



ANNUAL 2019 REPORT

MESSAGE FROM THE CHAIRMAN

The year 2019 came to reinforce the commitment of CBTM together with State Federations, Clubs, Athletes, Coaches, Referees and the entire table tennis community in favor of the development and massification of the sport in the country.

We held five national events, with a large participation of registered athletes from all over Brazil. It was marked, above all, by the biggest Brazilian Championship of all time, with the registration of more than 1,300 registered athletes, within a unique atmosphere of

harmony and family that only table tennis can deliver. The Brazilian Olympic and Paralympic teams maintained their routines of good results, with special emphasis on the Pan American Games and the Parapan American Games in Lima, in which we reiterate our strength as a great power in the Americas. With the results of Pan and Parapan, we guarantee important slots in the Olympic and Paralympic Games in Tokyo, which gives us greater comfort to develop the scope of the technical planning of the teams.



We build pillars to achieve new results. Both in sporting and managerial terms. Thus, we will be able to raise table tennis to as many people as possible.

We reiterate our efforts to the base. With a strong investment in a training program for young talents, in addition to the remodeling of programs such as Diamantes do Futuro and State CTs, which are now called "Regional Development Center", focusing on the control of processes to detect more and best talents.

In management, we seek an evolution with a view to better dialogue with the table tennis community through our digital platforms, in addition to a more active contact with the market in general, within the scope provided for in our strategic planning.

Naturally, the launch of a new visual identity marked 2019, within a broad

process of repositioning and modernization of the entity.

In terms of governance, we had a 2019 of great achievements: we were considered the best confederation in governance indicators by the 'NGO' Sou do Esporte and we achieved maximum marks in the 'COB' GET Program. In addition, we are among the five best entities of Rating Integra.

We are aware of our challenges to substantially improve our events, support for our adult and youth teams and the contribution to massifying table tennis in Brazil.

We continue to work hard to achieve our ambitious goals.



Alaor Gaspar Pinto Azevedo
Chairman

ABOUT CBTM


For more than 40 years exercising the management of Table Tennis in Brazil, the Brazilian Table Tennis Confederation leads seven regions throughout Brazil, aiming, in an integrated way, the organization and development of the sport in the country .

With a modern management structure and processes, CBTM was a pioneer in bringing concepts of governance and compliance to Brazilian sport. It is even recognized by COB, Rating Integra and Sou do Esporte.

Modern management concepts are part of the day-to-day of the organization, which exercises defined processes to fulfill its agenda, in addition to always being updated and in line with the international sports market.

CBTM's efforts, detailed in this document, are aimed at reporting the development of a favorable environment for table tennis players, whether they are professionals or not.

It is also aiming to increase the proximity of CBTM with table tennis enthusiasts, who practice the sport in its different ways.



We have great challenges ahead, such as the Tokyo Olympic and Paralympic Games and the construction of tools that enhance the development of Table Tennis in Brazil.

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1) MANAGEMENT AND GOVERNANCE

As for CBTM's core activity, which involves the organization and management of table tennis in Brazil, we had another year of evolution and consolidation of the sport in the country. From state and national events to the participation of athletes in major international events, Brazilian sport is being well represented.

The technical area is constantly growing, both within its methodological scope and in directing efforts in favor of sports improvements, up to the construction of more attractive events that reach different audiences expectations.

After all, CBTM's goals are ambitious: to have table tennis among the 5 most important modalities in Brazil and to be among the 10 largest powers in the world in world table tennis, whether in the male or female, as well as in the Olympic and Paralympic.

This chapter is subdivided between:

- Olympic National Team
- Paralympic National Team
- Events
- Special projects

**What moves us.
Constant evolution in the
sports area is
fundamental for us to
grow and achieve a
prominent position in
national and
international sport.**



1.1) GENERAL MEETING

The CBTM Annual General Meeting, in accordance with the provisions of its constitution, met in an ordinary session on March 30, 2019, at external auditorium of the Brazilian Paralympic Center, in the city of São Paulo / SP, with the following agenda:

- Deliberate on changes to the CBTM constitution;
- Presentation of the Report on Administrative and Financial Activities for the financial year 2018;
- Presentation and approval of the accounts for the 2018 financial year of CBTM, accompanied by the Financial and Equity Balance Report, accompanied by the opinions of the Fiscal Council and the Independent Audit;
- Presentation of the calendar of activities, the Budget Planning and the 2019 taxes;
- Amendment and approval of the Code of Ethical Conduct;
- Approval of the Organization Chart, according to the constitution.



Wide participation at AGM during the Brazil South-Southeast Cup of São Paulo / SP.

The main highlight of the AGM was the constitution changes, which went through the previous analysis by specialists, in addition to consulting the sports community regarding suggestions and / or requests for adjustments or additions. The constitution changes, at that time, aimed to:

- Meet the 115/2018 law requirements, issued by the then Ministry of Sport, which requires compliance with certain requirements to authorize the release of lottery funds for sports entities;
- Observe compliance with regulations and governance recommendations;
- Continue to modernize and expand the CBTM democratization.

The constitution of CBVELA, CBRu and CBV were used as a reference, in addition to recommendations from the Ethos Institute, GET, Sou do Esporte and international organizations that evaluate governance in sports entities.

The changes significantly contributed to the results and governance awards achieved by CBTM in 2019.

1.2) FISCAL COUNCIL

Maintaining the CBTM governance premises, continued with an effective routine of meetings of the Fiscal Council, holding four meetings throughout 2019 to analyze, monitor and verify the accounts on a quarterly basis, in addition to contributing with topics related to the annual planning, financial and accounting procedures, which may suggest that CBTM members carry out more effective and transparent processes in the management of resources.

According to the proposal, it is also possible to work on preventive measures before corrective ones, in order to improve management work globally.

The members of the Fiscal Council, for the 2017-20 term, are:

Holders:

Roberto Pereira Antelo

Rosangela Martins dos Santos

Susy dos Santos Peixoto Marques

Substitutes:

João Estevam Amaral

David Deud Lima

The routine of the Fiscal Council's meetings ensures effective support in the pursuit of continuous improvements by CBTM in relation to the financial and accounting area.



1.3) EXECUTIVE COMMITTEE

The Executive Committee held six official meetings throughout 2019, with the main strategic and technical decisions that challenge the development of the entity globally.

Subjects related to the “New Competition Model”, which was structured and widely debated at the meetings to materialize in action from 2020, and to the “Regional Development Center”, with a view to better decentralized work in the states focused on the process detection, training and talent promotion were permanent topics at the meetings.

The Executive Committee is formed by the following members:

- Alaor Azevedo - Chairman
- Vilmar Schlinder - Vice Chairman
- Pablo Ribeiro - Secretary General

Executive meetings aim to decentralize decisions and broaden the strategic view of CBTM and its members.



1.4) BOARD OF DIRECTORS

The Board of Directors, composed of elected members, instituted a routine of virtual and face-to-face meetings in 2019, with four meetings held throughout the year.

The agenda of meetings discussed topics such as the review of quarterly balance report, CBTM's annual financial planning, the analysis of contracts with strategic partners, the regional development center, the approval and validation of a new competition system, the direction strategic for the area of management and business, constitution changes, among others.

The Board of Directors is of fundamental importance in the process of analysing, supporting and monitoring the CBTM strategic execution. It is formed by the following members:

- Alaor Azevedo - Chairman
- Vilmar Schlinder – Deputy Chairman
- Pablo Ribeiro - Secretary General
- Ligia Silva - Athletes Commission
- Raphael Moreira - Technical Committee
- Mário Paz Barros - Referees Committee
- Edson Marroque - Representative of the South Region (Chairman of the Table Tennis Federation of Paraná)
- Sandro Abrão - Representative of the Centro Region (Chairman of the Matogrossense Federation of Table Tennis)
- Flávio Seixas - Representative of the Northeast Region I (Chairman of the Alagoas Table Tennis Federation)
- Jadelson Ribeiro - Representative of the Northeast Region II (Chairman of the Piauí Table Tennis Federation)
- Renato Belisario - Representative of the Eastern Region (Chairman of the Minas Gerais Federation of Olympic and Paralympic Table Tennis)



1.5) ATHLETE COMMISSION

The Athletes Commission, elected in 2017 with a mandate until 2020, had its participation and powers expanded in 2019 with the approval of the new CBTM constitution, meeting specific legal and normative premises, in addition to recommendations related to the CBTM governance.

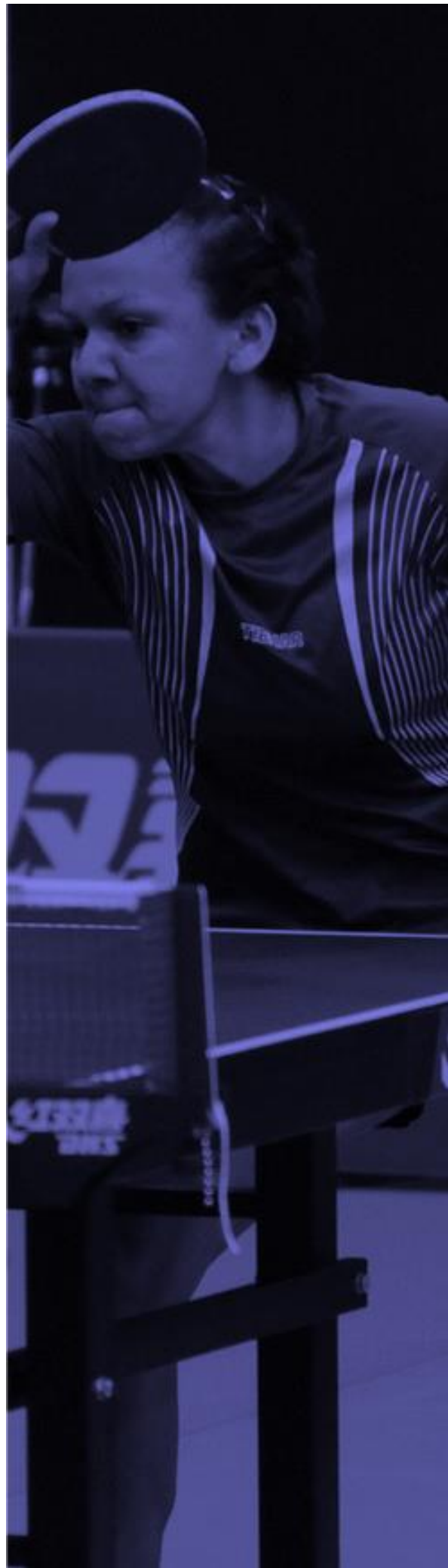
During the year, only one virtual meeting was held, focused to present and debate the proposal for a new competition model to be implemented from 2020 onwards. The Committee had an active participation in meetings of the Board of Directors. Administration, Ethics Council and the General Assembly, in addition to being involved in training and integration projects with other athletes' committees of the Brazilian Olympic Committee.

The commission was also presented at Chamber of Deputies session, at Sports Commission, for a public on 11/26/2020 in Brasília, being represented by Mr. Alexandre Ank. On the occasion, he showed the actions of the Athletes' Commission and the main challenges that the segment saw for the development of sport in Brazil.

The Athletes Commission, until the end of 2019, was formed as follows:

- Ligia Silva - Chairwoman
- Jennyfer Parinos - Member
- Alexandre Ank - Member
- Paulo Salmin - Member
- Thiago Monteiro - Member
- Gui Lin - Member

It is necessary to increase the effectiveness of participation of the Athletes' Commission in the different areas of the CBTM, creating a routine of meetings aimed at a debate and adequate monitoring of institutional actions.



1) MANAGEMENT AND GOVERNANCE

HIGHLIGHT - GOVERNANCE AWARDS

CBTM's performance in terms of Governance in 2019 was one of the highlights. The confederation was well ranked in the three thematic indicators measured in Brazil, with special emphasis on the first place in the COB's "Management, Ethics and Transparency" (GET) Program and the "Sou do Esporte Award". In the Integra Rating, without an effective rating, CBTM was among the top 5 governance entities in the country.





