



ANNUAL REPORT

Season 2024/2025





CBDN

CONFEDERAÇÃO BRASILEIRA
DE DESPORTOS NA NEVE

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PRESIDENT FOREWORD



"The best season in CBDN's history was marked by unprecedented achievements and historic milestones for snow sports in Brazil. The major highlight was the **Crystal Globe won by Cristian Ribera in Para Cross-Country Skiing**, the result of his consistent performance throughout the entire season. Another important milestone was the five World Cup medals won by **Lucas Pinheiro in Alpine Skiing**, establishing Brazil among the leading nations in snow sports".



CBDN President , Anders Pettersson

ANDERS PETTERSSON

CBDN President

This past season was marked by great achievements and several challenges. Brazilian snow athletes managed to shine and represent the country very well, recording the best year in Brazil's snow sports history. The two main highlights of the season were related to Alpine Skiing and Para Cross-Country Skiing.

In Alpine Skiing, during the 2024/25 season, athlete Lucas Pinheiro began his journey representing Brazil in all stages of the World Cup. He achieved five unprecedented medals for Brazil and broke Brazilian records in the discipline. Lucas won his first medal in the Giant Slalom event in Beaver Creek, USA, in December 2024.

The CBDN Paralympic team had a historic performance, with the main highlight being athlete Cristian Ribera, who won the Crystal Globe as the overall World Cup champion in Para Cross-Country Skiing for the season. In total, Cristian earned medals in every event he competed in—7 medals in 7 races—including 6 first-place finishes, demonstrating his strength and quality on the international winter Paralympic stage.

Brazil achieved impressive numbers at both the World Championships and Junior World Championships during the season. There were 19 athletes competing in junior championships across Alpine Skiing, Snowboard, Cross-Country Skiing, and Biathlon. In the adult World Championships, a remarkable total of 28 athletes competed in Alpine Skiing, Snowboard, Cross-Country Skiing, Ski Mountaineering, Biathlon, Para Cross-Country Skiing, Para Biathlon, Para Snowboard, and Biathlon.

The outstanding results achieved by the Para Ski Cross Country team Brazilian delegation reinforce the effectiveness of the strategic program led by the Brazilian Snow Sports Federation (CBDN). All participants scored below 180 FIS points, a benchmark that ensures the eligibility of Brazilian athletes for the Winter Paralympic Games, in addition to various victories in official international competitions.

In total, more than 90 athletes represented Brazil internationally, starting 1,606 races across 9 Olympic and Paralympic sports in a total of 18 disciplines, representing Brazil in 26 countries across 3 continents.

During this period, 6 national records were broken, totaling 12 record-breaking performances. Thirty-three different athletes registered 69 personal bests throughout the season.

In terms of events, over 500 athletes participated in competitions organized by the CBDN, along with many other outstanding results from Brazil detailed in our technical report.

Regarding management, for the seventh consecutive year, the CBDN finished as the top-ranked federation in the GET program — Management, Ethics, and Transparency — which evaluates 34 of the country's 35 Olympic federations, achieving the highest possible score again in 2024.



Anders Pettersson, CBDN president, and Gustavo Haidar, COO and Technical Superintendent of CBDN, presents the Athlete of the Year award to Cristian Ribera.

Additionally, the organization was awarded in a category for best practices in Management and Governance at the 9th Sou do Esporte Award: Innovative Practice. The award ceremony took place on December 10th at the Olympic Golf Course in Rio de Janeiro.

Also in terms of governance auditing, it is worth noting that CBDN once again had its registration certificate renewed by the Ministry of Sports — a certification required to receive and manage public funds. CBDN remains one of the few sports organizations that have continuously held this certification since its inception.

In the area of financial and accounting auditing, the President highlighted that CBDN was, once again, audited by a top-tier audit firm in 2025, referring to the 2024 fiscal year.

Happy reading!



CHAIRWOMAN OF THE BOARD FOREWORD



"CBDN continues to deliver consistent results, both in sports performance and in management and governance, demonstrating the important connection between athletic achievements and the work done off the slopes".

EDITH BERTOLETTI

Chairman of the Board Foreword

The Board of Directors must always stay alert to trends and challenges faced by the organization and work to prepare it to fulfill its purpose in the present without compromising its future.

The Board of Directors held five meetings covering a wide range of topics, which clearly demonstrated that CBDN continues to deliver consistent results, both in sports performance and in management and governance, highlighting the important connection between athletic achievements and the work done off the slopes.

Once again, the organization was recognized at the Sou do Esporte Awards, earning third place in the Innovative Practices category. It is worth highlighting CBDN's pioneering role within Brazil's sports environment, becoming the first sports organization in the country to require that all governing bodies be composed of at least one-third of each gender — meaning at least one-third women and one-third men in all its leadership structures.

