2025, the program featured the participation of 13 Olympic athletes who contributed testimonies and/or donated objects: Yane Marques, Emanuel Rego, Natalia Falavigna, Jackie Silva, Bernard Rajzman, Poliana Okimoto, Joanna Maranhao, Robert Scheidt, Servilio de Oliveira, Andre Domingos, Claudinei Quirino, Edson Luciano, and Vicente Lenilson.

With the objective of honoring and immortalizing the stories of the main Brazilian athletes and coaches who left their mark on the Olympic Games, the COB **Hall of Fame** is a reference within the Brazilian Olympic Movement. In 2025, at a wonderful ceremony at the Copacabana Palace, four newly elected members were duly honored: Daiane dos Santos (artistic gymnastics), Edinanci Silva (judo), Gustavo Kuerten (tennis), and Afranio Costa (sport shooting, in memoriam).



Open to the public and located at the Team Brazil Training Center (CTTB), the Library supports and guides research, providing access to information related to the promotion of education, teaching and Olympic research for teachers, researchers, journalists and students. As a reference source for the Olympic Movement, its mission is to ensure that knowledge is permanently preserved, enriched and accessible. In this regard, in 2025 the collection incorporated approximately 2,000 new titles, totaling more than 23,000 works. Part of this collection consists of books, journals, reports and other publications produced by COB itself, which has an internal structure similar to that of a publishing house, aimed at meeting internal demands from various COB departments in the production of documents. During the year, highlights included the João Pessoa 2024 Youth Games Report, the Sustainable Events Guide and mission reports from Team Brazil, such as those from the Gangwon 2024 Winter Youth Olympic Games.

Bringing the Olympic theme to the school environment, especially for disciplines not traditionally associated with sport, is the objective of the Transforma program, which seeks to promote the cross-cutting nature of sport, broadening discussion and knowledge on the topic, and strengthening the national sports culture. In 2025, there were 13 teacher training sessions in the program, in two different phases: Sonhos Transformam 1 and 2 (Dreams Transform 1 and 2). When speaking of actions for students, a major program event is Esporte Cria (Sport Creates), organized annually to present young school-age students with the various career options that relate to sport, beyond being an athlete. In August 2025, in Rio de Janeiro, Esporte Cria welcomed around one thousand students from 10 state public schools and other partner institutions, aged between 15 and 18.





Another major initiative of the program, the **Aulão Transforma**, was held in three editions – two in São Paulo and one in Rio de Janeiro. In these large review sessions, public school students have the opportunity to revise mathematics, Portuguese language and other school subjects related to the ENEM (Brazil's National High School Exam), in an experience closely connected to the Olympic theme.

The COB's mission is to create a positive impact not only in the world of sport but in society as a whole, which is why it recognizes its responsibility to promote sustainability in all its operations and events. In 2025, many sustainability-related actions gained prominence, promoted by the **Sustainability Program**. The partnership with Neoenergia – a company specializing in energy transition and sustainable development – was extended until the end of the Olympic cycle in 2028. The supply to the Team Brazil Training Center is now 100% renewable energy. The contract will allow a reduction of more than

360 tonnes in COB emissions during the cycle, equivalent to 7,768 flights between Rio de Janeiro and Sao Paulo. With this initiative, the COB will be able to zero out Scope 2 emissions, which specifically deal with electricity consumption, in addition to generating savings of approximately R\$4.5 million over the next three years.

The Brazilian Olympic Forest project – in the state of Amazonas – initiated in 2024, a participatory ecological restoration project, produced more than 800 seedlings of 21 native species, planted the first trees, and trained dozens of community members. These initiatives – the partnership with Neoenergia and the Brazilian Olympic Forest Project – were finalists at the Sport Positive Awards 2025, in the categories Partnership for Purpose and Biodiversity. These and other actions of the Sustainability Program contributed to the renewal of the ISO 9001:2015 certification, which now includes requirements related to climate change and sustainability practices.



