



BRAZILIAN LOUNGE

JANUARY 2026/ VOL. 013

www.BrazilianLounge.com

The Main Channel For Tropical iGaming News



Celebrating the Journey:

Leadership, Innovation and Brazil's
iGaming Market Ahead

João Pessoa, Paraíba, Brazil



18+

Please Gamble Responsibly.

 **AMUSNET**
BRAZIL

We Master Gaming



TABLE OF Contents

Staff

Editor: Flávio Figueiredo

Journalists: Cristina Possamai

Translator: José de Segadas

Layout: Juliana La Bella

Operations: André Cruz, and Victor Arruda

Commercial: Andresa Franco

Founders: Alessandro Valente, Yudi Osugui, and Flávio Figueiredo

Sales: sales@brazilianlounge.com

Website: Brazilianlounge.com

 [/BRAZILIAN.LOUNGE](https://www.instagram.com/BRAZILIAN.LOUNGE)

 [/BRAZILIAN-LOUNGE](https://www.linkedin.com/company/BRAZILIAN-LOUNGE)

06 HALL OF FAME:
FABIO TIBERIA

13 RECRUITMENT TRENDS
FOR 2026: A NEW CHAPTER
FOR TALENT IN BRAZIL'S
IGAMING SECTOR

18 A NEW EXECUTIVE
STRUCTURE FOR AN
IGAMING LEADER

21 BRAZILIAN TECHNOLOGY
REDEFINING SALES
AND DRIVING THE
BETTING MARKET

24 MEDIA PERSPECTIVES
AND GROWTH OF
BRAZIL'S IGAMING
MARKET: 2026 OUTLOOK





27 BRAZILIAN LOUNGE:
A JOURNEY THAT
BEGAN AS AN IDEA AND
BECAME A MOVEMENT.

30 THE BIG EVENT IN THE
IGAMING CAPITAL:
WHAT TO EXPECT IN SUCH
AN UNPREDICTABLE YEAR

33 CRM INNOVATION AND
INTELLIGENT SOLUTIONS:
POWERING A NEW ERA
FOR THE BRAZILIAN
IGAMING MARKET



WELCOME FROM THE EDITOR

This special edition celebrates three years of Brazilian Lounge and the journey that transformed an idea into a living platform for Brazil's iGaming ecosystem. Over this time, the market has evolved, matured and found its voice, and this issue reflects that transformation.

We honour leadership in our Hall of Fame with Fabio Tiberia and explore the forces shaping the future, from new recruitment dynamics and executive structures to Brazilian technology driving sales, CRM innovation and smarter decision making. We also look ahead, analysing media perspectives, market expectations and the role of major events in an unpredictable year.

This edition was designed to inform, connect and inspire. We invite you to dive in and experience a publication built by the market, for the market.

Flávio Figueiredo
flavio@igamingbrazil.com



Hall of Fame: Fabio Tiberia

A JOURNEY GUIDED BY INTUITION, COURAGE, AND A DEEP RESPECT FOR BRAZIL.

The Brazilian Lounge Hall of Fame honours people who have shaped and transformed the country's iGaming industry. In this edition, we celebrate a leader whose story blends with the very birth of the sector in Brazil: Fabio Tiberia. A pioneer, strategist, and one of the first foreign professionals to believe in Brazil's potential when there was no market, no structure, and no clear path ahead.

Italian by origin, Brazilian by choice – and by heart – Fabio has built a remarkable career over two decades, crossing borders, cultures, and languages, always led by the same inner compass: a rare ability to read people, contexts, and market movements before they became obvious. His story is more than professional;

it has a literary quality, full of turning points, precise instincts, and an uncommon sensitivity for understanding the soul of a country that, as he says, "lives the present with an intensity that changes anyone."

In this tribute, he revisits his origins, lessons, passions, and vision for the future of an industry he helped build with boldness, discipline, and above all, humanity.

FROM THE HEART OF ITALY TO BRAZIL'S PULSE

Fabio's story in Brazil began long before iGaming existed as we know it today. After years working across Europe – particularly in Malta, the global hub of the industry – he gained experience in VLTs, poker, quality, support, affiliation, sales, and business development. He was a complete, restless, and technical professional. But it was poker that first captured his fascination.



“

I BEGAN TO NOTICE HOW PEOPLE HID BEHIND DARK GLASSES, TRYING TO SILENCE THEIR BODIES. THE BODY SPOKE LOUDER THAN THE CARDS,” HE RECALLS.

That encounter with the psychology of the game shaped his understanding of betting, risk, and human behaviour. It was that same balance of intuition and analysis that led him toward Brazil. To Fabio, the country was not just a market; it was a living organism.

“Brazil is built around the word now. Brazilians live the present with a strength that overcomes the fear of failing.”

That energy, combined with his instinct that the country would one day become a giant in the sector, brought him to Brazil in 2009 for what would become his second home.

BRAZIL BEFORE BRAZIL

While much of the world still saw the country as a digital frontier, Fabio saw a beating heart. Poker was booming, cultural energy was unmatched, and the Brazilian community stood out as one of the most engaged in the world. But something even more powerful caught his attention.

Brazil was the world's greatest football nation – and yet had no legal sports betting.

“That equation didn't make sense to me. Brazil and Italy are twin cultures, both passionate about sport, emotion, and belonging. It only needed an engine.”

That visionary insight opened the door to a series of pioneering moves, including a partnership in 2013 with the technology group that would later become one of the global giants of the industry. Back then, the Brazilian market was still just a promise, but Fabio was already treating it as destiny.

"Brazil at that time was like having all the parts of a Ferrari but no engine assembled yet."

THE SOLITUDE OF PIONEERS AND THE COURAGE TO PERSIST

Being first brings brilliance, but also silence. Fabio admits, with humility, that in those early years it was hard to find others who believed as he did.

"Pioneering is a lonely path. I realised I was right exactly because so many said it would not work."

A simple phrase, yet one that captures his life philosophy: vision, study, discipline, and deep faith in one's own process.

This mindset was not born only from work but from a profound understanding of human nature. He expresses it in one of the most striking lines of the interview: "You are naked at the poker table and in bed."