Continuing its work in financial management and internal controls, CBDN was once again audited by a top-tier auditing firm, in addition to conducting an annual internal audit and once again receiving certification from the Ministry of Sports for the management of public funds.

In terms of financial results, the organization once again delivered performance above projections through solid and conservative financial management. For the seventh consecutive year, CBDN achieved the highest score in the GET program, which evaluates the governance of Olympic sport governing bodies in Brazil.



STRATEGIC PLANNING



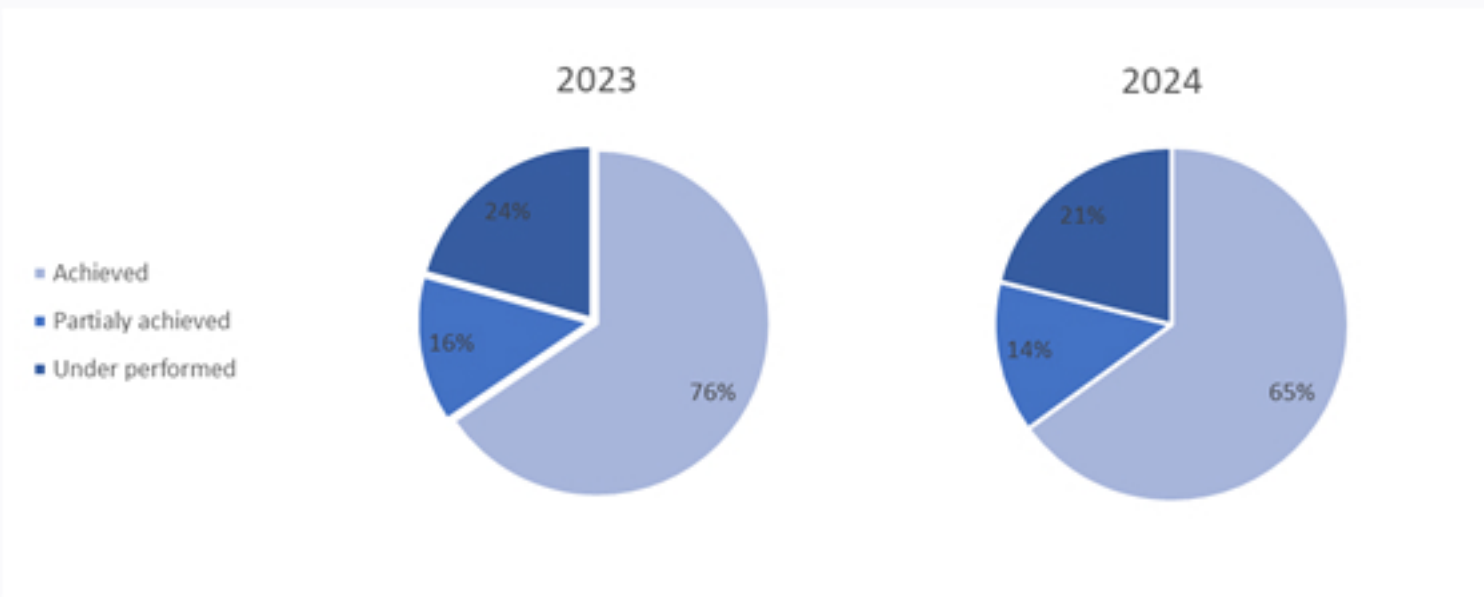
The season was marked by the implementation of the strategic plan for the cycle, with a focus on developing and consolidating the projects and actions detailed in the tactical and operational plans for the period.

The organization continues to use a set of tools to execute and monitor its strategic planning, which currently includes the resource allocation strategy defined by the Board of Directors, the organization's strategic map, the Olympic and Paralympic cycle's tactical plan, and the annual operational plan.

The organization is increasingly consolidating its strategy and tools into its daily operations, maintaining a direct connection between strategic objectives and the projects and actions carried out across all areas.

The governance of the process is also becoming more robust each year, with the Board of Directors responsible for defining and monitoring the strategic planning. During the season, 129 KPIs were measured, of which 88 were achieved, 15 were partially achieved, and 26 fell short of expectations. The number of KPIs achieved increased in absolute terms, and CBDN was able to raise the percentage of KPIs achieved from 65% to 68%.

The KPIs that were not achieved remained stable, mainly due to the change in the FIS points calculation formula in Cross-Country Skiing, the change in World Cup eligibility in Freestyle Skiing, and injuries sustained by some athletes during the season.





SPORTS RESULTS

"The season will be remembered for Cristian Ribera's Crystal Globe in Para Cross-Country Skiing and the five World Cup medals won by athlete Lucas Pinheiro in Alpine Skiing".

