

CONFUT USA

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**Transforming the Global
Football Industry**





Where football connects, the future begins.

**September
08-10, 2026**



**Grand Hyatt
Rio de Janeiro**



EDITORIAL

Confut: Connecting Markets, Shaping the Future

Football is built on connections, ideas, and movements that go beyond borders. With every meeting, new stories are created, opportunities emerge, and the market continues to evolve.

This magazine highlights part of the Confut USA 2026 experience, bringing together content, perspectives, and insights that reflect the main movements shaping the global football industry. More than just a record of the event, this material aims to contribute to the discussions that drive the growth and development of the football ecosystem worldwide.

Later this year, Confut will continue expanding its events with the Confut Sudamericana, taking place from September 8 to 10 in Rio de Janeiro, and the Confut Nordeste, which will be held from December 8 to 10 in Recife. Each edition reinforces the Conference's commitment to bringing markets closer together, connecting professionals, and fostering the development of the football industry.

The Confut team wishes you an excellent read and an unforgettable experience at Confut USA 2026.

Team Confut

TEAM



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USA**

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* This magazine is a publication of Confut USA

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Special Article



The Meeting Point for Football Business

The strategic role of Confut USA amid the world's greatest sporting spectacle

While billions of fans follow the matches across North American stadiums in anticipation of the World Cup final, Confut USA takes on an essential role behind the scenes of this global industry. More than a conference, the event becomes the meeting point for the main leaders and professionals who are helping shape the future of global football.

The football market is no longer just a passion: today, it is a worldwide industry. In this scenario, Confut USA's mission is clear: to con-

nect people, create opportunities, and drive new business. Holding the conference in the United States, during a World Cup, reinforces this purpose and shows that the tournament's impact goes far beyond the 90 minutes on the pitch.

This movement is built on three main pillars. The first is business development, bringing investors, brands, and clubs together to transform football's visibility into real opportunities. The second is global networking, creating bridges between Latin America, Europe, and the North

American market, which continues to experience significant growth. The third is innovation, bringing discussions on topics capable of transforming the sport.

The scale of the World Cup final also represents the scale of our responsibility. Confut USA fulfills this role by bringing together, in one place, content, connections, and opportunities for the biggest names in the industry. While the world champion lifts the trophy, the next chapter of football is already being built — and this transformation passes through here. •



São Paulo prepares for the FIFA Women's World Cup™ by investing in a lasting legacy for the city

City advances initiatives in public safety, human rights, mobility, and economic development to host the world's largest women's football tournament.

The FIFA Women's World Cup™ will take place in Brazil from June 24 to July 25, 2027, marking a historic milestone as the tournament will be hosted in South America for the first time. While national teams around the world continue their qualification journey to secure one of the 32 spots in the tournament, Brazil is

already preparing to welcome the biggest event in women's football. São Paulo, one of the eight confirmed host cities, is expected to host approximately seven matches at Neo Química Arena (Itaquera Arena). The city will play a prominent role and is working to transform the tournament into an opportunity to further strengthen initiatives focused on social, economic, and sports development. Planning efforts involve coordinated action among the Municipal Government, the State Government, and the Federal Government. Key priorities include event governance, mobility planning, accessibility, sustainability, and enhancing the fan experience.

One of the main pillars of the planning process focuses on public safety and the protection of human rights, with support from the Metropolitan Civil Guard and mobile service units operated by specialized teams from the Municipal Secretariat for Human Rights and Citizenship.

Planned initiatives include actions linked to the “Não Se Cale” (“Do Not Stay Silent”) Protocol, aimed at combating violence against women, harassment, and sexual misconduct, as well as measures to combat all forms of discrimination and the expansion of the Smart Sampa monitoring system around the stadium. The FIFA Fun Festival is also confirmed to take place at Vale do Anhangabaú, alongside other activations throughout the city.

“Hosting an event of the scale of the FIFA Women's World Cup™ requires strategic planning, co-

ordination, and strong execution capabilities, bringing together multiple areas of public administration. This integrated approach across different levels of government will ensure that the city is fully prepared to carry out the essential operations needed to welcome fans from around the world, once again demonstrating São Paulo's institutional successfully host major international events,” says Musa Miranda, Director of Innovation and Entrepreneurship at ADE SAMPÁ.

Beyond operational preparations, the municipality is also seeking to leverage the tournament as a catalyst to strengthen women's football. The goal is to expand access to sports for girls and women, encourage the use of public spaces, and promote lasting policies for inclusion and sports development, particularly in underserved and peripheral areas of the city.

Another priority for the municipal administration is the tournament's economic impact, as major events create opportunities for sectors such as retail, food services, tourism, and other service industries. In this context, entrepreneurial training initiatives play an important role, helping local businesses prepare to sell at large-scale events to create more income-generating opportunities for micro and small entrepreneurs beyond the stadiums themselves.

“The goal is for the World Cup to become more than just a few weeks of competition and instead serve as a catalyst for lasting change in the city of São Paulo. The Municipal Government is working to ensure that the tournament leaves a legacy capable of encouraging the development of new athletes and inspiring future generations,” adds Musa. ■



Fans watch a match of Brazil's women's national football team



Photo by Fernando Frazão/Agência Brasil

Large events boost street commerce

Beyond the stadium: Cup boosts local entrepreneurship

City initiatives provide support to help businesses and attract customers

As Brazil prepares to host the FIFA Women's World Cup™, expectations are also growing regarding the economic impact that a major international event can generate for small businesses. Large-scale sporting events stimulate sectors such as hospitality, restaurants, retail, transportation, tourism, and services, creating opportunities for entrepreneurs, local businesses, and those seeking to expand their economic activities.

In São Paulo, the strategy is to ensure that this economic potential also benefits micro and small entrepreneurs. To achieve this, the Municipal Government, through the São Paulo Development Agency (ADE SAMPA), offers training programs and guidance

to help entrepreneurs prepare their businesses to sell during major events and take advantage of the increased flow of visitors throughout the city.

One of the main initiatives is the free online course “Meu comércio de rua: Vendendo em grandes eventos”, available through the Cate portal. The course was designed to help entrepreneurs understand business dynamics during large-scale events. Topics include sales planning, customer service, business promotion, pricing strategies, inventory management, and strategies to capitalize on periods of increased demand.