2. TECHNICAL AREA

2) TECHNICAL AREA

In 2019, CBTM went through an important reformulation process in the technical area, with the consolidation of the area within a management. The main aim is to have a holistic view of the parties, understanding that all projects can and should be interconnected with each other: events, development actions and selections.

At the perspective of Brazilian nationals teams, we had another year of confirmation of Brazilian hegemony in the Americas and consolidation on the international stage. The results achieved at the Pan American and Parapan American Games in Lima proved the potential of our main athletes. We finished 2019 with 6 Brazilian athletes in the Top 100 of the World Olympic Ranking and 7 athletes in the Top 10 of the World Paralympic Ranking.

At events area, 5 competitions were held, special highlight to the 53rd Brazilian Table Tennis Championship, held in São Paulo / SP, which was attended by more than 1,300 athletes. The greatest of all time.

These results came as a result of all the work. Thus, this chapter is subdivided into:

- Olympic Teams
- Paralympic Teams
- Events
- Special projects
- Table Tennis Community

National Teams, Events and Structuring Actions of table tennis acting in synergy to strengthen the sport in the country.



2) TECHNICAL AREA

2.1) Olympic National Team

OLYMPIC NATIONAL TEAM

The Brazilian National Team was organized by professionals with extensive experience in the world of table tennis. The investment made by CBTM was to offer the best possible support for the work team to carry out structured projects, with a focus on performance.

Professionals are either hired on a full-time or part-time basis when participating in international competitions or scheduled meetings.

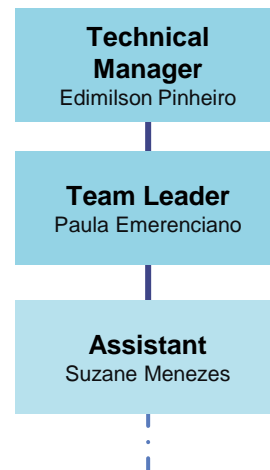
With the effort of the technical team and the athletes, plus investment of

CBTM, the results of 2019, recorded in all categories (adult and base), were:

41 Gold medals

33 Silver medals

49 Bronze medals



National Team Coordinator

- Lincon Yasuda

Senior Analyst CT

- Silmara Gama

Technical Consultant – Hugo Calderano

- Jean-René Mounie

Senior Female Team Coach

- Hugo Hoyama

Senior Male National Team Coach

- Francisco Arado

Junior National Team Coaches

- Hideo Yamamoto
- Jorge Fanck Jr.
- Ligia Silva
- Andrew Martins

2) TECHNICAL AREA

2.1) Olympic National Team

OLYMPIC NATIONAL TEAM

The Federal Government's Bolsa Atleta Program included 163 athletes, with a total investment of R \$ 2.2 million throughout 2019, according to results obtained by athletes in 2018. Table 01 shows the number of athletes and the total amount invested in each category.

CATEGORIES	NUMBER OF ATHLETES	TOTAL INVESTED (R\$)
SCHOOL	20	88.800,00
JUNIOR	3	13.320,00
NATIONAL	103	1.143.900,00
INTERNATIONAL	30	666.000,00
OLIMPIC + PODIUM	7	319.200,00
TOTAL	163	2.231.220,00

Table 01: Investment of the Federal Government in the Bolsa Atleta Program in 2019 in the Olympic Category.

2) TECHNICAL AREA

2.1) Olympic National Team

OLYMPIC NATIONAL TEAM

At the Pan American Games in Lima 2019, the Brazilian delegation, made up of 6 athletes, won 25% of the medals, in all categories in dispute. There were 7 medals, as shown in Table 02.

EVENT	ATHLETE	GENDER	MEDAL
Singles	HUGO CALDERANO	M	GOLD
Dobles	HUGO CALDERANO e GUSTAVO TSUBOI	M	GOLD
Dobles	BRUNA TAKAHASHI e GUSTAVO TSUBOI	F/M	SILVER
Teams	BRUNA TAKAHASHI; JÉSSICA YAMADA e CAROLINE KUMAHARA	M	SILVER
Singles	BRUNA TAKAHASHI	F	BRONZE
Double	BRUNA TAKAHASHI e JÉSSICA YAMADA	F	BRONZE
Team	HUGO CALDERANO; GUSTAVO TSUBOI e ERIC JOUTI	M	BRONZE

Table 02: Results of the Olympic Selection at the Pan American Games in 2019.

2) TECHNICAL AREA

2.1) Olympic National Team

OLYMPIC NATIONAL TEAM

The main results for 2019 are presented in Table 03.

ATHLETES	TITLES	CATEGORY	EVENT	PLACE
HUGO CALDERANO	Gold	Senior / Individual	Pan America Cup	Guaynabo, Porto Rico
GUILHERME TEODORO	Gold	Junior / Individual	World Junior Circuit	Zrenjanin, Servia
GUSTAVO TSUBOI, ERIC JOUTI	Gold	Senior / Double	Slovenian Open	Otocec, Eslovênia
V. ISHIY, E. JOUTI, G. TSUBOI, T. MONTEIRO	Gold	Senior / Team	Pan American Championships	Assunção, Paraguai
VITOR ISHIY	Gold	Senior / Individual	Pan American Championships	Assunção, Paraguai
GIULIA TAKAHASHI, LAURA WATANABE	Gold	Teams / Infantil	World Junior Circuit	Zrenjanin, Sérvia
BRUNA TAKAHASHI	Silver	Senior / Individual	Pan American Championships	Assunção, Paraguai
HUGO CALDERANO	Bronze	Senior / Individual	ITTF World Tour	Omoluc, República Checa
	Bronze	Senior / Individual	ITTF World Tour Platinum	Linz, Áustria

Table 03: Results of the Olympic Teams in 2019.

2) TECHNICAL AREA

2.1) Olympic National Team

OLYMPIC NATIONAL TEAM

Participation in International Olympic Events in 2019 is shown in Table 04.

EVENT	DATES	Nº AHTLETES	Nº COACHES
Hungarian Open - Budapest, Hungary	15 a 20-Jan	7	1
Pan American Cup - Guaynabo, Puerto Rico	01 a 03-Feb	4	2
Portugal Open - Lisbon, Portugal	13 a 17-Feb	2	-
Czech Republic Junior Open - Rodonin, Czech Rep.	13 a 17-Feb	1	-
Swedish Junior Open - Orebro, Sweden	20 a 24-Feb	1	-
South American Championship U15_U18 - Santiago de Chile, Chile	14 a 18-Mar	16	2
Chile Junior Junior - Santiago de Chile, Chile	18 a 24-Mar	16	1
Italian Jenioe Open - Lignano, Italy	20 a 24-Mar	1	-
Oman Open - Muscat, Oman	20 a 24-Mar	1	-

Table 04: Participation in International Olympic Events (1/6).

2) TECHNICAL AREA

2.1) Olympic National Team

OLYMPIC NATIONAL TEAM

(... continued)

EVENT	DATES	Nº AHTLETES	Nº COACHES
Spanish Open - Guadalajara, Spain	20 a 24-Mar	8	-
Qatar Open - Doha, Qatar	26 a 31-Mar	3	1
Senior South American Championships - Buenos Aires, Argentina	02 a 07-Apr	6	-
French Junior Open - Metz, France	10 a 14-Apr	3	-
Belgian Junior Open - Spa, Belgium	10 a 14-Apr	3	-
World Championships - Budapest, Hungary	21 a 28-abr	8	2
Spain Junior Open - Platja D'Aro, Spain	01 a 05-Mai	2	-
Serbian Open - Belgrade, Serbia	01 a 05-Mai	3	-
Slovenian Open - Otocec, Slovenia	08 a 12-Mai	6	2
Croatian Open - Zagreb, Croatia	14 a 8-Mai	6	2

Table 04: Participation in International Olympic Events (2/6).

2) TECHNICAL AREA

2.1) Olympic National Team

OLYMPIC NATIONAL TEAM

(... continued)

EVENT	DATES	Nº AHTLETES	Nº COACHES
South American Championship U11_U13 - Cuenca, Ecuador	13 a 20-Mai	16	2
Poland Junior Open - Wladyslawowo, Poland	22 a 16-Mai	1	1
China Open - Shenzhen, China	28-Mai a 02-Jun	5	2
Hong Kong Open - Hong Kong, China	04 a 09-Jun	4	-
Japan Open - Sapporo, Japan	12 a 16-Jun	1	1
Pan American Junior Championship - Cancun, Mexico	24 a 29-Jun	7	2
China Junior Open - Taicang, China	12 a16-Jun	1	-
Aberto da Austrália – Geelong, Austrália	09 a 14–Jul	1	1
T2 Diamond Malaysia - Johor Bahru, Malaysia	18 a 21-Jul	1	1

Table 04: Participation in International Olympic Events (3/6).

2) TECHNICAL AREA
2.1) Olympic National Team

OLYMPIC NATIONAL TEAM

(... continued)

EVENT	DATES	Nº AHTLETES	Nº COACHES
Pan American Games - Lima, Peru	04 a 10-Aug	6	2
Nigeria Open - Lagos, Nigeria	07 a 11-Aug	1	-
Bulgarian Open - Panagyurishte, Bulgaria	13 a 18-Aug	1	-
Salvador Junior Open - San Salvador, El Salvador	14 a 18-Aug	1	-
Czech Republic Open - Olomouc, Czech Republic	20 a 25-Aug	5	2
Pan American Championship - Asuncion, Paraguay	03 a 08-Sep	8	2
Paraguay Open - Asunción, Paraguay	10 a 14-Sep	8	-
Croatian Junior Open - Varazdin, Croatia	18 a 22-Sep	2	1
Serbian Junior Open - Zrenjanin, Serbia	24 a 28-Sep	5	1
Paraguay Open - Asunción, Paraguay	10 a 14-Sep	8	2
Hopes Continental – Salinas, Porto Rico	29-Set a 06-Oct	2	-

Table 04: Participation in International Olympic Events (4/6).

2) TECHNICAL AREA

2.1) Olympic National Team

OLYMPIC NATIONAL TEAM

(... continued)

EVENT	DATES	Nº AHTLETES	Nº COACHES
Swedish Open - Stockholm, Sweden	01 a 06-Oct	3	-
Slovenian Junior Open - Otocec, Slovenia	02 a 06-Oct	4	1
Latin Championship U11_U13 - Salinas, Puerto Rico	08 a 13-Oct	5	2
German Open - Bremen, Germany	08 a 13-Oct	8	2
Polish Open - Wladyswowo, Poland	16 a 20-Oct	3	-
Oman Junior Open - Muscat, Oman	24 a 28-Oct	1	2
Cadets World Challenge - Wladyswowo, Poland	23 a 31-Oct	2	1
2020 Olympics Qualifiers - Lima, Peru	25 a 27-Oct	8	2
Slovak Junior Open - Nitra, Slovakia	30-Out a 03-Nov	1	-
World Cup Teams - Tokyo - Japan	06 a 10-Nov	6	2

Table 04: Participation in International Olympic Events (5/6).

2) TECHNICAL AREA
2.1) Olympic National Team

OLYMPIC NATIONAL TEAM

(... continued)

EVENT	DATES	Nº AHTLETES	Nº COACHES
Austrian Open - Linz, Austria	12 a 17-Nov	5	2
Portuguese Junior Open - Guimarães, Portugal	13 a 17-Nov	2	-
T2 Diamond - Singapore, Singapore	21 a 24-Nov	1	1
Men's World Cup - Chengdu, China	29-Nov a 01-Dec	1	1
North American Open - Markhan, Canada	04 a 08-Dec	3	-
Grand Finals – Zhengzhou, China	12 a 15-Dec	1	1

Table 04: Participation in International Olympic Events (6/6).

Total of 235 participations by athletes and 50 coaches throughout the year.

**BRAZIL ENDED THE YEAR WITH 6
(1 IN THE WOMEN AND 5 IN THE MALE)
ATHLETES AMONG THE 100 BEST IN THE WORLD**



2) TECHNICAL AREA

2.1) Olympic National Team

HIGHLIGHT - OLYMPIC QUALIFICATION

In October, Brazil secured the 6 possible places for the Tokyo 2020 Olympic Games, with significant victories over the main opponents. The results provided tranquility a better preparation, focused on the continuous evolution of each athlete in the world ranking.