INTERNATIONAL HIGHLIGHTS

The season will also be remembered for another incredible achievement by the Paralympic team. A special highlight goes to Cristian Ribera, who won the Crystal Globe for the first time in his career—and for the first time in any snow sport—finishing the 2024/2025 season ranked first overall in the Para Cross-Country Skiing World Cup (sitting category). In total, Cristian won medals in every event he competed in—7 medals in 7 races—including 6 first-place finishes, showcasing his strength and quality on the international winter Paralympic stage.

Aline Rocha took part in two World Cup stages, in Vuokatti (FIN) and Val di Fiemme (ITA), earning two medals: one silver and one bronze.



Aline Rocha won the silver medal at the Para Cross-Country Skiing World Championships.

A total of seven athletes from the Brazilian national team competed internationally during the season—across both sitting and standing categories—highlighting the growth of the discipline in the country and its consolidation on the international stage. In total, 15 medals were won during the season in international competitions: 2 medals in the European Cup, 9 medals in World Cups, and 4 medals at the World Championships, with 11 podiums achieved by Cristian Ribera and 4 by Aline Rocha.

The results of athlete Lucas Pinheiro in Alpine Skiing were also a major highlight of the season. His debut year representing Brazil, and he earned five podiums, broke Brazilian records, and raised the country's profile internationally. He finished second three times—in Beaver Creek (USA), Adelboden (SUI), and Kranjska Gora (SLO)—in both disciplines he competed in. He also secured third-place finishes in Kitzbuehel (AUT) and Hafjell (NOR).

It's also worth highlighting the performance of Augustinho Teixeira in the Halfpipe World Cup, where he delivered solid and impressive results. He achieved five Top-30 finishes, including his first-ever Top-15 result in the competition, with a 15th-place finish on February 21 in Calgary, Canada.



Lucas Pinheiro won five medals in Alpine Skiing World Cup events.

At the Snowboard World Championships held in Engadin, Switzerland, Brazil was represented by four athletes: Augustinho Teixeira and João Teixeira in the Halfpipe, and Noah Bethonico in Snowboard Cross. In the women's category, Nathalia Monteiro competed in Alpine Snowboard. The most notable result came from Augustinho Teixeira, who placed 18th—Brazil's best result ever in the Halfpipe discipline at a World Championship.

Another important highlight was in Para Biathlon: for the first time in history, Brazilian athletes qualified for the World Championships in the discipline. Elena Sena, Guilherme Rocha, Robelson Lula, and Wesley dos Santos—all competing in the sitting category—represented the country. The standout performance came from Elena Sena, who finished all her races within the Top 7.

Also at World Championships, in Biathlon, held in Lenzerheide, Switzerland, Brazil had its second female athlete in history to compete at a World Championship, with Gaia Brunello returning after an 11-year gap since the last Brazilian participation. Her best result came in the Sprint event, where she scored 109.1 IBU points, hitting 29 out of 30 targets.

At the Masters World Championships, athletes Stefano Arnhold and Luci Arnhold competed in three events each. Luci Arnhold earned a third-place finish in the Slalom race held on March 21, 2025.

In the Junior World Championships, a historic milestone was reached with the largest Brazilian delegation ever at the Winter Biathlon Junior World Championships, with 11 athletes: Anderson Santos, Claudio Gustavo Oliveira, Eduarda Ribera, Fabian Wrona, Gabriel Santos, Júlia Reis, Mariana Lopes Silva, Mayara Silva, Natasha Lima, Nicolly Silva, and Thiago Silva. The event was held in Östersund, Sweden, between February and March. Additionally, 10 athletes competed in the Junior Cross-Country Skiing World Championships in Schilpario, Italy, in both U20 and U23 categories.

Throughout the season, 12 Brazilian records were broken by 7 different athletes. Highlights include Augustinho Teixeira, who broke the national record in Snowboard Halfpipe; Lucas Pinheiro, who set a new record in Alpine Skiing; and Cristian Ribera, who broke the record in Para Cross-Country Skiing.

HIGHLIGHTS BY DISCIPLINE

In Alpine Skiing, the main highlight was the performance of athlete Lucas Pinheiro, who began his journey representing Brazil, achieving five podiums during the season, breaking Brazilian records, and taking the country's name around the world. He finished second three times—in Beaver Creek (USA), Adelboden (SUI), and Kranjska Gora (SLO)—across the two disciplines he competed in. Third-place finishes came in Kitzbühel (AUT) and Hafjell (NOR).

A total of 13 athletes represented Brazil internationally in the discipline—approximately 50% more than the previous season, when 8 athletes competed for Brazil. The athletes with the most races were Giovanni Ongaro and Alice Padilha. In total, 7 athletes reached 100 FIS points or less.

Special mention goes to Alice Padilha's results in the women's category. She achieved the necessary points to secure a quota place for Brazil, confirming the return of a female athlete in Alpine Skiing for the 2026 Winter Olympic Games.