# CONNECTING

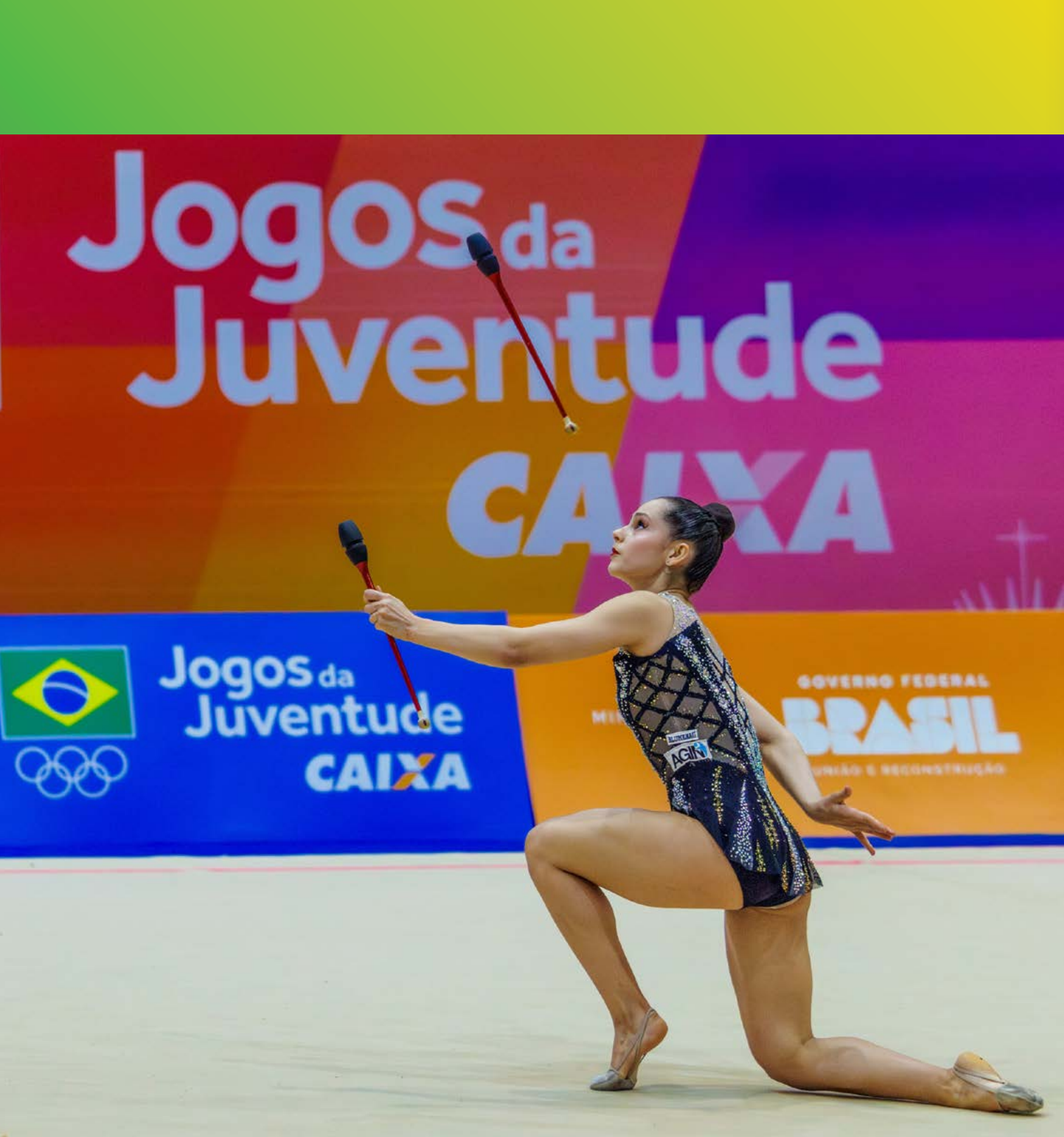
TO GROW

*The COB's Communications team works in an integrated manner to broaden institutional visibility and tell the stories and achievements of Team Brazil. This work is expressed in the creation of audiovisual and editorial content, the management of proprietary platforms, active presence in digital environments, and ongoing dialogue with the press. In 2025, these fronts were conducted with innovation as a structural axis, with the launch of **Team Brazil Media House** as a milestone – an initiative created to centralize, integrate, and enhance all of the COB's content production.*

More than an operational structure, Team Brazil Media House is a strategic hub that brings together partners and projects under a single vision, promoting alignment, collaboration, and efficiency. Its purpose is to position the COB as a global reference in sports communication, with a coordinated, innovative, and future-oriented approach.

To bring this project to life, a partnership was established with Play9, which supports the COB in developing a more strategic approach to communication for creating new fronts and expanding its reach. In this direction, the COB's YouTube channel, formerly known as Canal Olimpico do Brasil, was renamed Team Brazil TV, with NSports as partner in co-managing the entire operation of the new channel.





In 2025, Team Brazil TV became a content and entertainment platform, with live broadcasts of sports events and new segments produced by the channel's team. There were 52 live broadcasts covering 27 sports modalities, as well as two major multi-sport events: the Junior Pan-American Games Asuncion 2025 and the **CAIXA Brasília 2025 Youth Games**, an event organized by the COB, held in the nation's capital.

Speaking of the most important event in Brazilian Olympic sport, the CAIXA Youth Games celebrated their 25th anniversary and were held precisely where everything began. In total, 4,700 athletes aged 14 to 17 were in Brasilia – the first host city of the event in 2000 – for 15 days in September, competing in 20 modalities, a record for the competition.

*There were **33 playing fields**, with **502 official referees** ensuring competitions were contested at the highest level, in **19 different venues**. In total, 13 hotels accommodated athletes, officials, and organizers for a total of 37,191 room nights. More than **62,000 meals** were served. And 1,720 medals were awarded to the winners.*

In addition to the record number of modalities, the 2025 edition had the highest number of registered athletes, confirming the event as a great breeding ground for sports talent. In 2025, the São Paulo delegation returned home with first place in the medal table, with 112 total medals: 44 gold, 34 silver, and 34 bronze. In second place was Rio de Janeiro with 80 medals – 28 gold, 29 silver, and 23 bronze. Parana, Santa Catarina, and Maranhao completed the top five.

To ensure this level of excellence was achieved, the structure assembled by the Brazil Olympic Committee posted impressive numbers. The Organizing Committee had around 200 employees, assisted by 281 volunteers. More than 150 tonnes of equipment were transported by 13 trucks that covered 30,200 km across Brazil.

The Games also stood out for sustainability, with several actions carried out to raise environmental awareness among all participants. One major advance took place in the event restaurant, where selective waste collection was implemented at a separation station. Recyclables were sent to waste-picker cooperatives, while organic waste from kitchen surplus was directed to composting. In addition, at the end of the event all banners and other signage materials were sent to a specialized recycling company, which transformed them into new items to be reused at the event itself and in other COB initiatives.

When it comes to the COB's most important event, the Marketing team's work must be highlighted. The CAIXA Brasília 2025 Youth Games, whose sponsor holds the naming rights, featured two notable developments thanks to the Sports Incentive Law (LIE): an expanded partnership with Neoenergia and the arrival of Vale as a new Youth Games sponsor. In addition, other COB partner companies carried out various activities in the Community Hub, enriching the athletes' experience during the Games.

Another major opportunity for brand and sponsor exposure at the COB took place at **COB Expo**, the largest Olympic sports gathering in Latin America and a landmark of integration, business, and immersive experiences, bringing together athletes, fans, managers, students, and industry professionals. The 2025 edition featured very special guests, such as multi-Olympic champions Carl Lewis (athletics, USA) and Mijaín López (wrestling, Cuba). Grand in scale, the event featured more than 70 courses, 40 sports clinics, and 100 exhibitors, and was visited by more than 90,000 people over five days in the city of São Paulo.

In June 2025, the COB held the inaugural Team Brazil Race at the Olympic Park, in celebration of the organization's 111th anniversary. The event brought together around 3,500 participants of different ages on courses that passed through iconic locations such as the Velodrome, the Team Brazil Training Center, and Carioca Arena 1, the basketball venue at the Rio 2016 Games.





The race represented one of the highlights of the COB's actions in its purpose of stimulating the construction of a Sporting Nation, bringing athletes and the public together in a unique experience.

Complementing the celebration, the Team Brazil Training Center hosted several sponsor activations, featuring the participation of more than 50 Olympic athletes in strategic activities. Highlights included Max Recovery providing physical recovery services and Mormaii setting up a product shop, reinforcing the brands' engagement with the sport and the attending public.

One of the main differentiators of the race was the Olympic atmosphere present throughout the 3km (walk), 5km, and 10km courses. At hydration stations, participants received water from the hands of athletes such as Bruno Fratus and Lucao; along the route, they encountered gymnasts such as Jade Barbosa, Arthur Nory, and Diogo Soares, judoka Rafaela Silva on an outdoor tatami, and Marcelinho Machado at the basketball arena, reinforcing the sense of closeness to the Olympic universe. All of this experience was recorded by a facial recognition system, which allowed participants to access and download their photos from an image bank.

A new addition to the COB calendar – already confirmed as an annual event – the Team Brazil Race reinforced physical activity practice for the general population, an Olympic celebration open to all.

Whether walking, running or watching, the public had the chance to take part in immersive experiences offered by more than 11 Brazilian Confederations of Olympic sports. Events like this serve not only to strengthen ties with partners and sponsors, but also to encourage potential new stakeholders to engage with the Olympic Movement.

