



Brazilian football clubs' financials 2023

Revenues Diversification, The Main Challenge!

*INCLUDES SPONSORSHIPS NEW DIMENSION AND HOW AI
CAN LEVERAGE SPORTS MARKETING STRATEGIES?*



May, 2024

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METHODOLOGY

Sports Value has the extensive historical series of financial statements data, from different football clubs' market in Latin America and worldwide.



The data makes up one of the largest finance/marketing/digital data analytics in the football world. We have decades of global data and current information from digital, finance, marketing and trends.



Brazilian football clubs' analysis has a historical series that began in 2003. The most extensive on the market. We have data from all over Latin America, Europe, USA and Asia.

The data in this report are extracted from the public financial statements of the 20 clubs with the highest revenues in Brazil.



The TOP 20 make up our League, if Brazil had it, to compare with international markets. Exchange rate impacted the numbers.

Disclaimer – Values from Liga Forte União (LFU)

Sports Value identified numerous accounting inconsistencies in the recording of the amounts received by the clubs belonging to the Liga Forte União (LFU). They were negotiated for 50 years, 20% of the future TV rights, a very high value that should be registered under the accounting accrual basis.

This means that amounts that exceed US\$ 43 million, for some clubs, were erroneously recorded as operating revenues for 2023. There are two serious errors: 1) The first is future values of a traded asset, so they can never be recorded as funds generated with the operation of the clubs. 2) The second mistake is to record the value in full and not divided by the 50 years. This would preserve future administrations, which could also have access to resources.

The amounts entered by the clubs via LFU add up to more than US\$ 368 million in 2023 alone and represent 20% of 50 years of the clubs' broadcast rights. Balance Sheets lead the reader to a distortion in the analyses.

Sports Value believes that it was a mistake not to create a single League. This format of groups negotiating separately only makes it impossible for Brazilian football to compete on the international stage.

An extremely negative point in 2023 was the absence of warnings about the LFU's resources from the independent audits' firms of many clubs. Audits allowed revenues that did not even enter in the clubs' cash, just will receive in 2024 and 2025.

INTRODUCTION



Sports Value has just finalized its latest study on the finances of Brazilian clubs in 2023. The study analyzed the biggest football clubs in Brazil, by revenues, costs, net results, and debts.



The material also includes many special analyses such as the transfer market, clubs' digital impact, sports sponsorship market, and the use of Artificial Intelligence in sports marketing.



The exchange rate variation of the Real against the Dollar helped the growth, which expanded in multiple fronts, such as transfers, commercial, matchday, and broadcasting rights.



TOP 20 Brazilian clubs reached their highest revenue in history in Reais, R\$ 9 billion in 2023, a 20% increase. In Dollars, the growth was 28%.



INTRODUCTION



The TOP 20 clubs went from US\$ 1.4 billion in 2022 to over *US\$ 1.8 billion* in 2023, in total revenues.



Without players transfers, in 2023, TOP 20 clubs reached *US\$ 1.4 billion* in operating revenues, a 24% increase in Dollars.



Flamengo reached *US\$ 219 million* in operating revenues (without transfers).



In Dollars, the best combined revenues from the TOP 20 teams was in 2012, when the TOP 20 teams generated US\$ 2.4 billion, but that time the exchange rate was US\$ 1 = R\$ 2.0 and in December 2023 US\$ 1 = R\$ 4.9.



This result in 2023 positioned the TOP tier clubs in Brazil, far from MLS, that generated in 2023 *US\$ 2.03 billion* in revenues.

INTRODUCTION

Some TOP 20 clubs- 2023's data:



Revenues grew *28%* in 2023 in US\$ terms. In R\$ increased *20%*.



TOP 20 clubs reached *US\$ 1.83 billion* in revenues in 2023. There were about US\$ 402 million new resources generated.



The main impacts were gate receipts that reached *US\$ 176 million* for the first time. Players transfers jumped to *US\$ 396 million*, another record. Commercial revenues also increased and now is at *US\$ 286 million*.



When reclassified the football members as matchday income, which includes also gate receipts, matchday touched *US\$ 306 million* in 2023.



INTRODUCTION

Some TOP 20 clubs- 2022's data:



Marketing revenues, which encompass sponsorships and other commercial income, have jumped sharply in recent years.



Commercial revenues generated *US\$ 286 million* in 2023 and increased 33% in US\$ terms. In 2024 we will see another important growth.



TV rights and prize money totaled *US\$ 653 million* in 2023 and increased 8% in US\$.



Amateur sports and social club generated *US\$ 82 million* in 2023.

INTRODUCTION

Some TOP 20 clubs- 2023's data:



The TOP 20 clubs' football costs reached *US\$ 1.43 billion* in 2023, compared to US\$ 1.15 billion in 2022., a 23% increase.



Football costs represent now *77%* of revenues in 2023 and include wages and other football direct expenses. In 2022 the index was 71%.



The 2023 net profits were *US\$ 188 million*. This result was caused by the LFU values and registered 100% in 2023. The losses for 2022 were US\$ -7 million. In the last 6 years the accumulated deficits reached *US\$ -150 million*.



Debts in 2023 reached *US\$ 1.8 billion*.



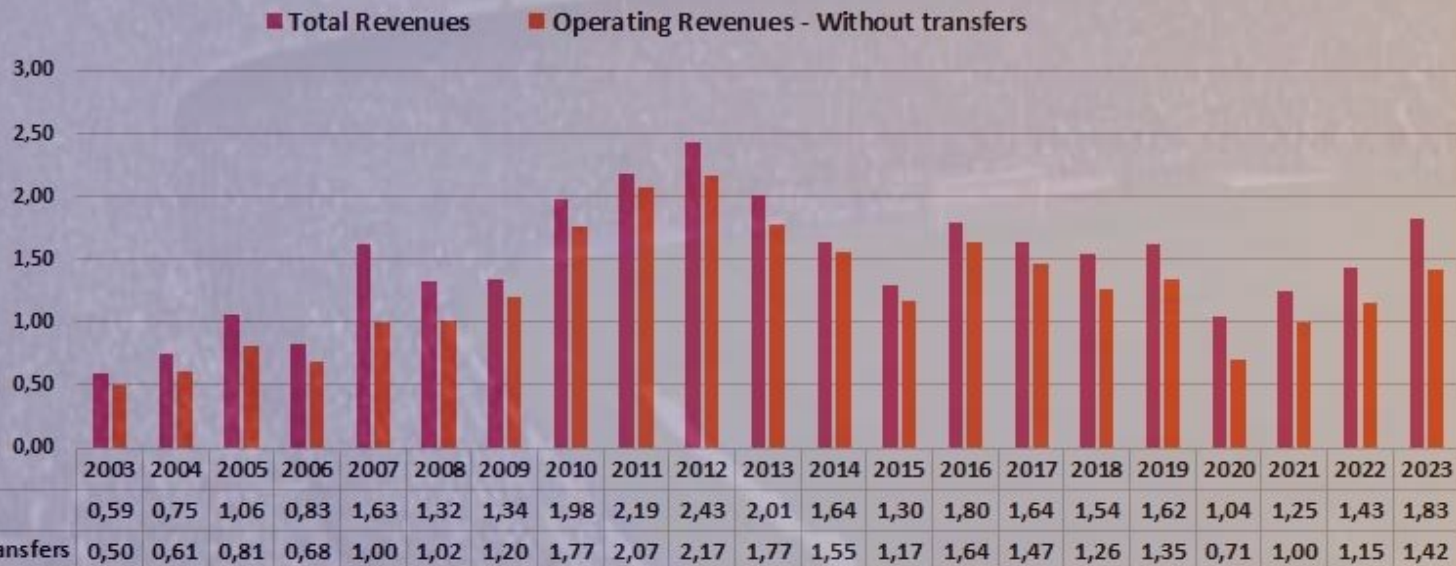
Federal tax debts totaled US\$ 0,6 billion.

TOTAL REVENUES

TOP 20 clubs- Total revenues – US\$ billion

Updated by inflation and annual exchange rate

TOP 20 Brazillian football teams revenues- 2023 x 2022 US\$ Bn



TOTAL REVENUES

TV rights accounted for 36% of total revenues in 2023, from 52% in 2021.

Transfers reached 22% of the total. Marketing & Commercial revenues represent 16% and are consolidated as the third most important income source.

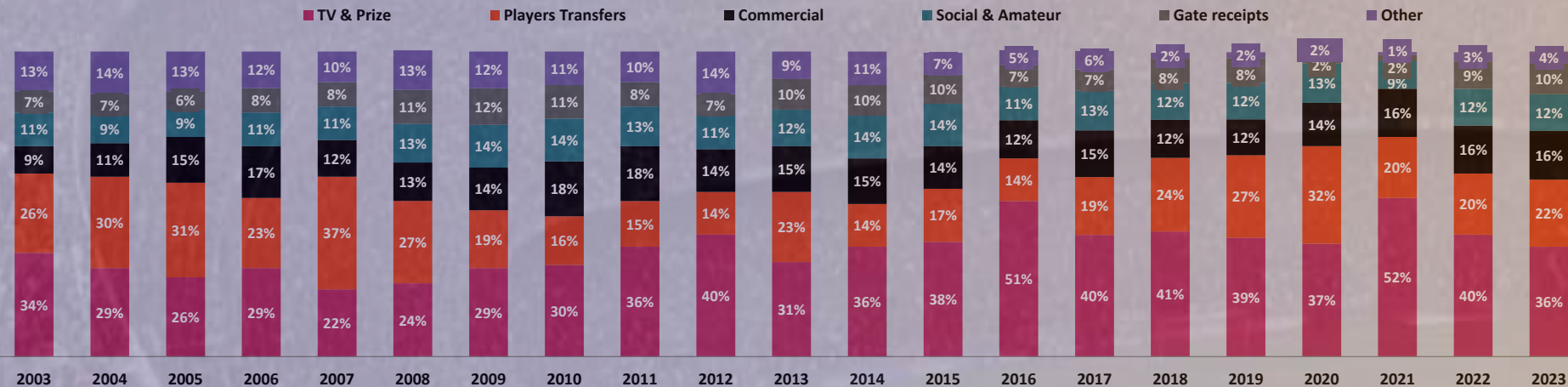
Members and social club represented 12% of the total.

Gate receipts and other stadium operations 10%.

Brazilian football needs to leverage marketing revenues through sponsors. The challenge is to create recurring resource generation from digital transformation and new sponsorship dimension.

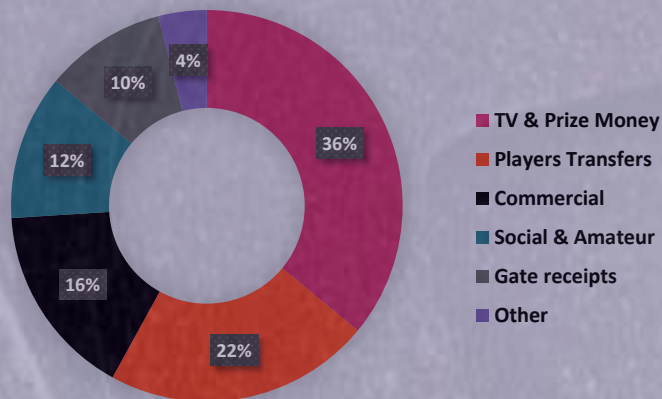
From page 62 we explored this topic.

