



## **9<sup>th</sup> FINANCE AND BRAND VALUES OF THE MOST VALUABLE BRAZILIAN SOCCER CLUBS**

2016



# Summary

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# Introduction

Dear reader,

You are receiving the 9th edition of our study regarding the most valuable brands of the Brazilian soccer. The methodology used this year was the basically same edition, with the addition of some more variables that allowed us to be more precise on our writings.

We used different historical information available in the market, such as financial data of the clubs, profile and habits of fans, sports marketing data, social media engagement, besides social and economic data of the local market where the clubs act. The data was updated to form the measurement metric of the brand value of each club analyzed.

In addition to the Brand Value of Brazilian Soccer Clubs, this study presents information on the soccer market, including a brief explanation about FIFA's - Fédération Internationale de Football Association, CBF's - Brazilian Football Confederation, and State Federations' revenues plus an analysis of the largest Brazilian soccer clubs.

After PROFUT's approval, (Programa de Modernização da Gestão e Responsabilidade Fiscal do Futebol Brasileiro, i. e., Management Modernization and Tax Responsibility Program of Brazilian Soccer), the professionalization of the management of soccer clubs gained strength and the clubs went deep on their commercial and financial development, for they can, thus, fulfill its minimum refinancing requirements. This study aims to help this work.

This study focuses on contributing with the flow of information and marketing tools for the soccer market. The analysis presented here and the data of each club may help players of Brazilian soccer to carry out their projects with updated data, centered on the business of the clubs and sponsors.



Good reading!

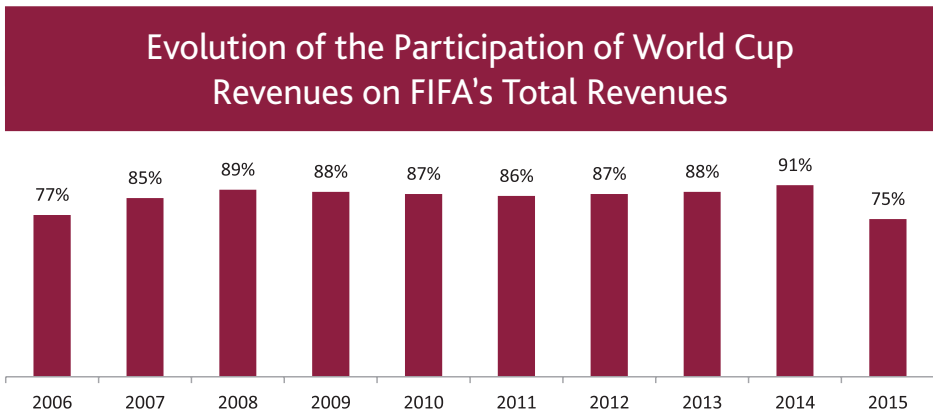
**Raul Corrêa da Silva**  
Chairman and CEO



# FIFA

Founded in 1904, in Paris-France and currently located in Zurich-Switzerland, the Fédération Internationale de Football Association (FIFA) was created by delegates from several European countries for the purpose of organizing international soccer tournaments. Nowadays, FIFA, which currently has 211 member associations, (more than the United Nations), is present in more than 30 countries, and its objective is the continuing betterment of soccer as a whole, acting according to its bylaws.

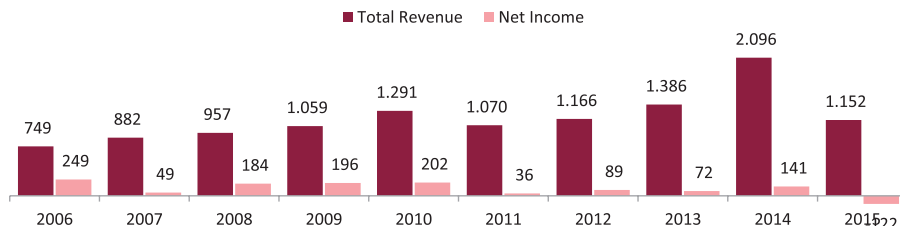
Throughout the years, FIFA became a major power, mainly known for the creation and organization of the largest soccer tournament in the world, which led the entity to an exponential growth in revenues, with funds for the event representing up to 89% of FIFA's total revenue, as follows:



*Source: FIFA Balance Sheet –BDO Analysis*

In the last 10 years, FIFA increased its total revenues by 54%, reporting US\$ 1.15 billion income in 2015, an decreased 45% in comparison with the prior year.

## Evolution – Revenues and Net Income – FIFA In US\$ millions



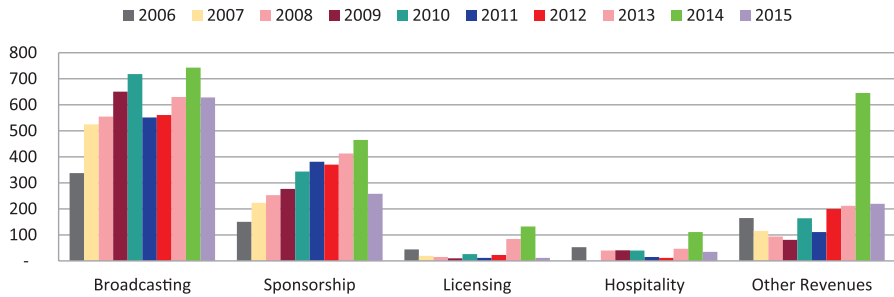
*Source: FIFA Balance Sheet –BDO Analysis*

It is possible to notice that, the years after the World Cup, FIFA's net income shows a decrease, as a result from the high investment made in the event, which, as presented, represents from 77% and 91% of the revenue.

The accumulated net income of the last 10 years amounted to US\$ 1.10 billion. However, when evaluating the three-year periods preceding the South Africa and Brasil World Cups, we found out that the period from 2007 to 2009 reached a net income of US\$ 429 million, while the 2011 to 2013 period, US\$ 197 million – a 54% decrease of net income, despite the 25% income over the analyzed period. After reaching the greatest revenue of its history in 2014, FIFA presented a decrease of its income in 2015, reporting losses for the first time in the century.

The main sources of FIFA's revenues are TV rights and Sponsorship, which represent more than 77% of the total revenue in 2015. Despite the sharp decrease, the TV rights went back to 2013's levels, whereas the sponsor income was the most affected over the last year, with a 45% decrease in comparison with the last year: it was the lowest income from sponsorship since 2008. The revenues from licensing and hospitality have a minor participation in income, as shown below:

## Evolution – Sources of revenue - FIFA In US\$ millions



Source: FIFA Balance Sheet –BDO Analysis

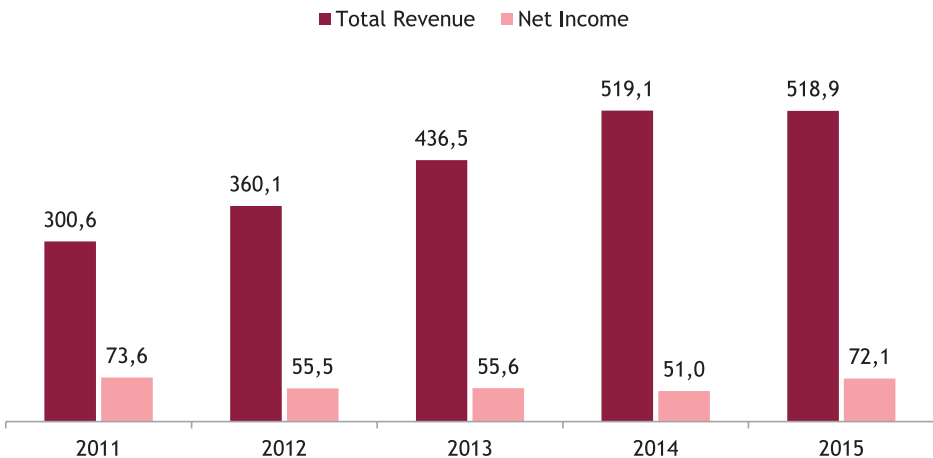
# CBF – Brazilian Football Confederation

In Brazil, CBF is the highest entity in terms of soccer. It was founded in 1914, with the former name of Brazilian Sports Confederation, and it is affiliated to FIFA and CON-MEBOL (South American Football Confederation), and just as FIFA, it aims to control and manage football in the country.

CBF is a private association and has its current format since 1979, being dedicated specifically to football. It is responsible for the organization of tournaments, such as the "Brazilian Championship", series A, B, C, and D, and the "Brazilian Cup", and for the management of the Women and Men soccer teams.

In the last five years, CBF has reported positive management results, with an increase of 73% in total revenues. Despite its revenue stagnation last year (if compared to the year before), CBF presented a net income of more than R\$ 300 million over the last 5 years, as shown below.

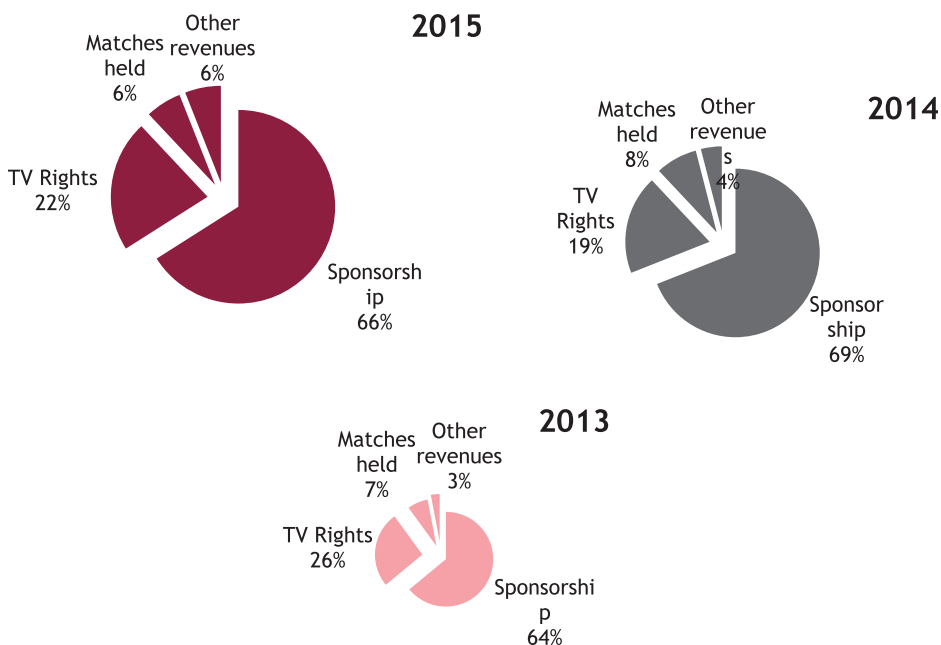
## Evolution – Revenues and Net Income - CBF In millions of R\$



Source: CBF Balance Sheet – BDO Analysis  
Note: Not considering financial revenues

Just like FIFA, CBF has as its major source of revenue sponsorship and TV rights, representing about 90% of its total revenue.

## Evolution – Sources of Revenue - CBF

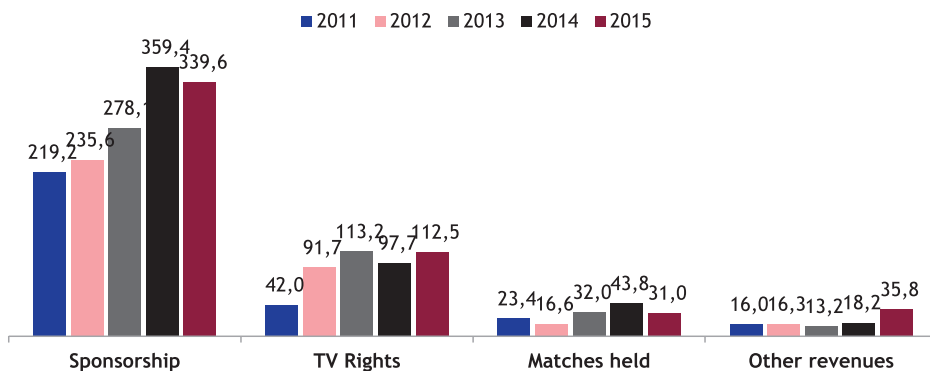


Fonte: Balanço CBF – Análise BDO

After the 2014 income record, the revenues from sponsorship had a slight decay in 2015. However, it remains as CBF main source of revenue.

If we analyze the last 5 years, the revenue growth regarding sponsorship was of 55%, while the TV rights increased 168% over the same period. The graph below illustrates these numbers.

## Evolution – Sources of Revenue – CBF In R\$ millions



Source: CBF Balance Sheet – BDO Analysis

## State Federations

With the purpose of managing soccer in their states, promoting and improving the sport, besides organizing the state tournaments, State Federations report to the highest entity of Brazilian soccer (CBF).

Over the last years, these federations had an increase in revenues, as shown in the chart below:

Total Revenue - Federations - In thousands of R\$				
RK 2015	Federation	Total Revenue 2015	Total Revenue 2014	Variation 2014-15
1	São Paulo	44,949	40,411	11%
2	Rio de Janeiro	23,444	25,407	-8%
3	Minas Gerais	9,516	12,098	-21%
4	Rio Grande do Sul	7,339	7,777	-6%
5	Bahia	6,702	5,221	28%
6	Pernambuco	6,105	5,779	6%
7	Rio Grande do Norte	5,165	-	-
8	Paraná	4,606	4,926	-6%
9	Santa Catarina	4,176	4,140	1%
10	Goiás	3,703	5,078	-27%
11	Mato Grosso do Sul	2,610	2,758	-5%
12	Maranhão	2,502	2,023	24%
13	Sergipe	2,425	2,701	-10%
14	Ceará	2,384	2,761	-14%
15	Pará	2,357	1,979	19%
16	Mato Grosso	2,175	1,675	30%
17	Espírito Santo	2,122	2,862	-26%
18	Distrito Federal	2,065	2,442	-15%
19	Paraíba	1,793	-	-
20	Rondônia	1,261	1,550	-19%
21	Tocantins	1,232	1,488	-17%
22	Amazonas	1,185	3,011	-61%
23	Acre	1,157	2,818	-59%
24	Alagoas	1,142	1,204	-5%
25	Piauí	1,076	904	19%
26	Roraima	866	807	7%
27	Amapá	756	766	-1%

Revenue from State Federation increased over 2% in 2015, reaching R\$ 145 million. This increase happened especially due to the good results of the clubs in Minas Gerais, Rio de Janeiro, Rio Grande do Sul and São Paulo (corresponding to almost 60% of the total income of the 27 federations)

Because of the revenue growth over the last years, 14 state federations presented positive operating income in 2015, as seen in the chart below:

Operating income - Federations - In thousands of R\$			
RK 2015	Federation	Surplus / (Deficit) 2015	Surplus / (Deficit) 2014
1	Rio Grande do Sul	3,337	3,566
2	Minas Gerais	1,662	913
3	Pernambuco	1,479	1,306
4	São Paulo	1,306	669
5	Goiás	440	1,019
6	Paraná	334	686
7	Acre	159	- 138
8	Bahia	150	- 1,637
9	Santa Catarina	117	238
10	Ceará	82	- 693
11	Espírito Santo	63	- 121
12	Rondônia	51	- 244
13	Pará	22	111
14	Mato Grosso do Sul	12	- 34
15	Amapá	- 0	6
16	Rio Grande do Norte	- 20	-
17	Sergipe	- 53	10
18	Tocantins	- 58	- 194
19	Distrito Federal	- 62	- 164
20	Piauí	- 70	- 41
21	Mato Grosso	- 90	- 64
22	Alagoas	- 1,062	- 608
23	Rio de Janeiro	- 20,380	1,006

In consolidated, State Federations report deficit of R\$ 12.6 million in 2015.

The federations in Rio Grande do Sul, Minas Gerais and Pernambuco continue to surprise and kept their posts amongst the federations who had the best operating income.

If we exclude the result of the federation in Rio de Janeiro, the federations' consolidated results would report a surplus of R\$ 7.8 million in 2015.

In this market context, BDO discloses its annual study on the finances of Brazilian soccer clubs. The methodology of analysis is the same of prior years, with data extracted from the financial statements published by the clubs, pursuant to law 12.395/11, which determines the obligation to publish audited financial statements.

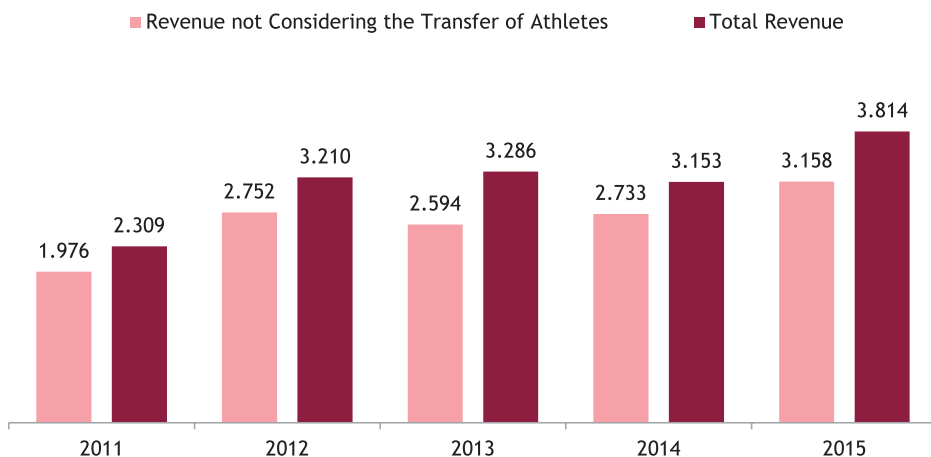
This analysis includes the following data for each of the clubs with the largest revenues in Brazilian soccer, which have already made available their balance sheets:

- ▶ Total revenue and revenue not considering the transfer of athletes
- ▶ Cost of the Soccer Department
- ▶ Comparison Cost of Soccer Department x Results in Brazilian Championship
- ▶ Surplus/(Deficit) for the year
- ▶ Indebtedness
- ▶ Analysis of the clubs per state

## Total revenue and revenue not considering the transfer of athletes

The 24 clubs under analysis generated total revenues of R\$ 3.81 billion, which represents 21% growth only in comparison with 2014. When revenues from the transfer of athletes are not considered, the volume generated by these 24 clubs reaches R\$ 3.16 billion, an increase of 16% in comparison with the prior year.

### Historical Revenues - 24 Clubs - In R\$ millions



Source: BDO

In the last five years, total revenues from the 24 clubs increased by 65% and revenues not considering the transfer of athletes had an increase of 60%.

The result of revenues in 2015 shows that, after a three-year stagnation, the TV rights and larger volume of transfer of athletes had a huge impact on the recovery of growth in the Brazilian soccer. With the effective and aforementioned law, PROFUT, the clubs tend to look for a better exploitation over the other sources of revenue. It is important to highlight that the reported growth of more than R\$1,5 billion over the last 5 years only proves the potential that we have in this market.

## Total Revenue - 24 Clubs - In R\$ thousands

RK 2015	Clubs	State	Total Revenue 2014	Total Revenue 2015	Variation 2014-15
1	Cruzeiro	MG	363,829	223,168	63%
2	Flamengo	RJ	355,613	347,027	2%
3	Palmeiras	SP	351,480	244,109	44%
4	São Paulo	SP	330,885	253,381	31%
5	Corinthians	SP	298,430	258,240	16%
6	Internacional	RS	297,111	205,086	45%
7	Atlético MG	MG	244,621	178,943	37%
8	Grêmio	RS	192,590	212,124	-9%
9	Vasco da Gama	RJ	189,709	129,194	47%
10	Fluminense	RJ	180,320	122,271	47%
11	Santos	SP	169,906	171,240	-1%
12	Atletico PR	PR	158,014	138,763	14%
13	Botafogo	RJ	121,021	163,445	-26%
14	Bahia	BA	89,330	75,780	18%
15	Sport	PE	87,649	60,800	44%
16	Coritiba	PR	85,651	87,283	-2%
17	Goiás	GO	75,435	66,719	13%
18	Ponte Preta	SP	53,784	22,416	140%
19	Vitória	BA	52,280	61,835	-15%
20	Figueirense	SC	47,566	41,882	14%
21	Chapecoense	SC	46,471	34,574	34%
22	Avaí	SC	31,564	30,157	5%
23	Criciúma	SC	18,738	43,280	-57%
24	Náutico	PE	18,414	15,956	15%

Source: BDO

Note: Not considering financial revenues

The 24 clubs under analysis had a strong increase in their total consolidated revenue in 2015, summing up R\$ 661 million in comparison with the year before. When not considering the transfer of athletes, the volume of funds increased over R\$ 425 million. 75 % of the clubs reported growth in revenues in comparison with the year before.

## Revenues not considering the transfer of athletes 22 clubs - in R\$ thousands

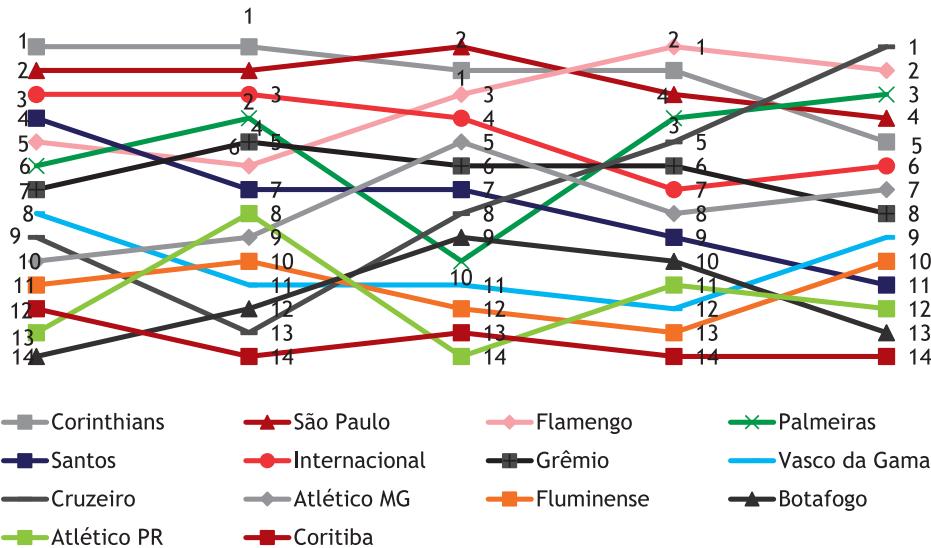
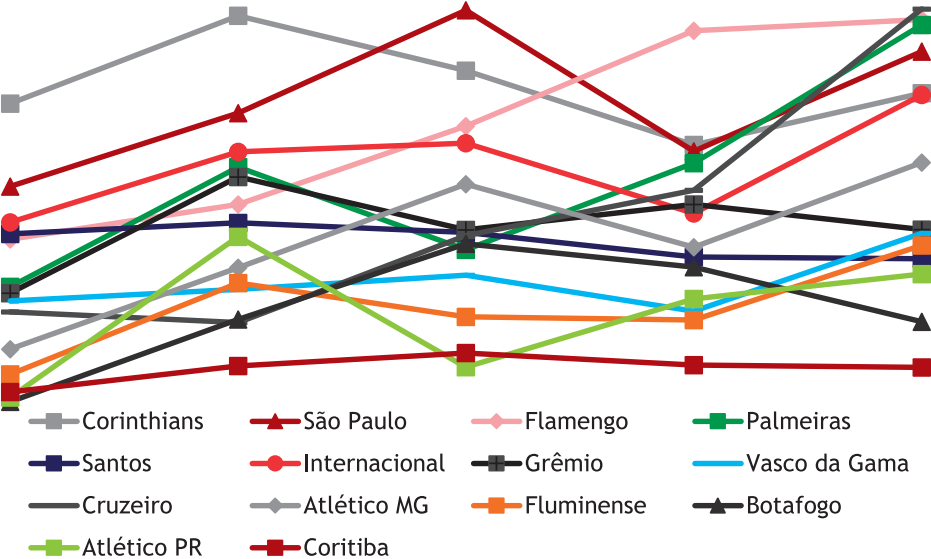
RK 2015	Clubs	State	Revenues w/o transfer 2015	Revenues w/o transfer 2014	Variation 2014-15
1	Flamengo	RJ	343,979	327,291	5%
2	Palmeiras	SP	338,961	182,789	85%
3	Corinthians	SP	246,498	217,179	13%
4	São Paulo	SP	222,049	212,440	5%
5	Cruzeiro	MG	221,688	197,598	12%
6	Atlético MG	MG	208,964	177,293	18%
7	Internacional	RS	203,027	174,739	16%
8	Vasco da Gama	RJ	184,510	124,729	48%
9	Grêmio	RS	176,786	173,837	2%
10	Santos	SP	159,023	125,470	27%
11	Fluminense	RJ	143,809	116,619	23%
12	Botafogo	RJ	110,208	135,838	-19%
13	Atletico PR	PR	98,203	104,831	-6%
14	Coritiba	PR	80,537	79,663	1%
15	Bahia	BA	73,431	67,550	9%
16	Goiás	GO	57,150	60,018	-5%
17	Vitória	BA	48,647	55,183	-12%
18	Chapecoense	SC	42,891	34,049	26%
19	Figueirense	SC	42,876	37,071	16%
20	Ponte Preta	SP	42,126	14,298	195%
21	Avaí	SC	30,555	29,001	5%
22	Criciúma	SC	18,488	43,280	-57%

*Source: BDO*

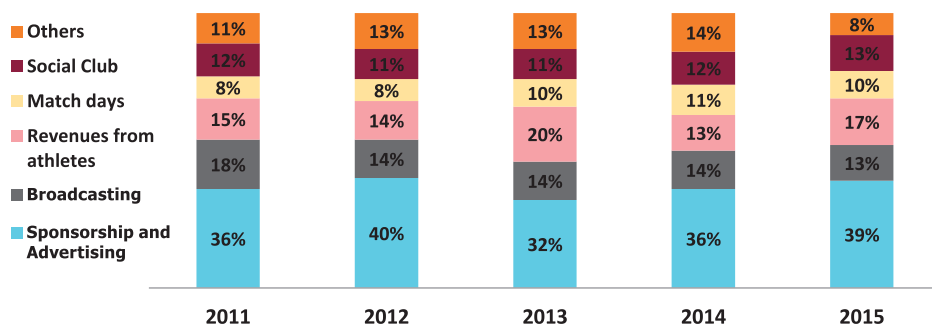
*Note: Sport and Náutico did not open the athletes transferring on their balance sheet*

Only Botafogo, Atlético PR, Goiás, Vitória and Criciúma showed a decrease in their revenue without the transfer of athletes in 2015, if compared to the year before.