“Major events represent a significant opportunity for income generation, both for those who already

own a business and for those who are looking to start one. Training initiatives helps entrepreneurs prepare in advance allowing them to enter the World Cup period better structured and more competitive,” explains Musa Miranda, Director of Innovation and Entrepreneurship at ADE SAMPA.

In addition to preparing for major events, the city also supports those who are taking their first steps into entrepreneurship. The “Fábrica de Negócios” program was created to guide individuals who want to strengthen their businesses or transform an idea into a viable enterprise.

The expectation is that the World Cup will generate a significant increase in the visitor flows, consumer spending, and demand for services across different areas of the city.

“By investing in training and capacity-building, the municipality aims to ensure that the economic benefits generated by the tournament are not concentrated solely among large companies, but also reach neighborhood merchants, self-employed workers, entrepreneurs from underserved communities, and local small businesses,” adds Musa Miranda. ■

2026 Innovations

Pod Incluir INJR



Here, guests and sponsors have a special space to have their "VOICE" heard.
Sign up - youtube.com/@PodIncluirINJR

New INJR Fitness Center



New Fitness sponsors the Instituto and designs the **NEW FITNESS CENTER**, more **MODERN AND CREATIVE**, featuring a graffiti artwork signed by artist Gabi Miranda.

Professional Training Courses at the Instituto Projeto Neymar Jr.

"Professional training is a powerful tool for activation, enabling immediate pathways to employment and providing an impactful solution for the human resources teams of sponsors from various sectors."

Altamiro Bezerra - Statutory Director of INJR

Lightwall - Civil Construction



"Promoting inclusion and social development is part of Lightwall's DNA. Through our partnership with the Instituto Neymar Jr. and the Experts Capacita course, we provide free technical immersion to qualify young people and open doors to the job market. The Instituto is the key link for the growth of these individuals, and we are very proud to be part of this transformation."

Marcus Fernando de Araújo - CEO

Yamam - Security and Facilities



"For the Grupo Yamam, supporting Instituto Neymar Jr. means investing in real opportunities. We believe that sport transforms lives, strengthens families and inspires better futures for the next generations."

Eduardo Freire, Financial Director of Grupo Yamam

Costa Crociere Cruises - Crew Members Project



"We can only express our gratitude. You are an example to be followed for the way you impact communities through the work you do at the Instituto Projeto Neymar Jr."

Dario Rustico - President of Costa Crociere, South and Central America

Tropicool - Food Industry



"It is an honor for Tropicool to support the Instituto Neymar Jr. in training and creating employment opportunities that transform lives. Our pride in being part of this story only motivates us to contribute even more to this impact."

Caio Nabuco - Ceo

Instituto Mix - Practical and Professional Education



"More than teaching a profession, bringing Instituto Mix to the Instituto Projeto Neymar Jr. community means opening doors, awakening dreams and transforming opportunities into dignity, income and a future for entire families."

Fernanda Estevão (Head and Master Franchisee of São Paulo and Owner of Inst Mix in Santos' coast region)

Beyond the Beautiful Game: Brazil Hosts the First Women's World Cup in South America

Eight Brazilian destinations invite tourists to discover the country beyond the matches

In Brazil, soccer begins before the opening whistle. It's in the radio playing, in the makeshift ball on the street, in the bar that turns into a stadium, on the beach that becomes a field, and in the celebration that brings together those who have just arrived. Just like a samba circle or a day at the beach, cheering on a team in Brazil is a collective experience that blends sound, movement, affection, scenery, and hospitality.

With this energy, the country will host the Women's World Cup in 2027. For the first time, the tournament will be held in South America, with Brazil serving as the stage for a celebration that connects sports and culture.

The competition will take place in eight host cities: Belo Horizonte, Brasília, Fortaleza, Porto Alegre, Recife, Rio de Janeiro, Salvador, and São Paulo. Together, they reveal a diverse landscape, where the itinerary goes far beyond the stadiums. Between matches, visitors will encounter sights, flavors, and rhythms that reflect different ways of experiencing Brazil.

In Rio de Janeiro, soccer takes center stage in some of the world's most iconic settings. The excitement of the Maracanã stands continues in front of Christ the Redeemer, atop Sugarloaf Mountain, along the shores of Copacabana and Ipanema beaches, or

on a stroll between the sea, the mountains, and the city. In São Paulo, the journey takes on a metropolitan intensity, with museums, award-winning restaurants, nightlife, street art, shopping, and a cultural calendar that makes Latin America's largest metropolis a destination in constant motion.

In the Northeast, Salvador, Recife, and Fortaleza enhance the World Cup with sun, sea, history, and identity. Travelers can start in Pelourinho, with Afro-Brazilian flavors and the music that fills the streets of Salvador; continue on to Recife, amid bridges, rivers, creativity, heritage, and access to iconic destinations like Olinda and

Porto de Galinhas; and arrive in Fortaleza, where seaside life connects with handicrafts, popular culture, and routes through the beaches, cliffs, and dunes of Ceará.

In other regions, the journey is enriched with new contrasts. Belo Horizonte invites you to savor its unique cuisine, immerse yourself in the bar culture, experience the warm hospitality, and explore nearby attractions like Inhotim, one of the world's largest open-air museums.

Brasília, the country's capital, transforms architecture into a tourist experience, with Oscar Niemeyer's monuments, the wide-open skies of the Central Plateau, and the opportunity to extend your itinerary to Chapada dos Veadeiros in Goiás. In the South, Porto Alegre offers gaúcho traditions, parks, wines, a vibrant cultural scene, and access to the Serra Gaúcha.

The biggest women's soccer tournament will be the starting point for turning trips to the games into broader tourist itineraries, combining host cities with different ways to explore the country. From the tropical coast to the mountains, from major capitals to nature destinations, from regional flavors to the encounters that make every trip memorable, Brazil's unique blend is what will make the experience truly unforgettable. ■



Brazil 2027: Beautiful play off the field

BRASIL

COME JOIN THIS Feeling

VISITBRASIL.COM



Brasil: Where Nature, Culture and Sports Come Alive

From the iconic beaches of Rio de Janeiro to the rich culture of Belo Horizonte and the vibrant energy of Recife, Brasil is a destination that awakens every sense. A country passionate about sport, music and celebration, Brasil welcomes the world with unforgettable experiences, world-class events and the warmth of its people. Come join the feeling of a nation where every journey becomes a story worth telling.