TOP 20 clubs – Revenues breakdown - In %

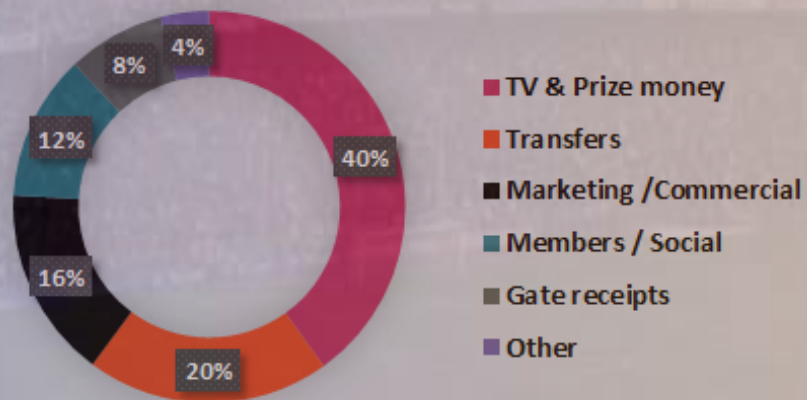


TOP 20 clubs – Revenues breakdown - In %

2023

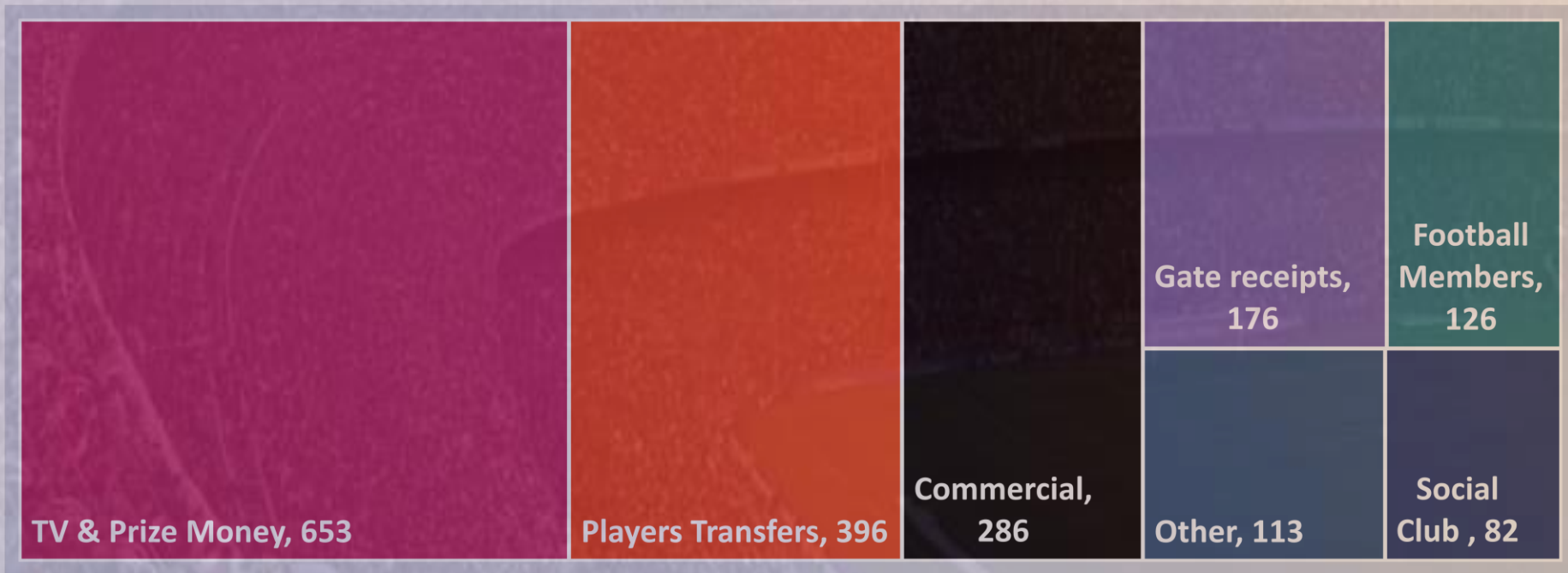


2022



TOTAL REVENUES

TOP 20 clubs – Revenues breakdown – 2023 - In US\$ million



Consolidate Revenues TOP 20 Brazilian football teams in 2023



HIGHEST TOTAL REVENUES IN 2023



US\$ 280 M



US\$ 191 M



US\$ 185 M



US\$ 139 M



US\$ 104 M



US\$ 100 M



TOTAL REVENUES

Total revenues – US\$ million

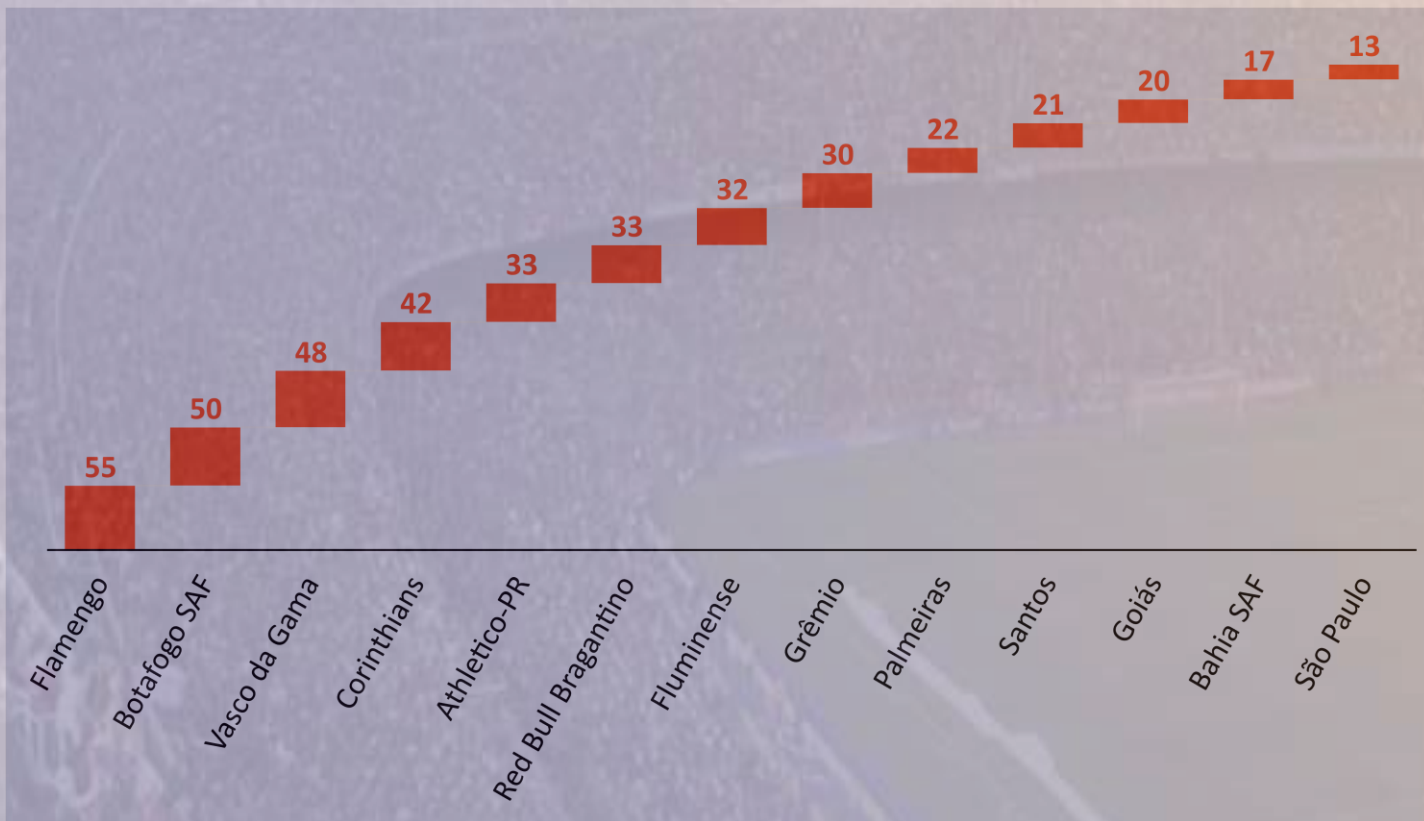
RK 2023	Clubs	Total revenues- US\$ million					Charge 2022-2023
		2023	2022	2021	2020	2019	
1	Flamengo	280	225	194	129	237	24%
2	Corinthians	191	149	90	91	106	28%
3	Palmeiras	185	164	163	102	160	13%
4	São Paulo	139	126	83	69	99	10%
5	Athletico-PR	104	71	50	63	97	47%
6	Red Bull Bragantino	100	67	52	28	10	49%
7	Fluminense	98	67	60	37	66	48%
8	Grêmio	95	65	89	82	110	46%
9	Atlético-MG SAF	90	79	90	26	88	14%
10	Santos	87	65	73	46	100	32%
11	Internacional	86	89	68	54	110	-3%
12	Botafogo SAF	79	29	22	31	53	172%
13	Vasco da Gama SAF	74	26	33	37	54	187%
14	Fortaleza SAF	53	49	31	17	30	7%
15	América-MG SAF	38	28	18	9	8	35%
16	Bahia SAF	36	19	37	25	47	88%
17	Cuiabá SAF	29	26	13	4	6	12%
18	Ceará	27	33	28	20	26	-19%
19	Coritiba SAF	20	31	16	21	11	-36%
20	Goiás	20	20	9	17	25	-2%

TOP 20 clubs
surpassed
US\$ 1.8 billion in
revenues.

Players´ transfers
generated nearly
US\$ 400 million in
2023.

TOTAL REVENUES

Absolute revenue growth - 2022 to 2023 US\$ million



TOTAL REVENUES

Who's coming right behind?

These clubs presented revenues that can lead them, in future studies, to participate in the TOP 20.

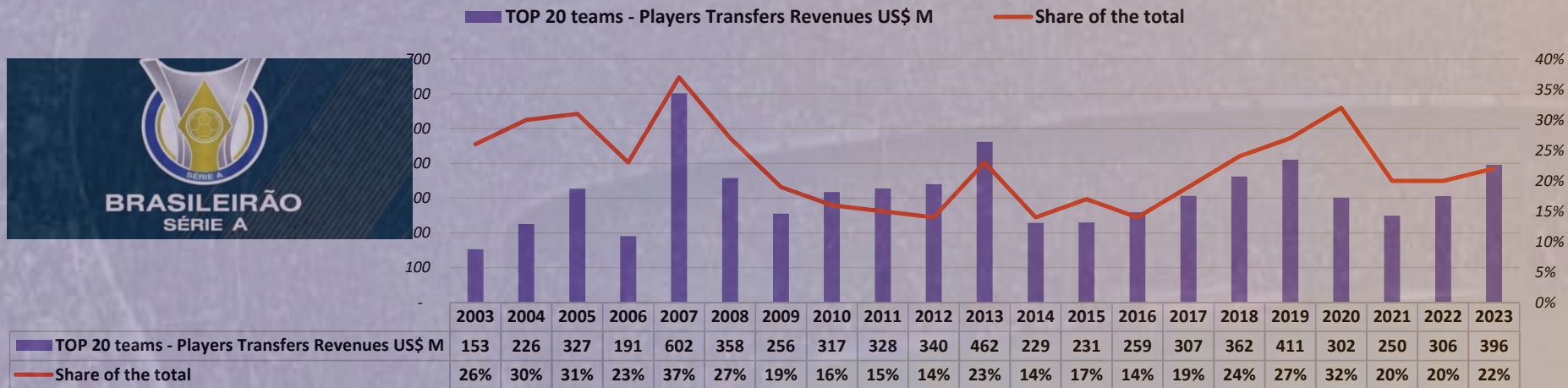
Revenues in 2023- US\$ million



TOTAL REVENUES

TOP 20 clubs- Players´ transfers revenues and share of the total-US\$ million

Updated by inflation and annual exchange rate



In the last 5 years Brazilian clubs have generated US\$ 1.7 billion in players´ transfers. In the last 10 years US\$ 3.1 billion.

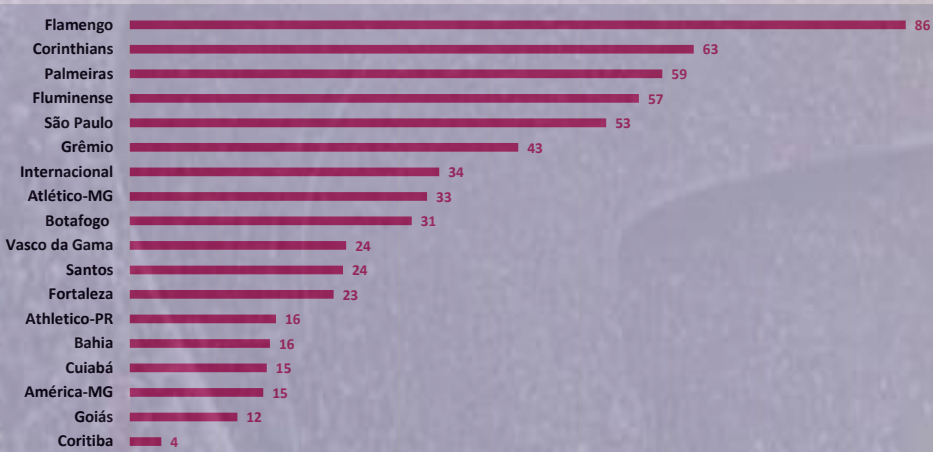
Between 2003 and 2023 US\$ 6.6 billion.

TOTAL REVENUES

Revenues - US\$ million - 2023

TV & prize money

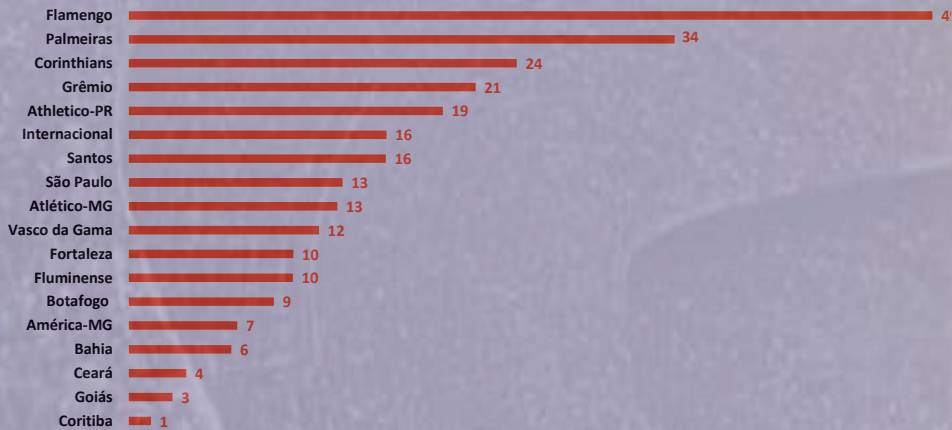
Players' transfers



TOTAL REVENUES

Revenues - US\$ million - 2023

Marketing & Commercial



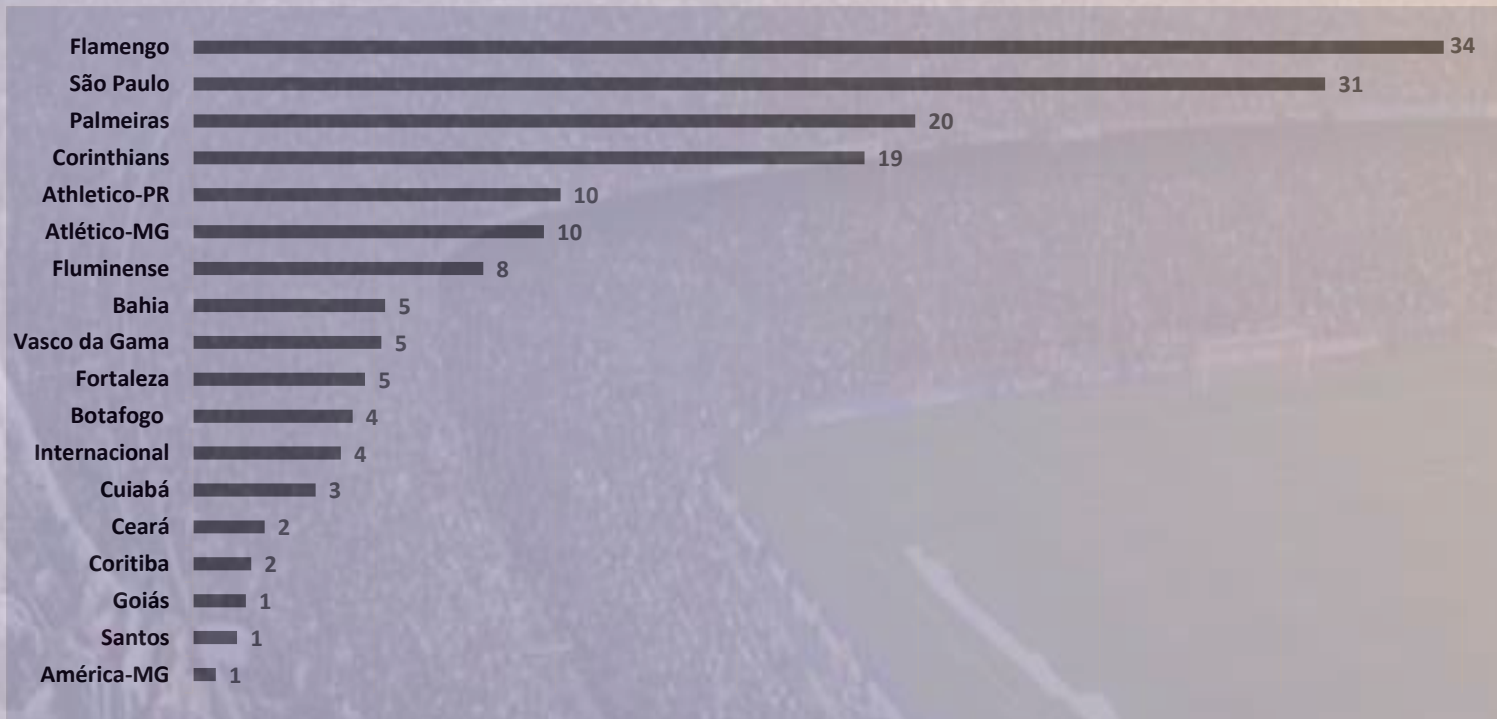
Members & Social



TOTAL REVENUES

Revenues - US\$ million - 2023

Gate receipts & Stadium Operations



Sponsorships & Licensing

Some clubs, in addition to sponsorship revenues, have been able to increase earnings with new commercial revenues. Brand licensing and product sales are important sources that need to be explored.

According to calculations by Sports Value, sponsorships represent about 73% of the clubs' commercial revenues.

Commercial Revenues – US\$ million - 2023

■ Sponsorships ■ Royalties ■ Total Commercial

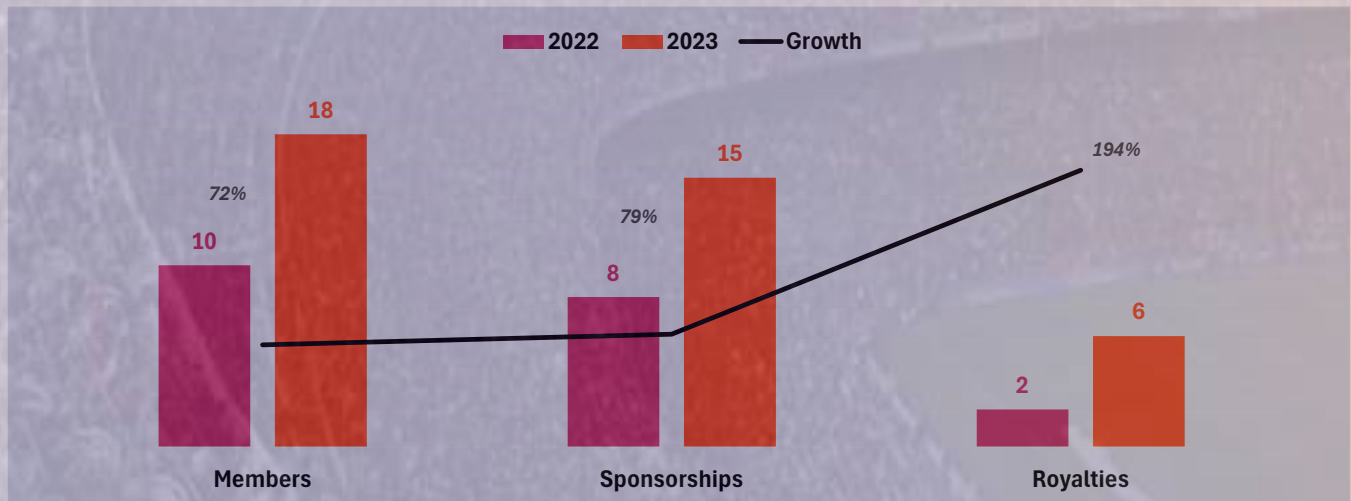




Grêmio expands comercial revenues.