Brazil secured three quota spots for Milano-Cortina 2026 in Cross-Country Skiing.

In Cross-Country Skiing, in addition to a notable presence at the Junior World Championships, Manex Silva secured a quota place for Brazil for the 2026 Olympic Games by scoring 159.46 points at that event. Brazil was also represented by eight athletes at the Cross-Country Skiing World Championships: Bruna Moura, Eduarda Ribera, Jaqueline Mourão, Mirlene Picin, Manex Silva, Guilherme Santos, Rhaick Bomfim, and Victor Santos. The team participated in 12 races, totaling 30 starts.

A special highlight was the progress made in developing young athletes, particularly through NEBAR – the Talent Development and High-Performance Center in São Carlos, which was inaugurated in mid-2022 in partnership with UFSCar – Federal University of São Carlos and the Ministry of Sports. It has become a new reference for the development of Cross-Country Skiing and Biathlon in Brazil.



Gaia Brunello brought Brazil back to the Biathlon World Cup circuit.

In Para Cross-Country Skiing, in addition to a historic campaign in the World Cup, it is worth noting that seven different athletes achieved results under 180 FIS points, the current Paralympic qualification threshold: Aline Rocha, Cristian Ribera, Elena Souza, Guilherme Rocha, Robelson Lula, Wellington da Silva, and Wesley dos Santos. The Para Cross-Country Ski team has shown great progress in the number of starts and in the number of athletes participating in official international competitions.

In Winter Biathlon, Brazil returned to the elite level of the sport, once again participating in the World Cup (last appearance in 2014) and the World Championships (last appearance in 2013), in addition to a record participation in the Junior World Championships and the IBU Junior Cup with 17 different athletes. Beyond these impressive numbers, the season also marked the organization of the first-ever Brazilian Summer Biathlon Championships. The event was held on July 8 using rollerskis and laser rifles acquired through a partnership with the IBU – International Biathlon Union.



Cristian Ribera was crowned world champion in the sprint event of Para Cross-Country Skiing.

In Para Biathlon, six Brazilian athletes ranked among the Top 30 in the overall World Cup standings, highlighting Brazil's significant advancement in the international Paralympic winter sports scene. There is growing expectation for Brazil to be represented for the first time in Para Biathlon at the Milano-Cortina 2026 Paralympic Winter Games.

In Para Snowboard, Brazilian athletes took part in eight international competitions, with a standout performance by André Barbieri, who ended the season ranked 10th in the world in Snowboard Cross with 267.00 FIS points, and 12th in the Banked Slalom World Ranking with 137.00 FIS points.

In Snowboard, the season's highlight was Augustinho Teixeira, who made history by securing Brazil's first-ever gold medal in a European Cup event in Snowboard Halfpipe. He also placed in the Top 30 in every stage of the World Cup in Halfpipe, setting a new Brazilian record with 144.50 FIS points in Calgary.



Augustinho Teixeira was the champion of the European Cup.

There was also a notable increase in female participation in the discipline. This season, Priscila Cid represented Brazil in Snowboard Halfpipe, Livia Schuler in Snowboard Cross, Nathalia Monteiro in Parallel Snowboard, and

In Freestyle Skiing, Dominic Bowler competed in six events during the season but did not participate in World Cup stages due to changes in eligibility rules. His brother, Sebastian Bowler, unfortunately sustained a severe injury

the season.

In Alpine Skiing Children's category, Brazil was represented by athletes Emily Magnani, Carlotta Fagnani, Leopoldo Fagnani, Gabriella Caetano, and Antônio Padilha. Siblings Carlotta and Leopoldo Fagnani achieved significant results in Italy, with Carlotta winning a silver medal in a Slalom race in Folgaria and Leopoldo placing 6th twice in the Alpe Cimbra Trophy, one of the most important FIS-sanctioned international competitions for this age group. In Canada, Joshua represented Brazil in the Whistler Cup, the most traditional youth international competition in North America, and was the best South American athlete in several races.



Luci Arnhold finished 3rd at the Alpine Skiing Masters World Championships.

Brazil was also represented by Charles de Candolle, who competed in the Ski Mountaineering World Championships held in Morgins, Switzerland, in March. His best result was a 69th-place finish in the Individual race.

In total, more than 150 competitions were organized by CBDN across eight disciplines, with over 500 athletes – both national and international – participating.

In Alpine Ski Masters, Luci Arnhold and Stefano Arnhold represented Brazil and achieved consistent results throughout the season. The main highlight was Luci Arnhold's third-place finish at the Alpine Ski Masters World Championships, held in Val Thorens, France, on March 21. Stefano competed in 17 races during the season, achieving four Top 5 finishes and one Top 10, ranking 27th overall among 93 competitors, and 50th among more than 300 competitors in the Super-G discipline.