Prematch Sports Finance

PREMATCH: The New Frontier of Private Credit in the Global Sports Ecosystem

Prematch is a specialized platform connecting qualified investors with structured private credit opportunities within the global sports industry and the real economy. Combining finance, technology, and sector expertise, the company provides access to carefully selected transactions supported by strong governance, transparency, and risk management.

Led by João Hezio Cisneiros, an experienced entrepreneur in financial structuring and sports finance, Prematch leverages proprietary credit assessment models to identify high-potential investment opportunities traditionally unavailable to conventional investors.

"Our mission is to connect professional investors with structured assets that combine attractive returns, disciplined due diligence, and technology-driven decision-making," says João Hezio Cisneiros.

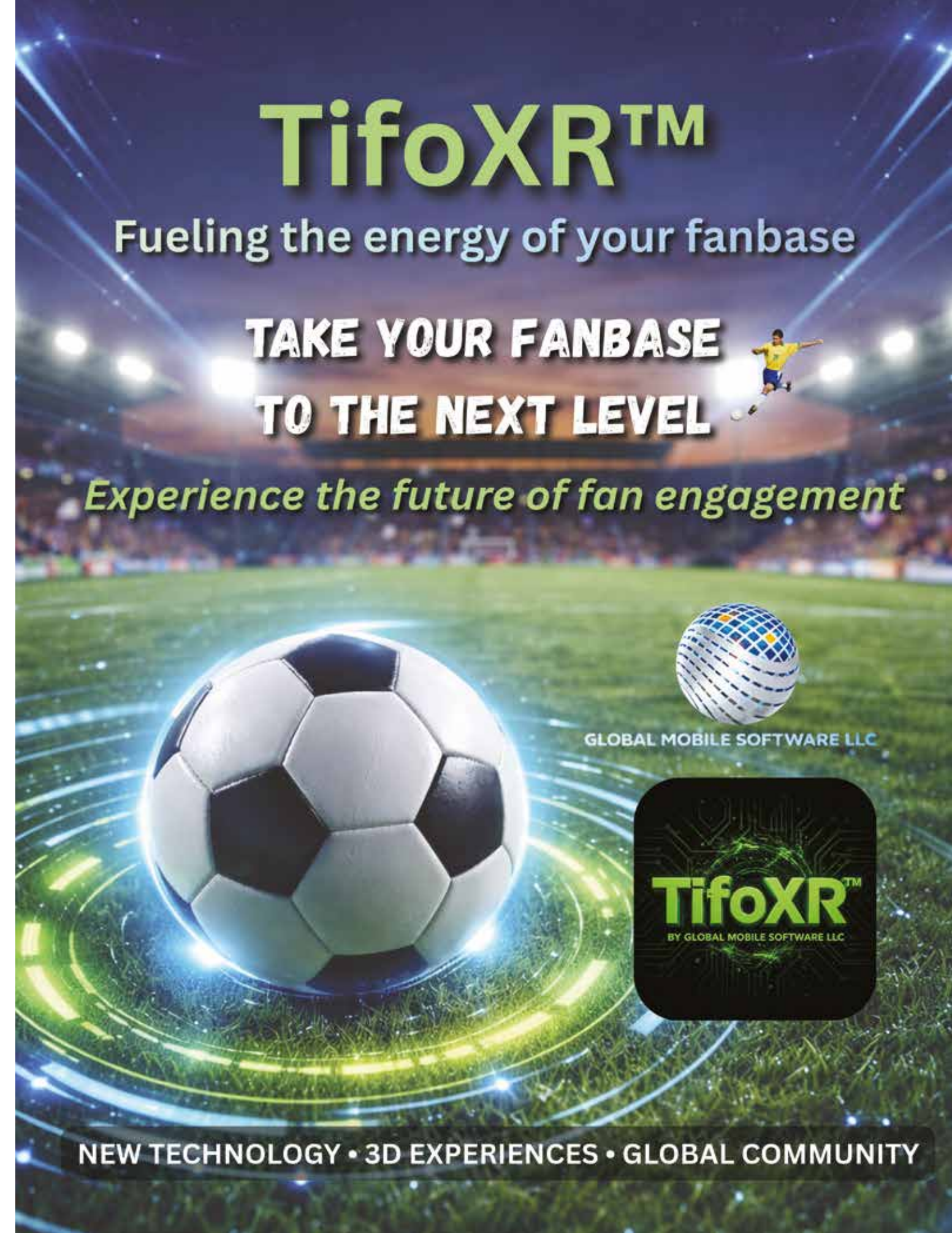
Supporting the company's institutional growth, Dr. Jéssica Cancela strengthens Prematch's governance framework through her expertise in corporate law, compliance, and investor protection. Her leadership reinforces the company's commitment to international governance standards and legal security, key requirements for institutional investors and family offices.

Beyond credit origination, Prematch has developed a technology-driven infrastructure that enhances investment analysis, portfolio monitoring, and operational efficiency. Standardized due diligence processes, data intelligence, and advanced risk controls ensure an investment experience aligned with the expectations of sophisticated financial markets.

As the global sports economy continues its rapid financial evolution, Prematch aims to build a new financial infrastructure that connects private capital with high-quality projects, generating sustainable value through innovation, transparency, and disciplined risk management.

ABOUT PREMATCH

Prematch is a private credit and alternative investments platform dedicated to connecting professional investors with structured opportunities backed by rigorous analysis, governance, and compliance standards. Focused on the sports economy and real assets, the company delivers secure, transparent, and efficient investment solutions designed for the next generation of alternative finance. ■



IMMERSIVE FAN EXPERIENCES

Connect supporters before,
during, and after **matchday**.



Global Mobile Software (GMS) is a New York-based SaaS company focused on AI and XR technologies.

TifoXR™ is GMS's immersive fan engagement platform for sports organizations.