Back to Serie A, and especially the signing of Uruguayan Luiz Suárez have heavily impacted the club's revenues in 2023.

Grêmio Revenues – 2022 x 2023- US\$ million



Licensing accounted for 7% of the club's total revenue in 2023.



Athletico-PR continues to increase with diversified revenues.

Commercial Revenues Athletico-PR – 2021 x 2022 x 2023- US\$ million

Commercial Revenues

2023
R\$ 19 M

2022
14M

+36%



OTT service moved US\$ 5.9 million in 2023, 6% of the club's revenue.

MATCHDAY REVENUES

Members + Gate Receipts

Revenues- US\$ Million

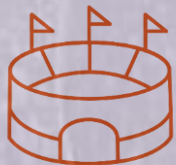
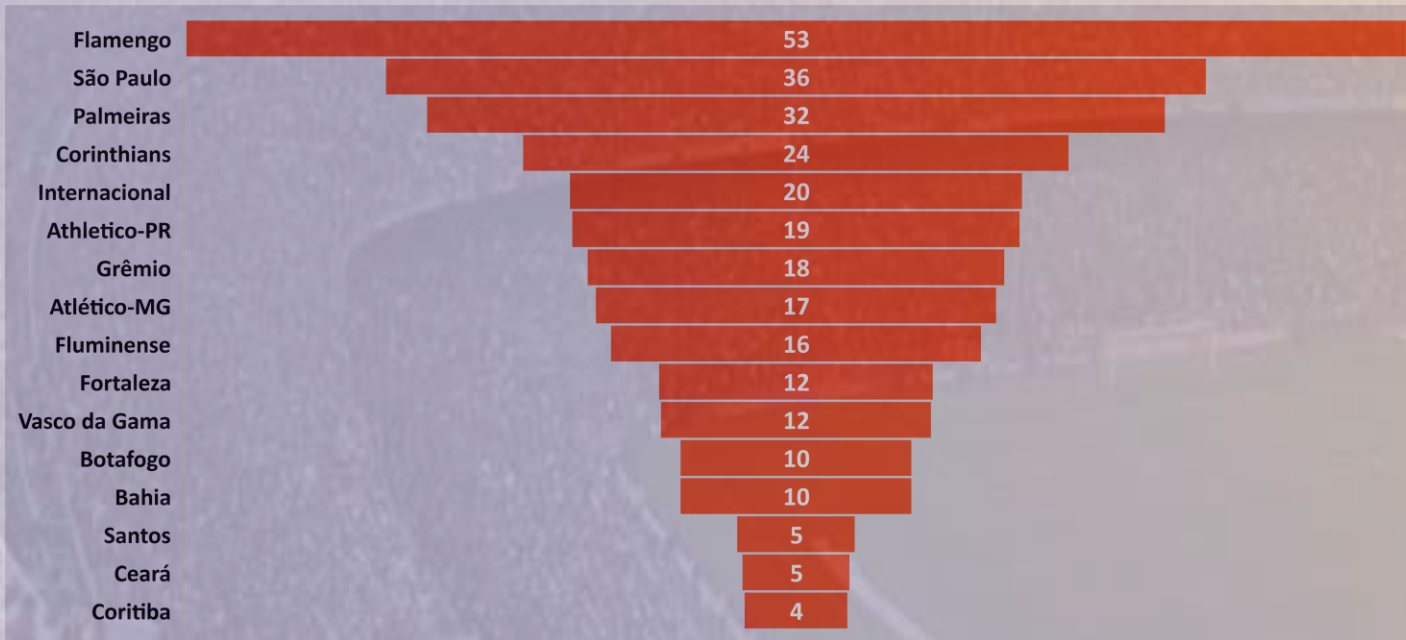


Clubs	Football Members		Gate & Other explotations		Matchday Total		2023 Growth
	2022	2023	2022	2023	2022	2023	
Flamengo	14	18	24	34	38	53	39%
São Paulo	3	4	17	31	20	36	74%
Palmeiras	10	12	17	20	26	32	22%
Corinthians	4	5	19	19	23	24	4%
Internacional	12	16	3	4	15	20	33%
Athletico-PR	7	9	6	10	13	19	47%
Grêmio	10	18	0	0	10	18	77%
Atlético-MG SAF	6	7	7	11	13	17	33%
Fluminense	5	8	5	8	9	16	72%
Fortaleza	7	7	4	5	11	12	10%
Vasco da Gama SAF	3	6	1	5	4	12	213%
Botafogo SAF	2	6	2	4	4	10	168%
Bahia	4	5	3	5	7	10	38%
Santos	4	4	1	1	5	5	13%
Ceará	4	3	3	2	7	5	-32%
Coritiba	4	3	7	2	12	4	-62%

MATCHDAY REVENUES

Matchday Revenues – Football Members + Gate Receipts

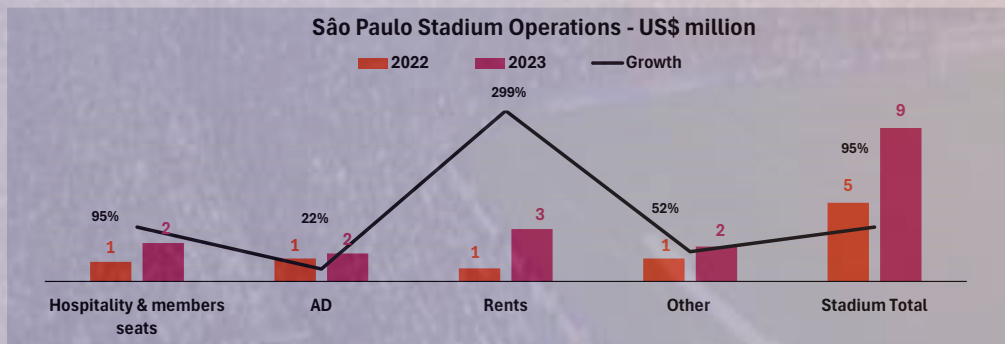
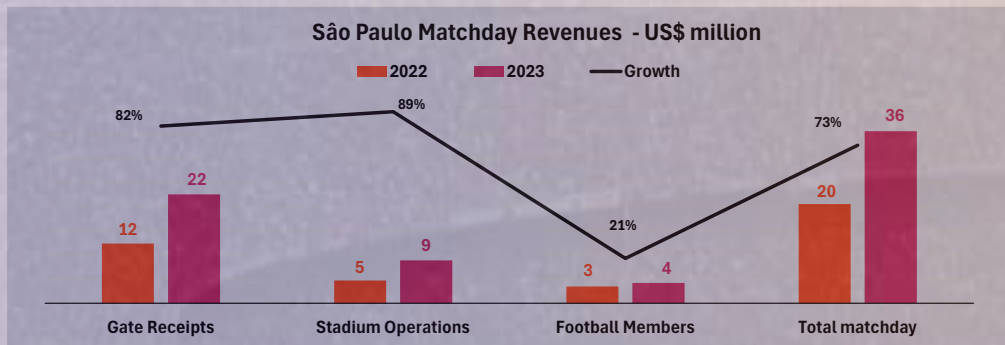
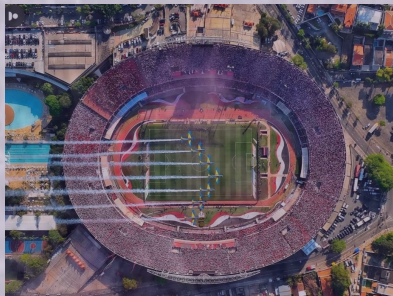
Revenues- US\$ Million





MATCHDAY REVENUES

São Paulo expands revenues with matchday.



REVENUES WITHOUT TRANSFERS

Sports Value always analyzes revenues without players' transfers, to understand the operating revenues of each club.

Without the transfers the volume generated by the TOP 20 clubs was *US\$ 1.42 billion in 2023*, a 23% growth. In 2022 this operating revenues was US\$ 1.15 billion.

Flamengo, Palmeiras, Corinthians and São Paulo are the TOP 4 in operating revenues in Brazilian football in 2023. The TOP 3 are the biggest revenue generators in entire American Continent.

If the Brazilian football has created a concrete National League, the market could reach infinitely higher revenues. In the current model, only a few entities can outperform teams from abroad.

REVENUES WITHOUT TRANSFERS

Top 20 clubs – Operating revenues- US\$ billion

Updated by inflation and annual exchange rate



REVENUES WITHOUT TRANSFERS

Operating revenues- US\$ million

RK	Clubs	Operating revenues-w/ Transfers - US\$ million					Charge 2022-2023
		2023	2022	2021	2020	2019	
1	Flamengo	219	200	144	86	162	9%
2	Palmeiras	147	131	138	74	133	13%
3	Corinthians	140	121	85	54	95	15%
4	São Paulo	114	81	62	40	73	41%
5	Fluminense	95	49	60	37	40	95%
6	Grêmio	85	46	61	59	83	87%
7	Internacional	71	56	53	41	76	26%
8	Atlético-MG SAF	67	62	73	21	47	8%
9	Botafogo SAF	57	27	29	20	44	113%
10	Athletico-PR	55	52	44	25	64	7%
11	Santos	51	52	54	30	46	-1%
12	Vasco da Gama SAF	49	26	23	31	51	91%
13	Fortaleza SAF	46	46	31	15	28	0%
14	Bahia SAF	35	17	31	23	36	109%
15	América-MG SAF	26	25	11	5	7	0%
16	Ceará	25	27	23	15	22	-9%
17	Cuiabá SAF	20	20	12	4	6	-2%
18	Goiás	19	20	8	9	24	-4%
19	Coritiba SAF	18	25	15	12	10	-28%
20	Red Bull Bragantino Ltda.	NA	NA	NA	NA	NA	-

FOOTBALL COSTS

The TOP 20 clubs' football costs reached *US\$ 1.43 billion in 2023*, compared to US\$ 1.15 billion in 2022., a 23% increase.

In 2023, costs followed revenue growth and reached the highest level in history (In R\$).

Among the big Brazilian clubs, Flamengo, Palmeiras, Corinthians, São Paulo, Fluminense and Botafogo SAF were the ones with the highest football costs in 2023.

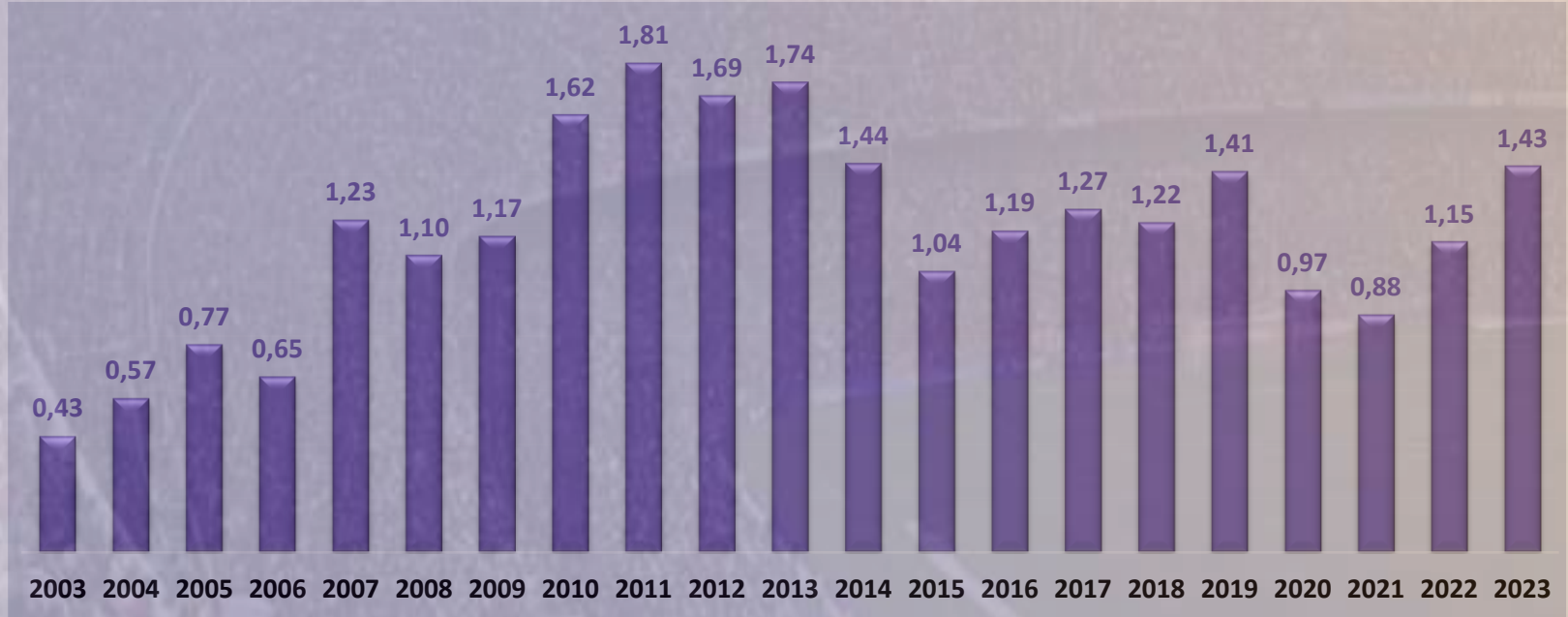
In 2023, Coritiba, Ceará, Atlético-MG SAF and Internacional reduced their football costs, compared to 2022.

Botafogo SAF and Bahia SAF had football costs above revenues in 2023.