It was in this context that, in June, the commercial plan for the Olympic cycle, COB+, was presented in São Paulo – a strategic initiative by the Brazil Olympic Committee aimed at prospecting new partners. The program offers commercial packages that expand opportunities for association and collaboration with COB, allowing brands to connect with the Olympic Movement through different partnership formats and innovative audiovisual products.

With innovation as its guiding principle, COB capped this set of initiatives with the relaunch of the Team Brazil brand, modernized and already incorporated into the new uniforms and materials. The new identity reinforces sport's role as a force for unity, inspiration and belonging, further strengthening its connection with athletes and society.



PATROCINADOR OFICIAL



## NEW PARTNERSHIPS

The year featured a major announcement for Brazilian sport. At an evening celebrating Hall of Fame inductees at the Copacabana Palace, the COB and Adidas announced their partnership for supplying Team Brazil's sports apparel. The agreement was signed for nine missions of the Los Angeles 2028 Olympic cycle. The COB also reached an agreement for the Winter Games Milano-Cortina with Italian brand Moncler to be the official outfitter for opening and closing ceremonies.

In 2025, partnerships were also announced with Dasa as the official laboratory of Team Brazil, and with Wizard by Pearson, a language school aimed at enabling athletes, coaches, and COB professionals to communicate and represent Brazil inside and outside sports arenas. In addition, a partnership was formed with Estacio and Instituto Yduqs in the educational sphere.

Neoenergia also had its global sponsorship renewed in 2025, as did brands Medley and Grupo Agua. These are strategic partnerships that reinforce the value of long-term relationships and the relevance of these major companies' association with Team Brazil. In Neoenergia's case, the partnership entered a new phase, focusing on supplying 100% renewable electricity on the free market to the Team Brazil Training Center in Rio de Janeiro, as well as continuing initiatives to promote women's sport in the country.

Throughout the year, the Brazil Olympic Committee holds events of different formats and scales, such as COB Expo, the CAIXA Youth Games, and the Hall of Fame, which reinforce the institution's bond with athletes, partners, sports entities, and other Olympic sports audiences. The annual calendar closes in December with the Brazil Olympic Award, a celebration of the season's main highlights. In 2025, the event gained special significance with the creation of the Vanderlei Cordeiro de Lima Medal, intended to recognize athletes who express, in practice, the values and spirit of the Olympic Games. The honor was awarded to Andrei Jessé, Diogo Volkman, Kayki Rocha and Miguel Marques, members of the coxless four rowing team, who won the bronze medal at the Junior Pan American Games in Asunción despite a broken boat part. Below is the complete list of winners:

**FEMALE ATHLETE OF THE YEAR**

Maria Clara Pacheco, taekwondo

**MALE ATHLETE OF THE YEAR: CAIO BONFIM, ATHLETICS**

Caio Bonfim, athletics

Caio Bonfim, athletics

**TEAM OF THE YEAR**

Rhythmic gymnastics, silver at the World Championships (team all-around)

**BEST FEMALE COACH**

Gianetti Bonfim, coach of Caio Bonfim

**BEST MALE COACH**

Diego Guimarães Ribeiro, taekwondo

**ADHEMAR FERREIRA DA SILVA TROPHY**

Robert Scheidt, sailing

**REVELATION ATHLETE**

Rebeca Lima, boxing

**OLYMPIC HIGHLIGHT CLUB**

Esporte Clube Pinheiros

**VANDERLEI CORDEIRO DE LIMA MEDAL**

Andrei Jesse, Diogo Volkman, Kayki Rocha, and Miguel Marques (rowing)

**FAN FAVORITE FEMALE ATHLETE**

Gabi Guimarães, volleyball

**FAN FAVORITE MALE ATHLETE**

João Fonseca, tennis

**JUNIOR PAN-AMERICAN GAMES ASUNCION 2025 HIGHLIGHT**

Stephanie Balduccini, swimming

**CAIXA BRASILIA 2025 YOUTH GAMES FEMALE HIGHLIGHT**

Clarisse Rocha Vallim, judo

**CAIXA BRASILIA 2025 YOUTH GAMES MALE HIGHLIGHT**

Davi Souza de Lima, athletics

**CAIXA BRASILIA 2025 YOUTH GAMES DELEGATIONS HIGHLIGHT**

São Paulo, Rio de Janeiro and Paraná

**CAIXA BRASILIA 2025 YOUTH GAMES DELEGATIONS HIGHLIGHT**

São Paulo, Rio de Janeiro and Paraná





## WINNERS OF EACH SPORT

### OPEN WATER SWIMMING

Ana Marcela Cunha

### ATHLETICS

Caio Bonfim

### BADMINTON

Juliana Viana

### BASKETBALL 3X3

Gabriela Guimarães

### BASKETBALL 5X5

Yago dos Santos

### BASEBALL

Victor Coutinho

### BOXING

Rebeca Lima

### CANOE SLALOM

Ana Sátila

### CANOE SPRINT

Gabriel Assunção and Jacky Godmann

### CYCLING BMX FREESTYLE

Gustavo De Oliveira "Bala Loka"

### CYCLING BMX RACING

Paola Reis

### ROAD CYCLING

Tota Magalhães

### MOUNTAIN BIKE

Ulan Galinski

### TRACK CYCLING

João Vitor da Silva

### CRICKET

Laura Cardoso

### SNOW SPORTS (ALPINE SKIING)

Lucas Pinheiro Braathen

### ICE SPORTS (SKELETON)

Nicole Silveira

### SPORT CLIMBING

Anja Kohler

### FENCING

Isabela Carvalho

### FLAG FOOTBALL

Karol Souza

### FOOTBALL

Marta

### ARTISTIC GYMNASTICS

Flávia Saraiva

### TRAMPOLINE GYMNASTICS

Camilla Gomes

### RHYTHMIC GYMNASTICS

Nicole Pircio, Maria Paula Carminha, Eduarda Arakaki, Sofia Madeira and Mariana Gonçalves