TifoXR brings fans together through immersive experiences that extend beyond matchday, creating meaningful connections across a global fan community.



3D STREAMING



REWARD SYSTEM



FAN COMMUNITIES

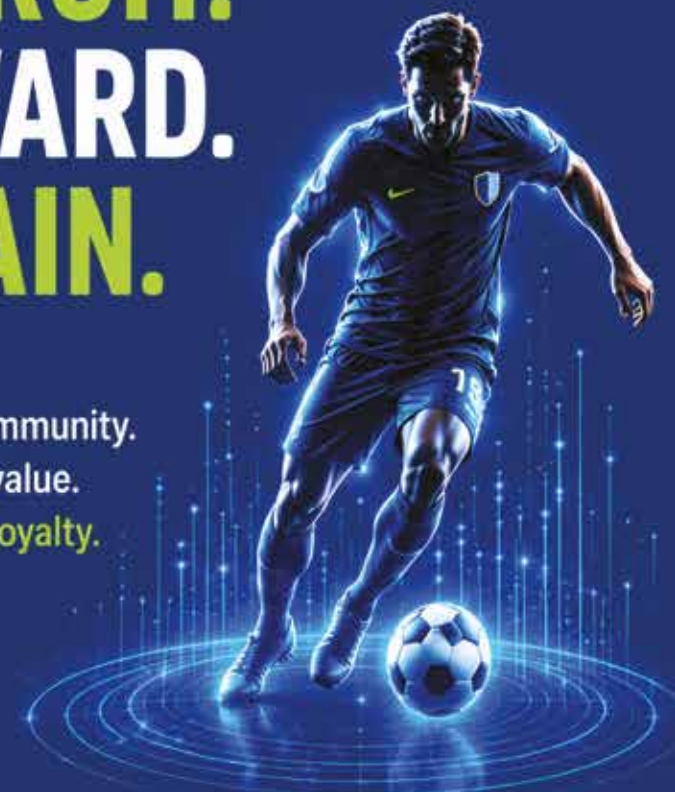


DIGITAL STOREFRONT

TifoXR™
A PRODUCT OF GMS

RECRUIT. REWARD. RETAIN.

Grow your community.
Create more value.
Drive **lasting loyalty**.



RECRUIT
Attract.



REWARD
Deliver value.



RETAIN
Build loyalty.



NEW REVENUE OPPORTUNITIES



MEMBERSHIPS



EVENT TICKETS



MERCHANDISE



ADVERTISING



REWARDS



HOSPITALITY

ONE PLATFORM. **MULTIPLE FAN AUDIENCES.** LIMITLESS OPPORTUNITIES.

NEXT

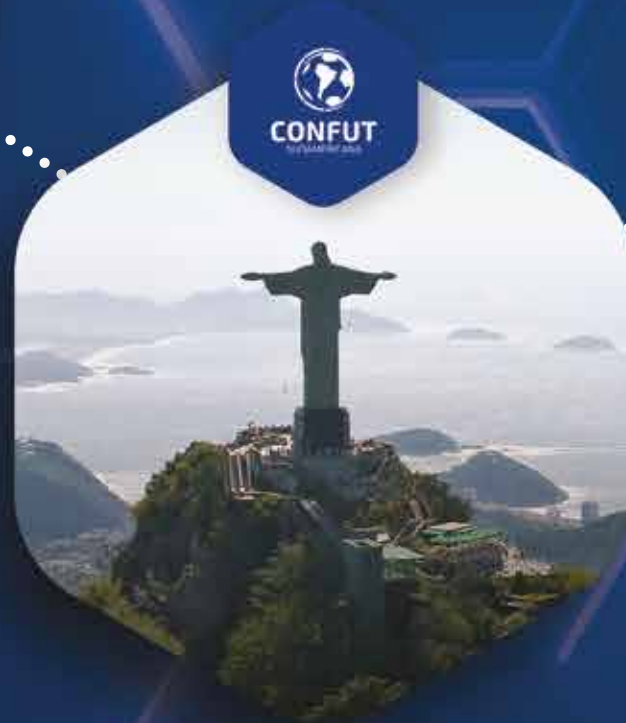
EVENTS



2026

Newark, NJ - Greater New York

July 16 and 17



2026

Rio de Janeiro - Brasil

September 8 to 10



2026

Recife - Brasil

December 8 to 10



2027

Europa

March 23 and 24





Victor Sordi, creator of Sordi Law's FIFA Agent Course

Sports Law

Your Gateway to Becoming a FIFA Football Agent

Sordi Law's FIFA Football Agent Course boasts a pass rate of up to 85% and is now in its sixth edition

If you want to become a FIFA Football agent, the first name that should come to mind is Sordi Law. Specializing in sports and entertainment law, the firm founded by attorney Victor Sordi is the leading authority in Brazil for those seeking to obtain a license from world soccer's governing body.

Sordi Law was born out of a clear need: the market lacked specialized legal counsel to navigate the specific

rules of football, especially at the international level. "We emerged to advise the market's key players on highly technical and niche issues involving international regulations," the attorney noted.

With the new FIFA Agent Regulations, which took effect in 2023 and began requiring a license and passing an official exam, clients sought guidance from the firm. What were once consulting meetings turned

into weekly sessions to delve deeper into the exam topics. That same year, Sordi Law's FIFA Agents Course was launched—now in its 6th edition, which concluded in April 2026.

The exam, administered in English, Spanish, French, or German, requires a high level of legal and technical expertise: candidates have only 60 minutes to answer 20 multiple-choice questions. "It's essentially a test of Private International Law. The pass rate after our coaching reaches 85%, which is a significant figure," explained Sordi.

Classes are held live via Zoom Meeting, cover all the rules of the FIFA Regulations, and total over 15 hours of content. The firm also offers post-class support, such as assistance with using the VICTVS system, chosen by FIFA as the platform for administering the online exam. "We are the only ones offering comprehensive consulting on all the rules of the regulations, dating back to the first edition of the exam," he noted.

The results speak for themselves. Juliano Davila, a former client and now a licensed agent, secured a transfer shortly after obtaining his license. "Without this course, passing the exam wouldn't have been possible. Now, clubs don't try to deceive us because we've gained a lot of knowledge about FIFA regulations," he summarized. Guilherme Santos, a student in the last class, adds: "I chose Sordi Law because it's the most suitable and comprehensive course. Networking with industry professionals is one of the biggest benefits," he said.