For a better illustration of the comparative analyses, we present here the evolution of the clubs' revenue in absolute numbers and in ranking sequence.



## Participation of Revenue Sources – 24 clubs



Source: BDO

The revenue from the transfer of athletes resumed its growth and became the second major source of revenue of the Brazilian clubs. With the currency devaluation, the clubs were smart to take this opportunity to sell several athletes.

With the Brazilian economic crisis last year, revenues from sponsorship and advertising lost some of their space and, if not for the significant contract entered into with Caixa Econômica Federal (Brazilian Federal Bank), it would rank behind the revenues from Social Club.

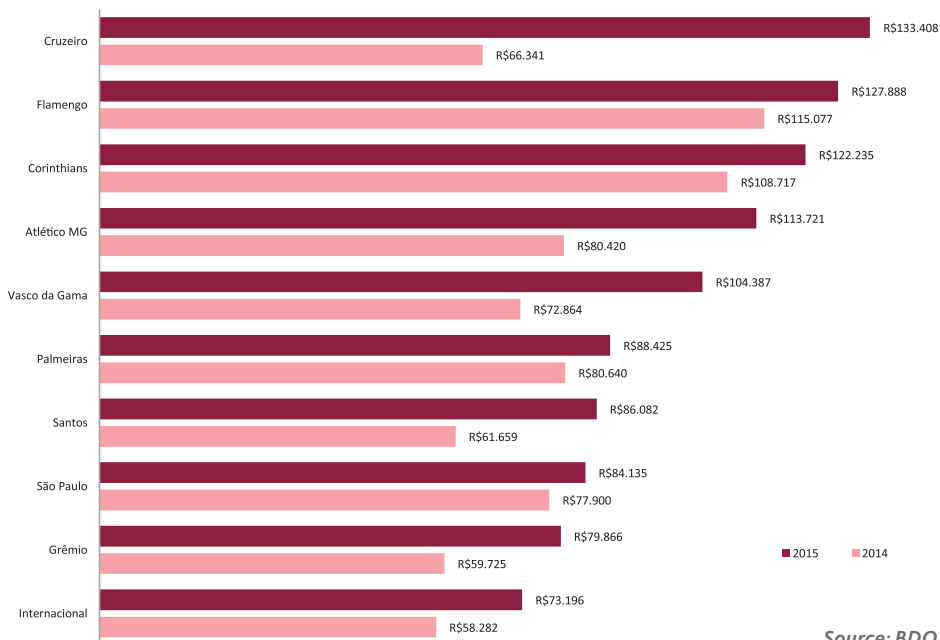
The matchday revenue, after strong growth with the new arenas, stagnated over the last year, showing the poor exploitation of the clubs regarding their matchday revenue.

However, it is important that we highlight the huge potential of entertainment in Brazil with these new arenas.

The other revenues include the resources generated from the arenas, licensing contracts, rent, lotteries and awards.

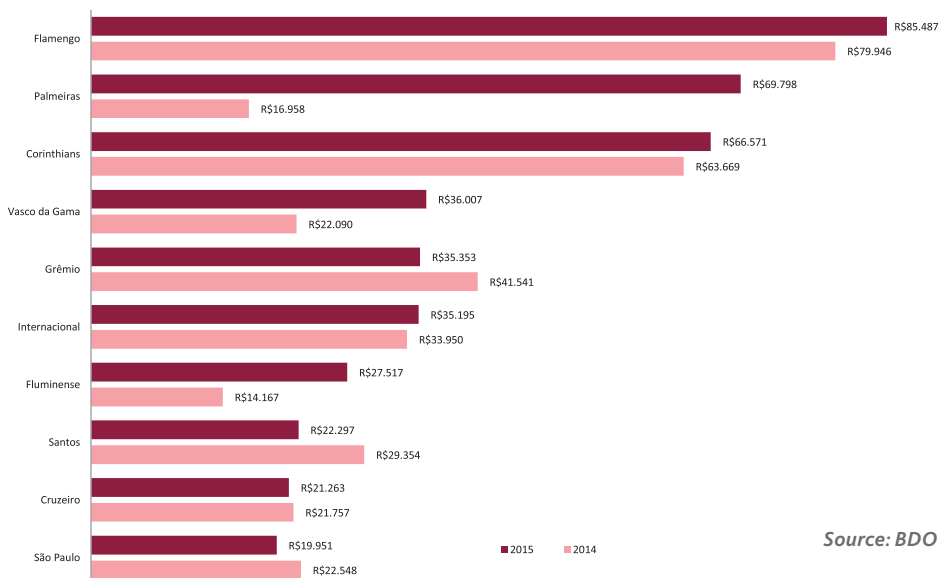
BDO presents next the ten clubs with the highest revenues generated, for each of the main revenue sources in 2015 and the comparison with 2014.

## Broadcasting – In R\$ millions



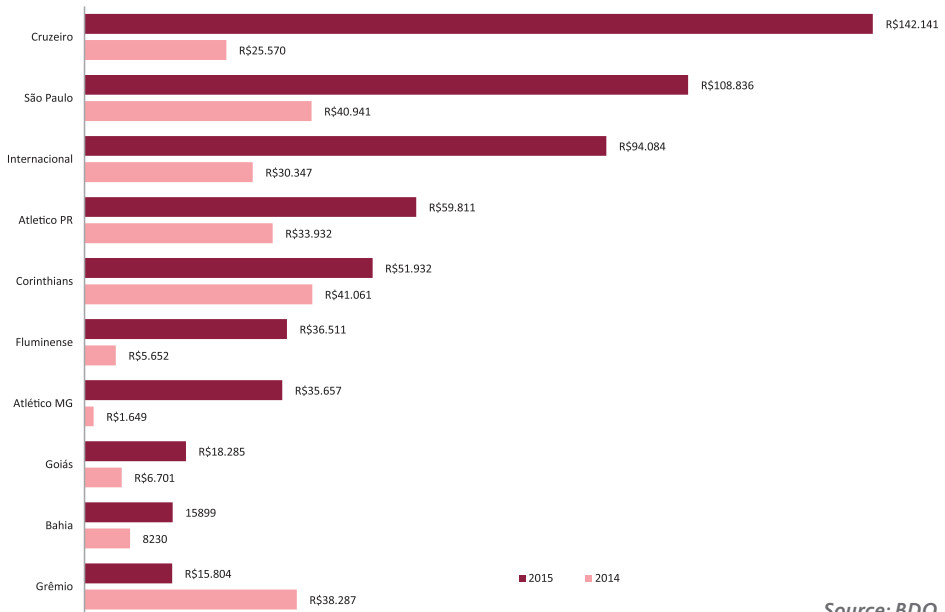
Source: BDO

## Sponsorship and Advertising – In R\$ millions



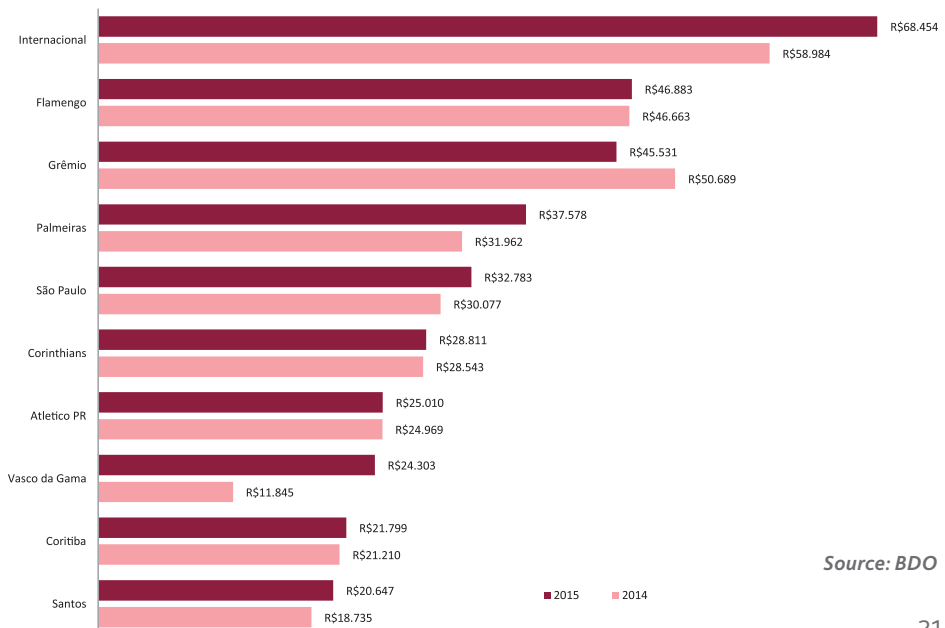
Source: BDO

## Transfer of Athletes - In R\$ millions



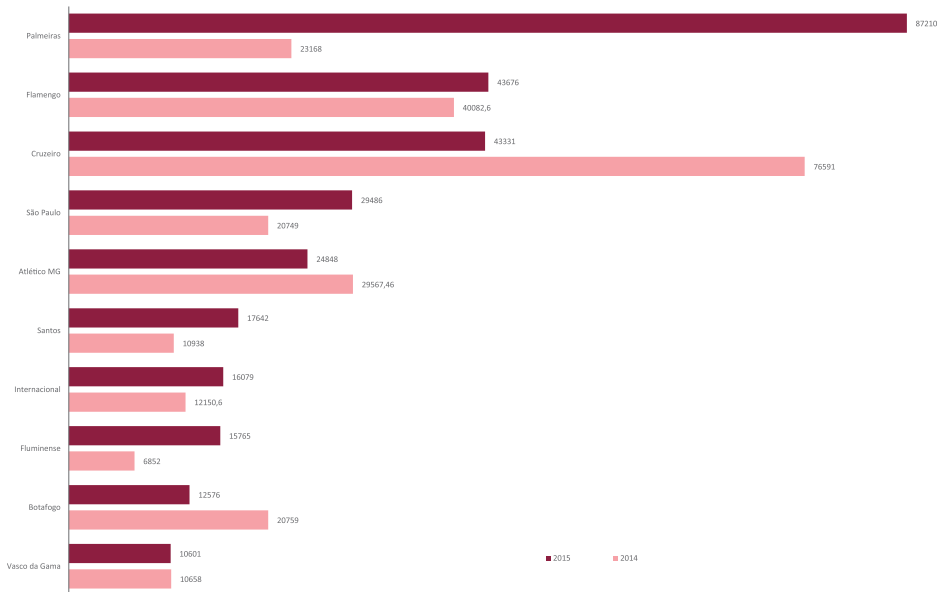
Source: BDO

## Social Club and Amateur Sport – In R\$ millions



Source: BDO

## Matchday – In R\$ millions



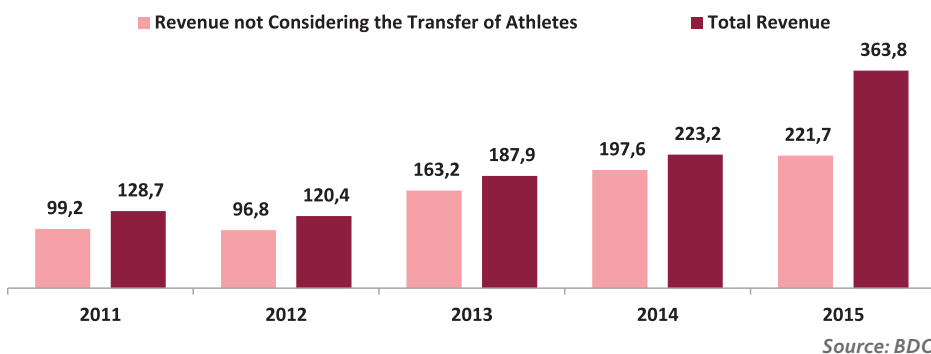
Source: BDO

Next, BDO shows data of Brazilian clubs in 2015 and a comparison with their history of revenue generation, besides the distribution of revenue sources.

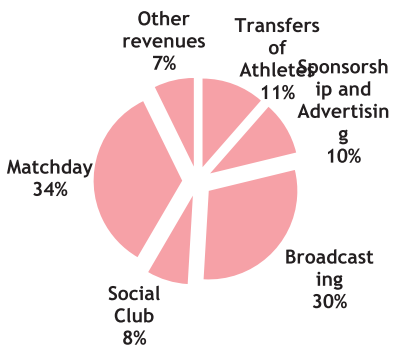
## 1<sup>st</sup> Cruzeiro

Cruzeiro took the lead of revenues in Brazil after record revenue from athletes transferring. In 2015, the revenue increased 63% in comparison with the previous year. This growth represented an increase of R\$ 140 million in Cruzeiro's revenue. When not considering the revenues from athletes the evolution was of 12%.

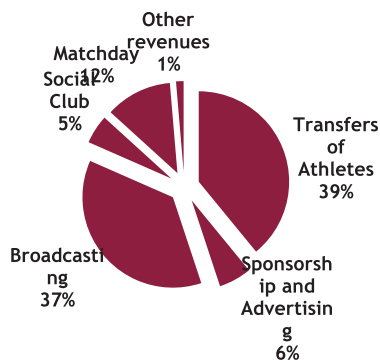
### Historical Revenues - Cruzeiro - In R\$ millions



#### Em 2014



#### Em 2015



Source: BDO

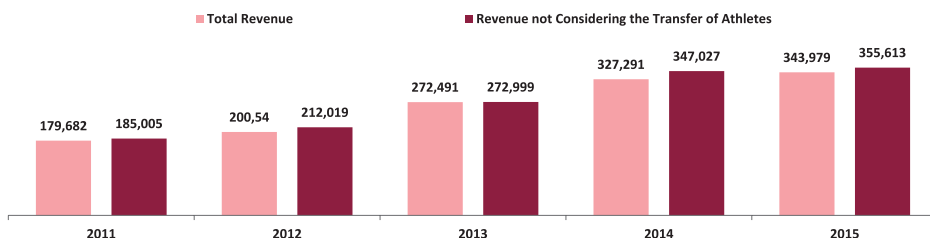
In 2015, in addition to the record revenue deriving from the transfer of athletes of 34%, the club presented a growth of more than 100% on its income from TV rights.

Over the last five years, the total revenue of the club increased 183% and the revenues without the transfer of athletes grew 124% on the same period.

## 2<sup>nd</sup> Flamengo

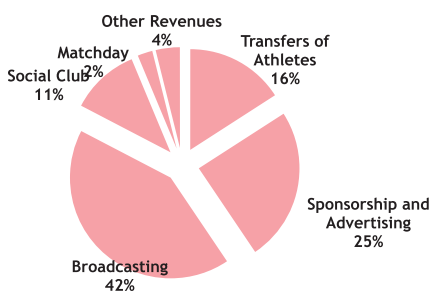
After the leadership on the total revenue the year before, Flamengo drop to the second position, although keeping the leadership of revenue without the transfer of athletes for the third year in a row. In 2015, its total revenue grew 2% in comparison to 2014. When the revenue with athletes is disregarded, the increase was of 5%.

### Historical Revenues - Flamengo - In R\$ millions

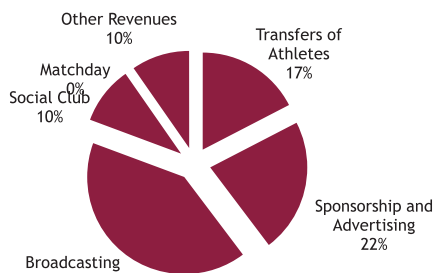


Source: BDO

#### Em 2014



#### Em 2015



Source: BDO

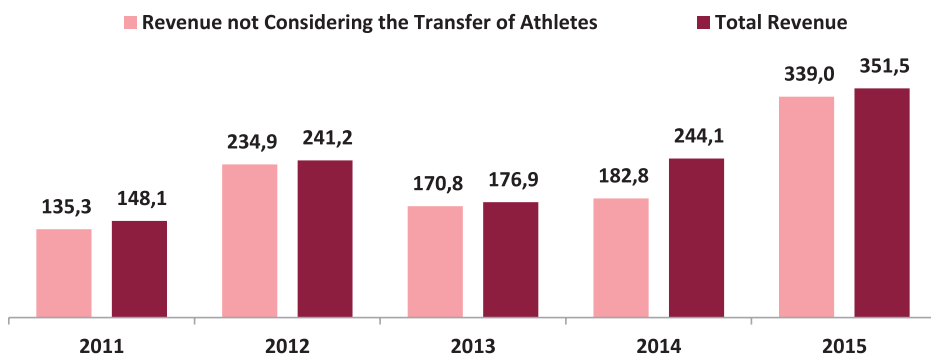
In 2015, the revenue generated from sponsorship and advertising increased 7% in relation to 2014, jumping from R\$ 79.9 million to R\$ 85.5 million.

Over the last five years, the total revenue of the club increased 92%, and the revenues without the transfer of athletes grew 91% on the same period.

### 3<sup>rd</sup> Palmeiras

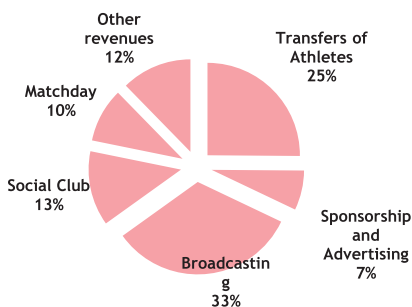
Palmeiras jumped one position on the revenue ranking of the Brazilian soccer. In 2015, its total revenue grew 44% in comparison to 2014. This growth represented an increase of R\$ 107.4 million. When the revenue from athletes is disregarded, the growth was of 85%.

#### Historical Revenues - Palmeiras - In R\$ millions

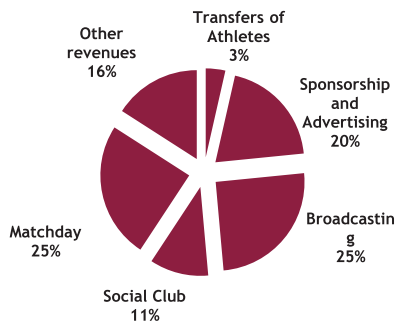


Source: BDO

#### Em 2014



#### Em 2015



Source: BDO

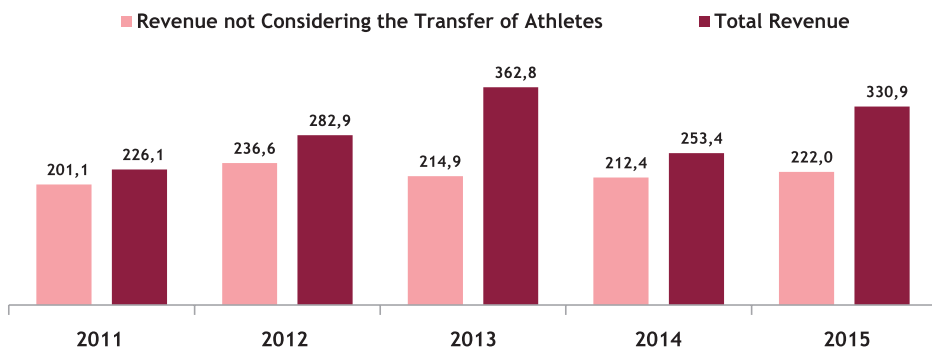
In 2015, the club reported the greatest revenue from matchdays of the entire country: over R\$ 87 million of income and a strong growth in the revenues from sponsorship and advertising. Only from these two sources the club had an increase of R\$ 117 million.

Over the last five years, the total revenue of the club showed an increase of 137% and the revenue without athletes grew 150% on the same period.

## 4<sup>th</sup> São Paulo

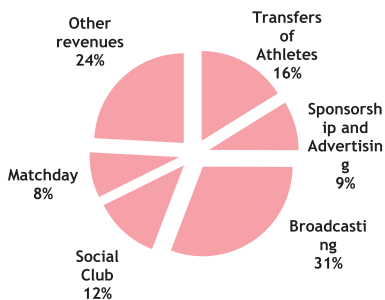
São Paulo dropped one position on the revenue ranking of the Brazilian soccer. In 2015, there was an increase of 31% in its total revenue, not to mention an increase of 5% in its revenue without the transfer of athletes in comparison to 2014.

### Historical Revenues - São Paulo - In R\$ millions

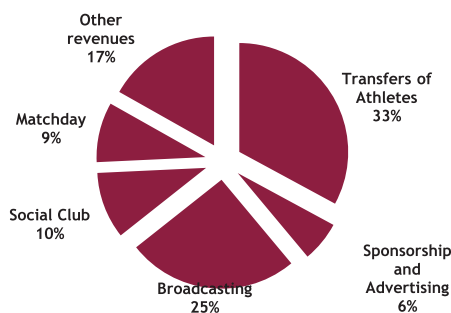


Source: BDO

#### Em 2014



#### Em 2015



Source: BDO

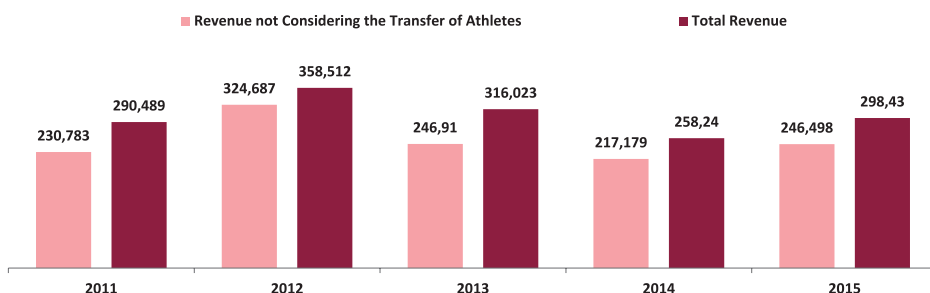
In 2015, the revenues from transfer of athletes increased 166%, i.e., R\$ 108.8 million. Another important source that grew was matchday revenue, by 42%.

Over the last five years, the total revenue of the club increased 46%, and the revenue without transfer of athletes increased 10% in the same period.

## 5<sup>th</sup> Corinthians

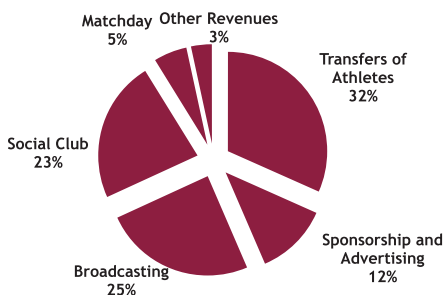
Corinthians dropped 3 positions on the revenue ranking of the Brazilian soccer. After two consecutive years of revenue decrease, the club reported a growth of 16% in comparison to 2014. When disregarded the revenue from athletes, the increase was of 13%.