For Fabio, that "intellectual nakedness" defines who we are in decision-making, in relationships, in risk, and in vul-

nerability. It explains his rare ability to read both markets and people, a quality that defines his entire career.

BETWEEN ITALY AND BRAZIL: A LEADER SHAPED BY TWO CULTURES

Fabio speaks of Brazil with the tenderness of someone who found more than opportunity here – he found belonging.

From Italy, he brought technical rigour, logic, structure, and historical awareness. From Brazil, he absorbed something that changed the way he thinks and leads:

"Lightness, adaptability, and relationships before processes."

The union of these two worlds shaped a unique leadership style – firm yet human, analytical yet emotional, strategic yet kind.

DRIVEN BY KNOWLEDGE, MOVEMENT, AND MUSIC

Beyond regulatory discussions and international projects, Fabio is passionate about study, sport, and art.

With an academic background in sports training methodology and sports management, physical activity has always been part of his life – running, padel, biomechanics, and human performance. He is also a musician, playing guitar and drums, and believes that "music is a language deeper than any speech."

And of course, he has a special affection for dogs – especially Pomeranians, which he calls "the greatest concentration of personality per square centimetre in nature."



BRAZIL AS AN EMOTIONAL STAGE

When asked about the moment that most marked his career, Fabio does not speak of achievements or numbers. He speaks of people, of cycles, of collaboration.

“They are different phases, different emotions. None cancels the other.”

He sees the evolution of Brazilian iGaming as a collective timeline – built by visionary entrepreneurs, technological progress, and structuring events that pushed the country to the centre of the global map. That is how he sees himself in history, not as a lone protagonist, but as part of an ecosystem.



A DEEP LOOK INTO THE FUTURE

Fabio has been studying Web3, blockchain, and smart contracts for nearly a decade. For him, there is no doubt: the future of iGaming will be decentralised.

“ I SEE A TOMORROW WHERE PEOPLE INTERACT DIRECTLY IN PEER-TO-PEER SYSTEMS WITH FULL TRANSPARENCY. IGAMING WILL INEVITABLY BE ABSORBED INTO THIS ARCHITECTURE.”

He also envisions a revolutionary role for cryptocurrencies in global financial democratisation, especially in countries with low banking access.



PHILOSOPHY OF LIFE: OPEN MIND, LOW EGO, HIGH CURIOSITY

Throughout the conversation, it becomes clear that Fabio does not romanticise his path. He explains it through the discipline of studying, observing, and persisting.

“The market changes fast. Those who survive cycles are those who keep learning.”

That phrase sums up his worldview: persistence, intellectual humility, and a constant openness to the new.

ADVICE TO THE FABIO OF 2009 – AND TO ALL OF US

If he could go back in time, his advice would be simple:

“DON’T LISTEN TO ANYONE.”

He adds: “To learn how to win, you must learn how to lose and stand up on your own.”

His reflections on personal relationships are equally profound:

**“FAMILY IS THE FOUNDATION,
FRIENDS ARE THE WALLS,
AND LOVE IS THE LIGHT OF
THE HOUSE.”**

It is impossible to read that line without seeing the man behind the executive – someone driven by loyalty, affection, and a very personal sense of ethics.



FINAL BET: FAITH AS A HORIZON

As we close, Fabio quotes Blaise Pascal:

**“VIVE UT DEUS DARETUR” -
LIVE AS IF GOD EXISTED.**

“If God exists, you gain everything. If He doesn't, you lose nothing.”

To him, life, like the game, is a bet – not one of luck, but one of purpose.



A LEADER WHO BELONGS TO THE FUTURE AND HONOURS THE PAST

By joining the Hall of Fame, Fabio Tiberia becomes part of a select group of professionals who not only witnessed the evolution of Brazil's iGaming industry but helped build it.

His story is that of a foreigner who saw Brazil before Brazil saw itself. A leader who merges European discipline with Brazilian soul. A pioneer who believed when everything

was uncertain and succeeded by creating paths where none existed.

A man who believes deeply in loyalty, learning, friendship, and faith.

Fabio Tiberia is not just part of the history of iGaming in Brazil. He is – and will continue to be – one of the forces moving that history forward.



Brazil's Top Affiliate Network for iGaming

With unrivalled expertise, prestigious partnerships and a track record of exceptional performance, Super Afiliados is your gateway to sustainable growth in Brazil and beyond.

Why Brands Trust Super Afiliados:



Results That Speak for Themselves

Consistently delivering high-converting traffic, measurable ROI and long-term value for our partners.



Performance-First Approach

From creative to compliance, we're built for excellence – and tailored for your growth.



Partnerships with Industry Giants

We collaborate with the most respected operators, agencies and media groups in the industry.



Decades of Know-How

A seasoned team with over ten years' experience driving affiliate success in Brazil.



visit our website:



Recruitment Trends for 2026: A NEW CHAPTER FOR TALENT IN BRAZIL'S IGAMING SECTOR

Brazil's betting industry is entering one of the most significant transitions in its recent history. After a full year of regulation, companies are beginning to move past the intense pace of adaptation and into a phase that requires maturity, planning and long-term vision. What emerges now is a sector that has raised its standards of professionalism, reshaped expectations and begun to look ahead with the clarity of an industry that understands that true consolidation only happens when talent evolves alongside it.

If 2024 and 2025 were years of structuring, uncertainty, legal adjustments and lean

operations, 2026 marks the start of a completely different scenario. It signals the beginning of the strategic phase of Brazilian iGaming, shaped by new demands, new skill sets and a growing competition for professionals capable of thinking, executing and sustaining an industry that reinvent itself constantly.

Discussing recruitment trends for our sector in 2026 is essentially discussing how Brazil begins to occupy a position that until recently seemed distant. It is now a regulated, competitive market, closely observed by the global industry and with a rising demand for high-performance talent.

This text is an invitation to understand that turning point. More than listing trends, it encourages reflection on what is coming and on the crucial role people play in building a strong, ethical and innovative ecosystem. Because no regulation, no matter how robust, stands on its own without people prepared to make the industry work.