**GOLF**

Fred Biondi

**HANDBALL**

Bruna de Paula

**EQUESTRIAN DRESSAGE**

João Victor Oliva

**EQUESTRIAN EVENTING**

Marcio Jorge

**EQUESTRIAN SHOW JUMPING**

Stephan Barcha

**FIELD HOCKEY**

Yuri Van Der Heijden

**JUDO**

Daniel Cargnin

**LACROSSE**

Titus Chapman

**WEIGHTLIFTING**

Laura Amaro

**ARTISTIC SWIMMING**

Gabriela Regly

**SWIMMING**

Guilherme Caribé

**MODERN PENTATHLON**

Jhon Xavier

**WATER POLO**

João Fernandes

**ROWING**

Beatriz Tavares

**COASTAL ROWING**

David Faria de Souza

**RUGBY SEVENS**

Thalia Costa

**DIVING**

Anna Lúcia dos Santos and Luana Lira

**SKATEBOARDING**

Rayssa Leal

**SOFTBALL**

Mayra Sayumi Akamine

**SQUASH**

Diego Gobbi

**SURFING**

Yago Dora

**TAEKWONDO**

Maria Clara Pacheco

**TENNIS**

João Fonseca

**TABLE TENNIS**

Hugo Calderano

**ARCHERY**

Marcus D'almeida

**SPORT SHOOTING**

Felipe Wu

**TRIATHLON**

Miguel Hidalgo

**SAILING**

Mateus Isaac

**BEACH VOLLEYBALL**

Carol Solberg and Rebecca

**VOLLEYBALL**

Gabriela Guimarães

**WRESTLING**

Pedro Henrique Rodrigues

5



# INSIDE THE COB:

*GOVERNANCE FOR A  
SPORTING NATION*

*In a year marked by the challenge of a new Olympic cycle, the COB Project Office played a decisive role in strengthening institutional management, guiding the **strategic plan**, which was revised in 2025, and leading the maintenance of international quality certifications. It was also responsible for advising the institution to adopt best practices in governance and management, promoting continuous improvement of processes, aligning strategy with projects, and providing support to Senior Management in decision-making.*

Supported by four pillars, the work guides the strategic planning of all COB activities: Sports, focusing on excellence in high performance; Governance and Management, focused on ethics, transparency, and administrative competence; Olympic Movement, seeking to strengthen the relationship with society; and Education and Culture, dedicated to the promotion of Olympic Values and the production and dissemination of knowledge.

The planning directly impacts the organization's governance, as it brings clarity and agility to decision-making, strengthens transparency and governance, contributes to long-term sustainability, and promotes the alignment of all involved around a common purpose, ensuring that actions are focused on the same objectives.

In addition to these initiatives, the **Management, Ethics, and Transparency** (GET) program carefully promoted the evaluation and support of entities in meeting legal requirements and good management practices, in line with the expectations of society and strategic partners who are increasingly interested in how resources are being managed and applied.

As part of educational support actions for entities, the GET program held a cycle of Management, Ethics, and Transparency webinars on topics such as Social Media, Anti-Racism Policy, Olympic Channel, and Competition Manipulation. The meetings featured, on average, the participation of **92 professionals from 32 sports** entities and were widely recognized, achieving 99% overall satisfaction ratings.

Below is the general structure of the COB's strategic and governance plan:

# MISSION, VISION AND VALUES

## MISSION

To lead Olympic sport in Brazil, ensuring athletes' excellence and improvement in international representations, inspiring the nation through the Olympic Values.



## VISION

To be a reference in sports management, governance, and transparency, driving athlete development and consolidating Brazil as a sporting nation.



## VALUES

- Passion for Sport
- Respect
- Excellence
- Friendship
- Transparency
- Equity
- Sustainability

# STRATEGIC PILLARS



## SPORTS

Excellence in High-Performance Sport

## GOVERNANCE AND MANAGEMENT

Excellence and Competence in Management, Ethics, and Transparency



## OLYMPIC MOVEMENT

Strengthening and Engagement with Society

## EDUCATION AND CULTURE

Promotion of Olympic Values and Production and Dissemination of Knowledge.



# STRATEGIC MAP OF COB

## 4. SPORTING RESULT Maximization of Sporting Results

<b>4.1</b> Pursue excellence in sports services and infrastructure offered during Missions.	<b>4.2</b> Raise the level excellence of sporting results achieved by Brazil on the Olympic stage.	<b>4.3</b> Establish partnerships with training centers and venues inside and outside Brazil.
<b>4.4</b> Strengthen the Olympic, Pan American and South American Preparation Programs.	<b>4.5</b> Keep Brazil's top athletes and teams among the best in their sports throughout the Olympic cycle.	<b>4.6</b> Improve sports science and health infrastructure and services offered to athletes and technical staff.
<b>4.7</b> Pursue innovation in equipment and sports technology, including the use of artificial intelligence applied to sport..	<b>4.8</b> Expand the Brazil Olympic Committee's (COB) direct role in managing training and competition facilities in Brazil.	<b>4.9</b> Define a certification model for training centers.
<b>4.10</b> Invest in and support young athletes, especially their transition to the senior team, aiming for qualification to Los Angeles 2028, Milan Cortina 2026 and French Alps 2030.	<b>4.11</b> Structure programs and actions to encourage the participation and development of women across all areas of the sports industry.	<b>4.12</b> Encourage multisport practice among youth.
<b>4.13</b> Contribute to a safe sporting environment free from violence, doping and competition manipulation.	<b>4.14</b> Encourage Confederations and athlete commissions to seek positions in international sports organizations.	

## 3. MANAGEMENT AND GOVERNANCE IN SPORT Excellence and Competence in Management, Ethics and Transparency

<b>3.1</b> Improve corporate governance best practices for the sports environment.	<b>3.2</b> Enhance confidentiality, integrity and availability of information.	<b>3.3</b> Foster technological innovation.
<b>3.4</b> Invest in continuous development and people management.	<b>3.5</b> Continuously improve Strategic Planning.	<b>3.6</b> Pursue continuous improvement of the merit based process for allocating resources to Confederations.
<b>3.7</b> Develop new products and business models to increase revenues.	<b>3.8</b> Ensure financial resources are applied strategically.	<b>3.9</b> Lead the Brazil Olympic Movement efficiently, transparently and aligned with the International Olympic Committee (IOC) agenda.

## 2 IMAGE OF THE OLYMPIC MOVEMENT Strengthening the Olympic Movement

<b>2.1</b> Communicate inspiringly to promote the transformation of the country into a sporting nation.	<b>2.2</b> Strengthen relations with society by enhancing the image of the Brazil Olympic Committee (COB) and the Brazilian Olympic Movement.	<b>2.3</b> Integrate sustainability into the COB's daily operations and promotional activities for the Brazilian Olympic Movement.
<b>2.4</b> Promote a safe environment in sport, governance and management that preserves dignity.	<b>2.5</b> Encourage gender equality within the Brazilian Olympic Movement.	<b>2.6</b> Communicate key actions and results in a modern, effective and transparent manner.
<b>2.7</b> Expand the reach and visibility of the COB, the Confederations and their athletes.	<b>2.8</b> Engage stakeholders in promoting the Brazilian Olympic Movement.	<b>2.9</b> Strengthen the COB's relationships with governmental and private bodies.

