

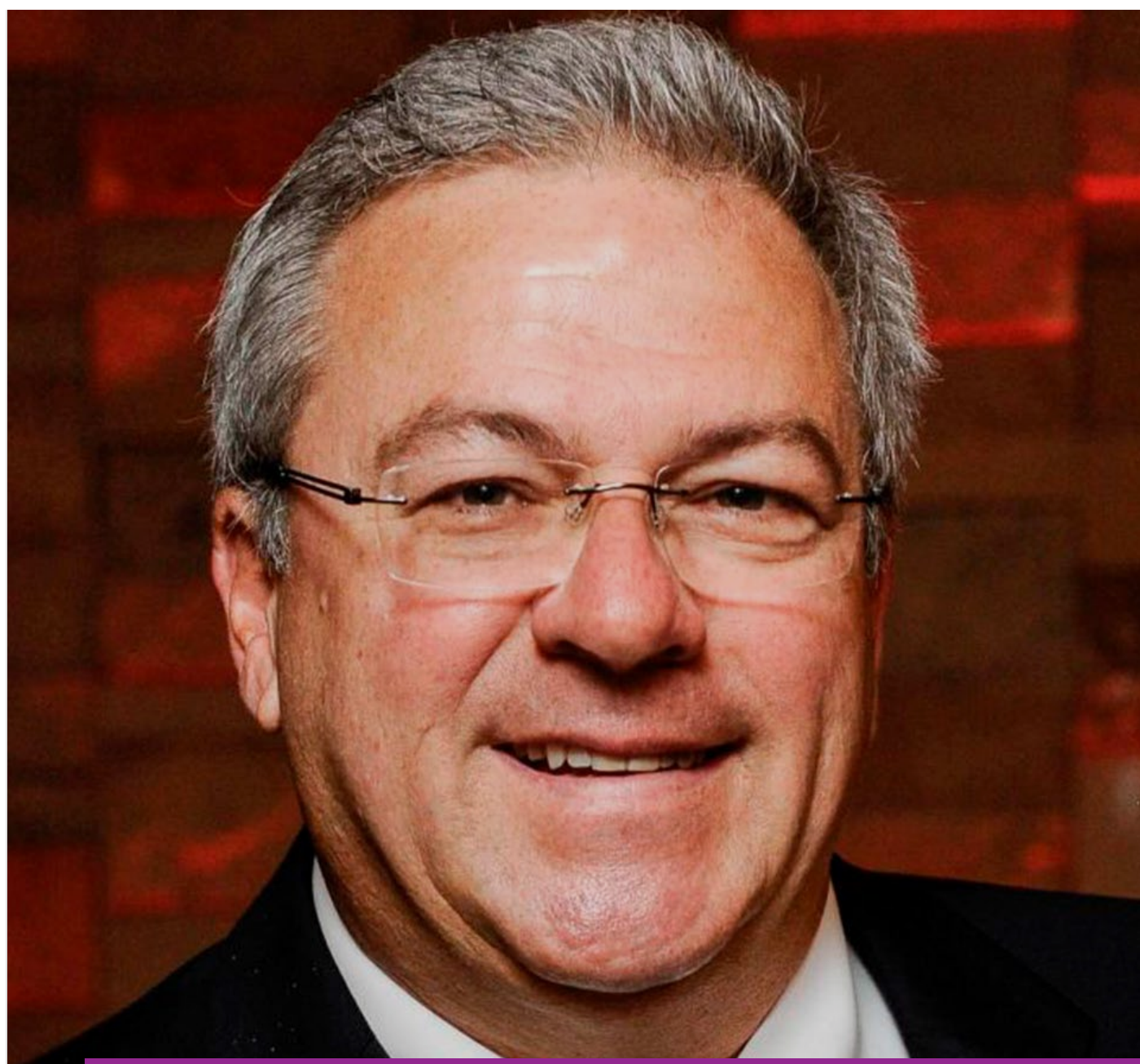
# Management Report | 20 25

**2** MESSAGE FROM THE CHAIRMAN AND THE PRESIDENT >

**4** ABOUT IBRACON >

**11** BANNERS FROM INDEPENDENT AUDIT >

***Trust that educates,  
informs, and transforms***



“Ibracon intensified dialogue with regulators, market entities, and international organizations, acting proactively in qualifying the regulatory debate and defending a solid, predictable institutional environment aligned with international best practices”

## FRANCISCO SANT'ANNA

CHAIRMAN OF THE BOARD OF DIRECTORS OF **IBRACON**

The year 2025 represented for **Ibracon** a period of continuity with strategic deepening, marked by the consolidation of its institutional performance, by the close monitoring of agendas that impact the profession, and by a qualified presence in technical and regulatory dialogue spaces.

In an environment of increasing economic, regulatory, and social complexity, the Institute maintained its commitment to **Independent Audit** as a pillar of trust in information and the proper functioning of markets.

In the context of the climate and sustainability agenda, Ibracon's participation in meetings and preparatory events for COP 30 reflected the understanding that the credibility of corporate information is a central element for decision-making, capital allocation, and the protection of the public interest. The Institute contributed to the debate on governance, transparency, alignment with international standards, and the role of **Independent Audit** in assuring the quality and reliability of sustainability reports.

Throughout the year, **Ibracon** also intensified dialogue with regulators, market entities, and international organizations, acting proactively in qualifying the regulatory debate and defending a solid, predictable institutional environment aligned with international best practices.

This performance reaffirms the Institute's role as a legitimate technical interlocutor on issues sensitive to the economy, corporate governance, and the capital market.

Internally, 2025 marked the beginning of the review process for **Ibracon's** strategic planning, focusing on institutional sustainability, the adequacy of its organizational structure, and the strengthening of a performance capable of responding consistently to the present and future challenges of **Independent Audit**. This process reflects the Board of Directors' commitment to a long-term vision, aligned with the transformations of the profession and the expectations of society.

This Management Report presents the Institute's main work fronts throughout the period, organized based on the Banners from **Independent Audit**, and evidences an institutional conduct guided by responsibility, strategic coherence, and commitment to the public interest—values that guide **Ibracon's** action and sustain its relevance in the Brazilian economic and institutional ecosystem.



**SEBASTIAN SOARES**  
PRESIDENT OF THE NATIONAL BOARD OF **IBRACON**

The year 2025 was marked by the strengthening of the public positioning of **Independent Audit** and by the expansion of the visibility of its contribution to the quality of information, trust in markets, and the protection of the public interest. In this context, **Ibracon** directed efforts to clearly communicate the role of the profession to society, reaffirming its commitment to valuing independent auditors and the institutional relevance of the activity.

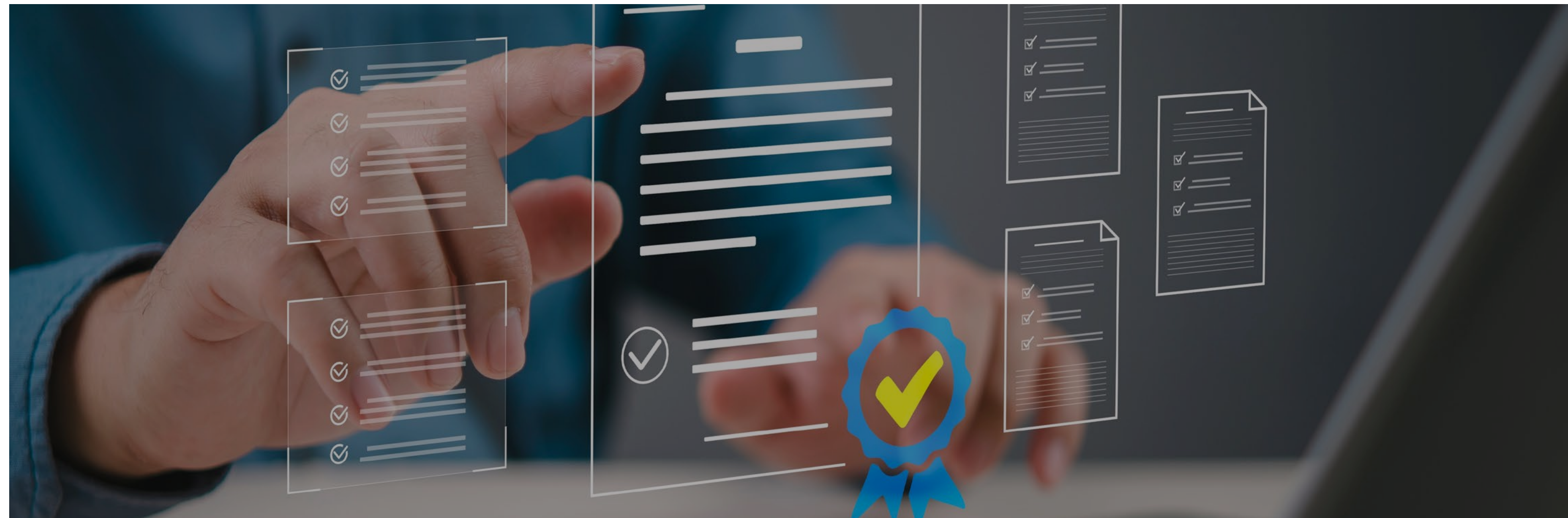
Throughout the year, the Institute consolidated its technical, educational, and institutional performance, structured based on the Banners from **Independent Audit**, with initiatives aimed at professional development, knowledge production, and career strengthening. The **15th Brazilian Conference on Accounting and Independent Audit**, in a commemorative edition, materialized this effort by gathering professionals, companies, academia, press, and audit firms around the themes that shape the present and future of the profession.

Also noteworthy were initiatives aimed at the production and dissemination of technical knowledge, such as the start of the preparation of a new volume of the book “**Independent Audit: mission and responsibilities – studies and opinions**”, and the generation of qualified data on the sector through the Sector Panorama, which provided objecti-

ve insights on human capital, professional development, diversity, technology, and the main challenges of **Independent Audit** in Brazil. Attention to new generations gained prominence with the holding of the **1st Ibracon Youth Forum** and the release of the **Ibracon Youth Vision Survey**, reinforcing the Institute’s commitment to the renewal of the profession, the attraction of talent, and the preparation of auditors for future challenges.

This set of initiatives expresses Ibracon’s purpose — Trust that educates, informs, and transforms — by preparing professionals, qualifying technical debate, and strengthening **Independent Audit** in line with the expectations of the market and society.

“The year 2025 was marked by the strengthening of the public positioning of **Independent Audit** and by the expansion of the visibility of its contribution to the quality of information, trust in markets, and the protection of the public interest.”



## PURPOSE AND INSTITUTIONAL ROLE

**Ibracon – Institute of Independent Audit of Brazil** has operated for over 55 years in promoting excellence and the continuous improvement of **Independent Audit** in the country — an essential activity for the credibility of information and trust in markets.