The first major shift for the coming year is the change in the talent profile companies seek. For a long time, safety guided every hiring decision. It was natural for operators, affiliates, providers and B2B companies to hire only professionals with direct experience in betting. The fear of making a



mistake was understandable. There were regulatory complexities, external pressures, uncertainty around timelines and the urgency of scaling operations with limited teams. In this environment, hiring someone from outside the industry seemed risky.

That cycle has now ended. Companies need to grow, and growth requires expanding their horizons. The sector recognises that it is impossible to build a scalable industry using only internal talent. With the maturity of Brazilian iGaming comes the need to attract professionals from adjacent fields such as fintech, payments, banking, e-commerce, adtech and digital retail. These professionals bring management practices, da-

ta-driven vision, operational maturity and competitive experience that can accelerate team development.

The key to 2026 is combining training with openness. The sector has highly qualified profiles available, but still needs to prepare itself to welcome them, train them and connect them to the regulatory and operational reality of iGaming. The ideal talent next year is not necessarily the specialist who knows every technical detail. It is the professional who brings ability, discipline, adaptability and a desire to grow in a market that offers speed and opportunity in equal measure.

The second major point is the need to increase investment in education and training. 2026

will be the year companies realise that no market produces ready-made talent at scale. Technical knowledge about betting, compliance, risk, payments and regulation must be developed inside the operations. This means building structured onboarding processes, development tracks and internal academies capable of preparing new professionals. The sector must abandon the expectation that the market will supply every qualification need on its own.

This shift requires time, patience and consistency, but it is also an opportunity to build a strong culture and a Brazilian standard of excellence. Organisations that succeed in developing their own talent will gain a real compet-

itive advantage. They will also help turn iGaming into an attractive and respected career path, capable of drawing in diverse professional profiles.

Another key aspect for 2026 is the rising competition between companies for professionals in technology, compliance, data, performance marketing and product. As the sector becomes more structured, healthy competition finally emerges, which is characteristic of mature markets. Previously, hiring was almost automatic due to low competition, limited transparency and unstructured processes. Now the landscape is different. Experienced professionals have begun choosing where they want to work, evaluating culture, purpose and growth opportunities.

In this context, bonuses and benefits become strategic tools for attraction and retention. In a sector defined by daily metrics, performance pressure and fast pace, balancing health, psychological safety and financial recognition will be essential. Companies that understand this equation will have more stable teams and healthier environments. The battle for talent is won over time, not in the excitement of the first offer.

The sector also begins to require a new model of leadership. The industry no longer operates with management

styles based on strict control, command or pressure disconnected from purpose. The teams of 2026 expect leaders who teach, guide, connect and translate complexity into clarity. Artificial intelligence will support many operational tasks, but emotional intelligence will remain irreplaceable. The leader of the future in iGaming is the one who can inspire, support and develop people while interpreting data and making fast, accurate decisions.

This new landscape also demands a shift in the recruitment process. Companies will

need to move away from traditional CV-based interviews and begin assessing behaviour, growth potential and adaptability. In iGaming, more than in many other industries, success depends on people who learn quickly and act responsibly. Behavioural recruitment will be one of the strongest trends of 2026. Hiring well is a discipline, and intuition alone is no longer enough.

Employer branding also gains new relevance. For the first time, the sector must communicate to the market what it truly is: a highly regulated environment composed of multi-



Karen Cohen, Director of Jobs.bet

disciplinary teams with professionals in technology, data, legal, finance, marketing and HR. Breaking the misconception that “working with betting isn’t serious” will be essential for attracting new generations and experienced professionals who still overlook the potential of this sector.

Companies will need to position themselves as employers that offer careers, learning, challenges and solid values. The image of iGaming is evolving and must be shown to the world as an innovative, rigorous, structured and deeply technology-driven market.

Finally, 2026 will be the year Brazilian iGaming fully recognises the value of diverse pro-

fessional backgrounds. The sector does not grow when it hires only people who think the same way. It grows when it welcomes different experiences, when outside perspectives open new paths and when innovation emerges from plurality. Bringing in talent from other markets is not just a hiring strategy. It is a sign of maturity.

What we see now is the beginning of a new era. Brazilian iGaming is no longer a promise. It is a reality, an established industry, a competitive market and a vibrant ecosystem. Every industry that reaches this stage needs a strong talent base to continue advancing. The future depends on the people who choose to build it.

The recruitment trends for 2026 are not simply predictions. They are a reminder that the sector is ready to move forward. It is time to open doors, develop talent, value leadership, integrate technology and humanity, and understand that regulation brought us this far, but people will take us further.

Brazilian iGaming has matured. Now it is time to do the same with our strategies for attracting and developing talent. Because the next phase of this industry will not be defined only by legislation, products or technology. It will be defined by the people we choose to bring along. And this may be the clearest sign that the future has already begun.



Connecting talents to the future of Brazilian iGaming

Jobs .bet

Our mission is to simplify the recruitment process, making the connection between talents and companies of all sizes in a smarter and more effective way.

Be prepared for the Betting Market regulation

It is essential that companies are compliant and prepared to operate within the new standards. We help your company structure high-performance teams with the best professionals on the market, ensuring that you are always ahead.



Benefits for your company

-  Faster hiring process
-  Objective Hiring
-  Versatile model for large and small companies
-  Compliance with Regulation
-  Reduction of Operating Costs
-  Financial Dashboard
-  Ongoing Support

jobs.bet [in /company/jobs-bet](https://www.linkedin.com/company/jobs-bet) [ig /jobsbetbrazil](https://www.instagram.com/jobsbetbrazil)

Your platform of opportunities in the iGaming world

Let's build the best team for your company. Get in touch.

Karen Cohen
HR Director of Jobs.bet

📞 55 11 999701257
✉ karen.cohen@jobs.bet



Thiago Garrides

A New Executive Structure for an iGaming Leader

Cactus Gaming enters a new corporate cycle marked by the strengthening of its executive structure and a robust growth agenda for 2026. At a time when Brazil consolidates its first year of regulation for sports betting and online gaming, the company positions itself as one of the leading B2B technology ecosystems for the sector, reinforcing its local presence while expanding its international reach.