The regulatory landscape continues to evolve. In Europe, the Court of Justice of the European Union is examining whether a FIFA regulation, challenged by Germany, complies with European standards, which affects markets such as France, where local law supersedes FIFA's player agency rules.

"The course evolves with each edition, reflecting the organization's most recent requirements, and has established itself as the safest and most comprehensive path to operating legally in the international market," he concluded. •



A new movement in women's football starts now.

WIFS:
SHAPING THE NEXT
CHAPTER OF THE GAME

September
14 and 15, 2026



Museu do Amanhã
Rio de Janeiro





Ticketing

2TICKET - The Portuguese ally in ticketing and event management strategy

In a global scenario where technological innovation is an increasing necessity for the success of any sporting or cultural event, 2TICKET has marked its exponential growth as one of the driving forces behind ticketing in Portugal. Through a comprehensive set of solutions that go beyond simple ticket sales, the digital platform has distinguished itself with its knowledgeable understanding of the needs of clubs and event organizing entities.

Founded based on the real-world experience of those who live behind the scenes of sports, 2TICKET was born in October 2021, during a match between CD Tondela and FC Porto. From day one, the evolution has been consistent and well-crafted: the company has surpassed 9 million tickets transacted by more than 60,000 spectators, in a process that includes a repurchase rate above 50%.

Its activity currently covers 22 clubs participating in professional football competitions in Portugal, including teams from Liga Portugal

Betclic and Liga Portugal 2 Meu Super. However, its reach goes far beyond football: in the last year alone, 2TICKET has been present at more than 800 cultural events, reinforcing its prominence in the management and creation of shows and festivals.

Beyond the ticketing system, there is also a wide range of functionalities that 2TICKET offers its clients, which thus become capable of managing, in an integrated way, the direct relationship with fans and the public. In this area, it is important to highlight the member management modules, the control of youth athletes, the issuance and management of invitations, CRM and Marketing tools, as well as the possibility of having a personalized front office with its own visual identity.

Also important was the commitment to a cloud-native SaaS (Software as a Service) model, which ensures speed and security in all platform operations. The back office is intuitive, accessible from any device, allowing real-time management, even on game days, events,

or festivals. All these specifics are aided by a close and specialized logistical support service, which originates from the core of 2TICKET. Each new partner is integrated through a dedicated onboarding system and continuous training, which allows for a smooth and efficient transition. The support area is permanently available to respond to any challenge that arises.

With its space consolidated and the trust of clubs and promoters from all over the country, the company is now preparing to face a new challenge: the international leap. With the expansion to the South American market in perspective, it sustains its ambition in a daily commitment to innovation, the unique user experience, and the profitability of its partners, in a mechanism of synergistic growth.

More than just a software provider, 2TICKET is a strategic partner that accompanies every step of the fan's or spectator's journey – from the first click to the moment of the live show.

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More than just a software provider, 2TICKET is a strategic partner that accompanies every step of the fan's or spectator's journey – from the first click to the moment of the live show. •

Special Article



Confut: Connecting people, markets, and the future of the football industry

A strategic environment where knowledge, business, and innovation drive new opportunities in sports

Confut was founded in 2019 with the purpose of bringing together the key players in the football industry, creating environments for connection, knowledge exchange, and business development. Over the years, it has established itself as one of the sector's leading B2B gatherings, bringing together clubs, leagues, federations, brands, companies, and professionals who are helping shape the future of the sport.

In 2026, Confut USA strengthens this journey on the international stage, bringing together professionals, organizations, and brands from different markets in an experience dedicated to discussions, trends, and opportunities that are driving global football.

More than a conference, Confut creates spaces where ideas become projects, relationships evolve into partnerships, and different areas of the football ecosystem come together.

In Brazil, Confut Sudamericana reaches its fifth edition from September 8 to 10 at the Grand Hyatt Rio de Janeiro. The event will bring together more than 200 speakers, including national and international leaders, with a program spread across three simultaneous stages, featuring content, case studies, and solutions for the challenges and opportunities within the industry.

In December, Confut Nordeste returns to Recife Expo Center, in Pernambuco, with an agenda focused on the development of the Brazilian market. The event will feature more than 100 speakers, two content stages, a business exhibition, networking areas, and experiences that connect professionals and companies within Brazilian football.

International expansion remains one of Confut's main pillars. In 2027, Confut Euro will mark a new chapter in this jour-

ney, with its headquarters at Arena Liga Portugal, in Porto, and an official partnership with Liga Portugal. The event will bring together executives, clubs, leagues, and brands from the technology, marketing, and innovation sectors, strengthening connections between different markets across European football.

"Our goal has always been to create environments where great ideas become connections, businesses, and projects that impact the future of football. Confut was born with the mission of bringing people and markets together, and today we continue expanding this vision to different regions around the world," says Arthur Lobo, CEO of Confut.

With events spanning continents and connecting different areas of the sport, Confut continues to build a global ecosystem focused on the present and future of the football industry. •

**WE
ARE
CONFUT**



ARTHUR LOBO
CEO OF CONFUT EVENTS



**CONFUT USA
2026**



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DIRECTOR OF MARKETING
AND COMMUNICATIONS



MARIO WALTER
COMMERCIAL ANALYST



LINDY SOUZA
FUNDRAISING ASSISTANT



IASMIN FALCON
COMMERCIAL INTERN



VICTOR MONTEZZI
CRIAÇÃO E DESIGN



FELIPE MENEZES
LAWYER



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COMMERCIAL HEAD



NATHALLIA ALVES
HOSPITALITY HEAD



HENRIQUE LOBO
BUSINESS DIRECTOR



CAROL MALACHINE
SOCIAL MEDIA



TALITA CASTRO
MARKETING ANALYST



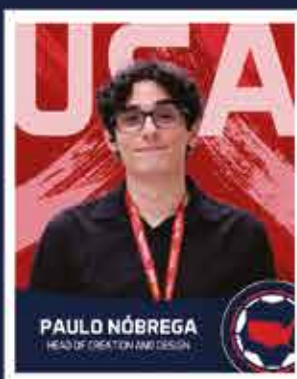
MILENA CANABRAVA
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SAMUEL FELIX
AUDIOVISUAL