### Historical Revenues - Corinthians - In R\$ millions

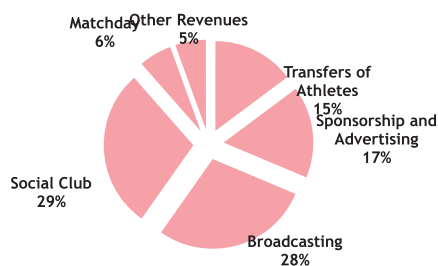


Source: BDO

#### Em 2014



#### Em 2015



Source: BDO

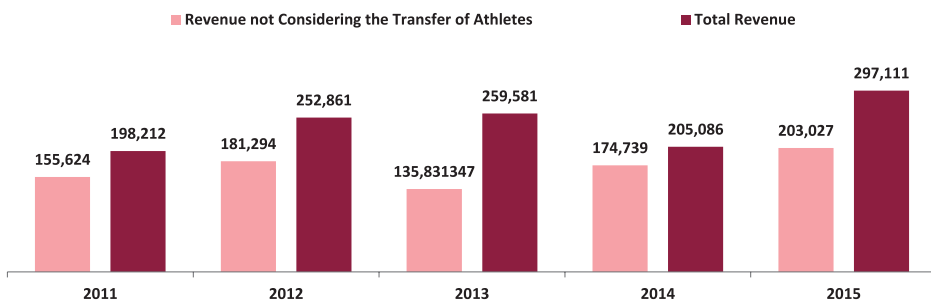
In 2015, the club increased its revenues from TV Rights by 12%, i.e., R\$ 13.5 million. Because the matchday revenue is not directed to the club cash, this source of revenue was not accounted for.

Over the last five years, the club's total revenue increased 3% and the revenues without athletes grew 7% in the same period.

## 6<sup>th</sup> Internacional

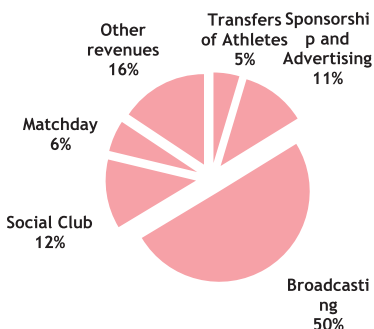
International escalated one position on the revenue ranking of the Brazilian soccer. In 2015 there was an increase of 45% in comparison to 2014. When the revenue from transfer of athletes is disregarded, the increase was of 16% in comparison to 2014.

### Historical Revenues - Internacional - In R\$ millions

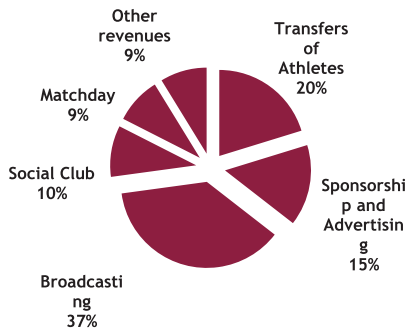


Source: BDO

#### Em 2014



#### Em 2015



Source: BDO

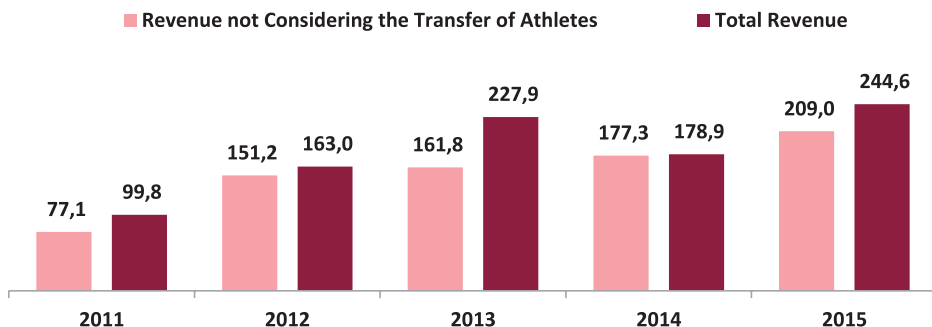
In 2015, the club had an increase of 210% in the revenues from transfer of athletes, in comparison to 2014. This amount corresponds to an increase of R\$ 63.7 million.

Over the last five years, the total revenue of the club reported an increase of 50% and the revenues without athletes grew 30% in the same period.

## 7<sup>th</sup> Atlético MG

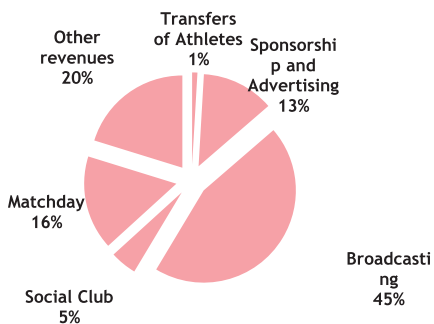
Atlético MG climbed one position on the revenue ranking of the Brazilian soccer. In 2015 there was an increase of 37% in its total revenue in comparison to 2014. When disregarded the income from athletes there was an increase of 18%, about R\$ 32 million.

### Historical Revenues -Atlético MG - In R\$ millions

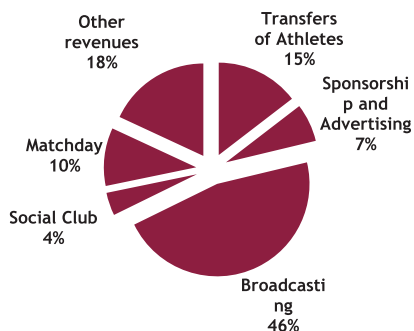


Source: BDO

#### Em 2014



#### Em 2015



Source: BDO

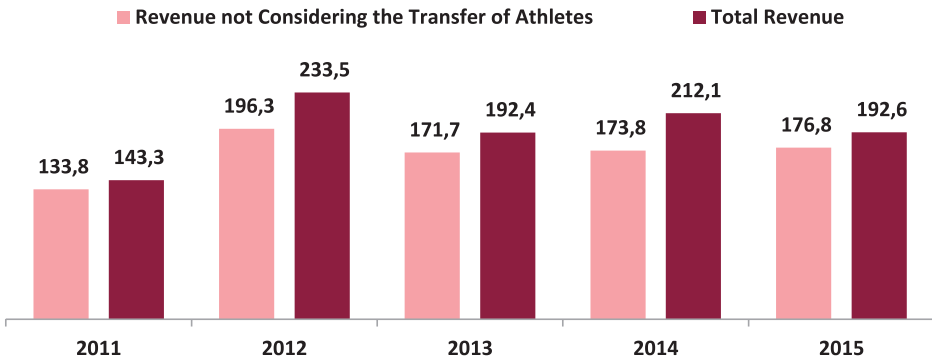
In 2015, the club enlarged its revenues from Broadcasting by 41% (an increase of R\$ 33 million). Besides that, the revenue from transfer of athletes grew R\$ 34 million in comparison with the year before.

Over the last five years, the total revenue of the club increased 145% and the revenue without athletes grew 170% over the same period.

## 8<sup>th</sup> Grêmio

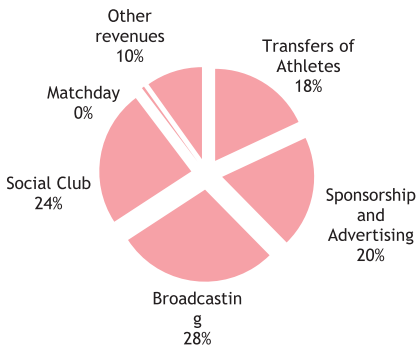
Grêmio dropped two positions on the revenue ranking of the Brazilian soccer. In 2015, there was a revenue decrease of 9% in comparison to 2014. When not considering the revenue from athletes, the growth was of 2%.

### Historical Revenues - Grêmio - In R\$ millions

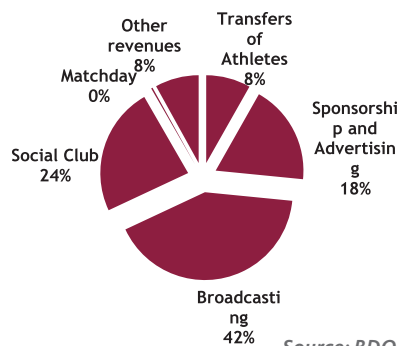


Source: BDO

#### Em 2014



#### Em 2015



Source: BDO

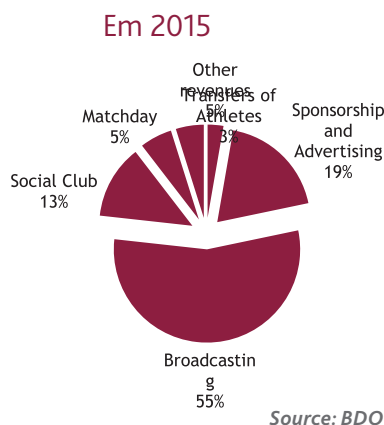
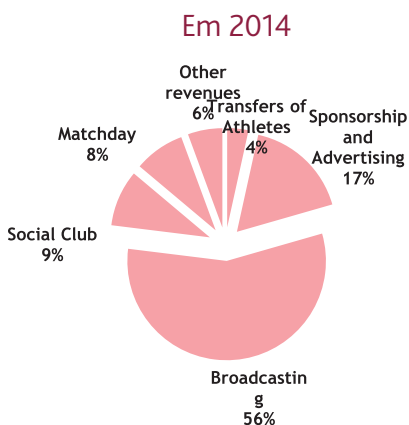
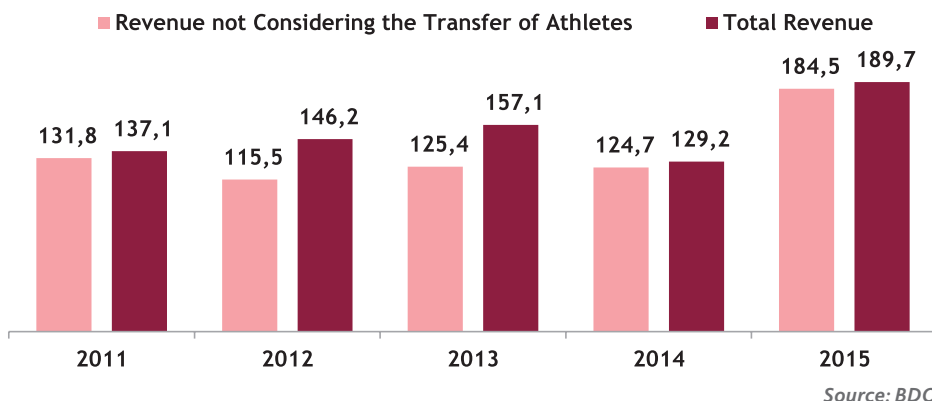
In 2015, the club had an increase in its revenue from TV rights (34%), amounting to R\$ 20.1 million.

Over the last five years, the total revenue of the club increased 34% and the revenue without athletes grew 32% over the same period.

## 9<sup>th</sup> Vasco da Gama

Vasco da Gama climbed three positions in the revenue ranking of the Brazilian soccer. In 2015, there was a 47% increase in total revenue in comparison with 2014, representing R\$ 60 million. When the revenue from athletes is disregarded, the growth was of 48%.

### Historical Revenues – Vasco da Gama - In R\$ millions



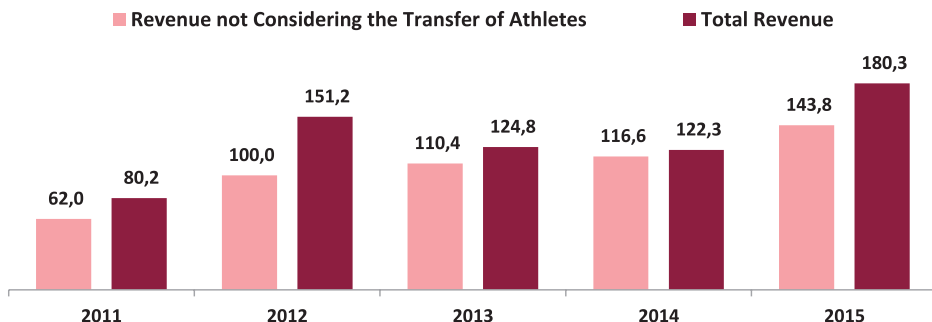
In 2015, the value of TV rights had an increase of 43% sum that corresponds R\$ 31.5 million

**Over the last five years, the total revenue of the club reported an increase of 38% and the revenue without athletes grew 41% over the same period.**

## 10<sup>th</sup> Fluminense

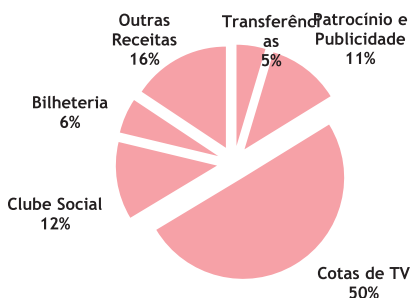
Fluminense climbed three positions in the revenue ranking of the Brazilian soccer. In 2015, there was a 47% increase in comparison with 2014. When the revenue from athletes is disregarded, the growth was of 23%, totaling R\$ 27.2 million.

### Historical Revenues – Fluminense - In R\$ millions

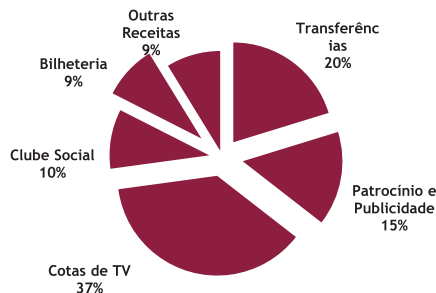


Source: BDO

#### Em 2014



#### Em 2015



Source: BDO

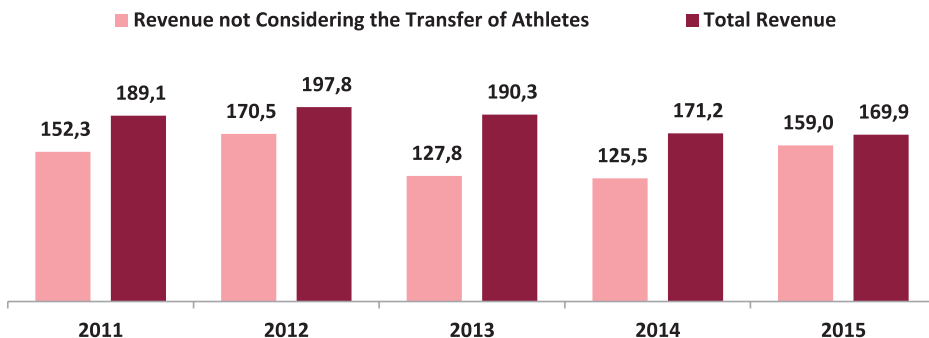
In 2015, the club increased its revenue from sponsorship and advertising in 94%, representing R\$ 13.3 million.

Over the last five years, the total revenue of the club increased 125% and the revenue without athletes grew 132% over the same period.

## 11<sup>th</sup> Santos

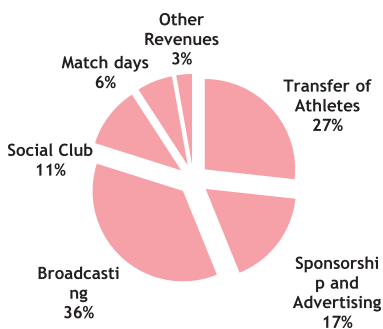
Santos dropped two positions in the revenue ranking of the Brazilian soccer. In 2015, there was a 1% decrease in comparison with 2014. When the revenues from athletes are disregarded, there was growth of 27%.

### Historical Revenues – Santos - In R\$ millions

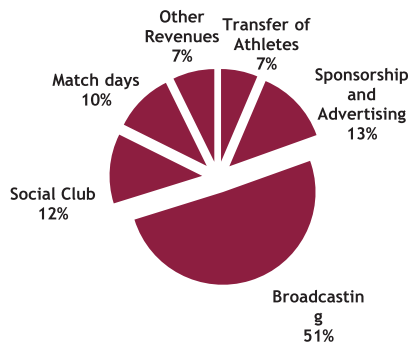


Source: BDO

#### Em 2014



#### Em 2015



Source: BDO

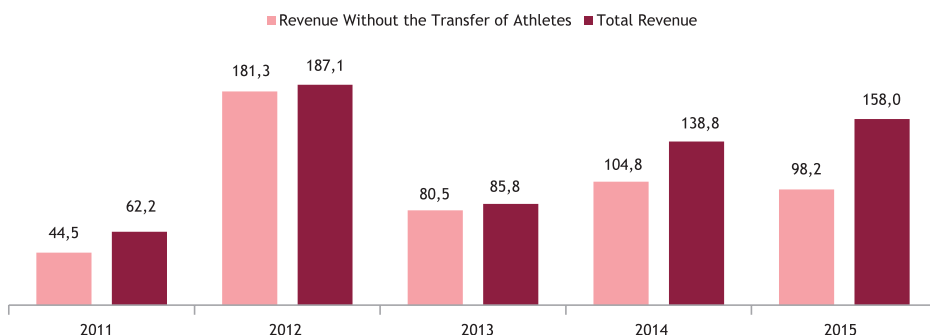
In 2015, the club increased its revenue from TV rights by 40%, which represents R\$ 24.4 million.

Over the last five years, the total revenue of the club decreased 10% and the revenue without athletes grew 4% over the same period.

## 12<sup>th</sup> Atlético PR

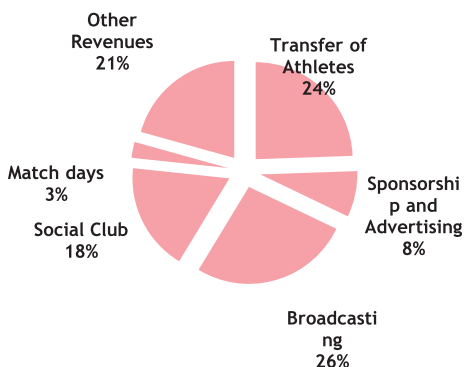
Atlético PR dropped one position in the revenue ranking of the Brazilian soccer. In 2015, there was a 14% increase in comparison with 2014. When the revenues from athletes are disregarded, the decrease was of 6%.

### Historical Revenues – Atlético PR - In R\$ millions

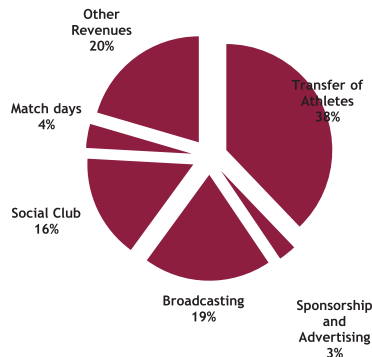


Source: BDO

#### Em 2014



#### Em 2015



Source: BDO

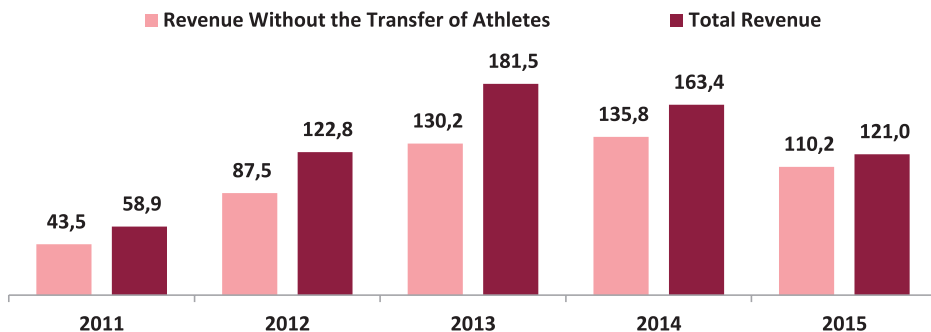
In 2015, the club increased its revenue from transfers by 76%, which represents R\$ 25.9 million.

Over the last five years, the total revenue of the club reported an increase of 141% and the revenue without athletes grew 106%.

## 13<sup>th</sup> Botafogo

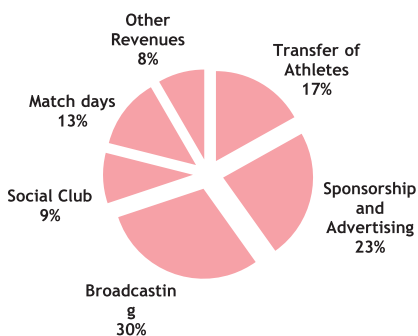
Botafogo kept the same position in the revenue ranking of the Brazilian soccer. In 2015, there was a 26% decrease in its revenue in comparison with 2014. When the revenues from athletes are disregarded, the decrease was of 19%, i.e., R\$ 25.6 million.

### Historical Revenues - Botafogo- In R\$ millions

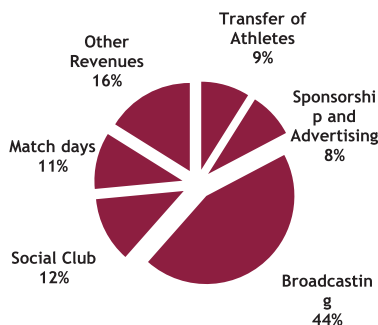


Source: BDO

#### Em 2014



#### Em 2015



Source: BDO

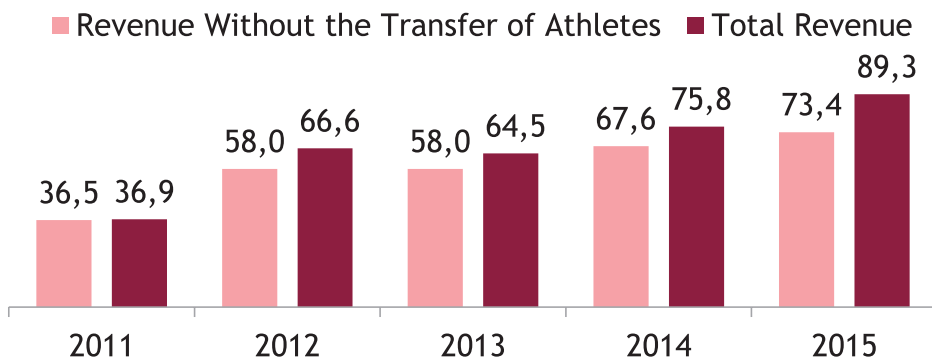
In 2015, the club increased its revenue from Broadcasting by 10%, representing R\$ 4.9 million.

Over the last five years, the total revenue of the club increased 105% and the revenue without athletes grew 150% over the same period.

## 14<sup>th</sup> Bahia

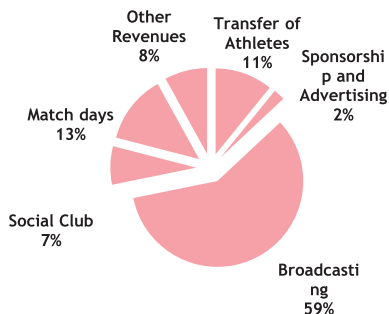
Bahia climbed one position in the revenue ranking of the Brazilian soccer. In 2015, there was an 18% decrease of its revenue in comparison with 2014. When the revenues from athletes are disregarded, the increase was of 8%.

### Historical Revenues - Bahia- In R\$ millions

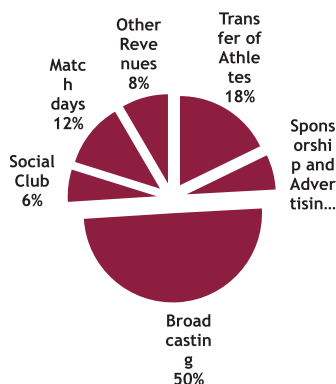


Source: BDO

#### Em 2014



#### Em 2015



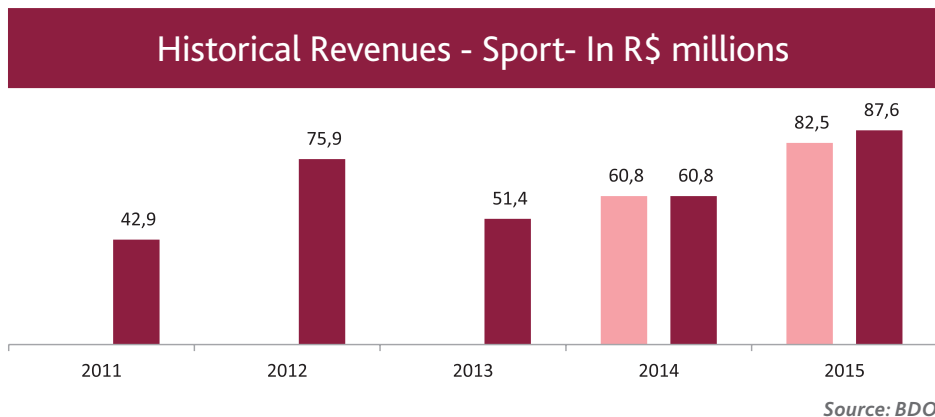
Source: BDO

In 2015, the club increased its revenue from the transfer of athletes by 94%, representing R\$ 7.7 million.