The leadership reorganisation comes at a critical moment, as operators increasingly demand higher levels of professionalism, stability and technological security. To lead this phase, Thiago

Garrides assumes the role of Chief Executive Officer, bringing solid experience in corporate finance, risk management and highly regulated markets. His appointment signals a strategic focus on operational efficiency, continuous innovation and the strengthening of Cactus's organisational culture.

In commercial and relationship-driven areas, Gustavo Coelho takes on the position of Chief Business Officer, overseeing clients, providers and strategic partnerships. His role is central to sustaining the company's long-term growth strategy, strengthening client retention and expanding the operator base.

Technology leadership is now under the direction of Felipe Coelho, appointed as Chief Technology Officer. He will be responsible for guiding the company's technology architecture and leading development, data, infrastructure and security teams. With a strong background in digital transformation and technical leadership, Felipe's mission is to enhance innovation capacity, ensure scalability and deepen the integration between technology and business.

Together, this leadership structure establishes a more robust, data-driven governance model, prepared for a phase of expansion and regulatory consolidation.

A SECTOR IN TRANSITION AND CACTUS'S POSITIONING

Brazil's first year of regulation represents a structural shift for the entire betting and on-line gaming ecosystem. From Cactus's perspective, the country has successfully organised a market that already existed at scale, now operating under higher standards of compliance, security, identity verification, anti-money laundering controls and responsible gaming policies. This progress creates a clearer distinction between compliant operators and those operating outside the legal framework, while fostering a more transparent and predictable business environment.

The company recognises that the sector still faces natural consolidation challenges, including the need for greater regulatory stability, enhanced oversight and ongoing tax discussions. "Appropriate taxation is essential to keep the market evolving and to fund important government initiatives, but it must not hinder investment or place excessive pressure on operators, which could ultimately encourage illegal platforms," says Thiago Garrides, CEO of Cactus.

OUTLOOK FOR 2026

Cactus projects a year of sustainable expansion, intensifying its relationships with operators and increasing investment in technology. Key priorities include the development of strategies to accelerate the growth of existing clients' businesses, the creation of new personalisation and engagement tools, structural improvements in data capabilities and continued investment in innovation.

According to the company, artificial intelligence will play a decisive role in the sector, enabling more accurate behavioural analysis, improved risk pattern identification and stronger responsible gaming frameworks. "We want to invest even more in developing tools and resources that support the integrity of both players and operators," Garrides explains.

Another strategic objective is to expand the offering of products and services designed to support operator structure and performance. "We see ourselves as partners to our clients. That is why anticipating operational challenges and delivering solutions is a priority for us. Our ecosystem will become even more comprehensive, offering resources and tools to support player engagement and retention, financial and legal operations, and technological integrations," the executive adds.

On a structural level, the company has also announced the opening of a new office at the beginning of the year. For Garrides, the new space in Belo Horizonte "will mark the beginning of an even more collaborative and integrated phase for our technology, operations, product and commercial teams, becoming a true hub for innovation and client relationships."

A NEW CYCLE FOR CACTUS

The combination of strengthened governance, structural expansion, strategic vision and a firm commitment to digital responsibility places Cactus Gaming in a privileged position to lead the next phase of evolution in the Brazilian and Latin American iGaming markets. The company believes that 2026 will be a defining year in consolidating a safer, more transparent, competitive and innovative industry and is prepared to play a leading role in this transformation.

KALMA

While some chase trends, industry leaders choose Kalma.



**MARKETING THAT
CONVERTS, NOT
JUST ENTERTAINS.**

**CONNECTING BRANDS
WORLDWIDE!**

Scan the QR code to
see how top brands
win with Kalma.



Brazilian Technology Redefining Sales and Driving the Betting Market

At a time when the iGaming market is experiencing strong expansion and increasing competitiveness, automation solutions capable of accelerating player acquisition and qualification have become strategic to the sustainability of operations. Among the Brazilian-developed technologies gaining prominence is a voice and messaging automation system that combines intelligent dialling, WhatsApp broadcasts, SMS/RCS and data enrichment to optimise the entire bettor journey, from first contact to re-engagement.



Raffael Burgos



The solution operates through automated workflows that place calls to large databases, identify users who demonstrate interest and trigger immediate responses through the most effective communication channels. Its key differentiator lies in the balance between automation and human interaction at the right moment. While the system filters and activates the most responsive leads, customer service teams can focus exclusively on genuinely qualified profiles. This approach reduces acquisition costs, increases response rates and shortens conversion times for betting operators.

Another relevant aspect is the system's ability to generate qualified traffic on a continuous basis, feeding websites and platforms with users who already show clear intent to engage. In a fast-paced in-

dustry, this predictability of flow represents a direct competitive advantage.

The platform also incorporates data enrichment processes that enhance segmentation capabilities and enable more precise campaigns, which is particularly important for retention, a stage where many operators tend to lose efficiency. With more comprehensive data, companies can deliver personalised offers, recover inactive players and reduce churn with greater accuracy.

Integration with widely used channels in Brazil, such as WhatsApp and SMS, further increases the effectiveness of campaigns, aligning with local digital consumption habits. Compatibility with protocols like RCS expands campaign potential for companies seeking scalability and higher levels of interaction.

The technology is already being adopted by major operators in the sector, reinforcing its alignment with market demands. More than an automation tool, it represents an additional layer of operational intelligence, capable of transforming traditionally manual processes into predictable, measurable and high-impact systems.

As Brazil's iGaming ecosystem continues to advance in regulation and maturity, solutions like this are expected to become an essential part of marketing, acquisition and CRM structures. They also position Brazil not only as a consumer market, but as a producer of relevant technology for the global iGaming industry.



Boost Your Results on Brazil's Leading iGaming Portal!

In the competitive iGaming market, *visibility is key.*



Qualified Reach



Measurable Results



Tailored and Efficient Formats



Authority and Trust

Get in Touch with the CEO:
Flavio Figueiredo
+5511957773907

igamingbrazil.com
Connecting the market, driving results.

Media Perspectives and Growth of Brazil's iGaming Market: 2026 Outlook

Brazil's iGaming market is moving through a phase of unprecedented maturity and expansion. Regulation has advanced, helping consolidate a sector that now operates with greater legal certainty and transparency, while public perception of betting has been shifting in a positive direction. In this environment, operators, brands and trade partners need to structure their media strategies in an integrated, intelligent and responsible way, taking into account both the end consumer and all stakeholders across the industry.