FOOTBALL COSTS

Top 20 clubs – Football costs – US\$ billion

Updated by inflation and annual exchange rate



HIGHEST FOOTBALL COSTS IN 2023



US\$ 173 M



US\$ 142 M



US\$ 137 M



US\$ 106 M



US\$ 86 M



US\$ 84 M

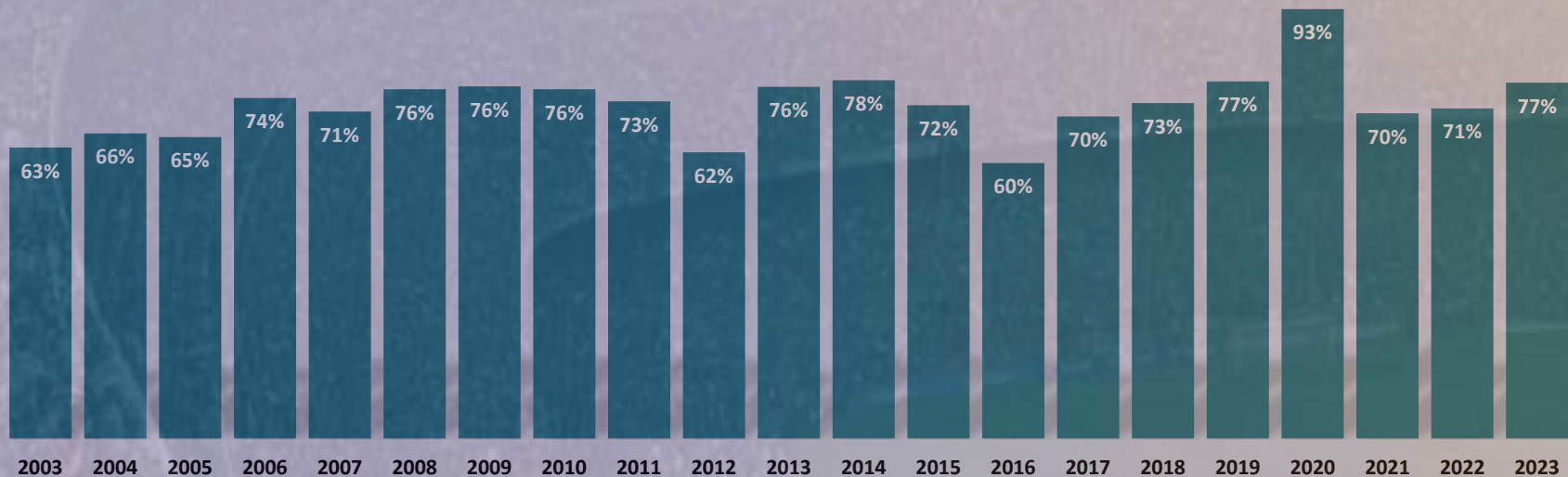


FOOTBALL COSTS

Football Costs- US\$ million

RK 2023	Clubs	Football Costs US\$ million					Charge 2022-2023
		2023	2022	2021	2020	2019	
1	Flamengo	173	143	124	119	154	21%
2	Palmeiras	142	117	111	100	127	21%
3	Corinthians	137	108	59	89	113	27%
4	São Paulo	106	88	74	64	106	21%
5	Fluminense	86	50	43	27	46	72%
6	Botafogo SAF	84	49	29	20	44	72%
7	Red Bull Bragantino Ltda	83	33	30	22	7	150%
8	Atlético-MG SAF	80	86	93	60	76	-7%
9	Grêmio	74	65	66	60	78	14%
10	Vasco da Gama SAF	70	17	23	31	51	311%
11	Athletico-PR	67	46	29	30	48	45%
12	Internacional	62	75	50	52	76	-17%
13	Santos	55	39	46	60	68	43%
14	Fortaleza SAF	45	29	19	12	17	54%
15	Bahia SAF	37	19	28	26	34	95%
16	América-MG SAF	36	20	12	6	8	79%
17	Ceará	21	26	22	15	19	-18%
18	Cuiabá SAF	20	16	10	3	4	23%
19	Goiás	16	11	6	11	15	45%
20	Coritiba SAF	16	18	10	13	11	-12%

Top 20 clubs - Football Costs / Total Revenue – Index In %



Football Costs / Total Revenue – Index In %

RK	Clubs	Football Costs / Total Revenues- In %						Football Costs / Total Revenues- In %						
		2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
1	Flamengo	62%	64%	64%	84%	65%	65%	54%	39%	41%	49%	66%	78%	59%
2	Athletico-PR	64%	62%	64%	48%	50%	81%	72%	65%	68%	59%	88%	34%	85%
3	Santos	64%	59%	58%	114%	63%	90%	73%	59%	102%	96%	88%	68%	75%
4	Cuiabá SAF	71%	64%	77%	71%	63%	ND	ND	ND	ND	ND	ND	ND	ND
5	Corinthians	72%	73%	66%	98%	107%	80%	75%	62%	84%	92%	79%	65%	68%
6	Internacional	72%	83%	74%	96%	69%	76%	87%	60%	72%	94%	81%	76%	78%
7	São Paulo	76%	69%	87%	93%	106%	75%	74%	69%	83%	95%	68%	67%	65%
8	Palmeiras	77%	77%	66%	98%	79%	82%	73%	61%	70%	83%	74%	57%	78%
9	Coritiba SAF	77%	58%	66%	64%	104%	53%	59%	56%	64%	64%	82%	68%	71%
10	Grêmio	78%	100%	74%	73%	70%	62%	68%	59%	92%	75%	79%	58%	67%
11	Ceará	79%	85%	77%	75%	72%	94%	67%	70%	63%	ND	ND	ND	ND
12	Goiás	80%	54%	68%	64%	60%	54%	76%	55%	45%	45%	47%	76%	67%
13	Red Bull Bragantino Ltda	83%	87%	56%	77%	75%	361%	63%	-	-	-	-	-	-
14	Fortaleza SAF	85%	63%	61%	70%	58%	99%	99%	104%	25%	48%	ND	ND	ND
15	Fluminense	88%	79%	75%	72%	70%	56%	84%	62%	68%	67%	66%	50%	80%
16	Atlético-MG SAF	89%	109%	91%	229%	86%	80%	71%	74%	68%	106%	64%	77%	91%
17	Vasco da Gama SAF	94%	67%	49%	50%	60%	52%	93%	57%	54%	60%	72%	65%	57%
18	América-MG SAF	95%	94%	67%	69%	97%	83%	44%	52%	81%	86%	84%	-	-
19	Bahia SAF	103%	100%	76%	103%	72%	70%	85%	53%	56%	83%	94%	81%	106%
20	Botafogo SAF	106%	169%	70%	75%	55%	57%	42%	63%	63%	74%	92%	80%	101%

On average, in 2023, the 20 clubs have a 77% ratio, of football costs over revenue.

Top 20 clubs - Intangible Assets Amounts invested in players- In 2023- In US\$ million



The 20 clubs combined represent an intangible asset of US\$ 538 million in 2023.

HIGHEST FOOTBALL WAGES IN 2023



US\$ 94 M



US\$ 83 M



US\$ 78 M



US\$ 65 M



US\$ 66 M



US\$ 49 M



NET PROFIT / LOSS

The TOP 20 clubs recorded combine Net Profits of *US\$ 188 million* in 20223, compared to deficits of US\$ -7 million in 2022.

Amounts received from Liga Forte greatly impacted the clubs´ net result, many clubs would close the year with a negative net result, without these extraordinary resources.

The clubs with the highest profits in 2023 were Athletico-PR, Flamengo, Internacional, Goiás, Atlético-MG, Fluminense and Fortaleza.

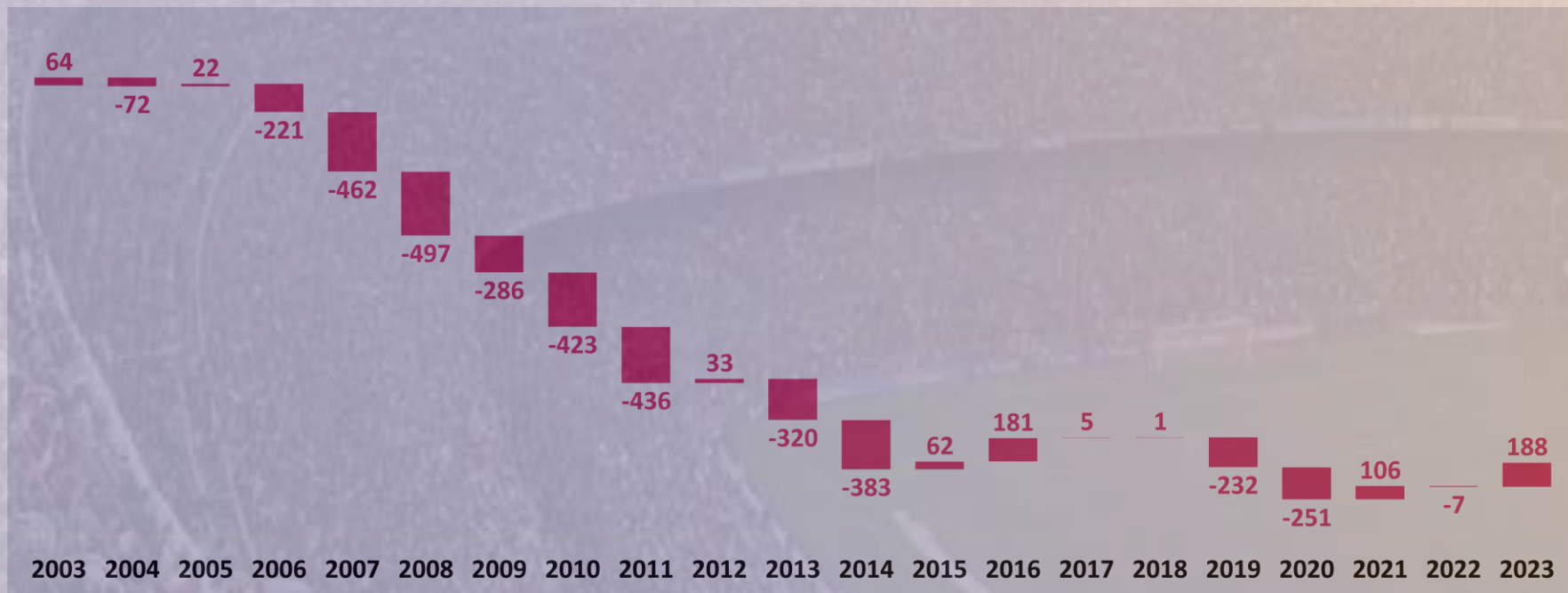
Athletico-PR accumulates surpluses of more than US\$ 145 million in 6 years, Flamengo another US\$ 130 million. They can be considered the richest teams in Brazil!

In the last 6 years, the TOP 20 teams had combined Net Losses of *US\$ -195 million*, in values adjusted for inflation. In the last two decades, accumulated losses have exceeded *US\$ -2.9 billion*, in updated values.

PROFIT / LOSS

Top 20 clubs – Net Profits / Losses- US\$ million

Updated by inflation and annual exchange rate

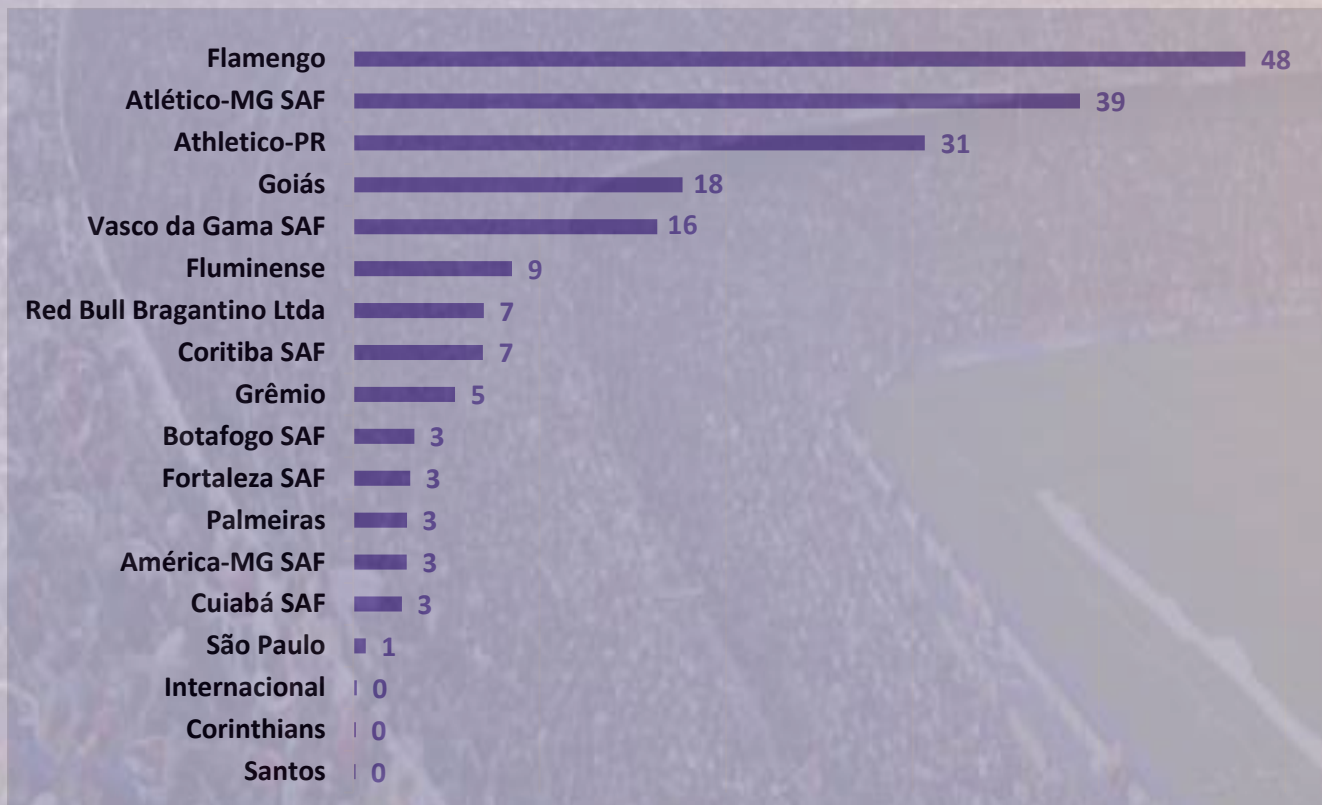


PROFIT / LOSS

Net Profits / Losses- US\$ million

RK 2023	Clubs	Net Profit / Loss - US\$ million						Cumulated Last 6 years
		2023	2022	2021	2020	2019	2018	
1	Athletico-PR	78	9	12	26	16	4	145
2	Flamengo	65	26	32	-21	16	12	130
3	Internacional	35	0	0	-18	-1	-2	14
4	Goiás	25	3	-1	-1	1	2	29
5	Atlético-MG SAF	23	14	18	4	-12	-6	41
6	Fluminense	16	1	-0	-1	-2	-0	14
7	Fortaleza SAF	14	6	3	-2	1	-0	21
8	Cuiabá SAF	8	5	-1	-0	0	0	12
9	Red Bull Bragantino Ltda.	6	4	4	3	0	-7	9
10	Coritiba SAF	3	12	1	-4	-13	-1	-2
11	Palmeiras	2	3	22	-29	0	8	7
12	Corinthians	0	3	1	-29	-49	-5	-78
13	Santos	0	3	8	-23	6	-20	-26
14	Ceará	0	-1	0	0	1	1	1
15	América-MG SAF	-5	-4	-1	-2	-4	-1	-16
16	Grêmio	-9	-18	3	7	6	14	1
17	São Paulo	-13	7	-19	-25	-39	2	-87
18	Bahia SAF	-13	-15	5	-10	1	1	-31
19	Botafogo SAF	-21	-48	14	-27	-5	-4	-91
20	Vasco da Gama SAF	-25	-17	22	-15	-6	17	-24

Top 20 Clubs – Current Assets Cash and Banks in 2023- In US\$ million



Brazilian clubs have improved their liquidity ratios.

The TOP 20 clubs together had US\$ 197 million in cash in December 2023.

CBF alone in 2023 reached more than US\$ 205 million in cash.

DEBTS

The debts of the TOP 20 clubs reached the lowest value in many years, a total of *US\$ 1.8 billion*, compared to more than US\$ 2 billion in 2022.

Atlético-MG SAF leads the ranking with debts of US\$ 278 million, followed by Palmeiras US\$ 192 million (US\$ 110 million without the impact of the stadium), Internacional US\$ 183 million (US\$ 140 million without the impact of the stadium) and Corinthians with US\$ 181 million (US\$ 326 million considering the Arena's debts).

Tax debts stand at US\$ 0.6 billion and represent 32% of the clubs' debts. Cruzeiro's absence and Atlético-MG's lack of information reduced the numbers.

Financial expenses with loans and updating tax debts in 2023 generated an impact of more than *US\$ -245 million* on the clubs' finances.

With sky-high interest rates in Brazil, clubs should reduce leverage on their operations and debts to use resources more productively and efficiently.

DEBTS

Top 20 clubs – Total Net Debts- US\$ billion

Updated by inflation and annual exchange rate



Clubs' debts were impacted by Liga Forte values. The real financial position It will be known in 2024.