MAFÊ MELO
HEAD OF CONTENT



PAULO NÓBREGA
HEAD OF CREATION AND DESIGN



ANA KAROLAYNE
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YASMIN RAMOS
HEAD OF ADMINISTRATION



ROBERTO LEÃO
DEVELOPER



JOÃO VITOR
BUSINESS ANALYST



ANDRÉ HERCOLANI
CONTENT ASSISTANT



CAMILLE CEZÁRIO
INVITATIONS INTERN



CESAR FARINASSI
COMMERCIAL ANALYST



GUSTAVO MONTESANO
COMMERCIAL ANALYST



MARCELO AXELRUD
COMMERCIAL ANALYST



MARIANA PEDROSA
COMMERCIAL ANALYST



KAUANY BRITO
INVITATIONS INTERN



BRUNA FRANKLIN
BUSINESS INTERN



PEDRO CARDOSO
CONTENT INTERN



CLARISSA DUARTE
SPONSOR RELATIONS INTERN



The future of Confut, in the words of Arthur Lobo. The importance of the Euro, Suda and USA editions in consolidating the brand.

Entrevista

Building Connections, Creating Opportunities, and Shaping the Future of the Global Football Industry

Arthur Lobo, CEO of Confut, discusses the Conference's international expansion, the importance of strategic networking in driving industry growth, and the organization's role in creating new opportunities across the global football ecosystem.

1. Confut Euro will be the first edition of the Conference in Europe. How did the decision to bring Confut to Porto in 2027 come about?

Arthur Lobo: Expanding into Europe is a natural step in Confut's evolution. European football has a historic and strategic relevance for the global industry, and Porto was chosen because it represents a strong, connected market with a great sporting tradition.

2. What is the strategic importance of Confut Euro in bringing the European football industry closer to other global markets?

Arthur Lobo: Confut Euro was created with the goal of building new bridges between markets. We want to bring together different cultures, business models, and professionals to generate connections, opportunities, and discussions that contribute to the development of football worldwide.

3. Confut USA will have its second edition in New York, close to the 2026 FIFA World Cup final. What does this moment represent for the Conference?

Arthur Lobo: Being in New York during this period is highly symbolic. The World Cup will place the United States at the center of global football attention, and Confut USA

will be a space to bring together the key players of this industry and discuss the future of the sport.

4. How has Confut contributed to connecting professionals, companies, and markets within the football industry?

Arthur Lobo: Confut was created with this purpose: to connect people and ideas. More than an event, we are a platform for relationships, knowledge, and business, bringing together those who are building the present and future of football.

5. How do you see the role of connections and networking in transforming the football industry?

Arthur Lobo: The football industry is driven by relationships. Major projects, partnerships, and opportunities emerge when the right people come together in environments that encourage the exchange of ideas and experiences. Confut was created with exactly this purpose: to connect professionals, clubs, leagues, federations, brands, and companies in ways that generate value for the entire ecosystem. By bringing together different stakeholders across the market, we help accelerate innovation, foster new business opportunities, and contribute to the sustainable development of the football industry on a global scale.

6. What are Confut's main goals for the coming years, and how do international events contribute to this expansion?

Arthur Lobo: Our goal is to continue creating relevant gatherings in the main football markets around the world. Each edition has its own identity, but they all share the same purpose: strengthening the industry and expanding global connections.

7. Confut has been expanding its calendar with new projects and events. What are the expectations for the next editions of Confut and for WIFS, the new event dedicated to women's football?

Arthur Lobo: 2027 will be a very special year for Confut, with the launch of Confut Euro, alongside the continuation of our established events. In 2026, we will also host Confut Sudamericana and Confut Nordeste, strengthening our presence in different markets.

In addition, the launch of WIFS represents an important step in our mission to drive the development of the football industry. Women's football is experiencing a moment of significant growth, and the event was created to highlight stories, create opportunities, and bring together the leading names shaping this global movement. ■



A Story Built by Athletes

Since 1947, the São Paulo Players' Union represents those who make football happen: from Pelé's legacy to Martorelli's leadership, from development to AIF's international chapter.

Before football became a global industry, before modern stadiums, million-dollar contracts and major broadcasting platforms, the São Paulo Players' Union already existed to defend the central figure of the game: the athlete. The organization was founded on July 23, 1947, through the initiative of

fifteen players led by Hélio Geraldo Caxambu, former goalkeeper of São Paulo FC. At a time when football already moved crowds but still offered little protection to those on the pitch, those athletes understood that talent also needed a voice, organization and professional dignity. Two years later, on October 11, 1949, the former Football Players'

Association became a union. From that moment, a pioneering journey began in Brazil, built by athletes and for athletes, crossing generations, clubs, championships, legal transformations and changes in the relationship between players, clubs, the market and society. This history also carries the presence of Pelé. The King of



Pelé with Caxambu at the Union: greatness linked to collective defense.



Rinaldo Martorelli, Gianni Infantino and Guilherme Martorelli during the Club World Cup.

Football served on the Union's Fiscal Council in the 1960s, alongside other major names in Brazilian sport. His participation remains a symbolic milestone: the greatest reference in world football was connected to the organization that defends players' rights. Over the decades, the São Paulo Players' Union has been involved in movements that transformed Brazilian football. It participated in the fight to end the "player pass" system, followed the consolidation of the Pelé Law, defended Image Rights, fair contracts, salary payments, legal protection, assistance for injured athletes, safety in extreme heat conditions and representation in football decisions. Under the leadership of Rinaldo Martorelli, former goalkeeper, Master in Sports Law and current president, this legacy gained continuity, modernization and reach.

MAIN ACHIEVEMENTS AND SERVICES

- The Union in action**
- Institutional and union representation of professional athletes.
- Legal guidance and defense in labor matters in football.
- Social support, healthcare, partnerships and shelter in critical moments.
- Training with Sports Coach Certificate, EducAthlete and Athlete Academy.
- Prevention of match-fixing, harassment and abuse in sports.
- Support for clubless athletes, career transition and professional reintegration.