Global events such as the 2026 FIFA World Cup, even when held outside the country, demonstrate how different media channels can amplify public engagement. Free-to-air TV offers massive reach and broad visibility, creating emotional connection with audiences. Pay TV, in turn, reaches a more segmented audience willing to consume specialised and premium content. Digital platforms enable direct, personalised and measurable communication, supporting campaigns centred on experience, responsibility and long-term engagement. The combi-

nation of these channels gives companies the opportunity to strengthen their brands, reach diverse audiences and deliver consistent market impact.

Performance media remains a strategic tool, especially for smaller operators that depend on it to grow in a competitive landscape. However, the current scenario demands more than short-term campaigns. It requires building strong brands with clear differentiators, well-defined objectives and transparent communication. The sector must also invest in B2B media, using

specialised platforms such as iGaming Brazil to position themselves with suppliers, negotiate more effectively, align strategies and consolidate sustainable growth plans. Strengthening the trade in this way reinforces the ecosystem and contributes to the industry's overall maturity.

Public perception also plays a central role in this process. Well-structured media strategies help reinforce that regulated betting is a safe and responsible form of entertainment, highlighting the industry's commitment to player protection and market integ-

ity. Companies that invest in clear, ethical and informative communication not only earn trust, but also strengthen the collective image of iGaming in Brazil, opening the door to new investment and supporting the development of a more sustainable market.

The convergence between traditional and digital media is becoming increasingly strategic. Each platform plays a distinct role: some prioritise reach and visibility, while others offer deep segmentation and interaction, allowing campaigns to be adapted to specific audience profiles. Balancing these

forces is essential for generating real results, both in terms of player engagement and in strengthening brand positioning among partners and suppliers. This reinforces the importance of a well-planned, integrated media strategy.

Looking ahead to 2026, the Brazilian iGaming market presents a robust and promising outlook. Operators, agencies and industry players must combine creativity, strategic planning, strong branding and intelligent media execution to take advantage of market growth, explore opportunities created by global events and continue building public trust. The integration between B2C and B2B, regulatory clarity and responsible communication are essential competitive advantages for anyone seeking sustainable differentiation. Major events, even those held abroad, show how well-structured campaigns can expand the relevance of operations and create new engagement opportunities, confirming that Brazil is ready to assume a leading role in the global iGaming landscape.

In summary, 2026 is a year to consolidate learnings, seize opportunities and move forward with intelligent and responsible media strategies, turning market expansion into consistent, sustainable and long-term development for operators, players, investors and the wider public.



Flávio Figueiredo, Co-founder of iGaming Media



WE ARE
**THE LEADING
BACKLINK
SPECIALISTS**
FOR BRAZIL!



Google

- Q Your sportsbook...
- Q in the **first results**
- Q with higher **ranking**
- Q and the best **performance**

WHY CHOOSE US?



10 years of experience in the Brazilian iGaming market



Tailored Strategies for Maximum Impact



The largest domain portfolio in Brazil



Proven Success with Top Industry Players

igamingmedia.com.br



Let's start building your success story today! Contact us now:
+55 11 95777-3907

Brazilian Lounge: A Journey that Began as an Idea and Became a Movement.

When I look at the Brazilian Lounge today, it is impossible not to think back to where it all started. In 2023, at the much-missed ICE London, the project was nothing more than a desire. A genuine wish to create a Brazilian meeting point at the world's biggest stage for our industry. It was only a seed. A small table, a few conversations and a clear sense that Brazil needed visibility, space and representation. And it required all of that in our own way.

Three years later, that seed has become an ecosystem. Today, when I look back, I feel a mix of pride and disbelief. None of us imagined the Brazilian Lounge would become so big, so quickly, and so meaningful to so many people. The truth is that we grew with the industry, and the industry grew with us.

We've participated in more than 15 international events that carried our brand and put Brazil on the map in major global capitals. We went from Rome to Lisbon, from Barcelona to Miami, and through so many other stag-

es that helped establish this community. Every edition brought new partners, new connections and the certainty that we were building something greater than ourselves.

We also created something I never expected to reach such an impact. Our podcast. Over 30 episodes so far. Great and honest conversations with the people who actually make this market move. Leaders, innovators, regulators, entrepreneurs. Stories that inspired, educated and opened space for important discussions. It was never



Alessandro Valente

about numbers. It was always about value.

Our coworking space, which began small, has now doubled in size. It has evolved into a dynamic, vibrant environment that welcomes representatives from the largest companies in their fields. A place to work, yes, but also to create, exchange, learn and host those who are shaping the future of the Brazilian iGaming industry.

And then there is the magazine. Twelve editions so far, each one more mature than the last. It is more than content. It is a his-

torical record. We have brought analysis, trends, interviews and many tributes to the leaders who dedicate their time and talent to the growth of our industry. We turned printed pages into a platform for recognition, respect and memory. It was initially imagined to be a brochure to inform the visitors of our booth about the companies involved in the project, but it became a magazine immediately.

We also created the largest group of industry leaders on WhatsApp. A space for dialogue, exchange and collaboration that never exist-

ed before in Brazil. A place connecting more than three hundred minds who move our market day after day. That group made it clear that the Brazilian Lounge was no longer just ours. It belonged to everyone.

All of this moves me deeply. For what we have built. For the trust so many people placed in us. For the doors that opened. But above all, for what is coming next. The next chapter will be even stronger. We will expand our fronts, increase our presence at strategic events, strengthen our content production and launch new initiatives that will have an even greater impact on the ecosystem.

The future of the Brazilian Lounge is one of consistent growth. Growth with purpose. Growth that follows the rhythm of a regulated Brazil and the global vision we want for our country.

We are open to new partners, new brands and new projects that want to be part of one of the most solid, reliable and transformative movements in the Brazilian iGaming industry.

What began as an idea is now a platform. And what became a platform is now a community. The journey is only just beginning.