HIGHEST DEBTS IN 2023



US\$ 278 M



US\$ 192 M



US\$ 183 M



US\$ 181 M



US\$ 153 M



US\$ 136 M



Total Net Debts- US\$ million

RK 2023	Clubs	Net Debts- US\$ million					Charge 2022-2023
		2023	2022	2021	2020	2019	
1	Atlético-MG SAF	278	302	235	238	186	-8%
2	Palmeiras	192	168	78	109	198	14%
3	Internacional	183	166	155	170	102	10%
4	Corinthians	181	175	163	183	195	3%
5	Vasco da Gama SAF	153	128	127	160	185	20%
6	São Paulo	136	113	115	111	110	21%
7	Santos	124	104	91	110	31	19%
8	Fluminense	122	130	119	125	160	-6%
9	Grêmio	107	100	72	76		8%
10	Red Bull Bragantino Ltda.	83	58	49	28	125	44%
11	Botafogo SAF	63	140	154	181	206	-55%
12	Bahia SAF	61	55	40	52	56	12%
13	Coritiba SAF	40	46	52	57	77	-11%
14	América-MG SAF	28	24	16	17	20	19%
15	Flamengo	14	50	77	144	127	-72%
16	Ceará	12	7	6	5	4	66%
17	Fortaleza SAF	1	6	6	7	6	-79%
18	Athletico-PR	0	55	34	39	69	-100%
19	Goiás	0	9	11	12	12	-100%
20	Cuiabá SAF	0	0	3	1	1	-100%

Top 20 clubs – Index- Net Debts / Total Revenues

RK	Clubs	Net Debt / Total Revenues						Net Debt / Total Revenues						
		2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011
1	Cuiabá SAF	0,00	0,02	0,21	0,20	0,12	0,00	ND	ND	ND	ND	ND	ND	ND
2	Goiás	0,00	0,45	1,24	0,67	0,49	0,56	0,65	0,64	0,80	1,28	1,74	1,51	4,32
3	Athletico-PR	0,00	0,77	0,70	0,61	0,71	1,52	1,79	1,61	1,57	1,68	1,16	0,00	0,06
4	Fortaleza SAF	0,03	0,13	0,21	0,44	0,21	0,60	1,32	-	2,19	ND	ND	ND	ND
5	Flamengo	0,05	0,22	0,30	1,12	0,54	0,76	0,52	0,90	1,63	2,01	2,78	3,79	1,92
6	Ceará	0,45	0,22	0,20	0,26	0,14	0,19	0,30	0,40	0,32	ND	ND	ND	ND
7	América-MG SAF	0,73	0,85	0,90	1,82	2,57	1,03	1,44	1,45	1,00	2,10	2,55	2,39	
8	Botafogo SAF	0,80	32,42	7,08	5,84	3,87	4,28	2,54	4,69	6,04	5,19	3,85	5,38	9,57
9	Red Bull Bragantino Ltda	0,84	0,86	0,94	0,99	3,20	6,67	0,15	-	-	-	-	-	-
10	Corinthians	0,95	1,17	1,80	2,01	1,84	1,01	0,94	0,88	1,52	1,44	0,61	0,49	0,61
11	São Paulo	0,98	0,89	1,35	1,60	1,26	0,93	0,61	0,86	1,09	1,38	0,69	0,96	0,70
12	Palmeiras	1,04	1,02	0,90	1,06	0,78	0,71	0,78	0,83	1,17	1,36	1,72	1,33	1,62
13	Grêmio	1,13	1,54	0,81	0,93	0,93	0,98	0,97	1,22	2,22	1,85	1,44	0,80	1,39
14	Fluminense	1,24	2,05	1,99	3,34	2,42	2,12	2,48	1,71	2,56	3,60	3,39	2,94	5,05
15	Santos	1,43	1,58	1,25	2,37	1,10	2,05	1,19	1,21	2,41	2,18	1,56	1,41	1,10
16	Bahia SAF	1,70	2,85	1,08	2,05	1,18	1,51	1,63	1,38	1,93	2,85	2,60	0,92	1,58
17	Coritiba SAF	2,00	1,45	3,30	2,78	6,99	2,35	2,07	2,21	2,66	2,46	1,74	1,74	1,67
18	Vasco da Gama SAF	2,06	4,92	3,81	4,35	3,45	2,39	2,94	2,14	2,46	4,62	3,64	2,94	3,08
19	Internacional	2,12	2,08	2,26	3,14	1,80	2,48	2,85	2,26	2,19	1,66	0,88	0,85	1,05
20	Atlético-MG SAF	3,10	3,82	2,44	2,99	2,11	2,31	1,73	1,64	2,03	2,75	1,92	2,54	3,68

Brazilian clubs include in EBITDA* player transfers, different from Europe.

Debts / Revenues

It's a great diagnosis to analyze the financial reality of clubs. A lower indicator represents more balanced management.

Ideally, it's close to 1.

*EBITDA- Profit before taxes, financial expenses, depreciation and amortization. It is the operating cash flow.

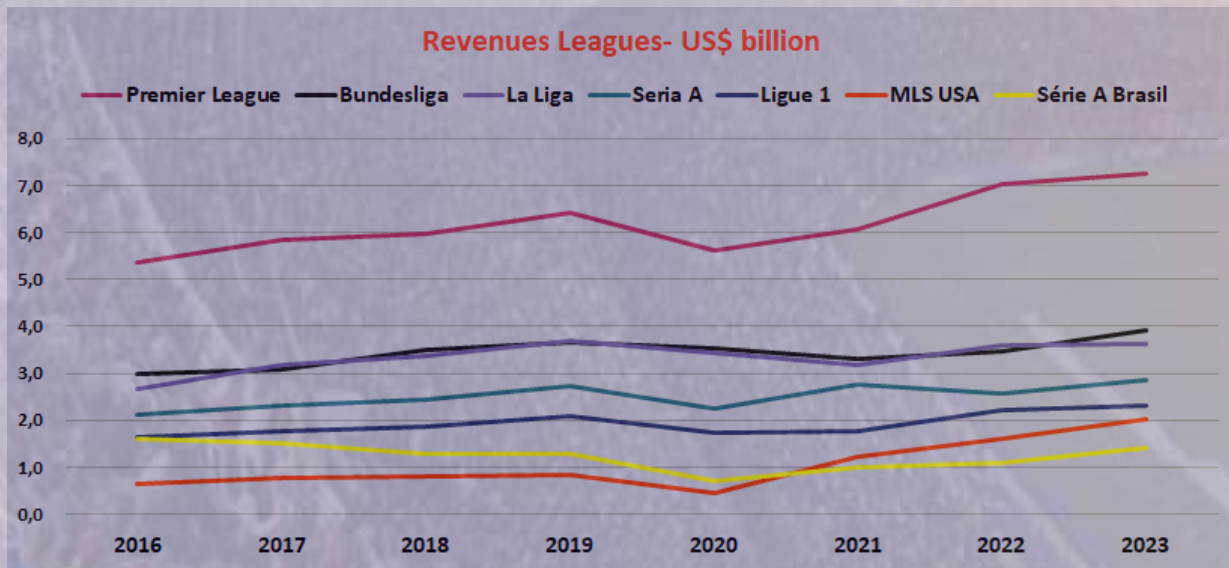
Comparison
Brazil
X
Football Leagues

Brazil x Football Leagues

The revenues of Brazilian clubs are still very low, compared to other football leagues. Brazil, which was once the main market outside Europe (6th. The most important league), continues to lose positions.

MLS has already surpassed the TOP 20 teams in Brazil with revenues of more than US\$ 2 billion, always without considering transfers revenues. The largest Brazilian teams totaled US\$ 1.4 billion in recurring revenues, US\$ 1.1 billion in 2022.

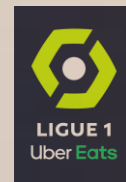
Revenues- Football Leagues–BIG 5 Europe + MLS + Serie A Brazil- US\$ billion



BUNDESLIGA



SERIE A



LIGUE 1
Uber Eats

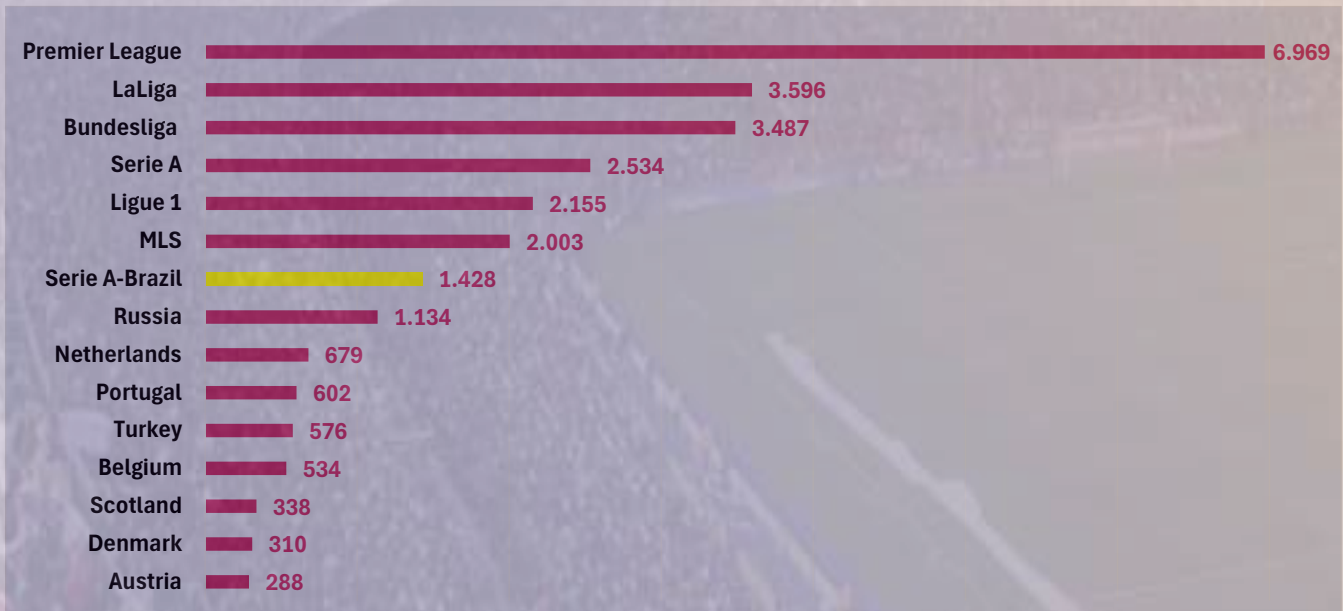


BRASILEIRÃO
SÉRIE A

Brazil has lost global competitiveness, due to the rise of the dollar in recent years and the still low market development of Brazilian clubs, always dependent on few revenue sources.

Revenue growth in dollars was high in 2023, +28%, but even so, we are a long way off. The creation of a League, along the lines of Europe, a change in the calendar and global expansion, would change this scenario.

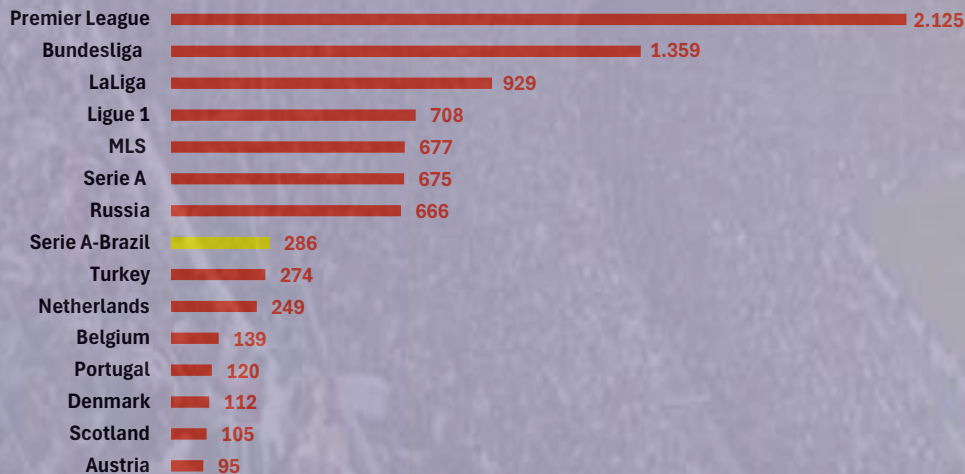
Top Revenues Football Leagues – World – US\$ million



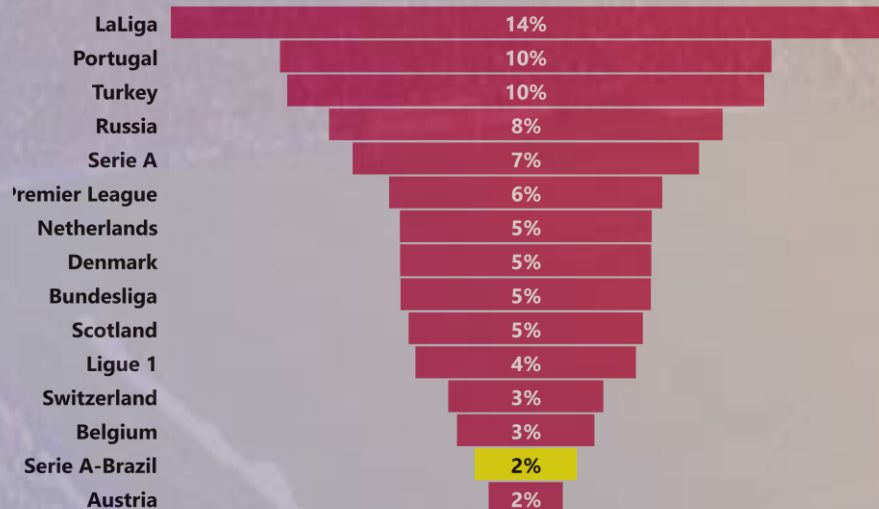
In commercial terms, Brazilian clubs, although they are in one of the largest advertising markets on the planet, still fall far short of their potential.

In 2023, commercial revenues (sponsorship and licensing) totaled US\$ 286 million.

Commercial Revenues - Leagues – World
US\$ million



Commercial Revenues Leagues in relation to the country's advertising market





Players' transfers in the World, LATAM and Brazil

Player transfers in the world broke a record with a total of US\$ 9.6 billion in 2023 (+48% compared to 2022). This amount corresponds to only 15% of transactions. Since much of it does not involve financial values.

Sports Value evaluated the global transfer market, Brazil's role in the global context and especially in the Latin American market.

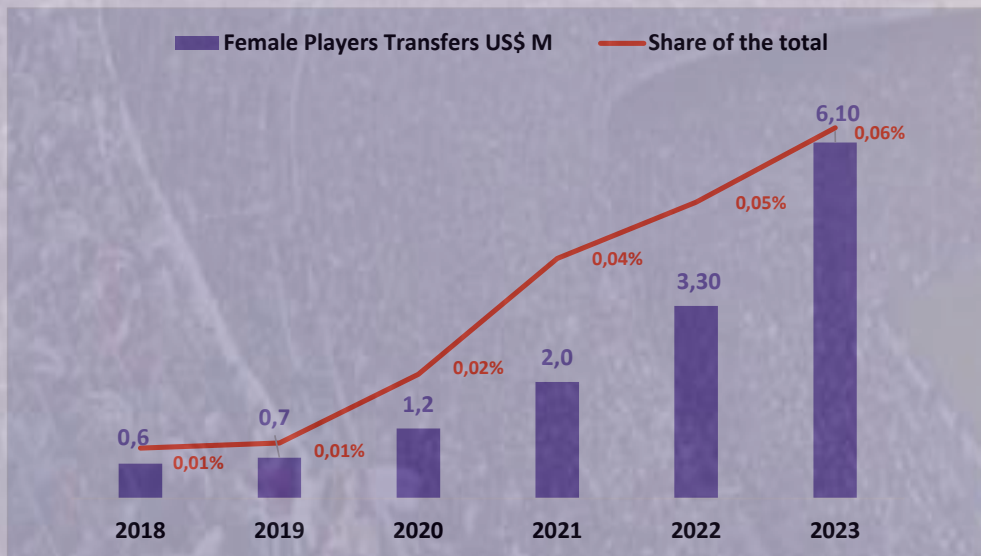
Players' Transfers sales – World- US\$ billion



Transfer revenues in women's football continue to rise. It was US\$ 600 K in 2018 and jumped to US\$ 1.2 million in 2020 and US\$ 3.3 million in 2022.