Over the last five years, the total revenue of the club increased 142% and the revenue without athletes grew 101% over the same period.

## 15<sup>th</sup> Sport

Sport climbed three positions in the revenue ranking of the Brazilian soccer. In 2015, there was a 44% increase of its revenue in comparison with 2014, corresponding to R\$ 26.8 million. When the revenues from athletes are disregarded, the increase was of 36%.

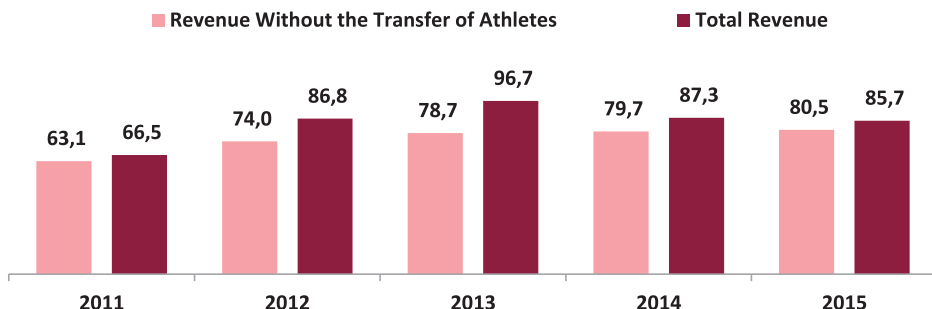


Over the last five years, the total revenue of the club reported an increase of 104%, an increment of R\$ 44.7 million.

## 16<sup>th</sup> Coritiba

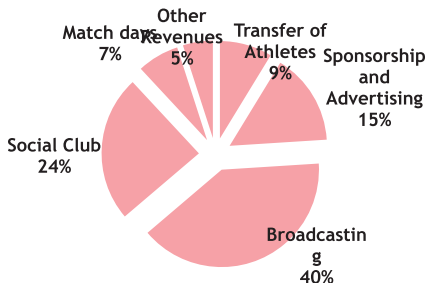
Coritiba dropped two positions in the revenue ranking of the Brazilian soccer. In 2015, there was a 2% decrease in its total revenue. When the revenues from athletes are disregarded, there was an increase of 1%

### Historical Revenues - Coritiba- In R\$ millions

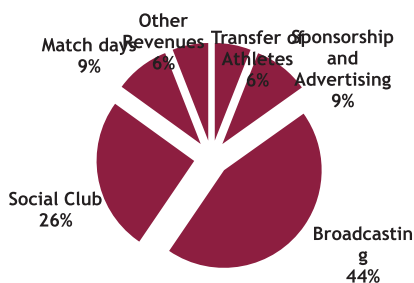


Source: BDO

#### Em 2014



#### Em 2015



Source: BDO

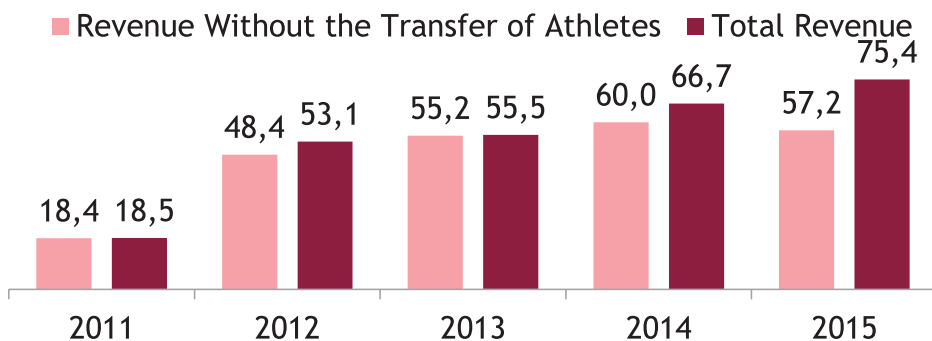
In 2015, the club increased its revenue from Broadcasting by 10%, going from R\$ 34.7 million to R\$ 38.0 million

Over the last five years, the total revenue of the club increased 29% and the revenue without athletes grew 27% over the same period.

## 17<sup>th</sup> Goiás

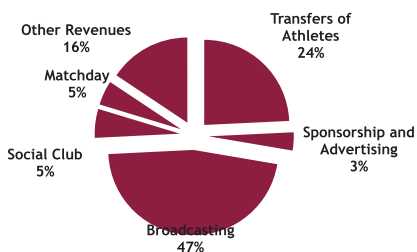
Coritiba dropped one position in the revenue ranking of the Brazilian soccer. In 2015, there was a 13% increase in its total revenue in comparison with 2014. When the revenues from athletes are disregarded, the decrease was of 5%

### Historical Revenues - Goiás- In R\$ millions

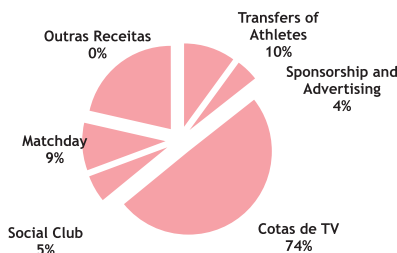


Source: BDO

#### Em 2014



#### Em 2015



Source: BDO

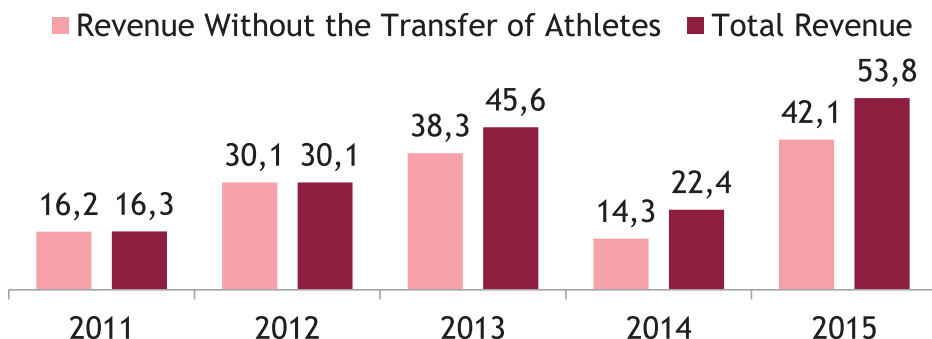
In 2015, the club increased its revenue from transferring by 173%, or R\$ 11.6 million

Over the last five years, the total revenue of the club increased 309% and the revenue without athletes grew 211% over the same period.

## 18<sup>th</sup> Ponte Preta

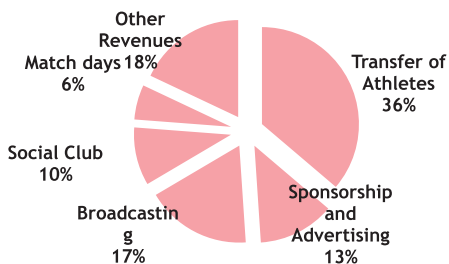
Ponte Preta climbed five positions in the revenue ranking of the Brazilian soccer. In 2015, there was a 140% increase in its total revenue in comparison with 2014, representing R\$ 31.4 million.

### Historical Revenues – Ponte Preta- In R\$ millions

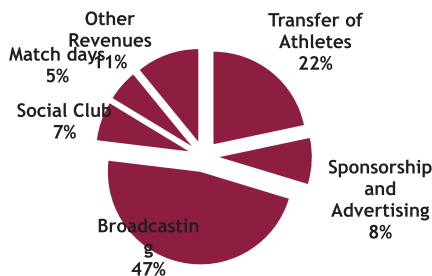


Source: BDO

#### Em 2014



#### Em 2015



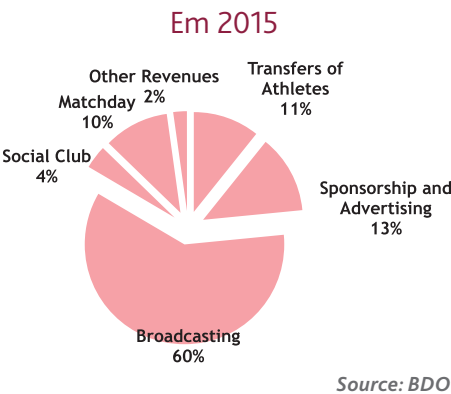
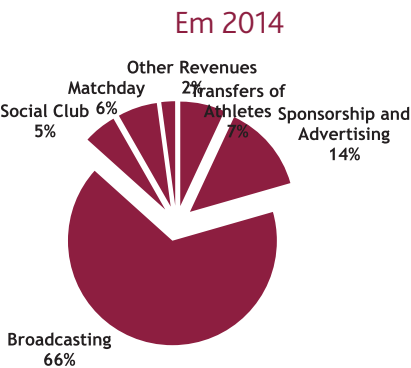
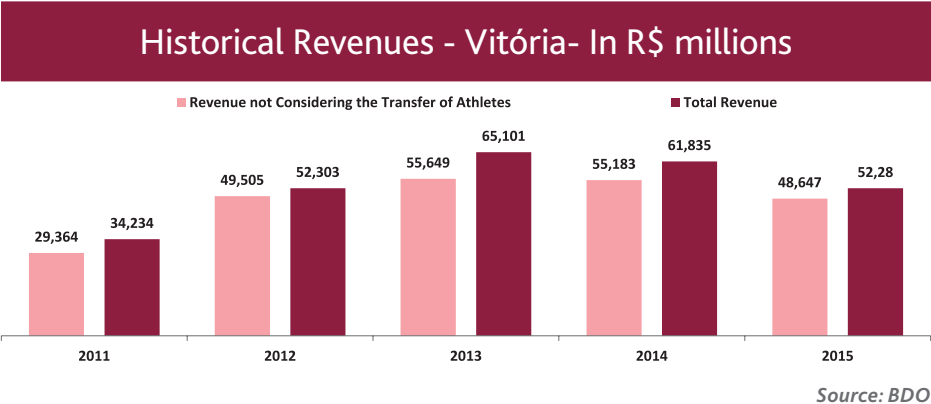
Source: BDO

In 2015, the club increased its revenue in all the sources analyzed.

Over the last five years, the total revenue of the club reported an increase of 230% and the revenue without athletes grew 160% over the same period.

# 19<sup>th</sup> Vitória

Vitória dropped two positions in the revenue ranking of the Brazilian soccer. In 2015, there was a 15% decrease in its total revenue in comparison with 2014. If the revenue from athletes is disregarded, the drop was of 12%.



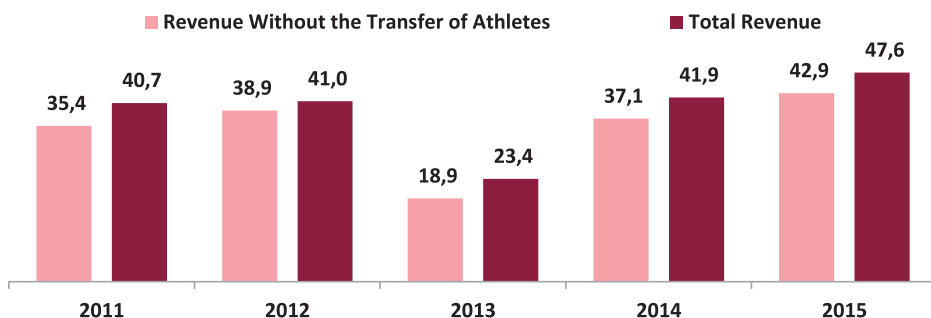
The TV contracts remain as the main source of revenue of the club.

Over the last five years, the total revenue of the club increased 53% and the revenue without athletes grew 65% over the same period.

## 20<sup>th</sup> Figueirense

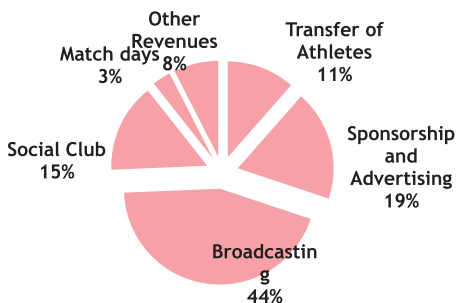
Figueirense kept the same position in the revenue ranking of the Brazilian soccer. In 2015, there was a 14% increase in its total revenue in comparison with 2014, namely, R\$ 5.7 million. If the revenue from athletes is disregarded, the increase was of 16%.

### Historical Revenues – Figueirense- In R\$ millions

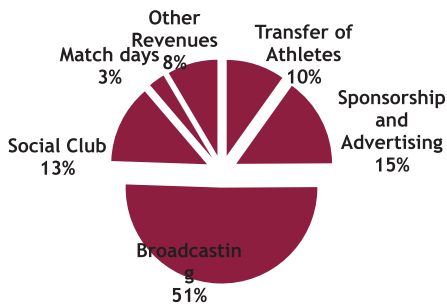


Source: BDO

#### Em 2014



#### Em 2015



Source: BDO

In 2015, the club increased its revenue from Broadcasting by 30%, or R\$ 5.6 million.

Over the last five years, the total revenue of the club increased 17% and the revenue without athletes grew 21% over the same period.

# Cost of the Soccer Department

The 22 clubs reported soccer department costs of R\$ 2.66 billion in 2015, in comparison with R\$ 2.44 billion in 2014, an increase of 9%.

## Cost of the Soccer Department 22 Clubs - In R\$ thousands

RK 2015	Clubs	State	Soccer Costs 2015	Soccer Costs 2014	Variation 2014-15
1	Cruzeiro	MG	306,365	193,478	58%
2	São Paulo	SP	273,631	235,474	16%
3	Corinthians	SP	250,277	238,497	5%
4	Palmeiras	SP	218,754	181,812	20%
5	Grêmio	RS	193,354	173,861	11%
6	Atlético MG	MG	166,545	189,594	-12%
7	Internacional	RS	160,026	191,004	-16%
8	Flamengo	RJ	147,030	169,943	-13%
9	Santos	SP	143,265	153,733	-7%
10	Botafogo	RJ	122,939	125,542	-2%
11	Fluminense	RJ	121,944	74,604	63%
12	Vasco da Gama	RJ	102,276	77,492	32%
13	Atletico PR	PR	85,877	71,305	20%
14	Sport	PE	58,212	50,956	14%
15	Coritiba	PR	57,645	73,211	-21%
16	Bahia	BA	47,755	62,624	-24%
17	Chapecoense	SC	41,130	29,410	40%
18	Avaí	SC	40,551	24,681	64%
19	Ponte Preta	SP	39,370	25,018	57%
20	Figueirense	SC	34,404	37,718	-9%
21	Goiás	GO	28,676	31,929	-10%
22	Criciúma	SC	18,289	32,954	-45%

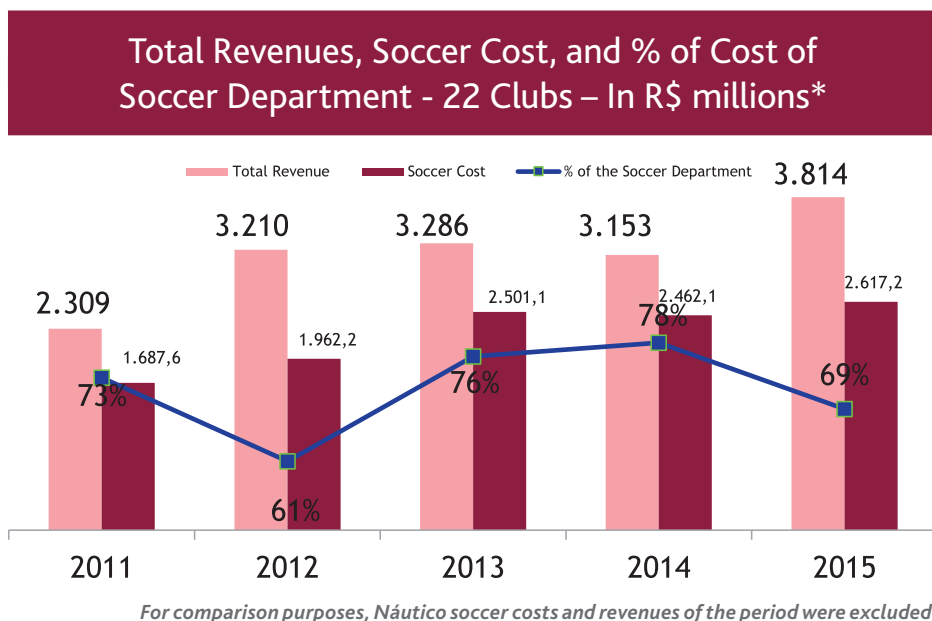
Source: BDO

In order to understand the changes in the costs of the clubs' soccer departments, BDO has created and calculated the indicator Soccer Cost %, which is the result of soccer costs divided by total revenue.

This indicator shows how much each club used from its revenues in the year to maintain its soccer department.

In the last years, the Soccer Cost % for the 22 clubs changed as follows:

For the 22 clubs analyzed, the % cost of soccer presented the following evolution over the last years:



Source: BDO

With the increase in revenues of the clubs in the last year, the soccer cost index decreased 9%, reaching 69%. In the five year period, the indicator % Cost of Soccer department nearly reached 80%.

The evolution in 2015 of the costs of the soccer department for the 22 clubs in comparison with the previous year was approximately R\$155 million, whereas the revenue generated had an increase of R\$ 661 million.

RK 2015	Clubs	State	Soccer Cost 2015	Soccer Cost 2014
1	Avaí	SC	128%	82%
2	Botafogo	RJ	102%	77%
3	Grêmio	RS	100%	82%
4	Criciúma	SC	98%	76%
5	Chapecoense	SC	89%	85%
6	Santos	SP	84%	90%
7	Cruzeiro	MG	84%	87%
8	Corinthians	SP	84%	92%
9	São Paulo	SP	83%	93%
10	Ponte Preta	SP	73%	112%
11	Figueirense	SC	72%	90%
12	Atlético MG	MG	68%	106%
13	Fluminense	RJ	68%	61%
14	Coritiba	PR	67%	84%
15	Sport	PE	66%	84%
16	Palmeiras	SP	62%	74%
17	Atletico PR	PR	54%	51%
18	Vasco da Gama	RJ	54%	60%
19	Internacional	RS	54%	93%
20	Bahia	BA	53%	83%
21	Flamengo	RJ	41%	49%
22	Goiás	GO	38%	48%

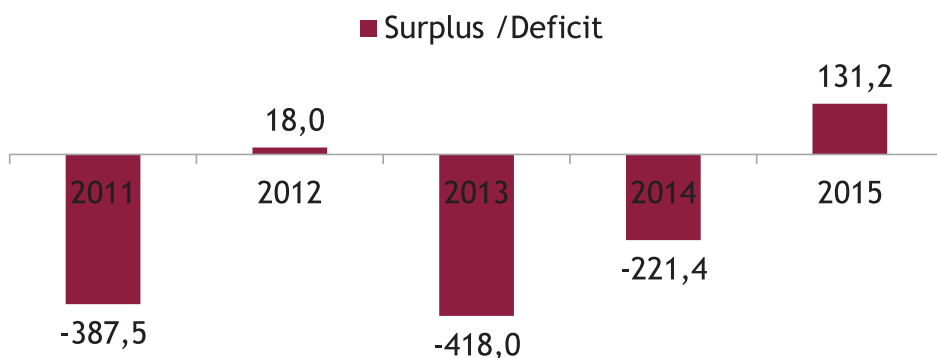
Source: BDO

After the enactment of the Provisional Executive Order (MP) 671, the soccer clubs now should maintain a balance over the costs of professional soccer.

## Surplus / (Deficit) for the year

Considering that the revenue increase was superior in comparison to the increase in costs, the clubs presented a Surplus of R\$ 131,2 million.

### History of surplus/ (deficit) for the year 24 Clubs - In R\$ millions



Source: BDO

In consolidated, the clubs report accumulated deficit of R\$ 881 in the last 5 years.

Consolidate operating income (loss) of the 24 Brazilian clubs in 2015 showed surplus for the second time over the last five years.

## Surplus/(Deficit) for the year 24 Clubs

RK 2015	Clubs	State	Surplus / (Deficit) 2015	Surplus / (Deficit) 2014
1	Flamengo	RJ	130,450	64,312
2	Vasco da Gama	RJ	119,806	- 13,643
3	Botafogo	RJ	108,801	- 174,844
4	Atletico PR	PR	45,829	43,243
5	Bahia	BA	34,154	- 13,689
6	Fluminense	RJ	31,802	- 7,114
7	Internacional	RS	27,587	- 49,086
8	Goiás	GO	25,527	15,108
9	Palmeiras	SP	10,561	- 27,694
10	Chapecoense	SC	2,832	877
11	Figueirense	SC	1,050	- 8,311
12	Ponte Preta	SP	479	- 8,940
13	Vitória	BA	- 7,607	65
14	Criciúma	SC	- 10,414	4
15	Náutico	PE	- 11,072	13,347
16	Atlético MG	MG	- 11,909	- 53,163
17	Avai	SC	- 12,529	245
18	Coritiba	PR	- 16,471	- 42,887
19	Cruzeiro	MG	- 25,790	- 38,659
20	Sport	PE	- 26,529	- 8,628
21	Grêmio	RS	- 37,555	- 31,611
22	São Paulo	SP	- 72,515	- 100,126
23	Santos	SP	- 78,190	- 58,955
24	Corinthians	SP	- 97,084	278,709

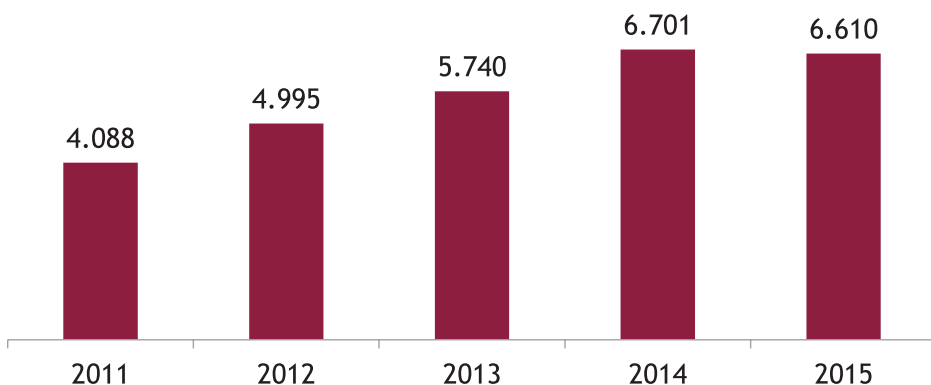
*Source: BDO*

12 of the 24 clubs reported surplus in their balance sheet in 2015. In 2014, only 8 clubs reported surplus.

# Indebtedness

BDO uses in its analyses the concept of net debt to calculate indebtedness of Brazilian clubs. This concept is used in the corporate market. In order to calculate the actual indebtedness of each club, we consider Total Liabilities (Liabilities – Shareholders' equity) less Available Assets (Current Assets + Long-term Assets).

Based on this calculation, in the graph below, we can analyze the changes in indebtedness of the 24 clubs as a whole.



Source: BDO

Over the last five years, these 24 clubs changed from a total indebtedness of R\$ 4.09 billion in 2011 to R\$ 6.61 billion in 2015. An evolution of 62%.

RK 2015	Clubs	State	Indeb- tedness 2015	Indeb- tedness 2014	Variation 2014-15
1	Botafogo	RJ	730,615	845,111	-14%
2	Flamengo	RJ	579,332	697,880	-17%
3	Atlético MG	MG	496,525	491,351	1%
4	Vasco da Gama	RJ	467,558	596,541	-22%
5	Fluminense	RJ	461,924	439,581	5%
6	Corinthians	SP	452,673	371,690	22%
7	Grêmio	RS	422,531	382,141	11%
8	Santos	SP	409,920	373,200	10%
9	Palmeiras	SP	409,747	332,723	23%
10	São Paulo	SP	359,428	340,943	5%
11	Cruzeiro	MG	289,959	252,910	15%
12	Internacional	RS	280,984	340,590	-18%
13	Atletico PR	PR	248,337	233,384	6%
14	Coritiba	PR	226,135	214,333	6%
15	Bahia	BA	181,126	215,993	-16%
16	Ponte Preta	SP	146,285	146,521	0%
17	Náutico	PE	143,648	132,062	9%
18	Sport	PE	83,896	55,273	52%
19	Figueirense	SC	65,324	65,283	0%
20	Avai	SC	64,523	50,748	27%
21	Goiás	GO	56,228	80,185	-30%
22	Criciúma	SC	25,641	16,580	55%
23	Vitória	BA	7,332	26,276	-72%
24	Chapecoense	SC	2,208	1,311	68%

Source: BDO

Only 7 of the 24 clubs listed out reduced their net indebtedness over the last year.