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2) TECHNICAL AREA

2.2) Paralympic National Team

PARALYMPIC NATIONAL TEAM

The structure of Paralympic National Team comprises the leadership and support team within the Brazilian Paralympic Center, located in São Paulo. In this place, the top athletes (permanent concentrated) with the support of the Brazilian Paralympic Committee (CPB) on supplementary issues related to sports science and multidisciplinary teams, which also serve other modalities. In addition to the permanent team, CBTM has the support of other

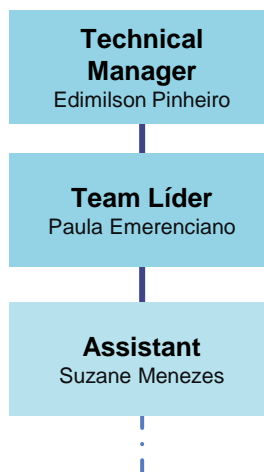
coaches, who work in special actions.

The results of 2019, among all categories, were:

17 Gold medals

27 Silver medals

37 Bronze medals



Paralympic Brazilian Team Coaches

- Paulo Molitor
- Raphael Moreira

Other Coaches (part-time basis)

- Alexandre Ghizi
- Celso Toshimi
- Luciano Possamai
- Paulo Cesar de Camargo
- Ricardo Rieff

2) TECHNICAL AREA

2.2) Paralympic National Team

PARALYMPIC NATIONAL TEAM

The Federal Government's Bolsa Atleta Program contemplated 116 Paralympic athletes, with a total investment of R \$ 2.9 million throughout 2019, according to results obtained by the athletes in 2018. Table 05 shows the number of athletes and the total value invested in each category.

CATEGORIES	NUMBER ATHLETES	TOTAL INVESTED (R\$)
SCHOOL	5	22.200,00
NATIONAL	54	600.000,00
INTERNATIONAL	40	888.000,00
PARALYMPIC + PODIUM	17	1.460.400,00
TOTAL	116	2.970.600,00

Table 05: Investment by the Federal Government in the Bolsa Atleta Program in 2019 in the Paralympic Category.

2) TECHNICAL AREA

2.2) Paralympic National Team

PARALYMPIC NATIONAL TEAM

At the Parapan-American Games in Lima 2019, the Brazilian delegation, formed by 30 athletes, won more than 1/3 of the medals in dispute. There were 24 medals, as shown in Table 06.

EVENT	ATHLETES	GENDER	MEDAL
Individual - Class 10	CARLOS ALBERTO CARBINATTI JUNIOR	M	Gold
Individual - Class 8	LUIZ FILIPE GUARNIERI MANARA	M	Gold
Individual - Class 7	PAULO SERGIO SALMIN FILHO	M	Gold
Individual - Class 9-10	DANIELLE RAUEN	F	Gold
Individual - Class 4	JOYCE FERNANDA DE OLIVEIRA	F	Gold
Team - Class 1-2	GUILHERME COSTA; IRANILDO ESPINDOLA e ALOISIO ALVES	M	Gold
Team - Class 6-8	LUIZ MANARA; PAULO SALMIN e FRANCISCO DE MELO	M	Gold
Team - Class 9-10	DIEGO MOREIRA e CLAUDIO MASSAD	M	Gold
Team - Class 4-5	JOYCE OLIVEIRA e MARLIANE SANTOS	F	Gold
Individual - Class 1	ALOISIO ALVES DE LIMA JUNIOR	M	Silver
Individual - Class 10	CLAUDIO MASSAD DE MOURA	M	Silver
Individual - Class 4	EZIQUEL BABES	M	Silver
Individual - Class 9-10	JENNYFER MARQUES PARINOS	F	Silver
Individual - Class 3	MARLIANE AMARAL SANTOS	F	Silver
Team - Class 3-4	DAVID DE FREITAS e WELDER KNAF	M	Silver

Table 06: Results of the Paralympic National Team at the Parapan-American Games in 2019 (1/2).

2) TECHNICAL AREA

2.2) Paralympic National Team

PARALYMPIC NATIONAL TEAM

(... continuation)

EVENT	ATHLETES	GENDER	MEDAL
Individual - Class 4	ALEXANDRE MACIEIRA ANK	M	Bronze
Individual - Class 1	CONRADO CONTESSI	M	Bronze
Individual - Class 2	GUILHERME MARCIAO DA COSTA	M	Bronze
Individual - Class 2	IRANILDO CONCEICAO ESPINDOLA	M	Bronze
Individual - Class 9	LUCAS DOS SANTOS CARVALHO	M	Bronze
Individual - Class 9	RAMON COLOMBO DA SILVA	M	Bronze
Individual - Class 3	WELDER CAMARGO KNAF	M	Bronze
Individual - Class 1-2	CATIA CRISTINA DA SILVA OLIVEIRA	F	Bronze
Individual - Class 8	LETHICIA RODRIGUES LACERDA	F	Bronze

Table 06: Results of the Paralympic National Team at the Parapan-American Games in 2019 (2/2).

2) TECHNICAL AREA

2.2) Paralympic National Team

PARALYMPIC NATIONAL TEAM

Other outstanding international results in 2019 are shown in Table 07.

ATHLETES	MEDALS	CATEGORY	COMPETITION	PLACE
DANIELLE RAUEN	Gold	Senior / Individual	PTT Open	Platja D'Aro Girona, Spain
BRUNA ALEXANDRE	Gold	Senior / Individual	PTT Open	Hangzhou, China
JENNYFER PARINOS	Silver	Senior / Individual	PTT Open	Platja D'Aro Girona, Spain
BRUNA ALEXANDRE	Silver	Senior / Individual	PTT Open	Stadskanaal, Netherlands
CATIA OLIVEIRA	Silver	Senior / Individual	PTT Open	Hangzhou, China
ISRAEL STROH	Silver	Senior / Individual	PTT Open	Lasko-Cejle, Slovenia
CATIA OLIVEIRA	Silver	Senior / Individual	PTT Open	Lasko-Cejle, Slovenia
CATIA OLIVEIRA, CARLA AZEVEDO	Silver	Senior / Team	PTT Open	Lasko-Cejle, Slovenia
ISRAEL STROH, PAULO SALMIN	Bronze	Senior / Team	PTT Open	Lasko-Cejle, Slovenia
DANIELLE RAUEN, JENNYFER PARINOS	Bronze	Senior / Team	PTT Open	Lasko-Cejle, Slovenia

Table 07: Outstanding International Results of the Paralympic Teams in 2019.

2) TECHNICAL AREA

2.2) Paralympic National Team

PARALYMPIC NATIONAL TEAM

The participation in International Paralympic Events in 2019 is shown in Table 08. Total of 93 athletes, 10 coaches and 16 staff throughout the year.

EVENT	DATES	Nº ATHLETES	Nº COACHES	Nº STAFF
Italian Open - Lignano, Italy	14 a 16-Mar	02		2
Spanish Open - Platja D'Aro Girona, Spain	20 a 22-Mar	14	2	3
Slovenian Open - Lasko, Slovenia	08 a 11-Mai	08	2	3
Mexico Open - Cancun, Mexico	05 a 07-Jun	02		1
Japan Open -	01 a 03-Aug	01	01	
Parapan American Games	22 a 27-Aug	27	03	5
China Open - Hangzhou, China	25 a 28-Oct	03	01	1
Netherlands Open - Stadskanaal - Netherlands	01 a 03-Nov	04	01	1
Copa Tango - Buenos Aires - Argentina	22 a 24-Nov	30		
Costa Rica Cup - San Jose - Costa Rica	12 a 14-Dec	02		

Table 08: Participation in International Paralympic Events.

2) TECHNICAL AREA

2.2) Paralympic National Team

HIGHLIGHTS - PARALYMPIC NATIONAL TEAM

The success at Parapan-American Games are the great highlight of 2019. With some of these achievements, 5 athletes reached the spot in the Tokyo 2020 Paralympic Games. Results that consolidate the work in the Paralympic segment of Brazilian table tennis.



Credits: Alê Cabral / Exemplus / CPB.

2) TECHNICAL AREA

2.3) Events

EVENTS

The events area was restructured in 2019 with the aim of improving the level of event delivery. The new model was based through specific coordinations: administrative, technical, operational, arbitration and facilities.

The Development of events

is essential to build opportunities for all table tennis players in Brazil. Any skill and performance levels. The premise used by CBTM is to integrate as many practitioners as possible, offering conditions similar to those of major international competitions.

National events are commonly held in partnership with State Federations, Local Clubs and City Halls, Brazilian Club Committee, Brazilian Paralympic Committee and Brazilian Olympic Committee, and may be supported by the State Government, depending on the model adopted.



2) TECHNICAL AREA

2.3) Events

EVENTS

Throughout the year, we had a very active calendar and 5 national competitions were organized, organized by CBTM. In addition to them, the State Federations held another 24 Interstate Tournaments (14 Olympic and 10 Paralympic) and 74 State Tournament Stages.

CATEGORY	EVENTS ENTRIES
MAIN CATEGORY	1.570
JUNIOR	3.478
SÊNIOR E VETERANS	1.318
PARALÍMPIC	811
TOTAL ENTRIES	7.177

Table 09: Registration in National, Interstate and State Tournaments, registered by CBTMWeb.



44 Olympic Competitions
28 Paralympic Competitions

2) TECHNICAL AREA

2.3) Events

EVENTS

The direct investment to host national events was in the order of R\$ 650.000,00, as shown in Table 10. This amount practically doubles, since each event has local support in terms of logistics, transport, cession of sports facilities and others, which are offered in exchange format by City Halls, State Government, State Federation and / or Local Club. In the Brazilian Championships, CBTM had the support of the Brazilian Club Committee for the subsidy in expenses related to technical staff.

ITEMS	CBTM'S ANNUAL INVESTMENT (R \$)
BRAZILIAN CUP – SÃO PAULO	125.788
BRAZILIAN CUP - BRASÍLIA	153.230
BRAZILIAN CUP - MARINGÁ	112.242
BRAZILIAN CUP - CUIABÁ	117.312
BRAZILIAN NATIONALS CHAMPIONSHIPS	141.073
TOTAL	649.645

Table 10: Investments made by CBTM in National Competitions in 2019.

2) TECHNICAL AREA

2.3) Events

HIGHLIGHTS

In 2019, CBTM held the biggest Brazilian Championship in history, with more than 1,300 registered and more than 5,000 games in 5 days of intense competition at the Brazilian Paralympic Center. A great celebration, which strengthens the actions of table tennis in Brazil.

In addition to the competition, CBTM provided opportunities for debates and lectures, as well as recreation area and distribution of kits to participating athletes.



Credits: Daniel Zappe / CBTM.

2) TECHNICAL AREA

2.4) Special Projects

SPECIAL PROJECTS

The Development Area is in charge of coordinating the training of coaches and referees, conducting training camp, organizing the Diamonds of the Future Program, training for talent detection and regional development. It also acts in development projects, which have the table tennis aspect with a focus on its promotion and massification.

In 2019, the main highlight was the conceptual restructuring of the State Training Center, which came to be called “Regional Development Pole”, with the premise that work related to talents is a consequence of good control and execution of processes.

To cope with all these activities, the projects are commonly developed in partnership with the State Federations and / or with local clubs, always with the consent of the federations.

2) TECHNICAL AREA

2.4) Special Projects

SPECIAL PROJECTS

Throughout the year, 5 courses for coaches were carried out, with ITTF certification, and 1 course for Classifiers. Table 11 shows the courses, location and period of completion.

TYPE	PLACE	DATES
ITTF Level I Course	Goiânia/GO	27 a 31-mai
ITTF Level I Course	Belo Horizonte/MG	01 a 05-jul
ITTF Level I Course	Cuiabá/MT	30 set a 04-oct
ITTF Level I Course	Londrina/PR	06 a 20-nov
ITTF Level I Course	Teresina/PI	02 a 06-nov
Classification	São Paulo/SP	11 a 13-dec

Table 11: Typology of Trainer Courses and Venue.

2) TECHNICAL AREA

2.4) Special Projects

SPECIAL PROJECTS

In the umpiring area, 8 courses were promoted in 2019, impacting 8 different states. Table 12 shows the type of course, the location and the offer period.