The Martorelli administration consolidated an organization that combines legal defense, political representation, education, prevention, social assistance and human support.

Today, the Union follows different stages of an athlete's professional journey. It provides legal guidance, social support, health-care assistance, career transition, support for players without clubs, lectures on match-fixing prevention, actions against harassment and abuse in sport, the Sports Monitor Certificate, EducAtleta, Atleta Academy and initiatives that expand the future of those who live football.

Approaching its 80th anniversary, the organization begins a new international chapter. In 2026, the São Paulo Players' Union became one of the founders of AIF, the International Footballers Association, alongside organizations from

"There is no strong industry without protected athletes."

Spain, Mexico and Switzerland. AIF reinforces a belief that has guided the Union since its origin: athletes must be at the center of decisions shaping football's future.

This mission is also reflected in stories away from the spotlight. One example is Hasan Hussein Bazzoun, a Lebanese right-back born on October 23, 2001. With experience at clubs such as 1. FCA 04 Darmstadt, Joseense,

União Suzano and Botafogo-SE, Hasan left a region affected by bombings in Lebanon and found in Brazil a chance for safety, training and a new beginning.

Supported by Expressão Paulista, he continues working while waiting for the end of the war and rebuilding his path in football. His story represents the essence of an organization created to defend much more than contracts. Behind every athlete, there is a family, an origin, a struggle, a hope and the right to continue.

Almost eight decades later, the São Paulo Players' Union continues carrying Caxambu's legacy, Pelé's historic mark, the Martorelli administration's leadership, AIF's international expansion and a mission that remains current: protecting those who make football happen.

A unionized athlete is a supported athlete. •



Your stadium has limits. Your fanbase doesn't

How clubs are expanding engagement and revenue beyond matchday

For decades, soccer clubs have built their business models around three primary revenue streams: matchday income, sponsorships, and broadcasting rights. While these pillars remain essential, a silent transformation is underway. Fan behavior has changed, and clubs are beginning to realize that one of their greatest growth opportunities may lie beyond the physical boundaries of their stadiums.

The logic is simple. Stadium capacity is limited. Even the largest venues in the world can only accommodate a small fraction of their fan base. Meanwhile, millions of supporters follow their clubs from afar, often without the opportunity to visit a stadium, museum, trophy room, or training facility.

This reality has created a new challenge for the sports industry: how can clubs bring supporters closer while transforming that relationship into new opportunities for engagement and revenue?

This question led to projects developed by Virtual Fans with clubs such as Flamengo and Corinthians. One of the key findings was the strong interest supporters have in experiences that provide access to environments typically unavailable to the general public. More than viewing spaces, fans seek belonging, emotional connection, and access to the stories behind their clubs.

In Flamengo's case, one of the most important lessons was the

combination of digital accessibility, rich history, and a highly engaged fan base spread across the country. At Corinthians, the evolution of the Tour Meu Timão project demonstrated that the future extends beyond a virtual visit. The real opportunity lies in creating a continuous relationship with supporters.

The next stage of this evolution includes gamification, rewards programs, exclusive content, and new forms of interaction designed to keep fans connected throughout the year. The objective is simple: transform a digital visit into an ongoing engagement journey.

This movement also creates new opportunities for sponsors. For decades, brand exposure has been concentrated around matchdays. In digital environments, however, brands can engage with supporters more frequently and in more meaningful ways. Rather than simply displaying logos, sponsors become part of the fan experience itself.

Industry leaders believe the future of fan engagement will inevitably be digital. Not because physical experiences will disappear, but because they already operate close to their natural limits. The challenge ahead is using technology, data, and personalization to create deeper relationships between clubs, supporters, and brands.

Ultimately, the greatest opportunity is not limited to stadiums, museums, or training facilities. It lies in the ability to transform millions of passionate supporters into active and engaged communities. If physical capacity has limits, the potential for relationship-building in the digital world is only beginning.

By Luiz Corrêa, Leandro Monteiro, Cassio Salinas and Marcelo Fernandes

Virtual Fans – Shortening Distances. •



Your stadium has limits. Your fanbase doesn't.

YOUR CLUB CLOSES ITS DOORS. WHY SHOULD YOUR REVENUE STOP TOO?

Every day, millions of fans dream of stepping inside your club.

STADIUM

TROPHY ROOM

MUSEUM

TRAINING CENTER

LOCKER ROOM

WHAT IF ACCESS WAS JUST THE BEGINNING?

IMMERSIVE EXPERIENCES

Virtual tours and exclusive behind the scenes access.

GAMIFICATION

Challenges, missions and achievements that engage fans.

FAN COMMUNITIES

Connect fans worldwide around your club..

REWARDS PROGRAMS

Recognize loyalty. Create advocates. Drive retention.

ECOMMERCE

Monetize passion with products, collectibles and exclusive drops.

FOR CLUBS

- ✓ New and diversified revenue streams
- ✓ Global fan engagement
- ✓ Digital assets that appreciate your brand
- ✓ Data and insights that power smarter decisions
- ✓ Scalable, sustainable and future-proof

ONE FAN. COUNTLESS CONNECTIONS. INFINITE POSSIBILITIES.

FOR BRANDS

- ✓ High attention environments
- ✓ Qualified and engaged audiences
- ✓ Meaningful, non-intrusive brand experiences
- ✓ Measurable impact and performance
- ✓ Align your brand with passion

TURN PASSION INTO MEASURABLE RESULTS.

Shortening Distances. Creating New Revenue Streams.

Virtual Fans
SHORTENING DISTANCES

Let's build the future of fandom together.
virtualfans.com.br

LALIGA and Bitkernel Explore Next-Generation Club Fan Engagement

LALIGA and Bitkernel explore collaboration in OTT, streaming, and next-generation fan experiences.

As the global sports industry continues accelerating its digital transformation, an increasing number of football clubs are focusing on how to build next-generation Direct-to-Fan fan engagement ecosystems through video-driven, community-oriented, and interactive experiences. And LALIGA is currently evaluating potential strategic collaboration opportunities with Bitkernel in the areas of digital streaming infrastructure, next-generation OTT ecosystems, and fan engagement innovation.