The Institute’s performance is guided by the public interest and the defense of the relevance of the profession, contributing to the strengthening of technical and ethical standards that sustain the business environment. In this context, Ibracon promotes initiatives aimed at disseminating good practices, professional development, and institutional dialogue with different market agents.

Its institutional values — ethics, independence, transparency, excellence, and social leadership — reflect the commitment to strengthening **Independent Audit** and generating trust in accounting information, in line with its institutional purpose: **Trust that educates, informs, and transforms**

## WHAT MOVES IBRACON



*Strengthening trust in the information that sustains markets is the purpose that guides **Ibracon's** performance.*

## INSTITUTIONAL STRUCTURE AND COLLABORATIVE PERFORMANCE

The execution of institutional initiatives is made possible by a structure composed of professionals in the Communication, Marketing and Events, Professional Development, Administration, Finance, Information Technology, Member Relations, Human Resources, and Technical areas.

This structure directly supports the Institute's governance bodies and ensures the operationalization of strategic initiatives and institutional activities.

**Ibracon's** performance is also strengthened by the active participation of volunteer professionals, who contribute significantly to the development of the Institute's technical, educational, and institutional activities. This collaboration expands the reach of initiatives across the country and reinforces the collective nature of building and improving the profession.

As part of this effort, the Institute provides structured support to its members — professionals and audit firms of different sizes — through initiatives focused on technical development, the dissemination of knowledge, and strengthening of the quality of **Independent Audit** in Brazil.

*Collective construction is one of the pillars of Ibracon's institutional performance.*



Ibracon employees

## MANAGEMENT AND INSTITUTIONAL INTEGRATION

To ensure alignment between areas and the monitoring of institutional initiatives, the Institute maintains internal coordination and management mechanisms.

In 2025, the **Managers Committee (COGES)** held 17 biweekly meetings, conducted by the General Management, with the participation of managers from different areas. These meetings contributed to strengthening the monitoring of activities, promoting greater integration between teams, and ensuring alignment with institutional priorities.

The strengthening of management is also reflected in the development of the people who make up the Institute. In this sense, the Human Resources (HR) area acts in strengthening the organizational culture and the evolution of people management practices, with periodic review of guidelines and definition of priority competencies to sustain institutional performance.

As part of these initiatives, the Feedback Program – Awakening was structured, aimed at consolidating a continuous culture of feedback and aligning individual performance with institutional priorities.

The program includes employee training, semi-annual feedback cycles with self-assessment, review of roles and competencies, preparation of Individual Development Plans, and monitoring of professional evolution. Implementation began at the end of 2025 and will continue throughout 2026.

*An integrated team, aligned by values and purpose, sustains Ibracon's institutional capacity.*

## STRATEGIC DIRECTION

Throughout the year, **Ibracon** maintained a strategic focus on the institutional strengthening of **Independent Audit**, the dissemination of good practices, continued professional development, and the expansion of qualified dialogue with regulatory bodies, the press, academia, government bodies, and other stakeholders.

These guidelines drive the initiatives presented in this Management Report.

In the regional sphere, in line with the vision of strengthening strategic action and optimizing the application of resources, the Institute conducted the process of demobilizing the physical structures of the Regional Sections. The measure allowed for the redirection of resources toward strengthening institutional representation and toward initiatives that generate greater value for members and the market.

Still in 2025, **Ibracon** began updating its Strategic Planning and reviewing its organizational design, with a focus on alignment between strategy, structure, processes, roles, and control mechanisms, especially in the face of the transformations observed in the **Independent Audit** sector.

The work involved interviews with stakeholders, strategic workshops, a review of the performance Banners, the definition of the strategic

thesis across different horizons, and the construction of the strategic map with indicators and initiatives. It also included a review of the value chain of institutional macro-processes and institutional documents, as well as the definition of a system for monitoring strategic execution.

During this process, the strategic drivers focused on the continuous qualification of the profession, the stimulation of innovation and the responsible use of technology, the strengthening of institutional dialogue, and alignment with regulatory, economic, and social transformations.



*Strategy, innovation, and institutional dialogue guide **Ibracon's** performance in the face of the transformations of the profession.*

## STRATEGIC PLANNING

- 39 interviews** conducted
- 2035 strategic** thesis defined
- 2026-27** strategic map
- 11 strategic** objectives mapped
- 27 priority strategic** projects for the 2026-27 cycle



## INSTITUTIONAL GOVERNANCE

Institutional governance ensures transparency, representativeness, and decision-making effectiveness, sustaining the execution of the Banners from **Independent Audit**, which guide the Institute's actions.

**Ibracon's** governance structure is composed of the Board of Directors, responsible for strategic guidance and institutional supervision; the Supervisory Board, which performs the function of oversight and monitoring of economic and financial activities; the Advocacy Committee, which contributes to strengthening institutional positioning and dialogue with stakeholders on topics relevant to **Independent Audit**; and the Conduct Committee, responsible for ensuring compliance with ethical principles and the fulfillment of conduct guidelines established by the Institute.

These instances contribute to ensuring institutional integrity, transparency in decision-making, and the alignment of **Ibracon's** activities with its purpose and the public interest.

*A solid governance structure sustains the Institute's actions in favor of the public interest.*

## MEMBERS AND COLLECTIVE CONSTRUCTION

The member profile reflects the scope and reach of **Independent Audit** in the country, bringing together professionals and audit firms of different sizes.

Currently, the Institute **has 1,446 members**, whose engagement in technical, educational, and institutional initiatives reinforces **Ibracon's** role as a space for collective construction, knowledge dissemination, and strengthening of the profession in Brazil.



*Member engagement expands the reach and impact of **Ibracon's** performance.*

## MEMBERS

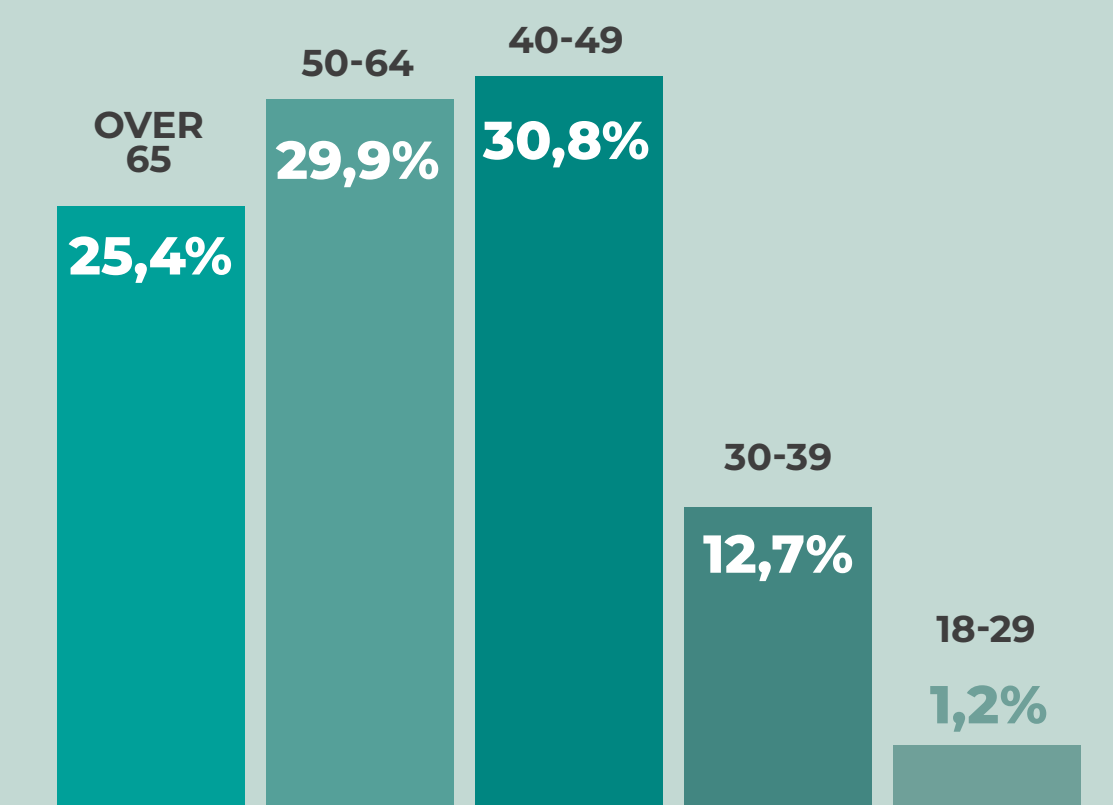
**1.446** Individual Members, of which:



By gender:



By age:



**82** Corporate Members

**99** Individuals | **3** Corporate New Members in 2025

**Ibracon's financial management in 2025** was guided by the **principles of institutional sustainability, balanced budget, and responsible resource allocation**, ensuring support for the technical, educational, and institutional activities developed throughout the year.