TYPE	PLACE	DATES
Umpire Course - Federação - ES	Serra/ES	23 a 24-mar
Umpire Course - Federação - SC	Pinhalzinho/SC	19 e 20-apr
Umpire Course - Federação - CE	Ceará/CE	24 e 25-aug
Umpire Course - Federação - MT	Cuiabá/MT	30 aug a 2-sep
Umpire Course - Federação - PI	Teresina/PI	16 a 18-aug
Umpire Course - Federação - RN	Caicó/RN	8 e 9-jun
Umpire Course - Federação - SP	São Paulo/SP	4 a 6-apr
Umpire Course - Federação - MS	Campo Grande/MS	8 a 10-nov

Table 12: Typology of Umpire Courses, Place and Period.

2) TECHNICAL AREA

2.4) Special Projects

SPECIAL PROJECTS

In the search for new talent, CBTM held 1 Diamond the Future Training and 1 National Talent Detection, both within the Diamonds of the Future Program. At the end of the year, two Training Camps were held with the international consultant Michel Gadal, in which he addressed topics related to training and preparation for major competitions. Table 13 shows the list of actions promoted in the year.

TYPE	PLACE	DATES
National Talent Detection	São Paulo/SP	14 a 20-jul
Diamonds of the Future Training	São Paulo/SP	2 a 8-oct
Training Camp with Michel Gadal	Porto Alegre/RS	22 a 24-nov
Training Camp with Michel Gadal	São Paulo/SP	9 e 10-dec

Table 13: Talent Detection and Training Actions.

2) TECHNICAL AREA

2.4) Special Projects

SPECIAL PROJECTS

The Regional Development Centers have as premise to control processes aimed at detecting, training and promoting talent, within an integrated perspective. The State Federations that joined the first phase of the program, until the end of 2019, are listed in Table 14.

STATE	CITY	PLACE
SE	Aracaju	Academia Sergipana de Tênis de Mesa
MT	Cuiabá	Centro de Treinamento e Desenvolvimento Cláudio Kano
SC	Joinville	Associação Joinvilense de Tênis de Mesa
SC	São Bento do Sul	Associação São Bento de Tênis de Mesa
AM	Manaus	Vila Olímpica de Manaus
RS	Porto Alegre	Sogipa
RJ	Rio de Janeiro	Associação Carioca de Tênis de Mesa*
PI	Teresina	Escola Municipal Nossa Senhora da Paz
MG	Varginha	Associação Varginhense de Esportes

Table 14: Regional Development Hubs formalized by the end of 2019.

* The Rio de Janeiro Development Center is an agreement between CBTM and ACTM, within a social profile.

2) TECHNICAL AREA

2.4) Special Projects

HIGHLIGHT - SPECIAL PROJECTS

The investment efforts to bring in International Consultant Michel Gadal at the end of 2019 have paid off. In addition to the Training Camp, held in Porto Alegre and São Paulo, in the two days before the 53rd Brazilian Championship, Gadal proposed the creation of a skills development program, which can certify the evolution of the practitioners, at different levels.

The proposed protocol model will be tested in 2020, with possible implementation from 2021 in partnership with State Federations and affiliated clubs.



Credit: Daniel Zappe/CBTM.

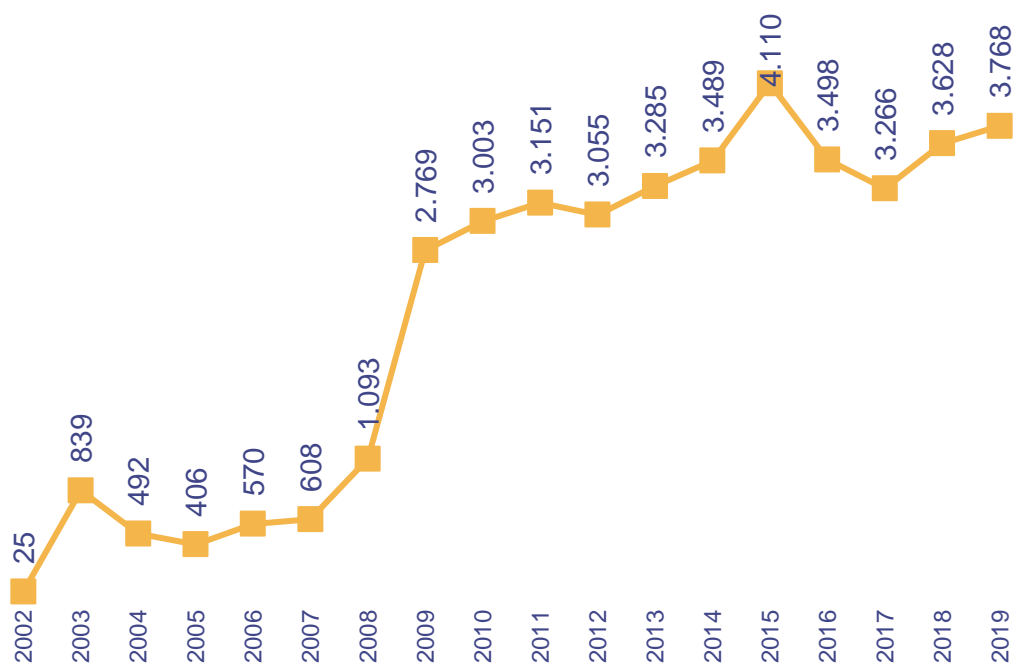
2) TECHNICAL AREA

2.5) Table Tennis Community

MEMBERS

Affiliated members have a fundamental role in supporting the entity. It is these that move and make Brazilian table tennis happen, with increasing quality and technical level. Year after year.

Graph 01 shows the consolidation of our sport in the country, with the number of athletes registered in the system since 2002.



Graph 01: Evolution of the Number of Confederate Athletes.

2) TECHNICAL AREA

2.5) Table Tennis Community

TECHNICAL LEVEL

The technical level of registered athletes is broad, with around 80% of the members being classified between the Rating H to J. This demonstrates the scope and impact of the CBTM in an important range of non-professional or training athletes.

FEMALE	
RATING	PERCENTUAL
A	2,0%
B	1,3%
C	2,0%
D	2,0%
E	4,7%
F	1,8%
G	8,1%
H	3,4%
I	28,0%
J	46,7%

MALE	
RATING	PERCENTUAL
A	0,5%
B	0,3%
C	0,4%
D	0,5%
E	0,9%
F	1,4%
G	1,9%
H	2,3%
I	2,6%
J	9,3%
L	3,7%
M	20,7%
N	9,6%
O	46,0%

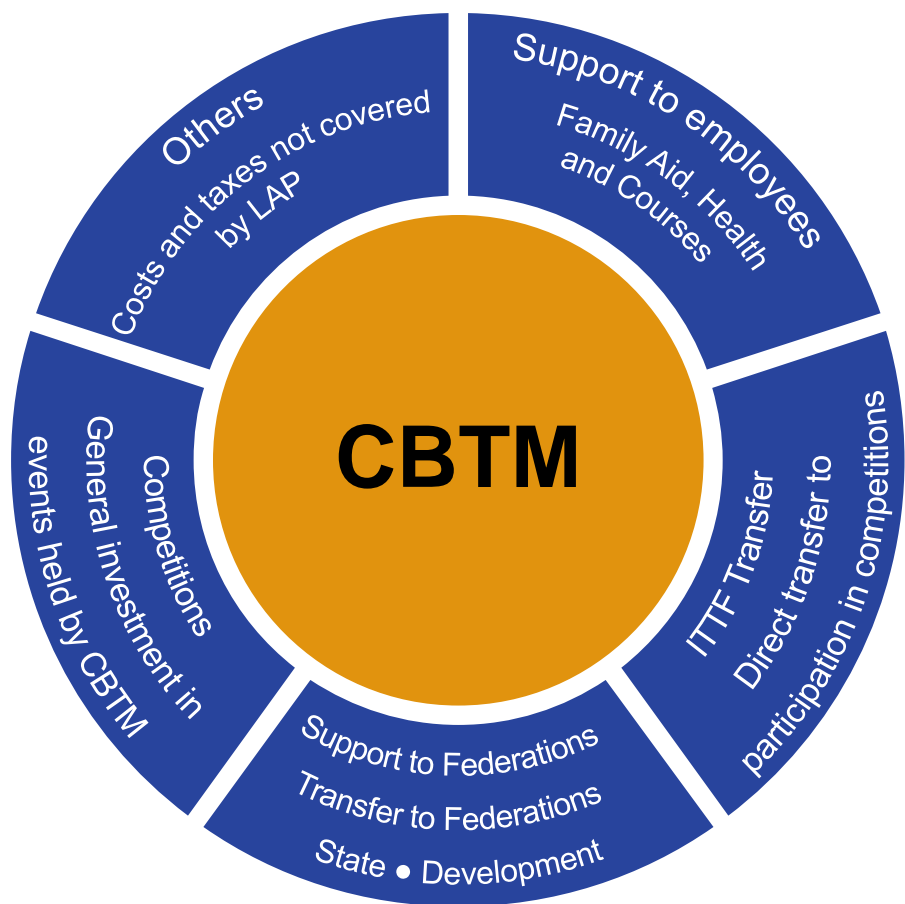
Table 15: Rating Distribution among Athletes.

2) TECHNICAL AREA

2.5) Table Tennis Community

RESOURCES

The revenue generated from the relationship with confederate members and with the State Federations is very to CBTM. For 2020, actions are planned to improve the relationship with members. Graph 02 helps to understand the use of these resources.



Graph 02: How Confederate Fees are Used.



**3. ADMINISTRATION
AND FINANCE**

3) ADMINISTRATION AND FINANCE

The department has 8 employees and 3 internal support companies.

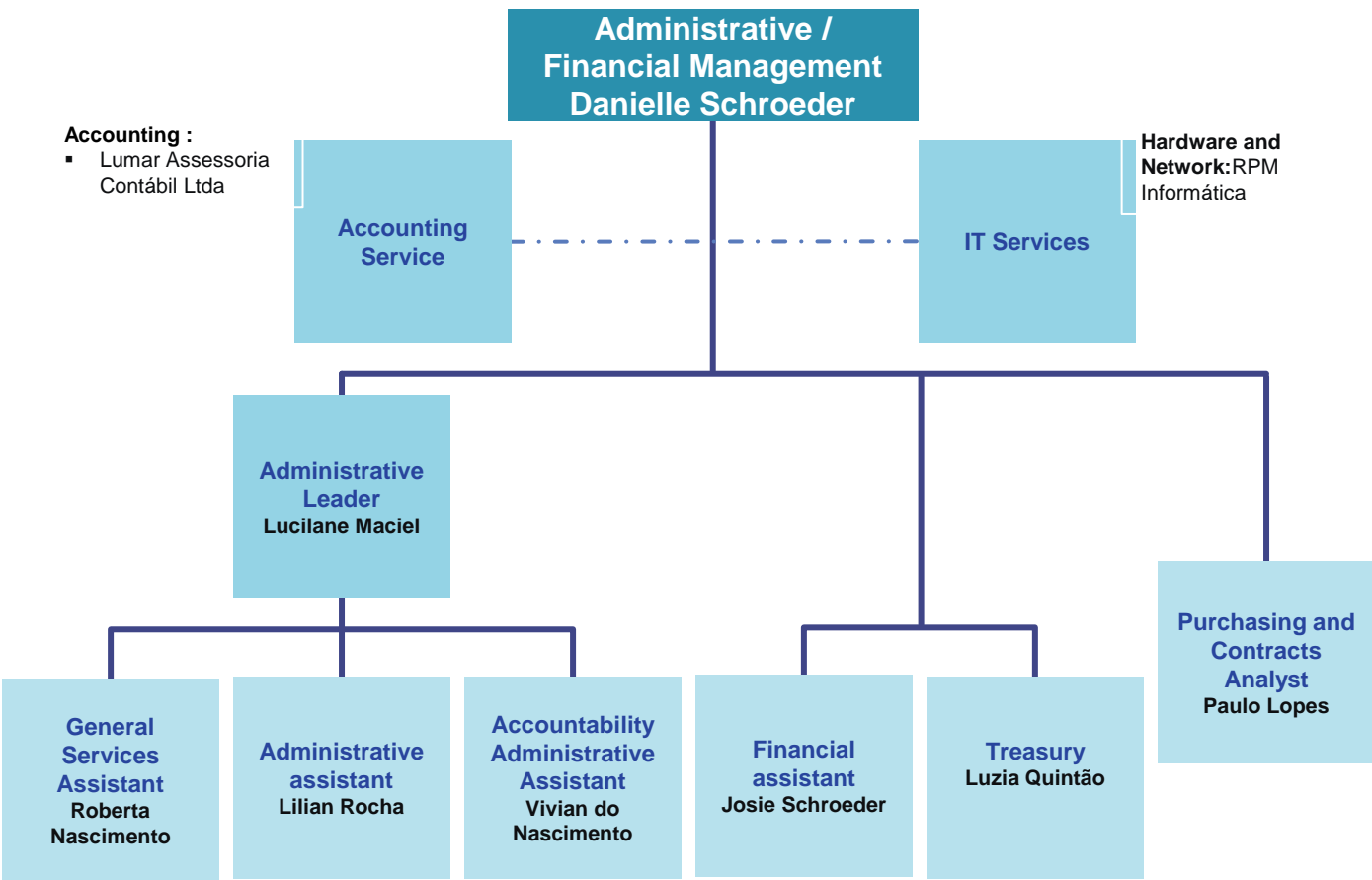


Table 16 presents a quantitative summary of employees by area.