Charles de Candolle represented Brazil at the Ski Mountaineering World Championships.

In the Latin American context, Brazil also stood out. So far, the country holds 28 top rankings, in addition to 41 Top 3 finishes, 52 Top 5, and 78 Top 10 placements.

SEASON NUMBERS

CBDN is committed to providing transparent and appropriate accountability to each of its stakeholders. To this end, a set of reports was developed to present different areas in a detailed and standardized manner. Since 2017, the main sports indicators have been included in the Annual Management Report, with the goal of informing all stakeholders about the key results achieved.

The 2024/25 season was extremely important for the organization, both in terms of sports performance and participation in events. It marked the largest participation in events organized by CBDN in its history. Likewise, this year recorded the highest number of Brazilians present in Latin American rankings.

CBDN - Confederação Brasileira de Despc	2023	2024	Var% 23-24
Medals	208	357	71,6%
Medals (official events)	96	133	38,5%
Medals (non-official events)	112	224	100,0%
Record breaks	14	12	-14,3%
Number of records	12	7	-41,7%
Starts	902	1606	78,0%
Events	381	645	69,3%
Events organized	200	157	-21,5%
Brazilian athletes in competition	76	90	18,4%
Team members (staff)	35	38	8,6%
Personal bests	135	106	-21,5%
Athletes in CBDN events	517	507	-1,9%
Nations in CBDN events	33	31	-6,1%
South-American Rk leaderships	26	28	7,7%
Top 3 South-American Rk	42	41	-2,4%
Top 5 South-American Rk	55	52	-5,5%
Top 10 South-American Rk	85	78	-8,2%



FINANCIAL RESULTS

FINANCIAL RESULTS



The year 2024 brought several challenges both on and off the slopes. The organization's resource allocation strategy followed the guidelines approved by its Board of Directors.

On the financial management side, the financial and budgetary policy was revised, adjusting the investment guidelines for reserves as well as the management rules for free cash flow in foreign currency. These policies were

adjusted and the goal was to minimize any exposure to foreign exchange speculation while keeping the reserves invested in the safest and most efficient way possible.

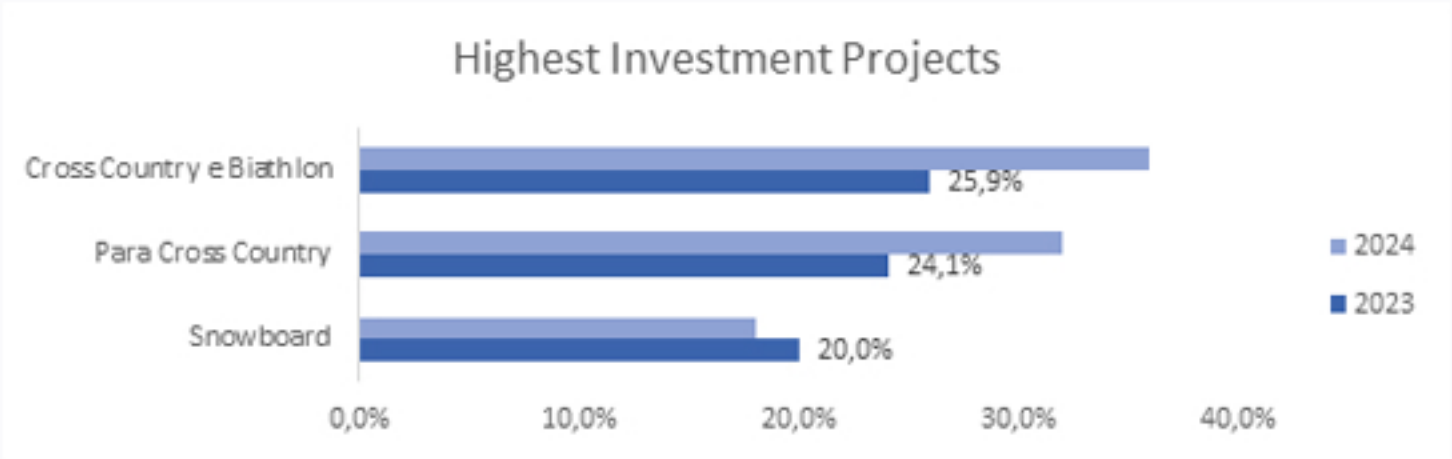
The approved budget for 2024 projected a slight increase in revenue, aiming to maintain the sports projects and to close the year at least at break-even.