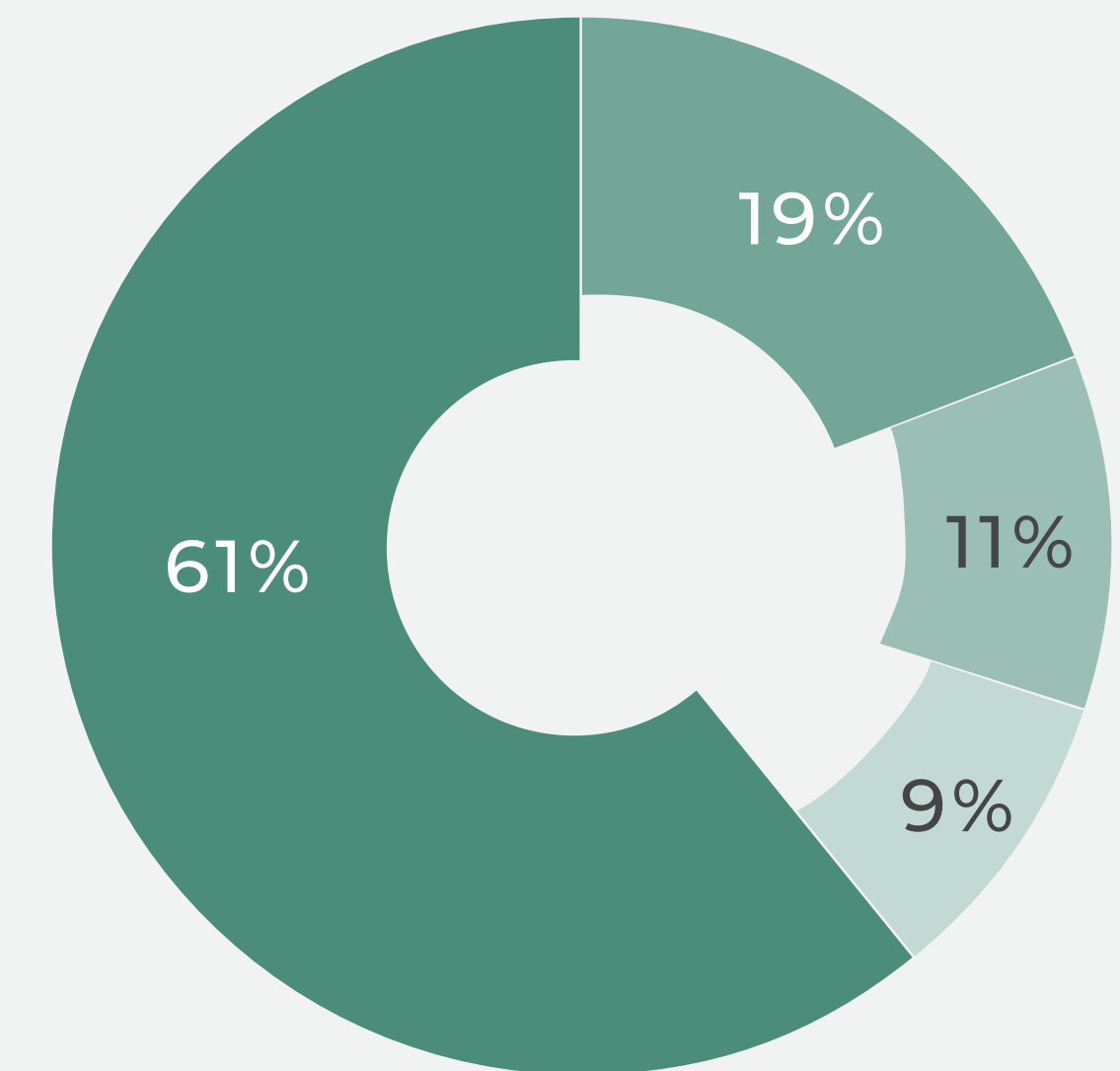
The Institute's financial model reflects its **associative nature and its commitment to the public interest**, combining recurring revenues, professional training initiatives, and the significant non-monetary contribution of volunteer professionals, who expand the entity's capacity for technical and institutional action.



**COMPOSITION OF REVENUES**

**Resources**

- Membership
- Others
- Volunteering
- Courses/Events



**The revenue structure** evidences the solidity of **Ibracon's** associative model, supported mainly by contributions from its members. This profile provides financial predictability and strengthens the institutional link with the membership base. Courses and events complement this model, while reinforcing the Institute's role in continuing education and the dissemination of technical knowledge focused on **Independent Audit** and Accounting.

The **significant voluntary contribution**, recorded as a non-monetary value, resulting from the dedication of professionals who act in committees, working groups, technical meetings, and institutional activities, is also highlighted. Other revenues include the sale of publications, finance income, and various inflows, making up a balanced and diversified model.

## EXPENSE STRUCTURE

The **allocation of expenses** was aligned with the Institute's **strategic and operational priorities**, ensuring the maintenance of its structure and the development of core activities. Personnel expenses ensure the administrative structure necessary for **Ibracon's** functioning, while expenses with representations and meetings reflect the entity's institutional performance with national and international bodies and entities.

The **voluntary contribution**, also recorded in the field of non-monetary expenses, evidences the central role of collaborative technical work in the execution of the Institute's activities, reinforcing the associative nature and the engagement of the professional community.

**Expenses with services, courses, and events** cover the hiring of suppliers, instructors, speakers, rental of spaces, and digital platforms, making the implementation of training and knowledge dissemination actions possible. Administrative expenses and other operating expenses reflect the day-to-day management of the entity.

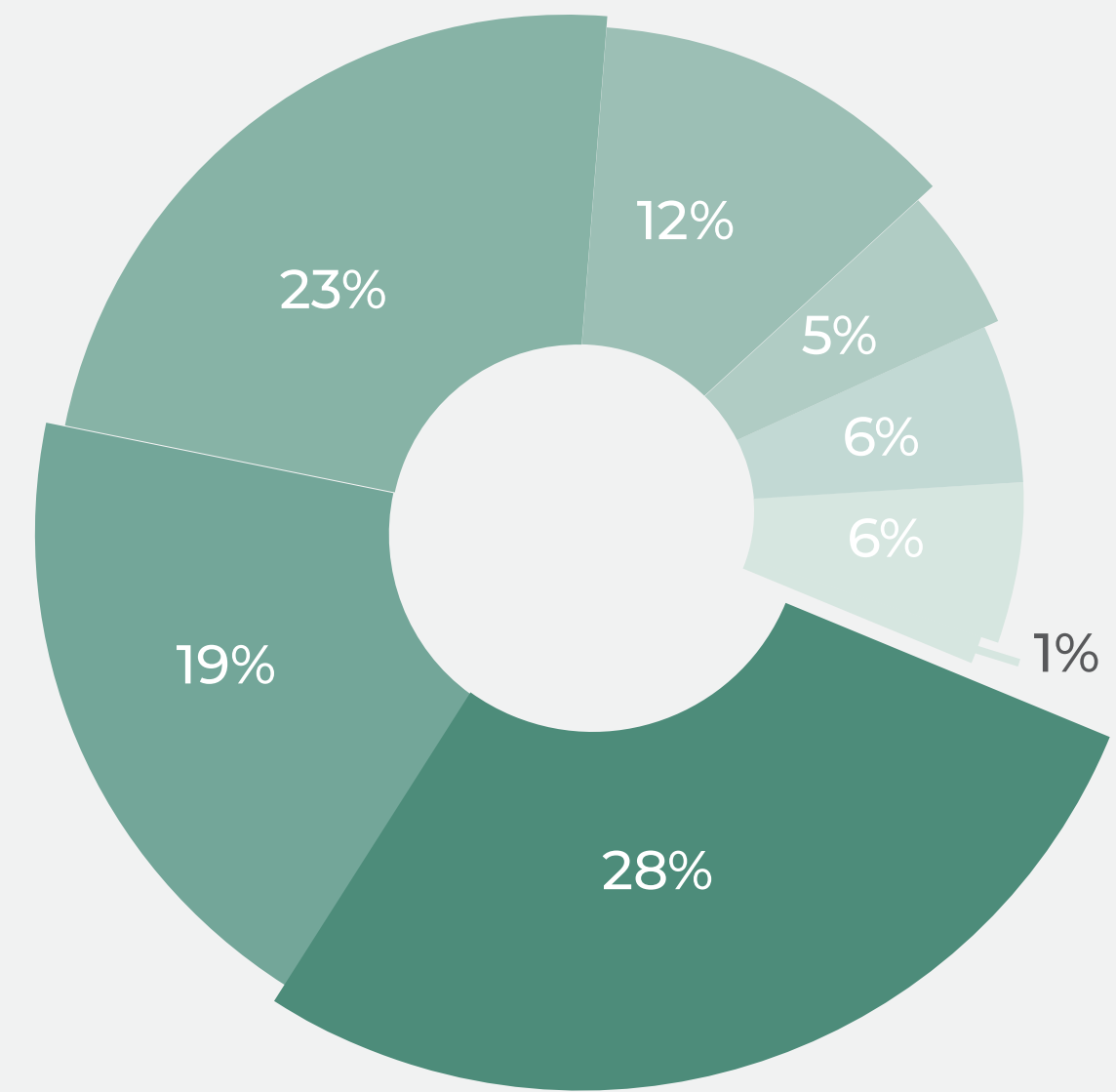
### EXPENSES

- Personnel
- Volunteering
- Representation
- Services
- Administrative
- Courses/Events
- Others
- Meetings

## FINANCIAL BALANCE AND SUSTAINABLE MODEL

The joint **reading of revenues and expenses** reveals a balanced financial model, sustained by the combination of membership contributions, educational activities, and the voluntary participation of professionals.

By **adopting transparent management aligned** with its institutional priorities, **Ibracon strengthens its capacity to fulfill its mission**, support the development of the profession, and maintain an independent technical performance, contributing to trust in markets and serving the public interest.



The **relevance of Independent Audit to the market and society** constitutes the basis of **Ibracon's** institutional performance and guides its public, technical, and regulatory positioning. This Banner **structures the Institute's institutional vocalization and sustains its performance as a qualified interlocutor** in debates that impact the business environment, regulation, and trust in markets.

In this scenario, throughout 2025, **Ibracon** operated **strategically** to strengthen the role of the profession, contribute to the maturation of discussions, and support the construction of solutions aligned with international best practices, always focusing on information quality and the protection of the public interest.