AREA	1º SEMESTER		2º SEMESTER	
	CLT	PART-TIME	CLT	PART-TIME
Administrative / Financial	9	1	10	1
Events and External Relations	5		6	
Olympic National Team	4	1	4	1
Paralympic National Team	3		3	
Total	21	2	23	5

Table 16: Number of Employees by Area.

3) ADMINISTRATION AND FINANCE

3.1) Administration

ADMINISTRATION

The routine functions and activities of the administrative sector are:

- Responsible for infrastructure activities and support activities internal areas organization, ensuring the perfect functioning and attendance to the staff, through the maintenance, conservation and operation of services;
- Review the rules for activities in order to meet the program for continuous productivity improvement;
- Request through COB and CPB Projects, budget resources;
- Payroll, admission, dismissal and other personnel management routines, in accordance with labor laws;
- Administration of positions and salaries;
- Administration of benefits: transportation voucher, meal voucher, dental plan, health insurance, flu vaccine;
- Application of HR procedures and practical guides: requesting daily allowances, contracting services and payments from individuals, registering attendance and attendance and requesting vacation;
- Internal Communication Activities;
- Perform other related tasks at the discretion of the institution's management.

3) ADMINISTRATION AND FINANCE

3.2) Purchases and Property

PURCHASES AND PROPERTY

In 2019, 47 Service Provision Contracts were registered, with 17 new contracts, carried out in processes that strive for transparency and equality, in accordance with the guidelines of control bodies and internal purchasing policies.

Some of the segments in which contracts were signed are highlighted:

Equipment Leasing; Safe; Telecommunication; Health; Property Security, Architecture, Attorney Services, Food and / or Transportation Benefits, Ombudsman, Others.

The sector also operates with the following activities:

- Contracts validity and renewal control;
- Organization and control of the archiving of contracts and their integral parts;
- Patrimonial control;
- Controlling Permanent Goods through electronic software;
- Control of the location of assets through the preparation, organization and control of terms of custody of individuals and companies;
- Inventory control through the checking of incoming and outgoing "non-permanent" materials;
- Organization and filing of invoices;
- Disposal of unserviceable assets;
- Selection Processes for the acquisition of goods or services;
- Conducting periodic inventories;
- Provide documentation for transporting materials;
- Elaboration of procedures to standardize actions.

3) ADMINISTRATION AND FINANCE

3.3) Accounting and Control

ACCOUNTING

CBTM maintains an employee of the company that provides Accounting Advisory services at its headquarters, with the objective of ensuring the correct registration of acts and facts occurred at the entity, as well as ensuring the correct application of the accounting standards in force.

The area is also responsible for the coordination and analysis of all tax documentation, aiming at better documentary transparency.

FINANCIAL PLANNING AND CONTROL

The area is responsible for bringing together, analyzing, organizing and controlling the CBTM budget, to support managerial decision-making with the leaders, managers, executive board and executive committee.

Creation of the internal financial flow to start the development of a management report comparing budgeted versus realized revenues and expenses, using the Nasajon tool.

3) ADMINISTRATION AND FINANCE

3.4) Financial Resources

FINANCIAL RESOURCES

Financial management is complex in any type of company. In sports entities, this sector presents itself in an even more important way, since the response to supervisory bodies attenuates the work and the care with the correct application of resources, under specific headings.

Overcoming after the passage of the judicial blockade that occurred in 2017, despite having reduced resources after the Rio 2016 Cycle, proved to be an opportunity for internal growth and restructuring of different areas. The improvement in internal processes related to transparency and agility in responding to demands from supervisory bodies remained evident.

The Balance report audited by the FSA Network, the Independent Auditor hired to audit the accounts, and approved by the Fiscal Council, presented positive indicators regarding institutional healthiness to face future needs.

The Balance report presented a current Liquidity Index of 1.51, which points to an improvement in CBTM's capacity in the face of short-term commitments. Table 01 presents the Balance report for the years ended December 31, 2018 and 2019.

3) ADMINISTRATION AND FINANCE

3.4) Financial Resources

FINANCIAL RESOURCES

CBTM Balance reports, audited by independent auditors. Years ended December 31, 2019 and 2018. Amounts presented in reais, cents omitted.

ASSETS	2019	2018	LIABILITY	2019	2018
CURRENT			CURRENT		
Caixa e equivalentes de caixa	801.252	790.893	Bank loans		1.916
Advance money	726.855	657.726	Government obligations	265.261	611.960
Other credits	87.081	155.336	Accounts payable	398.810	409.840
	<u>1.615.188</u>	<u>1.603.955</u>	Tax and labor obligations	388.423	312.987
			Tax installments	13.822	13.822
				<u>1.066.316</u>	<u>1.350.525</u>
NOT CURRENT			NÃO CIRCULANTE		
Other credits	81.136	81.136	Government obligations	577.047	472.007
Special assets	219.553	317.996	Special funds	219.553	317.996
immobilized	1.242.900	1.422.897	Accounts payable	4.425	22.122
	<u>1.543.589</u>	<u>1.822.029</u>	Tax installments	125.546	139.368
				<u>926.571</u>	<u>951.493</u>
			EQUITY CAPITAL		
			Social capital	1.878.205	1.878.205
			Accumulated deficits	(712.315)	(754.239)
				<u>1.165.890</u>	<u>1.123.966</u>
ASSETS TOTAL	<u>3.425.984</u>	<u>3.687.061</u>	LIABILITY TOTAL	<u>3.158.777</u>	<u>3.425.984</u>

Table 01: Balance Report for 2019 and 2018.

3) ADMINISTRATION AND FINANCE

3.4) Financial Resources

FINANCIAL RESOURCES

Regarding the Income Statement for the Years ended on December 31, 2019 and 2018, CBTM presents an operating surplus, reiterating the responsibility profile with the management of resources. Values shown in reais, cents omitted.

	2019	2018
INCOME		
Income from public resources		
Income from the Agnelo / Piva Law	6.170.463	4.665.982
Agreements with the Ministry of Sports	-	-
Sports Incentive Law	132.026	203.624
Itaipu Binational Agreement	-	40.570
	6.302.489	4.910.176
Own resources income		
Federation Annual Fee	46.329	42.690
Events and tournaments	828.260	665.726
Other operating income	543.487	665.638
Other operating expenses	(97.367)	(94.827)
	1.320.709	1.279.227
EXPENSES		
public resources expenses		
Law Agnelo / Piva Spending	(6.170.463)	(4.665.982)
Expenses of the Agreements with the Ministry of Sports	-	-
Sports Incentive Law	(132.026)	(203.624)
Expenses of the Itaipú Binacional Agreement	-	(40.570)
	(6.302.489)	(4.910.176)
Own resources expenses		
Event and tournament expenses	-	(17.785)
General expenses	(1.171.102)	(1.186.478)
Tax expenses	(15.410)	(89.672)
Net financial result	(92.273)	183.469
	(1.278.785)	(1.110.466)
Fiscal surplus	41.924	168.761

Table 02: Income Statement for 2019 and 2018.

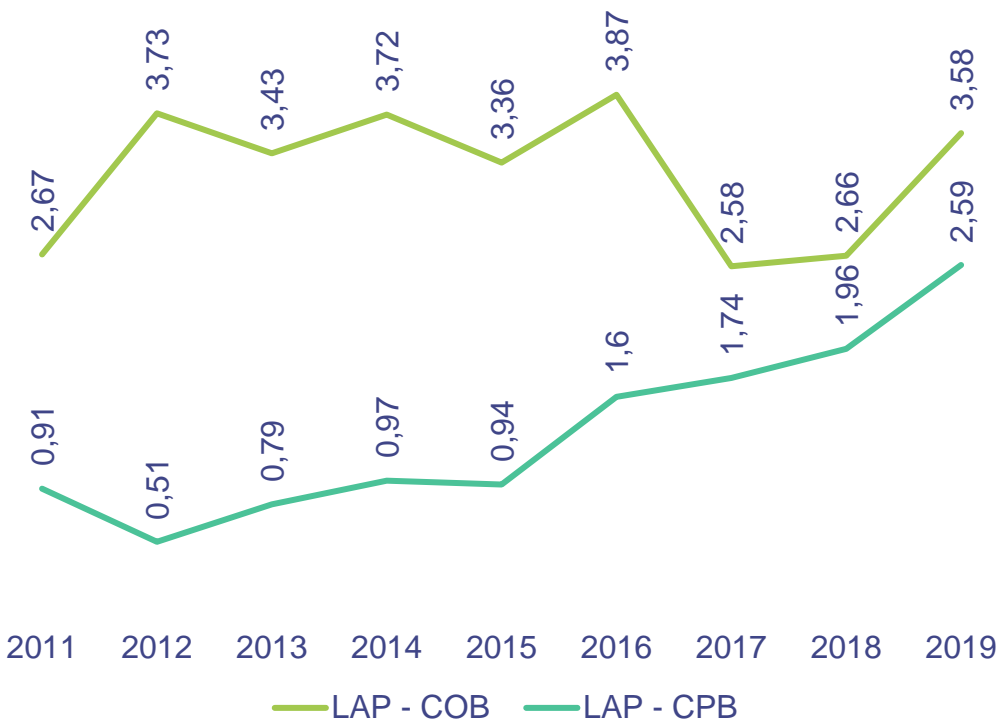
3) ADMINISTRATION AND FINANCE

3.4) Financial Resources

FINANCIAL RESOURCES

The funds from lotteries (Lei Agnelo-Piva - LAP), both from COB and CPB, together, represent an amount equivalent to 83% of the total collected by CBTM.

In the coming years, with the improved performance of Teams and athletes at the international level, in addition to the evolution in governance indicators, it is possible that CBTM will start to measure better values than those currently presented.



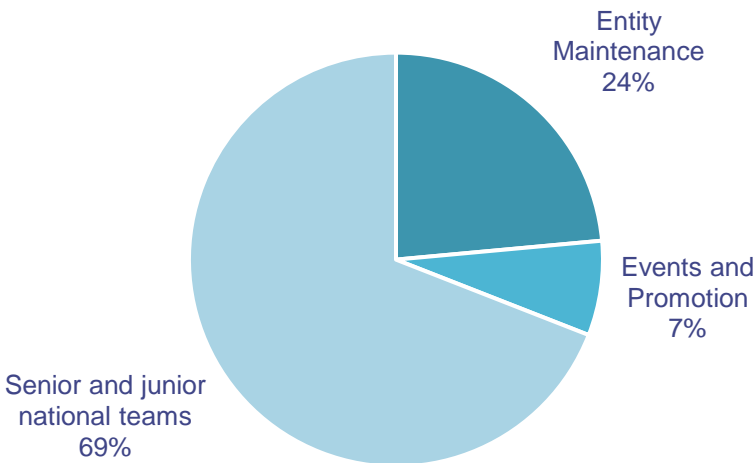
Graph 03: CBTM Billing with Lottery Resources. From 2011 to 2019. Amounts in R \$ MM.