A Unique Platform for Brazil's iGaming Industry

The Brazilian Lounge is a unique initiative that brings together a range of opportunities for the iGaming industry, connecting Brazil to the global market through an integrated ecosystem designed to foster visibility, dialogue and meaningful business relationships for companies and decision-makers seeking credibility and strategic presence.



Magazine – The only printed magazine fully focused on Brazil and Latin America, featuring articles, interviews and editorials distributed at the world's leading iGaming events.



Podcast– Insightful conversations with industry leaders, exploring perspectives, challenges and the future of the market.



Stands– Strategic physical presence at major global events, offering curated spaces for networking, meetings and brand positioning.



Co-working– Environments created to connect professionals, encourage collaboration and build long-term partnerships.

For brands that understand the value of presence, credibility and connection.



BRAZILIAN
LOUNGE

Connecting Brazil
to the Global
iGaming Industry

brazilianlounge.com



[brazilian-lounge](https://www.linkedin.com/company/brazilian-lounge)



[brazilian.lounge](https://www.instagram.com/brazilian.lounge)



[BRLoungePodcast](https://www.youtube.com/BRLoungePodcast)

The Big Event in the iGaming Capital:

WHAT TO EXPECT IN SUCH AN UNPREDICTABLE YEAR

After everything we experienced in 2025, it became impossible to see 2026 as "just another edition." In São Paulo, we welcomed more than seventeen thousand delegates, three hundred exhibitors and three hundred speakers at the Transamerica Expo, in an environment that has firmly established itself as the epicentre of the iGaming industry in Latin America. Our projections and goals for 2026 surpass eighteen thousand participants, and that changes the level of responsibility we carry within the market.

When I attended SiGMA Central Europe in Rome, I made two points very clear. Brasília was not a test; it was

the beginning of a permanent pillar in our calendar. And São Paulo now takes a definitive step forward in its repositioning as BiS SiGMA South America. Brasília, with its compact format and strong focus on relationship-building, officially enters our annual agenda starting in 2026. At the same time, we have already launched the pathway to SiGMA Mexico, an operation I am also directly involved in, which expands our presence throughout Latin America.

Looking specifically at São Paulo 2026, our expectations go far beyond growing in square metres or increasing the number of stands. The vision our team has reinforced continues to be our compass:

an event that promotes dialogue rather than barriers, and that defends coherent regulation for the sector. From this perspective, we have designed a BiS SiGMA that evolves from being an industry-for-industry fair into a major hub of connections with the most strategic ecosystems in Brazil.

The first of these is hospitality, tourism and travel. If Brazil advances discussions on integrated resorts, casinos and new models of regulated entertainment, the companies that will operate rooms, convention centres, bars, shows and restaurants are hotel groups and tourist destinations. In 2026, we will see hotel chain executives, hospitality groups and tourism bureaus

using BiS SiGMA as a platform to negotiate with operators, VLT suppliers, sports bars, arenas and technology integrators. The betting industry can become a year-round driver of hotel occupancy, events and tourism flow, and the place to build these partnerships is on the show floor.

The second axis is sports and entertainment. In 2025, we signalled this convergence with initiatives such as the MMA Fight Night with Centurion FC, the debut of the SiGMA Poker Tour in Brazil and a closing ceremony fully anchored in Brazilian culture. Through our relationship with the Confut events and our participation in Confut Sudamericana, we saw how football and online betting are increasingly intertwined. The same Brazilian who enjoys placing a bet is the same Brazilian who lives the passion of supporting their club. For 2026, our expectation is to deepen this dialogue. Clubs, leagues, federations, entertainment venues, content producers and streaming platforms need to see BiS SiGMA as a strategic showcase for sponsorship models, fan engagement and new revenue streams, always aligned with advertising rules and responsible gaming.

The third axis is e-commerce and retail, with a specific fo-

cus on Brazil's digital economy. Online betting is, at its core, a high-frequency digital product with significant data usage. What our industry has learned about acquisition, retention, payments, antifraud, KYC and omnichannel journeys is extremely valuable to retailers, marketplaces and major e-commerce players, and the reverse is equally true.

All of this fits into a more mature and integrated calendar. Brasília becomes our ongoing political and regulatory forum, São Paulo remains the major hub for business, technology and continental networking, and Mexico City opens a new front of expansion that organically connects the Brazilian ecosystem to the rest of the Americas. From a commercial standpoint, this is already reflected in strong early rebooking rates and growing demand from brands that want not only to secure space on the show floor but also to build long-term projects with us.

Our expectation for BiS SiGMA South America 2026 is both simple and ambitious. We want every square metre of the event to reflect this expanded ecosystem. We want operators to meet regulators, banks, football clubs, hotel networks and technology solutions in the same environment, leaving São Paulo

with new business opportunities, new growth routes and a clearer understanding that our sector is not an island but a catalyst of opportunities for the entire economy.

And I leave a personal invitation. If you work in gaming and entertainment, hospitality, sports, entertainment, e-commerce or retail, and you see value in being where these conversations truly take place, 2026 is the year to be with us in São Paulo at BiS SiGMA South America.



Giselle Hecne Bernardino

BIS | SIGMA
SOUTH AMERICA
06-09 ABRIL 2026 \ SÃO PAULO

The largest gaming and betting event *in Latin America*

Five years of history. The stage
that shaped the market.

Stand with the companies and
the thousands of leaders driving
iGaming across LATAM.

**São Paulo, the Capital of Gaming
and Betting in Latin America.**

Our 2026 numbers:

18,5 k
attendees

+250
speakers

+400
exhibitors



CRM Innovation and Intelligent Solutions:

POWERING A NEW ERA FOR THE BRAZILIAN IGAMING MARKET

As regulation advances, new operators arrive and the World Cup cycle approaches, Brazil has moved from a promising frontier to a market that now sets the pace for global change in iGaming. The competition is no longer only about visibility. It is increasingly about intelligence, speed and the ability to understand the Brazilian player in depth.

This is why speaking with Rony Vexelman, Optimove's VP of Marketing, offers such valuable perspective. He leads the company's global marketing strategy across regions and industries, connecting consumer trends, the evolution of CRM and the technology that sup-

ports personalised and scalable player engagement.