In 2023, it was US\$ 6.1 million. (+917% in 6 years).

Female Players Transfers Revenues – World- US\$ million



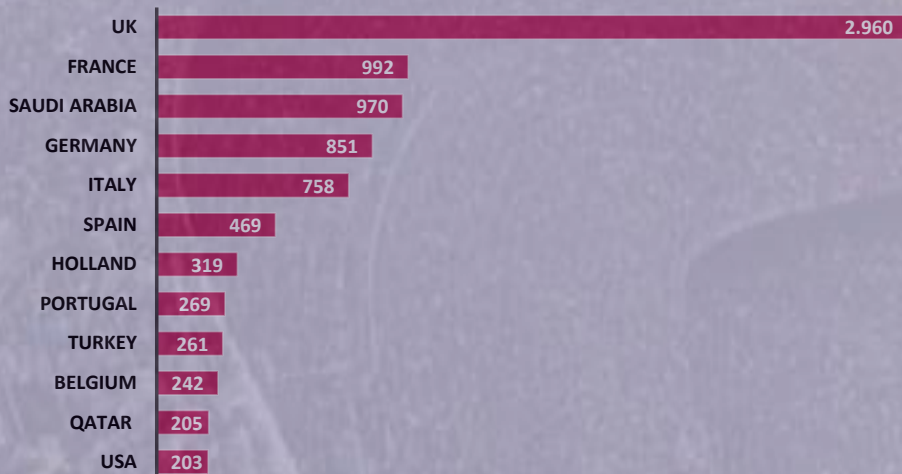
Source: FIFA

Figure 27: Top five transfers by total transfer fee (2023)

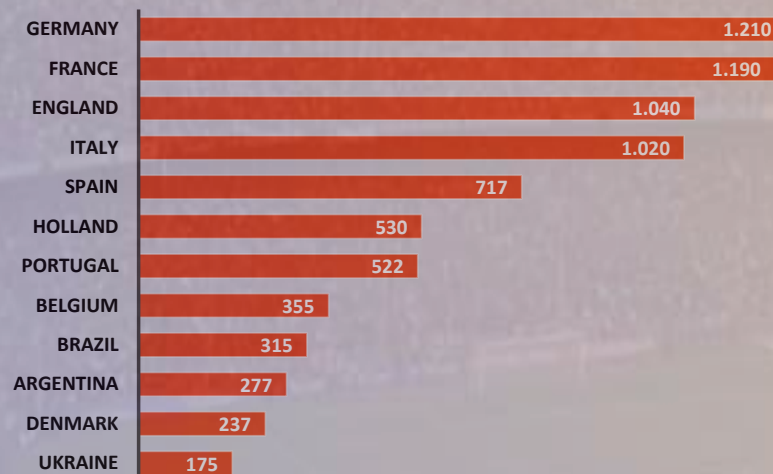


The current value remains derisory, compared to the US\$ 9.6 billion moved in the world, only 0.06%. And that's why participation increased 6x in the analyzed period.

Highest Hiring Spend 2023 – US\$ Million



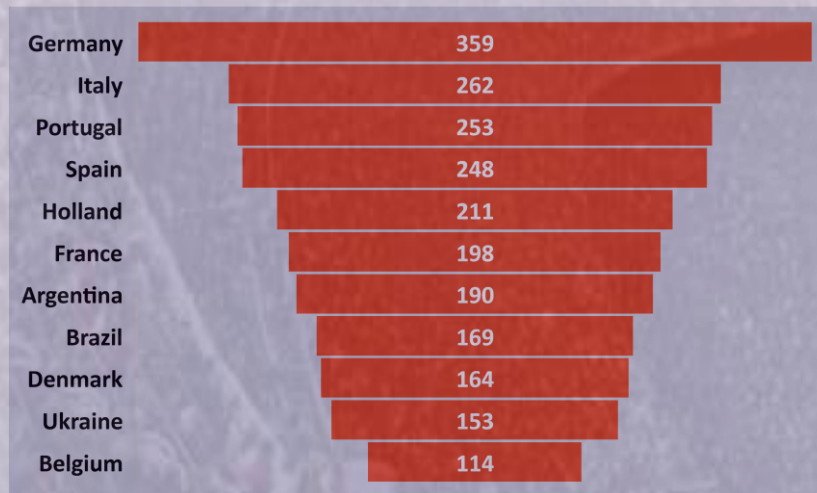
Highest Transfer Revenues-2023 – US\$ million



Investments from Saudi Arabia and Qatar have greatly impacted the global transfer market.

The leagues with the highest net profits in the sale (-) acquisitions of athletes in 2023 were Germany, Italy and Portugal. French nationality has become Brazilian, as the one that generates the most revenue from transfers.

Highest Player Transfer Profits- World In 2023
US\$ million



Nationalities that moved the most resources
In 2023- US\$ million



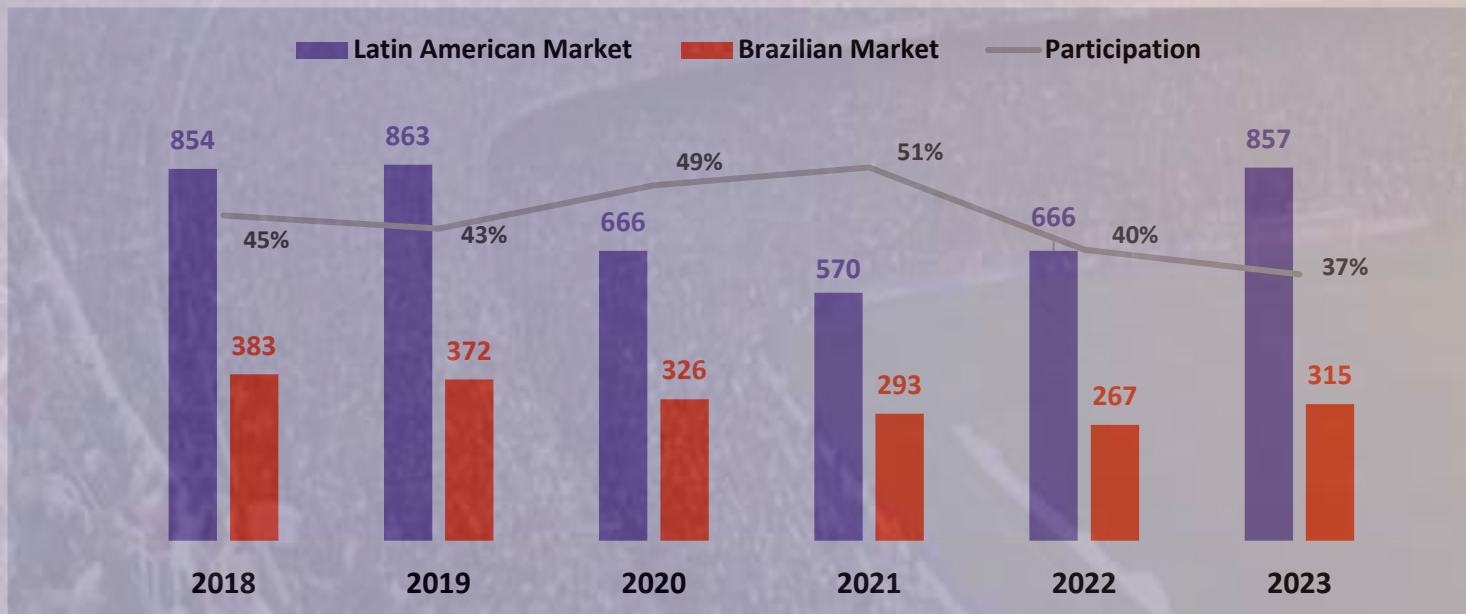
Source: FIFA

Only a small part of the sales of Brazilian players goes to Brazilian clubs, less than 40% of the total.

Transfers in the world, LATAM and Brazil

The Latin American market handled US\$ 857 million in transfers in 2023, compared to US\$ 666 million in 2022, an increase of 29%. Brazil accounted for 44% of the total, on average over the last 6 years.

Transfers revenues – LATAM X Brazil – US\$ million



Transfers in the world, LATAM and Brazil

Transfers revenues – LATAM – US\$ million

Countries	2018	2019	2020	2021	2022	2023	TOTAL 6 Years
Brasil	383	372	326	293	267	315	1.956
Argentina	198	212	132	155	147	277	1.120
México	94	110	72	14	47	68	405
Urugual	56	47	57	22	71	68	321
Colômbia	37	43	34	38	42	50	243
Equador	23	31	18	15	35	25	146
Paraguai	24	19	3	19	30	28	123
Chile	19	17	12	8	22	18	95
Venezuela	7	4	5	1	0	2	19
Costa Rica	3	4	3	3	0	5	17
Peru	6	2	3	3	2	0	16
Bolivia	2	1	0	0	3	2	8
Panama	1	1	2	0	1	1	6

Source: FIFA



As previously presented, transfers continue to be the second most important source of revenue for Brazilian clubs and have gained importance in 2023.

The clubs that generated the most transfer revenue between 2016 and 2023 were Flamengo, São Paulo, Corinthians and Palmeiras. In a period of two decades, São Paulo leads in revenues generated, followed by Flamengo, Corinthians, Internacional, and Palmeiras.

Transfers revenues-2016 to 2023 – Brazil – US\$ million

Teams	2016	2017	2018	2019	2020	2021	2022	2023	TOTAL 8 years
Flamengo	4	58	18	77	43	50	25	62	338
São Paulo	41	60	43	27	29	22	32	25	278
Corinthians	53	31	34	12	36	5	28	51	250
Palmeiras	19	12	49	28	29	25	33	38	232
Santos	27	25	10	55	18	19	14	35	202
Athletico-PR	12	9	12	34	39	6	19	49	181
Grêmio	7	24	38	28	23	28	20	10	178
Atlético-MG	29	14	23	27	5	18	17	23	156
Fluminense	19	14	34	27	10	20	18	3	145
Internacional	7	8	15	35	13	16	33	16	143

Source: Sports Value

KPI's

Revenues >> Digital



Revenues >> Digital



Sports Value has established a strategic alliance with *Zeeng Data Driven*.

Sports Value's analysis on Zeeng's platform maps the movement of more than *2.4 billion fans* around the world, LATAM and Brazil.

The two companies are already developing many joint analyses, especially for the sponsors. Analyzing data and trends, so the brands can achieve effective return with sponsorship investments.

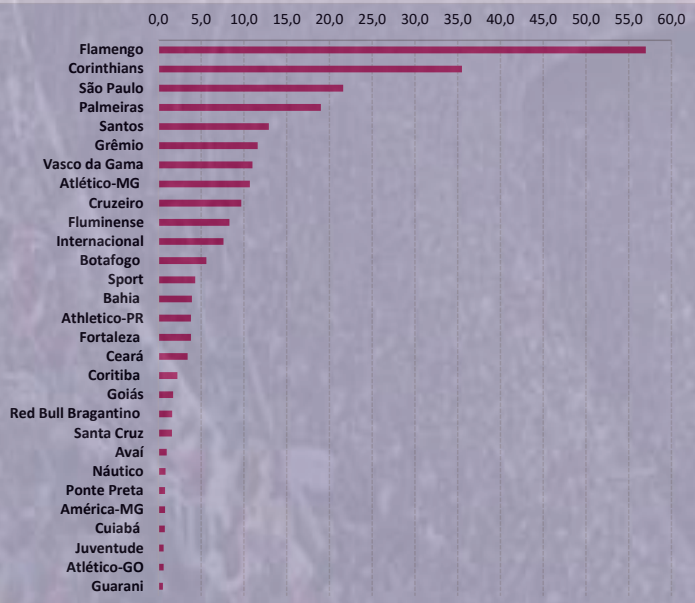
We also help clubs to understand how to monetize their digital assets. The main current trend is that additional content to games, such as behind the scenes for example, has gained enormous relevance.



Sports Value analyzed different club variables on the Zeeng platform to establish revenue analysis metrics. The number of followers, although relevant, does not help to understand the numbers dynamism. We also analyzed total posts, total interactions, average interactions per post and views.

Data from January to December 2023- Consolidated numbers from all social networks

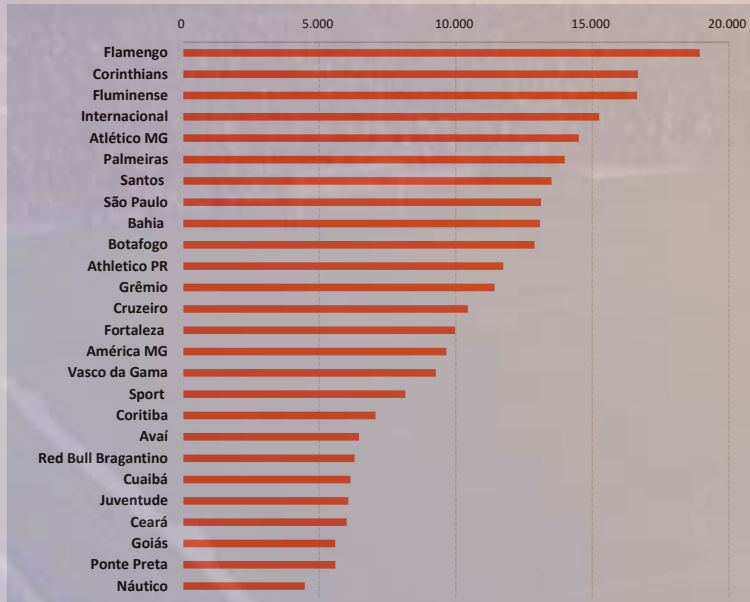
Followers M



Brazilian clubs have more than 143 million fans on social media.

In 2022, the biggest clubs posted on social media more than 284 K times.

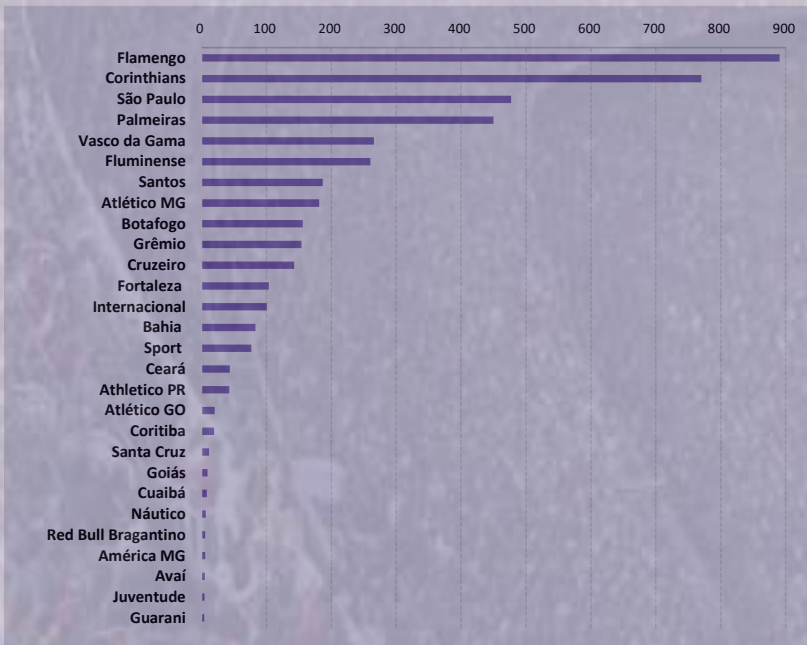
Total posts



Here are the two most important indicators, total interactions and average interactions per post. Currently, on average, 82% of interactions with Brazilian fans come from Instagram and 10% from YouTube.