3) ADMINISTRATION AND FINANCE

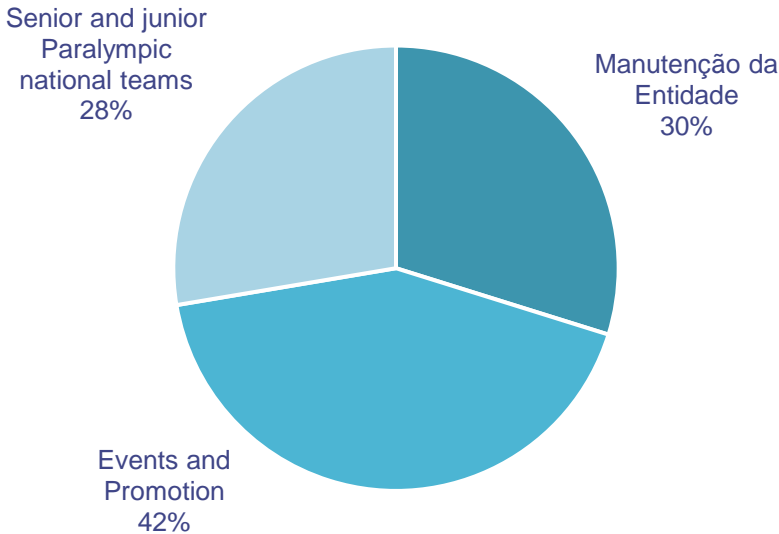
3.4) Financial Resources

FINANCIAL RESOURCES

Charts 04 and 05 show the distribution of the application of lottery resources, provided by COB and CPB, respectively.



Graph 04: Investment Percentage of LAP-COB Resources.



Graph 05: Investment Percentage of LAP-CPB and CAIXA Resources.

3) ADMINISTRATION AND FINANCE

3.4) Financial Resources

FINANCIAL RESOURCES

Further details on CBTM's financial resources can be obtained in the Audit Report, which is available in full on the CBTM official website.

For 2020, the following budgetary execution is foreseen, based on the funds destined by COB and CPB through lottery resources, in addition to the transfer of CPB through the sponsorship of Caixa Econômica Federal and the Incentive Bill raised for the holding of events. Table 17 presents this scenario.

ITEMS	ANNUAL VALUE (BRL)
COB	3,205,562
CPB	3,175,000*
CAIXA – By CPB	811,003**
Own resources	700,000
TOTAL	7,891,565

Table 17: Resources for the 2020 fiscal year.

* Includes Budget Balance of R \$ 21,017 in 2019.

** Includes Budget Balance of R \$ 311,003 in 2019.



4. MARKETING
AND COMMUNICATION
AREA

4) MARKETING AND COMMUNICATION AREA

At the end of 2019, CBTM started working more towards improving its communication platforms, joining the activity carried out by the press office, with a development area, aimed at promoting and massifying table tennis through partnerships with public and private entities.

This investment is part of the Strategic Planning designed by CBTM in 2016, which begins to materialize in concrete actions. The concrete results are expected from 2021 onwards, with improvements in engagement in digital communication and closer ties with the entire table tennis community.



Credits: Daniel Zappe / CBTM.

Development Area is seen as an activity that requires investments to achieve positive results in the medium to long term.

4) MARKETING AND COMMUNICATION

4.1) Social Networks

SOCIAL NETWORKS

CBTM social networks aim to engage the public, keeping fans connected with table tennis and their idols and bringing new followers to the growth of the sport in Brazil.

CBTM works with a focus on 4 social networks, each with its own specificity and strategic objective: Facebook, Instagram, Twitter and LinkedIn. YouTube will not be reviewed because the channel has been inactive throughout 2019 and is expected to be started over from 2020.

It is the indicators related to engagement that should be considered to better measure performance in terms of digital communication. Such indexes will be better calculated in 2020 for a more assertive comparison.

4) MARKETING AND COMMUNICATION

4.1) Social Networks

COMPARISON OF TOTAL FOLLOWERS
AT THE END OF 2019

The metric of followers on social networks serves only as an initial indicator for understanding the position and the stakeholders in the entity, in a given period. Table 18 presents a comparative table with other confederations.

Class.	Entity	Facebook	Instagram	Twitter	LinkedIN	YouTube	Total
1º	CBF	12.065.664	7.035.925	4.600.000	16.294	875.000	24.592.883
2º	CBV	449.783	409.955	268.200	0	31.500	1.159.438
3º	CBA	558.692	45.382	5.837	262	0	610.173
4º	CBDA	416.665	40.879	12.200	0	1.290	471.034
5º	CBJ	295.147	53.778	24.500	0	7.120	380.545
6º	CBRu	217.215	51.378	19.500	5.479	8.390	301.962
7º	CBHB	212.275	66.746	9.327	0	2.080	290.428
8º	CBB	86.394	62.735	18.900	0	3.510	171.539
9º	CBG	68.846	92.981	4.162	0	0	165.989
10º	CBSK	28.275	51.809	1.591	347	8.670	90.692
11º	CBK	32.171	20.297	0	0	9.400	61.868
12º	CBT	25.097	20.718	11.000	454	584	57.853
13º	CBC	32.445	16.948	823	36	4.190	54.442
14º	CBTM	20.843	13.638	2.749	343	3.160	40.733
15º	CBVela	30.501	8.843	566	184	0	40.094

Table 18: Comparison of Followers on Social Networks among Brazilian Sports Confederations.

4) MARKETING AND COMMUNICATION

4.2) Press

PRESS

An especially positive year for Brazilian table tennis in the media. The season saw significant growth in traditional media, TV, newspapers and websites.

Driven by the Pan American and Parapan American Games, the CBTM brand presented media return numbers never achieved before. Table tennis is now among the most viewed sports in high media visibility.

Despite the increasing movement of closing large media companies across the country, table tennis has been increasingly present on news replicating sites such as Globo Esporte, UOL, Estadão, Agência Brasil, Lancenet, among others. This caused the number of stories to be higher than in previous seasons.

4) MARKETING AND COMMUNICATION

4.2) Press

PRESS - LIVE EVENTS

The media return value presented is considered the gross return of the events, that is, what represented their broadcasts globally. The transmission time does not take into account the intervals and flashes of other events.

**Total - 16 events broadcast live on paid or open TVs,
with the CBTM brand - 20h39min05s**

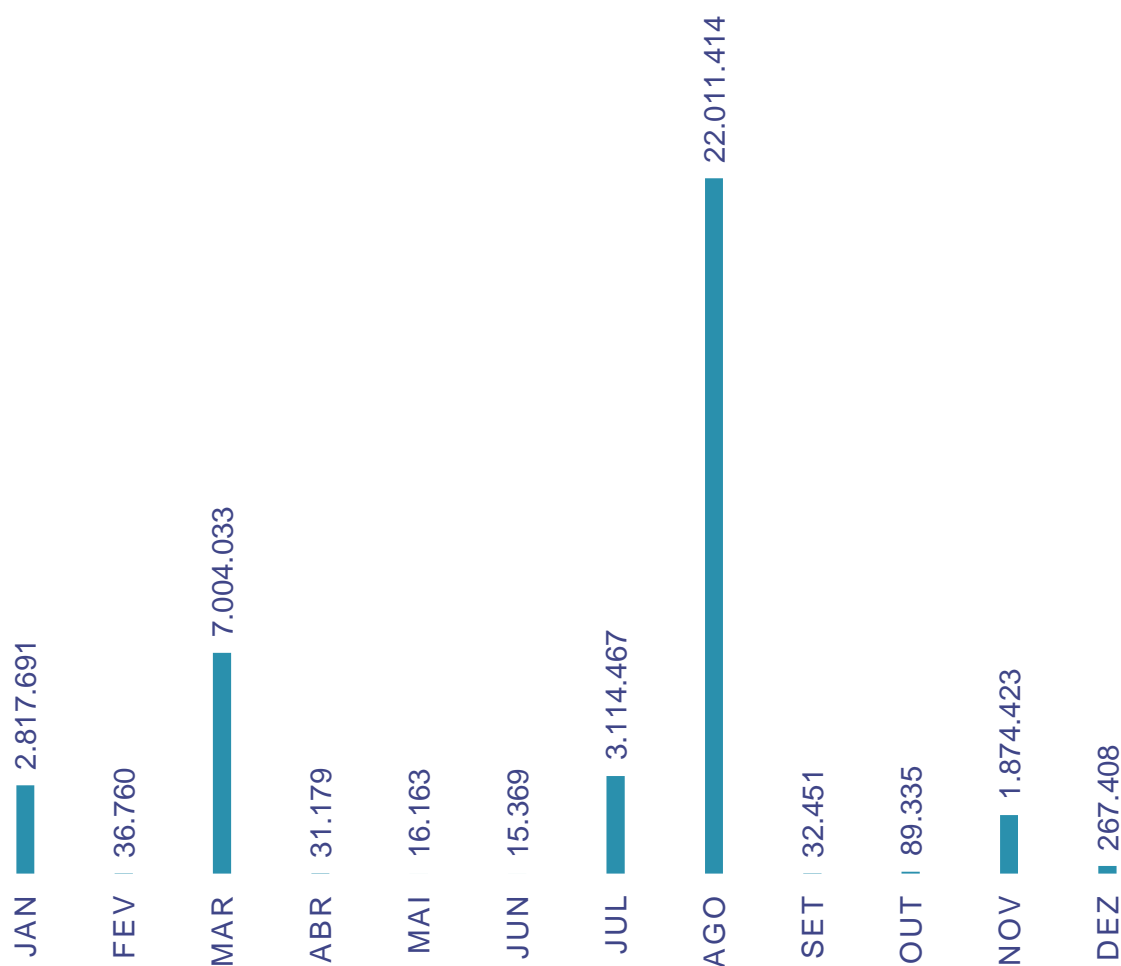
**TOTAL MEDIA RETURN:
R \$ 64,260,860.43**

**Highlight by broadcaster:
SporTV 1, 2 and 3 - R \$ 19,932,586.77
Record News - R \$ 19,024,053.66
Record TV - R \$ 25,304,220.00**

All measurements related to the press were made by Fato & Ação Comunicação, based on the commercial tables of the broadcasters and using their own methodology.

PRESS - TV PROGRAMS

With 68 stories and 04h16min11s minutes, the TV Programs gave a media return of just over R \$ 37 million, pulled strongly by the Lima Games 2019. Graph 06 shows the performance month by month.



Graph 06: Month-by-month Media Return on TV Shows in 2019.
Source: Fato & Ação Comunicação.

4) MARKETING AND COMMUNICATION

4.2) Press

PRESS - INTERNET AND PRINTED MEDIA

The counting and measurement of reports on the internet and in print media concern newspapers with national repercussions and websites and blogs with a recognized audience and relevance on the internet, with hundreds of other small blogs being discarded in the final values. Table 19 shows the number of articles by type of media, as well as the Media Return generated by each one.

TYPE OF MEDIA	AMOUNT	MEDIA RETURN (R \$)
Printed Media	102	2.932.898,32
Newspaper sites and magazine	655	173.575,00
Very important websites	638	665.922,00
Average audience sites, location or blogs	1.578	224.076,00
TV broadcasters or TV shows websites	66	26.070,00
Radio Broadcasters websites or Radio programs	133	20.079,00
Institutional Sites (Federations, Institutions, Clubs, City Halls, State Governments, Federal Government)	839	-
TOTAL	4.011	4.042.620,32

Table 19: Quantity of Materials and Media Return in Reports on the Internet and in Printed Media in 2019.

Source: Fato & Ação Comunicação.