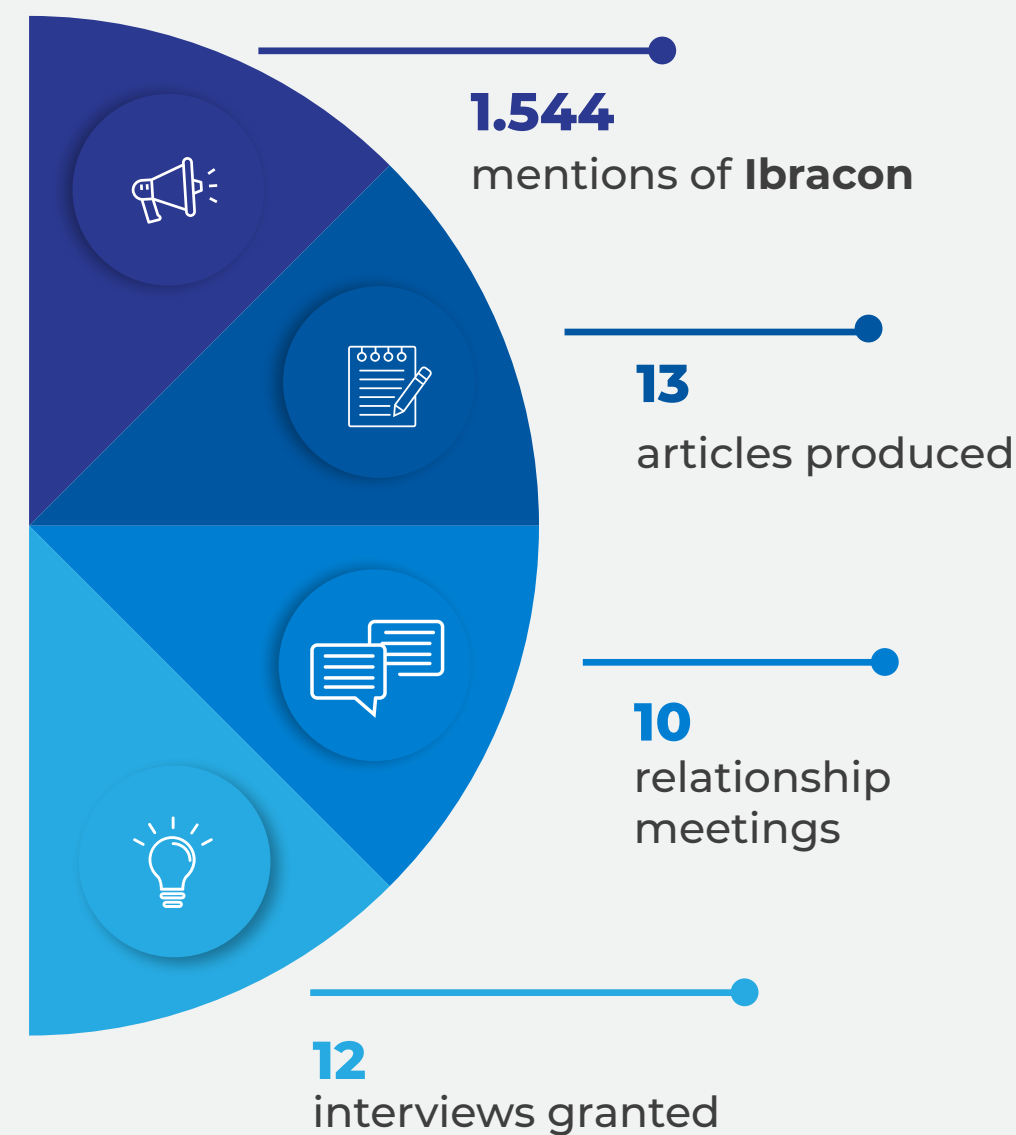
## PUBLIC PRESENCE AND POSITIONING

**Ibracon's** engagement with the specialized press has consolidated the Institute as a qualified technical source and a benchmark institutional interlocutor on topics related to **Independent Audit**. Throughout the period, pitch suggestions, interviews, articles, structured press relationship actions, and institutional statements contributed to the public debate on international accounting and auditing standards, sustainability, corporate governance, professional ethics, and the role of **Independent Audit** in strengthening trust in markets.

This presence was conducted in alignment with the institutional strategy, focusing on outlets relevant to the Institute's strategic audiences, helping to qualify journalistic coverage, broaden society's understanding of the relevance of **Independent Audit**, and reinforce **Ibracon's** positioning as an agent committed to the public interest and business environment transparency.

## PRESS PRESENCE 2025

IBRACON AS A QUALIFIED TECHNICAL SOURCE IN THE PUBLIC DEBATE



### MAIN OUTLETS:

- Agência Estado / Broadcast
- Capital Aberto
- Capital Reset
- ConJur
- Jota
- Revista RI
- Valor Econômico

### MAIN TOPICS COVERED:

- **Independent Audit** and trust in markets
- International standards (IFRS, ISA)
- Corporate governance, ethics, sustainability, and public interest
- Regulatory evolution and information transparency

## NATIONAL AND INTERNATIONAL PERFORMANCE

### IN 2025 WE CARRIED OUT:

**153** institutional and technical interactions

**47** institutional meetings

**16** priority events

On the national stage, **Ibracon** acted actively and in a structured manner with regulators, representative entities, professional associations, and capital market institutions, playing a relevant role in technical and institutional debates impacting **Independent Audit** in Brazil. In 2025, these interactions focused primarily on the **discussion of Tax Reform and the roles and responsibilities of independent auditors and governance agents**, as well as the consolidation of institutional positions and initiatives aimed at strengthening the activity in the country.

Participation in specialized forums, public hearings, and sectoral events contributed to the improvement of the regulatory framework, the alignment of technical understandings, and the strengthening of the profession within the business environment.

To **strengthen this institutional agenda, Ibracon** acquired a specialized tool for real-time monitoring of propositions under consideration at the National Congress. The solution allows for tracking and systematizing the history of analyses and interactions regarding projects of interest to the entity. During the period, a review of monitored matters was also conducted, prioritizing those with the greatest impact on the profession—currently **about 110 bills, 10 of which are considered strategic**. Complementary, the Institute also promoted structured dialogue spaces with firms of different sizes, strengthening technical and institutional representation.

#### MAIN INTERLOCUTORS:

- |         |          |
|---------|----------|
| Abrasca | CVM      |
| AMEC    | CRCs     |
| Anbima  | Febraban |
| Anefac  | IBGC     |
| BC      | IIA      |
| B3      | Susep    |
| CFC     |          |

On the international stage, the Institute maintained its performance aligned with the **main global agendas for accounting, audit, ethics, and sustainability**, participating in international technical events and discussions. This performance reinforced **Brazil's inclusion in the global debate**, promoted the exchange of best practices, and contributed to regulatory and technical convergence for the benefit of the public interest and the quality of accounting and audit information.

#### MAIN INTERLOCUTORS:

- |      |       |       |
|------|-------|-------|
| IFAC | CILEA | OROC  |
| AIC  | ISBA  | UCALP |

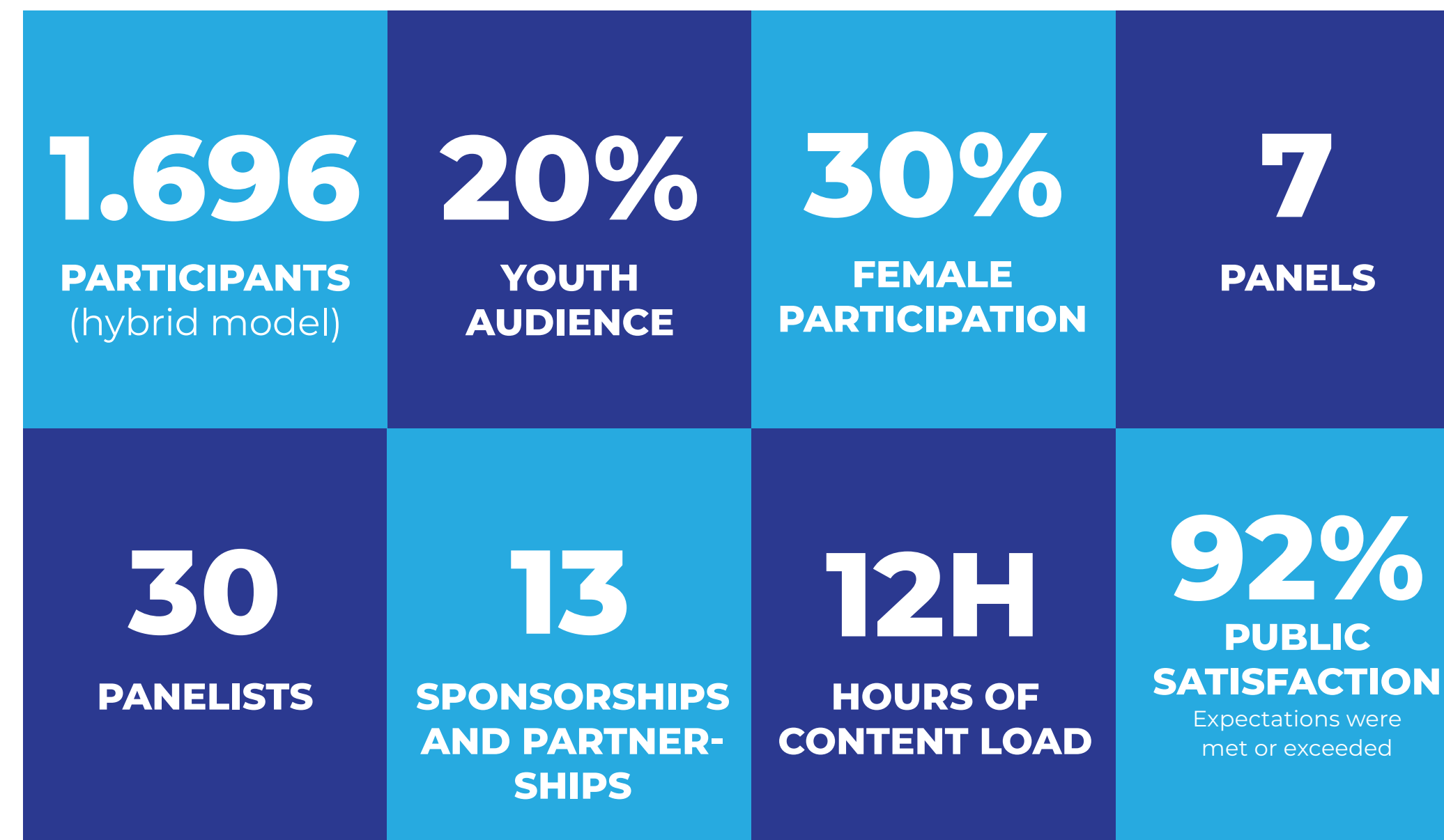


## THE CONFERENCE AS AN AXIS FOR STRENGTHENING INDEPENDENT AUDIT

Ibracon's Brazilian Conference on Accounting and Independent Audit has consolidated itself as the **largest and most relevant event in the country dedicated to Independent Audit**, constituting a strategic space for technical, institutional, and prospective debate on the challenges, responsibilities, and perspectives of the profession. Held annually, the Conference brings together national and international speakers to discuss scenarios, generate insights, and anticipate trends impacting information quality, corporate governance, and trust in markets.

The **15th Brazilian Conference on Accounting and Independent Audit**, a commemorative edition held in **June 2025**, reaffirmed this leadership by recording the largest audience in its history. The program addressed strategic topics for strengthening **Independent Audit**, including the regulatory agenda and economic scenario, regulatory trends in ESG, updates on IFRS and sustainability standards, future perspectives on audit, the use of artificial intelligence in financial statements and ESG applications, and the relationship between **Independent Audit** and corporate

governance, with a focus on transparency and sustainability. By promoting qualified debate, technical knowledge dissemination, and institutional alignment, the Conference reaffirms itself as a central driver of the Banner for strengthening **Independent Audit**, contributing to market quality and broadening society's trust in accounting and audit information.