## 1 CULTURE AND EDUCATION IN SPORT Promotion of Olympic Values and Production and Dissemination of Knowledge

<b>1.1.</b> Foster and expand programs and studies on Olympism and its values within society.	<b>1.2.</b> Prepare and provide educational support to high performance athletes during and after their careers.	<b>1.3.</b> Prepare and train coaches.
<b>1.4.</b> Guide and train managers, multidisciplinary teams and other sports professionals.	<b>1.5</b> Train professionals to work in sport.	<b>1.6</b> Improve research and innovation in sport to generate value for society.
<b>1.7</b> Promote education and culture as drivers of Knowledge Management development.	<b>1.8.</b> Promote educational initiatives aimed at ensuring a safe sporting environment.	<b>1.9</b> Promote dissemination of Olympic Values and experiences of Olympism among children and youth.

# BOARD OF DIRECTORS (2025)

*The Board of Directors (BD) is the COB's highest executive collegiate body, responsible for defining strategy and good governance practices.*

The COB's mission is to develop and represent the country's high-performance sport with excellence, working to improve sports results, raising the maturity of its management and affiliated confederations, and strengthening the image of Brazilian Olympic sport.

## COMPOSITION: 13 MEMBER

- President of the COB
- President and Vice-President of the Athletes Commission
- Brazilian IOC Members (2)
- Independent Member (1)
- Confederation Presidents (7)

## MAIN STATUTORY POWERS OF THE BOARD

- Guide and oversee the administration of the Brazil Olympic Committee (COB).
- Present the budget, financial statements and the annual activity report to the Assembly.
- Draft and approve codes and regulations and propose amendments to the Statute.
- Develop the Strategic Plan.
- Grant affiliation and recognition to sports governing entities and propose the admission of entities to the COB Assembly.
- Authorize the signing of contracts exceeding R\$1,000,000.00.

**Daniela Rodriguez de Castro**  
Independent Member

**Andrew Parsons**  
IOC Member

**Bernard Rajzman**  
IOC Member

**Felipe Tadeu Moreira Lima do Rego Barros**  
President of the Brazilian Handball Confederation

**Flavio Cabral Neves**  
President of the Brazilian Wrestling Confederation

**Flavio Padaratz**  
President of the Brazilian Surf Confederation

**Jodson Gomes Edington Junior**  
President of the Brazilian Sport Shooting Confederation

**Karl Anders Ivar Pettersson**  
President of the Brazilian Snow Sports Confederation

**Radames Lattari Filho**  
President of the Brazilian Volleyball Confederation

**Rafael Giroto**  
President of the Brazilian Canoeing Confederation

## MEMBERS OF THE BOARD OF DIRECTORS

**Marco Antônio La Porta**  
President of the COB and of the Board of Directors

**Fernanda Nunes Leal Ferreira**  
President of the COB Athletes Commission (CACOB)

**Rafael Carlos da Silva**  
Vice-President of the COB Athletes Commission (CACOB)

# FISCAL COUNCIL (2025)

*The Fiscal Council is one of the COB's governing bodies, alongside the General Assembly, the Board of Directors, and the Ethics Council.*

It has a 4-year term and is composed of 3 full members and 2 alternates, elected by the Assembly. Its President is elected from among the full members at its first meeting. Meetings are held ordinarily once per quarter and extraordinarily when convened by its Chair or by the President of the COB.

## THE FISCAL COUNCIL IS RESPONSIBLE FOR

- Examine revenue and expense documents and the monthly trial balances.
- Issue opinions on the monthly trial balances, the financial and patrimonial statements for the previous fiscal year, and other matters submitted to it by its Chair.
- Examine, when it deems appropriate, all documents within its area of competence.
- Approve, by December, the annual budget for the following year and requests for budgetary and extraordinary credits.
- Issue opinions on the disposal of real estate or on encumbering such properties with real charges.
- Prepare its annual report.
- Draft and approve its internal regulations.

## MEMBERS OF THE FISCAL COUNCIL

### FULL MEMBERS

- Angelo Moniz Freire Vivacqua (President)
- Bianca de Azevedo
- Sebastiao Dantas Ramos

### ALTERNATE MEMBERS

- Guilherme de Oliveira Campos
- Marcos Jose de Carvalho Neto
- Marcus de Carvalho Mussa Gaze

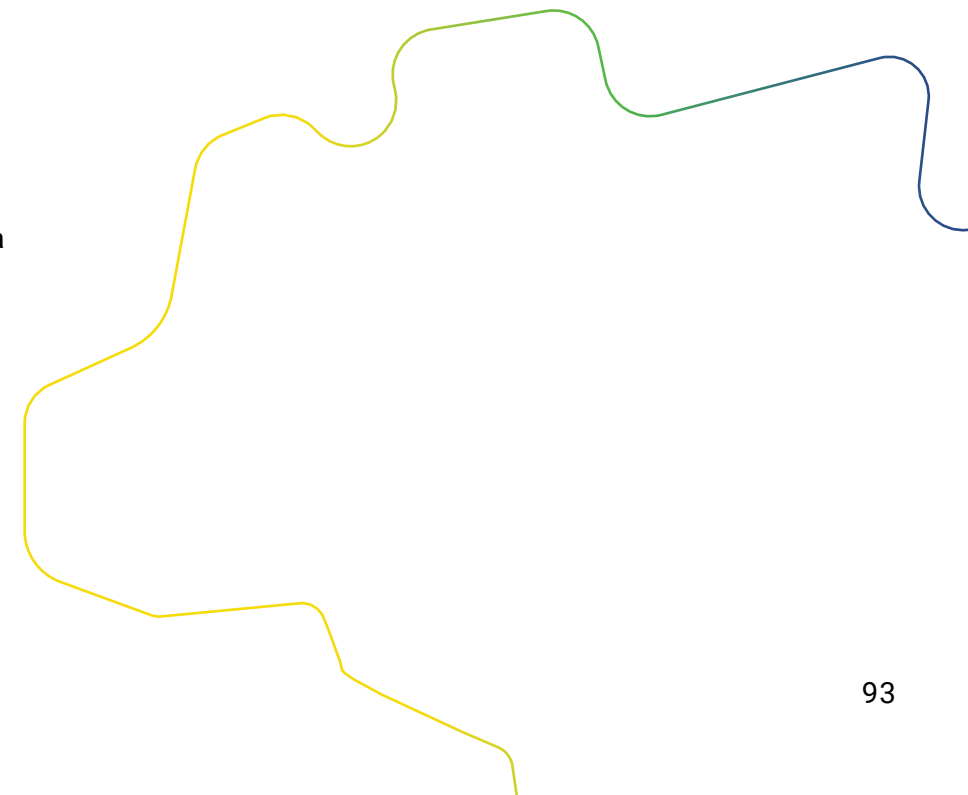
# ETHICS COUNCIL (2025)

*The Ethics Council is the autonomous body responsible for defining the ethical standards expected of the COB and its agents, based on values and principles enshrined in the Olympic Charter and the IOC's Code of Ethics, public administration, and democratic governance.*

It is also responsible for investigating and judging complaints raised regarding non-compliance with these ethical principles, including violations of the Code of Ethical Conduct, and, if necessary, sanctioning or proposing sanctions to competent authorities.