PRESS - INTERNET AND PRINTED
MEDIA

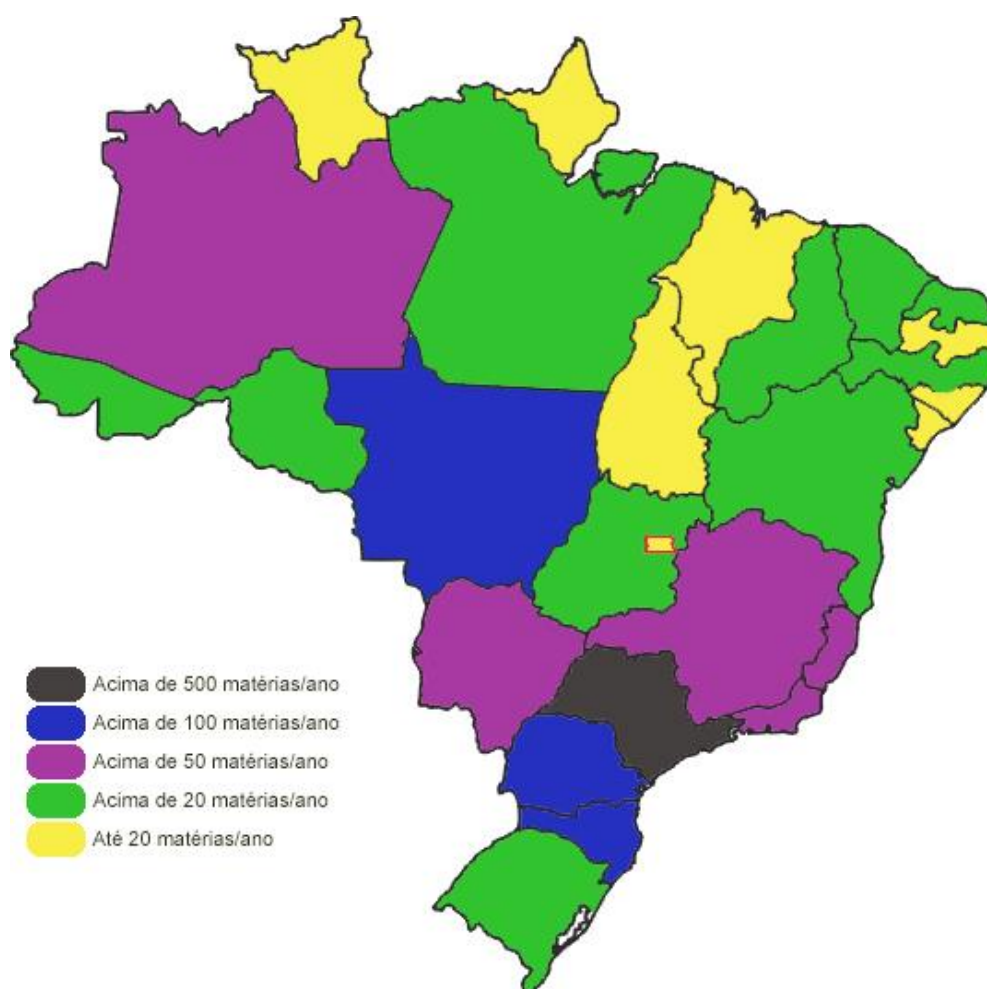
Among the articles that received the most attention from the media on the internet or in print media, international events and state / regional events stand out. Table 20 shows the number of articles classified by themes.

TYPE OF MEDIA	AMOUNT
International Events (competitions with athletes from other countries and the Brazilian team)	1.970
Regional Events (state or interstate competitions in a region)	1.093
National Events (national championships or between regions)	335
Policy and organization (sponsorships, covenants, incentive laws, sports policy, projects and CBTM management)	190
Private Events (unofficial Table Tennis events, such as serving challenges, courses, exhibitions, etc.)	26
Athletes or table tennis in general	397
TOTAL	4.011

Table 20: Topics Covered in Reports on the Internet and in Printed Media in 2019.
Source: Fato & Ação Comunicação.

PRESS - INTERNET AND PRINTED MEDIA

In the States, São Paulo, Santa Catarina and Paraná stand out as the locations that generated the most media in the internet or in print. Graph 07 presents a map of Brazil showing the results by State in terms of quantity of matters.



Graph 07: Map with the Quantity of Matters on the Internet and Printed by State in 2019.
Source: Fato & Ação Comunicação.

4) MARKETING AND COMMUNICATION

HIGHLIGHT - COMMUNICATION

In a strong campaign on social networks, CBTM contributed to the victory of Hugo Calderano as "Athlete of the Fan", in the Brazil Olympic Award, after popular vote, reaching almost 50% of the total votes. A work that showed the strength of table tennis and the impact of public engagement.



4) MARKETING AND COMMUNICATION

4.3) Actions at Events

ACTIONS AT THE 53rd BRAZILIAN TABLE TENNIS CHAMPIONSHIP INTERCLUBES

The Brazilian Table Tennis Championship is the main competition in the national calendar of the sport. Its size and representativeness have always been undeniable aspects, but there is always room for increased appreciation by the public. With this in mind and following the strategic plan, some actions were taken with the aim of adding value to the biggest product on the calendar.

The construction of the work was done on 2 pillars: communication and experience. The objective was to develop all points of public contact with the event.

The communication actions were guided by the construction of a unique visual path and tone of voice that reflected the greatness of the event. For this purpose, an exclusive campaign linked to the CBTM social networks was developed and will be presented / discussed below.

The second pillar, the practitioner's experience, was treated as a determining factor in the success and satisfaction of the same. In this context, two actions were taken: setting up an experience area, allowing the public to relax and spend more time at the event, and the Athlete Kit, delivered to all those registered, increasing the perception of the competition's value.

4) MARKETING AND COMMUNICATION

4.3) Actions at Events

ACTIONS AT THE 53rd BRAZILIAN TABLE TENNIS CHAMPIONSHIP INTERCLUBES

To publicize the event, a Communication Plan was created, which included:

Concept phrase (slogan, transformed into an official event hashtag);

Visual identity for communication pieces disseminated mainly on social networks.

To set up this planning, Team started by defining the main characteristics and differentials of this event. With that, we come to the following topics:

- **Protagonism:** main event on the national calendar;
- **History:** 53rd edition of the event, which had the participation of great names throughout history;
- **High technical level:** participation of some of the main Olympic and Paralympic athletes in the country;
- **Democratic and accessible:** athletes from all states, ratings and categories can register and compete in the event; Unique opportunity to see top world athletes in Table Tennis in Brazil, with free admission.

4) MARKETING AND COMMUNICATION

4.3) Actions at Events

ACTIONS AT THE 53rd BRAZILIAN TABLE TENNIS CHAMPIONSHIP INTERCLUBES

Thus, the main event of the year, with the greatest athletes in the country, with the largest possible structure for the sport nationally, in the largest city in Brazil!

With that, we arrived at the concept phrase: The Biggest of the Year. The slogan was used and widely disseminated during the event in the social media communication pieces, with the hashtag #oMaiorDoAno.



4) MARKETING AND COMMUNICATION

4.3) Actions at Events

ACTIONS AT THE 53rd BRAZILIAN TABLE TENNIS CHAMPIONSHIP INTERCLUBES

The event logo followed a series of technical questions and strategic references, as shown in the image below, taken from the Championship's Communication Planning:



4) MARKETING AND COMMUNICATION

4.3) Actions at Events

ACTIONS AT THE 53rd BRAZILIAN TABLE TENNIS CHAMPIONSHIP INTERCLUBES

The publicity pieces followed a unique visual identity, which highlighted the event:



4) MARKETING AND COMMUNICATION

4.3) Actions at Events

ACTIONS AT THE 53rd BRAZILIAN TABLE TENNIS CHAMPIONSHIP INTERCLUBES

In the experience area, we have leisure activities for the public and athletes outside the time of their matches. The area had a mini Ping-Pong table and a simulation of a curling track, the floor curling, assembled in partnership with CBDG.



4) MARKETING AND COMMUNICATION

4.3) Actions at Events

ACTIONS AT THE 53rd BRAZILIAN TABLE TENNIS CHAMPIONSHIP INTERCLUBES

The Athlete's Kit was distributed to all those enrolled in the championship and featured CBTM gifts: brooch, squeeze and confederation bag.



Credits: Daniel Zappe / CBTM.



S. STRATEGICAL
APPROACH

5) STRATEGICAL APPROACH

The evaluation of the strategic actions implemented by CBTM is based, initially, on its Mission, Vision and Values statement and, consequently, on its Strategic Map, both presented sequentially. From them, derive the strategic objectives that will be analyzed in this chapter.

MISSION

Organize and disseminate table tennis in Brazil.

VISION

To be considered the best confederation of the Brazilian sports system, until 2020, with excellence in management and governance and achieving results of international expression.

VALUES

Integrity and Transparency

Individual Responsibility

Cooperation

Agility

Interactivity and Innovation



STRATEGIC MAP

RESULT

Be considered the best confederation of the Brazilian sports system, until 2020, with excellence in management and governance and achieving results of international expression.

CLIENTS

Improve employee environment and motivation	Expand support for athletes, clubs and federations	Generate business opportunities	Actively dialogue with practitioners
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INTERNAL PROCESSES

Optimize the performance of the management team	Invest and improve training infrastructure	Improving communication platforms	Expand the universe of fans and practitioners that the entity dialogues
Reduce internal processes	Expand talent detection and promotion projects	Be an innovative entity in sport	Offer benefits to leisure practitioners
Encourage and reward good practices	Optimize participation in national and international competitions	Promote sport with engagement events and projects	Expand presence in schools and universities

PEOPLE / LEARNING

Improve internal communication and cooperation between departments	Invest in the training of employees, coaches, umpires, federations, clubs, etc.	Investing in hiring staff with a business vision for table tennis
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FOCUS AREAS

CBTM's priorities in this planning cycle (2016 - 2024) are:



1. Elite and International Talents
2. National Elite
3. Leisure Players
4. Table Tennis University
5. Communication, Marketing and Business
6. Administrative, Operational and Governance

The strategic objectives represent the end of the Strategic Plan and the beginning of the Operational Plan. The Strategic Plan was approved at the General Meeting, and the Strategic Objectives will be resolved through an Operational Plan with measurable goals, responsibilities and schedules.



STRATEGIC OBJECTIVES

1. International Elite and International Talents

OBJECTIVE

Promote high performance in order to achieve results of international expression for Brazil.



STRATEGIC OBJECTIVES

Strategic Objective	Result Evaluation	Analysis	Action for 2020
Systematically qualify the training processes of the Brazilian team	Objective Accomplished 	In the Men's Olympic Team, most athletes play in Europe. In the Women's, the structure was maintained in São Caetano do Sul, with the assistance of coaches paid by CBTM. In the Paralympic, in both categories use of the CT Paralympic structure, with a technical team and permanent multidisciplinary support.	Maintain the current structure and expand the offer of periodic and intensive training, with a meeting of all members of the teams. Evolve in technology and performance analysis, with multidisciplinary support.
Provide technical, infrastructure and material support to elite athletes	Partially accomplished 	CT structure available to elite athletes, with full and / or partial funding from CBTM.	Maintain support and technical support, in the current format.

STRATEGIC OBJECTIVES

1. International Elite and International Talents


STRATEGIC OBJECTIVES

Strategic Objective	Result Evaluation	Analysis	Action for 2020
Identify talents with development potential	Objetivo Cumprido 	Training actions for the Diamonds of the Future and National Detections Program were carried out (3 in all). They were perfected with the arrival of a foreign trainer, Ricardo Faria. Consolidation in the joint model of Olympic and Paralympic table tennis.	Improve the talent detection program, with the integration with the Regional Development Center and the improvement of performance metrics and monitoring of athletes.
Maintain constant international exchange for the growth and qualification of athletes	Objective Accomplished 	Investment in a children's athletes development program, with an individual development plan. Investments in international training camp and international competitions. It needs a more direct and continuous monitoring of athletes from the Pre-Mirim and Mirim categories, in addition to making investments in the Children and Youth categories.	Proposition of Individual Development Plan for all athletes. Improve the performance and improvement indicators of the base athletes.