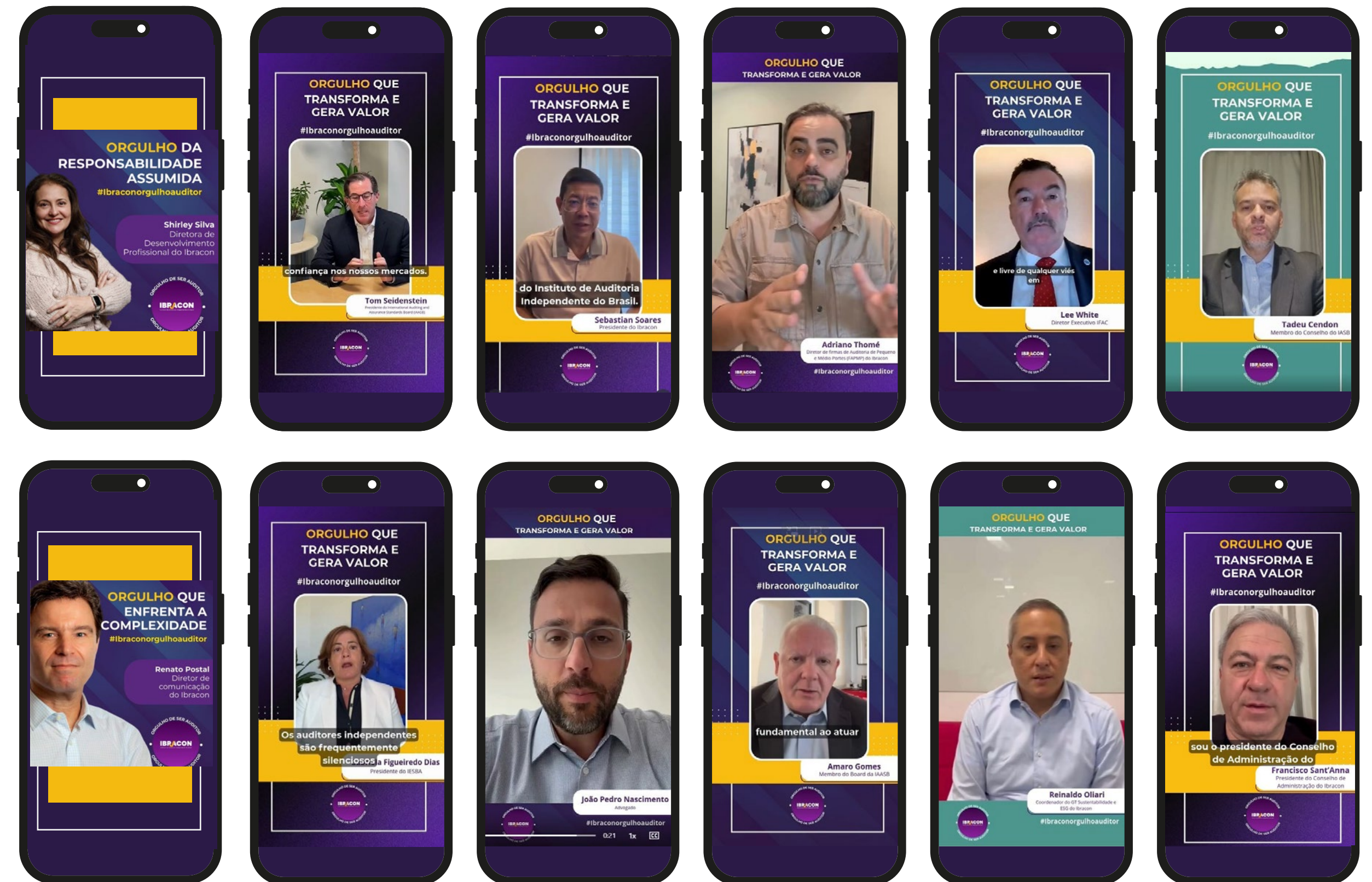


These indicators demonstrate the **scope, diversity, and institutional relevance of the Conference**, reflecting its ability to mobilize a significant and qualified audience, increase the participation of young professionals and women, and consolidate the event as a strategic **platform for dialogue, training, and the positioning of Independent Audit** in Brazil.

## PRIDE THAT TRANSFORMS AND GENERATES VALUE

The “Pride in Being an Auditor” campaign reinforced the appreciation of the profession among different audiences by highlighting the strategic role of **Independent Audit** for trust in markets and the public interest. The initiative included the participation of national and international leaders from the capital markets and organizations related to the profession, who contributed to expanding the legitimacy and reach of the messages.

Over the course of 15 days, more than **50 videos** were published, significantly increasing the visibility of **Independent Audit** on social media and reinforcing the profession’s commitment to ethics, independence, technical excellence, and the protection of the public interest.



**“Independent auditors are part of a noble profession, essential for maintaining trust in global markets.”**

Tom Seidenstein, Chair of the International Auditing and Assurance Standards Board (IAASB).  
Statement given during the **Ibracon** campaign.

**“Without independence, there is no credibility. And without credibility, markets cannot function. “Being an independent auditor is not just a profession; it is a mission in service of the public interest.”**

Gabriela Figueiredo Dias, Chair of the International Ethics Standards Board for Accountants (IESBA).  
Statement given during the **Ibracon** campaign.

## KNOWLEDGE PRODUCTION AND STRENGTHENING THE PUBLIC DEBATE

In 2025, **production began on the book Independent Audit: Mission and Responsibilities – Studies and Opinions – Volume 2**, an initiative aimed at deepening and clarifying the duties, prerogatives, and limits of **Independent Audit**, which are still poorly understood by the public. The work, which will be launched in 2026, features the participation of **independent auditors**, members of academia, representatives of regulatory bodies, and professionals active within the Legislative, Executive, and Judicial branches.

The book will cover topics such as the responsibilities of the different actors involved in the preparation and disclosure of financial statements, the audit process, the analysis of sanctioning processes conducted by regulatory bodies, and the determination of liabilities within the Judiciary.

With this publication, **Ibracon** expands its contribution to the dissemination of qualified technical knowledge, strengthening the institutional debate on **Independent Audit** and its role for the market and society.

## TECHNICAL AND INSTITUTIONAL POSITIONS

**Ibracon** acted actively in public positioning on central topics of the regulatory and institutional agenda, contributing to the improvement of the regulatory environment, the strengthening of governance, and the defense of the relevance of **Independent Audit**.

## AMONG THE MAIN INITIATIVES OF THE PERIOD, THE FOLLOWING STAND OUT:

- ➔ [Joint Positioning Letter to the CVM, co-signed with Amec, Apimec, CFC, and Fipecafi, with considerations on CVM Resolution No. 193.](#)
- ➔ [Institutional position in defense of the presence of an accounting professional on the CVM board, co-signed with Abracicon, CFC, and Fenacon.](#)
- ➔ [Institutional statements on recent events involving suspected corporate fraud, focusing on the delimitation of responsibilities and the preservation of market credibility](#)
- ➔ [Manifesto “Towards COP 30: Accounting as a Pillar of Transparency and Sustainability,” co-signed with the CFC.](#)
- ➔ [Update of Ibracon Technical Bulletin No. 02/2020 \(R2\), incorporating CMN Resolution No. 4,966 and BCB Resolution No. 352, and aligning terminology and report templates with current regulations.](#)
- ➔ [Ibracon Technical Bulletin No. 02/2020 \(R1\), with guidance for independent auditors on issuing audit reports for institutions authorized by the BCB.](#)
- ➔ [Ibracon Circular Letter No. 02/2025, with guidance on audit reports for investment funds, in light of new regulatory requirements.](#)
- ➔ [Ibracon Circular Letter/ No. 01/2025, on the update of the naming of international accounting standards issued by the IASB \(IFRS\).](#)

***Ibracon** is the only entity authorized in Brazil to edit and translate the international accounting, auditing, and sustainability standards.*

## SECTORAL OVERVIEW BASE 2024



**9.207 PROFESSIONALS**  
working in **Independent Audit**



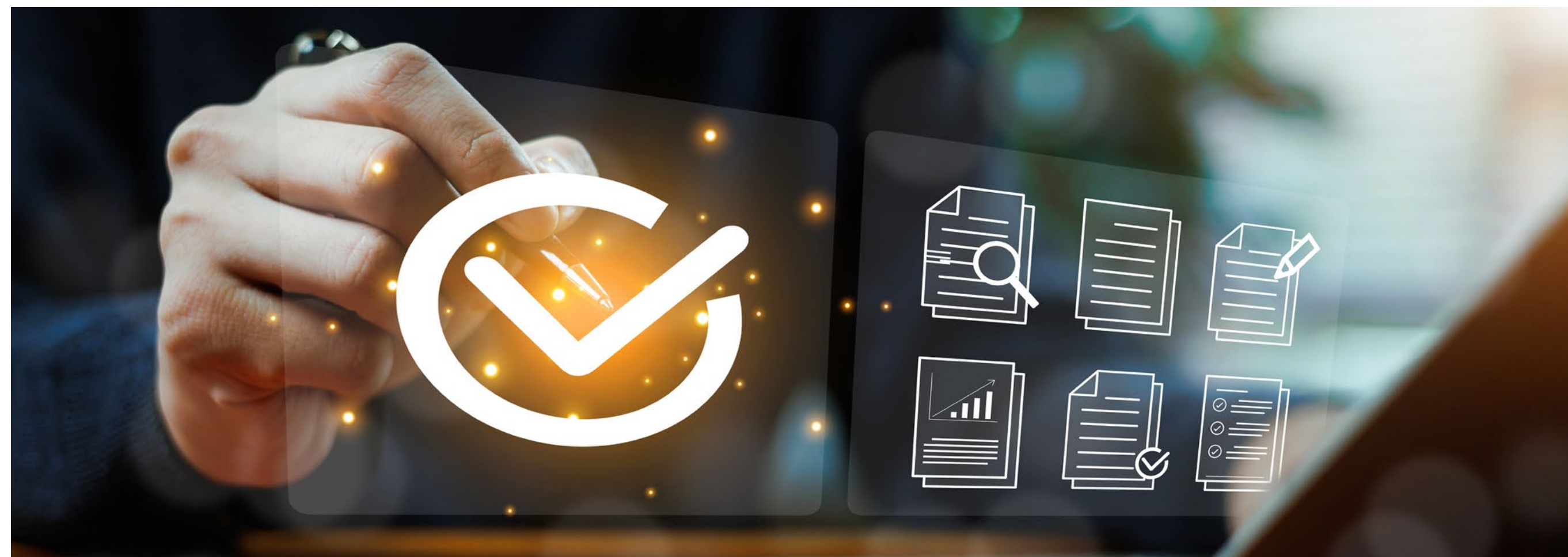
**8.266 HOURS**  
dedicated to training



**1.324 TRAINEES**  
admitted



**306 SOCIAL RESPONSIBILITY**  
projects



## THE STRENGTH OF THE SECTOR

**Ibracon** conducted the **2025 Sector Panorama** based on a survey of member firms, with the goal of **offering a qualified view on relevant aspects of the profession and Independent Audit in Brazil**. The study covered topics such as the number of professionals, continued professional development, quality of life, diversity and inclusion, trainee training, social responsibility, the use of technology, and the sector's main challenges.

Although restricted to member firms, the sample gathers significant findings on the dynamics of **Independent Audit**, contributing to the identification of trends, practices, and challenges. The initiative supported the construction of a positive agenda for the profession, highlighting continuous investment in people, diversity, technology, and technical knowledge.

The **Sector Panorama** also strengthened **Ibracon's** institutional performance by qualifying the dialogue with regulators, market entities, and other stakeholders, offering structured information for the debate on the role of **Independent Audit** in the market and in society.

People constitute a fundamental strategic asset for the quality and credibility of **Independent Audit**. Solid technical training, professional ethics, judgment capacity, and commitment to the public interest are inseparable attributes of the profession and guided **Ibracon's** actions under this Banner.