## MEMBERS OF THE ETHICS COUNCIL

- Eduarda Amorim Taleska (President)
- Gisele Cesário Cabrera
- Guilherme Faria da Silva
- Humberto Panzetti
- Tathiana de Carvalho Costa



# ATHLETES COMMISSION (CACOB)

*Inspired by the IOC's Athletes Commission, the COB Athletes Commission (CACOB) is composed of 25 members and was created in 2009 with the objective of representing Olympic athletes, strengthening communication and interaction links with the COB, and contributing to the development of national sport.*

*The CACOB is directly involved with the Brazilian Olympic Movement and part of its members – those receiving the most votes, according to current criteria – have the right to participate and vote at the COB's General Assembly, meaning they actively participate in the institution's decisions. As follows, the composition in force for 2025:*



**FERNANDA NUNES**

Rowing  
President

**RAFAEL SILVA**

Judo  
Vice President

**ADRIANA APARECIDA DA SILVA**

Athletics

**ANA CLÁUDIA LEMOS**

Athletics

**BÁRBARA SEIXAS**

Beach Volleyball

**BEATRIZ FUTURO**

Rugby

**GILVAN RIBEIRO**

Canoe Sprint

**GUSTAVO GUIMARÃES**

Water Polo

**HORTÊNCIA MARCARI**

Basketball

**IRIS TANG SING**

Taekwondo

**JAQUELINE MOURÃO**

Mountain Bike / Cross Country Skiing /  
Biathlon

**JEFFERSON SABINO**

Athletics and Bobsleigh

**JOANA CORTEZ**

Tennis

**JOÃO GOMES JÚNIOR**

Swimming

**JUAN NOGUEIRA**

Boxing

**JURACI MOREIRA**

Triathlon

**KETLEYN QUADROS**

Judo

**LAÍS NUNES**

Wrestling

**LEANDRO GUILHEIRO**

Judo

**LUCAS DUQUE**

Rugby

**LUCAS VERTHEIN**

Rowing

**LUÍSA BAPTISTA**

Triathlon

**ROBERTO MAEHLER**

Canoe Sprint

**ROSANE SANTOS**

Weightlifting

**THIAGO PETRUS**

Handball

# CONFEDERATIONS AFFILIATED WITH THE COB

CONFEDERATION	PRESIDENT
BRAZILIAN ATHLETICS CONFEDERATION	Wlamir Leandro Motta Campos
BRAZILIAN BADMINTON CONFEDERATION	José Roberto Santini Campos
BRAZILIAN BASKETBALL CONFEDERATION	Guy Rodrigues Peixoto Junior (until 07/03/2025); Marcelo Corrêa Sousa (since 07/03/2025)
BRAZILIAN BASEBALL AND SOFTBALL CONFEDERATION	José Thiago Caldeira
BRAZILIAN BOXING CONFEDERATION	Marcos Cândido de Brito
BRAZILIAN CANOEING CONFEDERATION	Rafael Giroto
BRAZILIAN CYCLING CONFEDERATION	José Luiz Vasconcellos (until 08/03/2025); Jamil Elias Suaiden (since 08/03/2025)
BRAZILIAN CRICKET CONFEDERATION	Matthew Featherstone (until 13/06/2025); Roberta de Melo Moretti Avery (since 13/06/2025)
BRAZILIAN AQUATIC SPORTS CONFEDERATION	Diego Rocha Dias de Albuquerque
BRAZILIAN SNOW SPORTS CONFEDERATION	Karl Anders Ivar Pettersson
BRAZILIAN ICE SPORTS CONFEDERATION	Emilio Strapasson
BRAZILIAN SPORT CLIMBING CONFEDERATION	Thiago Campacci

CONFEDERATION	PRESIDENT
BRAZILIAN FENCING CONFEDERATION	Ricardo Pacheco Machado (until 28/02/2025); Arno Périllier Schneider (since 28/02/2025)
BRAZILIAN FOOTBALL CONFEDERATION (SOCCER)	Ednaldo Rodrigues (until 15/05/2025); Fernando Sarney – interventor (15/05/2025–25/05/2025); Samir Xaud (since 25/05/2025)
BRAZILIAN AMERICAN FOOTBALL CONFEDERATION	Cristiane Maekawa Kajiwara
BRAZILIAN GYMNASTICS CONFEDERATION	Maria Luciene Cacho Resende (until 01/03/2025); Henrique Motta (since 01/03/2025)
BRAZILIAN GOLF CONFEDERATION	Osmar da Costa Sobrinho (until 02/01/2025); Eudes de Orleans e Bragança (since 02/01/2025)
BRAZILIAN HANDBALL CONFEDERATION	Felipe Tadeu Moreira Lima do Rêgo Barros
BRAZILIAN EQUESTRIAN CONFEDERATION	Constantino Scampini

CONFEDERATION	PRESIDENT
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BRAZILIAN JUDO CONFEDERATION	Silvio Acácio Borges (until 15/03/2025); Paulo Wanderley Teixeira (since 15/03/2025)
BRAZILIAN LACROSSE CONFEDERATION	Manuel Elbio Aquino Sequeira
BRAZILIAN WEIGHTLIFTING CONFEDERATION	Enrique Montero Dias (until 26/04/2025); Ranier Nardi Rezende (since 26/04/2025)
BRAZILIAN MODERN PENTATHLON CONFEDERATION	Celso Sooma Sasaqui
BRAZILIAN ROWING CONFEDERATION	Magali Moreira (until 26/04/2025); Luiz Felipe da Silva (since 26/04/2025)
BRAZILIAN RUGBY CONFEDERATION	Martín Andrés Jaco
BRAZILIAN SKATEBOARDING CONFEDERATION	Carlos Eduardo Dias