## Brand Values of the 34 clubs most valuable of Brazil

In this 9th edition, BDO kept the same premises as previous editions, and evaluated the brands of the largest soccer clubs in Brazil. The methodology used in this brand evaluation includes the use of financial data, surveys conducted with the soccer fans, marketing information of each club, and Brazilian economic and social data. Thus, the study identified the clubs with the most valuable brands of the Brazilian market, and the following 34 brands appeared.

- ▶ 7 Clubs in SP - Corinthians, São Paulo, Palmeiras, Santos, Portuguesa, Ponte Preta and Guarani
- ▶ 5 Clubs in SC - Figueirense, Avaí, Criciúma, Joinville and Chapecoense
- ▶ 4 Clubs in RJ - Flamengo, Vasco da Gama, Fluminense and Botafogo
- ▶ 3 Clubs in MG - Cruzeiro, Atlético-MG and América-MG
- ▶ 3 Clubs in PR - Atlético-PR, Coritiba and Paraná
- ▶ 3 Clubs PE - Sport, Náutico and Santa Cruz
- ▶ 2 Clubs in RS - Grêmio and Internacional
- ▶ 2 Clubs in BA - Bahia and Vitória
- ▶ 2 Clubs in GO - Goiás and Atlético GO
- ▶ 2 Clubs in CE - Ceará and Fortaleza
- ▶ 1 Clubs in PA - Paysandú

Revenues from the Brazilian market of soccer clubs continue to increase and, according to BDO analysis, reached in 2015 revenues of more than R\$ 5 billion. This result represents an increase of more than 300% in comparison with 2005, and will probably continue to grow in the following years. A fundamental part on this growth process will be the commercial development of the business generated by the largest soccer clubs, here analyzed.

In this year edition, all the information regarding the 34 entities considered the largest in Brazil was updated.

# Study Methodology

For this ninth brand valuation study of the Brazilian soccer brands, we used the same methodology of the previous editions of the study. This methodology was created and applied by BDO.

The study followed a strict measurement procedure that includes more than 30 different variables among historical financial data, published information surveys with fans, marketing data, habits of consumptions with fans, social media engagement, and social and economic data from the markets where the clubs are established.

The financial information utilized was extracted directly from the club's financial statements between 2011 and 2015, and funds from the transfer of athletes were not considered. Revenues directly related to the calculation of brand value were consolidated into four large major groups of revenues: marketing, stadium, licensing, members and media.

The data gathered for the surveys and other information were used according to the development of the studies conducted, until their most recent edition. Projection of future scenarios for clubs, aiming to evaluate their brands, was conducted considering the reality of each entity.

**FINANCIAL DATA** - We used the discounted cash flow method, additional financial information, and the brand differences of each club.

**SURVEYS AND FANS' DATA** - Understanding the different characteristics of the fan of each club, such as: size, age, income level, geographical distribution and consumption habits.

The study was independently conducted by BDO, by the Sports Management department, in order to contribute to the Brazilian soccer market, particularly to new marketing projects for the clubs and their sponsors.

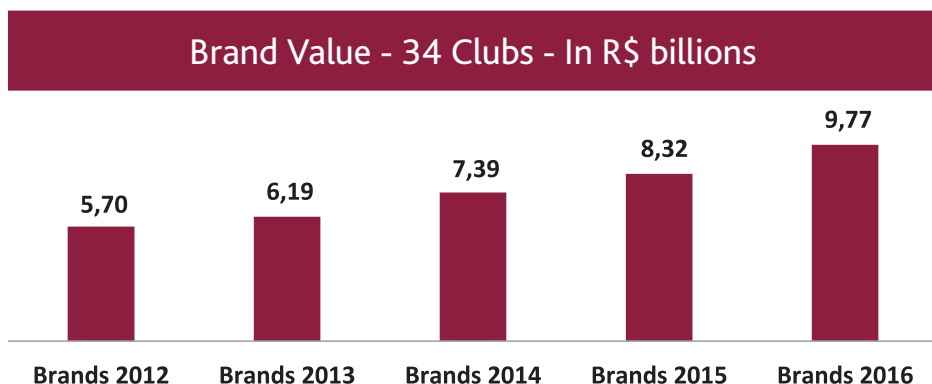
According to BDO's analysis, the value of the brands of the 34 largest soccer clubs in Brazil continues to grow. This increase is directly related to different factors throughout the years:

- ▶ The significant increase in the amounts received from TV transmission rights in the last years.
- ▶ The continual increase in revenues of the clubs resulting from marketing actions, stadium receipts, members and media.
- ▶ The constant evolution of the member-fan programs offered by the clubs.
- ▶ Increase in the amounts received from sponsors and in the interest of companies to associate with the clubs.
- ▶ Greater participation of the fans in the businesses generated by the clubs.
- ▶ New arenas with potential for exploitation.

The study methodology has not allowed that a single variable significantly increased the club brands. So, besides the support of the fans, the brand value considers other variables such as revenues resulting from the brand, habits of the fans and characteristics of the local market, which make that the growth or drop in brand value is not attributed to a single factor.

Another important aspect is that the study methodology does not consider the value of the assets recorded in the clubs' financial statements, but the revenues generated by those assets. Therefore, for a club to increase its brand value, it is always considered its effort to maximize its revenues and not the carrying value of the asset itself.

The consolidated amount of the 34 club brands in 2016 increased by 17% in comparison with the 2015 ranking and 71% since the last 5 years.



Source: BDO Analysis

The 10 clubs with the most significant increase in the value of their brands from 2012 to 2016 were: Flamengo with an increase of R\$ 701 million, Palmeiras R\$ 541 million, Corinthians R\$ 417 million, Cruzeiro R\$ 371 million, Grêmio R\$ 351 million, Atlético-MG R\$ 336 million Internacional R\$ 217 million, Fluminense R\$ 165 million, São Paulo R\$ 155 million, and Vasco da Gama R\$ 128 million.

**These 10 clubs were responsible for 83% of the R\$ 4.1 billion increase in brand value reached by the largest Brazilian clubs in the last 5 years.**

When it comes to percentage increase, the club that has evolved most its brand value in the last five years was Chapecoense, with an increase of 257%, followed by Atlético-MG with 187%; Cruzeiro with 181%, Sport with 179%, and Ponte Preta 157%.

The leadership in the ranking of the most valuable brands in Brazilian soccer, which until this year had only known Flamengo, Corinthians and São Paulo, has a new member this year: Palmeiras. Flamengo and Corinthians kept the leadership and the second place, And Palmeiras, with its excellent work on social media engagement, overtook São Paulo, reaching the 3rd place in the ranking.

São Paulo, on the other hand, did not follow the growth of its major rivals and not just stood by when Palmeiras took its place, but also saw Flamengo and Corinthians reach a greater distance in comparison.

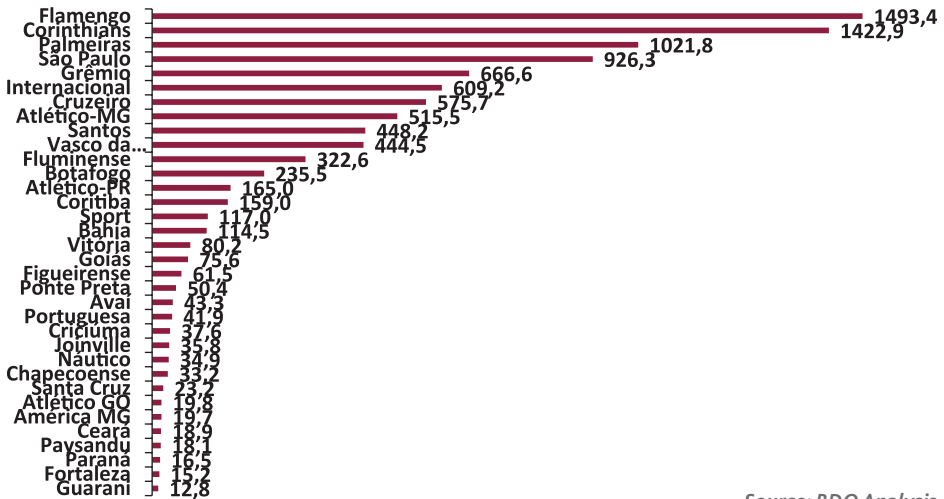
Grêmio had a 13% valorization in the last year, cementing itself on the fifth place, followed by Internacional and Cruzeiro (who has its eternal rival, Atletico MG, right following and with an ascending perspective).

Since the downfall of its brand value in 2015 and its low growth (especially in the last year), Santos held the 9th position and has its place threatened by Vasco da Gama, who resumed its growth after two years of stagnation. Fluminense and Botafogo kept their last year's position.

Atlético PR is another club who deserves mention. With its strong growth over the last years and its new arena, it tends to get closer to the leaders. Sport, on the other hand, went back and conquered the most valuable position on northeast, overtaking Bahia, who held the 16th place this year.

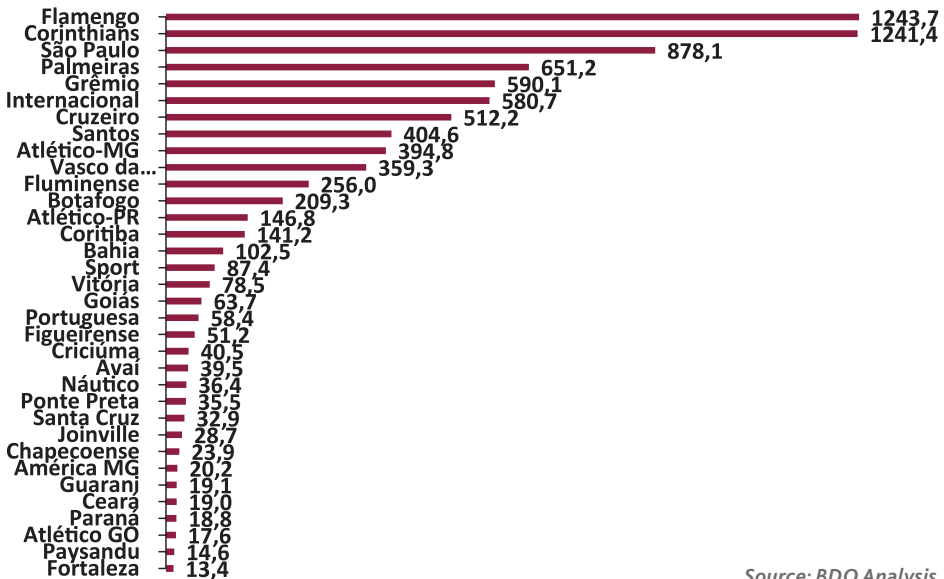
Being the second state with more clubs within the ranking, Santa Catarina market has in Figueirense its major representative this year, with the 19th most valuable brand of this year. Avaí, 21st, Criciúma, 23rd, Joinville, 24th, and Chapecoense, growing, 26th, complete the list of clubs of the state.

## Ranking 2016 - In R\$ millions



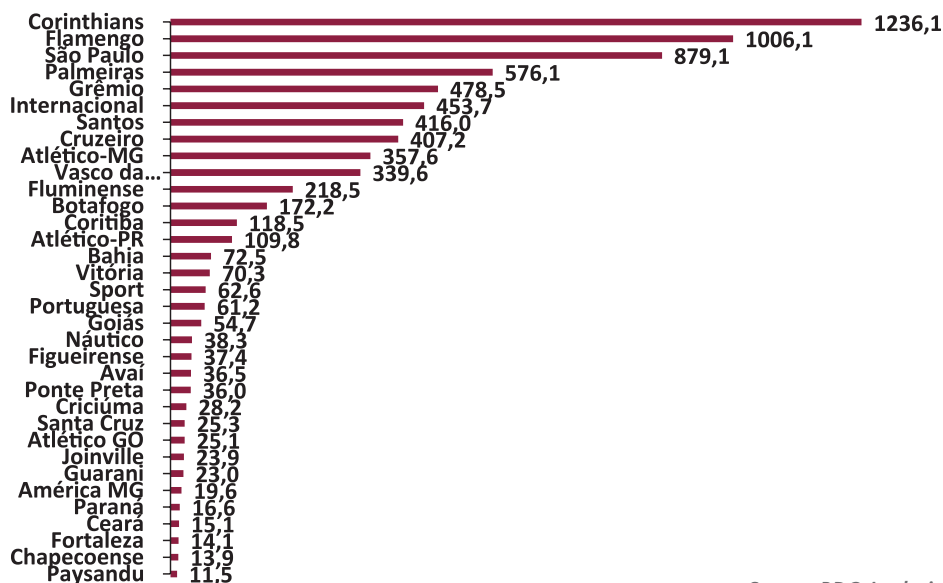
Source: BDO Analysis

## Ranking 2015 - In R\$ millions



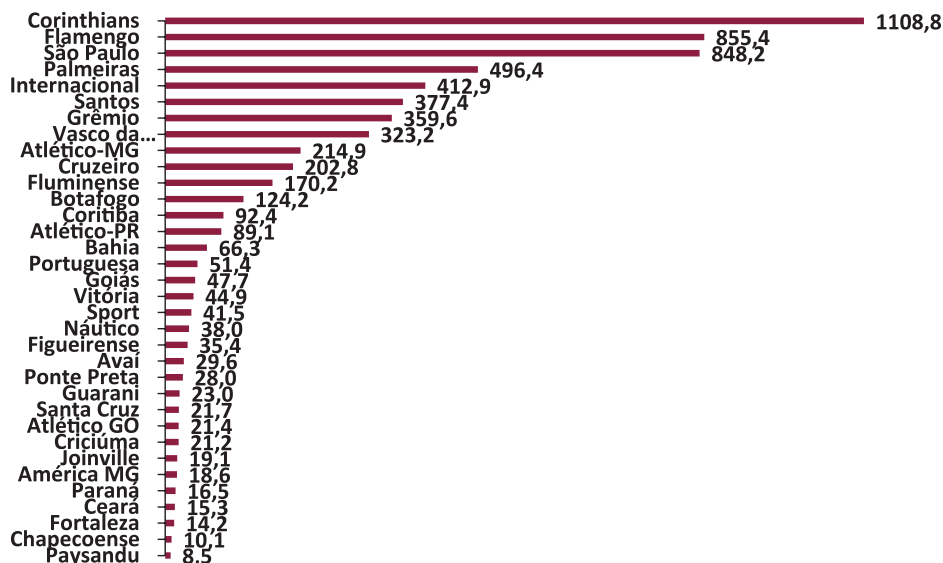
Source: BDO Analysis

## Ranking 2014 - In R\$ millions



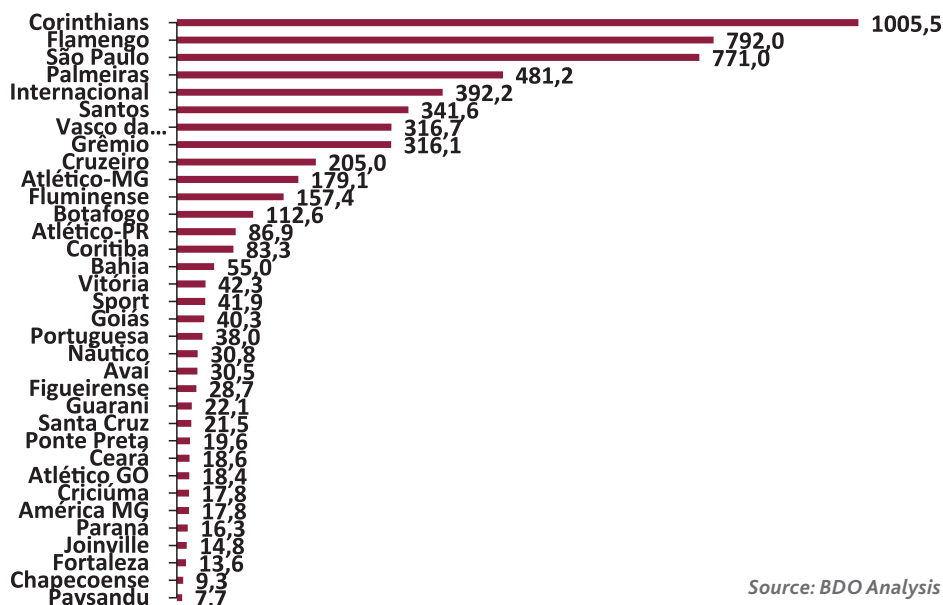
Source: BDO Analysis

## Ranking 2013 - In R\$ millions



Source: BDO Analysis

## Ranking 2012 - In R\$ millions

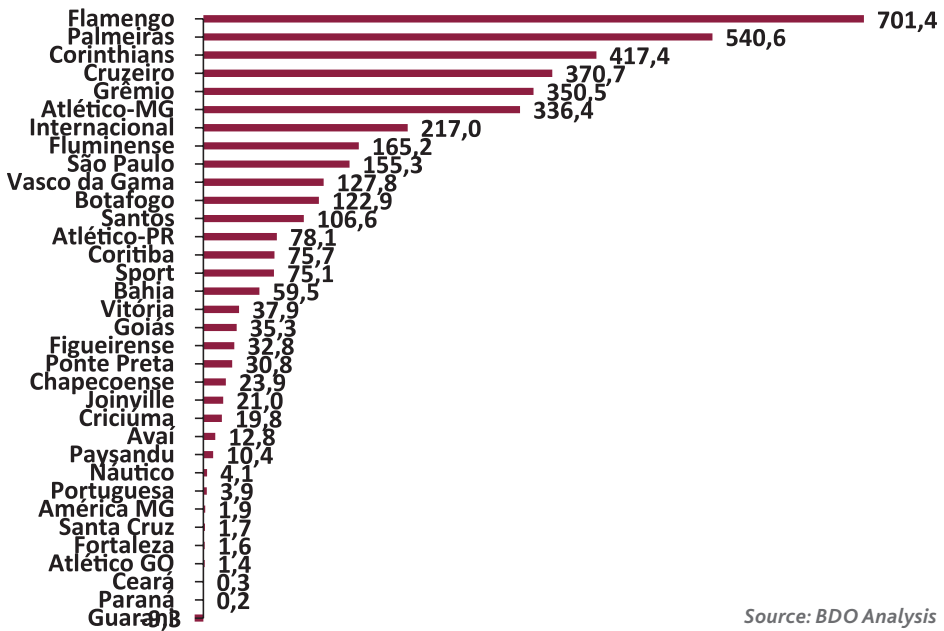


Source: BDO Analysis

An interesting option is to check the growth of the clubs' brands in absolute values, which shows the efficient exploration of this asset. The increase by R\$ 4.1 billion between 2012 and 2016, in the consolidated value of the 34 clubs' brands, was the result of the increase in revenues and of the development of Brazilian soccer business environment.

Such increase shows an actual improvement in the clubs' marketing projects in the last years, which tend to grow, due to the increasing number of actions implemented by the clubs

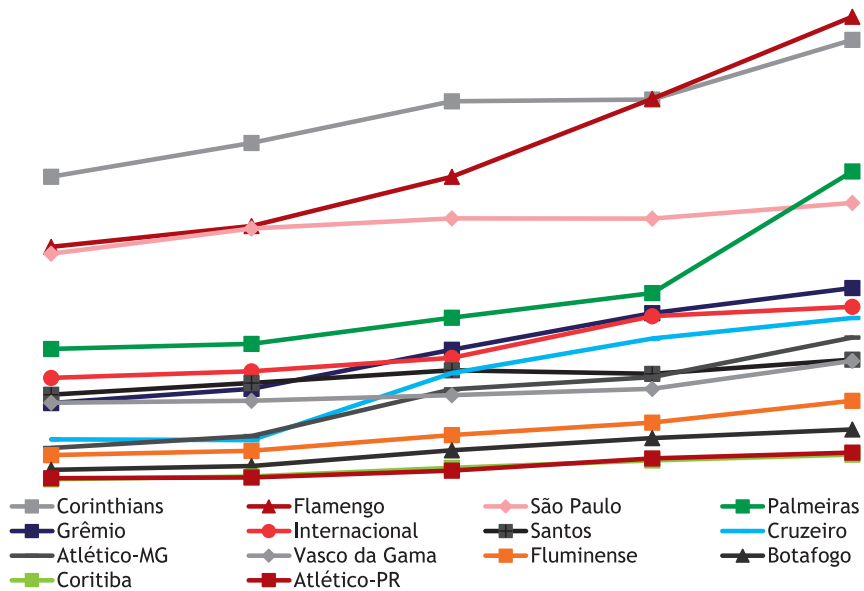
## Variation in brand value in absolute terms 2012 to 2016 – In R\$ millions



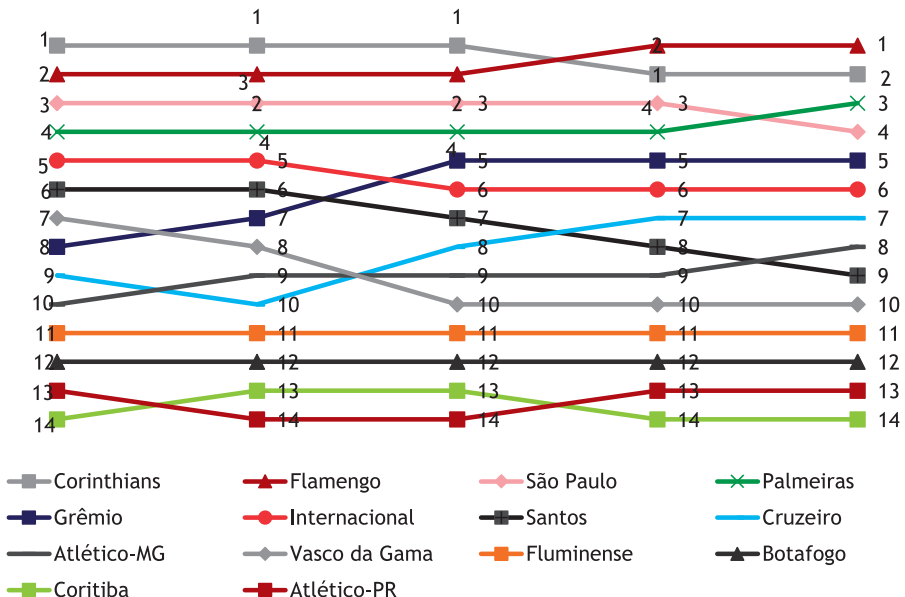
Source: BDO Analysis

To better illustrate the brand evolution over the last 5 years, we present a comparative analysis of the 14 most valuable brands of the country.

## Brand Value Evolution - 2012 - 2016 Values



## Brand Value Evolution - Ranking 2012 - 2016

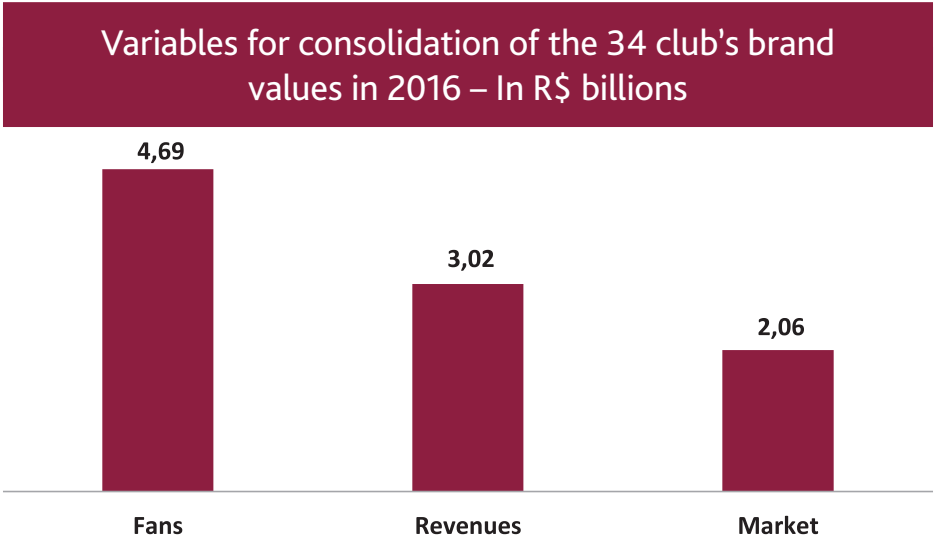


The study on the brands of Brazilian soccer clubs shows that each entity has specific characteristics, according to the profile of its fans, development of revenues, resulting from its brand and from the characteristics of their local market.