Initiatives aimed at human development, career appreciation, and leadership training sought to strengthen **Independent Audit** as a technical, dynamic field aligned with business environment transformations.

## IBRACON JOVEM AND TALENT ATTRACTION

**Ibracon Jovem** maintained in 2025 a strategic role in the connection with students and young professionals, acting as a bridge between the Institute and the new generations of **Independent Audit**.

The holding of the **1st Ibracon Jovem Forum** represented a relevant milestone in this agenda, by establishing a structured space for dialogue on career, the future of the profession, generational challenges, and expectations of the new generations.



In addition to the Forum, **Ibracon Jovem** remained active in educational institutions, career fairs, meetings with students, and webinars, expanding the reach of actions aimed at training and bringing young people closer to **Independent Audit**.

The Youth Vision Survey, in its second edition, brought relevant insights by revealing the perceptions, expectations, and concerns of the new generation of auditors. The results highlighted topics such as professional purpose, continuous development, diversity, innovation, and the balance between personal life and career, contributing to guiding future initiatives and strengthening active listening within the Institute.



[CLICK HERE TO READ THE SURVEY](#)

### HIGHLIGHTS OF THE YOUTH VISION RESEARCH\*

- **93%** would recommend the profession
- **67%** perceive wide growth opportunities
- **81%** point to accelerated development as one of the main differentials of the area

\* The survey had 1285 respondents

## RECOGNITIONS AND INSTITUTIONAL APPRECIATION

The recognition of professionals and leaders who contribute in a relevant way to the strengthening of **Independent Audit** integrated **Ibracon's** people agenda in 2025. In this context, the Institute promoted institutional tributes that reinforce values such as ethics, professional commitment, and contribution to the development of the profession.

Among the highlights, **Ibracon** paid tribute to the **former president of the Brazilian Securities and Exchange Commission (CVM) João Pedro Nascimento**, recognizing his relevant performance for the improvement of the regulatory environment and governance in the Brazilian capital market.

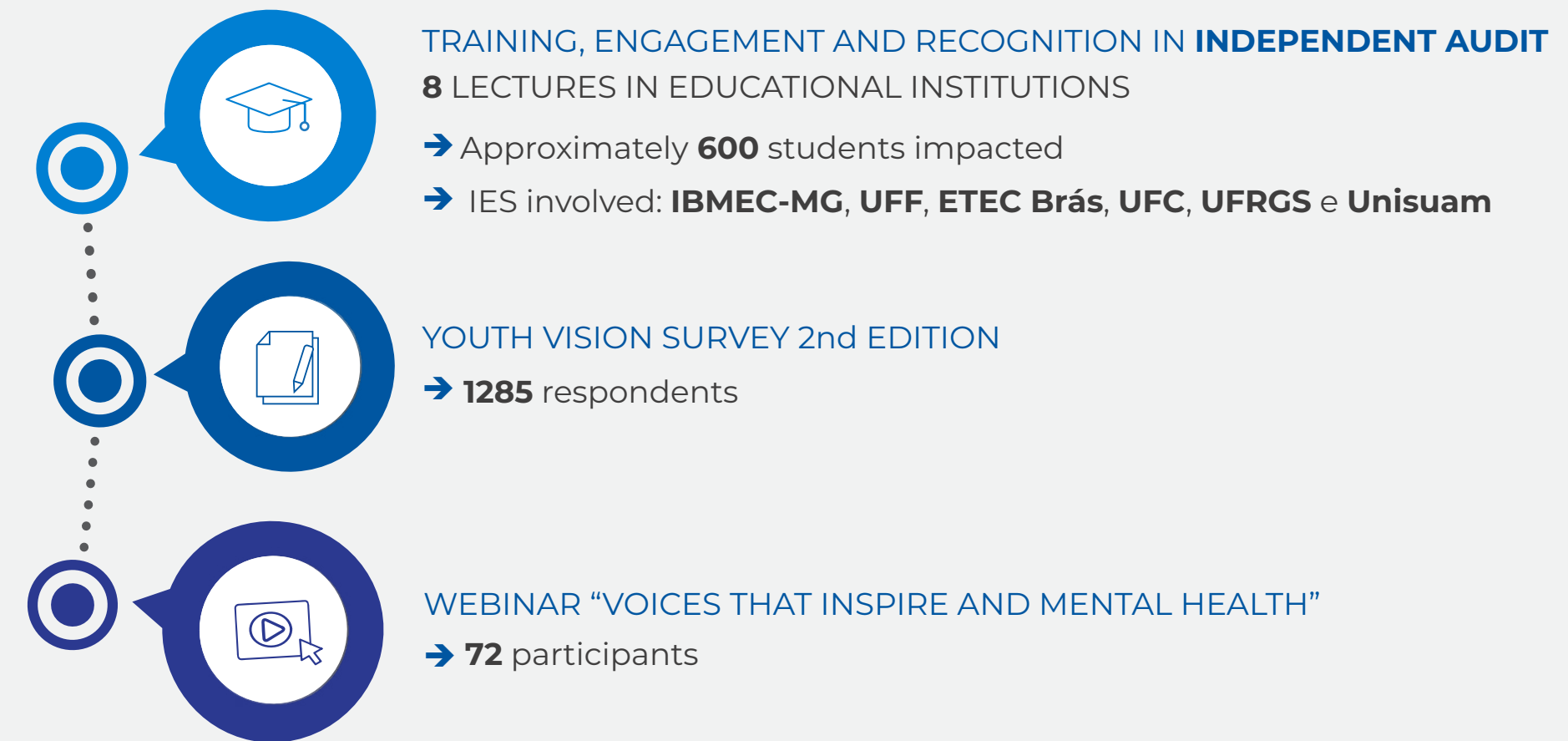
Additionally, the president of **Ibracon** received institutional recognitions of great relevance throughout the year, **including an honorable mention in the 2025 Accounting Highlights Award and his inauguration as an academic of the Paulista Academy of Accounting**, evidencing the recognition of the Institute and its leadership in the accounting and audit scenario. **During the 15th Ibracon Conference**, the Insti-

tute, through the **Ibracon Jovem** ambassadors, paid tribute to **Gilson Miguel de Bessa Menezes, president of Ibracon in the period from 1980 to 1982**. The initiative symbolized the connection between different generations of **Independent Audit**, bringing together the historical trajectory of the profession, its performance in the present, and the formation of its future leaders.

Upon receiving the tribute, Gilson moved the audience by highlighting the seriousness of **Independent Audit** and its importance for the continuity of companies and trust in markets. In a message addressed to young professionals, he highlighted the challenges inherent to the activity and encouraged perseverance: **“It is a very difficult profession, but difficulty ennobles man; therefore, never abandon this difficulty”**.

These recognitions fulfill a relevant symbolic role by valuing trajectories, stimulating engagement, and reinforcing the sense of belonging to **Independent Audit** as an essential activity for the market and for society.

### ACTIONS AND REACH SUPPORTING PEOPLE AS A DIFFERENTIAL (2025)



## VOLUNTEERING BADGES

Created to **recognize and value the professionals of the associated firms** who act as volunteer instructors in the Institute's annual training grid, the initiative **reinforced the commitment** to the strengthening of the profession through the continuous development of technical and behavioral skills.

By investing in a **structured way in human development**, in the formation of leadership, and in the attraction of new talents, **Ibracon** reinforces that the **quality of Independent Audit is inseparable from the people who build it**. This vision establishes a direct basis for the deepening of actions focused on diversity, inclusion, and representativity, the subject of the next chapter, as structuring elements of a stronger, plural profession prepared for the challenges of the future.



The promotion of inclusion and diversity integrates in a structuring way the institutional performance of **Ibracon** and connects directly to the quality, ethics, and credibility of **Independent Audit**. The plurality of perspectives, experiences, and professional trajectories is an essential condition for the sustainable development of the profession and for the protection of the public interest.

In this context, **Ibracon** has the Diversity and Inclusion Committee, an instance dedicated to the strengthening of this agenda in the institutional sphere, contributing to the formulation of guidelines, the monitoring of initiatives, and the promotion of actions that stimulate more diverse, equitable, and inclusive environments in the sector.

## INSTITUTIONAL COMMITMENT AND DIVERSITY AND INCLUSION MANIFESTO

Within the scope of its Manifesto, **Ibracon** established, among other points, goals to be pursued until 2025 for the set of its collaborators — including directors, employees, and members of the Technical Groups and Committees — with a focus on the promotion of diversity and inclusion. The defined goals include gender equity (minimum of 40% women, with **Ibracon** reaching 34% in the period), ethnic-ra-

cial diversity (minimum of 20% black people), and inclusion of people with disabilities (minimum of 5%).

Throughout the period, the Institute advanced in the incorporation of the diversity and equity agenda in its institutional agenda, expanding the debate in the sector and incorporating the theme in a transversal way in technical, educational, and institutional initiatives.

Although relevant progress has been observed, **Ibracon** recognizes that the quantitative goals established in the Manifesto were not fully achieved in the period.

Considering that the Institute is composed mostly of volunteer professionals from the associated audit firms, the composition of its institutional structure reflects a broader structural challenge, shared by the entire profession, related to the expansion of inclusion and representativity at different levels of the career in **Independent Audit**.

**Ibracon** reaffirms its commitment to overcoming these barriers, acting in an inducing way with the firms and other institutions of the ecosystem for the strengthening of affirmative policies and consistent practices of diversity and inclusion, essential for the future of the profession and for a more just and plural society.

## EVENTS AND DEBATES ON PLURALITY

The Diversity and Inclusion Committee played a central role in the conduct of this agenda in 2025, acting as a permanent space for listening, reflection, and proposition. Its actions were aligned with **Ibracon's** institutional strategy and dialogued directly with other Banners from **Independent Audit**, in particular People as a Differential.

### AMONG THE INITIATIVES CONDUCTED BY THE COMMITTEE, THE FOLLOWING INSTITUTIONAL WEBINARS STAND OUT:



**Generations in Dialogue:** Overcoming Ageism and Connecting Experiences in the Work Environment, aimed at the integration of different professional trajectories and the valuation of intergenerational dialogue;



**Well-being in Focus:** The Role of D&I Policies in Promoting Mental Health in Organizations, which addressed the relationship between diversity, mental health, and the construction of healthier work environments.

The theme of diversity, equity, and inclusion was also present in a transversal way in the discussions of events promoted by **Ibracon**, such as the 15th Brazilian Conference on Accounting and **Independent Audit** and the 1st **Ibracon Jovem** Forum, reinforcing plurality as a structuring element of the debate on the future of the profession and the formation of the new generations of auditors.

In parallel, **Ibracon** expanded its institutional presence in relevant external debates, participating in events promoted by other organizations and forums dedicated to diversity, equity, and inclusion. These participations strengthened the Institute's positioning in strategic agendas and expanded the dialogue with different audiences and initiatives of the professional ecosystem.