In this exclusive conversation with Brazilian Lounge, Rony discusses why Brazil demands new operational models, how Positionless Marketing helps teams act with greater agility and relevance, and why 2026 will be a defining year for operators who want to compete with long-term vision. He also reflects on how AI, real-time decisioning and better use of behavioural data are reshaping what it means to build strong player relationships in such a diverse and fast-moving environment.

More than insights, Rony offers a clear message. The operators who truly embrace region-

al nuance, invest in meaningful data capabilities and adopt more fluid structures will be the ones who lead Brazil's next chapter in iGaming.

RONY, ICE 2026 IS APPROACHING AT A MOMENT OF MAJOR TRANSFORMATION FOR BRAZIL. WHY IS THIS EDITION SO IMPORTANT FOR THE BRAZILIAN MARKET?

Rony Vexelman: Brazilian players expect relevance, speed, and consistency, and operators are having to evolve just as fast. The question is: can operators keep up? The ones who don't will be left in the dust.

Let's take a step back. For years, the industry talked



Rony Vexelman

about the Brazilian market's potential; now that potential is materializing. Regulation is advancing, new operators are entering aggressively, and the competitive bar, particularly in CRM marketing sophistication, is rising quickly.

This is happening all at once, so operators have to keep up in a highly volatile and dynamic market. It's like the saying goes: they're building the plane while flying it.

It means that operators need proven technology and partners in order to deliver players the relevance, speed, and consistency they demand. They are trained to have incredible customer service from brands like Amazon and others, and they will not accept second-rate marketing interaction.

There is also a sense of urgency with the World Cup. ICE is the kick-off of what's expected to be a whirlwind of advancement in marketing for iGaming operators in Brazil and worldwide.

BRAZIL IS OFTEN DESCRIBED AS ONE OF THE MOST COMPLEX MARKETS IN THE WORLD. WHAT SHOULD OPERATORS KEEP IN MIND AS THEY PLAN FOR 2026?

Rony Vexelman: Brazil is not one market; it is many. The country is large, diverse, and fragmented. Behavior changes by region, by club loyalty, by communication style, and by digital habits. A campaign that resonates in São Paulo may not work in Fortaleza. A Flamengo fan behaves very differently from a Palmeiras fan, even during global tournaments.

Operators who treat Brazil as a single audience tend to rely on generic mass-market campaigns. That approach may generate brand awareness, but it rarely optimizes player value.

If Brazilian operators meet with the right marketing experts at ICE, they will gain a deeper focus on understanding this fragmentation and how to design powerful engagement strategies.

Successful operators will move beyond broad segmentation and invest in regional insights, behavioral modeling, and personalization that reflects Brazil's diversity. Positionless Marketing supports this shift by giving marketing teams the flexibility to build and adapt journeys without relying on multiple internal departments each time they need to adjust for a specific audience.

Brazil is also a market where engagement mechanics such as gamification play a key role. Brazilian players respond strongly to progress, challenges, and interactive experiences, which is why Optimove has invested in educating the market through initiatives like our gamification and CRM course in partnership with the Gaming Operations Academy (GOA LatAm/Brasil). For many operators, combining CRM fundamentals with gamified experiences will be the key to standing out in 2026.

WHAT IS POSITIONLESS MARKETING AND HOW DOES IT HELP BRAZILIAN OPERATORS SPECIFICALLY?

Rony Vexelman: Positionless Marketing removes fixed roles from marketing teams and gives them the capability to access data, produce campaign assets, and optimize results without waiting on others. It replaces hand-offs with a fluid process that lets operators act faster and engage players more meaningfully.

This model solves a challenge we see across Brazil: marketers need to move quickly, but their structures slow them down. Insights sit with one team, creative with another, and execution with another. By the time everything comes together, the moment has often passed.

Positionless Marketing gives marketers direct control over the core capabilities that drive CRM. Data Power lets them pull and interpret insights instantly. Creative Power enables them to produce channel-ready variations without waiting for design queues. Optimization Power allows them to adjust journeys in real time as behavior shifts.

For mid-sized operators, this enables them to compete through responsiveness rather than scale. For larger operators, it reduces friction and

strengthens consistency. In every case, it ensures teams can meet Brazilian players with the speed and relevance they expect.

SPEAKING OF MID-SIZED OPERATORS, MANY IN BRAZIL FOCUS HEAVILY ON CASINO. WHAT OPPORTUNITIES DOES 2026 PRESENT FOR THEM?

Rony Vexelman: Mid-sized operators often assume they cannot compete in sportsbook because they lack the visibility of larger brands. Yet they already hold a major advantage: a loyal base of casino players who are active year-round. During major sporting events, especially the World Cup, these players naturally shift their attention to soccer and become the easiest audience to activate.

What we call the Movable Middle is central to this opportunity. These are players who are not consistent sports bettors yet but show signals that they could be. They may check odds or follow matches and respond best to timely, targeted prompts rather than aggressive promotions.

Our 2026 World Cup Playbook offers tips on practical cross-sell journeys, hybrid flows that keep players moving between sports and casino, and targeted incentives that focus resources where conversion likelihood is strongest.



MID-SIZED OPERATORS CAN OUTPERFORM THE GIANTS THROUGH AGILITY. THEY CAN PERSONALIZE, TEST, AND ADAPT FASTER.”

Optimove enhances this advantage by identifying early interest signals, tailoring offers to regional behavior, and adjusting journeys in real time.

REAL-TIME BEHAVIORS ARE ESSENTIAL IN BRAZIL. HOW SHOULD OPERATORS THINK ABOUT REAL-TIME ENGAGEMENT HEADING INTO 2026?

Rony Vexelman: Brazil is a fast-moving market where player sentiment can shift in seconds. A goal, a missed chance, or halftime can completely change intent. Operators must respond instantly if they want to stay relevant.

This requires the ability to trigger personalized offers within moments, adapt journeys as momentum shifts, and deliver content across WhatsApp, push, SMS, and in-app channels with precise timing.



Mid-sized operators have a natural advantage because they can move quickly. Optimove's Positionless Marketing Platform supports this by enabling real-time campaigns, real-time personalization, dynamic content generation, and continuous optimization across every channel.