According to BDO's methodology, this is the best mechanism to measure the brand value of Brazilian soccer clubs. This methodology allows us to evaluate the business potential of each club brand, according to their market profile.

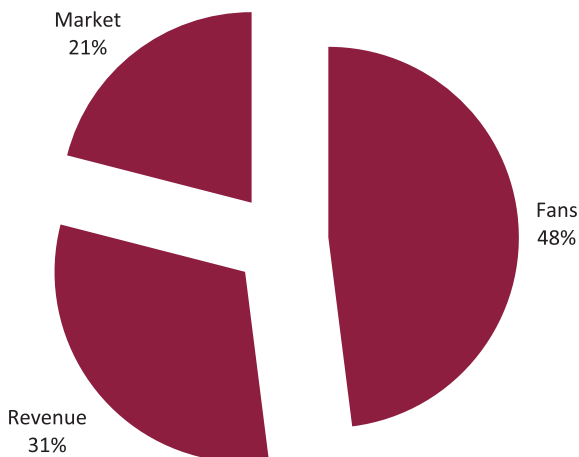
Very differently from companies, which need to constantly gain new consumers from their competitors, soccer clubs have loyal fans. The major challenge for these brands is to turn these million fans into active and motivated consumers.

According to the evaluation, in 2016, the consolidated value of the 34 most valuable brands of Brazilian soccer clubs was R\$ 9.77 billion. Pursuant to the study methodology, the most significant variables for the analyzed clubs were the characteristics and profile of their fans, with consolidated amount of R\$ 4.69 billion, followed by revenues from the brand with R\$ 3.02 billion, and local market characteristics, amounting to R\$ 2.06 billion.



*Source: BDO Analysis*

## Variables for calculating brand value of each club Consolidated value of the 34 brands in 2016 - In %

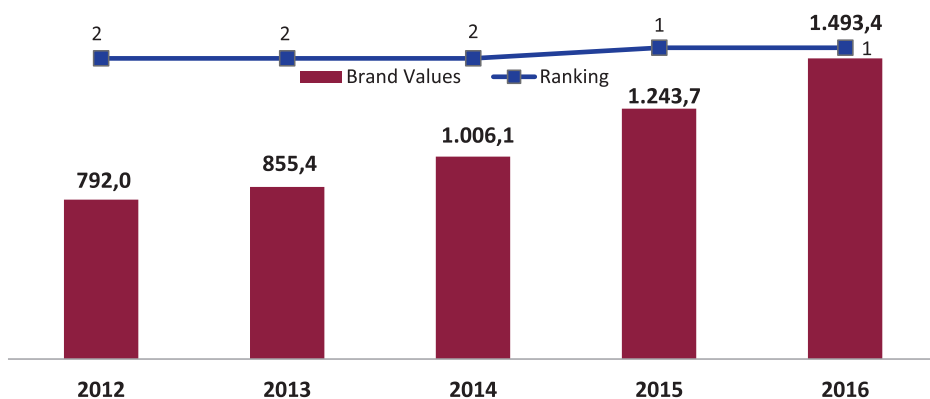


Source: BDO Analysis

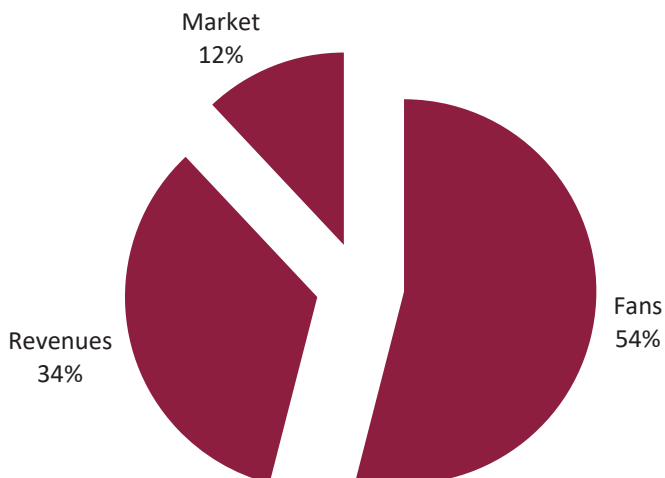
The potential future generation of revenues for each brand will depend on how the clubs' marketing departments will maximize the relation of the club with its million fans, enhance its revenues and explore the economic and social characteristics of the markets where the clubs are located.

Brand Value – R\$ 1,493.4 million

## Brand value evolution - Flamengo In R\$ million



## Flamengo brand strength

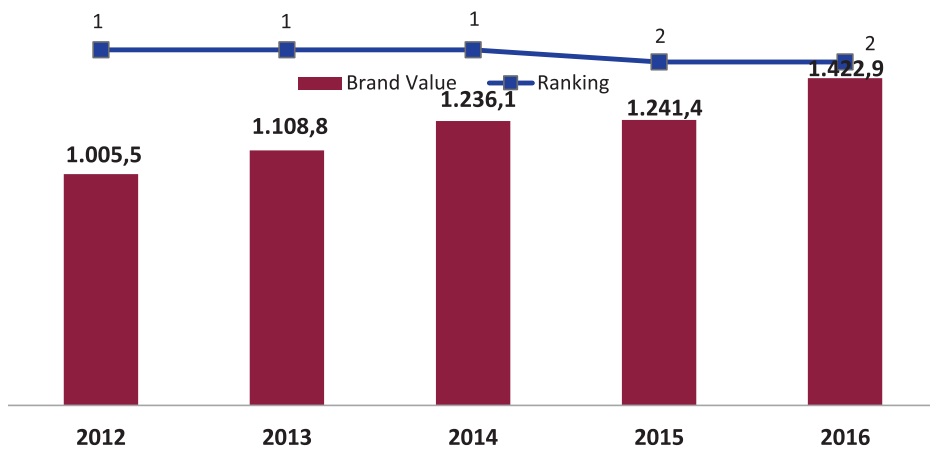


Source: BDO Analysis

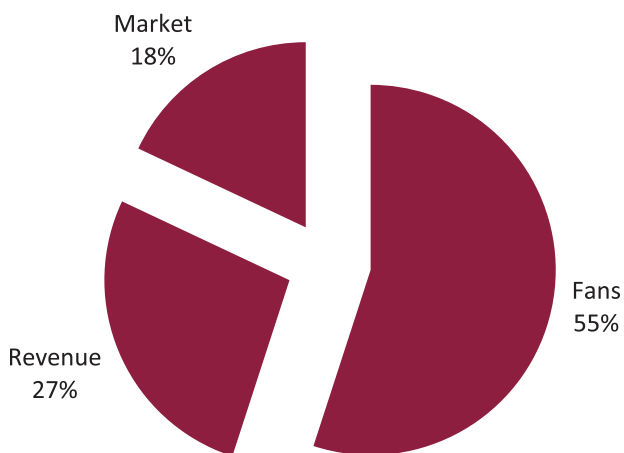
## 2<sup>nd</sup> Corinthians

Brand Value – R\$ 1,422.9 million

### Brand value evolution - Corinthians In R\$ million



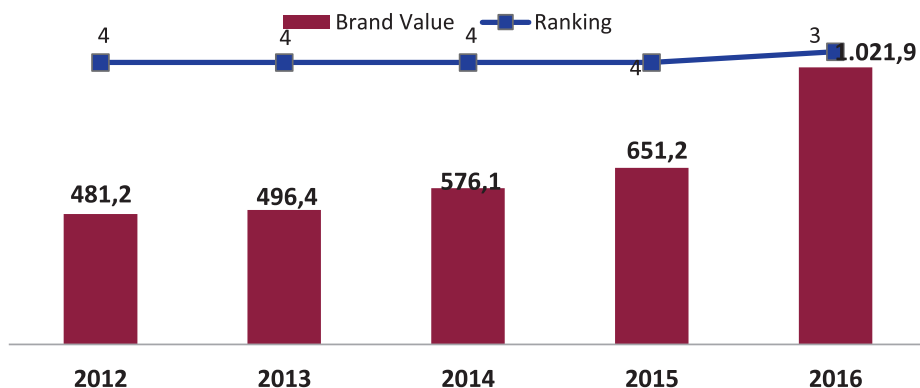
### Corinthians brand strength



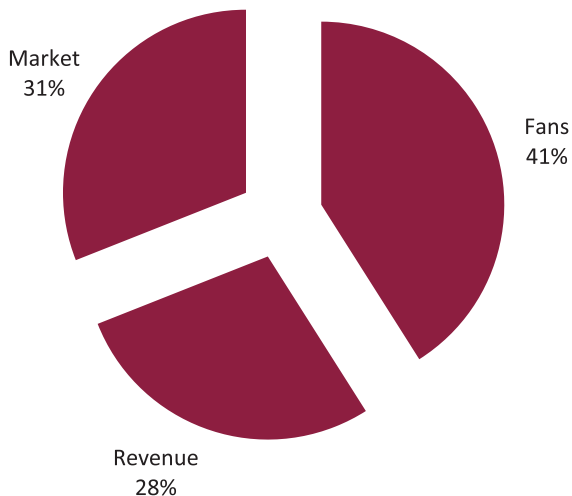
Source: BDO Analysis

Brand Value – R\$ 1,021.9 million

## Brand value evolution - Palmeiras In R\$ million



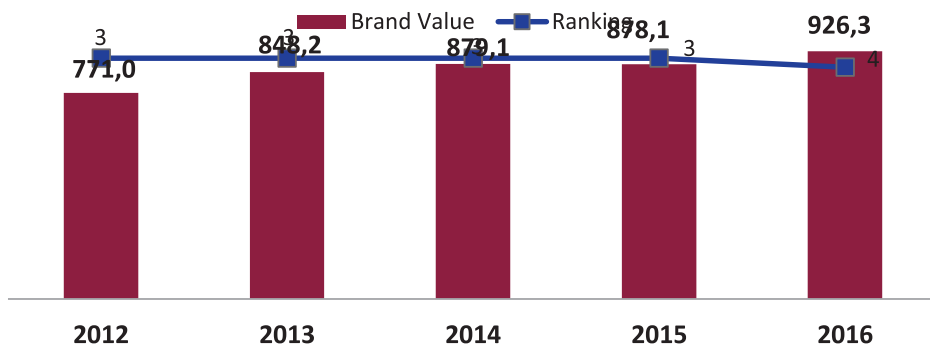
## Palmeiras brand strength



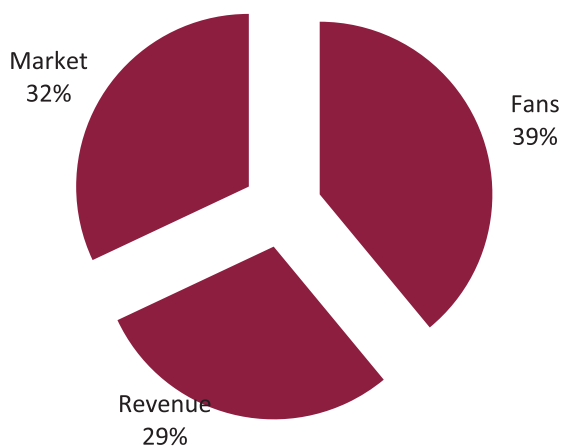
Source: BDO Analysis

Brand Value – R\$ 926.3 million

## Brand value evolution - São Paulo In R\$ million



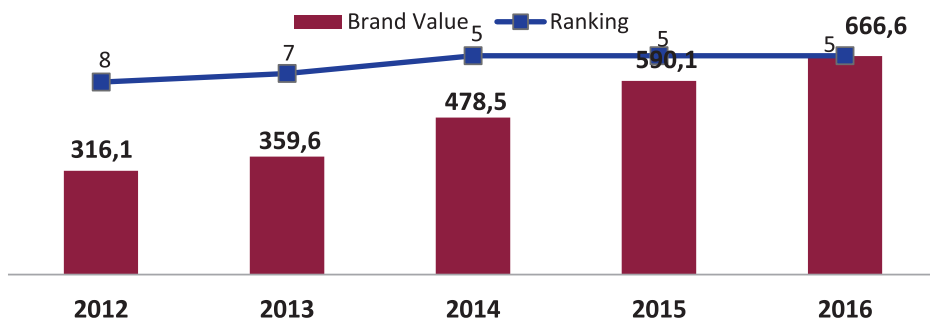
## São Paulo brand strength



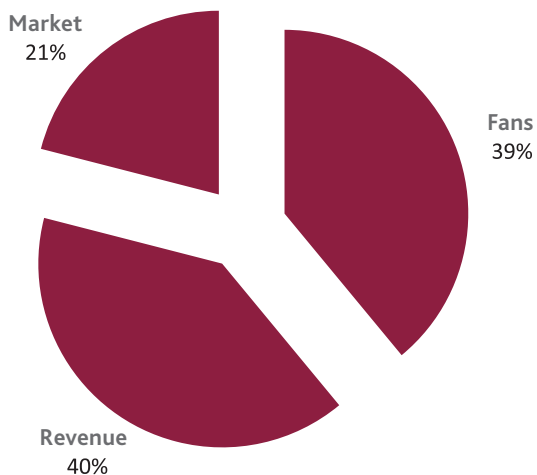
Source: BDO Analysis

Brand Value – R\$ 666.6 million

## Brand value evolution - Grêmio In R\$ million



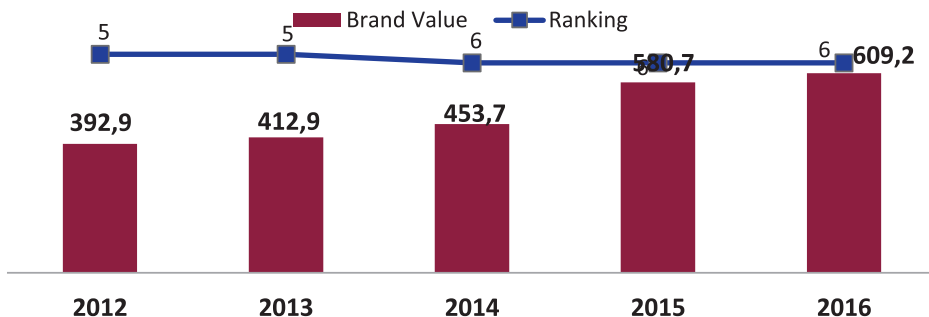
## Grêmio brand strength



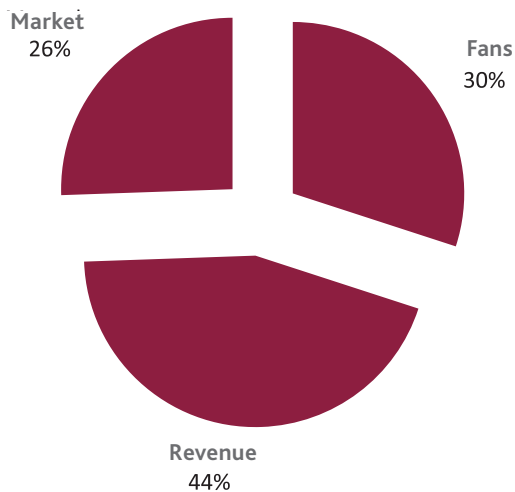
Source: BDO Analysis

Brand Value – R\$ 609.2 million.