Professional development constitutes a strategic pillar of **Ibracon's** performance and connects directly to the commitment to the quality of **Independent Audit** and to convergence with international best practices. The training actions were structured in an integrated way, combining continuing education, technical production, and dissemination of knowledge.

## CONTINUING EDUCATION AS A PILLAR OF QUALITY

In 2025, **Ibracon** maintained a robust agenda of on-line and face-to-face training, including **technical workshops and thematic tracks**, considering the following guiding axes: **Technical, ESG, Management, Technology, and Soft Skill**. Throughout the year, **33 trainings** were held, which gathered more than **990 participants** in **248 hours of content**, evidencing the commitment of the Institute and the continuous demand for structured technical training aligned with national and international standards.

The programming contemplated different levels of complexity and strategic audiences, including content directed to audit firms of all sizes, with approaches adapted to the operational and regulatory

specificities of these structures. The **EAD (Distance Learning) modality** followed as a complementary axis of this strategy, ensuring flexibility, scale, and continuous access to the contents. The Institute ended the period with **22 EAD courses available**, with more than **290 active participants**, reinforcing the role of **digital education as an instrument for the democratization** of knowledge and support for the continued formation of professionals.

## WEBINARS, PROPRIETARY EVENTS, AND INSTITUTIONAL PARTNERSHIPS

The programming of technical webinars remained a relevant space for qualified debate and updates on emerging themes. In 2025, **10 webinars** were held, reaching approximately **1,490 participants**, covering subjects such as the closing of financial statements, international standards, sustainability, technology, and the challenges of the profession.

**Ibracon's** proprietary events also played a strategic role in the dissemination of knowledge and the strengthening of institutional relationships.

Throughout the year, **6 events** were held, bringing together more than **4,900 participants**, expanding the reach of technical discussions and reinforcing the Institute's presence as a reference space for professional debate, including the holding of the **Youth Forum**, aimed at the integration and development of new generations of accounting and audit professionals. The Institute also held the first edition of the **Ibracon Tax Summit**.

The event gathered about **1,500 participants** over **two days of debates on Tax Reform**, regulatory changes, new legal interpretations, and the impacts of these transformations on accounting and audit practices. The event facilitated interaction between market professionals, representatives of the public sector, and specialists, contributing to technical deepening and the dissemination of knowledge in a context of intense transformations in the Brazilian fiscal environment.

This effort was complemented by institutional partnerships with entities from the accounting, audit, and governance ecosystem. Additionally, **Ibracon** participated in 62 events throughout the year.



### TRAINING REACH

- **32** online/live trainings
- **+990** participants
- **22** active EAD (Distance Learning) courses
- **+290** EAD participants



### EVENTS AND WEBINARS

- **Webinars:** 10 | 1,490 participants
- **Proprietary events:** 6 | +4,900 participants
- **Market events:** 62 participations

## TAX AGENDA AND REGULATORY UPDATES

In 2025, the consumption Tax Reform constituted one of the Institute's priority technical agendas, requiring regulatory updates, interpretive deepening, and practical guidance for **Independent Audit** professionals.

**Ibracon** participated in dialogue forums regarding the regulation, held technical meetings with the Federal Revenue Service and representative entities, and held qualified debates on the impacts of the new legislation for audits, companies, and service providers. In addition to the **Ibracon Tax Summit**, webinars and debates were held in sectoral events, as well as the production of technical articles dedicated to the theme.

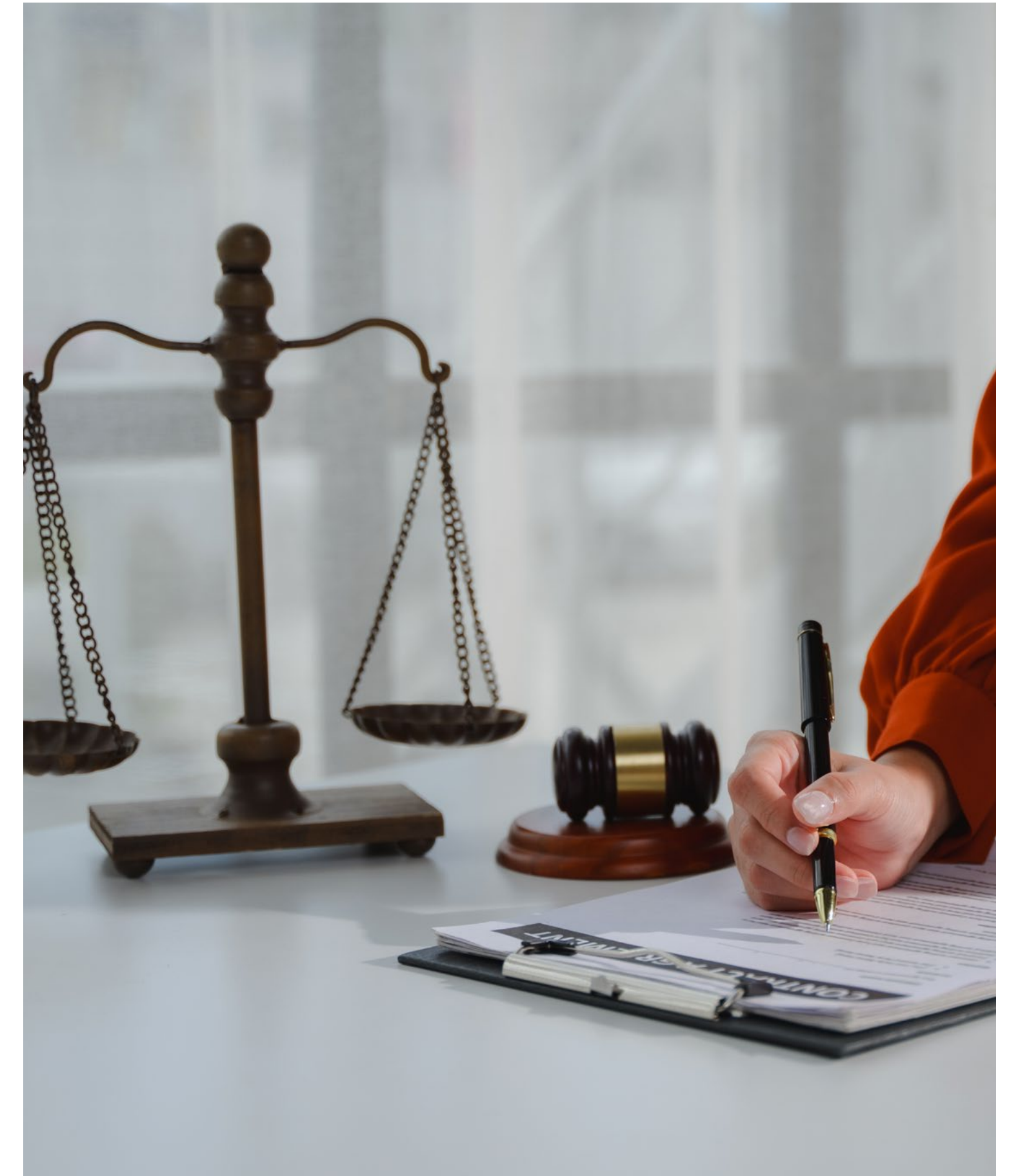
These initiatives reinforced the Institute's commitment to continuous professional development and to supporting the proper adaptation of the market to regulatory changes.

### TAX REFORM IN FOCUS

#### Institutional and technical performance

- ➔ Participation in the Regulation Dialogue Forum
- ➔ Technical meetings with the Federal Revenue Service and accounting entities
- ➔ Holding of the **Ibracon Tax Summit**, with wide repercussions in the specialized media
- ➔ Webinars and debates in sectoral events
- ➔ Production of a technical article on the consumption Tax Reform

*The quality of **Independent Audits** directly associated with continuous development, technical updates, and the dissemination of good practices.*



## TECHNICAL PRODUCTION AND TRANSLATIONS OF INTERNATIONAL STANDARDS

The translation and dissemination of international standards remained one of the pillars of technical development promoted by **Ibracon**. The Institute carried out **16 technical translations**, covering central themes for the evolution of **Independent Audit** and corporate reporting.

Among the translated content, highlights include the **2025 IFRS Standards Book, ISSA 5000, IFRS S1 and S2, ISA 570 (Going Concern), ISA 240 (Fraud), and ISA LCE**, in addition to **IFRS for SMEs, PIE – Track 2 (IESBA Code)**, and the **Amendments to IAS 21**. This set of translations contributed to technical convergence, safety in the application of standards, and the strengthening of auditors' performance in Brazil.

The Institute's technical performance was also reflected in the intense agenda of technical group

meetings throughout 2025, evidencing voluntary engagement and the depth of the discussions conducted. In the period, **90 meetings** were held, mobilizing **195 participants** and totaling **2,591 volunteer hours**, with an average attendance rate of **60.2%** in relation to the professionals called. These numbers reinforce the robustness of **Ibracon's** technical governance and the collective commitment to quality and the permanent updating of **Independent Audit**.

**Ibracon** is the **only Brazilian entity authorized to translate the International Financial Reporting Standards (IFRS) and the sustainability standards**. These translations are carried out to facilitate the adoption and implementation of accounting standards in different languages, promoting greater understanding and economic growth.



### TECHNICAL TRANSLATION HIGHLIGHTS

- IFRS 2025
- IFRS S1 e S2
- ISSA 5000
- ISA 240 | ISA 570 | ISA LCE
- IFRS SME
- PIE – Track 2 (IESBA)

In a context of increasing regulatory complexity, pressure for sustainability, and a higher level of transparency and control over financial and non-financial data, **Ibracon** acted proactively to strengthen the credibility of information, support the evolution of professional practices, and promote Brazil's alignment with international agendas.

The agenda of sustainability, assurance, and quality of corporate information **gained density and relevance in 2025**, driven by regulatory and institutional advances in Brazil. In the capital market sphere, the Brazilian Securities and **Exchange Commission (CVM)** advanced in consolidating the sustainability regulatory framework by adjusting **Resolution No. 193** through **Resolution No. 227**, allowing the voluntary adoption of disclosure standards aligned with the **ISSB** as of annual reporting periods beginning this year and preparing the market for mandatory compliance **starting in 2026**. This performance was accompanied by research and technical guidance aimed at evaluating company readiness, signaling a regulatory transition based on predictability and engagement.

In the field of assurance and prudential supervision, the strengthening of this framework was also reflected in initiatives by the **Federal Accounting Council (CFC)** and the **Central Bank of Brazil**. Noteworthy is the publication of **NBC TAS 5000**, the Brazilian standard for assurance of sustainability reports converged with the international standard ISSA 5000, broadening the credibility of ESG disclosures and the role of **Independent Audit**. In parallel, the **Central Bank** advanced in incorporating climate and socio-environmental risks into financial supervision by updating reporting rules and submitting improvements to the **Social, Environmental, and Climate Risks and Opportunities Report (GRSAC)** to public consultation, reinforcing the sophistication of disclosure and the management of these risks in the financial system.