AI IS ONE OF ICE'S BIGGEST THEMES THIS YEAR. HOW DOES AI HELP BRAZILIAN OPERATORS NAVIGATE 2026?

Rony Vexelman: AI is becoming the engine behind marketing agility in Brazil. Optimove AI blends predictive, generative, and agentic intelligence to help teams act at the speed of the player. It can predict churn or conversion signals, identify cross-sell opportunities, generate localized content for every channel, recommend next best actions in real

time, optimize send times and frequencies automatically, and segment players by region, loyalty, and behavioral cues.

For Brazilian operators preparing for a World Cup cycle, this level of intelligence is especially valuable. It allows them to make better decisions, act faster, and personalize at scale without expanding teams. AI gives mid-sized operators the sophistication needed to compete with the largest brands, while giving larger operators the agility they need to stay ahead.

At ICE, we expect AI discussions to shift from hype to practicality. Brazilian operators want immediate value: better segmentation, faster execution, clearer insights, and stronger player outcomes. AI is what enables that in 2026.

WHAT MESSAGE WOULD YOU LIKE TO SHARE WITH BRAZILIAN OPERATORS AHEAD OF ICE 2026?

Rony Vexelman: ICE 2026 is a moment for Brazilian operators to rethink how they compete. Differentiation will come from those who understand the Brazilian player best, not who has the loudest brand.

Approach ICE with curiosity and intention. Look for capabilities that make your marketing more resilient, data-driven, and ready for long-term growth. Focus on what will matter five years from now, not on short-lived trends.

Brazil has all the ingredients to become one of the most innovative iGaming markets in the world. The operators who use ICE to elevate their ambitions will help shape the future far beyond 2026.



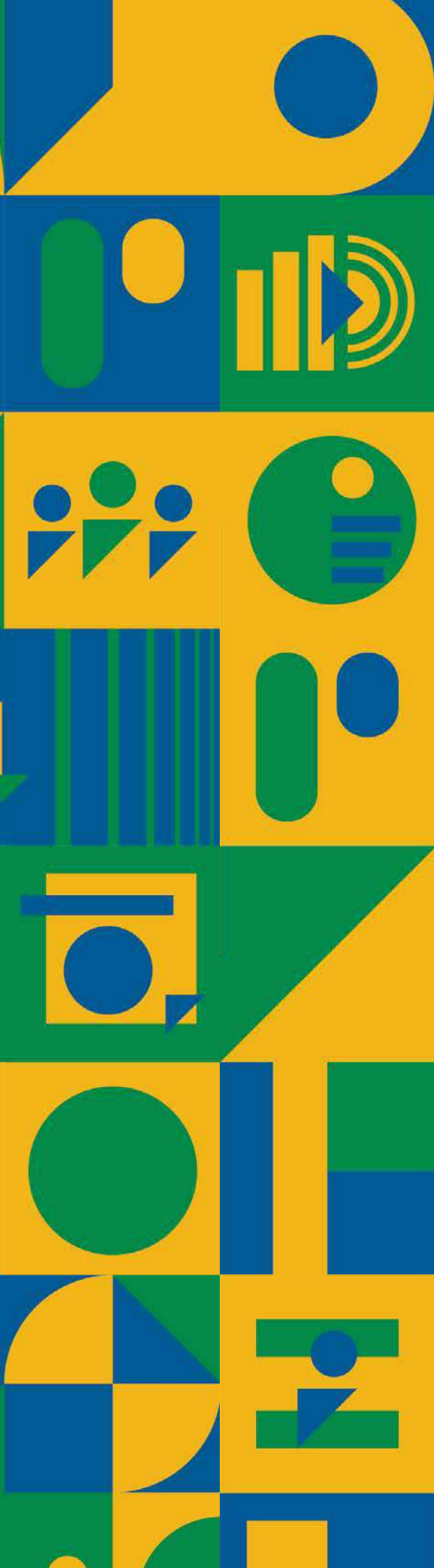
Stuck in the Marketing
Assembly Line?

Cut the Line with Positionless Marketing

Meet us at ICE - **Booth 4C30**

 **OPTIMOVE**

Do anything. Be everything.



FINAL WORDS

As we bring this special edition to a close, we do so with pride and gratitude. Celebrating three years of Brazilian Lounge means recognising a collective effort that goes far beyond pages and headlines. It represents trust, dialogue and a shared commitment to the development of Brazil's iGaming market.

This edition reflects the maturity of the sector, highlighting leadership, innovation, talent, technology and strategic thinking at a moment when the industry demands clarity, responsibility and long term vision. Each story reinforces the importance of building strong foundations, meaningful connections and transparent conversations.

We sincerely thank our readers for their continued support, as well as our contributors and partners for their insights and collaboration. Your confidence allows Brazilian Lounge to remain relevant, independent and forward looking.

We look ahead with optimism and responsibility, ready to continue this journey together and to strengthen Brazil's presence on the global iGaming stage.



Alessandro Valente

Brazilian Lounge
co-founder



BRAZILIAN
LOUNGE

LIGAÇÕES AUTOMÁTICAS INTEGRADAS COM SMS, RCS E WHATSAPP

AUTOMATED CALLS
INTEGRATED WITH SMS, RCS, AND WHATSAPP

Enriquecimento de dados para turbinar seus resultados!

Atualize sua carteira de clientes com facilidade, integre tudo ao seu sistema e programe disparos automáticos com relatórios completos. Todas as ferramentas que você precisa em um único lugar!

Data Enrichment to boost your results!

Easily update your customer database, integrate everything into your system, and schedule automated campaigns with complete reports. All the tools you need in one place!



Integração Total com o Mercado
Compatível com todos os CRMs do mercado.



Full Integration with the Market
Compatible with all CRMs available.



Acesse já:
fortunatelecom.com.br



E-mail para atendimento:
rafael.burgos@fortunatelecom.com.br



0800 000 1165
(11) 94026-2930



Casa de aposta padrão? Não na Cactus!

A Cactus é mais que uma white label, temos um **ecossistema completo de tecnologia** para a sua casa de aposta, com soluções e integrações estratégicas que **garantem eficiência, segurança e conversão.**

**O upgrade que a sua operação
estava precisando para alavancar.**

www.cactusgaming.net