## Brand value evolution - Internacional In R\$ million



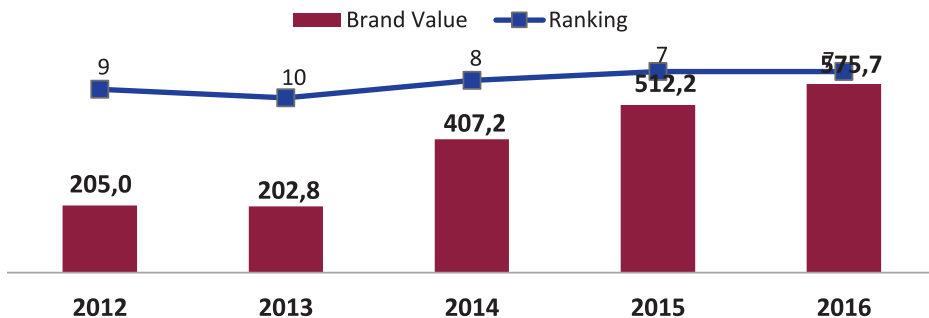
## Internacional brand strength



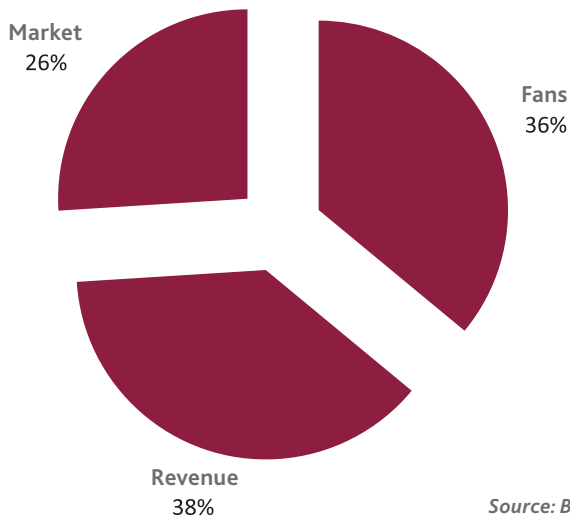
Source: BDO Analysis

Brand Value – R\$ 575.7 million

## Brand value evolution - Cruzeiro In R\$ million



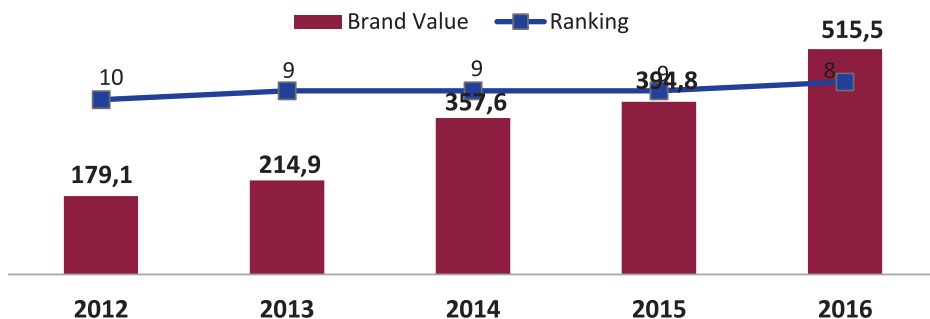
## Cruzeiro brand strength



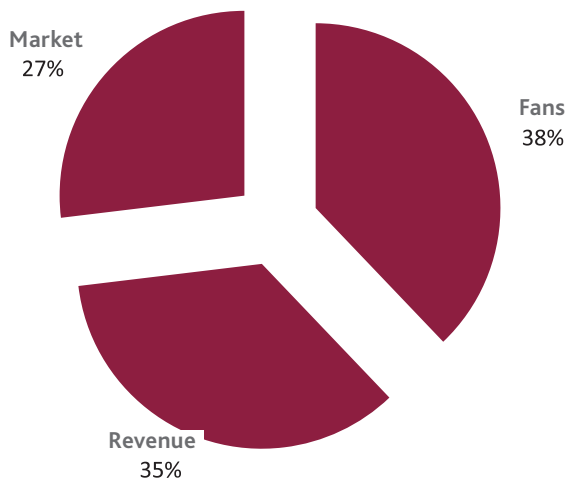
Source: BDO Analysis

Brand Value – R\$ 404.6 million

## Brand value evolution - Atlético MG In R\$ million



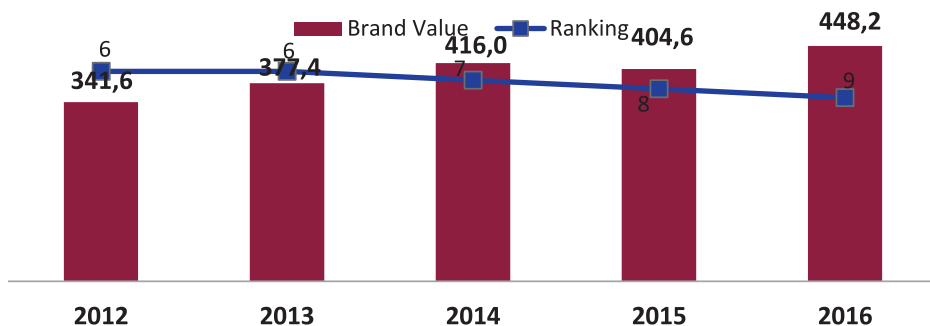
## Atlético MG brand strength



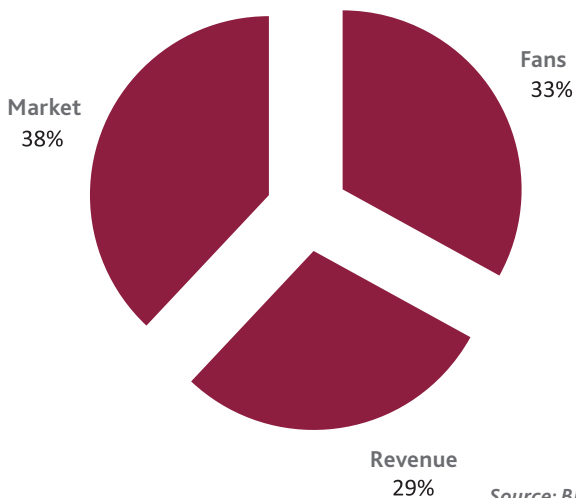
Source: BDO Analysis

Brand Value – R\$ 448.2 million

Brand value evolution - Santos  
In R\$ million



Santos brand strength

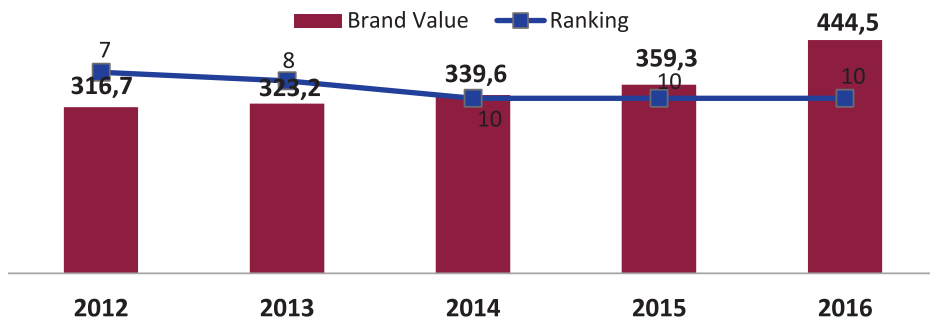


Source: BDO Analysis

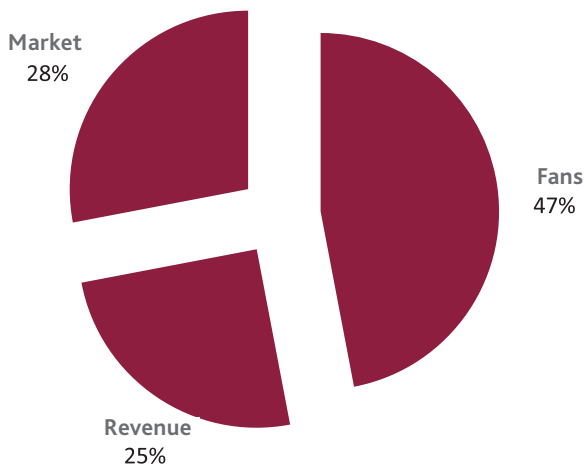
# 10<sup>th</sup> Vasco da Gama

Brand Value – R\$ 444.5 million

## Brand value evolution - Vasco da Gama In R\$ million



## Vasco da Gama brand strength

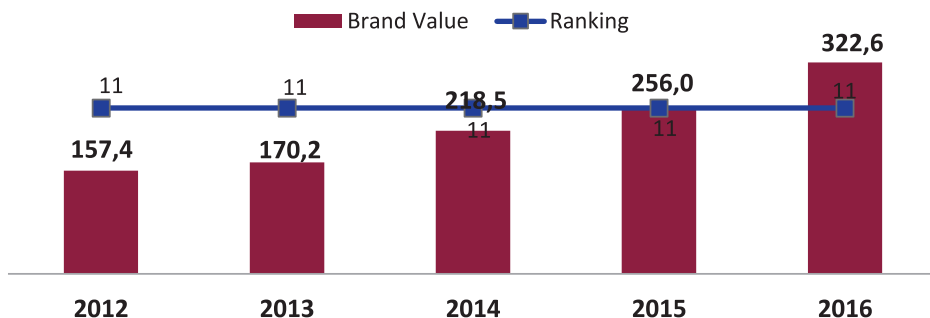


Source: BDO Analysis

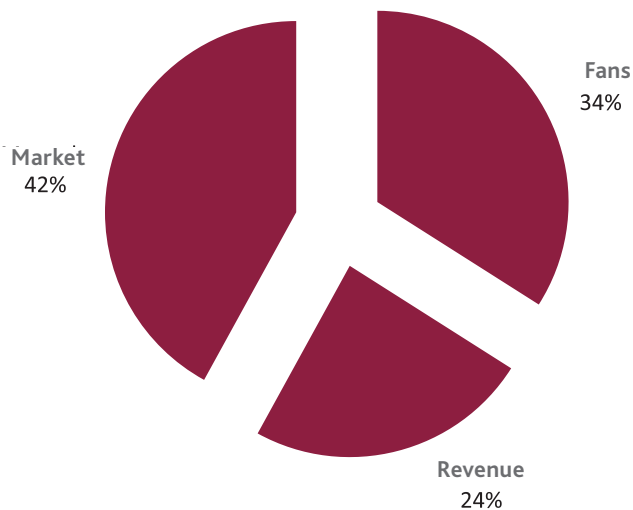
# 11<sup>th</sup> Fluminense

Brand Value – R\$ 322.6 million

## Brand value evolution - Fluminense In R\$ million



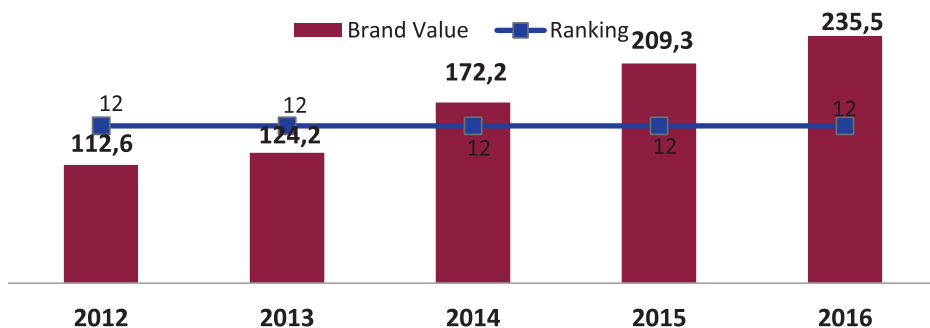
## Fluminense brand strength



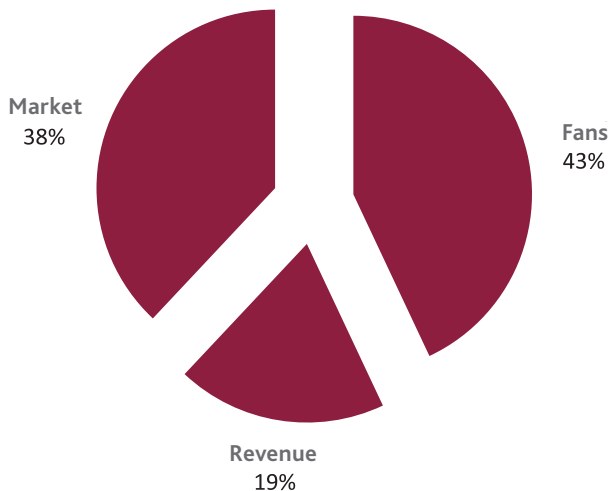
Source: BDO Analysis

Brand Value – R\$ 235.5 million

## Brand value evolution - Botafogo In R\$ million



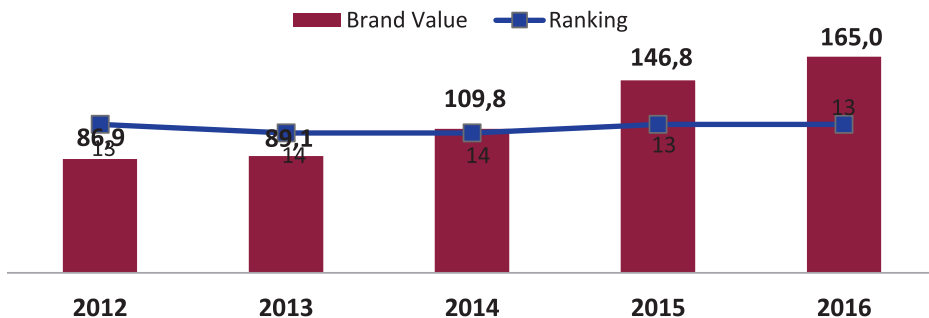
## Botafogo brand strength



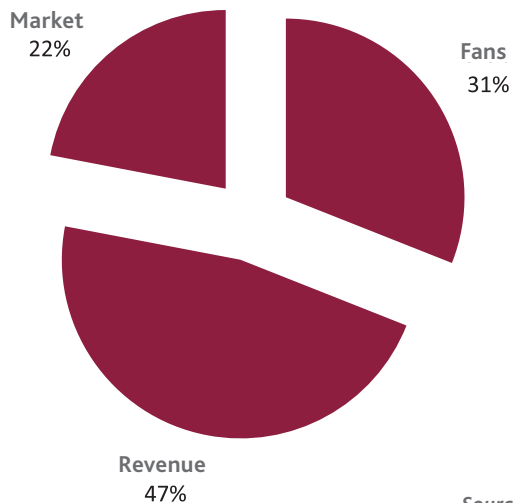
Source: BDO Analysis

Brand Value – R\$ 165.0 million

## Brand value evolution - Atlético PR In R\$ million



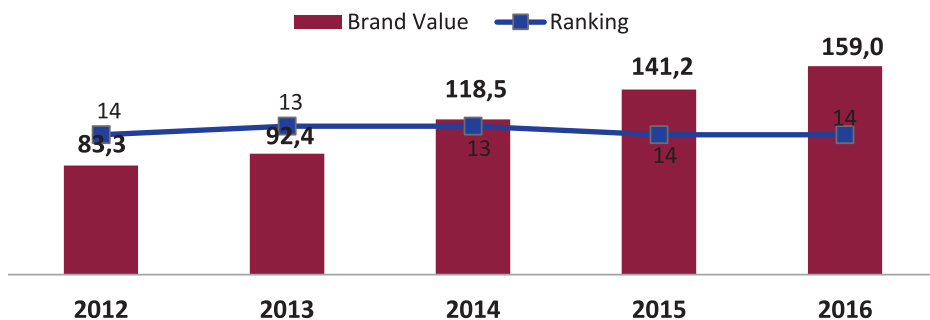
## Atlético PR brand strength



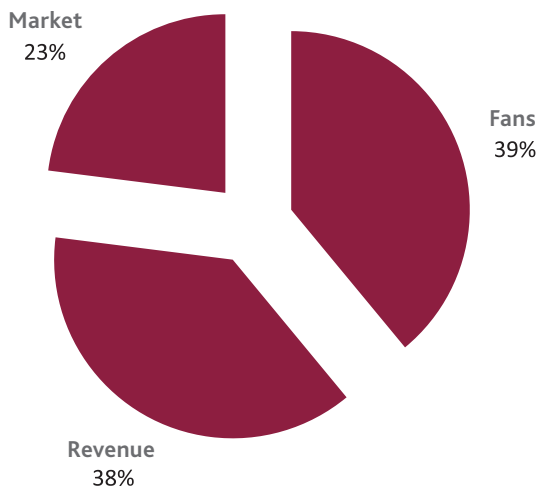
Source: BDO Analysis

Brand Value – R\$ 159.0 million

## Brand value evolution - Coritiba In R\$ million



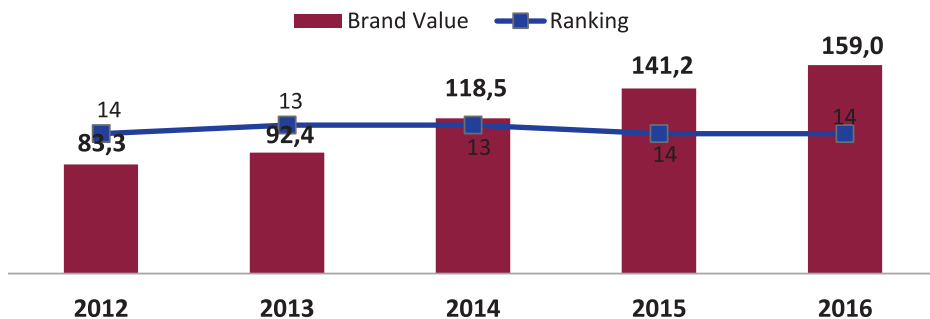
## Coritiba brand strength



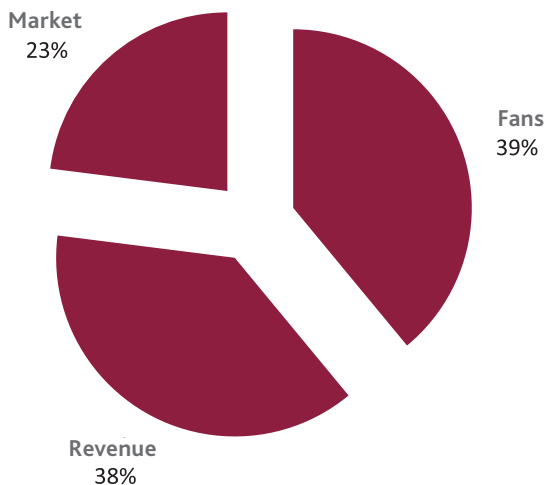
Source: BDO Analysis

## Brand Value – R\$ 117.0 million

### Brand value evolution - Sport In R\$ million



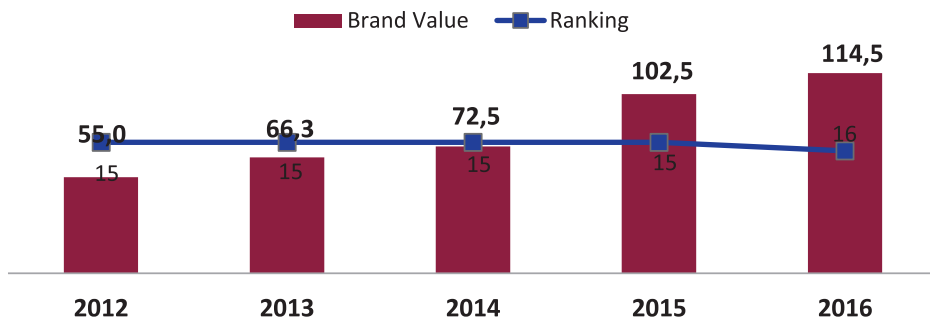
### Sport brand strength



Source: BDO Analysis

## Brand Value – R\$ 114.5 million

### Brand value evolution - Bahia In R\$ million



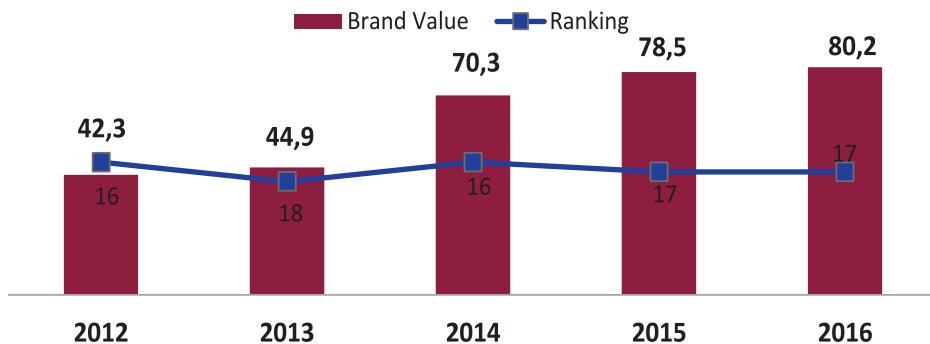
### Bahia brand strength



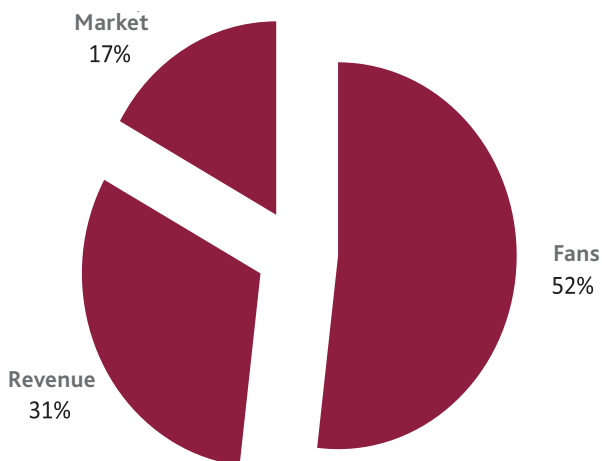
Source: BDO Analysis

Brand Value – R\$ 80.2 million

## Brand value evolution - Vitória In R\$ million



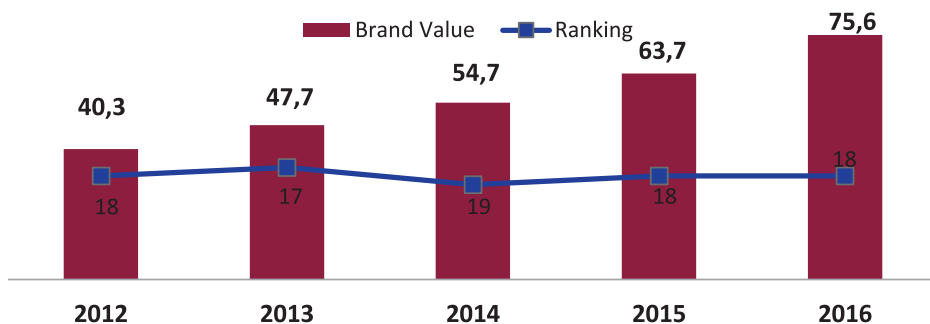
## Vitória brand strength



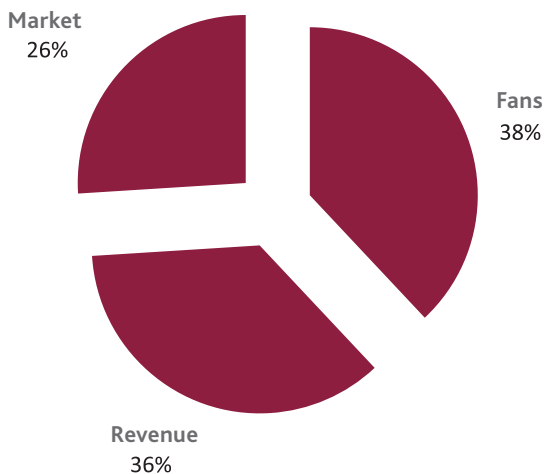
Source: BDO Analysis

Brand Value – R\$ 75.6 million

Brand value evolution - Goiás  
In R\$ million



Goiás brand strength

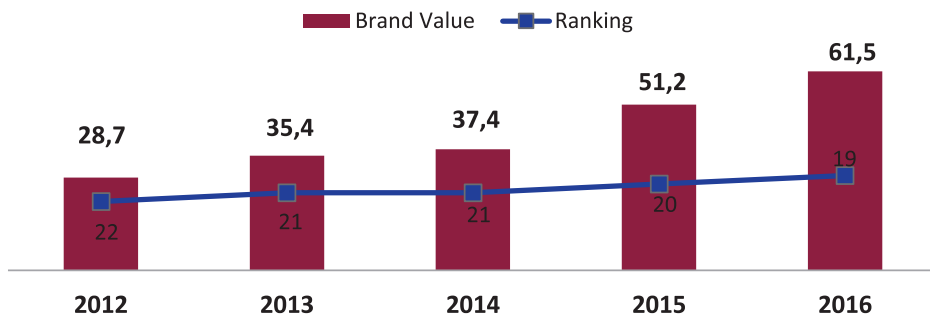


Source: BDO Analysis

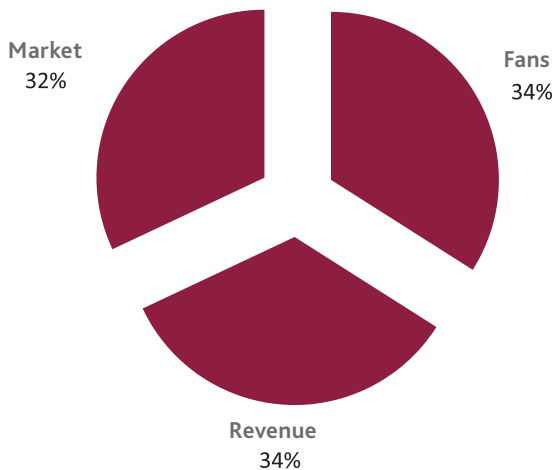
# 19<sup>th</sup> Figueirense

Brand Value – R\$ 61.5 million

## Brand value evolution - Figueirense In R\$ million



## Figueirense brand strength

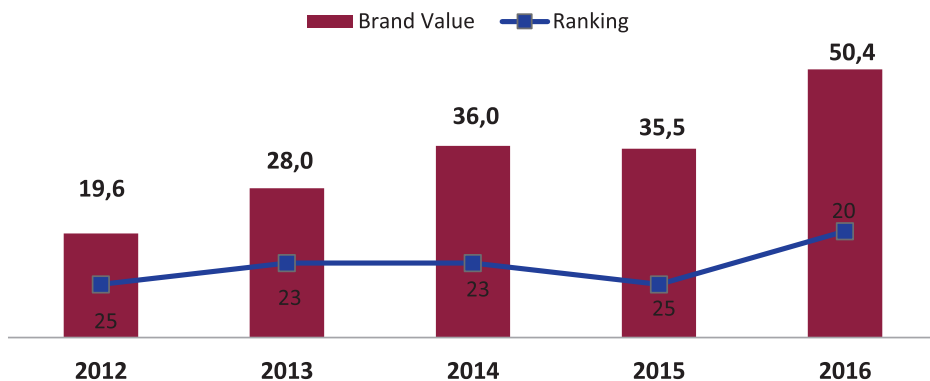


Source: BDO Analysis

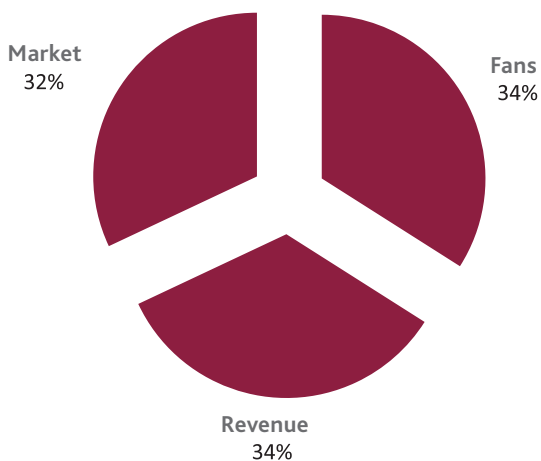
# 20<sup>th</sup> Ponte Preta

Brand Value – R\$ 50.4 million

## Brand value evolution - Ponte Preta In R\$ million



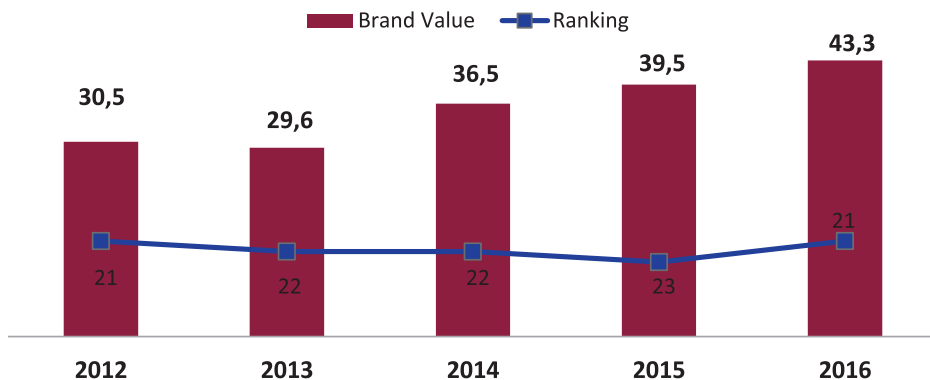
## Ponte Preta brand strength



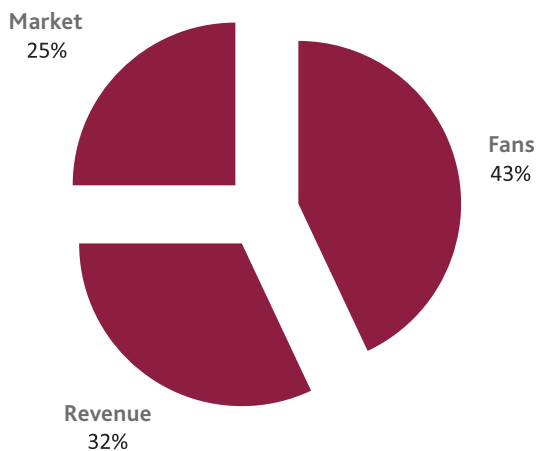
Source: BDO Analysis

Brand Value – R\$ 43.3 million

## Brand value evolution - Avaí In R\$ million



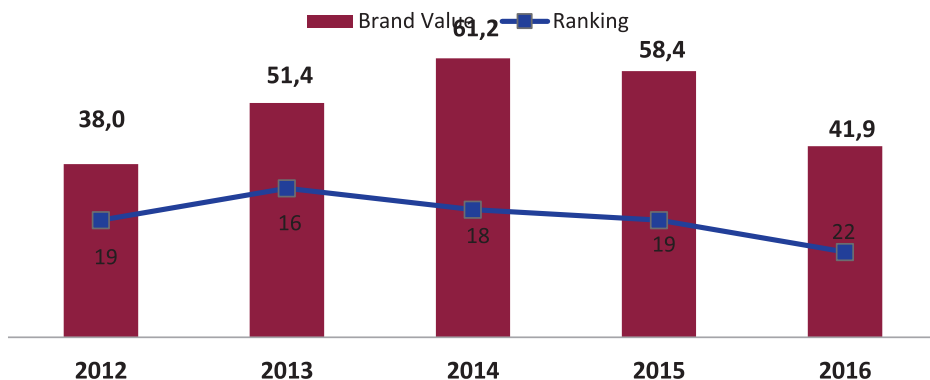
## Avaí brand strength



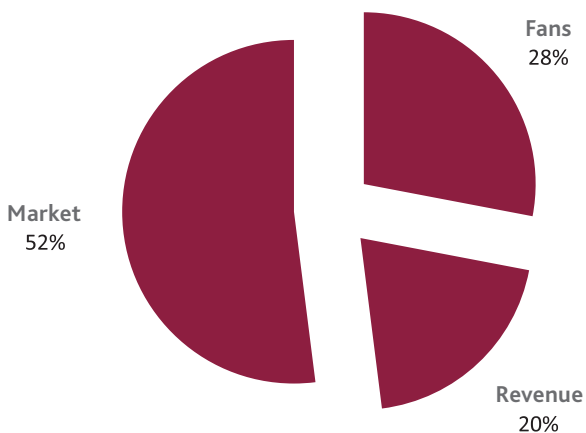
Source: BDO Analysis

Brand Value – R\$ 41.9 million

## Brand value evolution - Portuguesa In R\$ million



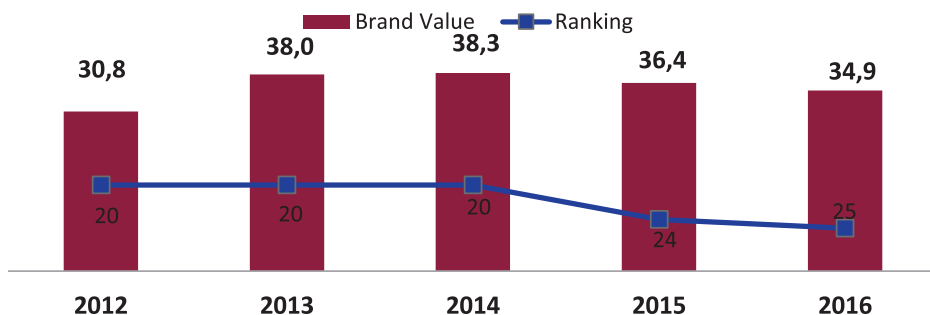
## Portuguesa brand strength



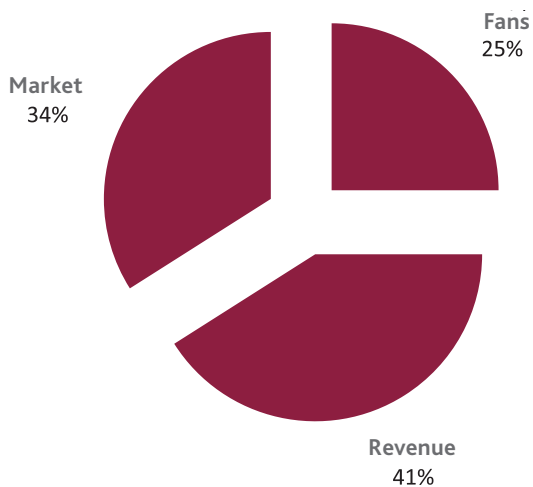
Source: BDO Analysis

Brand Value – R\$ 37.6 million

## Brand value evolution - Criciúma In R\$ million



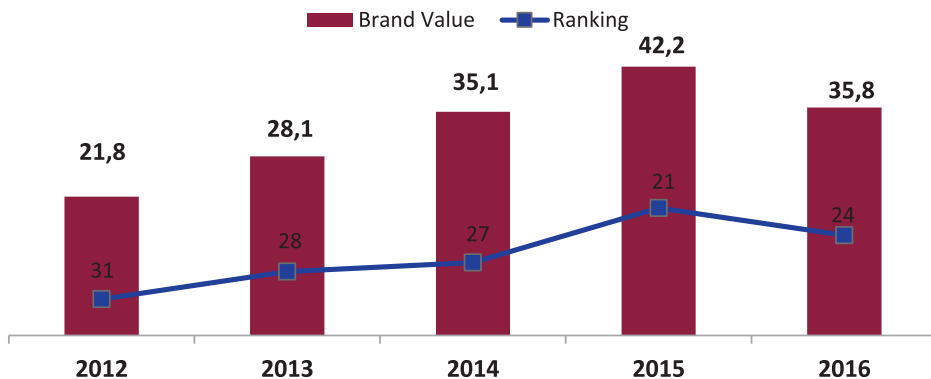
## Criciúma brand strength



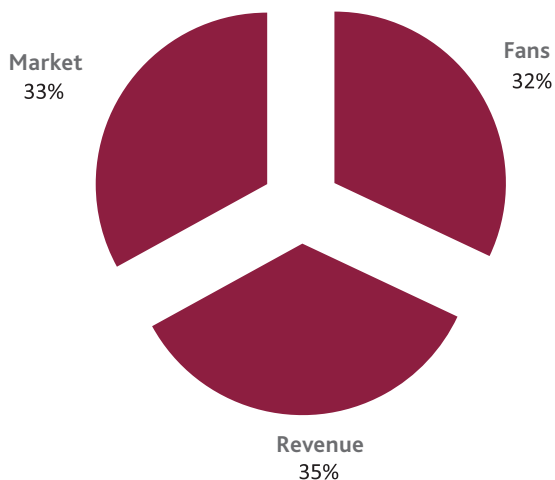
Source: BDO Analysis

Brand Value – R\$ 35.8 million

## Brand value evolution - Joinville In R\$ million



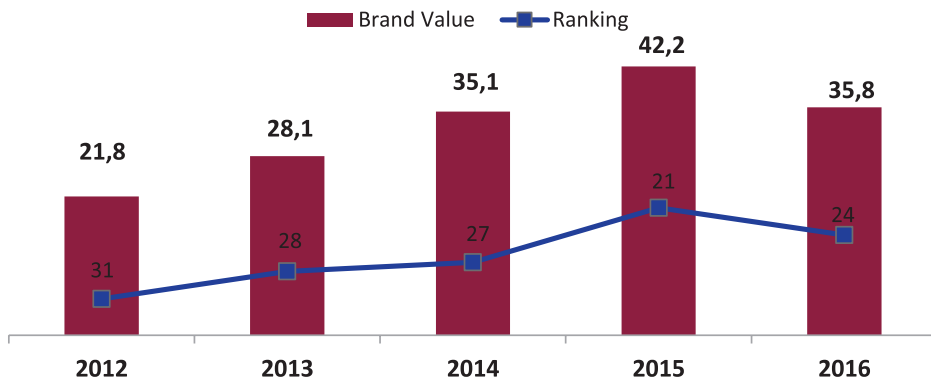
## Joinville brand strength



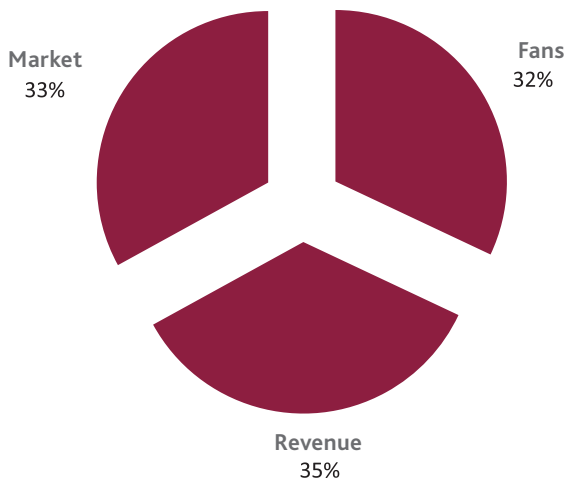
Source: BDO Analysis

Brand Value – R\$ R\$ 34.9 million

Brand value evolution - Náutico  