Data from January to December 2023- Consolidated numbers from all social networks

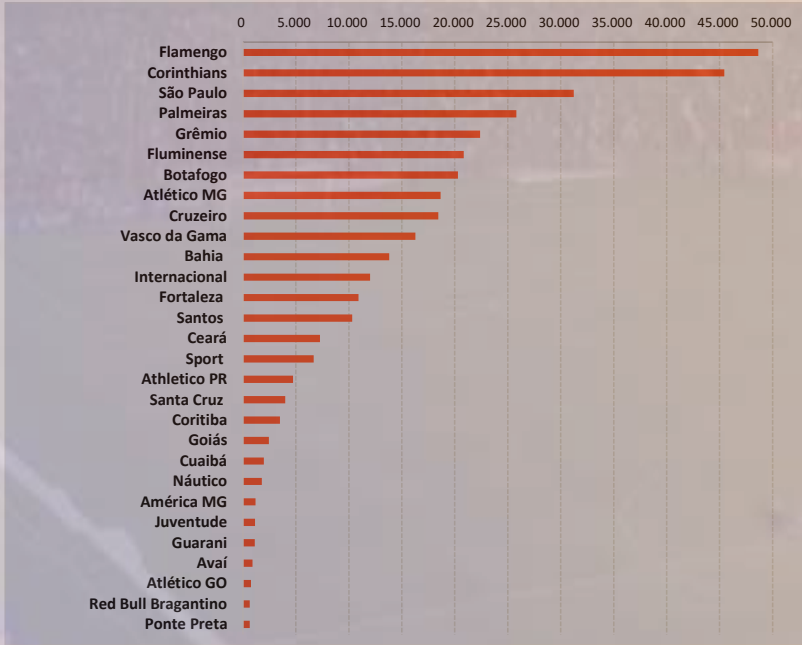
Total Interactions M



Brazilian clubs generated more than 4.5 billion interactions with fans on social media in 2023.

The average interactions per post of Brazilian clubs in 2023 reached 12.2 K.

Average interactions per post

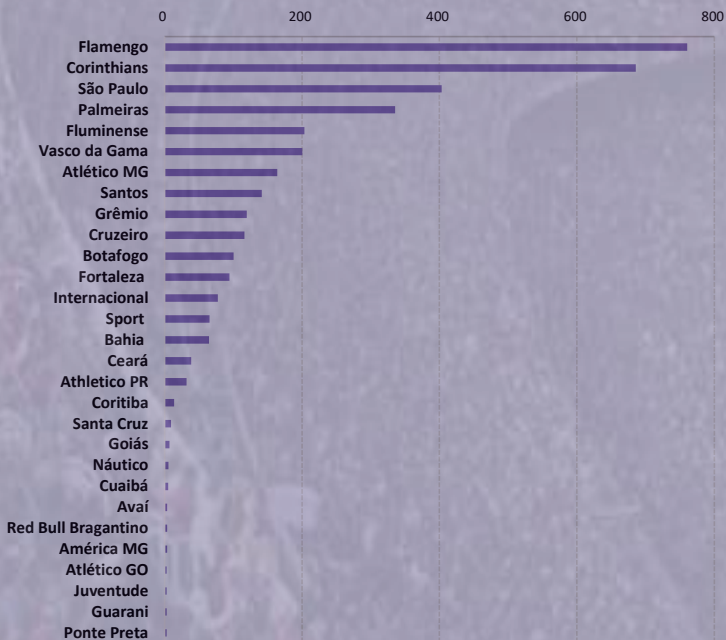




Instagram is the most impactful, engaging and valuable digital asset of Brazilian teams There are almost 60M followers!.

Instagram- Data from January to December 2023

Total interactions on Instagram M



Instagram is profiting handsomely from club content.

For each post, an average of 140K people from Flamengo are impacted. From Corinthians it's 137K for each post.

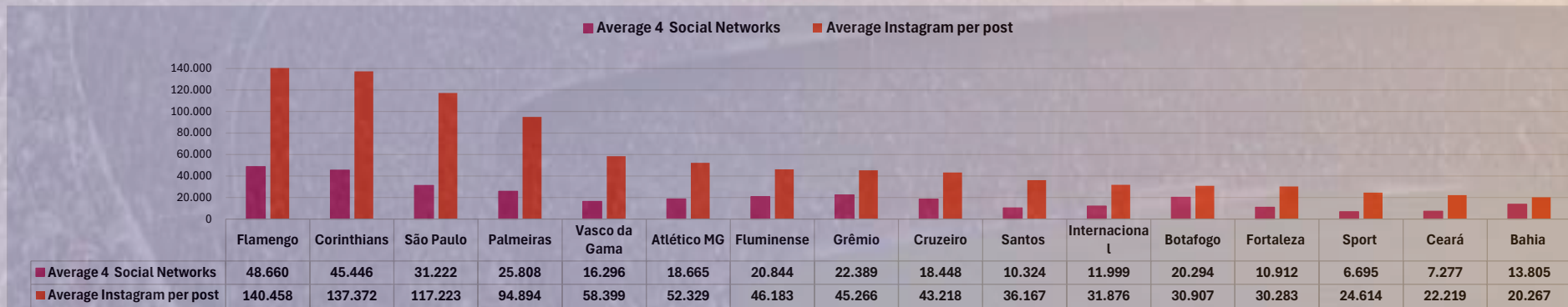
Average interactions per post on Instagram





Brazilian clubs spend a lot of energy and resources to post on Facebook and X, but the return is very low.

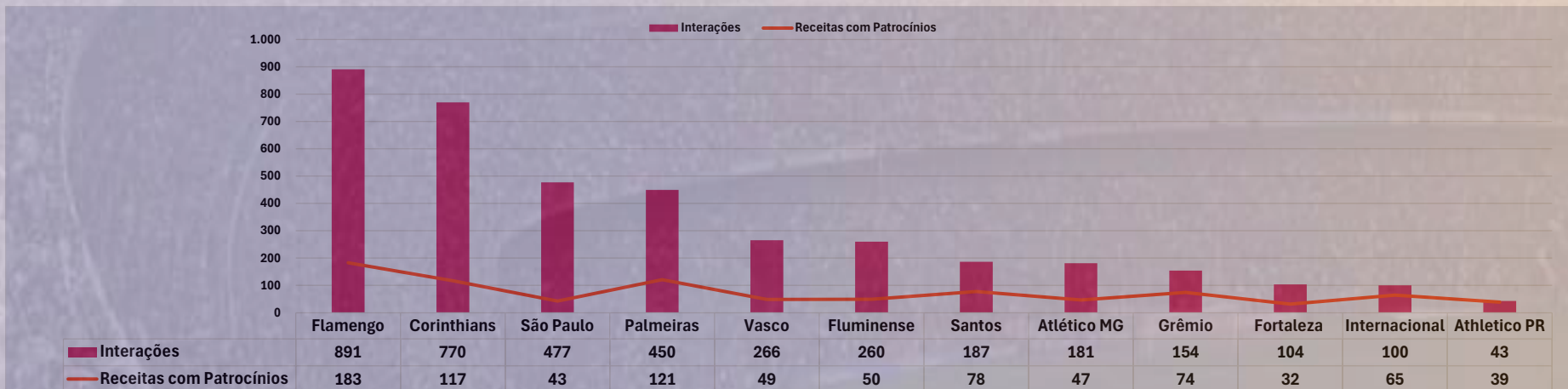
Comparison of Average Interactions by Post- Data from January to December 2023 Average of the 4 networks added together X Instagram Average



The return for sponsoring brands is reduced by too many Facebook posts and X.

Instagram and YouTube are the ones that produce effective returns for the clubs' sponsors.

Total interactions in millions X Sponsorship revenues in R\$ million in 2023



Many teams have high engagement rates but meager sponsorship revenues.

Sponsorships and data-driven activations are the path to more sponsor revenue.



*A new sponsorship
dimension*

A new sponsorship dimension

The Brazilian market needs to qualify its sports marketing projects.

Sports Value has been working with different sports sponsors in Brazil and abroad. Analyses show that to get ROI with sponsorships, it's not enough just to expose brands on signs, uniforms and backdrops.

Brazilian model of excessive visual pollution and low impact due to lack of smart activations, reduce the potential of the sports marketing market in Brazil.



This ultra dependence on Bets occupying all spaces, although it has brought \$, limits the qualified development of the market.

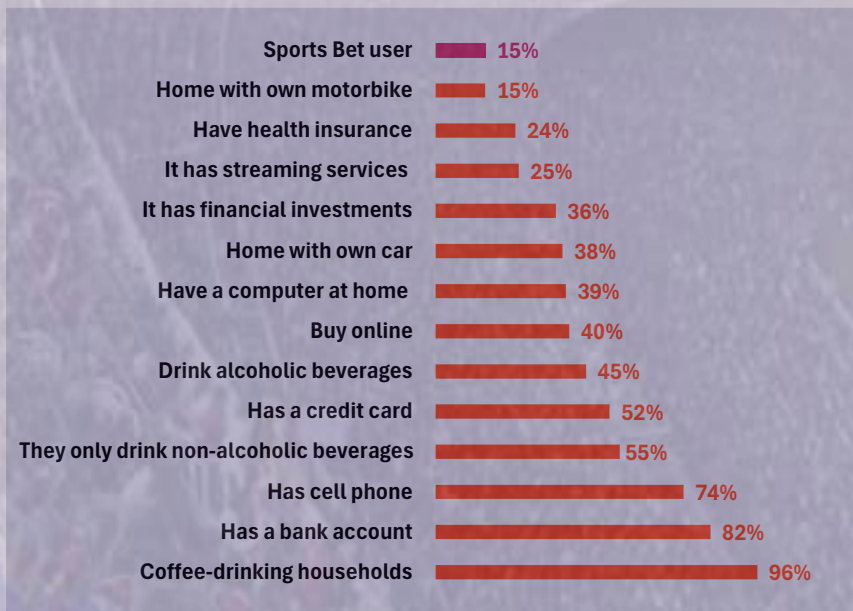
Clubs and competitions do not work to attract dozens of sponsors, from different sectors, with much more appeal and penetration with the population.

A new sponsorship dimension

Sports betting consumption represents only 15% of the population

The Brazilian market has been following a visual pollution of brands, with a special impact on Bet companies. Although they come with a lot of resources, often out of reality, they generate little impact on the population, greatly limiting innovative marketing actions for clubs and their fans.

Penetration of the Brazilian population – In %



According to Datafolha, only 15% of Brazilians are consumers of sports betting. Percentage doubles among the 16-24 age population.

Brazil's biggest advertisers don't invest in clubs. Many important sectors are non-existent. Sectors that could impact experiences for fans and more revenue for clubs.

A new sponsorship dimension

Visual pollution drastically reduces returns for brands.

An analysis by Ibope Repucom shows the visual pollution degree of the properties of the Brazilian teams.



A new sponsorship dimension

Visual pollution drastically reduces returns for brands.

An analysis by Ibope Repucom shows the visual pollution degree of the properties of the Brazilian teams.

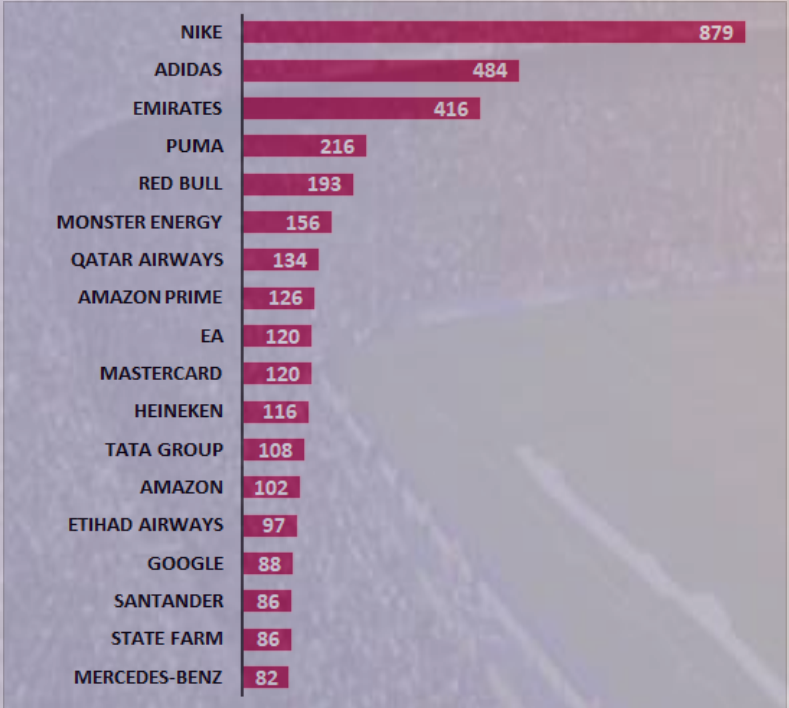


A new sponsorship dimension

The U.S.-based company Kore has analyzed the global impact of the biggest sponsors on digital, and simply no brand is from the betting industry.

ROI with sponsorships in the digital – In 2023

US\$ M

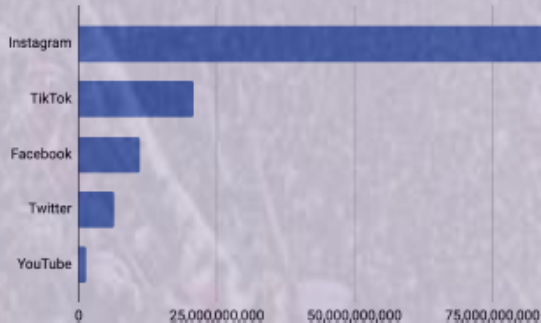


According to data from Kore, the world of sports produced 111 billion interactions and 609 billion video views on different social networks in 2023.

68% of the impact came from Instagram, 45% from teams, and 54% from football.

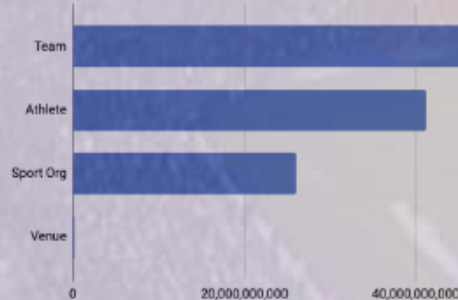
By Platform

68% Instagram



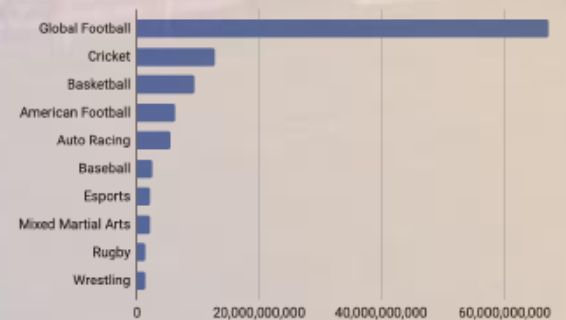
By Entity Type

45% Team



By Sport

54% Football



A new sponsorship dimension

These are the sports entities with the most impact on total digital interactions in 2023.