In Brazilian Reals (R\$)	2024	2023
LAP1 Olympic	6.745.675	4.886.678
LAP1 Paralympic	3.836.929	2.401.791
Governamental partnerships	77.490	
International partnerships	2.885.717	1.577.942
Sponsorship	488.145	396.094
Registration fee	9.251	75.856
Donations	236.718	296.010
Other income	3.605	23.752
Voluntary work	172.209	164.526
TOTAL income	14.455.737	9.822.648
LAP1 Olympic	(6.874.587)	(4.738.848)
LAP1 Paralympic	(3.648.377)	(2.246.665)
Governamental partnerships		
Donation COB		(142.911)
International Partnerships	(15.967)	
Operational2	(1.129.407)	(1.279.382)
Administrative	(258.737)	(250.263)
Communications	(120.000)	(77.344)
Taxes		(8.873)
Financial result		(37.234)
Voluntary work	(172.209)	(164.526)
TOTAL Expenditure	(12.219.285)	(8.946.046)
(Loss)/Surplus	2.236.453	876.602
1LAP Olympic/LAP Paralympic: funding by national lottery distributed by the Brazilian Olympic Committee and the Brazilian Paralympic Committee		

The year resulted in a performance aligned with the optimistic revenue scenario, showing a 47.2% increase compared to the previous year. Highlights include a 60% growth in funding received from the Brazilian Paralympic Committee and an 83% increase in revenues from international partnerships.

On the expense side, diligent cost management and control of fixed expenses—combined with the revenue increase and favorable exchange rate variation—led to a surplus of BRL 2.2 million for the fiscal year.

The projects that received the highest investments throughout the year were Snowboard, Para Cross-Country Skiing, Cross-Country Skiing, and Biathlon, demonstrating a strong alignment between strategic planning and financial execution.





ESG - ENVIRONMENTAL, SOCIAL AND GOVERNANCE



For several years, CBDN has incorporated the environmental, social, and governance (ESG) dimensions into its strategic planning, placing increasing importance on this triad, which is intrinsically linked to the health and well-being of the environment, people, and organizations.

SOCIAL RESULTS

Since 2017, CBDN has been reporting the social outcomes of some of its projects using the method proposed by Lingane & Olsen (2004).

CBDN recognizes that it plays an important social role and must not only work to positively increase its social impact but also monitor that impact effectively.

Since 2018, CBDN has carried out a Para Snowboard project for people with disabilities living in the state of Rio Grande do Sul. This project is monitored both from a sports performance perspective and in terms of its social impact.

The Para Snow project is an initiative led by CBDN in partnership with Snowland, offering the opportunity for people with physical disabilities living in the region to be introduced to and develop in the sport of Snowboard.

Outcomes project Para Snow	2022	2023	2024
Number of beneficiaries	15	18	12
Number of activities	25	33	27
SROI – Social Return on Investment	3,47	3,61	2,81

In 2024, the project's Social Return on Investment (SROI) reached a ratio of 2.81 for every real invested. It is worth noting that the project was significantly impacted by the tragic floods that occurred in Rio Grande do Sul, which made it impossible to carry out activities for several weeks.

ENVIRONMENTAL RESULTS

The environmental dimension is increasingly becoming a central topic in snow sports, both in Brazil and worldwide. CBDN incorporated this dimension into its strategic map in 2022, also defining concrete actions to be implemented. Additionally, environmental issues have been included in the thematic agenda of CBDN's Board of Directors, being addressed in two of the entity's four regular meetings.

CBDN is also a partner of Chocolates De Mendes, a company internationally recognized as the Startup of the Year by the World Bioeconomy Forum for its mission to conserve the Amazon and support the well-being of the communities living there—especially Indigenous and riverside populations who supply the cocoa used in chocolate production—thus generating value through forest preservation.



NEBAR (Center for Grassroots to High Performance Sports) carries out social projects in São Carlos (SP).

Throughout the year, CBDN continued its educational and awareness campaign on environmental topics, with a focus on current global challenges and best practices—particularly those relevant to the snow sports ecosystem.

GOVERNANCE

Good governance practices are rooted in the continuous improvement of organizations, and for CBDN, both general and specific challenges make these practices a sine qua non condition for the organization's sustainability.

Following the statutory definition requiring that one-third of the members of each governing body be of each gender, the entity took another important step in 2023 by launching "Lado a Lado – CBDN's Women in Sport Program", along with the creation of the Women's Committee, a collegiate body established to develop long-term planning and monitor its implementation.

In April, CBDN launched the project titled "Methodology for the Development of Brazilian Female Athletes in Biathlon and Cross-Country Skiing," supported by the Brazilian Olympic Committee's Women's Sports Development Program. As a result, a specific methodology was created for the development of Brazilian female athletes in Cross-Country Skiing and Biathlon (CC-BT), designed by qualified professionals based on scientific evidence in sports training. For the upcoming year, 2025, a dedicated program for women's development—PDEF: Women's Sports Development Program—was

The year was also marked by elections for the Board of Directors, with 4 of the 8 members elected for the next four-year term, through 2028. It is worth noting that, in order to retain institutional knowledge, half of the board members will remain until 2026.