Bitkernel is a technology company focused on Streaming Infrastructure and OTT SaaS solutions. Its Goose platform provides scalable next-generation video solutions for sports organizations, media platforms, and operators through a Pay-As-You-Use white-label model, while continuously exploring video interaction, community operations, digital user growth, and Direct-to-Fan ecosystems.

Previously, both parties had already established a foundation of cooperation in OTT anti-piracy governance and technical collaboration. Based on a shared vision for the future of digital sports ecosystems, the two sides are further exploring potential opportunities in areas including Fan Engagement, Direct-to-Fan models, video-based community operations, and next-generation digital media ecosystems.

As mobile internet usage and younger audiences' content consumption habits continue evolving, video-centric digital sports ecosystems are gradually becoming an important direction for the future development of the global football industry. In this context, LALIGA and Bitkernel are actively exploring potential innovation opportunities within this emerging landscape. (www.laliga.com)

"Bitkernel is redefining how fans engage with their favorite clubs. More than a traditional streaming

platform, our technology creates a digital stadium experience where supporters can watch, interact, engage, and feel closer to their clubs. In Brazil, leading clubs including São Paulo FC, Santos FC, and Guarani FC already trust our technology. Partnerships with La Liga and our presence at CONFUT USA mark another important step in bringing this next-generation digital football experience to fans around the world."

Jonathan Otero - Director of Business Development •



"Our challenge was never to get there. It was always to remain relevant."

Throughout the last few years, NR Sports consolidated its international presence and expanded its work beyond just career management, becoming an ecosystem connecting sports, brand, business, content, experiences and intellectual property.

In a scenario where the biggest names in sports have taken on a central role in global culture, entertainment, and the economy, NR Sports has built its own positioning: transforming recognition into longevity and relevance into legacy.

In this interview, Neymar da Silva Santos, widely known as Neymar Sr., speaks about long term vision, strategic expansion, licensed products, new experiences, innovation and what means to lead a famous worldwide brand.

When you look at NR Sports today, what do you consider to be the main point of transformation for this journey?

Neymar Sr.:
The biggest transformation was understanding that our role was never to just manage a career. We perceived very early that there was something much bigger happening. The connection to people stopped being restricted to the athlete and started to exist around values, behavior, identity and experience. From that perception, our work has evolved. We expanded beyond the logic of management and started building an ecosystem of thinking in global positioning, proprietary assets, relationships, legacy and longevity.

Is there a moment in which you understood that NR Sports did not occupy just sports businesses anymore?

Neymar Sr.:
I believe that the turning point happened when we realized that the audience wanted to continue close, even in moments outside of sports. People wanted to participate, consume experiences, connecting to products, getting to know what happens behind the scenes and to be a part of this universe. That was the moment we understood that we were not only before an audience, but a community. And every community requires responsibility, commitment and long-term vision.

Sports are going through a global transformation. What does it mean to lead a sports brand relevant today?

Neymar Sr.:
Today, reach is no longer a differentiator, just as presence is. The true differentiator lies in consistency. The brands that remain relevant are those able to evolve without losing their own identity. Our mindset has always been to build something that can stand the test of time, because exposure creates recognition, but consistency creates legacy.

NR Sports is already internationally recognized. What's the next step?

Neymar Sr.:
The next step isn't conquering relevance, because this is already part of our history. Now the challenge is deepening our impact, expanding experiences, strengthening proprietary assets and creating relationship territories. We want to continue evolving, not letting go of the essence that brought us here.

Licensing played central role in this strategy. How do you see this front?

Neymar Sr.:
Licensing has never been just about putting a signature on a product. For us, it means transforming brand attributes into tangible experiences. Each category needs to expand the brand universe and create real value for people. We are not simply looking for presence; we are looking for meaning.

How do you take part in this vision of licensed products and a physical store?

Neymar Sr.:
The physical store was created as a natural extension of this idea. We want to create an environment in which people may experience the brand's universe in the most complete way possible. The product is only part of the experience. Narrative, connection and belonging are the elements that are key to strengthening relationship with the audience.

Altamiro Bezerra - NR Sports' CFO adds:

"The vision is to transform this relationship in an experience, creating a space that materializes the connection built throughout the years."

The gamer universe and projects like the licensed chair showcase a new reading of the market?

Neymar Sr.:
No doubt about it. Gaming has become much more than a segment and it's now a cultural language. When we enter this territory, we don't do this just occupy a category, but because we believe in a genuine connection to the new generation. To be present in these environments means understanding how people relate, consume content and build their identity, currently.

And where does Ney Ney come into this equation?

Neymar Sr.:
Ney Ney represents something important for us: continuity. New generations build bonds in different ways, and characters, narratives and digital environments have a key role in this. We see this as a natural expansion of what we believe and the way we see the future of the brand.

Huge sports brands crosses generations. What have you learned by observing these models?

Neymar Sr.:
We learned that recognition is not a finish line, but an ongoing responsibility. The brands that endure across generations are those that remain relevant through different historical periods, adapting to change without losing their core values.

Gustavo Xisto adds:

"True legacy happens when the value created continues to exist beyond time."

What does the Pelé brand mean in this reflection?

Neymar Sr.:
It represents a long-term vision. It shows that a brand's impact does not have to end alongside a career. We have tremendous respect for those who paved the way and demonstrated that a sports brand can transcend generations. Every story is unique, but they all leave valuable lessons for those who aim to build something lasting.

When you picture the future, what's the legacy you'd like for NR Sports?

Neymar Sr.:
I would like people to recognize that we were able to build something that went beyond sports, creating opportunities, generating value, and connecting people throughout this journey. That we showed it is possible to transform relevance into something lasting and meaningful. Above all, I would like them to recognize that we built something capable of continuing to exist and creating an impact even after the moments have passed, because recognition opens doors, but legacy is what remains.



NRSports

NEYMAR SPORT E MARKETING LTDA

INNOVATE WITH NEYMAR JR.'S
LICENSED PRODUCTS



PKT | Beverages - Brazil
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NEXT10 | Supplements - Brazil
@next10nutrition



Flexform | Gamer Chair - Brazil
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NEWLIV | Isotonics - Ásia



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