In R\$ million



Náutico brand strength

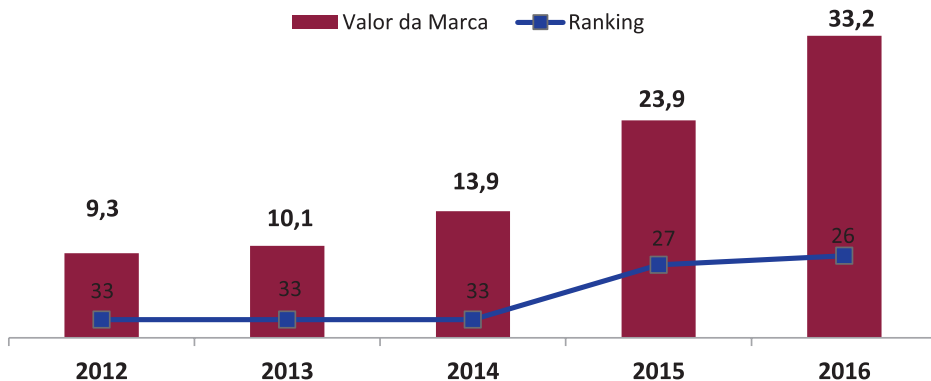


Source: BDO Analysis

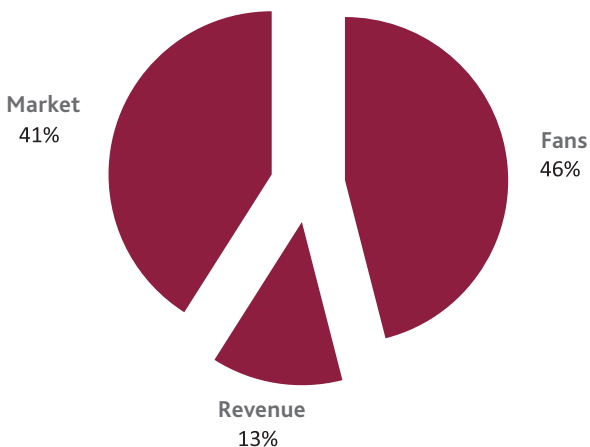
# 26<sup>th</sup> Chapecoense

Brand Value – R\$ 33.2 million

## Brand value evolution - Chapecoense In R\$ million



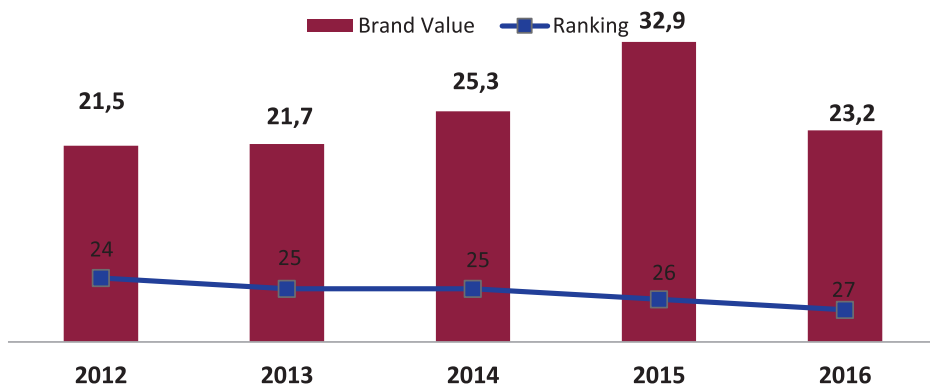
## Chapecoense brand strength



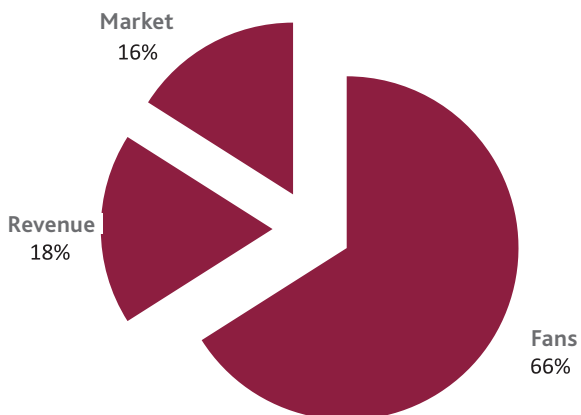
Source: BDO Analysis

Brand Value – R\$ 23.2 million

## Brand value evolution - Santa Cruz In R\$ million



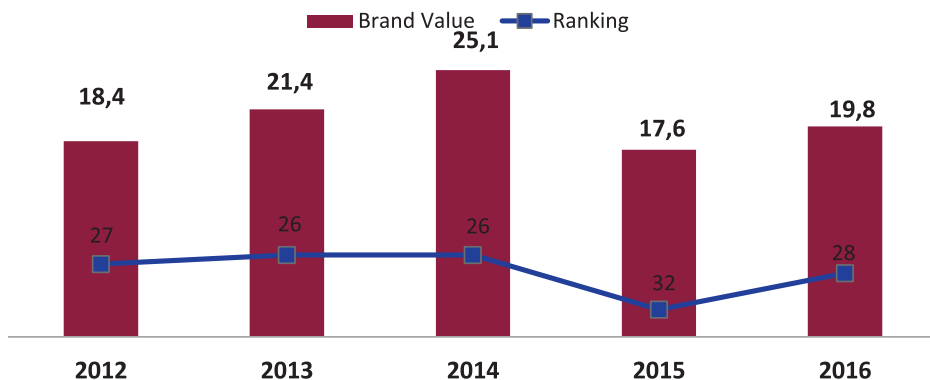
## Santa Cruz brand strength



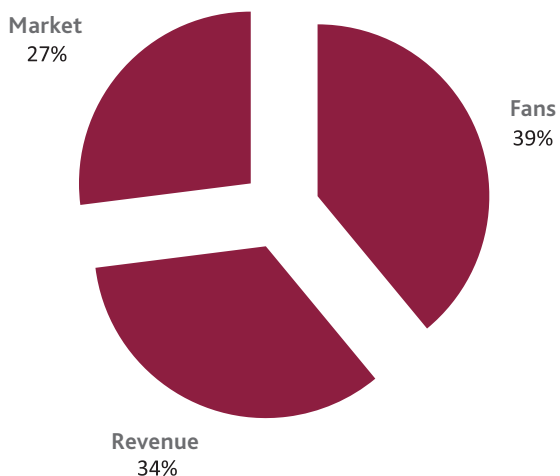
Source: BDO Analysis

Brand Value – R\$ 19.8 million

## Brand value evolution - Atlético GO In R\$ million



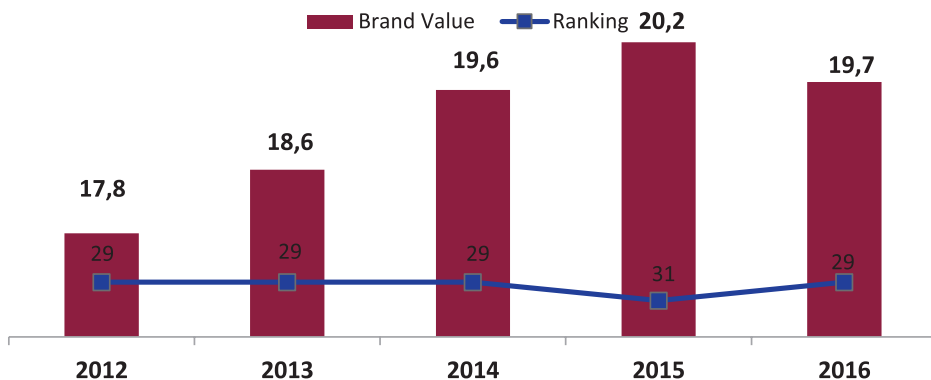
## Atlético GO brand strength



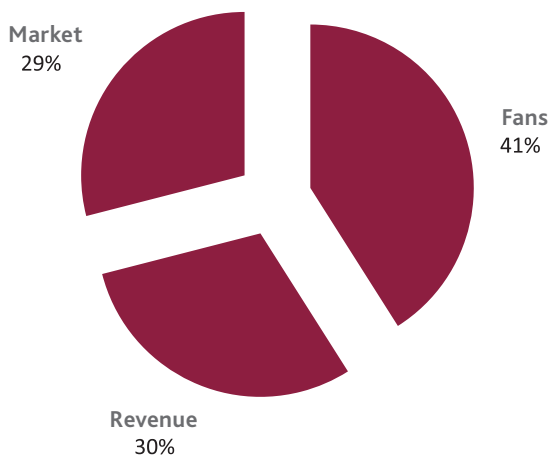
Source: BDO Analysis

Brand Value – R\$ 19.7 million

## Brand value evolution - América MG In R\$ million



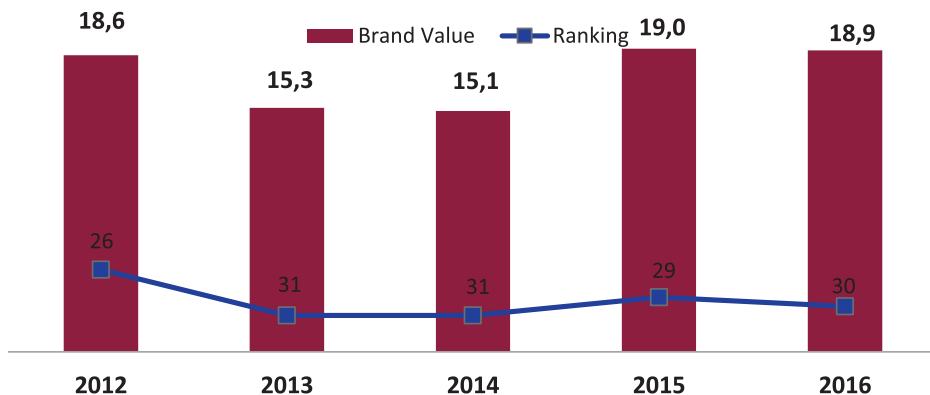
## América MG brand strength



Source: BDO Analysis

Brand Value – R\$ 18.9 million

Brand value evolution - Ceará  
In R\$ million



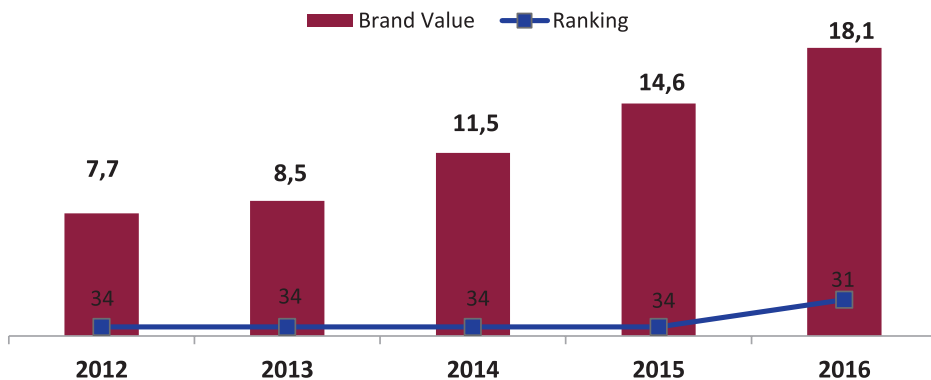
Ceará brand strength



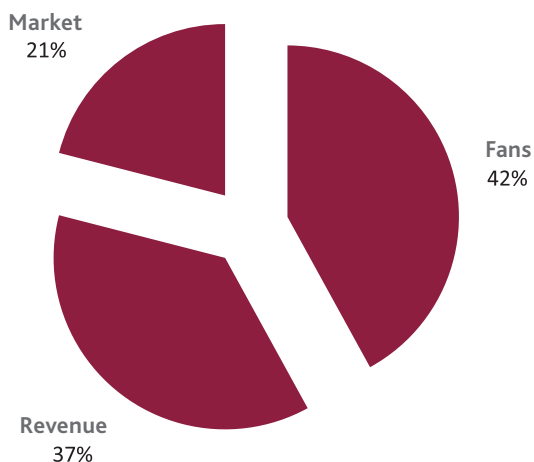
Source: BDO Analysis

Brand Value – R\$ 18.1 million

## Brand value evolution - Paysandu In R\$ million



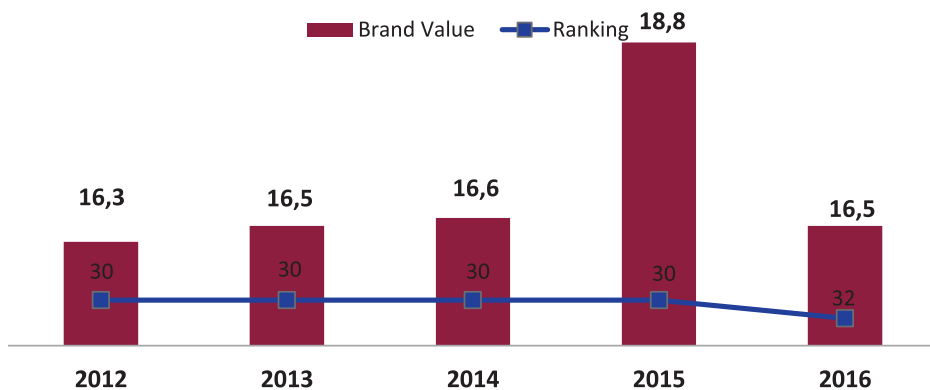
## Paysandu brand strength



Source: BDO Analysis

Brand Value – R\$ 16.5 million

Brand value evolution - Paraná  
In R\$ million



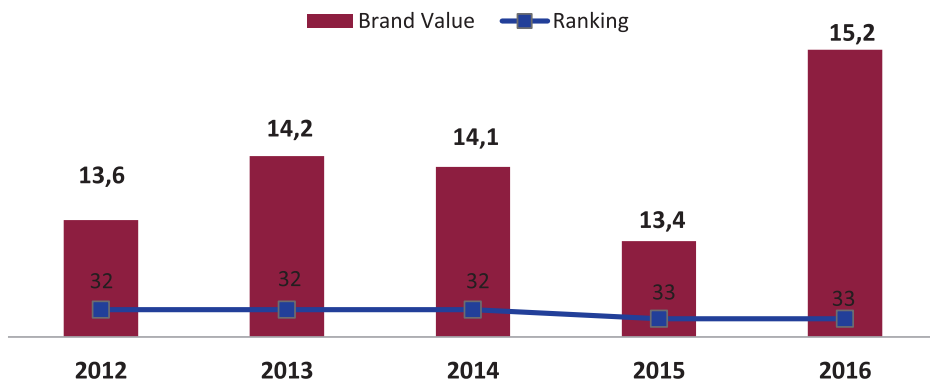
Paraná brand strength



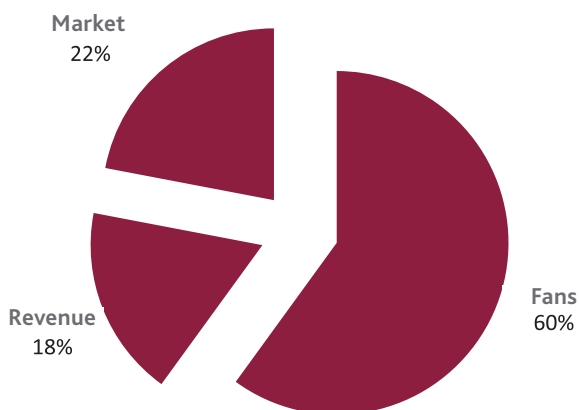
Source: BDO Analysis

Brand Value – R\$ 15.2 million

## Brand value evolution - Fortaleza In R\$ million



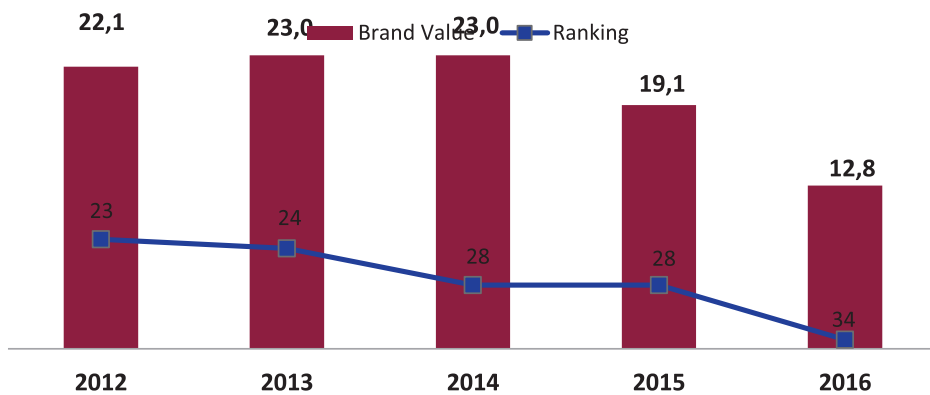
## Fortaleza brand strength



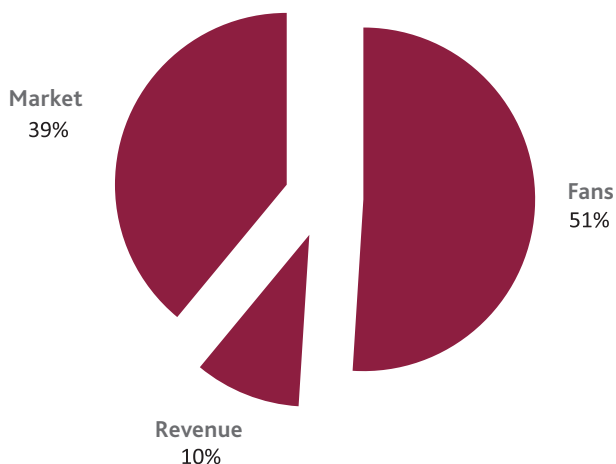
Source: BDO Analysis

Brand Value – R\$ 12.8 million

## Brand value evolution - Guarani In R\$ million



## Guarani brand strength



Source: BDO Analysis

# Conclusion

The Brazilian market of soccer clubs presented a profound evolution in its business in 2015, reaching its highest revenue ever especially boosted by TV rights and by the transfer of athletes, which as a result of Brazilian currency devaluation played a major role becoming attractive once again for foreign clubs. The matchdays revenue, however, lost its strength after almost two years of constant grow, pushed by the new arenas.

After PROFUT's approval, the clubs are legally obligated to fulfill minimum standards of governance and, in order to reach them, a wide and deep management restructuring must be done. The final result of PROFUT is an effective incentive to the good practices and, consequently, attractive to all the players of this market.

As a practical result of this new momentum in the country, the clubs presented in consolidated, the greatest surplus in their history; more than R\$ 130 million (even with the increase in their soccer department costs). The net indebtedness also presented a positive outcome, being reduced for the first time in 2015, after reaching its highest value in 2014.

The 34 Brazilian clubs analyzed on this 9th edition of the brand values reached a record value of more than R\$ 9.8 billion. The value is a clear way to show that the clubs are now aware of their potential and that the branding process can generate a profitable cycle for the clubs' business over the next years. To talk the same language as their sponsors and to relate with quality with the most varied public has been something increasingly more discussed at the clubs.

As an example, we can cite the member-fan program that not only facilitates the clubs' planning, but also the fans' mapping, resulting in greater efficiency of the actions that can enhance the clubs' brand value.

Just like in other sectors, the clubs are starting to map its fans/consumers, which have an interesting characteristic, the loyalty, something difficult to achieve in other segments.

This interaction with the fans generates a higher engagement and, consequently an increase in revenues, by increasing the fans' perception that, besides being part of the club, they are also treated as they always deserved, as consumers!



# RESPONSÁVEL PELO ESTUDO



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