Interactions in 2023

Instagram

Real Madrid CF	2,515,805,261
FC Barcelona	2,135,001,136
UCL	1,886,659,599
Cristiano Ronaldo	1,699,847,499
Lionel Messi	1,697,861,478
NBA	1,596,503,336
Formula 1	1,339,011,027
Galatasaray A.S.	1,298,063,185
RC Bangalore	1,292,989,061
Real Madrid CF	2,515,805,261

18% of platform total

TikTok

UCL	473,920,067
FC Barcelona	329,833,686
Real Madrid CF	329,374,458
WWE	233,704,784
Al Nassr FC	220,584,599
FIFA World Cup	215,031,597
NFL	214,730,488
Manchester City	208,382,229
Juventus	180,701,993
Chandler Hayden	160,787,920

12% of platform total

Facebook

Real Madrid CF	289,329,880
ICC	247,189,103
Cristiano Ronaldo	239,479,378
Manchester United	237,104,181
FC Barcelona	231,906,971
UCL	218,886,823
Manchester City	195,676,756
FIFA World Cup	165,701,084
EPL	161,299,668
Lionel Messi	156,621,376

19% of platform total

Twitter

Galatasaray A.S.	119,460,671
Real Madrid CF	101,030,915
FC Barcelona	97,272,077
Manchester United	94,368,548
UCL	87,766,165
Chelsea FC	72,234,254
Arsenal FC	70,707,386
Fenerbahce SK	69,808,753
Fc Barcelona ES	66,604,101
Formula 1	64,169,162

13% of platform total

Source: Kore

A new sponsorship dimension

These are the sports entities with the most digital video views in 2023.

Video views in 2023

Instagram

NBA	12,940,033,588
UCL	9,114,242,366
Real Madrid CF	7,681,578,646
WWE	7,094,018,937
FC Barcelona	6,779,539,090
ICC	6,669,771,899
NFL	6,314,331,402
Formula 1	5,852,472,520
UFC	5,373,956,344
Manchester City	4,132,591,873

22% of platform total

TikTok

UCL	4,140,156,820
WWE	3,396,490,574
Real Madrid CF	2,680,705,079
FC Barcelona	2,645,527,780
Al Nassr FC	2,342,917,769
FIFA World Cup	2,330,475,761
NFL	2,299,827,367
Chandler Hayden	2,225,631,379
Manchester City	2,080,152,067
Juventus	1,853,161,703

29% of platform total

YouTube

WWE	3,626,041,155
EPL	1,552,679,164
NBA	1,398,045,608
UFC	1,340,661,383
NFL	1,019,953,537
FaZe Kay	846,737,661
Ali Sypher	842,454,707
ONE Championship	836,789,629
FIFA	816,874,730
Formula 1	682,198,619

10% of platform total

Twitter

NFL	2,211,102,233
NBA	1,930,430,583
MLB	810,058,417
WWE	655,683,722
UCL	651,864,724
UFC	411,763,681
MLS	401,882,612
Liverpool FC	365,152,506
EPL	353,335,196
PGA Tour	333,780,477

22% of platform total

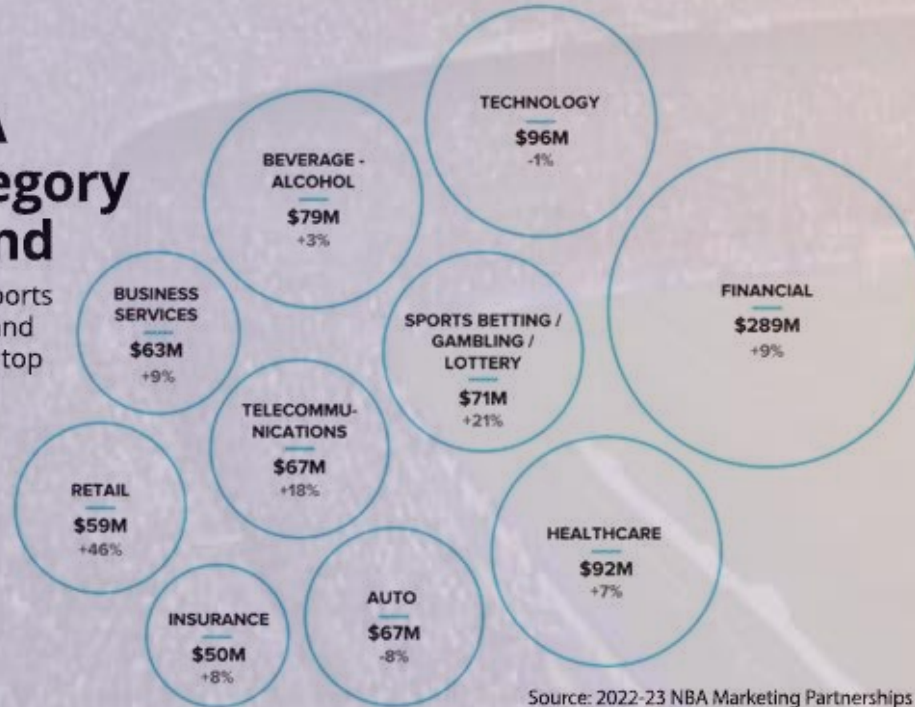
Source: Kore

NBA is an excellent example, including in Brazil. Basketball league earns almost US\$ 1.7 billion with sponsorships, with high impact from a dozen sectors, including betting.

Annually, the NBA produces 1.6 billion interactions on Instagram and another 15 billion in video views on different networks.

NBA Category Spend

Retail, Sports Betting and Telecom top the list



The U.S. market intelligently organizes brand exposure and places a lot of emphasis on activations and commercial return for sponsors.

Sponsorship Revenues - US Leagues - US\$ M

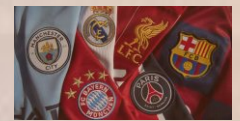


Main sectors that invest in sponsorships.

Top Sponsorship Categories in Big Three U.S. Sports Leagues 2022

Rank	NFL	NBA	MLB
1	Technology	Technology	Banks
2	Betting & Gaming	Cryptocurrency	Beer
3	Beer	Banks	Insurance
4	Telecom	Telecom	Automotive
5	Insurance	Apparel & Equipment	Technology

Table: Lev Akabas • Source: IEG Sponsorship Intelligence Database

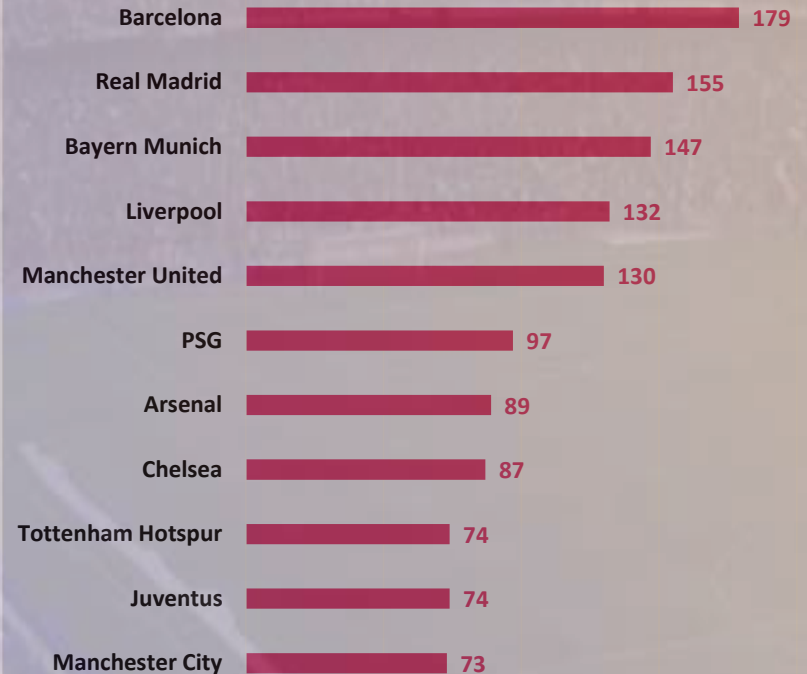


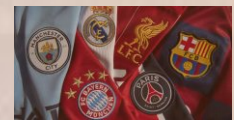
A recent study by UEFA has shown which clubs are currently best working their commercial revenues in Europe.

Total Commercial Revenue- 2023 - € M



Revenues with technical sponsor-2023 - € M





Marketing Revenues Diversification, the path to football in Brazil.



A new sponsorship dimension

The Brazilian sports marketing market needs to look for inspiration in global cases. Sports Value's goal and ambition is that its studies can contribute to a change in the mentality of the market.

Focusing on visibility and not thinking strategically about the digital environment, limits the return of sponsors, club revenues and fan delight.

**New dimension of sponsorships, according to Sports Value:
Far beyond the visibility and visual pollution of properties.**

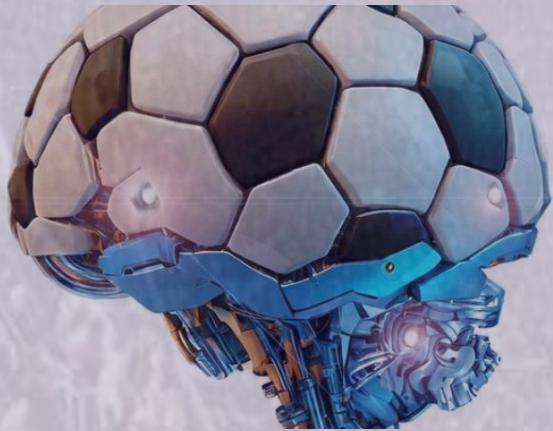
- **Have purpose and powerful storytelling.**
- **Data-driven sponsorships and smart activations.**
- **Digital is what generates returns.**
- **ROI is far beyond live matches**
- **Content marketing generates ROI.**
- **Technological innovation maximizes returns.**
- **Effective, data-driven ROI.**

*How can Artificial
Intelligence (AI) leverage
sports marketing
strategies?*

How can AI leverage sports marketing?

Technological improvements have greatly impacted sports management, and the advent of Artificial Intelligence (AI) is undoubtedly a new era of change. Besides its impact on the field, there are tremendous opportunities for sports marketing.

AI can leverage club brands, increase returns for sponsors, bring efficiency to advertising during broadcasts, and enhance fan engagement. It's a game-changer for those who are prepared!



AI generates efficiency in processes, increased impact and assertiveness in marketing campaigns

AI in sports marketing:

Generation of automated content, broadcast experiences, creation of assertive campaigns based on data, increased revenue and sales, greater engagement and cost reduction.

How can AI leverage sports marketing?

New revenues through AI:

- **Data analysis:** Insights and trend predictions produced with large volumes of data on fans, purchasing behavior, preferences and interactions
- **Content personalization:** Creation of personalized content for fans, with messages, promotions, and more relevant and memorable consumer experiences.
- **Audience segmentation:** Possibility of deeper and more sophisticated audience segmentation, with greater assertiveness in future campaigns.
- **Advertising Maximization:** AI can automatically optimize advertising and media campaigns, adjusting budgets across channels and campaigns to achieve the best results for brands
- **Real-time engagement:** Closer, real-time engagement with fans during sporting events. Interaction with fans in a more personal way and with maximum commercial use, on-site and online



How can AI leverage sports marketing?

The search for the fan in the digital environment!

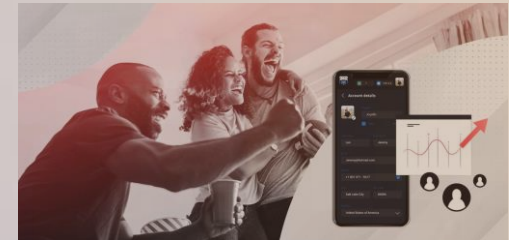
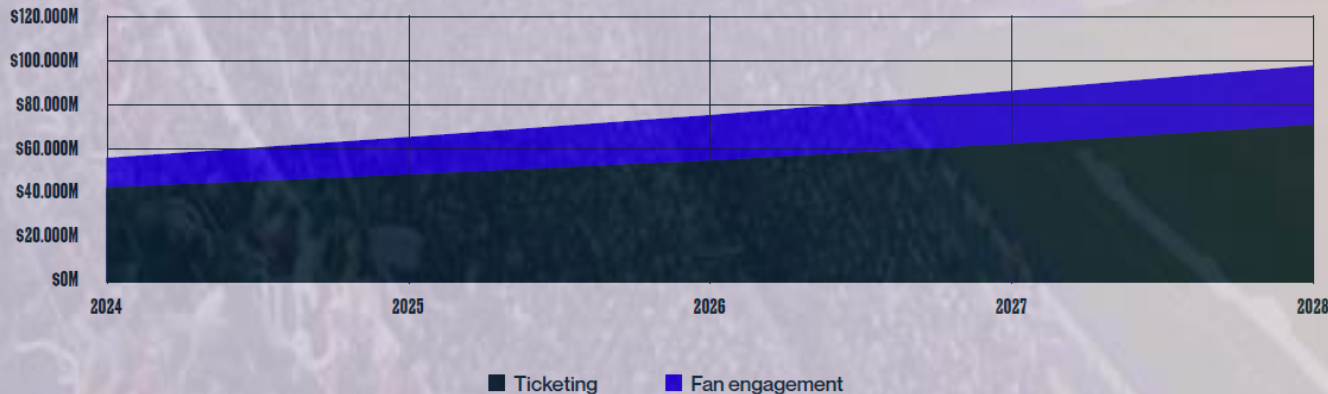
According to a recently published study by the company Telecoming, digital consumption by sports fans around the world reached US\$ 58 billion and is expected to reach US\$ 101 billion in 2028. (+74%)

Ticket sales generate US\$ 43 billion and will jump 65%, reaching US\$ 71 billion in 2028. Fan engagement currently produces US\$ 15 billion in revenue and will reach US\$ 30 billion in 2028.



Control of AI tools will be fundamental to achieving digital revenues from sports fans.

TOTAL VALUE OF DIGITAL SPENDING ON SPORTS WORLDWIDE



How can AI leverage sports marketing?

Some examples:

Golden State Warriors

Dynamic pricing for ticket sales according to demand and the team's sporting moment.



Tottenham Hotspur

The club implemented chatbots to sell tickets and team products, improving the purchasing experience.



Formula 1

Using real-time insights to improve the race spectator experience.



NEW SPORTS MARKETING INDEXES

Sports Value has been developing a series of exclusive services to corporate clients.

Sponsors, clubs, startups, investors, agencies, federations and communication groups have all benefited from these unique analyses, in Brazil and abroad.

Some of the most innovative ideas of crossing financial, marketing, digital and trends data are being delivering to the clients.

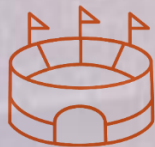
If your company or club's goal is to increase returns with disruptive strategies in sport, Sports Value can help a lot.



Digital Transformation



Smart Stadium



Fan Engagement



Data Driven Sponsorships



Sports practice



Sports trends



Startups consultancy



Business Plan to investors



ESG & Sports



SPORTS VALUE'S SERVICES



Sports Marketing

Sport offers a unique platform for brands enhancement, engagement and consumer loyalty and effective sales expansion.



Sponsorships and activations

Sports sponsorship and its complementary activation actions are proven to be the best marketing tool for today.



Trends Reports

The ever-changing world requires companies, agencies, clubs and federations to make their decisions in anticipation of trends and directions in today's world.



Startups Consultancy

The world's startup ecosystem represents US\$ 1 trillion today. In sports already exceeds US\$ 9 billion and is expected to triple over the next five years.



Sports Branding

In today's ever-changing world and with increasing consumer demand, branding or brand management becomes even more essential.



Brand valuation

Branding is a fundamental discipline in the global business. Brands are constantly evolving and must be at the heart of every management.



Sports properties valuation

Sports Value is the first company in the Brazilian market to evaluate sports assets, with its own methodology and extremely consistent premises.



International Affairs

The rapidly evolving world demands that sports marketing projects have a global character today.

A hand is shown on the left side of the frame, reaching out towards a central globe. The globe is rendered with a wireframe or network overlay, consisting of white dots connected by thin lines. The background is a dark blue gradient with a subtle pattern of white dots and lines, suggesting a digital or network environment. The text is overlaid on this background.

Thank you!

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