As part of its commitment to accountability and transparency with stakeholders, the organization continues to undergo both internal and external audits every year.

CBDN's financial audit has been conducted, for the seventh consecutive year, by a top-tier firm ranked among the world's five largest. Also for the seventh year in a row—and since its inception—CBDN received the highest possible rating in the GET Program – Governance, Ethics, and Transparency, an initiative of the Brazilian Olympic Committee.

In addition, CBDN once again obtained certification from the Ministry of Sports, which authorizes nonprofit sports organizations to manage public funds.



Anders Pettersson, President of CBDN, receives the Sou do Esporte Award.

CBDN was also a highlight at the 8th Sou do Esporte Award, an independent entity focused on good governance practices, where the organization placed third in the Innovation category for Best Practices.

Body	Number of meetings	Main topics addressed		Year
General Assembly	2	Board of Directors Election and statutory updates	Accounts Approval	2024
Board of Directors	5	Budget approval and monitoring	Strategic Planning Review Strategic Execution Monitoring	2024
Internal Audit Board	3	Annual Financial Statement auditing and approval	Financial and Audits review	2024

Throughout the year, the board members met focusing on fulfilling their statutory and institutional duties, voluntarily supporting the development of snow sports in Brazil.

Board of Directors: Held 5 meetings during the year, making key strategic decisions for the organization and actively working on strategy, financial management, ESG, among other topics.

Fiscal Council: Conducted 3 meetings over the year aimed at monitoring the organization's accounts.

Athletes' Commission: Held 2 meetings during the year under the leadership of athlete Jaqueline Mourão, addressing topics such as internal regulations, elections of the organization's councils, strategic planning, and the annual operational plan.



EXECUTIVE STRUCTURE

EXECUTIVE STRUCTURE

One of CBDN's main objectives is to build an open and diverse culture that can enhance the skills of each team member, creating an organization where young talents in the field are motivated to work.

Employees	2022	2023	2024
Women	4	5	7
Men	4	3	3
Average Age	36	35	32

Throughout the year, with the full resumption of activities and an increase in projects and initiatives, CBDN retained its key talents and hired a new team member to manage social and sporting events.

Additionally, the organization continues to conduct annual performance evaluations for each employee, maintaining a strong focus on developing internal talent and fostering a culture committed to learning and capacity building at all levels. This is achieved through offering in-house courses, facilitating participation in external training and development programs, academic publications, and other initiatives in areas such as procurement management, sports legislation, and sports psychology.

Human Resources development	2022	2023	2024	Var% 22-23
Lectures/courses (internal and external)	9	11	8	-27,3%
Lectures-hours (internal and external)	87	17	62	264,7%
Number of people reached (internal and external)	155	243	215	-11,5%
Lectures/courses offered by CBDN (employees)	22	24	18	-25,0%
Publication in scientific congresses	2	1	1	0,0%
Scientific articles published	4	2	1	-50,0%

It is worth mentioning the Cross-Country Ski coaches' training course held in partnership with the Norwegian federation, which brought together 28 coaches and staff members in São Carlos for a week-long immersion of activities and knowledge sharing. Additionally, training sessions were conducted in Gramado for the instructors of the Para Snow project, focusing on enhancing the skills and technical development of local coaches.

The organization's executive structure remains lean and cost-controlled, with a team that has strong development potential and the capability to effectively deliver the projects currently in the entity's pipeline.



CBDN team during athlete Lucas Pinheiro's visit to the Confederation's office in São Paulo, Brazil.



POLICIES AND REGULATIONS



POLICIES AND REGULATIONS

Since the last Olympic/Paralympic cycle (2018–22), CBDN has been working with a comprehensive map of policies and regulations aligned with the organization's strategic and tactical plans for the cycle.

This approach allows the organization to focus its regulatory efforts in line with its planning, prioritizing the most important areas.

During the first cycle, the organization made significant efforts to standardize the key areas of the entity. For the new cycle (2022–26), the focus has shifted to complementing some of the most relevant areas, as well as updating and improving some of the existing regulations.



REMUNERATION AND COMPENSATION



REMUNERATION AND COMPENSATION



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Since its foundation, CBDN has developed a strong culture of volunteerism within its governance. All members of the organization's governing bodies have always voluntarily contributed to the development of snow sports.

In 2017, the organization implemented a broader and more balanced governance structure than before, including a presidency, board of directors, fiscal council, ethics council, and athletes' commission.