CONFEDERATION	PRESIDENT
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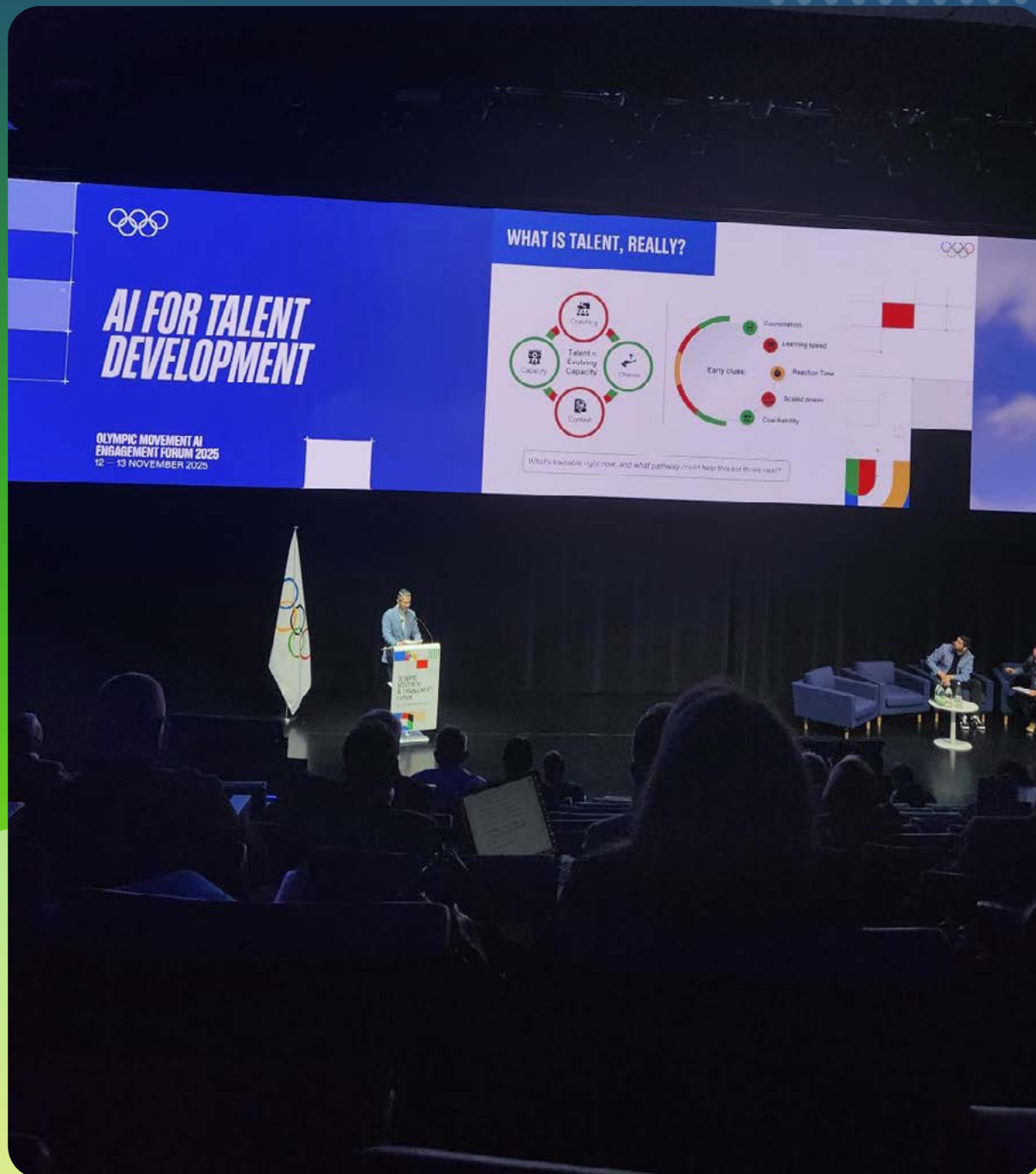
# GOVERNANCE AND MANAGEMENT RECOGNITION

*The maintenance of international ISO 9001:2015 certification for the second consecutive year reaffirms the maturity of the Brazil Olympic Committee's processes and the ongoing commitment to continuous improvement, standardization, and management quality. The result, achieved after an audit with 100% performance, consolidates practices aligned with international standards and strengthens the basis of institutional governance.*

This structural advancement is reflected in even broader recognition. In 2025, the COB received the Transparency and Public Oversight Award, granted by the Chamber of Deputies to institutions that stand out for the responsible use of public resources and for strengthening society's trust. The award recognizes the consistency of governance, transparency, and control practices, positioning the COB as a national reference in responsible public management.

Together, the international certification and the institutional award express an approach guided by integrity, responsibility and excellence, reinforcing the COB's commitment to good governance and to credibility with its strategic stakeholders.





# TECHNOLOGICAL INNOVATION AND SECURITY

*There is no way to talk about planning without the daily involvement of the Information Technology (IT) team. Responsible for maintaining the operation of all technological services of the Brazil Olympic Committee, IT's priorities are data protection, innovation, and sustainability.*

For data protection, a partnership was established with Deloitte – a U.S. company providing data protection services, among others – to assist the COB in implementing cutting-edge cybersecurity tools. The entire organization’s system is now monitored 24 hours a day, 7 days a week, by one of the largest specialists in the field. Starting in 2025, any and all threats are identified by the company, which immediately alerts the COB.

Technological innovation initiatives are also fully incorporated by the Information Technology area. The Copilot software, a licensed and free Artificial Intelligence tool, was introduced to the institution and offered to employees. The COB’s intention is to overcome resistance and maximize the growth of each person who is part of its daily life.

In early 2025, a strategic partnership was also announced between the COB and Arena Hub, an agency working with startups developing solutions for the sports industry. A major action took place during the year as a result of this partnership: 163 startups linked to the agency participated in the COB Startup Challenge seeking innovative solutions to the demands of the Brazilian Olympic Movement.

The result was announced in September, during COB Expo in São Paulo, with Sensorial chosen as the grand winner. The startup proposed a program that applies neuroscience and technology to develop and strengthen brain skills, focusing on attention, reaction, and decision-making – skills commonly used by athletes in training and competition.

In its relentless pursuit of innovation to support employees and the institution as a whole, the COB (through representatives from its IT area) participated in the first Olympic Movement AI Engagement Forum in November 2025 in Lausanne, Switzerland. The event, organized by the IOC, brought together representatives from International Federations (IFs), National Olympic Committees (NOCs), Worldwide Olympic Partners and Organizing Committees for the Olympic Games (OCOGs) to create a common foundation within the Olympic Movement for the responsible and sustainable use of Artificial Intelligence. The COB will always seek a technologically innovative present and future.

# OUR ENVIRONMENT, OUR TEAM

*Efficient management is reflected in a pleasant and welcoming work environment. In this context, the People Management area offers essential resources and instruments to attract, develop, and retain qualified professionals. These efforts directly contribute to strengthening the organizational climate and the COB's internal culture. As part of integration initiatives, employees from different areas participated in Team Brazil missions, broadening their understanding of the games and their operations.*





## SAÚDE MENTAL NO TRABALHO



To this end, various employee-focused actions were taken throughout the year, within the health and well-being policy developed by the COB. Through organizational climate surveys, the institution was able to work on improving employee satisfaction. New benefits or integration actions, such as gym access plans, a day off on the employee's birthday (and a breakfast with the president to celebrate the date), and use of the Training Center's facilities were some of them. The Team Brazil Race summarized the concept of the Sporting Nation promoted by the COB, starting with the effective participation of its internal audience in the event.