## SUSTAINABILITY, ASSURANCE, AND QUALITY OF CORPORATE INFORMATION

**Ibracon** maintained consistent performance in the dissemination of knowledge and in supporting the implementation of international standards related to sustainability, assurance, and quality of corporate information. The agenda **included training, webinars, training tracks, and technical events** aimed at preparing professionals for the application of **IFRS S1 and S2 standards, ISSA 5000**, and other international references, reinforcing the role of **Independent Audit** in the credibility of ESG information.

The **ESG Track** represented a structured training initiative, combining technical content, conceptual debates, and practical applications, with a focus on the assurance of sustainability reports and the quality of corporate information. Events such as **ESG Day** and technical webinars expanded the reach of this agenda, contributing to the training of professionals and the qualification of the market debate.

### TRACK

✓ **50 hours** of technical content

😊 **107** participants

📖 **3** levels of knowledge:

Essentials	Advanced	Professional
★	★★	★★★

 **ESG DAY: 630** participants

**Presence of representatives** from regulatory bodies, companies, and national and international specialists to discuss Brazil's role in the adoption of international sustainability standards issued by the **International Sustainability Standards Board (ISSB)**.

## TOWARDS COP 30 EVENT: ACCOUNTING AS A PILLAR OF TRANSPARENCY AND SUSTAINABILITY



### STRATEGIC INSTITUTIONAL ARTICULATION

Event held in October 2025 by the **CFC** and **Ibracon**, anticipating the role of the accounting and audit in the **COP 30** agenda and the global sustainability debate.



### ACCOUNTING AT THE CENTER OF THE CLIMATE AGENDA

High-level multi-stakeholder dialogue focused on strengthening transparency, corporate information quality, and independent assurance as pillars for a more sustainable, ethical, and reliable economy.



### HIGH-LEVEL MULTI-STAKEHOLDER DIALOGUE

Brought together regulators, international organizations, the business sector, academia, and ESG specialists, promoting convergence between standards, governance, the market, and the public interest.



### PRACTICAL CONTRIBUTION FOR COMPANIES AND MARKETS

Discussions on climate commitments, risk management, governance, and the attraction of sustainable investments, reinforcing accounting as a key instrument for responsible economic decisions.

## TECHNICAL, REGULATORY PERFORMANCE, AND PUBLIC VOCALIZATION

**Ibracon's** performance as change agent was also reflected in active participation in strategic forums, sectoral events, and institutional meetings dedicated to sustainability, ethics, and corporate governance. Representatives of the Institute participated in national and international panels, contributing to discussions on assurance, transparency, and the fight against greenwashing.

Among the events and participations of **Ibracon** representatives, the following stand out: **The Global Multi-stakeholder Summit on International Ethics Standards for Sustainability Assurance (IESSA)**, held in Paris and promoted by **IFAC** and **IESBA**; the unified and integrated campaign of **IESBA** and **IAASB** on transparency in reporting and sustainability assurance, among others.

In parallel, **Ibracon** played a relevant role in public vocalization, with its representatives acting as qualified spokespersons to the press on themes related to sustainability, international standards, and the reliability of corporate information. Interviews, articles, and participations in specialized and economic media expanded society's understanding of the role of **Independent Audit** in the **ESG agenda** and reinforced the Institute's institutional positioning as a technical reference on the subject.

In the context of **COP 30**, this performance gained even more visibility, with **Ibracon's** presence in preparatory events, technical panels, and public debates, in addition to press participation strengthening dialogue with the market, regulators, and society.

## TECHNICAL INTELLIGENCE AT THE SERVICE OF THE SUSTAINABILITY AGENDA

The production of knowledge integrated **Ibracon's** performance in this Banner in a structural way. The Institute **carried out and released research on the evolution of sustainability report assurance in Brazil**, offering technical support for the market, regulators, and professionals in the area.

Furthermore, it issued, together **with the CFC**, a **positioning letter** related to the sustainability agenda and COP 30, reaffirming the role of **Independent Audit** in the quality of corporate information and the protection of the public interest. These initiatives contributed to qualifying the regulatory debate and reinforcing Brazil's alignment with international best practices.

## INSTITUTIONAL VOCALIZATION AND PRESS PRESENCE

### Sustainability in focus in the public debate

Throughout the period, **Ibracon** representatives acted as qualified technical sources in specialized, economic, and institutional outlets, addressing themes such as:

- **assurance of sustainability reports;**
- **IFRS S1 and S2 standards and their application in Brazil;**
- **quality and reliability of ESG information;**
- **fighting greenwashing and protecting the public interest.**

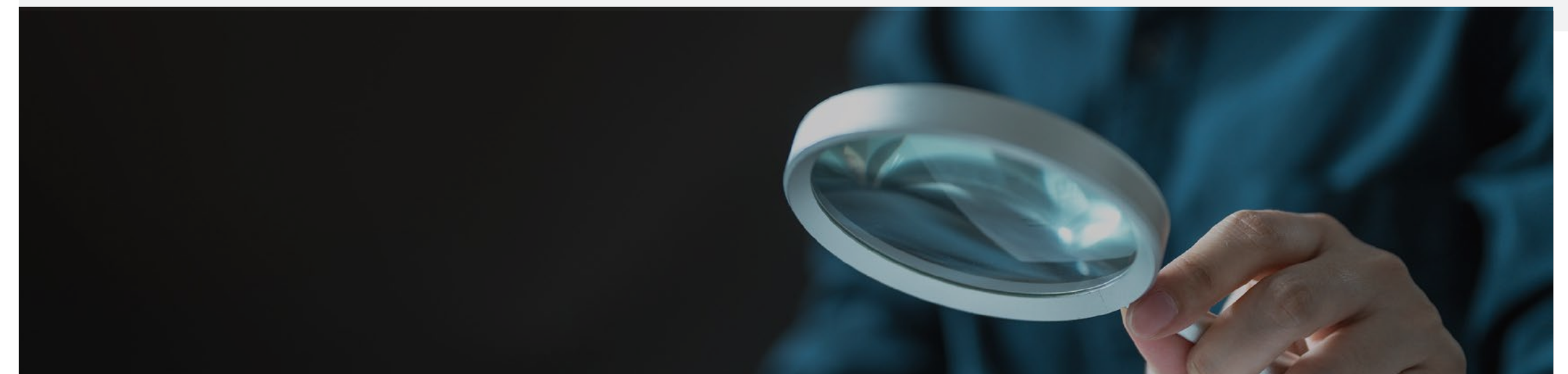
This presence **reinforced the Institute's role as an institutional interlocutor** and technical reference in the sustainability agenda.

## ACTIVITY AS A CHANGE AGENT

SUSTAINABILITY, ASSURANCE, AND QUALITY OF CORPORATE INFORMATION



By integrating professional training, technical production, institutional participation, and public vocalization, **Ibracon** reinforces the role of **Independent Audit** as a change agent, contributing to transparency, the credibility of information, and the sustainable development of markets and society.



The incorporation of digital resources has consolidated itself as a central element for the **evolution of Independent Audit**, expanding the analytical capacity, the efficiency of procedures, and the reliability of audit conclusions. In this context, **Ibracon relied on the performance of the Technology and Innovation Committee**, responsible for supporting the definition of priorities, monitoring technological trends relevant to **Independent Audit**, and contributing to the articulation of initiatives related to training, innovation, and the use of digital resources in professional practice.

Throughout the period, the **Institute developed and supported initiatives aimed at technological training, the stimulation of innovation, and support for audit firms**, focusing on themes such as automation, data analysis, artificial intelligence, and the application of digital tools to audit work.

## IBRACON HACKATHON: INNOVATION AND SOLUTIONS FOR AUDIT

The **award ceremony of the 3rd Ibracon Hackathon**, held during the **15th Brazilian Conference on Accounting and Independent Audit**, consolidated the competition as a relevant space for stimulating innovation applied to the profession. The event gathered professionals, students, and specialists for the **development of technological solutions focused on the challenges of Independent Audit**, with a focus on efficiency, quality, and practical applicability.

The initiative **reinforced the Institute's commitment** to the proximity between technology, technical knowledge, and creativity, **stimulating** the engagement of different professional profiles and **promoting** solutions aligned with the real needs of audit firms.

*Integrated Audit Work Management System and the Assurance of Sustainability Reports (IFRS S1 and IFRS S2) were the focuses of this edition.*



### IBRACON HACKATHON

COLLABORATIVE INNOVATION APPLIED TO INDEPENDENT AUDIT

- ➔ **Stimulating innovation**, teamwork, and the practical application of knowledge
- ➔ **R\$ 35 thousand reais** for the promotion of research and development of the winning project
- ➔ **+ 50 hours** of mentoring
- ➔ The winners received:  
**1st place – R\$ 20 thousand**  
**2nd place – R\$ 10 thousand**  
**3rd place – R\$ 5 thousand**
- ➔ **6 participating higher education institutions**

## TECHNOLOGICAL TRAINING AND TECHNOLOGY TRACK

The strengthening of technological training integrated **Ibracon's** professional development agenda in a structured way. The **Technology Track** was designed to offer progressive and applied training, addressing themes related to automation, data analysis, innovation, and the use of digital tools in audit.

In addition to the training track, the Institute promoted **technical webinars** and **participated in academic and professional events**, expanding the reach of discussions on technology and audit and contributing to the preparation of professionals for digital transformations.

### TECH TRACK

😊 **370** participants

★ **20** instructors

📄 **59 horas** of training

## SUPPORT FOR AUDIT FIRMS AND TOOL MAPPING

Recognizing the specific challenges faced by **Small and Medium-sized Audit Firms (FAMP)**, **Ibracon moved forward** with initiatives aimed at mapping technological tools applicable to audit practice. The objective was **to support firms** in identifying accessible, efficient solutions compatible with different organizational structures.

This performance reinforces the Institute's commitment to the democratization of access to technology and the reduction of asymmetries, contributing to the elevation of audit quality standards throughout the market.

## INITIATIVES IN ARTIFICIAL INTELLIGENCE, AUTOMATION, AND INNOVATION

**Ibracon** also **promoted debates on artificial intelligence, automation, and innovation**, reflecting on opportunities, risks, and responsibilities associated with the use of these technologies in **Independent Audit**.

The content **emphasized the need for conscious adoption**, adequate governance, and alignment with professional standards and the ethical principles of the profession. By addressing these themes in a technical and responsible manner, the Institute contributed to qualifying the debate and supporting professionals in the gradual and safe incorporation of new technologies into their work processes.



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Instituto de Auditoria Independente do Brasil

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