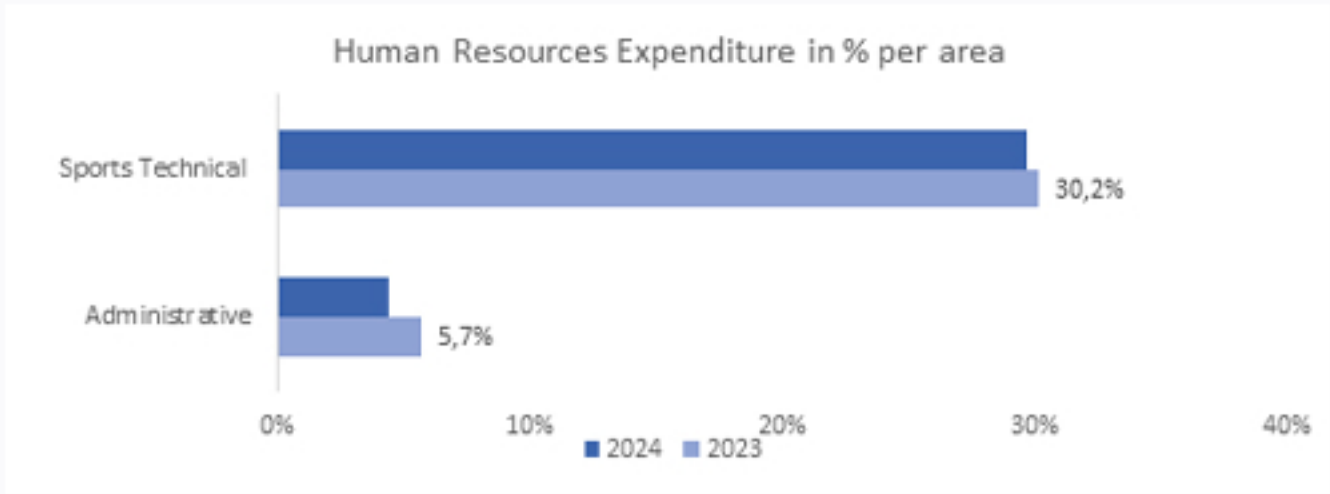
Additionally, to formalize and record this culture, the entity included in its bylaws a prohibition on remuneration for members of its governing bodies.

This culture and structure largely explains the organization's operational efficiency, as well as its stability and austerity.

Alongside the governance structure is the entity's executive team, composed of a small number of professionals hired corporate world to implement and execute the organization's strategic plan.

Since 2020, with the onset of the pandemic, the organization has managed its executive structure very conservatively, maintaining a lean team with few replacements.

In 2024, investment in human resources increased by 26.7%, explained by the considerable increase in funds applied to sports projects and, consequently, greater investment in sports services. Also in 2024, given the revenue growth of nearly 35%, the relative proportion of spending allocated to both administrative human resources and the sports area decreased, from 5.7% to 4.4% in administration, and by 0.5 percentage points in sports.





MARKETING AND COMMUNICATION

MARKETING AND COMMUNICATION

The current season continued to focus on implementing the planning defined for the Olympic/Paralympic cycle, which centers on developing and positioning snow athletes, CBDN's digital communication, Brazil's positioning in snow sports, and reinforcing CBDN's image regarding its management and governance results.

With the debut and competition start of Alpine skier Lucas Pinheiro, CBDN also maintained a strong and active communication presence, with World Cup stages broadcast on ESPN, Sportv, the Brazilian Olympic Committee (COB) channel, and CazéTV.

Looking ahead to long-term strategy, CBDN acquired the rights to broadcast the Alpine Ski World Cup events from Austria for the next two seasons, aiming to bring the sport to larger audiences.

Beyond these points, the core of the entity's communication remains focused on sports content featuring Brazilian snow athletes and events, both CBDN-organized and international.

CBDN's main communication channels continue to be its Instagram and Facebook profiles and the confederation's website. In the 2024/2025 season, social media accounts posted over 1,500 publications, reaching more than one million users and surpassing three million views.

A strategy that has been yielding good results is posting "collabs" with other profiles with wider reach, also targeting audiences beyond the snow sports segment: collaborations with Time Brasil, ESPN, and CazéTV reached significant numbers—one video of athlete Lucas Pinheiro competing in the Alpine Ski World Cup posted by ESPN in collaboration with @brasilnaneve surpassed one million views.

	2022-23	2023-24	2024-25	Var%
TOTAL fans	29.428	36.732	39.600	8%
TOTAL impressions	3.509.139	4.015.368	3.438.000	14%
TOTAL posts	587	957	1.539	61%

In CBDN's communication plan, the website plays a fundamental role in recording all the confederation's activities and athletes' competitions throughout the season. In 2024/2025, the site reached over 50,000 users, totaling 78,000 page views.

The entity's communication efforts continue to generate consistent organic growth, reaching 39,600 people in its fan base (compared to 36,732 in 2023 and 29,428 in 2022).



Ribera

Conquista o Globo de Cristal como o geral do Mundo de Para Country, conquistando sete medalhas em sete sendo seis história pelo ouro no Cint do Can e uma prata no mundial. z história, conquistando-se como um es nomes do campeão na ne



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