STRATEGIC OBJECTIVES

1. International Elite and International Talents

STRATEGIC OBJECTIVES

Strategic Objective	Result Evaluation	Analysis	Action for 2020
Continuously associate elite athletes to the practice of sport as leisure	<div>Partially Accomplished</div> <div></div>	In the last quarter of the year, the communication plan also approached elite athletes, to present their activities in different contexts than just the practice of table tennis itself. It is necessary to evolve more in this regard in the coming years to be able to bring athletes closer to fans and practitioners in general.	Actions related to Ping-Pong are foreseen, in addition to more fun and fun approaches with the brazilian top players. It is expected to achieve greater engagement in social networks by applying this strategy, in addition to strengthening the image of CBTM and relationships with athletes.


STRATEGIC OBJECTIVES

2. National Elite

OBJECTIVES

Develop table tennis, in all age groups, through state, regional, national and international competitions.



STRATEGIC OBJECTIVES

Strategic Objective	Result Evaluation	Analysis	Action for 2020
Encourage national, regional, state and international competitions	Partially Accomplished 	Stage 4 Copa Brasil and the Brazilian Championships. State and Regional competitions were carried out on schedule. There was no international competition in Brazil in the period.	Structuring of a new model of integrated competitions for 2020, including regional, state and national events, distributed by quarter. There will be no international competition in Brazil in 2020.

STRATEGIC OBJECTIVES

2. National Elite



STRATEGIC OBJECTIVES

Strategic Objective	Result Evaluation	Analysis	Action for 2020
Gather and consolidate information and data from all participants in national competitions (clubs and practitioners)	Partially Accomplished 	Evolution of the CBTM-Web system was a reality in 2019. However, the versatility to search for information from the registered member base is still deficient. It needs to evolve significantly to expand the possibilities of relationship.	Finalize the systematization of information to make better use of knowledge about affiliated or linked members.
Consolidate and improve the content delivery of national events	Partially Accomplished 	The design and the look of the event had a sensitive evolution, but still with errors in the application of brands and harmony in deliveries. Two events were broadcast in 2019 in partnership with TV Nsports, which generated great repercussion and good reach.	Maintain event broadcasts, improve the atmosphere and experience at national events and deliver value to all participants in competitions organized by CBTM.

STRATEGIC OBJECTIVES

2. National Elite

STRATEGIC OBJECTIVES

Strategic Objective	Result Evaluation	Analysis	Action for 2020
Organize national events with excellence, promoting the national ranking and rating	Partially Accomplished 	Significant evolution in the organization of national events, with better systematization of processes, despite the failures recorded in the Brazilian Championship, especially linked to competition schedule and catering options. Ranking and Rating continue with little appreciation.	Support from communication area to enhance the Ranking and Rating, with a more intelligible and friendly website. Improvement of processes for delivering value for the benefit of practitioners.
Activate table tennis, widely, in national territory	Partially Accomplished 	The holding of 14 Federation Cups, by State Federations, is the best indicator of territorial coverage achieved. But the activation of these competitions is still a failure. The integration takes place only for the sporting aspect, with making points in the ranking and national rating. There is no brand synergy to reinforce the territorial presence. There were no engagement actions.	Proposition of a New Competition Model, which comprises system, brand, format standardization and joint actions of all levels of competition. From regional, organized by leagues, to national ones, organized by CBTM.


STRATEGIC OBJECTIVES

3. Leisure Players

OBJECTIVES

Promote the practice of table tennis as leisure, in its different manifestations, without strict rules or regulations, in order to enhance access to the practice of the sport.



STRATEGIC OBJECTIVES

Strategic Objective	Result Evaluation	Analysis	Action for 2020
Build guidelines for the development of "Urban Table Tennis" or TTX	Not Accomplished 	Not done. There was a proposal to hold a major "Urban Table Tennis" event, which has not yet been applied. Partnerships with other entities are punctual, without being part of a structured program.	The achievement and beginning of the implementation of actions like this depends on a process of structuring a Marketing Team. Or by isolated actions. Communication action related to Ping-Pong was planned, through a manifest.

STRATEGIC OBJECTIVES

3. Leisure Players


STRATEGIC OBJECTIVES

Strategic Objective	Result Evaluation	Analysis	Action for 2020
Gather and consolidate information and data from practitioners and promoters of events	Not Accomplished 	There was no institutional opening to dialogue with informal sport. Side events and regional leagues are treated as “pirate events”. However, about 10 meetings were held in 2019 to address a new competition model for 2020, integrating the different promoters.	Structuring of a model of integrated competitions with regional leagues and different types of promoters, with the nomination of “TMB” (Table Tennis Brazil), with all competitions registered in the system valid points for the national ranking.
Consolidate and disseminate content related to the sport	Partially Accomplished 	Beginning of a more targeted communication to dialogue with practitioners, especially in the last quarter of the year. Language testing to reinforce the strategy.	Implementation of a communication plan focused on getting closer to fans and practitioners, in their different manifestations. Search for an exchange relationship, with the production of different contents and use of CBTM platforms for engagement.

STRATEGIC OBJECTIVES

3. Leisure Players

STRATEGIC OBJECTIVES

Strategic Objective	Result Evaluation	Analysis	Action for 2020
Coordinate club and federation activities to develop new practices	Not Accomplished 	It didn't happen. There is also a distancing of communications from the confederation to its affiliates. Improving the communication team can be a way to improve this environment.	Structuring of the communication area to start first steps related to sport as leisure. Creation of a Portal that includes news and information from the table tennis community.
Organize events that promote the sport	Not Accomplished 	Low participation in the "World Table Tennis Day". There were consultations to promote Ping Pong, but that did not advance due to the lack of resources and dedicated personnel in this segment.	Participation in the "World Table Tennis Day", promoted by ITTF. Make it possible to hold an "Urban Table Tennis" event. Design association campaigns with leisure activities, such as Ping Pong.



STRATEGIC OBJECTIVES

4. Table Tennis University

OBJECTIVES

Create, disseminate and absorb practical and scientific knowledge that will contribute to the development of Table Tennis in Brazil.




STRATEGIC OBJECTIVES

Strategic Objective	Result Evaluation	Analysis	Action for 2020
Invest in the training coaches from a Coach School and attract young teachers to the sport	Partially Accomplished 	The coaches' courses were conducted in a conventional format, following the premises and guidelines of the ITTF. There was no action to train teachers to attract the modality.	Partnership with university to create a trainer certification program by CBTM, in order to expand operations in the Brazil. Promote online courses with foreign coaches.
Investing in the formation of umpires from a School of Umpires.	Partially Accomplished 	The umpire courses were carried out in partnership with the State Federations, in the conventional model. Permanent courses have not been implemented, nor has the coaching process.	Events Leader working close with umpires coordinator has made more active action in this área. Promotion of new umpires courses in the country (at least 5).

STRATEGIC OBJECTIVES

4. Table Tennis University

STRATEGIC OBJECTIVES

Strategic Objective	Result Evaluation	Analysis	Action for 2020
Invest in training managers through a systematic program	Not Accomplished 	There was no offer of courses with this focus, through a systematic program.	Incentive for free and online courses. Study of the possibility of implementing a specific online course from the second semester of the year. Search for partnerships with universities and / or promoters of free courses.
Train clubs and federations in sports management and business	Not Accomplished 	There was no promotion of activities with this focus.	Training structure and model for coaches and federations should remain to be implemented from 2021.
Disseminate knowledge with booklets and manuals that contribute to access to information	Not Accomplished 	There was no construction of content for the dissemination of information in 2019.	Proposal for the consolidation of manuals and newsletters that guide best practices for the management and development of local entities.



STRATEGIC OBJECTIVES

5. Communication, Marketing and Business

OBJECTIVES

Structuring a business-oriented management model in order to allow the creation of products and services in synergy with sponsors, media, public authorities and table tennis fans / practitioners.




STRATEGIC OBJECTIVES

Strategic Objective	Result Evaluation	Analysis	Action for 2020
Redesign the Digital Communication Platform, which includes the official website and the editorial line related to social networks	Partially Accomplished 	Communication through social networks evolved significantly in the last quarter of the year, integrating with the work of press relations. The site has not been redesigned.	Reformulation of the website (web design), changing the user experience and generating better navigability. Expand actions on social networks.
Integrate the communication activities of the confederation with that of the state federations	Partially Accomplished 	More proactive action, with the implementation of the "Round by the States", following the demands of the federations. It would be necessary to establish a model of news agency to meet all the demands of the federations. There is no resource for this service.	Systematization of charging for news from the federations. Creation of a table tennis news portal. Work for standardization of language and posting on CBTM media.

STRATEGIC OBJECTIVES

5. Communication, Marketing and Business

STRATEGIC OBJECTIVES

Strategic Objective	Result Evaluation	Analysis	Action for 2020
Standardize the brands linked to CBTM for the same signature and visual identity	Partially Accomplished 	Launch of a new CBTM brand in mid-2019, contemplating waves of development of new brands, such as programs and projects, competitions and state federations.	Strengthening of visual identity, with a proposal to standardize brands for State Federations. Proper organization of the CBTM brand family.
Organize sponsorship properties to ensure best results for sponsors	Partially Accomplished 	Sponsorship quota plan delivered and approved, with not strong dialogues with sponsoring brands. Commercial activity in the last quarter of 2019.	Presentation of customized proposals for different partners, within a matrix of shares and properties of CBTM. Launch of public notice for partnerships with pickups.
Generate proprietary content to increase the visibility of the sport	Not Accomplished 	There was no construction of specific content in 2019.	Partnership with TVNSports to generate diverse content. Use of images of the participation of athletes from the national team in ITTF competitions. Interviews with athletes and coaches.


STRATEGIC OBJECTIVES

6. Administrative, Operational and Governance

OBJECTIVES

To be recognized as the entity with the best management and governance practices in Brazil based on the consolidation of performance indicators and the encouragement of good management practices.



STRATEGIC OBJECTIVES

Strategic Objective	Result Evaluation	Analysis	Action for 2020
Monitor governance indicators in order to ensure transparency, democratization and modernization of the entity	Accomplished 	CBTM has won 1st place in the Sou do Esporte Award and 1st place in COB's GET Program (Management, Ethics and Transparency). In the Integra Rating, by the Ethos Institute / Athletes for Brazil, it was among the top 5 entities in the country.	Maintenance and evolution of governance and transparency activities. Promotion of procedural and statutory changes to meet regulatory requirements and governance guidelines. Increase the level of analysis indicators of sports entities.

STRATEGIC OBJECTIVES

6. Administrative, Operational and Governance



STRATEGIC OBJECTIVES

Strategic Objective	Result Evaluation	Analysis	Action for 2020
Analyze the performance and results of projects and employees	Partially Accomplished 	A análise do desempenho dos recursos humanos foi medida na metade do ano, mas ainda em um formato de testes. A estrutura de indicadores de performance de gestão global ainda não foi implementado. Os departamentos são acompanhados por meio de ferramenta de controle de processos TRELLO.	Implementar sistemática de avaliação de projetos por meio de ferramenta de gerenciamento. Modernizar indicadores e implementar processos de avaliação contínua. Realizar feedback estruturado para colaboradores 2 vezes ao ano.
Establish management improvement guidelines in the federations in line with the confederation's strategic guidelines	Not Accomplished 	No guiding document was created for the federations, since the proposal was made in 2016.	Propose a manual with clear and objective guidelines for the performance of State Federations. Constitute a Responsibility Matrix, with complementary objectives between the different organizations of the system.

STRATEGIC OBJECTIVES

6. Administrative, Operational and Governance

STRATEGIC OBJECTIVES

Strategic Objective	Result Evaluation	Analysis	Action for 2020
Establish management improvement guidelines in the federations in line with the confederation's strategic guidelines	Not Accomplished 	The management of the federations is carried out from the perspective of each one, without concrete alignment with the premises of national scope.	Propose a Responsibility Matrix, which guides the line of action of the State Federations combined with the strategic objectives of CBTM.
Build an integrated view of the system	Not Accomplished 	State Federations have management autonomy and should continue to do so. But the system's standardization guidelines have not yet been fully implemented.	Proposition of a model for the development of the sport with the broad participation of State Federations, Clubs and Regional Leagues, in order to guarantee the sustained growth of table tennis in Brazil.



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