Employee well-being is not only linked to physical matters, which is why many actions promoted by the People Management area focused on care for body and mind. In addition to campaigns such as Yellow September (suicide prevention) and Blue November (prostate cancer awareness), a working group was created to discuss mental health issues, and employees now have access to specialists from the medical team.



2



# RESOURCES THAT DRIVE

*THE SPORTING  
NATION*

*A decisive turning point in the way Brazilian sport is financed and supported by society marked the COB's 2025, as the institution also seeks to be financially healthy. Structural actions consolidated a sustainable and participatory model, bringing citizens, companies, and public authorities closer to Team Brazil and paving the way toward the Olympic Games Los Angeles 2028 and beyond.*

One of the initiatives was the launch of the Sporting Nation Program, which enables any taxpayer to direct up to 7% of their income tax owed to COB projects, approved by the Ministry of Sport, that directly impact Team Brazil. The process is simple and generates no additional cost for those who use the full declaration model. Program participants receive benefits proportional to the amount directed, such as a digital certificate, personalized videos recorded by supported athletes, tickets and discounts at COB Expo and the Team Brazil Race, experiences at the Training Center, and even participation in official ceremonies such as the Brazil Olympic Award and the Hall of Fame.

Another fundamental advance was the transformation of the Sports Incentive Law (LIE) into permanent public policy. After strong mobilization spearheaded by the COB, the Chamber of Deputies unanimously approved the bill. The Senate maintained the unanimous result and, subsequently, presidential sanction made this policy definitive, representing a landmark for Brazilian sport. In 2025, the COB used the LIE for the first time to raise funds for the CAIXA Youth Games, held in Brasilia, with the support of companies Vale and Neoenergia through this mechanism.



The year was also marked by the launch of the Olympic Sponsorship Program (OSP/POP), an unprecedented COB initiative that redistributes part of sponsorship revenue to the Confederations, which in turn have brand deliverables to provide to sponsors.

These initiatives complement the COB's financing model, sustained by public and private sources. At the start of the year, a budget review allowed the institution's accounts to be rebalanced, focusing on encouraging a disciplined and efficient management culture. New concepts were incorporated into budget preparation and control, avoiding waste and ensuring medium and long-term sustainability.

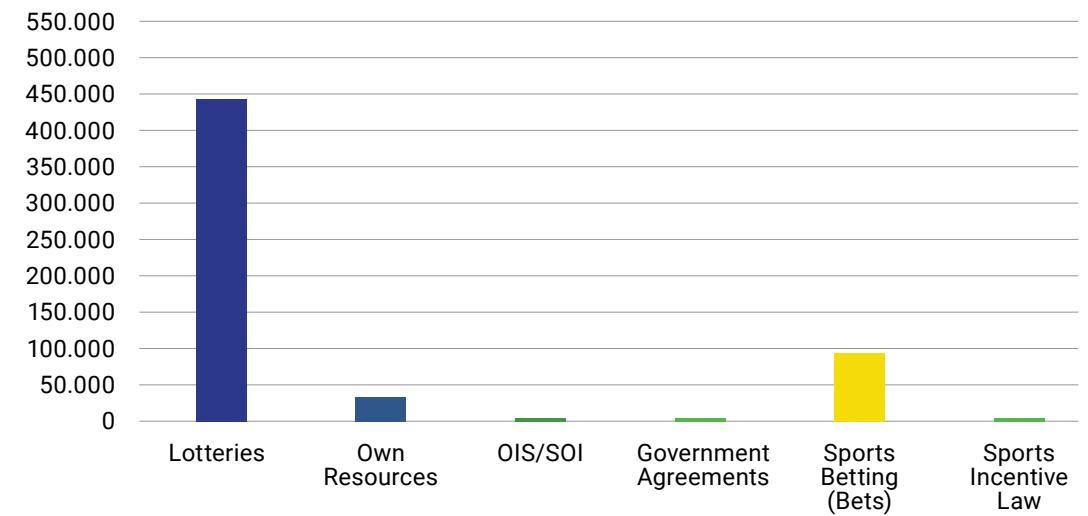
The main source of revenue continues to come from the Lotteries Law (Agnelo/Piva Law), which allocates 1.7% of federal lottery gross revenue to the COB. The institution also receives resources through direct sponsorships and royalties, sports betting, government agreements, and programs from the International Olympic Committee's Olympic Solidarity and Panam Sports (OIS/SOI), which support Olympic committees in various countries.

Resources are managed in compliance with public administration principles and transparency, with their use audited by the Federal Court of Accounts (TCU) and the Office of the Comptroller General of the Union (CGU).

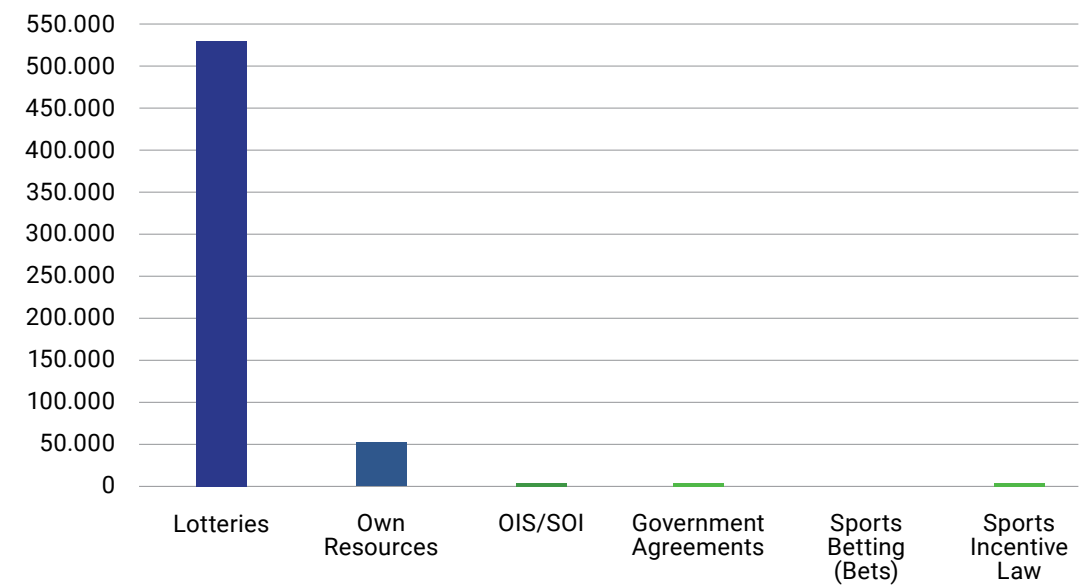
As follows, a graphical sample of the COB's revenues and expenses in 2025:



Revenue sources (in thousands of reais)



Expenses (in thousands of reais)



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